

STRATEGIC PLAN

2010–2015

Building a Caring Society. Together.



social development

Department:
Social Development
REPUBLIC OF SOUTH AFRICA

NATIONAL DEPARTMENT OF SOCIAL DEVELOPMENT

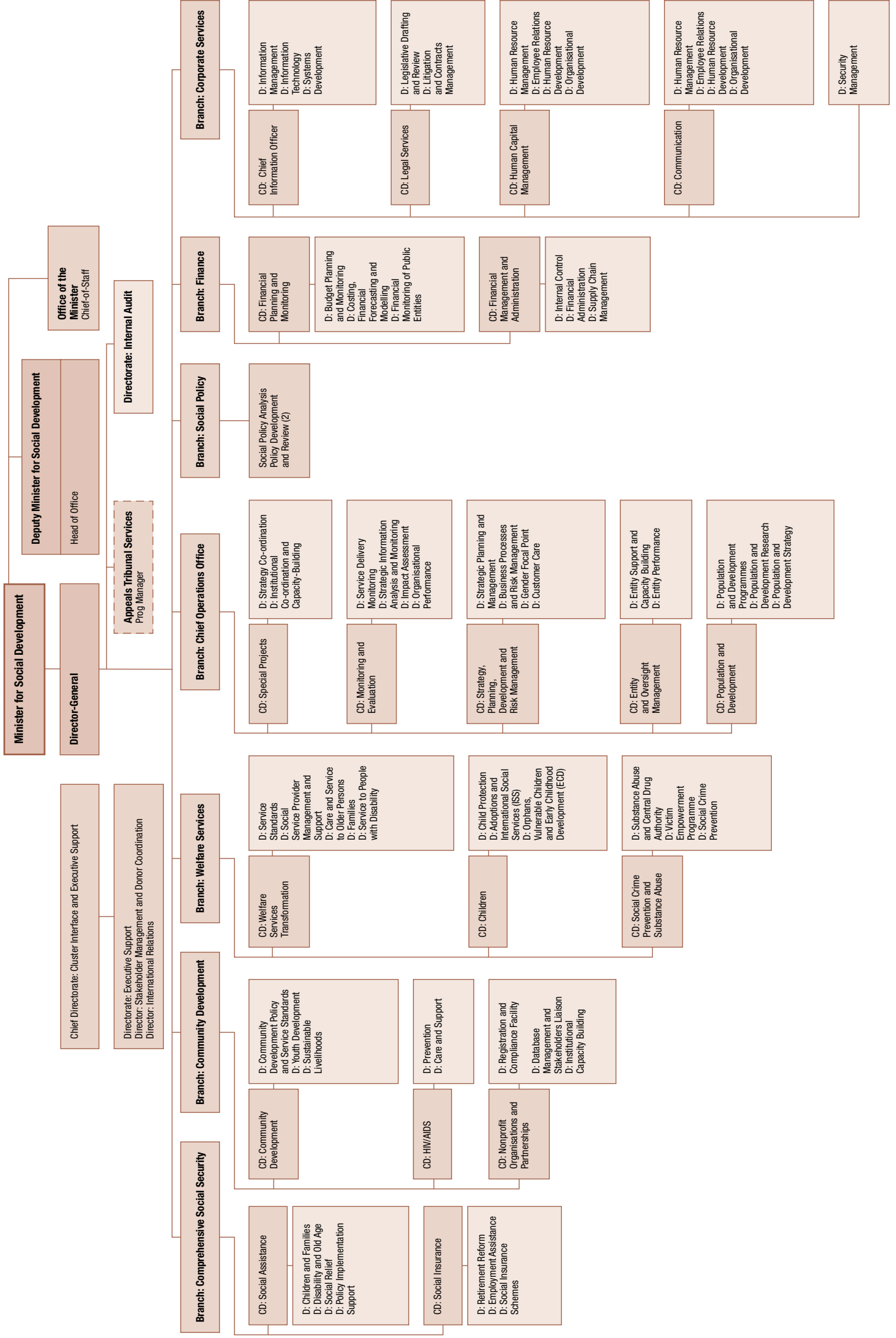


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Minister's foreword

Since the dawn of democracy in South Africa 16 years ago, the Government has put in place a number of measures to address the challenges of poverty and unemployment among vulnerable South Africans. As part of its contribution to the creation of a better life for all, the Department of Social Development has developed and implemented an array of programmes that protect South Africans against poverty and other forms of deprivation. These initiatives are inspired by and seek to realise the birth of a society which is both inclusive and attentive to the rights or needs of its most vulnerable members. As levels of poverty and unemployment remain high, the Department continues to give effect to its Constitutional mandate by providing leadership in the development of policies and related anti-poverty strategies through an integrated social development package which includes social assistance in the form of cash transfers targeting the poor, marginalised and vulnerable groups, as well as developmental welfare services.

At the heart of the creation of a caring and inclusive society has been the creation and implementation of a comprehensive social security system. The expansion of the social safety net to more than 13 million South Africans, most of them children, speaks volumes about our commitment to tackling child and adult poverty. The year 2010 sees the implementation of the final phase of the removal of disparities in the qualifying age for old age grants between male and female applicants. This and other concrete efforts such as the progressive extension of the Child Support Grant to children up to their 18th birthday will go a long way towards tackling child and adult poverty. Evidence suggests that the income support we provide to millions of South Africans has reduced poverty in a majority of affected households. Together with our partners in government, we will continue to implement



key job creation initiatives such as the Expanded Public Works Programme.

The evolution of our programmes has been anchored on a number of strategic themes through which the Department seeks to contribute to the greater government goal of creating a better life for all. The key priorities and goals spelled out in this Strategic Plan will be implemented in order to meet a number of outcomes whose overall objective is to build a better life for all. The shift in government focus from outputs to outcomes will enable us to assess the extent to which our programmes respond to overall national objectives. The Strategic Plan identifies a number of sector-specific interventions which will form the bedrock of our contribution to the eradication of poverty and unemployment. The extent to which we meet these goals will speak volumes about our determination to improve the lives of the people we serve.

A handwritten signature in black ink, appearing to read 'BEE MOLEWA'.

Mrs BEE Molewa, MP
Minister of Social Development

Deputy Minister's statement

In his State of the Nation address in February this year, President Jacob Zuma declared this year to be the 'year of action'. This is a clarion call to us all to put our shoulders to the wheel and work harder, smarter and faster. An intensified response to the challenges that the majority of our people face on a daily basis cannot be delayed. As South Africa's communities continue to grow, ordinary South Africans are constantly challenged by both social and economic needs to develop and improve their standard of living. South Africa is a complex society and its challenges are also complex, requiring thoroughly thought-out strategies to respond to them.

Since the dawn of democracy 16 years ago, we have made great strides in freeing the most vulnerable of our fellow citizens from the shackles of poverty and underdevelopment. A great deal still needs to be done, but we have certainly laid a solid foundation.

This year, guided by the outcomes of the Cabinet Lekgotla as well as the State of the Nation address, we will place more emphasis on Early Childhood Development (ECD). This is one programme that will help us to develop the cognitive skills of children at a very elementary level, thus preparing them for formal school.

South Africa is plagued by the scourge of drug and substance abuse. This is a cause of all sorts of criminal activities contributing to the high crime rate, the breakdown of families, and the general neglect of children. The Department will, through the Central Drug Authority, give more attention to this area of our work, given that we are hosting the 2010 World Cup, and that the supply of and demand for drugs and other prohibited substances will therefore inevitably increase.



Our elderly play an important role in maintaining stable families, thus helping to build and maintain cohesive communities. We need to preserve them, and in pursuit of this the Department will continue to put in place programmes designed to take care of their social, physical and economic needs.

As part of the mandate of the Department, particular attention will be paid to vulnerable groups, such as women, children and people living with disabilities.

I therefore urge all our partners in all spheres of human endeavour to take ownership of this Strategic Plan, and assist the Department and the entire government to make a difference in the lives of our people.

A handwritten signature in black ink, appearing to read 'B Dlamini'.

Ms B Dlamini, MP
Deputy Minister of Social Development

Director-General's overview

Over the past 15 years, the Department of Social Development has implemented a number of policies that contribute towards making South Africa an inclusive society which is responsive to the rights and needs of its most vulnerable members. The Department's strategy is to implement appropriate policy interventions which respond to the immediate needs of individuals and communities, while engaging in policy research and development that explores longer-term strategies for addressing systemic poverty and inequality. Given that there are no easy solutions to the complex social problems faced by most communities in South Africa, the Department will have to reflect more deeply on its work, consolidate lessons from the past 16 years of democracy, and emerge with more practical and effective strategies that will make a real difference to South African citizens.

Expansion of social security

Extensive research conducted by the Department shows that there are significant gaps in social insurance which, in turn, place a direct burden on social assistance grants. In particular, the absence of mandatory pensions for formerly employed people has resulted in 3 million South Africans being unable to access insurance coverage in the event of retirement, death or disability. To fill these gaps, a number of policy proposals for reforming retirement provisions have been formulated, and will be introduced in the medium term in accordance with the resolutions of the Interministerial Committee on Social Security Reforms. The social assistance safety net has also been expanded by adjusting the mean tests for all grants in 2008, and adjusting the qualifying ages for men for old age grants and children for child support grants. These adjustments continue to be phased in over



the Medium-Term Expenditure Framework (MTEF) period, and it is estimated that the total number of beneficiaries will grow to 16 million in 2013.

The Appeals Service Centre, which ensures the provision of an accessible, fair, just and equitable social assistance appeals adjudication service, was operationalised in 2009.

Improving service delivery and the administration of social assistance

In the medium term, the South African Social Security Agency (SASSA) will continue to improve the delivery and administration of social grants. It will focus on improving access to social grants, improving grants administration and payments, and implementing systems that will enhance operational efficiency, and improve the application of the different means tests for the various social grants.

The creation of decent work

South Africa faces many challenges as a result of poverty, unemployment, and limited access to opportunities for sustainable livelihoods and economic development by the poor and other vulnerable people, mainly women, youths, and people

with disabilities. While people in these categories are spread throughout the country, people in rural areas are particularly badly affected. As a result, rural development, access to decent work, inclusive growth, and building cohesive communities are among the government's most important priorities. In response to these challenges, the Department plays a vital role by developing policies and community development strategies that contribute to the creation of new work opportunities. These interventions are particularly important because they target youths and young adults who are currently outside the labour market.

Social cohesion

The Department will contribute to social cohesion by strategically tackling core challenges such as substance abuse, which gives rise to violent and abusive behaviour, as well as social crimes such as gender-based violence. Building sustainable and cohesive communities will require a combination of strategies ranging from existing social security measures to developmental welfare services and community development interventions. The Department also needs to scale up its programmes aimed at caring for and protecting the growing numbers of households affected by HIV and AIDS, especially those headed by children and youths.

Sector capacity-building

The Department will contribute to building capacity in the social sector by recruiting and retaining social service professionals; strengthening the administration of non-profit organisations (NPOs), and deepening partnerships with them; increasing its participation in and sharing of best practices with various regions

in Africa, and providing support in post-conflict reconstruction areas; and developing skills and human capital through the expansion of services to vulnerable children, particularly through Early Childhood Development (ECD).

Improving performance

The Department is seeking to align its planning with the new planning framework led by The Presidency by moving away from an output-based approach to outcomes relevant to social development. This approach will allow the assessment of qualitative differences resulting from social development policies, legislation and programmes. The real impact of government service delivery will also promote an integrated and closer working relationship between the Department, its social sector partners, other government departments, civil society, and business.



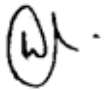
Mr Vusi Madonsela

**Director-General
Department of Social Development**

Official sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the Department of Social Development under the guidance of Minister B E E Molewa.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Social Development and its respective entities are responsible, and accurately reflects the strategic goals and objectives which the Department will endeavour to achieve over the next five years starting from 2010.



Mrs D Snyman

Acting Chief Financial Officer



Mr Z Dangor

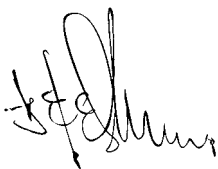
Chief Operations Officer



Mr V Madonsela

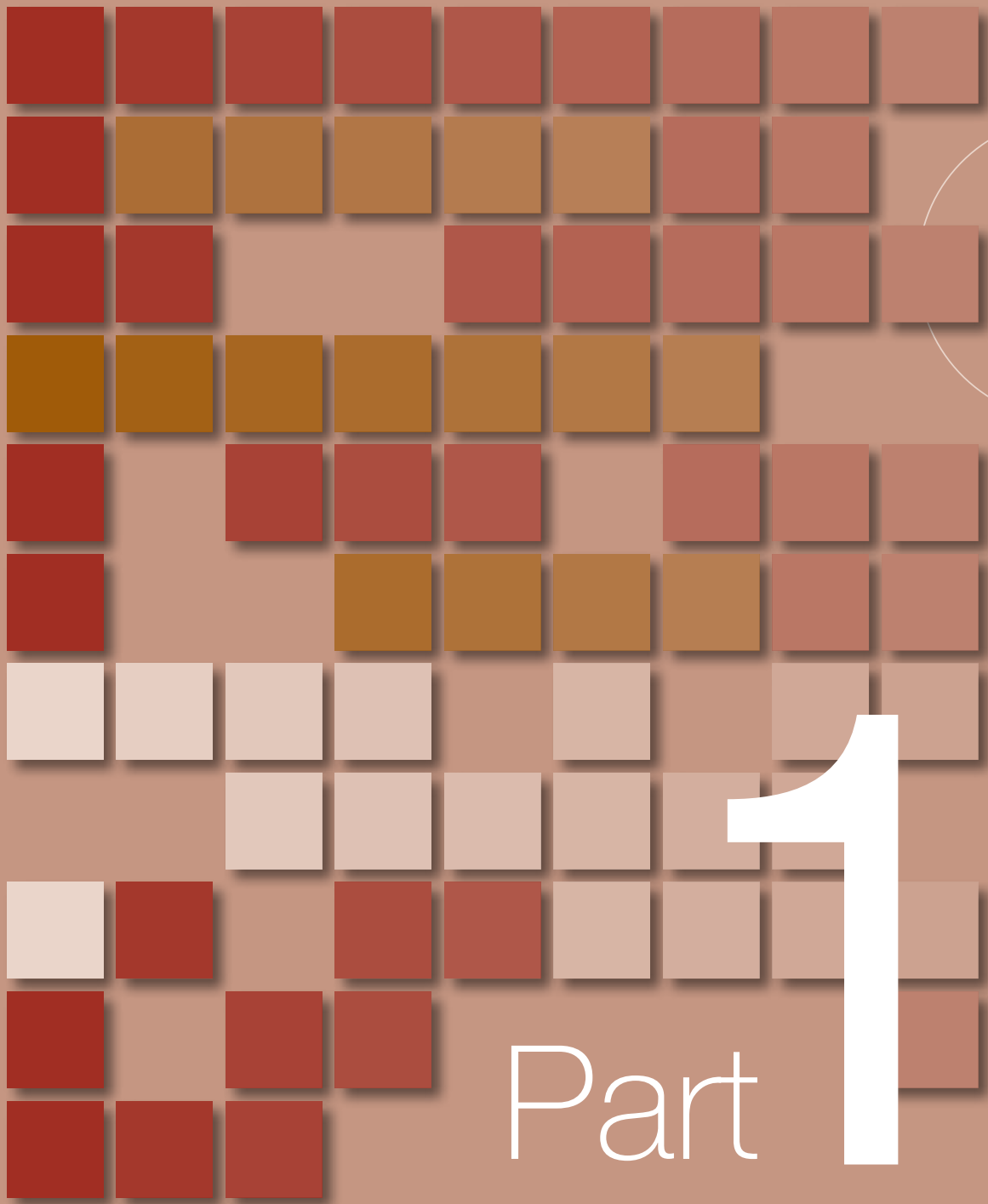
Director General: Social Development

Approved by:



The Honourable Mrs BEE Molewa

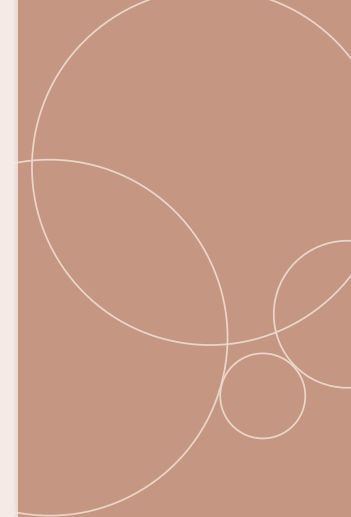
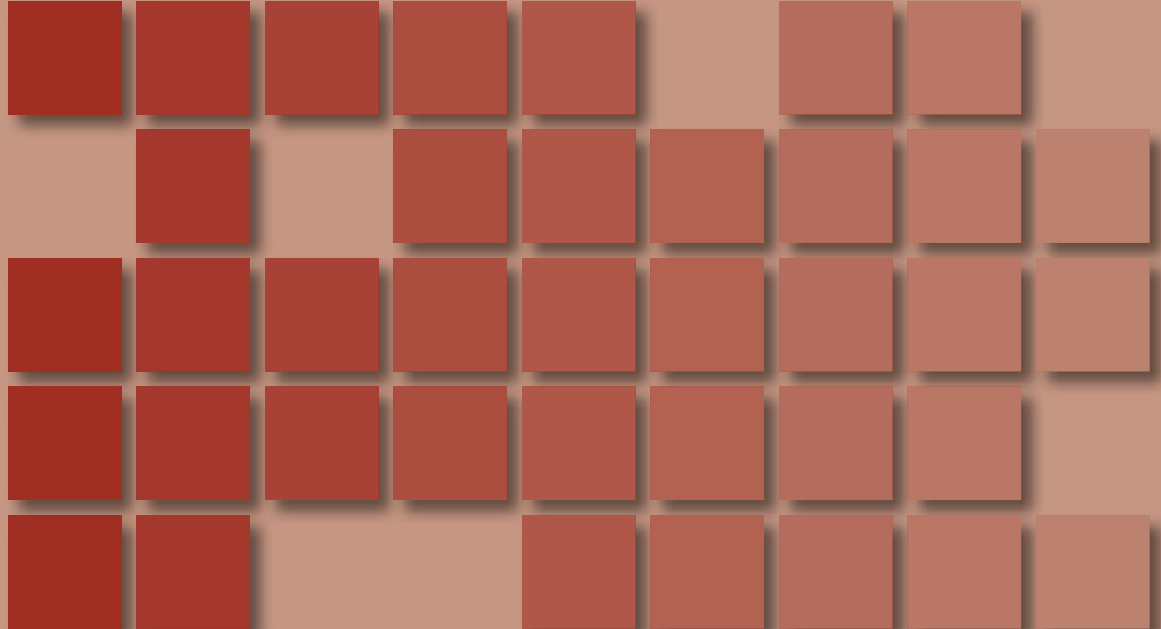
Minister of Social Development



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Part

Strategic overview



1. Vision, mission and values

1.1 Vision

A caring and integrated system of social services that facilitates human development and improves the quality of life.

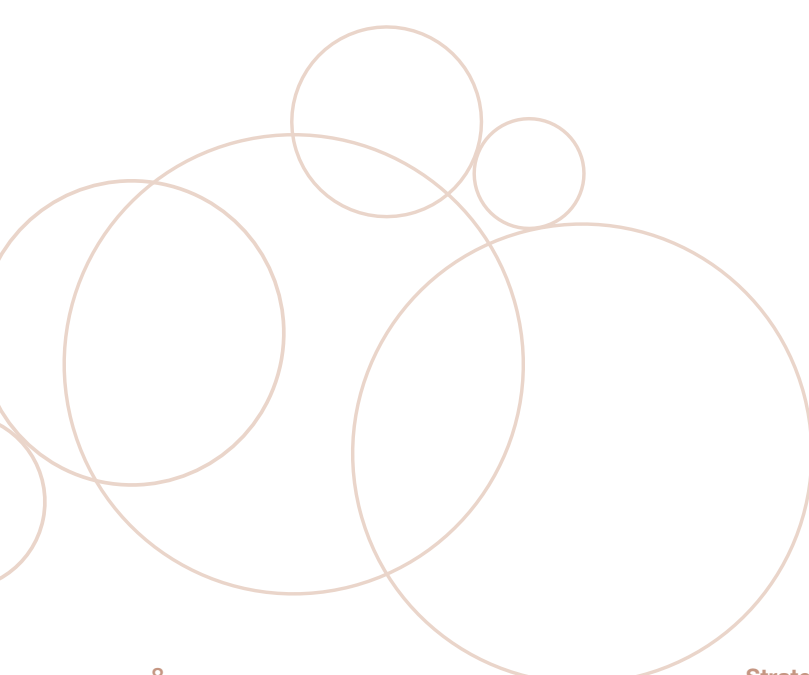
1.2 Mission

To ensure the provision of comprehensive social services which protect the poor and vulnerable within the framework of the South African Constitution and subsequent legislation; create an enabling environment for sustainable development; and deliver integrated, sustainable, and quality services in partnership with all those committed to building a caring society.

1.3 Values

The following values and ethos have been identified for Social Development:

- The people we serve come first in performing our duties.
- We will ensure equity and freedom from discrimination and harrassment in the workplace.
- We will work in partnership with the people we serve and with other stakeholders.
- We will use the resources entrusted to us to deliver on priorities in the most efficient, effective and innovative ways.
- We will be transparent and accountable for our decisions, actions and performance.
- We will share our knowledge and expertise with other departments and the broader social sector, and learn from them.
- In performing our duties, we will uphold the Constitution of the Republic of South Africa, the laws governing the Public Service, and the Code of Conduct for the Public Service.



2. Legislative and other mandates

2.1 Legislative mandates

The constitutional mandate of the Department is to provide sector-wide national leadership in social development.

The Department derives its mandate from numerous policy statements and laws, including the White Paper for Social Welfare (1997) and the White Paper on Population Policy (1998). In this context, the Department develops and implements programmes for the social protection and development of poor, vulnerable, and marginalised people. It implements its programmes via partnerships with its primary customers/clients as well as others sharing its vision.

Aged Persons Act, 1967 / Older Persons Act, 2006

The Aged Persons Act provided for the protection and welfare of certain aged and debilitated persons, the care of their interests, the establishment and registration of certain institutions, and the accommodation and care of older persons in such institutions. The Act was amended a number of times before April 1994. It was amended in November 1994 in order to repeal certain discriminatory provisions, and again in November 1998 to provide for the establishment of management committees for homes for the aged, require reporting on the abuse of aged persons, and regulate the prevention of the abuse of aged persons.

The Aged Persons Act was repealed by the Older Persons Act, which was passed into law in 2006. It was meant to be promulgated in the 2007/ 8 financial year.

This Act deals effectively with the plight of older persons by establishing a framework for the empowerment and protection of older persons and the promotion and maintenance of their status, rights, well-being, safety

and security. It provides for older persons to enjoy quality services while staying with their families as long as possible. Chapter 3 of the Act deals specifically with the development of community-based care and support programmes falling in two broad categories: prevention and promotion, which ensures the independent living of older persons in the community; and home-based care, which ensures that frail older persons receive maximum care within the community through a comprehensive set of integrated services. It further recognises the wisdom and experience of older people, and the need to protect their knowledge and skills, and promotes their active role and participation in community affairs.

Fund-Raising Act, 1978

This Act provided for control of the collection of contributions from the public and for the establishment of various relief funds. Except for its relief fund chapter, it was repealed in 1997 by the Non-Profit Organisations Act, 1997. The Department is in the process of amending the remainder of the Act.

Social Service Professions Act, 1978

This Act, formerly known as the Social Work Act, provides for the establishment of the South African Council for Social Work, and defines its powers and functions. The Act was amended in 1995 to provide 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 various parts of the Republic. It was amended again in 1996 in order to make the South African Interim Council for Social Work more representative of South African society as a whole. The 1998 amendment established the South African Council for Social Service Professions, as well as professional

Legislative and other mandates

boards for social service professions. This Act will be revised in the period covered by this Strategic Plan.

Child Care Act, 1983 / Children's Act, 2005

The Child Care Act, 1983 provides for the establishment of children's courts and the appointment of commissioners of child welfare, the protection and welfare of certain children, the adoption of children, the establishment of certain institutions for the reception of children, and the treatment of children after reception. It was amended in 1996 to provide for legal representation for children, and the registration of shelters. It was further amended in 1998 to provide for the rights of natural fathers in respect of the adoption of children born out of wedlock, and for notice to be given. It was again amended in 1999 to provide for the establishment of secure care facilities and the prohibition of the sexual exploitation of children for commercial purposes.

This Act provides for the establishment and implementation of programmes aimed at combating crime, and for the rendering of assistance to and treatment of certain persons involved in crime. The Probation Services Amendment Bill was approved by Parliament in August 2002, and the Probation Services Amendment Act, 2002 (Act No. 35 of 2002) came into operation on 7 November 2002.

The Child Care Act, 1983, has been under review for the past few years, leading to the drafting of a comprehensive Children's Bill, which tabled in Parliament in 2003. Subsequently, the Bill was found to have a mixed character in that it combined aspects conferring rights (falling under section 75 of the Constitution dealing with matters in the functional area of national legislative competence) and services (falling under section 76 of the Constitution dealing with matters in the functional area of concurrent national and provincial legislative

competence). In the absence of any procedure in Parliament to deal with mixed Bills, the Children's Bill had to be split into two, i.e. the section 75 component and the section 76 component. The section 75 component was passed by the National Assembly, and the President signed it into law in October 2005. It is now known as the Children's Act, 2005. The section 76 component was tabled in the National Council of Provinces (NCOP) as the Children's Amendment Bill, which will amend the Children's Act, 2005.

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 detention, treatment and training in such treatment centres or registered treatment centres. The Act was amended in 1996 to extend its application to the entire national territory of the Republic, and in 1999 to establish the Central Drug Authority. The Act was reviewed in the past financial year, and the Department will introduce the Prevention of and Treatment for Substance Abuse Bill for consideration in Parliament.

Social Assistance Act, 2004

This Act has been signed into law by the President, and will soon become operational. It continues to provide the main legislative framework for the provision of social assistance grants, but excludes provisions for funding NPOs. It also provides the legal instruments for shifting the social assistance function to the national sphere of government, and provides for the management and administration of social grants by the Social Security Agency.

Non-Profit Organisations Act, 1997

This Act repealed the Fund-Raising Act, 1997, excluding the chapter that deals with relief funds, and provided for an environment in which NPOs can flourish. It also established an administrative and regulatory framework within which NPOs can conduct their affairs. It was amended in 2000 to effect certain textual alterations.

National Development Agency Act, 1998

This Act provides for a national funding, capacity-building and co-ordination structure known as the National Development Agency (NDA). The NDA is mandated to grant funds to civil society organisations (CSOs) in order to enhance their capacity and promote development dialogue, while also meeting the developmental needs of poor communities.

Advisory Board on Social Development Act, 2001

This Act provides for a national advisory structure in the social-development sector with the aim of building and consolidating partnerships between government and civil society, and to establish an Advisory Board on Social Development.

White Paper for Social Welfare, 1997

This White Paper sets out the principles, guidelines, proposed policies and programmes for developmental social welfare in South Africa. As the primary policy document, the White Paper serves as the foundation for social welfare in the post-1994 era.

White Paper on Population Policy for South Africa, 1998

This White Paper aims to promote sustainable human development and quality of life for all South Africans

through the integration of population issues and development planning in all spheres of government and all sectors of society. It proposes that the Department of Social Development should monitor the implementation of the policy and its 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 vital linkages between population and development, and to integrate population issues and development planning through research and the dissemination of data and information.

Domestic Violence Act, 1998

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 train social workers, members of the South African Police Service, and court personnel.

2.2 Planned policy initiatives

The following areas have been earmarked as priorities in the medium term: developing comprehensive policies on retirement provisions, disability and survivor benefits; developing policies on an overarching institutional arrangement for social security; developing regulations on substance abuse; aligning social services policies and programmes related to people with disabilities with the United Nations Convention on the Rights of Persons with Disabilities; developing a social service professions policy; and developing and implementing a policy framework for statutory services to child-headed households and children living on the streets.

3. Situational analysis

Between 1996 and 2007 the South African population grew by 20%, while the number of households grew by 38%. The average size of households declined by 15% in the same period. The combined effect of urbanisation, migration and HIV/AIDS has led to the unbundling of the household structure reflected in these figures. This has further eroded the disposable income of households, and significantly increased the number of households with incomes below the poverty line.

Despite significant progress with regard to the coverage and reach of social grants, income poverty remains a serious challenge. The proportion of poor households remains high, and continues to account for a disproportionate share of poverty.

Although socio-economic improvements are evident for male- and female-headed households, the head count rate for female-headed households remained 22% higher than for male-headed households in 2005. South Africa remains a highly unequal society, marked by gender disparities, with the wealthiest 10% of the population earning more than 50% of total household income, and the poorest 40% less than 7%. Inequality, as measured by the GINI Coefficient, increased from 0.64 in 1995 to 0.69 in 2005.

The proportion of children declined from 40.1% in 1996 to 37.5% in 2001, and is projected to decline further to about 36% by 2014. This trend is largely due to a low and declining level of fertility. This observation is supported by an increase in the median age of the South African population from 22.1 years to 24.3 years between 1996 and 2007. Hence it is important that the Department focuses on improving the quality and reach of services to children, as defined in the current Children's Act.

In contrast, the proportion of youths (aged 14–35) increased from 40.3% in 1996 to 40.5% in 2001, and is expected to increase further to 41.5% by 2014. Given this, and the challenges of youth unemployment, the Department will work hard to facilitate the skilling of the youth and the creation of work opportunities by scaling up programmes such as Masupatsela and the National Youth Service. In addition, organisations working on youth development will receive more attention in recognition of the fact

that challenges surrounding the youth cannot be addressed by government alone, but should be addressed through collaborative strategies that complement and support youth development.

The elderly population (over 60 years of age) is expected to increase markedly over the next five years. Between 1996 and 2007, this section of the population grew from 7.1% of the total population to 7.8%, and will increase further to 8.3% by 2014. Although levels of ageing in the African population group remains relatively modest compared to the White and Indian population groups, ageing among Africans will contribute nearly two-thirds of all growth by 2014. More will be done to ensure that South Africa has active and well-placed elderly people who can help to facilitate the development of children and youths through intergenerational programmes.

The overall HIV prevalence rate is approximately 10.6%. The comparable rate for adults aged 15–49 is an estimated 17%. According to Statistics South Africa, approximately 5.2 million people are living with HIV.

3.1 Description of the strategic planning process

The Department's Strategic Plan is informed by political imperatives and by robust engagement with various stakeholders in the social sector. Its formulation was led by the Heads of Social Development (HSD), a sector intergovernmental forum which provides leadership and strategic direction to the Department and its associated entities. The five-year Strategic Plan has been drafted in the context of the key priorities identified in the 2009 Manifesto, the Medium-Term Strategic Framework (MTSF), and recently stated government outcomes. Given this, the Department has carefully developed goals and objectives characterised by clear deliverables designed to give effect to government outcomes. At a technical level, the strategy unit held a number of consultative meetings, in collaboration with the monitoring and evaluation unit. Provincial planning units and planners from SASSA and the

NDA helped to formulate the strategy, while line function managers helped to shape the content of the Strategic Plan. Thus the Department is well placed to deliver the vital outcomes relevant to its mandate through the

implementation of plans and strategies and the constant monitoring and review of its work, both quarterly and annually.

4. Core functions of the Department

The Department has the following core functions:

- **To provide comprehensive social security systems**

This comprises the development of comprehensive social security policies that focus on income support to vulnerable groups and seamless social assistance service delivery through the South African Social Security Agency (SASSA) and Appeals Tribunal.

- **To provide developmental social welfare services**

This comprises the creation of an enabling environment for the delivery of equitable developmental welfare services through the formulation of policies, standards, best practice, and support to social service professional bodies and delivery partners.

- **To provide community development services**

This comprises the development of an enabling environment for empowering the poor and vulnerable through the promotion and support of community development work, the strengthening of institutional arrangements, and dialogue with civil society.

5. Strategic goals and priorities

Through intensive discussion and reflection, the following key priorities have emerged in support of the broader outcomes identified in the President's State of the Nation Address for 2010. These priorities are supported by specific goals and interventions covering welfare, comprehensive social security, and community development services. The Department will facilitate the implementation of these services through its provincial partners, public entities, statutory bodies and civil society, especially non-governmental organisations (NGOs).

Key priorities

- Caring for and protecting vulnerable groups, especially children, women, and people with disabilities.
- Strengthening families and communities.
- Transforming social relations, with a specific focus on gender and victim empowerment.
- Providing comprehensive social security, including income support, and a safety net for the destitute.
- Strengthening institutional capacity to deliver quality services.
- Reinforcing participation in key bilateral and multilateral initiatives that contribute to poverty eradication.

Strategic goals and priorities

5.1 Sector-specific goals

Goals	Justification	Outcomes
Improve the incomes, assets and capabilities of poor families and communities	While social grants have helped to increase the incomes of poor households, levels of inequality remain high, and have not improved since the end of apartheid. Hence social policy should increase equality through community works, the social wage, and co-operatives	Decent employment through inclusive economic growth
Reduce income poverty among poor and vulnerable South Africans	The EPWP is central to government efforts to fight poverty and unemployment. According to the MTSF, it is meant to improve incomes, and reduce inequality	
Help create decent jobs through the Expanded Public Works Programme (EPWP)		
Implement youth programmes that will help youths to access decent jobs and participate in the formal economy	Considering the size of SA's youth population, and levels of unemployment, developing the skills of young people is vital to creating a sustainable growth and development path for the country	
Support and strengthen family and community interventions that foster social cohesion	Families are vital components of all societies. Given this, the Department is prioritising the strengthening of families as part of building strong communities and a strong nation	Sustainable human settlement; improved quality of household life
Invest in and ensure the provision of quality social welfare services to children, including those in need of care and protection	Government is responsible for protecting the most vulnerable members of society, particularly children, many of those rights are constantly being violated	All people in South Africa are and feel safe
Create an environment that enables the protection and promotion of older persons' rights	Given SA's socioeconomic challenges, older people have a vital role to play in nation-building by sharing their skills and experience across generations	All people in South Africa are and feel safe
Protect and promote the rights of people with disabilities, including social security rights	We need to improve the quality of life of disabled people	All people in South Africa are and feel safe
Significantly reduce social crime	The Department plays an important role in the criminal justice system which ensures the effective protection of vulnerable groups	All people in South Africa are and feel safe
Reduce the risk of sexual and physical violence against women (gender-based violence)	We need to deal proactively with the underlying causes of gender violence and abuse	All people in South Africa are and feel safe
Promote gender equality with a view to dismantling patriarchy, including addressing issues of masculinity	We need to ensure greater equality between men and woman in our communities	
Reduce the incidence of HIV/AIDS, and minimise its psychosocial impact	In order to deal effectively with HIV/AIDS, we need to reduce new infection rates as well as its psychosocial impact	A long and healthy life for all South Africans; improved quality of household life
Reduce substance abuse among all vulnerable groups	Substance abuse leads to other social ills, and impact negatively on social cohesion	Sustainable human settlement; improved quality of household life
Create a sustainable environment for service delivery partners (NPOs) through capacity-building, partnerships, collaboration, and agency agreements	Governance gaps have resulted in poor accountability, reporting, and management of public entities	An effective, efficient and development-oriented public service
Improve sector performance through rigorous research, planning, and business process improvements	This will enhance the service delivery capacity of government	An effective, efficient and development-oriented public service


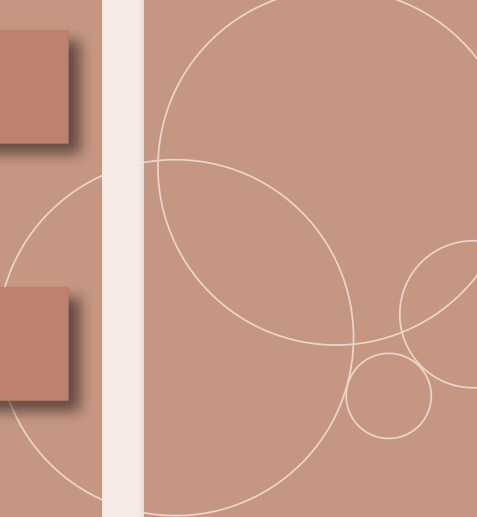

Goals	Justification	Outcomes
Provide social infrastructure that supports integrated service delivery	Social infrastructure development is vital for ensuring the delivery of quality services to communities, especially those on the periphery	An effective, efficient and development-oriented public service
Promote and support participation in key bilateral and multilateral initiatives that make the most effective contribution to poverty reduction	DSD involvement will facilitate access to technical and development support for the strengthening of international and regional social development agenda	Create a better South Africa, a better Africa and a better world

5.2 National goals

Goals	Justification	Outcomes
Manage and co-ordinate stakeholder and donor support for the department	Will create an enabling environment for the POB and top management to deliver on their mandates	An efficient, effective and development-oriented public service, and an empowered, fair and inclusive citizenship
Provide communication support services to the department	Will promote the Department internally as well as externally	An efficient, effective and development-oriented public service, and an empowered, fair and inclusive citizenship
Institutionalise evidence-based policy-making in the DSD and the social development sector	Will promote a uniform sector-wide approach to policy development	An efficient, effective and development-oriented public service, and an empowered, fair and inclusive citizenship
Facilitate financial decision-making and the availability of adequate resources for service delivery	Will help to provide adequate financial resources	An efficient, effective and development-oriented public service, and an empowered, fair and inclusive citizenship
Facilitate the economic use of resources in the delivery of integrated social development services	Will optimise limited resources and provide value for money	An efficient, effective and development-oriented public service, and an empowered, fair and inclusive citizenship
	Will facilitate the achievement of strategic goals (objectives, outputs and targets)	An efficient, effective and development-oriented public service, and an empowered, fair and inclusive citizenship
Improve internal controls and sound financial management	Will maintain and improve the current audit outcome	An efficient, effective and development-oriented public service, and an empowered, fair and inclusive citizenship
Promote the participation of historically disadvantaged individuals, disabled persons and youths through broad-based black economic empowerment	Will improve the participation of HDIs, disabled persons and youths	An efficient, effective and development-oriented public service, and an empowered, fair and inclusive citizenship
	Will build research and social policy capacity in the department and the social sector	
Promote evidence-based policy-making in the region in the Departments of Social Development and Social Affairs	Will promote regional collaboration and integration	Create a better South Africa, a better Africa and a better world
Build IMST capability and capacity in order to enable the DSD to deliver on its mandate		

Strategic goals and priorities

Goals	Justification	Outcomes
Improve the HR base of the sector, and promote social dialogue with organised labour	Will improve citizens' access to quality services	An efficient, effective and development-oriented public service, and an empowered, fair and inclusive citizenship
Enhance sustainable human development by promoting equilibrium between population trends, environmental factors, and development at the local level	Will help to reduce poverty in both rural and urban areas maintained by entrenched patterns of settlement and migration, while local development is frustrated by the unsustainable utilisation of environmental resources and the impact of climate and environmental change	Supports the achievement of MDGs (1&2) and MTSF Priorities 1,2 & 7
Promote youth development as a strategy in order to reap the demographic dividend	Due to South Africa's changing population structure, youths form the largest part of the population, which has major health, educational and economic implications. Addressing these impacts and the linkages between them is an urgent imperative	A skilled and capable workforce to support an inclusive growth path
Provide evidence and build capacity in order to integrate HIV/AIDS and key health concerns into development planning and service delivery	The AIDS epidemic is altering the national mortality rate, and slowing the demographic transition. Achieving the goals and targets of the National HIV/AIDS and STI Strategic Plan (2007–2011) requires significantly expanding HIV & AIDS programmes as well as monitoring and evaluation, using relevant indicators	A long and healthy life for all South Africans
Promote gender equality, equity and the empowerment of women by mainstreaming gender as a major population factor in development planning	Despite the various legislative frameworks aimed at redressing gender inequalities, women's rights and potential have not been fully realised, and men have not been sufficiently involved	An empowered, fair and inclusive citizenship
Promote the population policy through capacity-building and research	Population issues are poorly integrated into development planning. Capacity-building and research will improve on services through the integration of population and development into local IDPs	Sustainable human settlements and improved quality of household life
Promote population policy implementation through the Population Strategy 2010–2014	Will help to align population trends with sustainable human development	Sustainable human settlements and improved quality of household life
Implement a comprehensive social insurance system	Will help to mitigate the decline in minimum living standards of employed people	Speed up economic growth and transform the economy to create decent work and sustainable livelihoods
Formulate and implement a coherent policy on social relief provision	Will contribute to the uniform implementation of SR policy	An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship
Establish a system for the adjudication of social assistance appeals	Will contribute to the progressive realisation of socio-economic rights, particularly the right of access to social security	An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship
Implement a Litigation Management Protocol and Contract Management Protocol	Will help to reduce litigation and centralise the DSD's contracts	An efficient, effective and development-oriented public service
Draft and review legislation, including subordinate legislation	Will contribute to the achievement of the DSD's strategic priorities	An efficient, effective and development-oriented public service



Part 2

Strategic objectives

6.1 Purpose

To provide the Department and Ministry with efficient administrative and support services.

6.2 Situational analysis

Human Capital Management

The Occupation Specific Dispensation (OSD) for Social Service Professions has been finalised and implemented. This included finalising the detailed costing of the dispensation, extensive negotiations with organised labour, and implementation in November 2009. About 10 700 employees have been affected by the OSD. Like any other exercise of this magnitude, its implementation has presented some challenges, but these have largely been addressed. A unified Performance Management Development System (PMDS) for the sector which takes the provisions of the OSD into account will be developed in the 2010/11 financial year.

The Department has continued to reduce its vacancy rate, which currently stands at about 8%. This is a marked improvement over the rate of more than 20% a few years ago. In the coming year, continued efforts will be made to reduce the rate even further, thereby contributing to improved service delivery.

The Department's Work Place Skills Plan has been implemented and a Human Resource Development Strategy developed in accordance with the HR Strategic Framework Vision 2015 of the Department of Public Service and Administration (DPSA). The Department is also participating in the HR Connect Project, driven by the DPSA, and aimed at standardising skills audits and job and occupational profiles in the public sector. Furthermore, the Department will continue to lead the implementation of the human capital strategy in the social sector.

Cluster Co-ordination and Executive Support

Via this unit, the Department has concretised efforts to promote greater alignment and co-ordination in order to improve service delivery. It is represented in all Forum of South African Directors-General (FOSAD) Clusters and in some FOSAD Cluster Task Teams. It continues to play a leading role as chair of the Social Protection and Community Development Cluster, and acts as a secretariat to the latter. The Department continues to prioritise the work of the FOSAD Clusters. It has 11 Programme Activities on the Social Protection and Community Development Cluster Programme of Action (POA). The Departmental FOSAD Cluster Strategy has been developed and fully implemented. The Department also facilitates and co-ordinates the implementation of the partnership signed between the National Religious Leaders' Forum and government.

The Unit Executive Support in the Office of the Director-General continues to provide the DG with professional executive and administrative support. About 1 200 submissions and 98 parliamentary questions were processed in the past year. It also provides secretariat services to all management meetings. In the past year, 90% of scheduled management meetings were convened, and decisions were communicated to managers within two days.

International Relations

Technical and development co-operation with developed countries provides the Department with access to vital intellectual, technical and financial resources as well as international networks. An agreement with China has been concluded, and the IBSA Social Development Strategy has been finalised. The Department has hosted six Cuban professors responsible for the Masupa Tsela Youth Pioneer Programme aimed at training youths as

social activists. It has also signed an agreement with Mali, while collaboration is continuing with the DRC, Angola, Mauritius and Zimbabwe.

Stakeholder Management and Donor Co-ordination

One of the greatest achievements of the Unit has been to change from working in a largely reactive and ad hoc way to a proactive approach. It has also adopted a broader perspective on stakeholder matters, thus enabling it to align donor interest with Departmental priorities. During the past year a Stakeholders Analysis and Planning Toolkit, Engagement Strategy, and Donor Co-ordination Guidelines were developed to support the work of the Department. Two Ministerial Round Table meetings were held. The Unit also maintains good relations with all stakeholders, particularly organisations that are actively involved in the service delivery value chain of social development.

In the forthcoming year the Minister's Office will further develop a Corporate Social Responsibility (CSR) Strategy aimed at driving and directing Corporate Social Investment (CSI), particularly in respect of social development. Among other things, this will ensure that CSR is well co-ordinated, and that corporate resources are invested in the most effective localities as well as in programmes with the greatest need.

Communication

Communication plays a vital role in the Department, and is a key enabler of services and programmes. In line with the Government's broader communication strategy, the Chief Directorate seeks to develop policies and guidelines that instil a positive image and organisational culture and promote effective media relations and marketing, as well as direct communications with the public and stakeholders.

Information Management System and Technology (IMST)

The IMST has finalised the automation of the submissions workflow process for the Department, which will be rolled out in the first quarter of 2010/11. Automated submissions will go a long way towards reducing the turnaround time for the approval of projects.

The Social Development Information Management System (SDIMS) is being enhanced to incorporate other business processes such as NPO registration, Home Community Based Care M&E, and the Child Protection Register, and to conform with the requirements of the Children's Act. The probation case management system has been mapped, and will be built into the SDIMS in this financial year.

The data warehouse system is being tested. When implemented it will support the reporting needs of the business units within the Department, and serve as a hub to integrate data from various databases/systems and improve data quality.

The records management implementation programme is under way. IMST recognises that records management is a core business process, and therefore seeks to introduce best practice in terms of records management to ensure that records are managed efficiently and effectively in line with the National Archives and Records Service (NARS) prescripts.

The Knowledge Management strategy has been developed, and the Department now needs to adopt a systematic approach to its implementation. Our approach to Knowledge Management will focus on people, processes and technology. The IMST has developed a sector-wide intranet which will assist national and provincial Departments of Social Development to collaborate and share information through a centralised information hub.

Programme 1: Administration

Legal Services

In 2009 the Legal Service Unit finalised amendments to the Social Assistance Amendment Act, and prepared the Prevention of and Treatment for Substance Abuse Act for the tabling in Parliament. It was subsequently passed into law. The unit also drafted regulations in terms of the Older Persons' Act, finalised and implemented the litigation management protocol, the contract management protocol, and amendments to the regulations under the Social Assistance Act. In the course of supporting the Department's strategic objectives, the unit will be involved in drafting and vetting a number of laws and policies. In addition to drafting laws, it will play a prominent role in overseeing the legal aspects of the appeals adjudication process.

Finance

The flow of funds arrangement in respect of social assistance grants remains a vital aspect of the social grants system. SASSA is responsible for administering funds received for the payment of social assistance grants, and the Department remains accountable for the funding in the consolidated set of financial statements produced at the end of each financial year.

This arrangement contains strategic and operational risks for the Department, as any weakness in SASSA's management of these funds could impact directly on audited financial statements. The continuous strengthening and improvement of the strategic and operational governance arrangements between the Department and SASSA is a key factor in facilitating the effective functioning of the institution, and mitigating the risks involved.

The Department continues to implement reforms in financial management, including supply chain

management. Among other things, they include the progressive change from a cash basis of accounting to an accrual basis of accounting, and the Government's Broad Based Black Economic Strategy (BBBES) as directed by the National Treasury.

Progressive improvements are being made in the areas of costing, financial management, administration, monitoring and oversight, as well as supply chain management. The Business Process Re-engineering (BPR) process for key supply chain management functions is nearly complete; it will improve service delivery to clients, and inform possible functional and structural changes. Key financial management and administration policies have been identified for review and/or development, and the process is under way. Key Departmental financial delegations have been amended in order to improve internal controls and accountability by all Departmental role-players. Since April 2009, the Department has introduced a number of cost-saving measures in line with the Government's commitment to reducing operational expenditure and improving the effectiveness and efficiency of the utilisation of its limited financial resources in line with its agreed objectives, outputs and targets. A cost-efficiency strategy has also been developed, and is in the process of implementation in order to further facilitate an ongoing process of decreasing excess operational costs and improving the efficiency, effectiveness and economic spending of financial resources.

Progress has also been made with the reconciliation and clearing of social assistance grant debtors in line with the directives of the National Treasury in partnership with SASSA and the provincial Departments of Social Development. Creating the human resource capacity to fast-track the outstanding matters and effectively

manage and administer the social assistance grant debtors, specifically by SASSA, is a challenge, and is further affected by the lack of resources to employ more appropriately skilled staff.

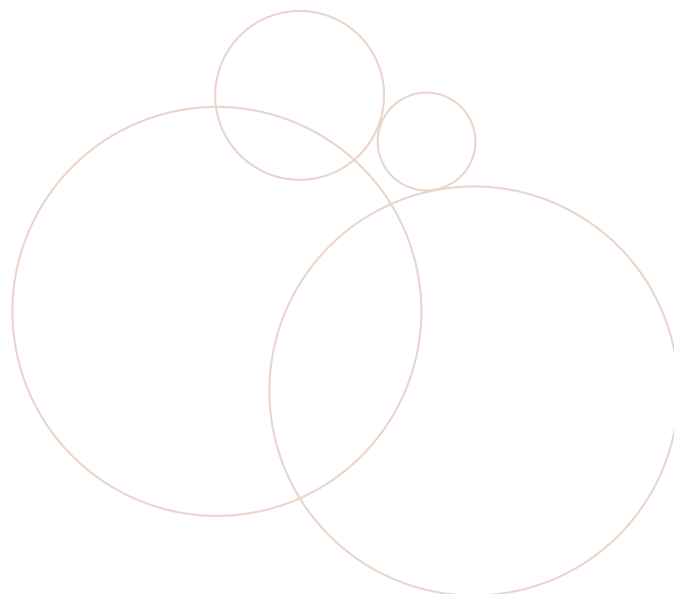
Internal Audit

Internal auditing is an independent and objective appraisal function set up within the Department as a service to management. The primary role of Internal Audit is to provide assurance to the Accounting Officer, Senior Management and the Audit Committee about the adequacy and effectiveness of the risk management, control and governance processes in operation.

In the past year, all audits were carried out in compliance with the Standards of the Institution for Internal Auditors (IIA) and those laid down in the Department's Audit Charter. The objective of the audit reviews was to assess the effectiveness of key controls, which provide assurance that units within the Department are effectively managed and operate in accordance with its policies and procedures. System and control weaknesses identified as a result of audit examination were fully discussed, together with appropriate recommendations for remedial action. A formal report detailing the audit's findings and recommendations was issued to all appropriate levels of management. Management was instrumental in ensuring that corrective action was taken to address identified deficiencies.

Treasury Regulations 27.1.1 provides for the establishment of an Audit Committee that complies with and operates in accordance with regulations and instructions prescribed in terms of sections 76 and 77 of the Public Finance Management Act (PFMA), Act 1 of 1999, as amended. The

Audit Committee continued to function effectively. The diverse skills and knowledge of its members continued to add value to the process of assessing the effectiveness of the control systems within the Department.



6.4 Programme goals and objectives: Human Capital Management

Goal	To resource and up-skill the sector's HR base, and promote social dialogue with organised labour					
Outcome	An efficient, effective and development-oriented workforce in the sector					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Adequately resource the DSD	8% vacancy rate	Reduce vacancy rate to 8%	Reduce vacancy rate to 7%	Reduce vacancy rate to 6%	Reduce vacancy rate to 6%	Reduce vacancy rate to 6%
Create an enabling/conducive working environment	EHW report	Develop EHW Programme; implement 25% of Programme	Implement 50% of Programme	Implement 75% of Programme	Implement 100% of Programme	Review Programme
Facilitate and monitor the implementation of the Human Capital Strategy in the social sector	DSD Work Place Skills Plan	Implementation of DSD Work Place Skills Plan	Implement DSD Work Place Skills Plan	Implement DSD Work Place Skills Plan	Implement DSD Work Place Skills Plan	Implement DSD Work Place Skills Plan
	Ring-fence at least 1% of budget for training programmes in terms of Skills Development Act	Co-ordinate capacity-building programmes for social service professions and related occupations in the social sector	Co-ordinate capacity-building programmes for social service professions and related occupations in the social sector	Co-ordinate capacity-building programmes for social service professions and related occupations in the social sector	Co-ordinate capacity-building programmes for social service professions and related occupations in the social sector	Co-ordinate capacity-building programmes for social service professions and related occupations in the social sector
	High-level generic organisational structures for provinces	Implement approved high-level national and provincial organisational structures	Develop and implement detailed provincial generic organisational structure	Develop and implement a monitoring and evaluation framework	At least 50% of provincial organisational structures to be aligned with generic model	All provincial organisational structures to be aligned with generic model
Manage and implement an effective and efficient performance management and development system	DSD HR Plan	Implement the DSD HR Plan	Implement the DSD HR Plan	Implement the DSD HR Plan	Implement the DSD HR Plan	Implement the DSD HR Plan
	PMDS Policy	Assess qualifying staff members in terms of the PMDS Policy	Assess qualifying staff members in terms of the PMDS Policy	Assess qualifying staff members in terms of the PMDS Policy	Assess qualifying staff members in terms of the PMDS Policy	Assess qualifying staff members in terms of the PMDS Policy
Provide a labour relations service	DPSA directive and guidelines	Effective negotiations and management of collective bargaining processes	Conclude at least 2 collective agreements	Conclude at least 2 collective agreements	Conclude at least 2 collective agreements	Conclude at least 2 collective agreements
	Finalise misconduct cases within 3 months	Finalise complaints, grievances and disciplinary cases within 3 months	Finalise complaints, grievances and disciplinary cases within 3 months	Finalise complaints, grievances and disciplinary cases within 3 months	Finalise complaints, grievances and disciplinary cases within 3 months	Finalise complaints, grievances and disciplinary cases within 3 months

6.5 Programme goals and objectives: Financial Planning and Monitoring

Goal		To facilitate financial decision-making and the availability of adequate financial resources for effective service delivery					
Outcome		Appropriate funding levels					
Strategic objectives		Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Improved costing, financial forecasting and modelling	<p>Main focus on social assistance grants</p> <p>Ad hoc costing of other social development functions</p> <p>Draft integrated Policy and Procedures Manual</p>	<p>Cost 10% of social development policies, legislation and programmes</p> <p>Review existing forecasting models, and develop new models for improved forecasting and analysis</p>	<p>Cost 15% of social development policies, legislation and programmes</p> <p>Assess the effectiveness of the forecasting models</p>	<p>Cost 20% of social development policies, legislation and programmes</p>	<p>Cost 25% of social development policies, legislation and programmes</p>	<p>Cost 30% of social development policies, legislation and programmes</p>	
Improved budget planning	<p>Funding dictates services</p> <p>Misalignment between allocation and strategy</p> <p>Draft integrated Policy and Procedures Manual</p>	<p>Automate financial planning processes in the DSD</p>	<p>Approve Financing Strategy for the DSD</p>	<p>Implement Financing Strategy for the DSD</p>	<p>Evaluate effectiveness of the financing strategy</p>		
Improved expenditure monitoring and reporting	<p>Monthly analysis, monitoring and reporting of expenditure trends</p> <p>Limited management information in support of expenditure trends</p>	<p>Develop and maintain comprehensive financial management information database</p>	<p>Evaluate the efficient utilisation of resources</p>	<p>Review expenditure norms</p>	<p>Review expenditure management processes and procedures</p>		
		<p>Expenditure norms for the DSD agreed to</p>					

6.6 Programme goals and objectives: Financial Administration and Management

To improve internal controls and financial management						
Goal	Sound financial administration					
Outcome	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Strategic objectives						
Improvement of financial management	Inconsistent verification of expenditure classifications Fragmented management and reporting on donor funding	Improve financial management by 20% based on audit findings in the previous year Approve Financial Management Strategy	Improve financial management by 30% a year based on audit findings in the previous year	Improve financial management and reporting by 40% based on audit findings in the previous year	Improve financial management and reporting by 50% based on audit findings in the previous year	Improve financial management and reporting by 60% based on audit findings in the previous year
Improvement of Supply Chain Management (SCM)	Fragmented SCM processes Fragmented demand and acquisition management	Align Departmental SCM policy with Broad Based BEE Strategy Capacitate Departmental role-players on Supply Chain Management requirements and processes		Assess effectiveness of the SCM processes		
Improvement of Departmental internal controls	Inadequate and ineffective internal control mechanisms	Review internal control environment Assess and maintain internal control mechanisms	Evaluate compliance with internal control mechanisms	Assess effectiveness of internal control mechanisms		

6.7 Programme goals and objectives: Executive Support

Goal	To provide the Department with executive support, overall management support, and support for the co-ordination of stakeholder and donor relations					
Outcome	An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Provide Cluster co-ordination and executive support	The DSD has a FOSAD Cluster Participation Strategy	Review and implement the DSD's FOSAD Cluster Participation Strategy (in line with the FOSAD Cluster Configuration)	Ensure 90% participation in and implementation of the Cluster Participation Strategy	Ensure 90% participation in and implementation of the Cluster Participation Strategy	Ensure 90% participation in and implementation of the Cluster Participation Strategy	Ensure 90% participation in and implementation of the Cluster Participation Strategy
Implement Terms of Reference (ToR) for executive meetings	The DSD has the ToR for management meetings	Ensure 100% support of the DG as the Chairperson of the SP & CD Cluster, and participation in other Clusters	Provide DG with 100% support	Provide DG with 100% support	Provide DG with 100% support	Provide DG with 100% support
Provide professional executive and administrative support to the Director-General and Minister	The Department has draft Communication and Administration Guidelines	Review the ToR for management meetings	Convene at least 90% of scheduled meetings	Convene at least 90% of scheduled meetings	Achieve 90% participation in and implementation of the strategy	Achieve 90% participation in and implementation of the strategy.
Provide effective and efficient stakeholder management and donor co-ordination	Currently reactive in dealing with stakeholders	Ensure Communication and implementation of decisions taken in meetings	100% implementation of decisions	100% implementation of decisions	100% implementation of decisions	100% implementation of decisions
		Provide 100% support to the DG as the administrative head of the Department	Provide 100% support to the DG as the administrative head of the Department	Provide 100% support to the DG as the administrative head of the Department	Provide 100% support to the DG as the administrative head of the Department	Provide 100% support to the DG as the administrative head of the Department
		Provide 100% support to the Minister as the political head of the Department	Provide 100% support to the Minister as the political head of the Department	Provide 100% support to the Minister as the political head of the Department	Provide 100% support to the Minister as the political head of the Department	Provide 100% support to the Minister as the political head of the Department
		Develop comprehensive stakeholder management and donor co-ordination databases	Update stakeholder and donor databases	Update stakeholder and donor databases	Update stakeholder and donor databases	Update stakeholder and donor databases
		Conduct a full stakeholder analysis in line with Departmental strategic priorities	Stakeholder analysis and maintenance	Stakeholder analysis and maintenance	Stakeholder analysis and maintenance	Stakeholder analysis and maintenance

Goal	To provide the Department with executive support, overall management support, and support for the co-ordination of stakeholder and donor relations					
Outcome	An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
		Craft stakeholder engagement strategy in line with Departmental strategic priorities	Craft stakeholder engagement strategy for different stakeholder groups in line with new priorities for 2011/12	Craft stakeholder engagement strategy for different stakeholder groups in line with new priorities for 2012/13	Craft stakeholder engagement strategy for different stakeholder groups in line with new priorities for 2013/14	Craft stakeholder engagement strategy for different stakeholder groups in line with new priorities for 2013/14
		Develop Stakeholder Implementation Plan for 2010/11	Develop Stakeholder Implementation Plan for 2011/12	Develop Stakeholder Implementation Plan for 2012/13	Develop Stakeholder Implementation Plan for 2013/14	Develop Stakeholder Implementation Plan for 2013/14
		Donor Strategy developed and consulted	50% donor support received	50% donor support received	50% donor support received	50% donor support received
		Create and maintain partnership with the Department's stakeholders	Create and maintain partnership with the Department's stakeholders	Create and maintain partnership with the Department's stakeholders	Create and maintain partnership with the Department's stakeholders	Create and maintain partnership with the Department's stakeholders

6.8 Programme goals and objectives: International Relations

To promote and support participation in key bilateral and multilateral initiatives that make the most effective contribution to alleviating poverty						
Goal	Create a better South Africa, a better Africa and a better World					
Outcome	Baseline					
Strategic objectives	2010/11	2011/12	2012/13	2013/14	2014/15	
	2010/11	2011/12	2012/13	2013/14	2014/15	
Provide high-quality strategic support and advice in respect of international programmes	Three agreements signed	Support the implementation of technical exchanges with Cuba, China, Mexico, and Chile, focusing on social security, youth, ECD, and poverty alleviation	Support the implementation of technical exchanges with Cuba, China, Mexico, and Chile, focusing on social security, youth, ECD, and poverty alleviation	Review and evaluate programmes	Facilitate implementation of the outcomes of the review, and initiate new programmes if necessary	Facilitate implementation of the outcomes of the review, and initiate new programmes if necessary
	Three agreements signed	Support development assistance to the DRC, Zimbabwe, Mali, Mauritius, Neighbouring States and Angola, focusing on capacity-building; policy development; programmes for disabled people, elderly people, children, and substance abusers; and poverty alleviation	Support development assistance to the DRC, Zimbabwe, Mali, Mauritius, Neighbouring States and Angola, focusing on capacity-building; policy development; programmes for disabled people, elderly people, children, and substance abusers; and poverty alleviation	Review and evaluate the programmes to ensure that they still conform to sector priorities	Facilitate implementation of the outcomes of the review	Facilitate implementation of the outcomes of the review
	Social Dimension of NEPAD resolution adopted by the UN	Support the integration and harmonisation of policies through participation in SADC and AU Social Development and Population structures	Support the integration and harmonisation of policies through participation in SADC and AU Social Development and Population structures	Support the integration and harmonisation of policies through participation in SADC and AU Social Development and Population structures	Support the integration and harmonisation of policies through participation in SADC and AU Social Development and Population structures	Support the integration and harmonisation of policies through participation in SADC and AU Social Development and Population structures
	Social Dimension of NEPAD resolution has been adopted in the UN	Support the integration of the regional and continental social development agenda in the Commission for Social Development, UN Population Commission, Commission on the Status of Women, HIV/AIDS, Crime Prevention**	Support the integration of the regional and continental social development agenda in the Commission for Social Development, UN Population Commission, Commission on the Status of Women, HIV/AIDS, Crime Prevention	Support the integration of the regional and continental social development agenda in the Commission for Social Development, UN Population Commission, Commission on the Status of Women, HIV/AIDS, Crime Prevention	Support the integration of the regional and continental social development agenda in the Commission for Social Development, UN Population Commission, Commission on the Status of Women, HIV/AIDS, Crime Prevention	Support the integration of the regional and continental social development agenda in the Commission for Social Development, UN Population Commission, Commission on the Status of Women, HIV/AIDS, Crime Prevention
	IBSA Working Group on Social Development established	Support the implementation of programmes initiated by the IBSA Working Group on Social Development	Support the implementation of programmes initiated by the IBSA Working Group on Social Development	Support the implementation of programmes initiated by the IBSA Working Group on Social Development	Support the implementation of programmes initiated by the IBSA Working Group on Social Development	Support the implementation of programmes initiated by the IBSA Working Group on Social Development
	Relations established with social development organisations	Support technical exchanges within the EU, OECD, ISSA and ISS	Support technical exchanges within EU, OECD, ISSA and ISS	Support technical exchanges within EU, OECD, ISSA and ISS	Support technical exchanges within EU, OECD, ISSA and ISS	Support technical exchanges within EU, OECD, ISSA and ISS

6.9 Programme goals and objectives: Communication

Goal	To provide communication support services to the Ministry and the Department					
Outcome	An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
To promote the Departmental corporate image, and provide executive support to Departmental programmes	Draft Corporate Affairs Guidelines and Production Guidelines developed	Improve Department's corporate identity	Explore modern corporate identity strategies	Review the new strategy	Monitor the impact of brand awareness	Conduct impact analysis of the new strategy
	Draft Public Participation and Events Management Guidelines developed	Bolster public awareness of DSD programmes	Intensify outreach to DSD beneficiaries	Review the impact of the outreach programmes	Develop impact analysis of DSD izimbizos	Further strengthen outreach programmes
	Draft Media and Marketing Strategy Developed	Develop media and marketing strategy	Achieve 90% of media coverage	Achieve 90% of media coverage	Achieve 90% of media coverage	Achieve 90% of media coverage

6.10 Programme goals and objectives: Information Management System and Technology (IMST)

Goal	To build IMST capability and capacity in order to enable the DSD to deliver on its mandate					
Outcome	Enhanced Social Development service delivery through the IMST services					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Design, develop and implement solutions for capturing, storing and processing information around business processes	SDIMS, CPR, CYCA, Adoptions and NPO are in silos. No online NPO exists, and the current Adoptions system is not aligned with Chapter 15 of the Children's Act No. 35 of 2005	Integrate silo systems (CYCA, CPR), develop adoptions system, and roll out online NPO to 9 provinces	Integrate Ma-Supatsela with SDIMS	Enhance SDIMS in line with business requirements	Support and maintenance	Support and maintenance; enhance systems in line with new requirements
Create institutional knowledge and enable effective strategic decision-making	Knowledge Management Strategy developed	Implement Knowledge Management strategy	Develop and implement a knowledge management portal	Enhance and maintain the knowledge management portal	Enhance and maintain the knowledge management portal	Enhance and maintain the knowledge management portal
	Library, Intranet, Yellow Pages in place	Develop a business plan for knowledge management Enhance a culture of knowledge-sharing				
	Draft File Plan in Physical registry in place	Implement file plan Enhance the records management culture	Develop and implement an electronic document management system (EDMS)	Enhance and maintain support of the EDMS	Enhance and maintain support of the EDMS	Enhance and maintain support of the EDMS
	Data Warehouse strategy in place but reporting is primarily in silos and in some cases using an electronic M&E data collection tool	Develop business processes in respect of data management Develop data warehouse system	Maintain and enhance the data warehouse system	Maintain and enhance the data warehouse system	Maintain and enhance the data warehouse system	Maintain and enhance the data warehouse system
	GIS data collected	Collect and update data and roll out GIS to users	Maintain and enhance the GIS system	Maintain and enhance the GIS system	Maintain and enhance the GIS system	Maintain and enhance the GIS system
	Profiling (including mobile) and referral modules in place. Integrated database encompassing SOCPEN, Home Affairs, Housing and UIF. No dedicated infrastructure. Service delivery management module not in place.	Establish NISIS infrastructure	Establish NISIS Integration Hub	NISIS automated service referral	Implement Service Delivery, Monitoring & Evaluation Module	Maintain and support NISIS system

To build IMST capability and capacity in order to enable the DSD to deliver on its mandate							
Enhanced Social Development service delivery through the IMST services							
Goal	Outcome	Strategic objectives	2010/11	2011/12	2012/13	2013/14	2014/15
	Create an information network that ensures integrated service delivery	Global, shared, unsecured and unmanaged 3G internet service	Implement Departmental APN	Support and maintenance	Support and maintenance	Support and maintenance	Support and maintenance
	Ensure compliance with IMST governance	Current Software Development Life Cycle (SDLC) lacks critical elements, e.g. change management. Unapproved IT policy (security, e-mail, notebook, assets, support). Cobit governance model adopted but not implemented. MSP & EA developed but not maintained	Revise and approve SDLC framework Review MSP and EA strategy (IMST strategy)	Implement SDLC framework Maintain MSP and EA	Maintain MSP and EA	Maintain MSP and EA	Maintain MSP and EA

6.11 Programme goals and objectives: Internal Audit

Goal	To provide the Department with independent, objective assurance and consulting services in respect of the adequacy and effectiveness of risk management, internal control and governance systems and processes					
Outcome	Sound control environment					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Review financial and operating activities and report on the effectiveness of the control environment	Internal Audit Three-Year Rolling Plan and Annual Audit Coverage Plan	Independent and objective appraisal of the risk management, governance and internal control systems	Independent and objective appraisal of the risk management, governance and internal control systems	Independent and objective appraisal of the risk management, governance and internal control systems	Independent and objective appraisal of the risk management, governance and internal control systems	Independent and objective appraisal of the risk management, governance and internal control systems.
	Department's Strategic Plan and Annual Plan	Independent and objective review of programmes to ascertain that operations are consistent with established goals, objectives and priorities	Independent and objective review of programmes to ascertain that operations are consistent with established goals, objectives and priorities	Independent and objective review of programmes to ascertain that operations are consistent with established goals, objectives and priorities.	Independent and objective review of programmes to ascertain that operations are consistent with established goals, objectives and priorities.	Independent and objective review of programmes to ascertain that operations are consistent with established goals, objectives and priorities.

To plan internal audits and integrate internal audit activities in line with DSD enterprise-wide risk management						
Goal	Effective combined assurance					
Outcome	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Strategic objectives Develop risk-based plans that are consistent with the Internal Audit Charter and the goals and objectives of the Department	Enterprise-wide Risk Management Report Department's Strategic Plan and Internal Audit Coverage Plan	Implement Internal Audit Three-Year Rolling Plan and Annual Audit Coverage Plan Independent and objective review of programmes to ascertain that operations are consistent with established goals, objectives and priorities	Implement Internal Audit Three-Year Rolling Plan and Annual Audit Coverage Plan Independent and objective review of programmes to ascertain that operations are consistent with established goals, objectives and priorities	Implement Internal Audit Three-Year Rolling Plan and Annual Audit Coverage Plan Independent and objective review of programmes to ascertain that operations are consistent with established goals, objectives and priorities	Implement Internal Audit Three-Year Rolling Plan and Annual Audit Coverage Plan Independent and objective review of programmes to ascertain that operations are consistent with established goals, objectives and priorities	Implement Internal Audit Three-Year Rolling Plan and Annual Audit Coverage Plan Independent and objective review of programmes to ascertain that operations are consistent with established goals, objectives and priorities
Harmonise internal audits with other appraisal functions within DSD, Provincial DSD, SASSA and NDA	DORA PFMA National Social Policies	Independent and objective review of programmes to ascertain that operations are consistent with established goals, objectives and priorities	Independent and objective review of programmes to ascertain that operations are consistent with established goals, objectives and priorities	Facilitate the establishment of DSD Sector Internal Audit Forum	Develop and implement Terms of Reference and MOU, and integrate with other appraisal functions in the social sector	Implement Terms of Reference and MOU, and integrate with other appraisal functions in the social sector
Goal	To improve the services provided to the Department through capacity-building, process improvement, and stakeholder liaison					
Outcome	Sound control environment					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Develop and maintain an internal audit quality assurance and improvement programme	Public Finance Management Act (PFMA), IIA Standards and Treasury Regulations	Implement the Internal Audit Quality Assurance and Improvement Programme	Conduct peer review	Conduct an Independent Quality Assessment of the Internal Audit	Implement the Internal Audit Quality Assurance and Improvement Programme	Implement the Internal Audit Quality Assurance and Improvement Programme

6.12 Programme goals and objectives: Legal Services

Goal	To draft and review effective legislation						
Outcome	Effective legislation and regulations in the social sector						
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15	
Draft laws and regulations	Legislative Drafting Protocol	Draft amendments to the Social Assistance Act, 2004	Promulgate regulations under the Social Assistance Act, 2004.	Draft legislation on social services to persons with disabilities	Table Bill in Parliament		
		Review policy on social service professions	Minister and Cabinet to approve policy on social service professions	Draft Bill on Social Service Professions	Submit draft Bill to Cabinet for approval	Table Bill in Parliament	Implement the Act
		Finalise and operationalise regulations under the Children's Act, 2005	Draft amendments to Children's Act, 2005	Table Bill in Parliament	Draft regulations, and implement the Amendment Act	Table Bill in Parliament	
		Finalise and operationalise regulations under the Older Persons Act, 2006					
		Review policy on mandatory retirement systems	Draft Bill on Mandatory Retirement Systems	Draft Bill on Regulator for Social Insurance			
			Review policy on the provision of social welfare services	Approve policy on social welfare services	Draft Bill on the Provision of Social Welfare Services	Table Bill in Parliament	
		Draft amendment regulations under the Probation Services Act, 1991	Review Probation Services Act, 1991	Draft Probation Services Amendment Bill	Table Amendment Bill in Parliament	Implement the Amendment Act	
			Review policy on financial awards	Approve policy on financial awards by the Minister and Cabinet	Draft Bill on Financial Awards	Table Bill in Parliament	
		Review policy on social relief, and draft Social Relief Bill	Table Bill in Parliament	Draft regulations, and implement the Act			

6.13 Programme goals and objectives: Security

Goal	To provide a safe and healthy working environment for all employees and visitors to the Department					
Outcome	A safe and secure environment					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Comprehensive security policy and compliance procedures developed.	Audit report from SAPS	Develop a comprehensive security policy and compliance procedures	Implement policy and compliance procedures	Implement policy and compliance procedures	Assess compliance with policy and procedures	Review policy and compliance procedures
	Anti-fraud and corruption strategy	Develop an anti-fraud and corruption implementation plan and implement 50% of plan	Implement 100% of plan	Monitor and assess implementation of the plan	Monitor and assess implementation of the plan	Review the anti-fraud and corruption plan

Goal	To provide effective property management support services				
Outcome	Ensure sufficient office accommodation for the Department according to Public Works norms and standards				
Strategic objectives	Baseline	2010/11	2011/12	2013/14	
To secure shared office accommodation for DSD, SASSA and NDA	DSD, SASSA and the NDA are in separate buildings	Develop a national accommodation proposal, and secure initial funding for leasing	Manage new and existing leases	Manage new and existing leases	Occupy new building
					Ongoing facility management

6.14 Resource considerations

Programme 1: Administration	2010/11 R'000	2011/12 R'000	2012/13 R'000
Minister	1 816	1 916	2 012
Deputy Minister	1 496	1 578	1 657
Management	7 135	7 887	7 983
Corporate Services	146 954	152 688	157 851
Communication	13 087	13 678	14 365
Information Technology, Management and Systems	28 434	29 108	30 276
Human Capital Management	17 800	18 601	19 421
Legal Services	7 748	8 143	8 584
Cluster and Executive Support	12 400	12 965	13 662
Financial Management and Administration	32 661	33 640	34 355
Financial Planning and Monitoring	10 531	10 985	11 334
Ministry	14 493	15 237	15 247
Internal Audit	4 008	4 202	4 433
Security Services	5 793	6 130	6 172
Property Management	23 317	24 956	26 827
Government Motor Transport	48	800	844
TOTAL	180 766	189 825	197 174

7. Programme 2: Comprehensive Social Security

7.1 Purpose

To develop comprehensive social security policies, and provide income support to vulnerable groups.

7.2 Situational analysis

Extensive research conducted by the Department has revealed that significant gaps in our social insurance place a direct burden on social assistance. In particular, the absence of mandatory benefits for the formerly employed has resulted in about 3 million South Africans being unable to access insurance coverage in the event of retirement, death or disability. To address these gaps, the Department completed extensive policy proposals for the reform of retirement provisions, which were evaluated by an international panel of social security experts.

By March 2009, the Department completed extensive policy proposals for social security reform, consolidated in a report entitled 'Creating our Shared Future'. It contains an extensive analysis of existing social security provisions, spanning both social assistance and social insurance. It identified all the gaps and institutional weaknesses in the current system, and made far-reaching proposals for the extension of social assistance to those who are currently excluded, as well as the introduction of mandatory retirement provisions and institutional reform to achieve a more cohesive, efficient and responsive social security system. This report will form the basis of the government-wide reform agenda which is being developed under the auspices of the Inter-Ministerial Committee on Social Security and Retirement Reform. Over the next five years, the Department will progressively expand its social safety net to ensure that all those eligible for social grants are able to access the benefits, including distress relief.

The Appeals Tribunal for Social Assistance Appeals was established to deal with social assistance appeals as contemplated in section 18 of the Social Assistance Act, 2004 (Act 13 of 2004) as amended. Key to the mandate of the Appeals Tribunal is the need to give effect to the right

of access to social assistance by providing an effective and efficient internal remedy.

The Minister for Social Development has appointed 128 panelists consisting of medical and legal professionals assisted by members of civil society, as well as a dedicated secretariat. An Appeals Service Delivery Model has also been developed, providing for a three-stage adjudication process entailing:

- Pre-Adjudication Services
- Adjudication Services
- Post-Adjudication Services

A Collaborative Framework of Engagement has been developed. It provides for the administrative and participatory involvement of key stakeholders such as SASSA, civil society organisations, and members of the legal fraternity representing appellants.

7.3 The programme consists of the following sub-programmes:

- **Social Assistance:** provides for the development of policies for non-contributory income support through social assistance.
- **Social Insurance:** provides for the development of policies and legislation for contributory income support related to employment-based risks and other contingencies.
- **Policy Implementation:** supports the development and implementation of strategies for financing social insurance programmes to enhance self-reliance.
- **Social Assistance Transfers:** provides for social assistance transfers to households.
- **SASSA:** provides for the administration and integrity improvement costs related to the payment of social assistance grants, and for the operational costs of the agency.
- **SASSA:** provides for the establishment and operation of the Management Information System.

7.4 Programme goals and objectives: Social Assistance

Goal	To reduce income poverty among poor and vulnerable South Africans					
Outcome	Improved socio-economic status of households					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Increase access to social grants (children & older person's grants)	9691532 Jan	Extend CSG to children aged 15–16	Extend CSG to children aged 16–17	Extend CSG to children aged 17-and 18	Number of children aged 0–18 receiving CSG**	Number of children aged 0–18 receiving CSG**
	2517517	Males aged 60 receive older person's grant	Increase means test threshold for older person's grants	Review grants-in-aid, including case scenarios	Universalise older person's grants	Monitor implementation

Goal	To reduce income poverty among poor and vulnerable South Africans					
Outcome	The rights of disabled people are promoted and protected					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Introduce legislation for the implementation of a common tool to assess disability	1 054 318 people receive permanent disability grants 234 149 people receive temporary disability grants	Draft Social Assistance Amendment Bill	Monitor implementation of Harmonised Assessment Tool (HAT) for Disability Grant	Validate the assessment tool	Assess effectiveness of targeting	Propose in-house assessment facility
	108 368 children receive care dependency grant	Develop an assessment tool for children with disabilities and health care needs	Oversee implementation of tool for CDG	Assess effectiveness of targeting Identify dedicated trainer for use of assessment tools	Produce case scenario on universalisation of CDG	Cabinet to approve universalisation

Goal	To develop coherent policy on Social Relief of Distress provision					
Outcome	Sustainable rural communities and food security					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
To provide social relief to indigent persons affected by disasters	Non-standardised disbursement of social relief	Introduce consolidated policy and legislation on social relief	Implement disbursement system in provinces	Monitor implementation of social relief by provinces	Monitor implementation of social relief by provinces	Monitor implementation of social relief by provinces

7.5 Programme goals and objectives: Social Insurance

Goal	To create a comprehensive social insurance system						
Outcome	Contribute to accelerating economic growth and transforming the economy in order to create decent work and sustainable livelihoods						
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15	
Mandatory retirement provisioning	Lack of mandatory retirement provisioning	Approve policy on mandatory retirement provisions	Draft legislation for Mandatory Retirement System	Approve legislation Implement first phase	Implement second phase	Implement third phase	
Develop a coherent overarching institutional arrangement for social security provision	Fragmentation of social security institutions	Draft blueprint for National Social Security Fund	Approve Blueprint for NSSF Draft transition and Implementation plan for reform				
		Draft blueprint for revised social security institutional framework	Approve blueprint for revised social security institutional framework				

7.6 Programme goals and objectives: Appeals Tribunal

Goal	To establish a system for adjudicating social assistance appeals					
Outcome	Vibrant, equitable sustainable rural communities contributing towards food security for all					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Develop a Social Assistance Appeals Adjudication Policy and Legislative Framework	Draft policy on Social Assistance Appeals Adjudication Legislative Framework for Social Assistance Appeals as stipulated in section 18 of the SAA (Act 13 of 2004) Service delivery model for social assistance appeals	Draft a Social Assistance Appeals Adjudication Policy	Review Social Assistance Appeals Adjudication Policy	Evaluate implementation of the policy and governance / collaborative framework	Evaluate the impact of the Social Assistance Adjudication Policy	Continuous improvement of Appeals Adjudication Policy
Adjudication of Social Assistance Appeals to promote fair, just and equitable administrative action		Publish regulations under the current Social Assistance Act	Approve Legislation Review report Draft proposed amendments to Section 18 of the Social Assistance Act	Implement new law and develop requisite guidelines and standard operating procedures	Implement new legislation and regulatory instruments	Evaluate Appeals Adjudication legislation in order to ameliorate risks and promote a fair and just administrative system
Develop an Appeals Adjudication Institutional Model		Adjudicate lodged appeals, prioritised according to the FIFO (first in first out) principle	Finalise the adjudication of all outstanding appeals	Maintain the streamlined and efficient adjudication of new / current appeals cases	Ensure compliance, and implement quality assurance measures	Continue to improve turnaround period as well as adherence to the Promotion of Administrative Justice Act as well as constitutionality
Implementation of an Appeals Business and Information Enterprise	An interim Social Assistance Appeals Adjudication Model	Operationalise regionally based Appeals Adjudication structures and capabilities	Develop comprehensive norms and standards, with requisite governance and collaborative frameworks	Review and strengthen governance and collaborative frameworks	Improve capacity and capability to adjudicate appeals	Conduct efficiency review
	An approved appeals MIS module	Operationalise regionally based bulk volume capturing processes and build appropriate regional data warehouses	Implement regionally based MIS solution to interface with SOCPEN/SASSA MIS	Review and enhance regional appeals business and information systems	Produce data integrity report	Produce MIS efficiency report

7.7 Resource considerations

Programme 2: Comprehensive Social Security	2010/11 R'000	2011/12 R'000	2012/13 R'000
Social Assistance	20 170	21 510	22 676
Social Insurance	35 153	17 463	18 423
Appeals Tribunal	72 455	53 942	45 639
Social Assistance Grants	89 368 151	98 594 167	106 808 024
SASSA	5 611 387	6 077 813	6 132 676
SASSA MIS	20 000	20 000	20 000
Contributions and Affiliations	1 000	1 059	1 118
Administration	8 181	8 690	9 191
TOTAL	95 136 497	104 794 645	113 057 747

8. Programme 3: Social Welfare Services

8.1 Purpose

To create an enabling environment for the delivery of equitable developmental welfare services through the formulation of policies, standards, best practice, and support to social service providers.

8.2 Situational analysis

Welfare services cover a wide range of policies and programmes designed to address the needs of vulnerable members of society, particularly children, older people, victims of violence, and people with disabilities. Over the past two years the Department has prioritised welfare services, particularly the development of key laws and building capacity in terms of social service professionals. Much more still needs to be done to improve capacity through the Recruitment and Retention Strategy, which focuses on providing scholarships to youths interested in pursuing careers in social work. A total of 6 373 needy and previously disadvantaged undergraduate students benefited from the scholarship programme during the 2009/10 financial year. A total of 635 graduates were placed in different provinces in February 2009.

In the past financial year, the South African Council for Social Service Professions (SACSSP) focused on key developmental areas such as the professionalisation of the sector, education, development and training, and professional conduct. This was done via the following projects and programmes: the organising Framework for Occupations, the Professionalisation of new occupations, policy guidelines for employers, and promoting the council and board in the SADC region and internationally.

Great strides have been made in developing norms and standards for addressing the lack of uniformity in the delivery of social welfare services. These will be finalised soon.

The underfunding of service delivery partners (NGOs) remains a challenge, and the economic recession has

worsened the situation. This area will receive attention in the medium term.

The regulations under the Older Persons Act have been finalised, and will enhance the implementation of the Act.

The Department has begun to align policies in respect of people with disabilities with the UN Convention. This initiative is aimed at ensuring that all people with disabilities enjoy full and equal human rights and freedoms, and promoting respect for their inherent dignity.

The Department is working towards implementing the Children's Act, Act 38 of 2005. The Act provides legal remedies to ensure the protection of children. All children have a right to live and grow in a safe and protective environment which is free of violence or any other physical, emotional, or psychological threats. Promoting the protection of children as a key strategy in various sectors of society continues to enjoy prominence.

Adoption as a preferred option for children has not been widely utilised in South Africa. The annual number of adoptions has remained static over the past five years, at about 2 450 a year. A total of 12 257 children were adopted over all five years. Therefore, adoptions need to be promoted nationally as a preferred mode for the permanent placement of children.

In South Africa foster care is the most common way of providing needy children with care and protection. In September 2009 a total of 537 785 children were in foster care, compared to 215 765 in September 2000. This represents an increase of 20% since 1996 and a staggering 96% since 2004. The increase in the number of children who require foster care calls for measures to ensure that foster care placements are of a good quality and address the best interest of the children in question.

According to a census conducted by the National Alliance for Street Children (NASC), 13 275 children were living and working in the streets in 2004.

Street children are a manifestation of the social and economic problems which erode family life and make it more difficult for them to harbour and care for children.

The Department plays a significant role in the Justice, Crime Prevention and Security (JCPS) cluster, and is providing leadership towards the implementation of the Victim Support Service and Diversion programmes. In its attempt to address social crime, the Department will focus on the following:

- Strengthen the provision of services to children and young persons in conflict with the law;
- Victim Empowerment programmes;
- Substance Abuse; and
- Promotion of Family values.

Healthy working relationship with other departments and NGOs (NICRO, Khulisa, and Restorative Justice Centre) are central to DSD's service delivery. Human resource shortages undermines the implementation of probation services and social crime prevention. Additionally, secure-care facilities for children awaiting trial are inadequate, resulting in children awaiting trial in police cells and correctional facilities.

There is also a need for capacity-building in respect of Victim Empowerment and family issues in order to enable service providers to provide quality services in the prevention of gender-based violence. Initial steps in this regard include the rollout of the Men and Boys strategy, the shelter strategy, the establishment of three one-stop centres, and the development of a database and victim's survey mechanism for victims of crime and violence. Capacity will also be built in Family Preservation Services, Marriage Preparation and Marriage Enrichment, Parenting/ Primary Care-giving, and Families in Crises .

Substance abuse has become a key issue and it is important to finalise the regulations for substance abuse legislation to be able to strengthen services while reviewing the national interventions. The Child Justice Act will be fully

implemented during the year 2010/11, and the Department needs to ensure the provision of diversion programmes by finalising the accreditation system and the National Policy framework.

8.2 Programme description

- **Service Standards:** co-ordinates overarching policies, legislation, programmes, and norms and standards for social welfare services delivered by government and the non-government sector.
- **Substance Abuse and Central Drug Authority:** develops and monitors policies, legislation, and norms and standards for substance abuse.
- **Older Persons:** develops and monitors policies, legislation, and norms and standards for social welfare services to older people.
- **People with Disabilities:** develops and monitors policies, legislation, and norms and standards for social welfare services to people with disabilities.
- **Children:** develops, monitors and facilitate the implementation of policies, legislation and programme to protect, empower and support children.
- **Family:** develops, monitors and facilitates the implementation of policies, legislation and programmes to empower families.
- **Victim Empowerment:** develops, monitors and facilitates the implementation of policies, legislation and programmes to empower victims of crime and violence.
- **Social Crime Prevention:** develops, monitors and facilitates the implementation of policies, legislation and programmes to protect, empower and support children, youth and adult offenders, and victims in the criminal justice system.
- **Service Provider Support and Management:** provides management and support to national councils and other professional bodies, and administer payments to these institutions.

8.4 Programme goals and objectives: Welfare Service Transformation

Goal	To support and strengthen family and community interventions that foster social cohesion				
Outcome	An efficient, effective and development-oriented public service, and an empowered, fair and inclusive citizenship				
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14
Retain and recruit social service professionals at appropriate levels, and enhance their ability to support households and communities	Recruitment and Retention Strategy Policy on scholarship In 2010 scholarship beneficiaries totalled 6 026	Implement Strategy	Implement Strategy	Implement Strategy	Implement Strategy
					2014/15 Implement Strategy

Goal	To improve social welfare services to older people, including those in need of care and protection				
Outcome	Sustainable human settlements, and improved quality of household life				
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14
Transform luncheon clubs/ service centres into community-based care and support services	Older Persons Act, No 13 of 2006 Norms and standards for community-based care Madrid International Plan of Action on Ageing	Complete situational analysis of Community-Based Care Services Pilot implementation of norms and standards in two communities in KZN	Develop a national strategy to address remaining gaps Pilot implementation of norms and standards in two communities in KZN	Facilitate and monitor implementation of national strategy Facilitate the rollout of norms and standards in four provinces	Facilitate and monitor implementation of national strategy Facilitate the rollout of norms and standards in five provinces
Develop intergenerational programmes	Norms and standards for community-based care	Audit intergenerational programmes	Develop national intergenerational programme and guidelines for implementation	Facilitate and monitor implementation of programme	Review programme
Develop South African Plan of Action on Ageing	Madrid International Plan of Action on Ageing	Develop South African Plan of Action, guidelines for implementation, and monitoring tool	Facilitate and monitor implementation of plan	Facilitate and monitor implementation of plan	Evaluate impact of plan
					2014/15 Review national strategy Review norms and standards

To protect and promote the rights of people with disabilities							
Sustainable human settlements, and improved quality of household life							
Goal	Outcome	Strategic objectives	2010/11	2011/12	2012/13	2013/14	2014/15
			Baseline				
		Develop policies and legislation on providing services to people with disabilities	DSD Policy on Disability aligned with the UN Convention on the Rights of Persons with Disabilities	Draft Bill on Social Services to People with Disabilities	Cost Draft Bill	Table Bill in parliament	Develop legislation on providing social services to people with disabilities aligned with the UN Convention
			DSD policies, programmes and services audit report	Draft plan for aligning DSD policies, programmes and services with the UN Convention	Implement DSD policies, programmes and services in phases	Align DSD policies, programmes and services with the UN Convention	Align DSD policies, programmes and services with the UN Convention
			DSD policy on disability international disability mainstreaming booklet	Develop DSD-specific disability mainstreaming strategy	Develop plan for implementing strategy	Implement strategy in phases	Implement strategy in phases

Goal	To improve sector performance through rigorous research, planning and business process improvement					
Outcome	An efficient, effective and development-oriented workforce in the sector					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Improve social development business processes	Baseline study of existing policy and legislative framework Gap analysis of business mapping for social welfare services Departmental policies and legislative framework Batho Pele principles Three human rights acts	Redesign business process mapping of social welfare services Refine Draft Framework on the Management and Promotion of Human Rights	Develop norms and standards for social welfare services Finalise framework	Build capacity of all stakeholders Provide training and build capacity for implementing framework	Monitor and evaluate adherence to norms and standards Develop draft complaints management systems and guidelines to employers	Review norms and standards Implement and popularise Policy Framework on the Management and Promotion of Human Rights
		Reorient and train social service professionals on the Legislative Framework on Human Rights	Reorient and train social service professionals	Reorient and train social service professionals	Reorient and train social service professionals	Reorient and train social service professionals
	Social Service Professions Act, 110, 1978	Develop Draft Policy on Social Services Professions	Finalise policy	Draft Bill on Social Service Professions	Submit Draft Bill to Cluster and Cabinet for approval	Table Bill in Parliament
	Policy on Financial Awards to Service Providers	Consult on and review policy on Financial Awards to Service Providers (PFA)	Finalise policy	Provide training and build capacity for implementing policy	Implement policy	Monitor and evaluate implementation
	Draft policy on provision of social welfare services	Refine draft policy	Finalise draft policy	Provide training and build capacity for implementing policy	Develop Draft Bill on social welfare services	Consult on Draft Bill

8.5 Programme goals and objectives: Children

Goal	To invest in and ensure the provision of quality social welfare services to children, including those in need of care and protection					
Outcome	All people in South Africa are and feel safe					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Promote and strengthen child protection services	500 child abuse cases registered on the Child Protection Register: Part A	Implement Child Protection Register	Implement register of persons unsuitable for working with children	Operationalise National Child Protection Register: Part B	Operationalise National Child Protection Register: Part B	Assess impact of National Child Protection Register: Part B
	No conceptual framework for programmes for preventing child abuse, neglect and exploitation	Develop programmes for preventing child abuse, neglect and exploitation	Develop best practice models for preventing child abuse, neglect and exploitation, and pilot them in four provinces	Implement models in all provinces	Implement models in all provinces	Evaluate implementation in all nine provinces
	Concept paper for the national Surveillance Study on Child Abuse, Exploitation and Neglect	Complete Phase 2: Pilot Study on the national Surveillance Study on Child Abuse, Exploitation and Neglect	Complete Phase 3: Data Collection	Complete Phase 4: Data Analysis	Complete Phase 5: Reporting and Evaluation	Improve child protection, drawing on the results of the study
Goal	To invest in and ensure the provision of sound social welfare services to children, including those in need of care and protection					
Outcome	Sustainable human settlements, and improved quality of life					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Promote and strengthen child protection services	Strategy document	Develop transformation strategy for CYCCs	Implement Phase 1 of transformation strategy	Implement Phase 2	Implement Phase 2	Implement Phase 3
	510 713 children in foster care	Pilot cluster foster care models	Register and fund cluster foster care schemes	Monitor and evaluate the implementation of protocols and guidelines for foster care	Monitor and evaluate the implementation of protocols and guidelines for foster care	Review the implementation of protocols and guidelines
Implement Children's Act	43 sections of the Act implemented	Implement Children's Act	Monitor plans to implement the Act	Review the Act	Review the Act	Amend the Act
	Norms and Standards on Children's Act	Comply with norms and standards, strategies, and transformation of services and programmes	Comply with norms and standards, strategies, and transformation of services and programmes	Measure compliance with norms and standards, strategies, and transformation of services and programmes	Measure compliance with norms and standards, strategies, and transformation of services and programmes	Review the impact of norms and standards, strategies, and transformation of services and programmes

To invest in and ensure the provision of sound social welfare services to children, including those in need of care and protection						
Goal	Sustainable human settlements, and improved quality of life					
Outcome	Sustainable human settlements, and improved quality of life					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Develop welfare policies and strategies for orphans and vulnerable children, including those working and living on the streets	Training Guidelines	Build capacity to implement the Children's Act, regulations, norms and standards, practice guidelines, and indicators	Build capacity to implement the Children's Act, regulations, norms and standards, practice guidelines, and indicators	Build capacity to implement the Children's Act, regulations, norms and standards, practice guidelines, and indicators	Evaluate capacity-building programme	Amend capacity-building programme
	Strategy for providing services to children living and working on the streets	Implement strategy	Implement strategy	Implement strategy	Monitor implementation of strategy	Review implementation of strategy
	Policy framework and guidelines for providing statutory services to child-headed households	Approve policy framework and guidelines	Implement policy framework and guidelines	Implement policy framework and guidelines	Monitor implementation	Review implementation
Develop and implement strategy for expanding adoption services	Children's Act	Develop strategy for providing services to orphans and vulnerable children (OVC) in drop-in centres	Implement strategy	Implement strategy	Implement strategy	Review Implementation
	2 500 adoptions registered per annum	Implement adoption strategy	Implement adoption strategy	Monitor implementation	Monitor implementation	Review implementation
	Adoption strategy document					
	Research report					
	International Social Services Practice Guidelines	Implement International Social Services Programme	Implement programme	Monitor implementation	Monitor implementation	Review implementation
	Guidelines on the management of unaccompanied minor children	Implement guidelines	Implement guidelines	Monitor implementation	Monitor implementation	Review guidelines

Goal	To invest in and ensure the provision of quality social welfare services to children, including those in need of care and protection					
Outcome	Quality Basic Education					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Develop Early Childhood Development (ECD) programme	Children's Act	Develop partial care strategy for children	Implement strategy	Implement strategy	Implement strategy	Review implementation
	Existing models for Home Community-Based Care ECD	Implement Home Community-Based Care for ECD	Implement programme	Implement programme	Implement programme	Review implementation
	Audit framework	Audit of Partial Care and ECD programmes	Monitor registration of Partial Care and ECD services	Monitor registration	Monitor registration	Monitor registration

8.6 Programme goals and objectives: Social Crime Prevention

Goal	To support and strengthen family and community interventions that foster social cohesion					
Outcome	Improved family life through the implementation of Family Preservation Programmes					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Build cohesive, caring and sustainable communities	Draft National Family Policy	Finalise draft Green Paper for the Family	Consult on Green Paper	Approve White Paper for the Family	Monitor and implement White Paper	Monitor and implement White Paper
	Draft Integrated Plan for Services to Families	Approve Plan	All stakeholders to implement Plan	Monitor implementation	Monitor implementation	Review Plan
	Children's Act 38 of 2005	Develop draft Integrated Parenting Framework	Approve Framework	Build capacity for implementation	Build capacity for implementation	Build capacity for implementation
	Manuals and frameworks on family development programs	Build capacity for implementation	Monitor and evaluate implementation	Monitor and evaluate implementation	Review family development programmes	Build capacity for implementation
	Develop draft M&E Framework	Approve Framework	Build capacity for implementation	Implement Framework	Implement Framework	

Goal	To reduce substance abuse					
Outcome	Improved substance abuse services and programmes					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Intensify the fight against crime and corruption	Anti-Drugs and Alcohol programme	Roll out programme in provinces	Roll out programme in provinces	Assess impact of programme	Review programme	Implement revised programme
	The Prevention and Treatment of Substance Abuse Act, Act 70 of 2008	Finalise regulations	Develop training manual	Monitor implementation	Monitor implementation	Evaluate implementation
	Reintegration and Aftercare Model	Best Practice Models for combating substance abuse developed and implemented by March 2011	Develop and implement Best Practice Models	Monitor implementation	Monitor implementation	Evaluate and review Best Practice Models
	Community Based Model					
	Draft Adult Prevention Model Youth Model	Review NDMP	Draft NDMP 2012–2016	Monitor implementation	Monitor implementation	Review Master Plan
	National Drug Master Plan (NDMP) 2006–2011	Strengthen and support institutional mechanism for implementing NDMP	Strengthen and support institutional mechanism for implementing NDMP	Strengthen and support institutional mechanism for implementing NDMP	Strengthen and support institutional mechanism for implementing NDMP	Strengthen and support institutional mechanism for implementing NDMP

Goal	To significantly reduce social crime					
Outcome	Improved substance abuse services and programmes					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Intensify the fight against crime and corruption	Draft Social Crime Prevention Strategy	Approve strategy	Cost strategy	Build capacity to implement strategy	Implement strategy	Monitor implementation
	Social crime prevention programmes	Develop five social crime prevention programmes	Approve programmes	Implement programmes in provinces	Monitor implementation	Evaluate and review programmes
	Draft norms and standards for secure care	Approve norms and standards	Develop training manual	Build capacity to implement norms and standards	Implement norms and standards	Monitor compliance
	Draft policy framework and system of accreditation for diversion programmes	Approve policy framework and system of accreditation for diversion programmes	Implement and monitor system of accreditation for diversion programmes	Implement and monitor system of accreditation for diversion programmes	Assess impact of system of accreditation for diversion programmes	Review Information management systems for secure care and probation case management
	Regulations for Probation Services Act, Act No. 35 of 2002	Nil	Finalise regulations for Probation Services Act	Approve regulations	Build capacity for implementing the Act	Implement the Act

Goal		To reduce the risk of sexual and physical violence against women (gender-based violence)						
Outcome		Improved victim support services						
Strategic objectives		Baseline	2010/11	2011/12	2012/13	2013/14	2014/15	
Build cohesive, caring and sustainable communities	Men and Boys Strategy to prevent gender-based violence	Implement strategy	Monitor and evaluate implementation	Review strategy	Develop norms and review standards for shelters	Build capacity to implement norms and standards		
	Shelter strategy	Implement shelter strategy	Implement and monitor shelter strategy	Review shelter strategy	Develop toolkit for victim support services	Build capacity to implement toolkit for victim support services		
	Human Trafficking rehabilitation programme	Develop and roll out programme in provinces	Implement and monitor programme	Finalise and cost draft Legislation on Victim Support Services	Develop a prevention programme on gender-based violence in provinces	Roll out prevention programme on gender-based violence in provinces		
Build cohesive, caring and sustainable communities		Victim empowerment legislation research report	Draft legislation on Victim Support Services	Finalise and cost draft legislation	Approve legislation	Develop draft regulations		
		Develop costing model for Victim Empowerment programme	Implement costing model	Review costing model	Develop toolkit for victim support services	Build capacity for implementing toolkit		
		Pilot Generic indicator Set (GIS) at site level in three provinces	Roll out GIS in six remaining provinces	Implement GIS	Implement GIS	Review and Implement GIS		
		Design register / database of victims of crime and violence	Implement register	Implement register	Implement register	Implement register		
	Design and test an independent victims satisfaction survey	Conduct survey	Conduct survey	Conduct survey	Conduct survey	Conduct survey		

8.7 Resource considerations

Programme 3: Policy Development, Review and Implementation Support for Welfare Services	2010/11 R'000	2011/12 R'000	2012/13 R'000
Service Standards	239 190	260 861	274 461
Substance Abuse and CDA	12 932	14 020	14 763
Older Persons	7 592	7 843	8 259
People with Disabilities	5 096	5 413	5 701
Children	26 403	28 441	29 953
Families	6 531	6 892	7 258
Victim Empowerment	6 470	6 859	7 200
Social Crime Prevention	7 623	8 046	8 473
Service Provider Support and Management	23 525	24 936	26 261
Contributions and Affiliations	202	223	235
Administration	10 484	11 118	11 708
TOTAL	346 047	374 652	394 272

9. Programme 4: Community Development

9.1 Purpose

To create an enabling environment for empowering the poor and vulnerable through the promotion of and support for community development work, strengthening of institutional arrangements, and dialogue with civil society.

9.2 Situation analysis

Through the Community Development Programme, the Department is developing policies, strategies, programmes and tools for empowering and building the capacities of the poor and vulnerable as well as affected communities to unleash their potential for sustainable community development. The programme will focus on the development and implementation of programmes to assist the poor and vulnerable groups to access decent work and improve their incomes, assets, and capacities to enhance their livelihoods. Given its contribution to building cohesive communities, the Community Development Programme is leading the process of developing the national community development policy framework. This process will facilitate the development of norms and standards for community development practice to ensure the delivery of responsible and effective community development services. In order to achieve these objectives, the programme will facilitate the improvement of the capacity of the sector, including the capacity of Community Development Forums to stimulate and support community-driven development initiatives.

While registration is voluntary, many NPOs choose to register and be accountable to donors and communities. The NPO registration therefore provides a much-needed base for civil society organisations to manage their

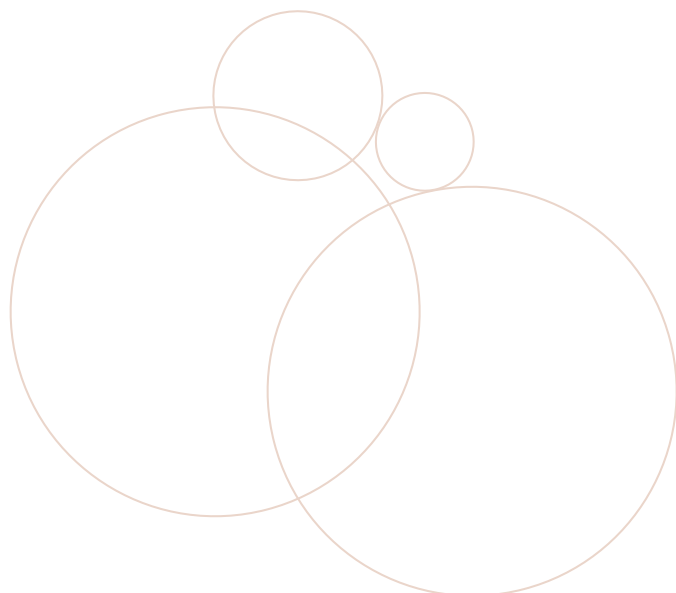
affairs effectively and accountably. Since inception, new applications have increased drastically and have created a burden to the Department, as available staff could not deal with all applications in time. Many NPOs do not comply with the NPO Act due to lack of capacity, and are bound to be struck from the register. During the next few years the unit will focus on simplifying registration and strengthening the capacity of NPOs.

One of the key developments in respect of HIV/AIDS is the development and expansion of an integrated Monitoring and Evaluation system for home and community-based care at all levels of governance and service delivery in the country. This is being done in collaboration with the Department of Health, and drawing on technical and financial assistance from the Japanese International Co-operation Agency. The project was initiated following observations and recommendations in research studies on how the two Departments could address the challenge of collating, analysing, and disseminating quality HCBC information in a way that would be useful to policy-makers and implementers. The HCBC M&E system has been implemented in four provinces, and will be expanded to the remaining five in the 2010/11 financial year.

A three-year partnership with the German Development Bank (commonly known as KfW Banking Group) has been secured for implementing a care and support project targeting child- and youth-headed households in two provinces, namely Limpopo and KwaZulu Natal. The overall goal of the partnership is to implement a skills development programme for child and youth-headed households, and help to improve their living conditions.

9.3 Programme description

- **Sustainable Livelihoods:** develops and provides support for the implementation of programmes, strategies and tools for sustainable livelihoods, and manages service delivery partners.
- **Community Development Policy and Service Standards:** develops and facilitates the implementation of policies, guidelines, norms and standards to ensure the effective and efficient delivery of community development services and programmes.
- **Youth:** develops and facilitates the implementation of policies, legislation and programmes to protect vulnerable youth.
- **Non-Profit Organisations:** builds capacity of NPOs and ensures efficiency in the registration of NPOs and monitoring of their compliance to the Non-profit Organisations Act (1997).
- **HIV and AIDS:** develops, supports and monitors the implementation of policies, programmes and guidelines to prevent and mitigate the impact of HIV and AIDS in line with the 2007–2011 National Strategic Plan for HIV and AIDS, STIs, TB and Malaria.
- **National Development Agency:** provides grants to civil society obligations to implement sustainable community-driven projects that address food security, and create employment and income opportunities.



9.4 Programme goals and objectives: HIV and AIDS

Goal	To reduce the incidence and minimise the psychosocial impact of HIV/AIDS in order to achieve the goals and targets of the National Strategic Plan for HIV/AIDS, TB and malaria, and to expand the HIV and AIDS programmes and M & E using relevant indicators						
Outcome	HIV and AIDS-competent communities and stakeholders that deal effectively with prevention and the psychosocial impact of HIV and AIDS						
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15	
Develop HIV and AIDS prevention programmes on social behaviour change	Situational analysis of prevention programmes Draft HIV Prevention Strategy	Train staff in all provinces to implement social behaviour change programmes	Monitor implementation of social behaviour change programmes	All provinces to implement programmes	Evaluate prevention programmes	Redesign programmes	
Implement National Action Plan (NAP) for orphans and other children made vulnerable by HIV and AIDS	Effective partnership with stakeholders in place	Assess impact of LoveLife programme	Review and realign LoveLife programme	Monitoring	Monitoring	Monitoring	
	Implementation of NAP	Implement NAP	Implement NAP	Implement NAP	Evaluate and develop 3 year Quality Management Plan (QMP)	Assess impact	
Monitor and evaluate system for HCBC	Development of evidence-based policies and programmes	Strengthen co-ordination with development partners, NGOs and governance structures	Review and strengthen partnerships	Monitor implementation	Monitor implementation	Monitor implementation	
	Development and expansion of monitoring and evaluation system for HCBC	10% of municipalities to utilise Maternal Orphan database	30% of municipalities to utilise Maternal Orphan database	50% of municipalities to utilise Maternal Orphan database	90% of municipalities to utilise maternal orphan database	Quality Management Systems (QMS) in place	
Strengthen capacity of HCBC organisations	Percentage of community caregivers receiving accredited training	35 districts to implement monitoring and evaluation system	45 districts to implement system	52 districts to implement system	Put Quality Management system in place	Assess impact	
	Percentage of HCBC organisations received training on HCBC Management	Train 15 000 caregivers	Train 15 700 caregivers and supervisors	Train 16 538 caregivers and supervisors	Train 17 365 caregivers and supervisors	Train 18 233 caregivers and supervisors	
		30% of HCBC organisations to comply with norms and standards	45% HCBC organisations to be trained and to comply with norms and standards	60% of HCBC organisations to be trained and to comply with norms and standards	75% of HCBC organisations to be trained and to comply with norms and standards	80% of HCBC organisations to be trained and to comply with norms and standards	
	Three provinces to implement management capacity	Five provinces to implement management capacity	Five provinces to implement management capacity	Nine provinces to implement management capacity	Evaluation and quality assurance	Evaluation and quality assurance	

9.5 Programme goals and objectives: Community Development Policy and Service Standards

Goal	To support and strengthen family and community interventions that foster social cohesion					
Outcome	Adequate and well-skilled human resources to strengthen family and community interventions that foster social cohesion					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Develop sector skills and capacity to support community development	Skills audit of all 915 CDPs reflected limited skills for effective practice	Develop skills development plan for community development practitioners	Train 150 CDPs in community development practice	Train 200 CDPs in community development practice	Train 250 CDPs in community development practice Review performance and training programmes	Train 300 CDPs in community development practice
	Discussion document on professionalisation of Community Development developed and consulted with key stakeholders	Develop Occupation Framework for Social Services	1st phase of development of community development qualification	2nd phase of development of community development qualification	Apply for recognition of Community Development as a profession	Register Community Development as a profession
Policies, programmes and guidelines to empower communities developed	No National Framework to facilitate co-ordination Community Development	Approve Community Development Policy Framework Develop Community Development Strategy	DSD Community Development Strategy	Facilitate Implementation of DSD Community Development Strategy	International Conference on Community Development	Community Development Strategy
	Community Development Practice not regulated	Discussion document on norms and standards	Develop draft norms and standards for Community Development Practitioners	Finalise norms and standards	Cost implementation of norms and standards	Facilitate implementation of norms and standards
Develop capacity of Community Development Forums to stimulate and support community-driven development initiatives	Limited capacity for Community-Driven Development	Develop a programme implementation and programme funding protocol	Train 10 CDPs to implement community-driven projects/initiatives based on a proven approach and methodology developed at the local level	Train 20 CDPs to implement community-driven projects/initiatives	Train 20 CDPs to implement community-driven projects/initiatives	Impact assessment and review
		Identify and quantify community-driven pilot projects for implementation at local level	Implement and maintain a simple monitoring system			

Youth Development

To implement youth programmes that assist youth to access decent work and participate in the mainstream economy		Reduced youth poverty					
Goal	Outcome	2010/11	2011/12	2012/13	2013/14	2014/15	
Strategic objectives	Baseline						
Policies and guidelines for the implementation of Masupa-Tsela Youth Pioneer Programme (MYPP)	2 410 youths recruited and participating	Train 100 MYPP mentors Develop existing strategies for MYPP	Train 100 MYPP mentors Monitor and review MYPP	Train 100 MYPP mentors Assess impact of MYPP	National roll-out	National roll-out	
Develop programmes to renew and restore intergenerational solidarity		Co-ordinate development of business plans in consultation with Older Persons Directorate 100 youths to participate in intergenerational programmes	100 youths to participate in intergenerational programmes	200 youths to participate in intergenerational programmes Review the programme	200 youths to participate in intergenerational programmes	200 youths to participate in intergenerational programmes Assess the programme's impact	
Link youths with economic opportunities	In 2005, youths accounted for 73% of the 7.8 million unemployed in the country	Link youths to economic opportunities	Link youths to economic opportunities	Link youths to economic opportunities	Link youths to economic opportunities	Link youths to economic opportunities	
Develop Youth NPOs skills development plan developed		Profiled NPOs to deliver services to youths					

Sustainable Livelihoods

To improve income, asset and capabilities of poor families and communities to enhance their livelihoods						
Goal	Reduced household poverty					
Outcome	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Strategic objectives						
Link poor, vulnerable and marginalised people to sustainable livelihoods and economic development opportunities	8 million able-bodied people receiving Child Support Grant	Link 4 500 beneficiaries to existing and new development projects/ programmes	Link 6 300 beneficiaries to existing and new development projects/ programmes	Link 9 000 beneficiaries to existing and new development projects/ programmes	Link 10 000 beneficiaries to existing and new development projects/ programmes	Link 10 000 beneficiaries to existing and new development projects/ programmes
Integrated and sustainable community development programmes and services designed	Toolkit for Community Development Practitioners developed	Develop action plan for implementing the Toolkit				
		Train 50 CDPs to facilitate community development	Train 100 CDPs to facilitate community development	Train 200 CDPs to facilitate community development	200 CDPs to facilitate community development	Train 200 CDPs to facilitate community development
		Develop Integrated Community Development Plans	Develop Integrated Community Development Plans	Develop Integrated Community Development Plans	Develop Integrated Community Development Plans	Develop Integrated Community Development Plans
Establish social co-operatives as a core element of social service delivery	No guidelines exist to facilitate the establishment of social cooperatives	Develop guidelines for establishing social co-operatives	Help four provinces to establish social co-operatives	Help five provinces to establish social co-operatives	Assess impact	
Establish rural community food banks	Four Urban Community food banks established in Gauteng, Durban, Port Elizabeth and Cape Town	Support four provinces to establish food banks Support CBOs to link with the food bank network	Support five provinces to establish food banks Support CBOs to link with the food bank network Food bank beneficiaries assisted to produce and supply the food bank network	Assist food bank beneficiaries to produce food and supply the food bank network	Assist food bank beneficiaries to produce food and supply the food bank network	Assist food bank beneficiaries to produce food and supply the food bank network
Effective management and monitoring of partnership agreements with CBOs/NGOs for impact	Management capacity of CBOs/NGOs for effective partnering limited	Develop contract agreements and undertake site visits to all funded CBOs	Develop and approve contract agreements Undertake site visits to all funded CBOs	Develop and approve contract agreements Undertake site visits to all funded CBOs	Develop and approve contract agreements Undertake site visits to all funded CBOs	Develop and approve contract agreements Undertake site visits to all funded CBOs
		Consolidate lessons learnt from the management of partnering organisations				

9.6 Programme goals and objectives: Non-Profit Organisations and Partnerships

Goal	To create a sustainable environment for service delivery partners (NPOs) through capacity-building, partnerships, collaboration and agency						
Outcomes	An enabling environment in which non-profit organisations can be strengthened and sustained						
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15	
Develop an NPO co-ordination and work management model and guidelines		Develop NPO management guidelines	Implement guidelines	Implement and evaluate guidelines	Review guidelines	Revise guidelines and further implementation	
		Strengthen institutions; all provinces to sign MoU	Help nine provinces to implement NPO registration and compliance monitoring systems	Nine provinces and 52 districts to fully implement the system	Review the system	Improve the provincial institutional structure	
	Registration guidelines	Develop NPO work management model	Train staff in all nine provinces to implement the work management model	Train staff in all 52 districts in implementing the model	Review the model	Create an effective NPO registration and compliance monitoring system	
Develop norms and standards for NPO governance			Train 150 provincial officials on the NPO management guidelines	Train 300 provincial officials on the NPO management guidelines	Train 350 provincial officials on the NPO management guidelines		
		Develop and finalise norms and standards	Consult with all stakeholders and begin implementation	Fully implement norms and standards	Implementation	Review norms and standards	
Improve NPO funding and subsidies	Policy on financial awards	Develop DSD sector NPO funding guidelines	Implement guidelines in all nine provinces	50% of DSD-funded NPOs to comply with norms and standards	60% of DSD-funded NPOs to comply with norms and standards	80% of DSD-funded NPOs to comply with norms and standards	
	NPO Act	Develop and finalise an NPO policy	Approve NPO policy	Draft NPO legislation for approval	Legislation	Implement the new NPO Act	

Goal		To create a sustainable environment for service delivery partners (NPOs) through capacity-building, partnerships, collaboration and agency					
Outcomes		An enabling environment in which non-profit organisations can be strengthened and sustained					
Strategic objectives		Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Improve NPO registration process and compliance systems	Less efficient registration and compliance monitoring system	Finalise the development of an on-line NPO registration compliance monitoring system	Register 90% of NPOs within two months of application	Implement the system			
	Currently takes three months	Register 90% of NPOs within two months of application	Register 95% of NPOs within two months of application	Register 100% of NPOs within two months of application			
	10% NPO compliance	25% of NPOs to comply with the NPO Act	50% of NPOs to comply with the Act	70% of NPOs to comply with the Act	80% of NPOs to comply with the Act	90% of NPOs to comply with the Act	
		Three provinces to utilise online NPO registration and compliance system	Seven provinces to utilise online NPO registration and compliance system	All provinces to utilise online NPO registration and compliance system			
		5% of NPOs to register via online registration and compliance system	15% of NPOs to register online	25% of NPOs to register online	30% of NPOs to register online	50% of NPOs to register online	
		Develop and approve an NPO capacity-building framework	Develop and approve an NPO capacity-building framework	Capacitate 15% of NPOs in terms of the framework	Capacitate 25% of NPOs	Capacitate 30% of NPOs	Capacitate 50% of NPOs

9.7 Resource considerations

Programme 4: Community Development	2010/11 R'000	2011/12 R'000	2012/13 R'000
Sustainable Livelihood	8 409	8 787	9 234
Community Development and Service Standards	8 134	8 605	9 028
Registration and Institutional Capacity Building of NPOs	17 013	17 641	19 013
Youth	5 747	6 114	6 416
HIV and AIDS	64 764	68 161	70 516
National Development Agency	83 469	163 724	171 910
Contributions and Affiliations	-	-	-
Administration	6 855	7 245	7 598
TOTAL	194 389	280 277	293 715

10. Programme 5: Strategy and Governance

10.1 Programme purpose

The purpose of the Strategy and Governance programme is to lead the strategic planning process in the national as well as provincial Departments; ensure that the national Department's core strategic functions are well supported operationally and integrated into various strategic plans, including those of public entities; promote and provide social policy insight; integrate population and development issues into planning processes; and co-ordinate the social sector aspects of the Expanded Public Works Programme (EPWP).

10.2 Situational analysis

The Strategy and Governance unit has developed a Sector Strategic Objective Framework (SSOF) which identifies key priorities and indicators for the next five years. These centre on social development areas that require improvement, and on fast-tracking the government priorities set out in the MTSF. This work will be supported by considering the suitability of the current social development service delivery model, enhancing social infrastructure, improving services provided to customers, optimising business processes, and ensuring adequate financing mechanisms.

Achieving these priorities will require the strengthening of monitoring and evaluation capacity within the social sector. To this end, the Department hosted a five-day training course known as the International Programme for Development Evaluation Training (IPDET) offered by Carleton University, Canada, and the World Bank. This capacity-building initiative will continue to prepare officials to undertake high-quality planning, monitoring, and evaluation of outcomes.

The Department has accelerated its participation in the EPWP. The sector exceeded its allocated target of creating 150 000 work opportunities a year ahead of the scheduled period, and the final recorded performance

was 174 255. Over the next three to five years it will focus on further expansion in order to reach the targets set by the President, and improve the quality of the employment opportunities created via the EPWP.

The Department has developed a performance and compliance reporting framework for public entities as contemplated in the Public Finance Management Act (PFMA) and Treasury Regulations. This initiative will be enhanced by the development of additional instruments such as the Corporate Governance Framework for public entities, statutory bodies and boards. While the short-term focus will be on this enhancement exercise, it will subsequently shift to more strategic interventions such as reviewing the founding legislation, and the formulation of strategies to support entity performance.

Population and development research undertaken during 2008/09 generated useful evidence for informing policy-making and planning in different government sectors, including the DSD. Capacity-building programmes continued in the areas of population studies; population, environment and development integration; and HIV & AIDS, targeting all three spheres of government as well as civil society. The key strategic areas for the next five years will include the promotion of gender and equality, youth development, HIV/AIDS, and other health-related concerns.

Since its inception in 2006, the Social Policy unit has introduced, championed and institutionalised Evidence-Based Policy-Making (EBPM) in the DSD and the social sector by working with line function directorates on various research initiatives and policy development endeavours. It has succeeded in injecting social policy thinking and perspectives at the start of research and policy development initiatives.

It has also extended its work in the social sector by playing a leading role in key interventions, such as the

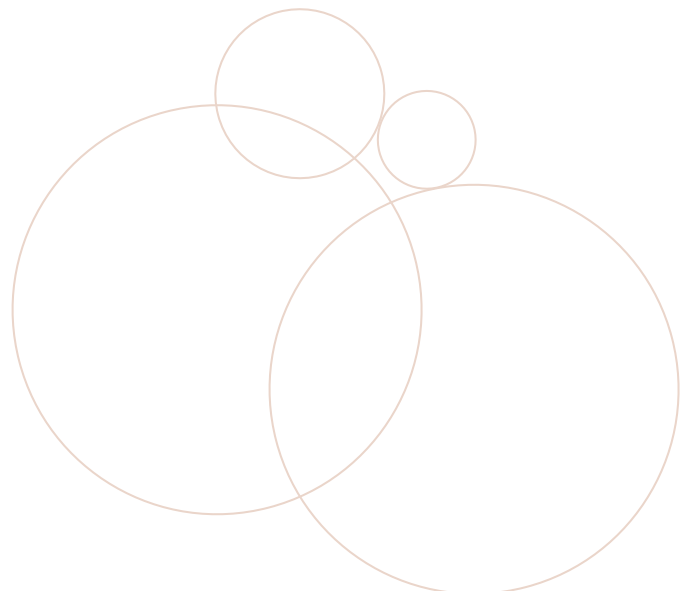
Programme 5: Strategy and Governance

fight against poverty. It has achieved this by training senior government officials in the Department, the broader social sector, and the Presidency. To date, 250 senior public officials have been trained in social policy and social policy analysis. The Social Policy Programme has faced challenges – including a lack of co-operation – in the way in which directorates have responded to its efforts. Some still do not appreciate the value of the social policy approach and EBPM, and the need for systematic and co-ordinated research. This has led to some directorates bypassing the Social Policy Programme and commissioning research that has not added value to the Department's mandate. The over-reliance by certain directorates on consultants in conceptualising and executing their research is also another challenge that has, at times, resulted in poor research outcomes.

- **Entity Oversight** oversees all entities, agencies and boards reporting to the Department.
- **Social Policy Co-ordination** is tasked with introducing, championing and institutionalising Evidence-Based Policy-Making (EBPM) in the DSD and the social sector.
- **Special Project Co-ordination** provides co-ordination, incubation and innovation of Departmental and social cluster initiatives such as the EPWP.
- **Population and Development** provides policy, monitoring and planning advice on the government's population policy.

11.3 Programme description

- **Strategy Development and Management** develops the Department's strategic plan, promotes effective planning in the social sector, improves operational efficiency, and considers mechanisms to improve customer satisfaction across the sector.
- **Monitoring and Evaluation** develops and oversees the implementation of a comprehensive monitoring and evaluation system aimed at improving service delivery across the sector.



10.4 Programme goals and objectives: Strategy Development and Management

Goal	To achieve gender equality within the social sector and in communities					
Outcome	An efficient, effective, and development-oriented public service, and an empowered, fair, and inclusive citizenship					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	
To empower women in the sector and in communities	Women's Empowerment and Gender Policy	Establish a sick bay facility at the DSD	Develop a coaching and mentoring programme for women	Design and implement a child care and recreational facility	Establish child care and recreational facilities	Review DSD Gender Policy
	Sectoral gender strategies	Develop and implement gender strategies within the sector	Audit gender responsiveness of sector programmes	Improve gender responsiveness of sector programmes	Evaluate the implementation of the Women's Empowerment and Gender Policy	Support a review of the gender policy
Goal	To improve sector performance through rigorous research, planning, and business process improvements					
Outcome	An efficient, effective, and development-oriented public service, and an empowered, fair, and inclusive citizenship					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	
To improve sector performance and service delivery	Sector Planning Handbook	Build sector planning capacity by rolling out the Planning Handbook	Develop a comprehensive service delivery model for the DSD	Build capacity to implement the integrated service delivery model (ISDM)	Support the implementation of the ISDM by provinces, municipalities, and other entities	Evaluate sector planning and ISDM
	Risk Management Policy and BPM methodology	Provide risk and business process management services across the sector	Provide risk and business process management services across the sector	Provide risk and business process management services across the sector	Provide risk and business process management services across the sector	Provide risk and business process management services across the sector
	Planning Guidelines from National Treasury and Presidency	Manage strategic planning processes across the sector	Manage strategic planning processes across the sector	Manage strategic planning processes across the sector	Manage strategic planning processes across the sector	Manage strategic planning processes across the sector
	Twenty capacitated and trained internal consultants (NQF level 7)	Develop internal consulting capacity in the sector	Develop internal consulting capacity in the sector	Develop internal consulting capacity in the sector	Develop internal consulting capacity in the sector	Develop internal consulting capacity in the sector

Goal	To establish an integrated and customer-centred social infrastructure and organisational culture					
Outcome	An efficient, effective, and development-oriented public service, and an empowered, fair, and inclusive citizenship					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
To build customer care capacity and social infrastructure within the sector	Customer Care model and strategy	Roll out Customer Care Culture Reform programme across nine designated sites	Implement Local Front Office Reform programme	Roll out E-CRM solution	Implement customer development programmes	Evaluate implementation of Customer Care strategy
	Sector Analysis Infrastructure report	Develop sectoral infrastructure policy and plans	Implement sectoral infrastructure policy and plans	Implement sectoral infrastructure policy and plans	Implement sectoral infrastructure policy and plans	Evaluate implementation of sectoral infrastructure policy

10.5 Programme goals and objectives: Monitoring and Evaluation

Goal	To improve sector performance through rigorous research, planning, and business process improvements consistent with the demand for social development services and products					
Outcome	An efficient, effective, and development-oriented public service, and an empowered, fair, and inclusive citizenship					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
Develop functional monitoring systems for social sector	Social sector monitoring framework, indicators and systems Draft NPO monitoring system	Revise and finalise social sector monitoring framework, indicators and systems Develop NPO monitoring framework, indicators and systems	Revise and update social sector monitoring framework, indicators and systems Develop entity indicator framework	Revise and update social sector monitoring framework, indicators and systems	Revise and update social sector monitoring framework, indicators and systems	Revise and update social sector monitoring framework, indicators and systems
To improve programme performance reporting and utilisation of M&E information	270 officials trained to implement M&E principles Draft data quality assessment tools	Train district managers to implement M&E principles Conduct provincial performance data quality assessments	Train district managers to use evaluation procedures and M&E information	Train national and provincial managers to use M&E information for policy development	Train district managers in statistical analysis and report-writing	Train district and national officials to design and implement impact evaluations
Produce and disseminate monitoring reports to facilitate evidence-based decision-making	Quarterly and annual service delivery reports Institutional performance reports Surveillance system for orphans Draft statistical reports	Produce quarterly and annual service delivery reports Produce institutional performance reports Produce Annual Key Statistics report Produce surveillance report on vulnerable children	Produce quarterly and annual service delivery reports Produce institutional performance reports Produce Annual Key Statistics report Produce surveillance report on vulnerable children	Produce quarterly and annual service delivery reports Produce institutional performance reports Produce Annual Key Statistics report Produce surveillance report on vulnerable children	Produce quarterly and annual service delivery reports Produce institutional performance reports Produce Annual Key Statistics report Produce surveillance report on vulnerable children	Produce quarterly and annual service delivery reports Produce institutional performance reports Produce Annual Key Statistics report Produce surveillance report on vulnerable children
Conduct programme evaluations	CSG quantitative and qualitative evaluation in progress Beneficiary satisfaction survey in progress	Conduct CSG qualitative valuation Conduct beneficiary satisfaction survey	Conduct CSG quantitative impact evaluation Evaluate demand-driven programme	Evaluate NPO service delivery processes Evaluate demand-driven programme	Evaluate ECD programme Evaluate demand-driven programme	Evaluate two demand-driven programmes

10.6 Programme goals and objectives: Population and Development

Goal	To enhance social cohesion and protection					
Outcome	A long and healthy life for all South Africans					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
To provide evidence and build capacity to integrate HIV & AIDS and key health concerns with development planning and service delivery	Policy +10 chapter on HIV & AIDS SADHS, HIV research database, evaluation of NI, HCBC appraisals and databases, primary HIV & AIDS capacity development course Gender-based violence and sexual & reproductive health & rights Regional collaboration on HIV & AIDS training	Build capacity through education and information to integrate HIV & AIDS and key health concerns with development planning and service delivery Population HIV & AIDS Research Population trends analysis report on health factors with demographic consequences	Build capacity through education and information to integrate HIV & AIDS and key health concerns with development planning and service delivery Population HIV & AIDS research Follow up population trends analysis report on health factors with demographic consequences Advocacy and IEC around key health concerns with demographic consequences	Build capacity through education and information to integrate HIV & AIDS and key health concerns with development planning and service delivery Population HIV & AIDS research Follow-up report Advocacy and IEC around key health concerns with demographic consequences	Build capacity through education and information to integrate HIV & AIDS and key health concerns with development planning and service delivery Population HIV & AIDS Research Follow-up report Evaluate strategic focus area implementation	Build capacity through education and information to integrate HIV & AIDS and key health concerns with development planning and service delivery Population HIV & AIDS Research Follow-up report Advocacy and IEC around key health concerns with demographic consequences

Goal	To develop South Africa's youth					
Outcome	A skilled and capable workforce, and an inclusive growth path					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
To promote youth development as a strategy for benefiting from the demographic dividend	Ten-year review of population policy Fifteen-year review of ICPD PoA-Country HSRC youth policy initiative on the demographic dividend Advocacy and IEC activities to countrywide-poster competition for children	Research and compile report on teenage pregnancy in SA Compile report on the status of population education in the school curriculum Compile report on the gap analysis on youth services	Research and compile report on teenage pregnancy in South Africa Develop material on population issues for schools Compile report on the social cohesion of SA youth	Complete compendium report and policy briefs on teenage pregnancy in South Africa Distribute material on population issues to schools Compile research reports on the social cohesion of SA youth	Compile report on the status of population education in schools Distribute material on population issues to schools Compile compendium report and policy briefs on social cohesion of SA youth	Compile report on access of youths to decent jobs, and their participation in the mainstream economy

To advance social cohesion and protection					
Goal	An efficient, effective and development-oriented public service, and an empowered, fair and inclusive citizenship				
Outcome	2010/11	2011/12	2012/13	2013/14	2014/15
Strategic objectives	Baseline	2011/12	2012/13	2013/14	2014/15
To promote gender equality, equity and the empowerment of women by mainstreaming gender as a major population factor in development planning	Chapter on gender in Policy+10 report	Advocacy and education to promote population report on the state of gender in SA	Update population report on the state of gender in SA	Compile International Conference on Population and Development (ICPD) country progress report on gender	Produce inputs into the Beijing+20 country progress report
			Advocacy and IEC on gender	Advocacy and IEC on updated report on the state of gender in SA	Evaluate impact of population strategy's gender focus
	Nodes research findings on gender	Train rural nodes to implement population policy and gender mainstreaming	Training other municipalities to implement population policy and gender mainstreaming	Evaluate training on population policy and gender mainstreaming	Design a new training programme on population policy and gender mainstreaming
	Gender mainstreaming in social research guidelines	Build capacity of national Departments and population units to mainstream gender in social research	Build capacity of provincial Departments and population units to mainstream gender in social research		

To address and reduce poverty	
Goal	To address and reduce poverty
Outcome	Vibrant, equitable, and sustainable rural communities contributing to food security for all; a responsive, accountable, effective and efficient local government system; sustainable human settlements, and improved quality of household life; and protected and enhanced environmental assets and natural resources
Strategic objectives	Baseline
To enhance sustainable human development by promoting equilibrium between population trends, environment and development in local areas	Existing PED courses
	Present capacity-building courses on PED in IDP, integrating population into development; international session on population, climate change and development
	Establish PED networks in four rural provinces
	Continue population advocacy and IEC to local stakeholders, and expand portfolio nationally
	Continue population advocacy and IEC to local stakeholders, and expand portfolio nationally
Nodal research, PED case studies, PED newsletters and website	
Population policy into local IDP Guidelines document	
Chapter in Policy+10 report on migration and urbanisation, and chapter on PED	
	2010/11
	Present capacity-building courses on PED in IDP, integrating population into development; international session on population, climate change and development
	Population advocacy and IEC to local stakeholders
	Compile report on integrating the population policy with IDPs
	Compile migration research report and PED case study papers
	2011/12
	Present capacity- building courses as well as course on population, climate change and development
	Establish PED networks in four rural provinces
	Continue population advocacy and IEC to local stakeholders, and expand portfolio nationally
	Continue population advocacy and IEC to local stakeholders, and expand portfolio nationally
	Compile report on integrating the population policy with IDPs
	Compile migration research report focusing on youth dimension
	2012/13
	Continue PED capacity- building portfolio
	Expand PED networks to urban areas
	Continue population advocacy and IEC to local stakeholders, and expand portfolio nationally
	Continue population advocacy and IEC to local stakeholders
	Compile report on integrating the population policy with IDPs
	Compile migration research report focusing on gender dimension
	2013/14
	Continue PED capacity- building portfolio
	Expand PED networks nationally
	Continue population advocacy and IEC to local stakeholders
	Compile report on integrating the population policy with IDPs
	Conduct PED case studies
	2014/15
	Continue PED capacity- building portfolio
	Evaluate impact of PED capacity-building portfolio
	Evaluate and redesign population advocacy and IEC
	Compile report on integrating the population policy with IDPs
	Redesign local population trends research portfolio

To enhance sector capacity and performance		An efficient, effective, and development-oriented public service, and an empowered, fair, and inclusive citizenship						
Goal	Outcome	2010/11	2011/12	2012/13	2013/14	2014/15		
Strategic objectives	To promote the population policy through capacity-building and research	Baseline	Support intergovernmental population programme	Support intergovernmental population programme	Support intergovernmental population programme	Support and assess intergovernmental population programme	Support and assess intergovernmental population programme	
		Population Policy+10 / ICPD+15 report	Support intergovernmental population programme	Support intergovernmental population programme	Support intergovernmental population programme	Support and assess intergovernmental population programme	Support and assess intergovernmental population programme	
		ICPD+15 Addis Ababa commitment	Build capacity for population research and provide technical support and advice to government Departments and other stakeholders	Build capacity and provide technical support and advice	Build capacity and provide technical support and advice	Build capacity and provide technical support and advice	Build capacity and provide technical support and advice	
		Population and development website and database	Conduct population capacity-building and training courses	Conduct and monitor population capacity-building and training courses	Conduct and monitor population capacity-building and training courses	Conduct and monitor population capacity-building and training courses	Evaluate population capacity-building and training courses	
		Advocacy events	Develop population and development information and Knowledge Service	Maintain population and development information and Knowledge Service	Maintain population and development information and Knowledge Service	Maintain population and development information and Knowledge Service	Evaluate population and development information and Knowledge Service	
			Develop international population strategy	Implement and monitor International Population Strategy	Implement and monitor International Population Strategy	Implement and monitor International Population Strategy	Evaluate International Population Strategy	
			Monitor business planning, strategy and policy	Monitor business planning, strategy and policy	Monitor business planning, strategy and policy	Monitor business planning, strategy and policy	Monitor business planning, strategy and policy	
			Implement population advocacy and IEC	Implement population advocacy and IEC	Implement population advocacy and IEC	Implement population advocacy and IEC	Evaluate population advocacy and IEC	
				Prepare and plan for ICPD+20 / Population Policy+15 review	Conduct research for ICPD+20 / Population Policy+15 review	Conduct research for ICPD+20 / Population Policy+15 review	Compile research reports on ICPD+20 / Population Policy+15 review	Disseminate research evidence on ICPD+20 / Population Policy+15 review

10.7 Programme goals and objectives: Social Policy

Goal	To institutionalise evidence-based policy-making in the DSD and the social sector					
Outcome	An efficient, effective, and development-oriented public service, and an empowered, fair, and inclusive citizenship					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
To work with DSD directorates in developing and reviewing Departmental policies	Finalisation of developed or reviewed DSD policies or policy frameworks	Establish and participate in DSD policy action teams for policy development and policy review premised on evidence-based policy-making.	Work with directorates through joint policy development and policy review teams to develop new policies and reviewing existing ones	Build capacity in directorates and consolidate research action teams	Build capacity in directorates and consolidate research action teams	Directorates to initiate policy development or policy reviews premised on evidence-based policy-making
To contribute to and play a leading role in delivery forums on social policy and the fight against poverty, contribute to developing leadership on poverty and development issues, and ensure the deepening of social policy discourse and evidence-based policy-making	Contribution towards the finalised Anti-Poverty Strategy	Participate in inter-Departmental and government-wide research and policy initiatives	Consolidate a government-wide integrated research and policy thrust	Deepen and consolidate a government-wide integrated research and policy thrust	Enhance the research and policy synergies in government-wide initiatives.	Move towards a cohesive and integrated government underpinned by evidence-based policy-making and an enhanced research capacity
Initiate and manage research and capacity-building collaborations and partnerships with national and international research and social policy institutions	250 senior public officials from the DSD, the Presidency and the social sector trained since 2005	Identify key research and capacity-building needs for DSD and the social sector	Source donor funding in collaboration with DSD directorates, and continue training of senior public officials	Map out a research and capacity-building programme	Manage and co-ordinate research and capacity-building programme	Monitor and evaluate research and capacity-building programme
Provide guidance on the utilisation of research in a systematic and co-ordinated manner, and the institutionalisation of evidence-based policy-making and the social policy approach	Drafting of research plan for the DSD and public entities	Develop DSD research strategy	Establish NDA, SASSA, and DSD research teams	Build capacity in the provinces	Conceptualise sector strategy	Implement sector strategy
Goal	To promote evidence-based policy-making in Departments of social development and social affairs in the region					
Outcome	A better South Africa, a better Africa and a better world					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
To drive the DSD's social policy analysis thrust in support of the African Agenda	Regional Round Table Meeting in Livingstone, Zambia, on 23–25 November 2009	Organise regional training programme and Round Table meetings	Organise regional training programme and Round Table meetings	Organise regional training programme and Round Table meetings	Organise regional training programme and Round Table meetings	Organise regional training programme and Round Table meetings

10.8 Programme goals and objectives: Entity Oversight Management

Goal	To create a sustainable environment for service delivery partners (i.e. public entities) through capacity-building, partnerships, collaboration, and agency agreements					
Outcome	An efficient, effective, and development-oriented public service, and empowered, fair, and inclusive citizenship					
Strategic objectives	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15
To implement the corporate governance framework for public entities, bodies and boards	Corporate governance framework for public entities, bodies and boards	Implement corporate governance framework for public entities, bodies and boards	Implement corporate oversight management strategy	Review corporate governance framework and entity oversight management strategy	Monitor compliance with governance framework	Monitor compliance with governance framework
Entities Oversight Management Strategy	Public Sector Frameworks related to public entities (PFMA)	Develop an entities oversight and management strategy	Implement entities oversight management strategy			
Development of the Performance Management Framework for public entities, bodies and boards	Performance Reporting Guidelines Assessment reports	Develop performance management framework for public entities, bodies and boards	Implement performance management framework			
Develop performance management system	Review performance management framework					
	Monitor performance of public entities, bodies and boards	Monitor performance of public entities, bodies and boards				
		Conduct institutional performance reviews of accounting authorities	Conduct institutional performance reviews of accounting authorities	Conduct institutional performance reviews of accounting authorities		
		Conclude annual delivery agreements with public entities, bodies and boards	Conclude annual delivery agreements with public entities, bodies and boards	Conclude annual delivery agreements with public entities, bodies and boards		
To review founding legislation of public entities, statutory bodies and boards	Founding legislations of public entities, statutory bodies and boards	Review governance aspects of the founding legislation	Monitor implementation of founding legislation as reviewed	Monitor implementation of founding legislation as reviewed	Monitor implementation of founding legislation as reviewed	Monitor implementation of founding legislation as reviewed

10.9 Programme goals and objectives: Special Projects Office

To help create decent work through the Expanded Public Works Programme (EPWP) in the social sector						
Goal	Increased work opportunities, skills and income levels					
Outcome	Strategic objectives					
Baseline	2010/11	2011/12	2012/13	2013/14	2014/15	
Mainstream EPWP in more social sector subprogrammes	The sector had a target of 80 000 jobs for the 2009/10 financial year; by the end of the 3rd quarter this had already been exceeded	Create 96 000 job opportunities through current and newly integrated social sector programmes	Create 132 000 job opportunities through current and newly integrated social sector sub-programmes	Create 187 000 job opportunities through social sector sub-programmes	Create 255 000 job opportunities through social sector sub-programmes	Review EPWP Phase 2 and design of Phase 3
	ECD and HCBC are confirmed programmes; Kha Ri Gude, National School Nutrition Programme and Mass Sports Participation will be consolidated in 2010/11	Integrate EPWP indicators and reporting requirements into education [Kha Ri Gude- Mass Literacy, and National School Nutrition] and Sports and Recreation [Mass Sports Participation] programmes	Confirm and integrate an identified set of new expansion sub-programmes reporting on EPWP indicators and requirements such as community safety programmes and school caretakers	Confirm and integrate an identified set of new expansion sub-programmes reporting on EPWP indicators and requirements for Phase 3	Confirm and integrate an identified set of new expansion sub-programmes reporting on EPWP indicators and requirements	Confirm and integrate an identified set of new expansion sub-programmes reporting on EPWP indicators and requirements for Phase 3
Create enabling environment to improve employability of EPWP workers	A Social Sector Incentive Grant is currently being piloted through HCBC to pay for unstipended caregivers	Develop a comprehensive incentive grant model for funding social sector subprogrammes participating in EPWP	Facilitate funding of new subprogrammes through a comprehensive Social Sector Incentive Grant	Review efficacy of comprehensive Social Sector Incentive Grant	Mobilise resourcing of Departmental commitments to job creation. Reflected in equitable share allocations	Facilitate funding of new EPWP Phase 3 subprogrammes through a comprehensive Social Sector Incentive Grant
	The sector has revised the current Conditions of Employment and Code of Good Practice for EPWP. The recommendations are being negotiated by NEDLAC	Finalise appropriate regulatory framework on conditions of service for EPWP workers	Ensure compliance of sub-programmes with the regulatory framework on conditions of service for EPWP workers	Ensure compliance of programmes with the regulatory framework on conditions of service for EPWP workers	Ensure compliance of programmes with the regulatory framework on conditions of service for EPWP workers	Ensure compliance of programmes with the regulatory framework on conditions of service for EPWP workers
	An assessment is under way with National Treasury to determine an appropriate dispensation for EPWP workers. Recommendations to be tabled at Cabinet Lekgotla in July 2010	Complete proposal on an appropriate employment dispensation for EPWP workers	Facilitate implementation of Cabinet resolution on an appropriate employment dispensation for EPWP workers			
Service delivery innovation and incubation of new projects	A review is under way to assess the impact of the first phase of implementation of Kwanda	Develop guidelines for the facilitation and adoption of Kwanda as a sector mass organisational, capacity-building and developmental communication methodology	Extend the utilisation of Kwanda to more Departments and communities	Extend the utilisation of Kwanda to more Departments	Extend the utilisation of Kwanda to more Departments	Mobilise for the Organisation Workshop methodology to be utilised as part of CDP training at Institutions of Higher Learning
	The sector is consolidating support to Kwanda communities in five provinces	Mobilise resources for expanding Kwanda to the remaining four provinces	Implement Kwanda 2	Assess Kwanda's impact		

To help create decent work through the Expanded Public Works Programme (EPWP) in the social sector									
Goal	Increased work opportunities, skills and income levels								
Outcome	Baseline	2010/11	2011/12	2012/13	2013/14	2014/15			
Strategic objectives	DSD framework of benefits for non-statutory military veterans is in place The challenge is to support the implementation of these benefits A proposal for the repositioning of the SPO to be presented to DSD exco in March 2010 Relations have been established with the Centre for Public Service Innovation which will be formalised in the forthcoming year	Co-ordinate DSD contribution to framework of benefits for non-statutory military veterans Reposition the SPO as an innovation and incubation hub Establish and maintain service delivery Innovation partnerships	Co-ordinate DSD contribution to framework of benefits for non-statutory military veterans Resource the SPO as an innovation and incubation hub Maintain service delivery Innovation partnerships	Co-ordinate DSD contribution to framework of benefits for non-statutory military veterans Promote a culture of innovation in the social sector Maintain service delivery innovation partnerships	Support to military veterans to form part of programmes ENE commitments** Promote a culture of innovation in the social sector Maintain service delivery innovation partnerships	Promote a culture of innovation in the social sector Maintain service delivery innovation partnerships			
To strengthen programme management systems for enhanced programme implementation	The social sector communication strategy is currently integrated into the draft 5 year Social Sector Plan 2009 -2014 Individual sub-programmes which are components of the EPWP in the sector have own systems which are not aligned to the EPWP web-based M&E system	Implement coherent and seamless sector communication campaign Align the M&E systems of EPWP participating sub-programmes with the web-based reporting system	Ensure implementation of a seamless EPWP social sector communication campaign Ensure implementation of an integrated and aligned monitoring, evaluation and reporting system	Ensure implementation of a seamless EPWP social sector communication campaign Ensure implementation of an integrated and aligned monitoring, evaluation and reporting system	Ensure implementation of a seamless EPWP social sector communication campaign Ensure implementation of an integrated and aligned monitoring, evaluation and reporting system	Promote a culture of innovation in the social sector Maintain service delivery innovation partnerships			
To provide co-ordination and implementation support to EPWP subprogrammes, provinces and entities	National steering committee has been consistently managed over the past six years, while provincial co-ordination needs more strengthening Support has been provided to programmes at the national level, but provincial support has been hampered by capacity constraints	Maintain effective and efficient management of EPWP institutional mechanisms Provide implementation support to EPWP subprogrammes, provinces and entities	Maintain effective and efficient management of EPWP institutional mechanisms Provide implementation support to EPWP subprogrammes, provinces and entities	Maintain effective and efficient management of EPWP institutional mechanisms Provide implementation support to EPWP subprogrammes, provinces and entities	Maintain effective and efficient management of EPWP institutional mechanisms Provide implementation support to EPWP subprogrammes, provinces and entities	Maintain effective and efficient management of EPWP institutional mechanisms Provide implementation support to EPWP subprogrammes, provinces and entities			

10.10 Resource considerations

Programme 5: Strategy and Governance	2010/11 R'000	2011/12 R'000	2012/13 R'000
Strategy Development and Management	13 652	14 807	16 323
Monitoring and Evaluation	12 904	13 909	14 653
Entity Oversight	9 345	10 533	11 123
Social Policy Co-ordination	4 378	4 987	5 255
Special Projects Co-ordination	6 897	6 634	6 987
Population Development	19 798	20 488	21 581
Contributions and Affiliations	533	556	586
Administration	3 854	4 090	4 307
TOTAL	71 361	76 004	80 815



Part

3

Links to other plans



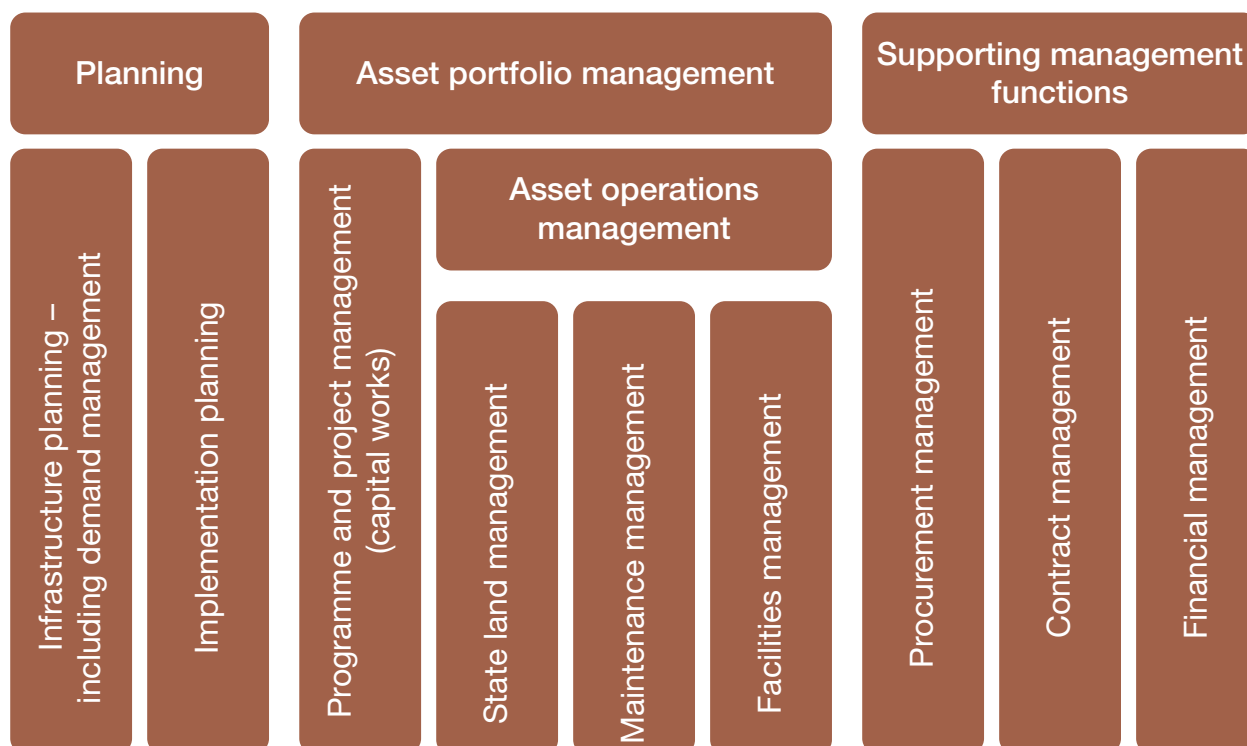
11. Links to long-term infrastructure and other capital plans

The Government Immovable Asset Management Act (GIAMA) (Act 19 of 2007) calls for a paradigm shift in terms of which government is meant to move from its current position of property consumer to that of an immovable asset manager. In this context, the various asset management components in the social sector are set out in the diagram below. The sector will focus on initiatives aimed at preparing it to assume these functions as part of a broader change management strategy over the period of this Strategic Plan.

The DSD therefore has two areas of focus within the infrastructure programme. At a provincial level, an infrastructure plan is in place to address infrastructure matters as they relate to the provision of facilities to enable service delivery. To this end, the social sector utilises different types of facilities aligned to legislative requirements. These include Child and Youth Care Centres, children's homes, reform schools, places of safety, secure care facilities, schools of industries at old age homes, homes for people with disabilities, protective workshops, shelters for abused

women and victims of crime, substance dependency treatment centres, SASSA pay points, service centres for older persons, and community centres/halls and offices. In addition, some services are rendered using other government facilities, e.g. Department of Health clinics, and Thusong service centres managed by Government Communication and Information Services (GCIS). Leadership and support are provided to provinces in respect of the management of the infrastructure portfolio as it relates to the acquisition of new buildings, maintenance, repairs, and the upgrading of existing facilities. Each provincial department therefore has its own infrastructure plan which is aligned to the sector goals.

The other area of focus is at a national level. During the period covered by this Strategic Plan, steps will be taken to secure shared office accommodation for DSD, SASSA and the NDA. The Department of Public Works has been contacted in this regard, and, once plans have been finalised, funding applications to National Treasury will follow in 2010/11.



12. Risk Management Plan

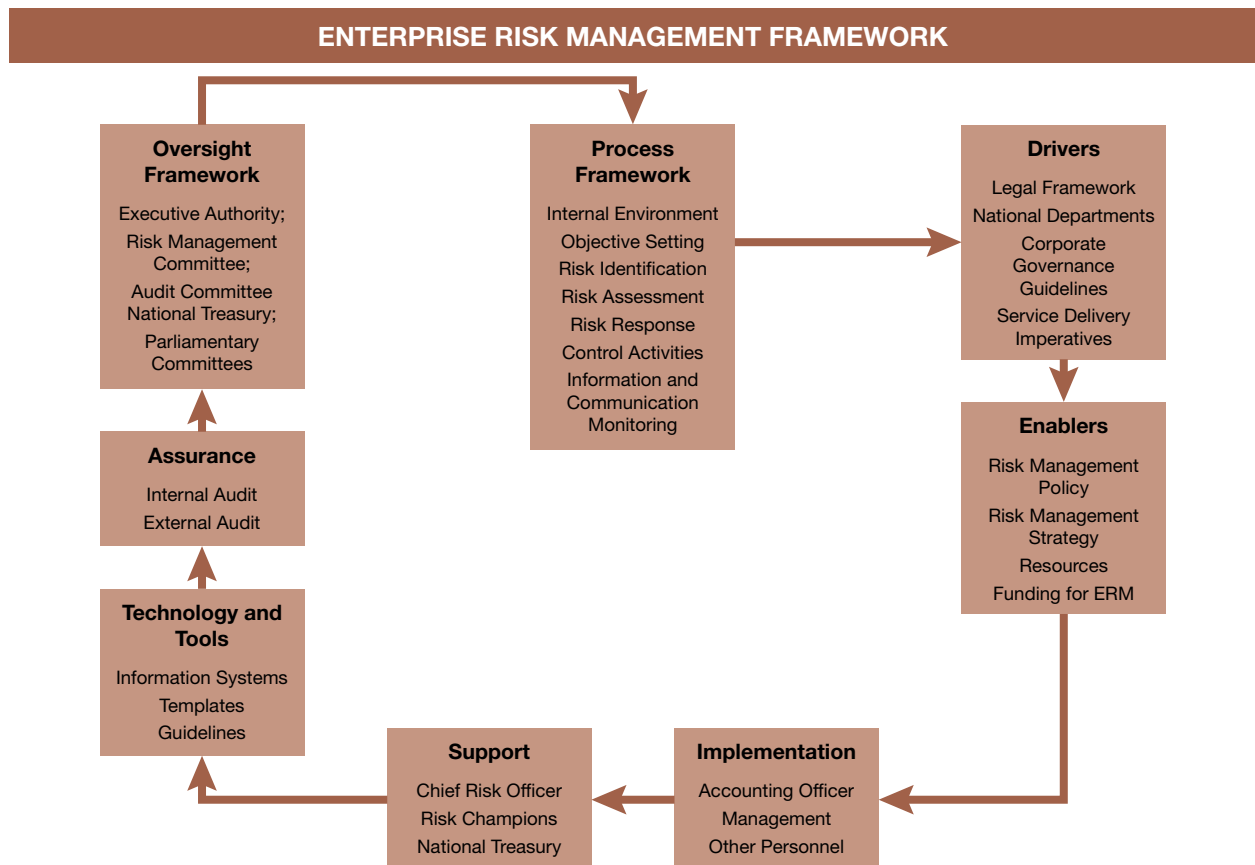
The DSD recognises risk management as an integral part of responsible management, and therefore adopts a comprehensive enterprise approach to the management of risks. We define risk as any event that may have an impact on the achievement of objectives; therefore, all risk management efforts will be focused on supporting the DSD’s objectives. Equally, it must ensure compliance with relevant legislation, and fulfil the expectations of employees, communities, and other stakeholders in terms of corporate governance.

DSD subscribes to the fundamental principles that all resources will be applied economically to ensure:

- The highest standards of service delivery;

- A management system containing the appropriate elements aimed at minimising risks and costs in the interest of all stakeholders;
- Education and training of all staff to ensure continuous improvement in knowledge, skills and capabilities which facilitate consistent conformance to the stakeholders expectations; and
- Maintaining an environment, which promotes the right attitude and sensitivity towards internal and external stakeholder satisfaction.

In view of the above, the DSD has adopted an entity-wide approach to risk management, which implies that every major risk in each section of the DSD will be included in a structured and systematic process of risk management. It is anticipated

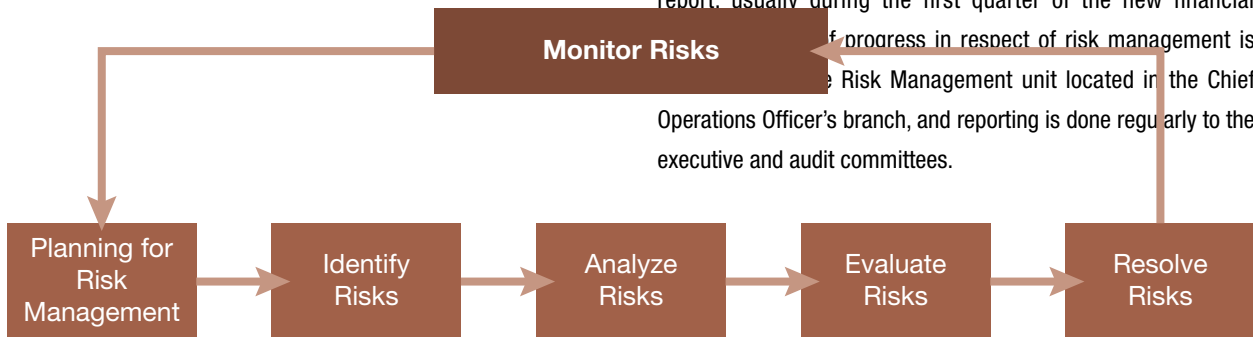


Risk Management Plan

that the risk management processes will become embedded into DSD systems and processes, ensuring that our responses to risk remain current and dynamic.

The DSD risk assessment process is undertaken annually, and follows the steps depicted in the diagram below.

All business units within DSD are subjected to this process based on an assessment of both strategic and operational objectives. This would culminate in a business unit's risk plan which is then analysed and consolidated into an annual DSD risk assessment report, usually during the first quarter of the new financial year. Progress in respect of risk management is monitored by the Risk Management unit located in the Chief Operations Officer's branch, and reporting is done regularly to the executive and audit committees.



13. Aligning resources with the Strategic Plan

Social Development	2010/11 R'000	2011/12 R'000	2012/13 R'000
P 1: Administration	180 766	189 825	197 174
P 2: Comprehensive Social Security	95 136 497	104 794 645	113 057 747
P 3: Policy Development, Review and implementation support for Welfare Services	346 047	374 652	394 272
P 4: Community Development	194 390	280 277	293 715
P 5: Strategy and Governance	71 361	76 006	80 816
TOTAL	95 929 061	105 715 405	114 023 724

Programme 1: Administration	2010/11 R'000	2011/12 R'000	2012/13 R'000
Minister	1 816	1 916	2 012
Deputy Minister	1 496	1 578	1 657
Management	7 135	7 887	7 983
Corporate Services	146 954	152 688	157 851
Communication	13 087	13 678	14 365
Information Technology, Management and Systems	28 434	29 108	30 276
Human Capital Management	17 800	18 601	19 421
Legal Services	7 748	8 143	8 584
Cluster and Executive Support	12 400	12 965	13 662
Financial Management and Administration	32 661	33 640	34 355
Financial Planning and Monitoring	10 531	10 985	11 334
Ministry	14 493	15 237	15 247
Internal Audit	4 008	4 202	4 433
Security Services	5 793	6 130	6 172
Property Management	23 317	24 956	26 827
Government Motor Transport	48	800	844
TOTAL	180 766	189 825	197 174

Aligning resources with the Strategic Plan

Programme 2: Comprehensive Social Security	2010/11 R'000	2011/12 R'000	2012/13 R'000
Social Assistance	20 170	21 510	22 676
Social Insurance	35 153	17 463	18 423
Appeals Tribunal	72 455	53 942	45 639
Social Assistance Grants	89 368 151	98 594 167	106 808 024
SASSA	5 611 387	6 077 813	6 132 676
SASSA MIS	20 000	20 000	20 000
Contributions and Affiliations	1 000	1 059	1 118
Administration	8 181	8 690	9 191
TOTAL	95 136 497	104 794 645	113 057 747

Programme 3: Policy Development, Review and Implementation Support for Welfare Services	2010/11 R'000	2011/12 R'000	2012/13 R'000
Service Standards	239 190	260 861	274 461
Substance Abuse and CDA	12 932	14 020	14 763
Older Persons	7 592	7 843	8 259
People with Disabilities	5 096	5 413	5 701
Children	26 403	28 441	29 953
Families	6 531	6 892	7 258
Victim Empowerment	6 470	6 859	7 200
Social Crime Prevention	7 623	8 046	8 473
Service Provider Support and Management	23 525	24 936	26 261
Contributions and Affiliations	202	223	235
Administration	10 484	11 118	11 708
TOTAL	346 047	374 652	394 272

Programme 4: Community Development	2010/11 R'000	2011/12 R'000	2012/13 R'000
Sustainable Livelihood	8 409	8 787	9 234
Community Development Service Standards	8 134	8 605	9 028
Registration and Institutional Capacity Building of NPOs	17 013	17 641	19 013
Youth	5 747	6 114	6 416
HIV and Aids	64 764	68 161	70 516
National Development Agency	83 469	163 724	171 910
Contributions and Affiliations to Other Bodies	—	—	—
Community Development Administration	6 854	7 245	7 598
TOTAL	194 390	280 277	293 715

Programme 5: Strategy and Governance	2010/11 R'000	2011/12 R'000	2012/13 R'000
Strategy Management and Development	13 652	14 807	16 323
Monitoring and Evaluation	12 904	13 909	14 653
Entity Oversight	9 345	10 533	11 123
Social Policy Coordination	4 378	4 987	5 255
Special Projects Coordination	6 897	6 634	6 987
Population Research	19 798	20 489	21 581
Contributions and Affiliations to Other Bodies	533	556	586
Strategy Administration	3 854	4 091	4 308
TOTAL	71 361	76 006	80 816

Annexures

Annexure 1: Personnel per programme and subprogramme

Programme	Component/subcomponent	Filled	Vacant	Total
P1: Administration	Minister	1	0	1
	Deputy Minister	1	0	1
	Management	6	0	6
	Communication	23	3	26
	Chief Financial Officer	46	5	51
	Human Capital Management	41	7	48
	Legal Services	13	1	14
	Cluster Co-ordination	19	3	22
	Ministerial Services	10	2	12
	Deputy Ministerial Services	5	1	6
	Finance and Risk	55	7	62
	Financial Planning	15	2	17
	Internal Audit	9	1	10
	Security Services	14	1	15
P1: Administration		258	33	291

P2: Comprehensive Social Security	Administration	3	0	3
	Social Assistance	21	2	23
	Social Insurance	14	0	14
	Policy Implementation	4	1	5
P2: Comprehensive Social Security		42	3	45

P3: Policy Development, Review and Implementation of Welfare Services		136	7	143	
	Welfare Services and Transformation	Directorate: Service Standards	9	2	11
		Directorate: Social Service Provider Management & Support	11	0	11
		Directorate: Care & Service to Older persons	7	1	8
		Directorate: Service to People with Disability	7	0	7
		Directorate: Families	9	0	9
		Chief Directorate: Welfare Services Transformation	5	0	5
		Welfare Services and Transformation	48	3	51

Programme	Component/subcomponent	Filled	Vacant	Total
Children	Directorate: Child Protection	20	1	21
	Directorate: Adoptions and International Social Services	15	1	16
	Directorate: Orphans, Vulnerable Children and ECD	10	0	10
	Chief Directorate: Children	4	0	4
Children		49	2	51

Social Crime Prevention & Substance Abuse	Directorate: Substance Abuse & CDA	13	0	13
	Directorate: Victim Empowerment Programme	10	0	10
	Directorate: Social Crime Prevention	10	2	12
	Chief Directorate: Families & Social Crime Prevention	3	0	3
Families & Social Crime Prevention		36	2	38
Welfare Services	Administration	3	0	3
Welfare Services		3	0	3

P4: Community Development				
Community Development	Chief Directorate: Community Development	4	1	5
	Directorate: Community Dev. Policy & Service Standards	11	0	11
	Directorate: Youth Development	6	1	7
	Directorate: Sustainable Livelihood	12	0	12
Community Development		33	2	35

NPOs and Partnerships	Chief Directorate: NPO and Partnerships	3	0	3
	Directorate: Registration and Compliance Facility	19	0	19
	Directorate: Database Man. & Stakeholders liaison	2	1	3
	Directorate: Institutional capacity Building	4	1	5
NPOs and Partnerships		28	2	30

Annexures

Annexure 1: Personnel per programme and subprogramme

Programme	Component/subcomponent	Filled	Vacant	Total
HIV and AIDS	Directorate: Prevention	11	0	11
	Directorate: Care & Support	16	1	17
	Chief Directorate: HIV/AIDS	5	0	5
HIV and AIDS		32	1	33

Integrated Development				
	Administration	3	0	3
Integrated Development		3	0	3
P4: Community Development		96	5	101

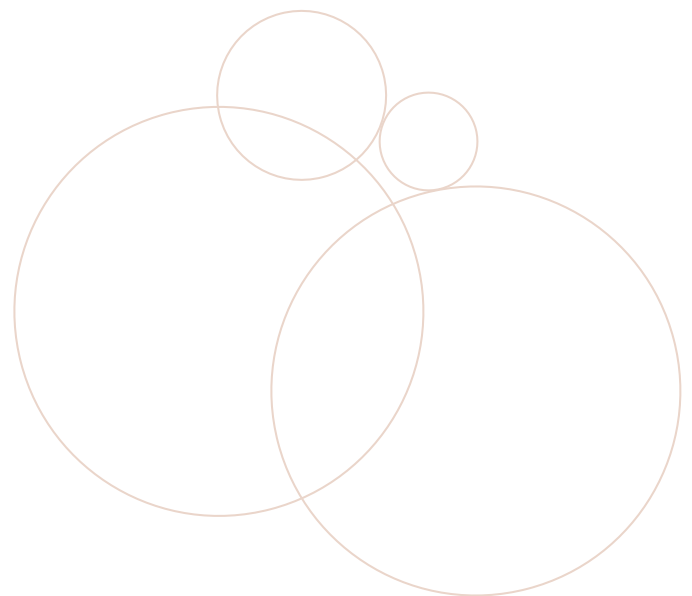
P5: Strategy and Governance	Chief Directorate: Special Projects	6	1	7
	Chief directorate: Strategy, Planning, Development & Risk Management	10	2	12
	Chief Directorate: Monitoring & Evaluation	17	2	19
	Chief Directorate: Entity & Oversight Management	4	0	4
	Chief Directorate: Population & Development	36	4	40
	CD: Economics of Soc Pro	1	1	2
	Appeals Centre	14	0	14
	Administration	6	1	7
P5: Strategy and Governance		94	11	105

TOTAL SOCIAL DEVELOPMENT 2009/10	P1: Administration	258	33	291
	P2: Comprehensive Social Security	42	3	45
	P3: Policy Dev, Review & Implementation of Welfare services	136	7	143
	P4: Community Development	96	5	101
	P5: Strategy and Governance	94	11	105
TOTAL SOCIAL DEVELOPMENT 2009/10		626	59	685

Annexure 2: Monitoring and reporting

According to the Public Finance Management Act (PFMA), the Department is required to submit quarterly performance reports to the Minister on progress made towards implementing the goals set out in the Strategic Plan. Quarterly reporting enables senior managers to identify and address potential impediments to service delivery. The Department also reviews programme performance by means of mid-term reviews that enable senior managers to review progress in implementation, adjust their plans, and formulate revised implementation strategies for the remainder of each financial year. Programme managers also submit monthly reports to the Director-General, and key aspects of these reports are discussed at the monthly meetings of the Department's Executive Committee (EXCO).

At the end of each financial year, the DSD produces a detailed annual report which is tabled in Parliament as required by the PFMA. The Department also reports regularly to other structures such as the government clusters on cluster-specific issues. Heads of Social Services meetings, comprising the Heads of Social Development and the Director-General of Social Development as Chairperson, are held monthly to discuss social sector issues. Ministers and Members of Executive Councils (MINMEC), with the Minister of Social Development as chairperson also meet regularly to discuss the implementation of strategic goals and other related matters.



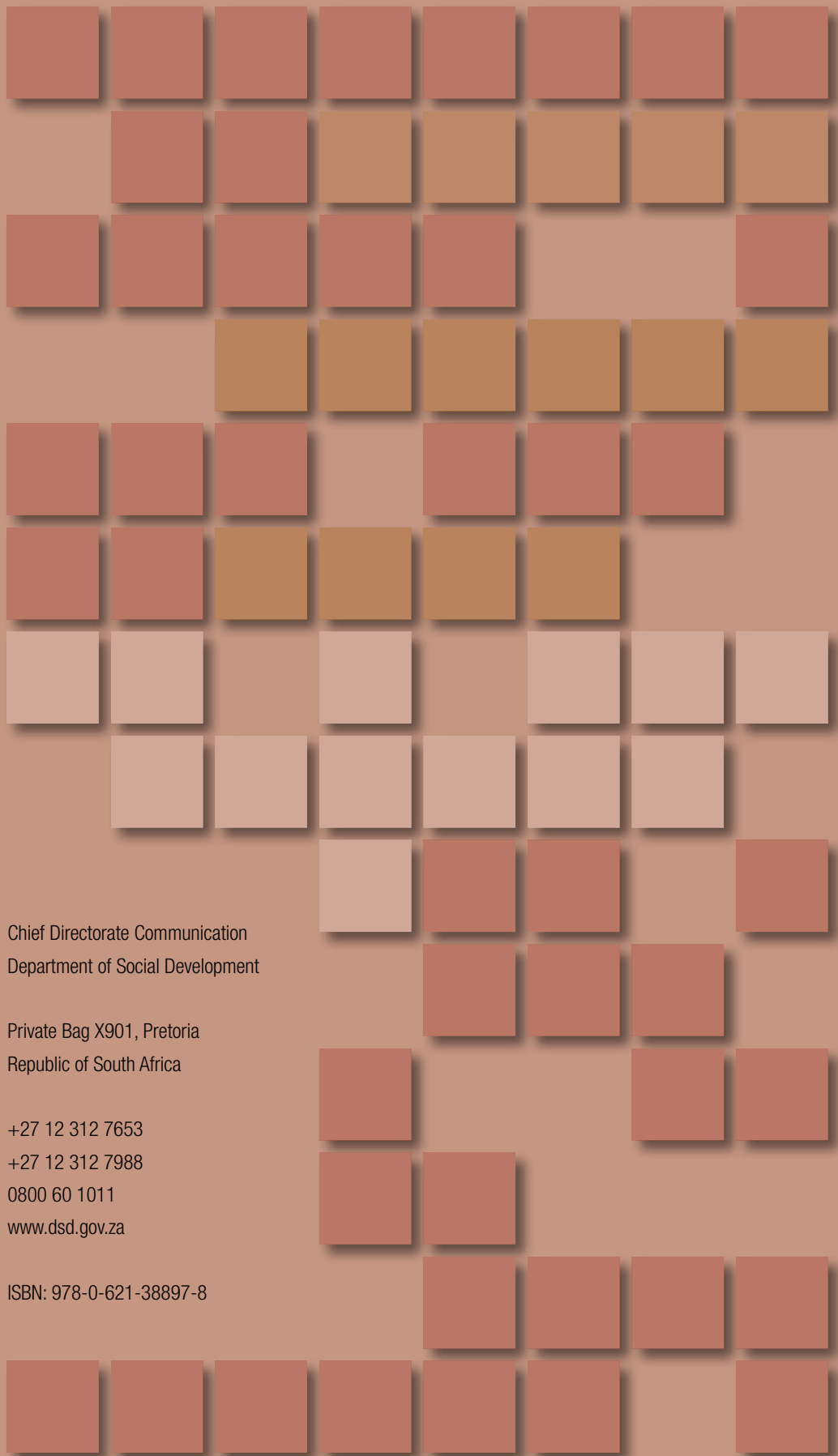
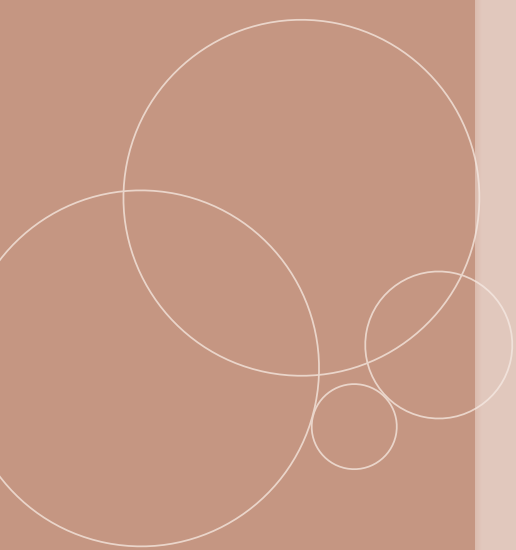
Acronyms and abbreviations

ADAP	Anti-Drugs and Alcohol Programme	HIV	Human Immunodeficiency Virus
AIDS	Acquired Immune Deficiency Syndrome	HR	Human Resource
APS	Anti-Poverty Strategy	HRSRC	Human Resource Development Strategy
ASGI-SA	Accelerated and Shared Growth Initiative of South Africa	HSD	Heads of Social Development
AU	African Union (Formerly OAU)	HSRC	Human Science Research Council
		HWSETA	Health and Welfare Sector Education and Training Authority
BBBES	Broad Based Black Economic Strategy		
BPM	Business Process Management	IBSA	India, Brazil, South Africa
BPR	Business Process Reengineering	ICPD	International Conference on Population and Development
		IDP	Independent Development Programme
CBO	Community-Based Organisation	IDT	Independent Development Trust
CD	Community Development	IEC	Information, Education and Communication
CDA	Central Drug Authority	IGR	Inter-Governmental Relations
CDF	Community Development Forums	IIA	Institution for Internal Auditors
CDG	Care Dependency Grant	IM	Information Management
CDP	Community Development Policy	IMCSSRR	Inter-Ministerial on Social Security and Retirement Reform
CDW	Community Development worker	IMST	Information Management System Technology
CMP	Contract Management Protocol	IPDET	International Programme for development Evaluation Training
CP	Country Programme	IPDLGS	Integrated Population and Development Local Government Strategy
CPR	Computer Peripheral Repairs	ISDM	Integrated Service Delivery Management
CSG	Child Support Grant	ISRDP	Integrated Sustainable Rural Development Programme
CSI	Corporate Social Investment	ISS	International Social Service
CSO	Civil Society Organisation	ISSA	International Social Security Association
CSR	Corporate Social Responsibility	IT	Information Technology
		JCPS	Joint Crime Prevention Strategy
DCS	Department of Correctional Services		
DFID	Department for International Development	KM	Knowledge Management
DPLG	Department of Provincial and Local Government	KZN	KwaZulu-Natal
DPSA	Department of Public Service and Administration		
DRC	Democratic Republic of Congo	LMP	Litigation Management Protocol
DRFB	Disaster Relief Fund Board		
DSD	Department of Social Development	MDG	Millennium Development Goals
		M&E	Monitoring and Evaluation
EBPM	Evidence Based Policy Making	ME&R	Monitoring, Evaluation and Reporting
ECD	Early Childhood Development	MINMEC	Minister and Members of the Executive Committees' Council
EDMS	Electronic Document Management System	MIS	Management Information System
ENE	Estimates of National Expenditure	MISP	Management Information System Plan
EPWP	Expanded Public Work Programme	MOU	Memorandum of Understanding
EU	European Union	MSP	Municipal Support Programme
EXCO	Executive Committee	MTEF	Medium-Term Expenditure Framework
FBO	Faith-Based Organisations	MTSF	Medium-Term Strategy Framework
FOSAD	Forum of South African Directors-General	MYPP	Masupa-tsela Youth Pioneer programme
GDS	Growth and Development Summit	NAP	National Action Plan
GIAMA	Government Immovable Asset management Act	NARS	National Archives and Records Service
GIS	Geographic Information System		
HCBC	Home/Community-Based Care		
HCM	Human Capital Management		

NDA	National Development Agency	SPCDC	Social Protection and Community Development Cluster
NDMP	National Drug Master Plan	SPFB	State President Fund Board
NEDLEC	National Economic Development and Labour Council	SPO	Specific Project Officer
NEPAD	New Partnership for Africa's Development	SRFB	Social Relief Fund Board
NFES	National Food Energy Scheme	SSOF	Sector Strategy Objective Framework
NGO	Non-Governmental Organisation	STI	Sexually Transmitted Infection
NISIS	National Integrated Social Information System		
NPO	Non-Profit Organisation	TOR	Terms of Reference
NSG	National Specific Goals	TUT	Tshwane University of Technology
NSP	National Social Policies		
NSSF	National Social Security Fund	UIF	Unemployment Insurance Fund
NT	National treasury	UN	United Nations
NYSP	National Youth Service Programme	UNC	United Nations Convention
		UNFPA	United Nations Population Fund
OSD	Occupational-Specific Dispensation	URP	Urban Renewal Programme
OVC	Orphans and Vulnerable Children		
		VAPO	Volunteer Assistant Probation Officer
PDE	Population Development and Environment		
PDIS	Population and Development Information Service		
PFMA	Public Finance Management Act		
PMDS	Performance Management Development System		
POA	Programme of Action		
PPM	Programme in Project Management		
PPP	Public-Private Partnership		
PQ	Parliamentary Questions		
PRP	Poverty Relief Programme		
PSETA	Public Service Education and Training Authority		
QA	Quality Assurance		
QMP	Quality Management Plan		
RFB	Refugee Relief Fund Board		
RI	Rehabilitation International		
SA	South Africa		
SACSSP	South African Council for Social Services Professions		
SADC	Southern African Development Community		
SADHS	South African Demographic and Health Survey		
SAPS	South African Police Services		
SASSA	South African Social Security Agency		
SDIMS	Social Development Information Management System		
SDLC	Software Development Life Cycle		
SDS	Social Development Strategy		
SGB	Standards Generating Body		
SHD	Sustainable Human Development		
SHS	Sustainable Human Settlement		
SLA	Service-level Agreement		
SLA	Sustainable Livelihoods Approach		
SOCPEN	Social Security Pension System		

Notes

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Enquiries:

Chief Directorate Communication
Department of Social Development

Private Bag X901, Pretoria
Republic of South Africa

Tel:

+27 12 312 7653

Fax:

+27 12 312 7988

Toll Free Number:

0800 60 1011

Website:

www.dsd.gov.za

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