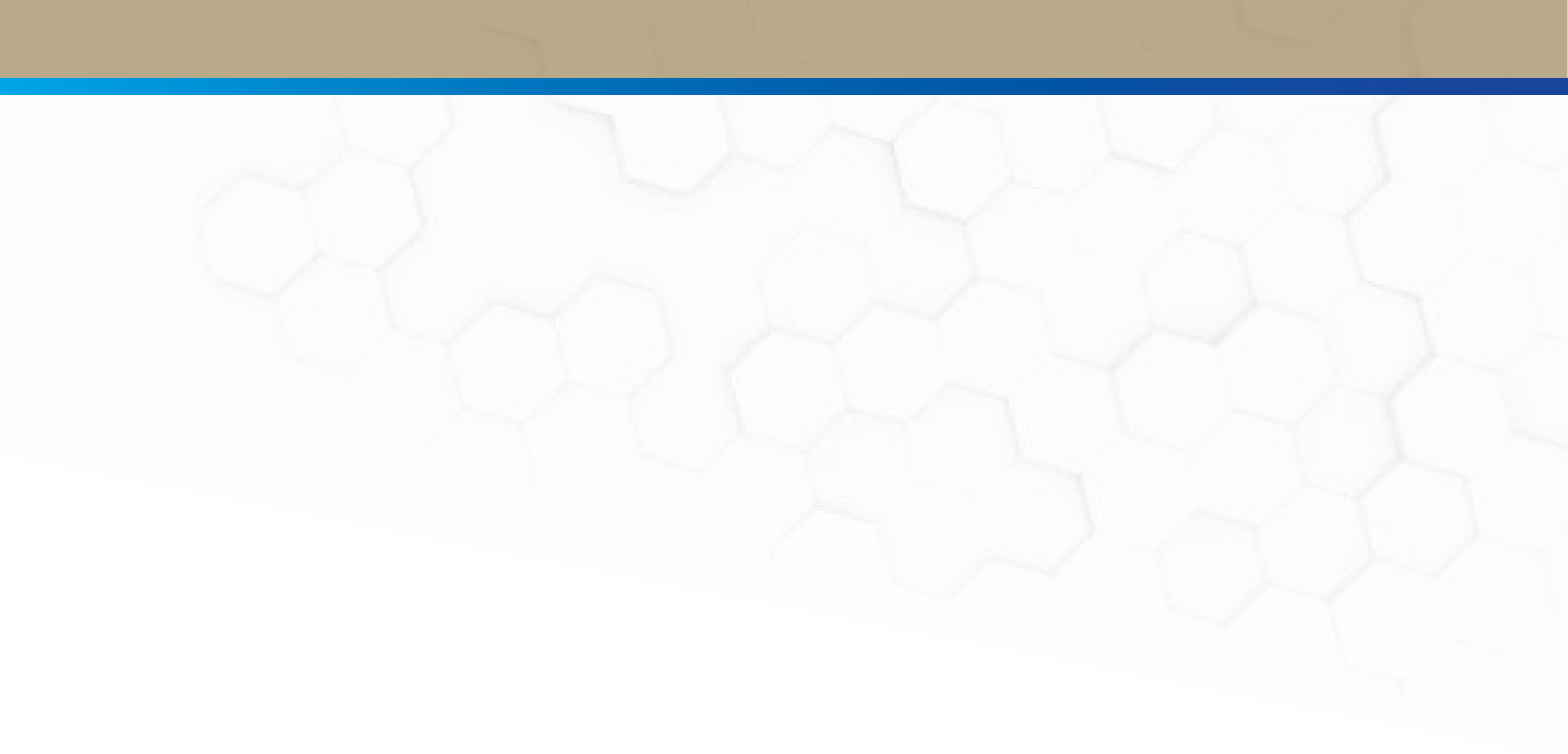

STRATEGIC PLAN

2020-2025







GAUTENG PROVINCE

SOCIAL DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

GAUTENG DEPARTMENT OF SOCIAL DEVELOPMENT

2020-2025 STRATEGIC PLAN

EXECUTIVE AUTHORITY STATEMENT



MR A LESUFI
MEC: SOCIAL DEVELOPMENT
(ACTING)

The Strategic Plan outlines the next five-year strategic trajectory for the Gauteng Department of Social Development (GDSD) and puts forward five Provincial priorities to guide us towards the realisation of a self-reliant society. It is the product of careful strategic analysis and thinking. The intended outcome of this Strategic Plan is to ensure a comprehensive, efficient, effective and quality service delivery system that contributes to a self-reliant society.

Gauteng has a large number of people who live below the International Poverty Line of \$1.90 (R22,50) a day, as per the World Bank's recent determination. There is also a high unemployment rate of 31.1 percent as of the second quarter of 2019. Gauteng faces a more serious problem given the size of its population.

I am privileged to lead this Department into a new five (5) year term of office, wherein we will seek to deliver effectively and efficiently on our constitutional, legislative and electoral mandates, as well as the objectives of the National Development Plan (NDP).

The work of Social Development during this new term will be guided by a set of seven National and Provincial priorities, which bring these various mandates together and translate them into a set of service delivery priorities.

Of particular importance for Social Development are Departmental outcomes linked to the National and Provincial Priorities: 1. Enhanced care and protection of poor and vulnerable groups, 2: Reduce the demand for substances and harm caused by substance use and 3. Reduce hunger and poverty.

This year's Strategic Plan introduces the Department of Social Development (DSD) first steps toward impact and outcomes taking into account the latest research data on socio-economic needs and challenges in the province.

The Department of Social Development (DSD) is at the centre of the fight against poverty, unemployment and inequality and to mitigate the negative impacts that the above described situation. 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 developmental welfare services targeting the poor, marginalised and vulnerable. The key priorities and goals spelt out in this Strategic Plan will be implemented in order to meet a number of outcomes whose overall objective is to, " Grow Gauteng Together".

Our commitment towards the elimination of poverty, unemployment and inequality will remain unwavering. The Department is working in collaboration with the Non-Profit Organisations (NPOs), Faith Based Organisations (FBOs), Cooperatives, Small, Medium and Micro Enterprises (SMMEs) and communities. These stakeholders remain a key strategic anchor for the Department in ensuring that social development goals are realised.

During this term of government, guided by the outcomes of the EXCO Lekgotla as well as the State of the Province Address (SOPA), we will place more emphasis on Early Childhood Development (ECD). Food security is another priority for the Department. The Department's responsibility is to ensure that every household has access to nutritious food to ensure hunger is eliminated through sustainable livelihoods initiatives.

I trust that this Strategic Plan articulates our response to the challenges in a clear and focused manner and will guide our management and staff to upscale implementation.

The development of the Strategic Plan is a step towards ensuring that policy, planning and budgeting are integrated so that resources are strategically mobilised and targeted to maximise the positive impact. The Strategic Plan will communicate our commitment to the public. It will not be about intention but what we shall actually do.

I also appreciate all Social Development officials led by the Head of Department (HOD), and our families for their love and support. It is therefore my pleasure to present this strategic plan to contribute towards the attainment of the goal of a "Growing Gauteng Together".

I therefore endorse the Department's 2020 -2025 Strategic Plan.



MR A LESUFI (EXECUTIVE AUTHORITY)
MEC: SOCIAL DEVELOPMENT (ACTING)

ACCOUNTING OFFICER STATEMENT



MS THEMBENI MHLONGO
ACCOUNTING OFFICER:
SOCIAL DEVELOPMENT

The Strategic Plan 2020/25 highlights the plans that the Department aims to achieve during the new Medium-term Strategic Framework (MTSF) cycle of government. The Department is mandated by the Constitution and other legislation to provide comprehensive social services to the poor and vulnerable members of our society and create an enabling environment for sustainable development. Our policies and programmes contribute significantly to the government-wide fight against multidimensional poverty as expressed in the National Development Plan : Vision 2030 (NDP).

In advancing the United Nation (UN) Sustainable Development Goals (SDGs) ; Country National Development Plan (NDP) vision 2030; Country 2019/24 Medium Term Strategic Framework (MTSF); and "Growing Gauteng Together (GGT)" agenda, the Gauteng Department of Social Development is assigned to ensure a Caring and Self-Reliant Society. In ensuring the realisation of its vision, outcomes and impacts, the Department is in partnership with different stakeholders including the NPO Sector, Sector Departments, Cooperatives, Private Sector, Churches and ordinary members of communities. The Gauteng City Region (GCR) ten (10) Pillar Programme of Transformation, Modernisation and Reindustrialisation (TMR), Accelerated Social Transformation Strategy, Gauteng Province Anti-Poverty Strategy 2013-2018 and the Gauteng Social Development Strategy remain key strategies and models of the province that guide the Departments in their day to day activities, and the ultimate realisation of the NDP priorities and targets.

The President's State of the Nation Address (SONA), Premier State of the Province Address (SOPA), national and provincial mandates also guide the Department service delivery agenda. The Department service delivery areas include Care and Service to Older Persons; Care and Services to Persons with Disabilities; Services to Persons infected and affected by HIV and AIDS; Children in need of Care and Protection; Early Child Development (ECD); Social Crime Prevention Programme; Victim Empowerment Programme; Prevention and Awareness of Substance Abuse; Community Mobilisation; Poverty Alleviation and sustainable livelihoods; Youth Development; Women Development; and Population Policy Promotion. These areas of service delivery are further guided by the Constitution (1996, as amended), and various legislations, and the implementation thereof will result in the reduction of social ills and the ultimate improved quality of life and self-reliance society.

A high volume of the Department 's interventions resides in the third Pillar of the GCR ten Pillar Programme of Transformation, Modernisation and Reindustrialisation (TMR) aimed at "Accelerated Social Transformation".

Our older persons remain vulnerable to various forms of abuse from the younger generation as well as opportunistic diseases associated with old age. The Department's service to older persons promotes the care and protection of the elderly. The Older Persons Act 13 of 2006 enjoins the State to provide community-based services to enable older persons to enjoy active, healthy, independent lives as part of their families and communities for as long as possible. The Department will continue to provide subsidies to community-based care facilities, namely, service centres, luncheon clubs and home-based care facilities. The Department has experienced an increasing demand for services and resources to ensure implementation of the Older Persons Act 13 of 2006 in terms of non-compliance with norms and standards, namely, lack of occupational health and safety procedures; poor infrastructure; lack of equipment; and NPOs operating illegally and without being registered. The Department determinedly makes efforts to reprioritise in its budget and facilitate partnerships with the private sector and civil society to respond to the growing demands.

In ensuring that safety is extended to all South Africans, the Department recognises the need to provide services that facilitate greater access and opportunities to persons living with disabilities. Persons with disabilities endure poverty and chronic levels of unemployment and lack the means of becoming economically empowered. Services planned by the Department in this regard include the provision of residential care services, assisted living facilities, social work services, and referrals to specialised services and protective workshops for those in need. Services to persons living with disabilities are also mainstreamed in all other programmes and services provided by the Department through the Gender, Youth and Disability Mainstreaming initiatives. The challenge, however, remains the lack of legislation governing the provision of services to persons with disabilities. The Department nonetheless continues to enforce the implementation of programmes and compliance with norms and standards in the NPO sector, and to encourage research on disability to inform policy, programme implementation and evaluation.

Foster care placements continue to be the first choice of alternative care for children in need. However, foster care is a lengthy process that involves placement of children through the courts and continuous monitoring of the children once they have been placed with families. Intensive monitoring of the Foster Care Programme and the swift placement of children in safe secure homes continues to remain a priority amongst the Departmental programmes. Children are continually affected by all the social ills prevalent in modern society which results in their rights being violated. The work of the Department in relation to childcare and protection services is informed by the objects of the Children's Act 38 of 2005, which gives effect to the constitutional rights of children. Furthermore, the Department's programmes continue to promote the protection, development and well-being of children. The Department continues to fund Child and Youth Care Centres (CYCCs).

During the 2019 State of the Nation Address, the President announced that the responsibility for ECD centres (5-6 years) will migrate from Social Development to Basic Education and proceed with the process towards two years of compulsory ECD for all children before they enter Grade 1. The role of the Department in its work with ECDs Programmes will continue whilst both Departments would be guided by National Government on the details of a seamless migration. In the 2020/2021 financial year, the Department will continue to play a significant role in promoting the development of children in the early stages of their growth. It will champion the provision of the Early Childhood Development (ECD) Programme in its partial care sites prioritising children from 0 to 5 years of age, the registration and funding of ECD centres managed by funded NPOs, the construction of ECD sites in the 20 Prioritised Township Programme (PTP) townships as part of the Department's Social Infrastructure Programme and strive towards increasing the number of children placed in funded ECD sites in historically disadvantaged areas. The Department would further embark on funding minor renovations of qualifying ECD centres for these sites to reach a minimal level of compliance. The Bana Pele programme has been regarded as a priority of the Department which focuses on the provision of school uniform to children in disadvantaged schools as well as schools located in previously disadvantaged communities.

Crime remains a serious problem in South Africa, with Gauteng Province being one of the major contributors to the nation's crime statistics. A high number of those involved in crime are children and youth; hence Government has prioritised services which promote crime prevention and support. The Department therefore

continues to increase its services to children and youth in conflict with the law. The implementation of the Child Justice Act, Act 75 of 2008 has created a new procedural framework for dealing with children who conflict with the law and it seeks to prioritise and promote a rights-based approach to children accused of crimes. To comply with the expected implications of the new legislative mandate, the Department will further increase the targets for children to be assessed, children referred to diversion programmes, children who completed diversion programmes, children who are awaiting trial in secure care facilities managed by Government and children who are awaiting trial in secure care facilities managed by NPOs. The Department's performance in this programme is heavily dependent on the role of other stakeholders, namely, the South African Police Service (SAPS) and the Department of Justice and Constitutional Development (DOJ&CD) who refer arrested children for assessments and admission into the diversion programmes and secure care facilities.

The President in his State of Nation Address also indicated that "Violence against women and children has reached epidemic proportions". Every day, South African women are faced with discrimination, abuse, violence and even death, often by those they are closest to'. Emanating from the Presidential Gender-based Violence and Femicide Summit, work is underway to implement the decisions of the Summit. The implementation of victim empowerment programmes (VEPs) is a core mandate of the Department which aims to prevent gender-based violence, to empower victims of violence and to work with perpetrators of violence. In strengthening its prevention programs, the Department commits to reduce the risk of sexual and physical violence against women and children by ensuring participation of men and boys through education on gender-based violence.

As part of responding to the recent spate of violent and brutal attacks on young women across South Africa and in Gauteng the Gauteng Provincial Government has launched a five-year campaign under the theme "invest in a girl child & empower a young woman". The campaign is aimed at mobilising a new and invigorated coalition of partners to scale up interventions to invest in girl children, protect them from harm and to empower young women to have an equal chance to compete and lead a fulfilled life. The Department is leading the implementation of this campaign and it will continue to gain momentum in this financial year. The Department would be further guided by the National Strategic Plan on Gender- Based Violence which would align and be infused into the current mandate.

The use of substance and drugs remains a challenge in the province. This social ill also contribute to other social ills such as social crime, gender and domestic violence. Our Department is assigned to lead in the prevention and awareness of substance abuse in the province, and it intervenes through the implantation of treatment centres; after care programme; the Ke-Moja and drug prevention programme; and other prevention programmes. Substance abuse service users are also linked to skills development programmes as part of Tshepo 1 million.

The Department continues to lead campaigns that seek to reduce the abuse of drugs through rehabilitation, support and aftercare for drug users to become drug free and productive members of society. In partnership with other stakeholders including Soul City, the Department continues to intensify efforts to combat the abuse of alcohol and other drugs. This includes strengthening the implementation of integrated prevention programmes on substance abuse through the GCR's Anti-Substance Abuse Social Movement Campaign that is being implemented in all the regions of Gauteng. The Ke-Moja programme builds the capacity of children and youth to ensure that they make informed decisions and resist pressure to take drugs; treatment interventions reduce the harm caused by substance abuse and improve the quality of life of the service users; and aftercare programmes assist those recovering from drugs to maintain sobriety and lead drug-free lifestyles.

As the Department intensifies its prevention and awareness campaigns to make communities aware of the dangers of substance abuse, there is an increased demand for treatment services, especially in-patient treatment due to the alarming combinations of drugs taken by users. This demand is also placing a huge strain on the current resources of the Department.

Furthermore, in strengthening the awareness and prevention of substance abuse, the Department has implemented the billboards, wall murals, SABC TV and community radio stations.

In responding to Pillar One (1) of TMR "Radical Economic Transformation", the Department is in partnership with the NPO sector and Cooperatives and this partnership contributes to the economic agenda of the province. The implementation of the Expanded Public Work Programme (EPWP), welfare to work, youth development and women development programmes are continuously improving the quality of life of our people. Our people are also receiving stipends and salaries; some are gaining entrepreneurial skills; and different skills such as computer and technical skills, and all these interventions will result in the improvement of their quality of lives.

The EPWP programme is a nation-wide government-led initiative aimed at drawing significant number of unemployed South Africans into productive work in a manner that will enable them to gain skills and increase their capacity to earn an income when they exit the programme. The Department will continue to make its contribution to providing employment opportunities to the youth of Gauteng through the EPWP. The Welfare to Work programme is geared towards transitioning youth, persons with disabilities, women and their dependents through the provision of a range of services which includes skills development, employment creation and entrepreneurship programmes.

The recipients of the Welfare to Work programme who participated in the income generating projects have improved their employability and entrepreneurship skills. The Welfare to Work programme is aimed at achieving sustainable results in eradicating youth unemployment and poverty.

The War on Poverty programme remains a central response centre where information is gathered to gain a better understanding and profile of targeted communities in the Province. To date, a comprehensive baseline of information on households of the Province has been gathered using electronic devices to capture and transfer data into the National Integrated Social Information System (NISIS). The gathering of information will continue in the new financial year, which enables the Department to be responsive to the plight and needs of households emaciated by poverty and other social ills.

The Department's Food Bank Strategy is based on a comprehensive process during which beneficiaries are identified through Departmental officials, ward committees, NPOs and household profiles. After identification, each individual household goes through a verification process to determine if they qualify for the food security. After receiving the food security, beneficiaries are then linked to Development Centres to formulate and work towards an exit strategy from the dependency. The Department delivers on its food security programmes through the distribution of food parcels and daily meals through Home and Community-Based Care (HCBC) organisations and food relief through food banks. The food bank has now obtained two mobile trucks to be used during emergencies and disasters. The Department is making steady progress in its battle to alleviate hunger amongst households in Gauteng.

In responding to Pillar Four (4) of TMR "Transformation of State and Governance", the Department is in the implementation of Management Performance Assessment Tool (MPAT) and this intervention assists the Department in making significant improvement in the governance and administration of the Department. The Department will continue to manage its performance on MPAT through its technical and strategic MPAT committees to ensure good governance and administration.

In responding to Pillar Seven (7) of TMR “Modernisation of Human Settlements and Urban Development”, the Department will continue building the Centres of Excellence (Prototypes) in the historically disadvantaged communities; renovating existing ECD facilities that do not comply with the required minimum norms and standards.

I hereby present the Gauteng Department of Social Development 2020/25 Strategic Plan to the Citizens of the Province and South Africa at large.



M S T MHLONGO

ACCOUNTING OFFICER: GAUTENG DEPARTMENT OF SOCIAL DEVELOPMENT

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Gauteng Department of Social Development under the guidance of Mr A. Lesufi Executive Authority (Acting).
- Takes into account all the relevant policies, legislation and other mandates for which the Gauteng Department of Social Development is responsible.
- Accurately reflects the Impact and Outcomes which the Gauteng Department of Social Development will endeavour to achieve over the period 2020-2025.

Mr R Nair

CD: Strategic Planning, Monitoring and Evaluation

Date: 03/03/2020

Signature: 

Mr J Strauss

Chief Financial Officer

Date: 04/03/2020

Signature: 

Mr O Kabasia

DDG: Social Welfare Services

Date: 04/03/2020

Signature: 

Ms A Hartmann

DDG: Support Services

Date: 04/03/2020

Signature: 

Ms T Mhlongo

Accounting Officer

Date: 04/03/2020

Signature: 

Approved by:

Mr A Lesufi

Executive Authority (Acting)

Date: 05/03/2020

Signature: 

TABLE OF CONTENTS

EXECUTIVE AUTHORITY STATEMENT	2
ACCOUNTING OFFICER STATEMENT	4
OFFICIAL SIGN-OFF	9
PART A: OUR MANDATE	13
1. Constitutional mandate	13
2. Legislative and policy mandates.....	13
3. Institutional Policies and Strategies governing the five-year planning period.....	17
4. Relevant Court Rulings	20
PART B: OUR STRATEGIC FOCUS	24
1. Vision.....	24
2. Mission.....	24
3. Values	24
3.1. National and Provincial Priorities	25
3.2. Deliverology Priorities	26
4. SITUATIONAL ANALYSIS	27
4.1 External Environment Analysis.....	27
4.2 Internal Environment Analysis	87
PART C: MEASURING OUR PERFORMANCE	100
1. Institutional Performance Information	100
1.1 Impact Statement	100
1.2 Measuring our Outcomes	100
1.3 Explanation of planned performane over the five-year planning period.....	101
2. Key risks and mitigations	103
3. Public Entities.....	105
PART D: TECHNICAL INDICATOR DESCRIPTION (TID)	108
ANNEXURE TO THE STRATEGIC PLAN	113



SERVICE EXCELLENCE AWARDS



PART A

OUR MANDATE

PART A: OUR MANDATE

1. Constitutional mandate

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

2. Legislative and policy mandates

Based on its mandate, the Department effectively develops and implements programmes for the eradication of poverty and for social protection and social development among the poorest of the poor and the most vulnerable and marginalised, through its partnerships with its primary customers and service recipients and all those sharing its vision. The Department derives its legislative mandate from the following pieces of legislation:

The Social Service Professions Act (Act 110 of 1978) provides the framework for the development of the South African Council for Social Service Professions, which is a statutory, autonomous body, tasked with the development of the Social Service Professions, protecting the interests of the beneficiaries and promoting the interests of registered social service professionals. It also sets out the ethics and code of conduct of the social service and related professions and sets standards for education and training.

The National Welfare Act (Act 100 of 1978) provides for the registration of welfare organisations on a regional basis, the establishment, functions and operations of regional welfare boards and the establishment of a National Welfare Board.

The Welfare Laws Amendment Act (Act 106 of 1997) amended the Social Assistance Act of 1992 in order to provide for uniformity of, equality of access to, and effective regulation of social assistance throughout the Republic; the introduction of a child-support grant; doing away with capitation grants; abolishing maintenance grants subject to the phasing out of existing maintenance grants; and to provide for the delegation of certain powers and extension of application of the provisions of the Act to all areas in the Republic.

The South African Social Security Agency Act (Act 9 of 2004) is primarily aimed at making provision for the effective management and control of the delivery of social benefit administration and payment services through the establishment of the South African Social Security Agency.

The Advisory Board on Social Development Act (Act 3 of 2001) provides for the creation of an Advisory Board on Social Development as a national advisory structure in the social development sector with the aim of building and consolidating partnerships between government and civil society.

The Non-Profit Organisations Act (Act 71 of 1997) provides for an enabling environment in which non-profit organisations (NPOs) can flourish by establishing an administrative and regulatory framework within which they can conduct their affairs; and to encourage NPOs to maintain adequate standards of governance, transparency and accountability by providing a voluntary registration facility for NPOs.

The Children's Act (Act 38 of 2005) aims to give effect to certain rights of children as contained in the Constitution; to set out principles relating to the care and protection of children; to define parental responsibilities and rights; to make further provision regarding children's courts and for the issuing of contribution orders; to make new provision for the adoption of children and to provide for inter-country adoption; to give effect to the Hague Convention on Inter-country Adoption; to prohibit child abduction; to give effect to the Hague Convention on International Child Abduction; and to provide for surrogate motherhood.

The Children's Second Amendment Act (Act 18 (c) of 2016) provides for a social worker in the employ of the Department or a provincial Department of Social Development, including a social worker employed as such on a part time or contract basis, who has a specialty in adoption services and is registered in terms of the Social Services Professions Act, 1978 (Act No. 110 of 1978) to be accredited to render Adoption Services.

The Children's Second Amendment Act (Act 17 of 2016) outlines the processes that should be followed when matters of sexual abuse must be addressed with emphasis on the child perpetrators; and when a child is removed from the care of the care-giver with or without the court order.

Amendment of section 155 of the Children's Act 38 of 2005

Section 155 of the principal Act has been amended by the substitution for Subsection (1) of the following subsection: "(1) A children's court must decide the question of whether a child who the subject of proceedings in terms of was section 47, 151, 152, 152A or 154 needs care and protection."

The implications of above-mentioned are as follows: A Children's Court Report must be submitted as a final report for final placement. Alternatively, the Statutory Court Report can be submitted without final placement and can be postponed for two (2) weeks at a time until final placement is obtained and ordered as per the Court and subsequent court order. It includes placement into temporary, safe care, foster care and alternative care.

Amendment of section 159 of the Children's Act 38 of 2005

Section 159 of the principal Act has been amended as follows:

- (a) By the substitution in subsection (1) for the words preceding paragraph (a) of the following words: "An order made by a children's court in terms of section 156, except an order contemplated in section 46(1)(c) -"; and
- (b) By the substitution for subsection (3) of the following subsection: "(3) Subject to section 176(2), a court order referred to in subsection (1) [extends] may not extend beyond the date on which the child in respect of whom it was made reaches the age of 18 years".

The above-mentioned translates into the fact that adoption orders are permanent and thus not renewable, whereas all other above-mentioned court orders can be renewed via Statutory Court procedures. Section 176 should be read together with Section 171: Children' Court orders (Foster care) can be extended for Children beyond the age of 18 years for the means of further education and training. This means that children can remain in foster care beyond the age of 18 years by extension of Section 171 and 176.

The Mediation in Certain Divorce Matters Act (Act 24 of 1987) makes provision for mediation in certain divorce proceedings in which minor or dependent children of the marriage are involved, in order to safeguard the interests of such children, and to provide for the consideration by a court in certain circumstances of the report and recommendations of a Family Advocate before granting a decree of divorce or other relief. It also deals with the appointment of family counsellors to assist the Family Advocate with an enquiry in terms of any applicable law.

The Maintenance Act (Act 99 of 1998) governs all the laws that relate to maintenance and honours the ruling that both parents have a legal duty to support their children and that in some cases a duty to support exists between family members. It governs all the legal procedures used by the Maintenance Courts' officers and investigators to ensure a sensitive and fair approach to the payment of maintenance.

The Adoption Matters Amendment Act (Act 56 of 1988) amended the Child Care Act of 1983 to simplify the granting of legal representation for children in Children’s Court proceedings; to provide for the rights of natural fathers where adoption of their children born out of wedlock had been proposed and for certain notice to be given to amend the Natural Fathers of Children Born Out of Wedlock Act, 1997; to consolidate the law on adoption under the Child Care Act, 1983; and to amend the Births and Deaths Registration Act, 1992, to afford a father of a child born out of wedlock the opportunity to record his acknowledgement of paternity and his particulars in the birth registration of the child.

The Child Justice Act (75 of 2008), signed into law on 7 May 2009 with an implementation date of 1 April 2010, created a new procedural framework for dealing with children who come into conflict with the law. It promotes a rights-based approach to children accused of crimes, but also seeks to ensure accountability, respect for the fundamental freedoms of others, and using diversion, alternative sentencing and restorative justice to prevent crime and promote public safety.

The Public Finance Management Act (Act 1 of 1999) regulates financial management in the national government and provincial governments to ensure that all revenue, expenditure, assets and liabilities of government are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in government and to provide for matters connected therewith.

The Protection of Personal Information Act (Act 4 of 2013) seeks to promote the protection of personal information processed by public and private bodies; to introduce certain conditions to establish minimum requirements for the processing of personal information; and to provide for the establishment of an Information Regulator to exercise certain powers and to perform certain duties and functions in terms of this Act and the PAIA amongst other things.

The Prevention and Combating of Trafficking in Persons Act (Act 7 of 2013) gives effect to the Republic’s obligations concerning the trafficking of persons in terms of international agreements; provides for an offence of trafficking in persons and other offences associated with trafficking in persons; provides for penalties that may be imposed in respect of such offences; provides for measures to protect and assist victims of trafficking in persons; and provides for the coordinated implementation, application and administration of this Act to prevent and combat the trafficking in persons within or across the borders of the Republic.

The Broad-Based Black Economic Empowerment Act (Act 46 of 2013) amends the Broad-Based Black Economic Empowerment Act of 2003 so as to, amongst others, promote compliance by organs of state and public entities and to strengthen the evaluation and monitoring of compliance; to include the creation of incentive schemes to support black-owned and managed enterprises in the strategy for broad-based black economic empowerment; and to establish the Broad-Based Black Economic Empowerment Commission to deal with compliance to broad-based black economic empowerment.

The Basic Conditions of Employment Amendment Act (Act 20 of 2013) prohibits employers from requiring employees to make a payment to secure employment; prohibits employment of children below the age of 15; and makes it an offence to require or permit a child to perform any work or provide any services risking the child’s well-being.

The Co-operatives Amendment Act (Act 6 of 2013) regulates how cooperatives are established, registered and governed in the country. The financial (grant funding, procurement) and non-financial (training, business linkages and incubation) support provided by the Department to cooperatives addresses some of the main aims of the Cooperatives Amendment Act, namely, to strengthen cooperative governance, accountability and transparency; to strengthen cooperative structures to allow for organic growth informed by own needs and requirements and to enable unity; to enhance compliance, coordination, administration and sustainability of cooperatives; and to increase the survival rate of registered cooperatives.

The Older Persons Act (Act 13 of 2006) aims to represent a new developmental approach to ageing and promote the dignity and status of older persons. It is also aiming at maintaining and promoting the rights, status well-being, safety and security of older persons and is progressively implemented by the Department through provision of residential and community-based care and support programmes. Consultations regarding a review of the Act are underway to ensure the effective and efficient provision of relevant services to meet the needs of older persons.

The Probation Service Act (Act 116 of 1991) provides for the establishment and implementation of programmes aimed at combating crime and rendering of assistance to and treatment of certain persons involved in crime. The Act further stipulates the powers and duties of Probation Officers. The Probation Services Act was amended in 2002 (Act 35 of 2002) to include the mandatory assessment of all arrested children before their first appearance in court and the appointment and duties of Assistant Probation Officers. Importantly, the Amendment Act introduced a legal framework for concepts such as diversion, early intervention, home-based supervision and restorative justice.

The Criminal Procedures Act (Act 51 of 1971) sets out the procedural system that governs the prosecution of all persons who come into conflict with the law. The Act allows for different approaches for children accused of committing crimes, e.g. different sentencing options.

The Prevention of and Treatment for Substance Abuse Act (Act 70 of 2008) was amended in 2013 and provides a legal framework for the establishment, registration, and monitoring of inpatient treatment centres and halfway houses.

The Domestic Violence Act (Act 116 of 1998) defines domestic violence as any controlling or abusive behaviour that harms the health, safety or wellbeing of the applicant or any child in the care of the applicant and includes but is not limited to: physical abuse; sexual abuse; emotional, verbal and physiological abuse; economic abuse; intimidation and harassment. It also makes provision for the issuing of protection orders and for provision of shelters for abused women and the responsibilities of such shelters.

The Criminal Law (Sexual Offences and Related Matters) Amendment Act (Act 32 of 2007), also referred to as the Sexual Offences Act, reformed and codified the law relating to sex offences. It repealed various common law crimes (including rape and indecent assault) and replaced them with statutory crimes defined on a gender-neutral basis. It expanded the definition of rape, previously limited to vaginal sex, to include all non-consensual penetration; and it equalised the age of consent for heterosexual and homosexual sex at 16. The Act provides for various services to the victims of sexual offences, including free post-exposure prophylaxis for HIV, and the ability to obtain a court order to compel HIV testing of an alleged offender. It also created the National Register for Sex Offenders, which records the details of those convicted of sexual offences against children or persons who are mentally disabled.

The White Paper for Social Welfare (1997), a primary policy document and a foundation for social welfare in the post 1994 era, gives effect to the Constitutional obligations by setting out the principles, guidelines, proposed policies and programmes for developmental social welfare in South Africa.

In 2016 a Ministerial Committee was established to review the implementation of the White Paper, which is the overarching policy framework for the provision of social development services in the country. The Minister for Social Development launched the Comprehensive Report on the Review of the White Paper for Social Welfare, 1997 on 4 November 2016. A small group was to be established to draft an amended White Paper by 31 March 2016.

The National Department of Social Development Strategic Themes are based on the priorities of Government, and the National Department of Social Development has formulated and committed itself to the following strategic themes:

- Tackling child poverty
- Tackling adult and older person's poverty
- Youth development
- Prevention and Early Intervention
- Social cohesion
- Sector capacity building
- Governance and institutional development
- Regional and international solidarity.

3. Institutional Policies and Strategies

- National Norms and Standards for Social Service Delivery
- White Paper on Disability – Integrated National Disability Strategy
- National Policy on Families National Drug Master Plan 2006-2011 (This is currently being reviewed and the Draft National Master Plan 2012-2016 has been developed)
- National Policy on the Management of Substance Abuse National Minimum Norms and Standards for Inpatient Treatment Centres
- National Minimum Norms and Standards for Outpatient Treatment Centres
- National Minimum Norms and Standards for Diversion
- National Policy Framework for Accreditation of Diversion Services in South Africa
- National Guidelines on Home-based Supervision
- Interim National Protocol for the Management of Children Awaiting Trial
- National Norms and Standards for Foster Care
- National Norms and Standards for Child Protection Services
- National Norms and Standards for Adoption
- National Norms and Standards for Drop-in Centres
- National Norms and Standards for Partial Care
- National Norms and Standards for Prevention and Early Intervention Programmes
- National Norms and Standards for Child and Youth Care Centres, CYCC
- National Norms and Standards for Early Childhood Development, ECD
- The National Strategic Plan for HIV, TB and STIs, 2017-2022

The purpose of the National Strategic Plan (NSP) is to enable organisations and individuals who drive the response to HIV, TB and STIs to act as a concerted force, moving in the same direction.

The NSP aims to achieve its targets by:

- Intensifying the focus on geographic areas and populations most severely affected by the epidemics.
 - Using a combination of interventions that have proved to deliver high impact.
 - Strengthening systems and initiating processes to provide the foundation necessary for higher performance.
 - A strong focus of the NSP is improving the prevention of HIV infection among adolescent girls and young women because of the extremely high rate of infection in this section of the population.
- The White Paper on Families, (2013)

The White Paper on Families (2013) provides guidelines on activities, programmes, strategies to promote, support and nourish well-functioning families that are safe, stable and economically self-sustaining. The Department provides programmes that promote healthy family life and family strengthening and preservation

to ensure that families perform their physical, emotional, psychological, financial, spiritual and intellectual support roles to their members. The White Paper on Families was approved by Cabinet on 26 June 2013.

- White Paper on the Rights of Persons with Disabilities, (2015)

The White Paper on the Rights of Persons with Disabilities (2015) integrates the obligations outlined in the United Nations Convention on the Rights of Persons with Disabilities with South African legislation and policies. The White Paper is aimed at the protection of the rights of persons with disabilities, as well as provision of guidelines on mainstreaming and removal of barriers that perpetuate the exclusion and segregation of persons with disabilities. The Department provides residential and community-based programmes that promote the rights of persons with disabilities and inclusion in their families and communities as well as in the broader society.

- Gender, youth and disability mainstreaming

In September 2000, at the United Nations Millennium Summit, 189 governments from across the world made a commitment to take collective responsibility for gender, youth and disability mainstreaming as an end in itself. The equal rights and opportunities of women and men were to be assured. This principle included youth and persons with disabilities. Mainstreaming has become 'one of the most rapidly adopted, progressive, social justice-oriented initiatives endorsed by the international community'.

- The African Union (AU) Agenda 2063 articulates , African aspirations for 2063. Aspiration 6:
 - An Africa where development is people -driven, unleashing the potential of women and youth
 - Inclusive continent where no child, woman or man will be left behind or excluded, on the basis of gender, political affiliation, religion, ethic affiliation, locality, age or other factors
 - Aspire that by 2063, Africa.
 - Is people-centred and caring
 - Puts children first
 - Women are empowered and play their rightful role in all spheres of life
 - Has full gender equality in all spheres of life
 - Has engaged and empower youth

The African woman will be fully empowered in all spheres, with equal social, political and economic rights, including the rights to own and inherit property, sign a contract, register and manage a business. Rural women will have access to productive assets, including land, credit, inputs and financial services.

All forms of violence and discrimination (social, economic, political) against women and girls will be eliminated and they will fully enjoy all their human rights. All harmful social practices (especially Female Genital Mutilation (FGM) and child marriages) will be ended and barriers to quality health and education for women and girls eliminated.

Africa of 2063 will have full gender parity, with women occupying at least 50% of elected public offices at all levels and half of managerial positions in the public and the private sector. The economic and political glass ceiling that restricted women's progress would have been shattered.

By 2063, African children and youth shall be empowered with full implementation of the African Charter on the Rights of the Child.

Youth unemployment will be eliminated, and Africa's youth guaranteed full access to education, training, skills and technology, to health services, jobs and economic opportunities, recreational and cultural activities as well as to financial means to allow them to realize their full potential.

Young African men and women will be the path breakers of the African knowledge society and will contribute significantly to innovation and entrepreneurship. The creativity, energy and innovation of African youth will be the driving force behind the continent's political, social, cultural and economic transformation

- The Framework for Gender Responsive Planning, budgeting, Monitoring, Evaluation and Auditing (GRSBMEA): The framework places gender mainstreaming at the centre of public policy by putting forward a strategy and implementation plan towards gender responsiveness of existing planning, budgeting, monitoring, evaluation and auditing systems.
- The National Early Childhood Development Policy, 2015: The development of this policy was necessitated by two critical gaps in the governing ECD policy and legal framework: the poor recognition of ECD services as a universal right; and the lack of acknowledgement of the significant benefits that ECD services can produce for individual children, their families and communities, and for the nation. This policy thus translates this recognition into associated responsibilities of the Government of the Republic of South Africa. It also seeks to provide clarity on definitional issues and to create an enabling, multi-sectoral framework to guide actions and ensure a coordinated response of public and private sector stakeholders, communities, parents and caregivers. The policy covers the period from conception until formal school entry (until young children enter Grade R) or until they reach the age of 8 years in the case of children with developmental difficulties and/or disabilities, whichever occurs first.
- The Draft Bill on the Ministerial Advisory Committee is awaiting certification by Legal Services before it can be submitted to Cabinet for finalisation. Its aim is to enhance and formalise civil society participation in developmental social welfare debates and the regeneration of society.
- The Draft Bill on the Commissioner for Children was submitted to Cabinet for finalisation. The purpose of the bill is to monitor implementation of legislation, policies and international treaties; to promote the rights, needs and best interests of children and ensure that these are given full consideration by private and public entities, individuals and organisations.
- The Draft National Early Childhood Development Policy was gazetted on 13 March 2015 for further comments by stakeholders as from 13 March 2015 to 24 April 2015. The final National Early Childhood Development Policy and Comprehensive Programme will impact on the current Children's Act 38 of 2005.

The final policy will:

- Secure the provision of universal comprehensive ECD for children.
- Define a comprehensive and essential package of ECD services and support.
- Identify the relevant role players and their roles and responsibilities for the provision of ECD services; and
- Define, and to the extent necessary, establish public ECD governance, leadership and coordinating structures to support the provision of universal and equitably available ECD services in South Africa.
- The National Youth Policy 2014-2019 is being reviewed. The Gauteng Department of Social Development has engaged the services of the National Development Agency (NDA) in training and development within the sector to ensure that they are strengthened in the areas of governance, financial management and conflict resolution.
- The Norms and Standards for Diversion were reviewed during March 2015 as the previous ones were not reflected as per the regulations stipulated in Section 55 of the Child Justice Act 75 of 2008. It is expected that all services to children must comply with existing legislation and policies, including the Children's Act 38 of 2005 and the Child Justice Act 75 of 2008.

4. Relevant Court Rulings

Constitutional Court judgments

S v Williams: 9 June 1995 (Punishment of children)

Corporal punishment of juveniles was declared unconstitutional because it violates their dignity and their right not to be treated or punished in a cruel, inhumane or degrading way as well as that of the person administering the whipping. The Constitutional Court declared section 294 unconstitutional.

Minister for Welfare and Population Development v Fitzpatrick and others: 31 May 2000 (Adoption)

Prohibition of adoption of children born in South Africa by non-South Africans was declared unconstitutional. It was held that in some cases it could be or might be in the best interests of a child born in South Africa to be adopted by non-South Africans.

Supreme Court of Appeal judgments

BHP Billiton PLC Incorporated and another v De Lange and others (2013) 2 AllSA 523 (SCA) (Access to information)

It was held that section 46 of the Promotion of Access to Information (PAIA) Act 2 of 2000 can be relied on where disclosure of information is in the public interest.

High Court judgments

Centre for Child Law v Minister of Social Development 2014 (1) SA 577 NGHC (Adoption)

It was decided that section 230(3) of the Children's Act, Act 38 of 2005 does not preclude a child from being adoptable where the child has a guardian and the person seeking to adopt the child is the spouse or life-partner of the guardian. Furthermore, section 242 of the Act does not automatically terminate all parental responsibilities and rights of the guardian where such an adoption order is granted.

Minister for Social Development and Centre for Child Law 2014

All foster care orders that lapsed between 01 April 2009 and 12 December 2014 are deemed to be valid. The Department of Social Development must issue the foster care orders administratively for a period of two (2) years at a time until December 2017.

The implications of the North High Court Order of 12 December 2014 are as follows:

- Provinces/Social Workers need to utilise Section 186 of the Children's Act 38 of 2005.
- Provinces/Social Workers need to actively engage the Courts Presiding Officers with regard to the application of Section 186 of the Children's Act 38 of 2005.
- There will be no programmatic extension of the relevant orders through the South African Social Security Agency (SASSA) Social Pension (SOCPEN) system. Social Workers are therefore expected to notify SASSA Officials by submitting copies of the Extension Orders.
- Provinces to submit six (6) monthly Foster Care Progress reports to the Centre for Child Law: and
- Provinces must adhere to the Foster Care Standard Operating Procedure.

Minister of Social Development & Others vs. Centre for Child Law 2014

It extended the period of extension of court orders to December 2017 or until the Children's Act 38 of 2005 is amended, whichever ever happens first

Biakombola & Others vs. Minister of Home Affairs & others

In this matter, it was held by the North Gauteng High Court that the Constitution of the Republic of South Africa covers both South African and non-South African children equally, and that whatever South African children are entitled to, foreign children are entitled to it as well as long as they are currently in South Africa.

On the 10th of May 2011, the North Gauteng High Court issued a court order pertaining to all foster care orders. The amended copy is dated 8 June 2011.

The order makes provision for lapsed foster care orders to be deemed valid and to be extended for a period of two years according to the provisions of the Child Care Act 74 of 1983. The implications of the order are the following:

The Department of Social Development must issue the foster care orders administratively for a period of two years at a time. The magnitude of the orders that would require to be extended periodically in terms of this Order until December 2017 highlights the importance of identifying children who are eligible for Section 186 placements. Thus, the provinces and social workers need to utilise Section 186 for extension of these orders.

- This will require the Department of Social Development to actively engage with magisterial presiding officers with regards to the application of this Section.
- There will be no programmatic extension on SOCPEN (Social Pension System).
- Social Workers to keep Programme of Evidence for all orders issued.
- Provinces to submit 6-monthly Foster Care Progress reports to the North Gauteng High Court and Centre for Child Law.
- Provinces should adhere to the Foster Care Standard Operating Procedure.



EARLY CHILDHOOD DEVELOPMENT



PART B

OUR STRATEGIC FOCUS

PART B: OUR STRATEGIC FOCUS

1. Vision

A Caring and Self-reliant Society.

2. Mission

Growing Gauteng Together to improve the quality of life of society through the provision of accessible, integrated, comprehensive, sustainable and developmental social services.

3. Values

Human dignity is a fundamental human right that must be protected in terms of the Constitution of South Africa and which facilitates freedom, justice and peace.

Respect is showing regard for one another and the people we serve and is a fundamental value for the realisation of development goals.

Integrity is ensuring that we are consistent in our values, principles, actions and measures and thus generate trustworthiness amongst ourselves and with our stakeholders.

Fairness expresses our commitment to providing services to all South Africans without prejudice based on race, gender, religion or creed.

Equity is equitable access to services and resources to address past and current imbalances.

Inclusion seeks to ensure the equitable treatment and elimination of discrimination in all its forms at all Departmental levels.

3.1. National and Provincial Priorities

Post National and Provincial elections on 08 May 2019, there have been significant changes as a result of the alignment of Department focus in line with the Manifesto commitments. The changes necessitated that the Department adjusts its resources in order to give effect to the implementation of the newly configured Priorities for 2019-2024, as pronounced by the President in his State of the Nation Address (SONA) and emphasized by the Premier in his State of the Province Address (SOPA).

The Department aligned its plans and policies to the National Development Plan (NDP) 2030, in terms of the eradication of poverty and addressing inequality through inclusive social dialogue.

To bring synergy, Department priorities on ECD, Victim Empowerment and Substance abuse are aligned to MTSF Priority 1- 4, with core priority as consolidating the social wage through Reliable and Quality Basic Services as well as Provincial Priorities 1,2 and 4.

The Strategic Plan 2019-24 highlights the Department intended impact and outcomes to achieve during the 2019-24 MTSF cycle. The three Department outcomes below are guided by these imperatives to give effect to the most strategic interventions planned by the Department.

MTSF 2019-24 SOCIAL SECTOR PRIORITIES	GGT -PROVINCIAL PRIORITIES
1. Priority 1: Building a capable, ethical and developmental state	Priority 1: Economy, jobs & infrastructure
2. Priority 2: Economic Transformation and Job Creation	Priority 2: Education, skills and health
3. Priority 3: Education, Skills and Health	Priority 3: Integrated human settlement & land release
4. Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services	Priority 4: Safety, social cohesion and food security
5. Priority 5: Spatial Integration, Human Settlements and Local Government	Priority 5: Building a capable, ethical and developmental state
6. Priority 6: Social Cohesion and Safe Communities	Priority 6: Towards a better Africa and a better world
7. Priority 7: A better Africa and World	Priority 7: Sustainable development for future generations

3.2. Deliverology Priorities

The mandate as the Department of Social Development is to provide services to the vulnerable groups of society, the poorest of the poor, the marginalised and the disadvantaged groups. In line with this mandate the Department will discharge its function in line with the following Deliverology strategies, that are in response to the SOPA commitments (but also reflect of the MECs Policy/Budget Speech commitments).

1. Accelerated social protection through poverty reduction and sustainable livelihood interventions :
 - a) Skills development
 - b) Economic empowerment(including SCM – cooperatives)
 - c) Food Relief

Food security is another priority of the Department aiming to ensure that every household has access to nutritious food and that hunger is eliminated. The Department will further facilitate the implementation of youth development programs, woman empowerment and economic development initiatives to give effect to poverty alleviation strategies. The Welfare to Work and **Expanded Public Works Programme (EPWP)** will contribute as a short- to medium-term intervention to deal with the challenge of unemployment and poverty.

2. Accelerated social protection interventions to improve educational outcomes
 - a) Early Childhood Development
 - b) School Social Work
 - c) School Uniform
 - d) Dignity Packs

Investment in the **development of children** is one of the primary means of improving society's human capital and subsequently contribute to the reduction of poverty. The Department together with other government Departments and partners will strengthen efforts in ensuring universal access to quality Early Childhood Development (ECD) service

3. Accelerated social protection interventions through provision of psychosocial support to vulnerable groups
 - a) Substance Abuse Prevention, Treatment and Rehabilitation
 - b) HIV and AIDS Social Protection
 - c) Gender-based Violence (VEP)

The effects of **substance abuse** on the socio-economic being of young people is a cause for concern will be given the attention it deserves. Apart from the **awareness campaigns on HIV and AIDS** to enhance prevention, the Department will also strengthen the implementation of approved models for integrated home and community-based care for households and children affected by HIV and AIDS. The Department to mitigate the social and economic impact of HIV and AIDS on poor households and children. The Department will facilitate the inter-Departmental and inter-governmental work to intensify efforts to **mitigate violence against women and children**. The homosexual community and students in higher learning institutions will be areas of focus.

Through this Strategic Plan, the Department will step up efforts to promote and protect the rights of children, youth, women, older persons and persons with disabilities.

4. Accelerated social protection interventions through the provision of social welfare infrastructure.

4. SITUATIONAL ANALYSIS

4.1. External Environment Analysis

The development of a responsive Strategic Plan is guided by an overall analysis (external and internal) of the business environment of the organisation. This analysis indicates areas of demand, growth and decline in services. This serves as a basis to guide planning, resource allocation and development of appropriate interventions.

Gauteng comprises the largest share of the South African population. Approximately 15.2 million people live in this province. What this translates into is that Gauteng government services will be in high demand as population numbers continue to soar.

Gauteng remains the economic powerhouse of South Africa and currently accounts for 34% of the country's Gross Domestic Product (GDP) and 7% of Africa's GDP. Labour migration into Gauteng is one major cause of the influx into this already land scarce province. The migration pattern into Gauteng has remained the same for more than a decade where in 2001 more than 566 760 people moved in and increased to 901 622 as recorded in 2011. This is growth of about 334 862 people over a period of 10 years and translates to almost 2 790 new people into the Province per month.

Finally, to ensure that the Department is targeting its services appropriately, it is using Geographic Information Systems (GIS) technology to map its client population (and future population based on projection data) against current service delivery and the socioeconomic index.

CHALLENGES EXPERIENCED AND MECHANISMS TO ADDRESS

CHALLENGES	MITIGATIONS
<ul style="list-style-type: none">The impact on capacity to deliver is the implication of insourcing of outsourced services. The financial implication of insourcing a total of 1 304 non-core staff is R153 million. The Department has a shortfall of R43 million.	<ul style="list-style-type: none">The Department has initiated the process to the service delivery model and to review the current organisational structure to respond to service delivery capacity needs. The insourcing is dealt with as part of this process.
<ul style="list-style-type: none">The in-sourcing will affect the targeted performance of the Department on the empowerment of cooperatives that were used for laundry, cleaning and gardening.	
<ul style="list-style-type: none">Possible underperformance by the Department of predetermined objectives due to re-alignment, re-organisation and re-design of operational functioning of the Department (necessitated by the introduction of Circular 21 and FDRs.	<ul style="list-style-type: none">The Department has adopted a Developmental Agenda with the view to ensure continued support and economic empowerment of NPOs and Cooperatives, as well as to increase the extent of social protection services. The Department has further review NPO funding protocol to increase efficiency and effectiveness in the management of NPI budget.

CHALLENGES	MITIGATIONS
<ul style="list-style-type: none"> · Limited enforcement of by -laws by Municipalities (monitoring of illegal facilities). · Outdated By-Laws that are not responsive to the current Legislative requirements. · Delays in land allocation by Municipalities for areas earmarked for social welfare infrastructure · Un-proclaimed townships which affects implementation of social development services · Lack of commitment on implementation of IGR resolutions from Municipalities. 	<ul style="list-style-type: none"> · The Department continues to engage municipalities through Inter-Governmental Relations (IGR) (within the context of the approved IGR Framework).

FUTURE PLANS TO ENHANCE SERVICE DELIVERY

- There is a need to reorganise the State-Civil society model for delivering welfare services. This will ensure greater accountability, improve service delivery and protect the very vulnerable from neglect, exploitation and abuse.
- Emanating from the MEC's Strategic Review session, consideration is being given to reducing the number of NPOs funded by the GDSD and introducing targeted funding for identified services. Hence taking over Prevention & Early Intervention, Statutory Services – Foster Care, Adoption, etc. (progressive).
- Review the role of NPOs – including refocusing them to sustainable livelihood, poverty and urban hunger agenda.
- The GDSD must take the approach of the Health & Education sectors – where citizens have a choice whether to access private services or public services, without being forced to access services through NPOs or third parties.
- Innovative Programmes to be implemented through the Welfare to Work programme namely Renewable Energy initiatives and Information Technology (IT).

DEMOGRAPHIC DATA

GAUTENG POPULATION

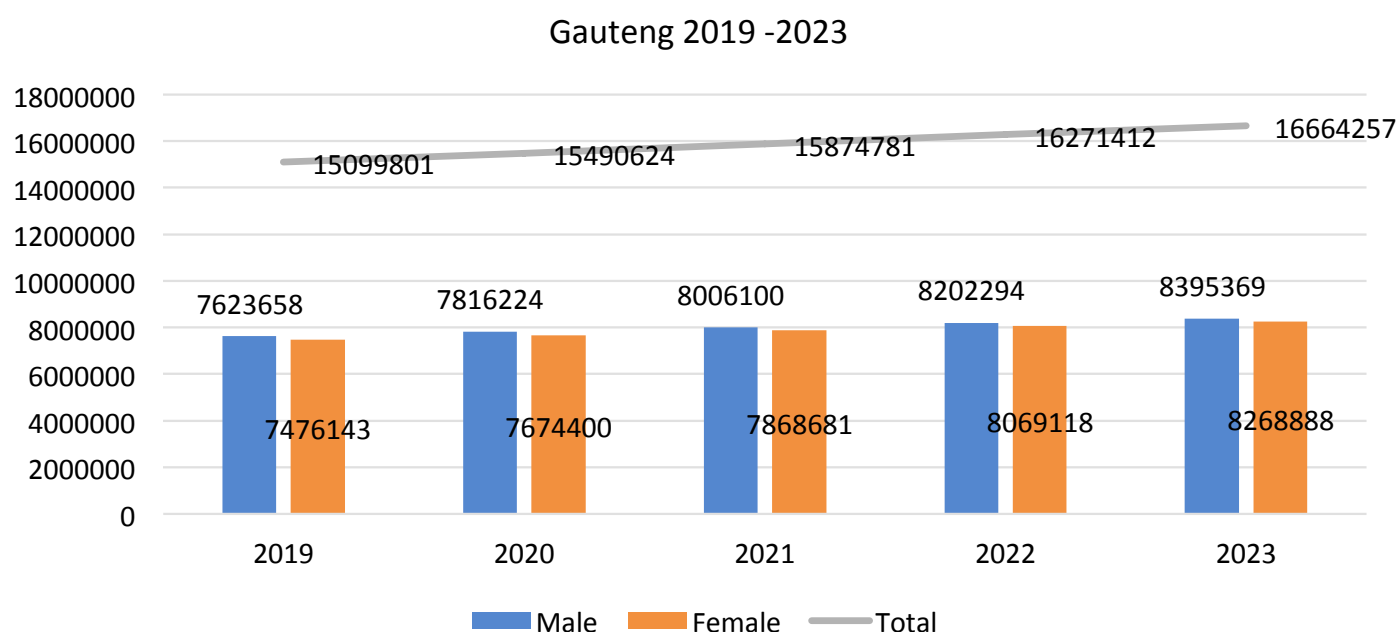
Gauteng comprises the largest share of the South African population, with approximately 15,2 million people living in this province. What this translates into is that Gauteng government services will be in high demand as population numbers continue to soar.

Table 1: Mid-year population estimates by province

Province	Population estimate	% of Total population
Eastern Cape (EC)	6 712 276	11.42
Free State (FS)	2 887 465	4.91
Gauteng (GP)	15 176 115	25.82
KwaZulu-Natal (KZN)	11 289 086	19.21
Limpopo (LP)	5 982 584	10.18
Mpumalanga (MP)	4 593 187	7.81
Northern Cape (NC)	1 263 875	2.15
North West (NW)	4 027 160	6.85
Western Cape (WC)	6 844 272	11.64
TOTAL	58 775 022	100.00

Source: Statistics South Africa, Mid-year population estimates 2019

Figure 1 : Gauteng's Projected Population



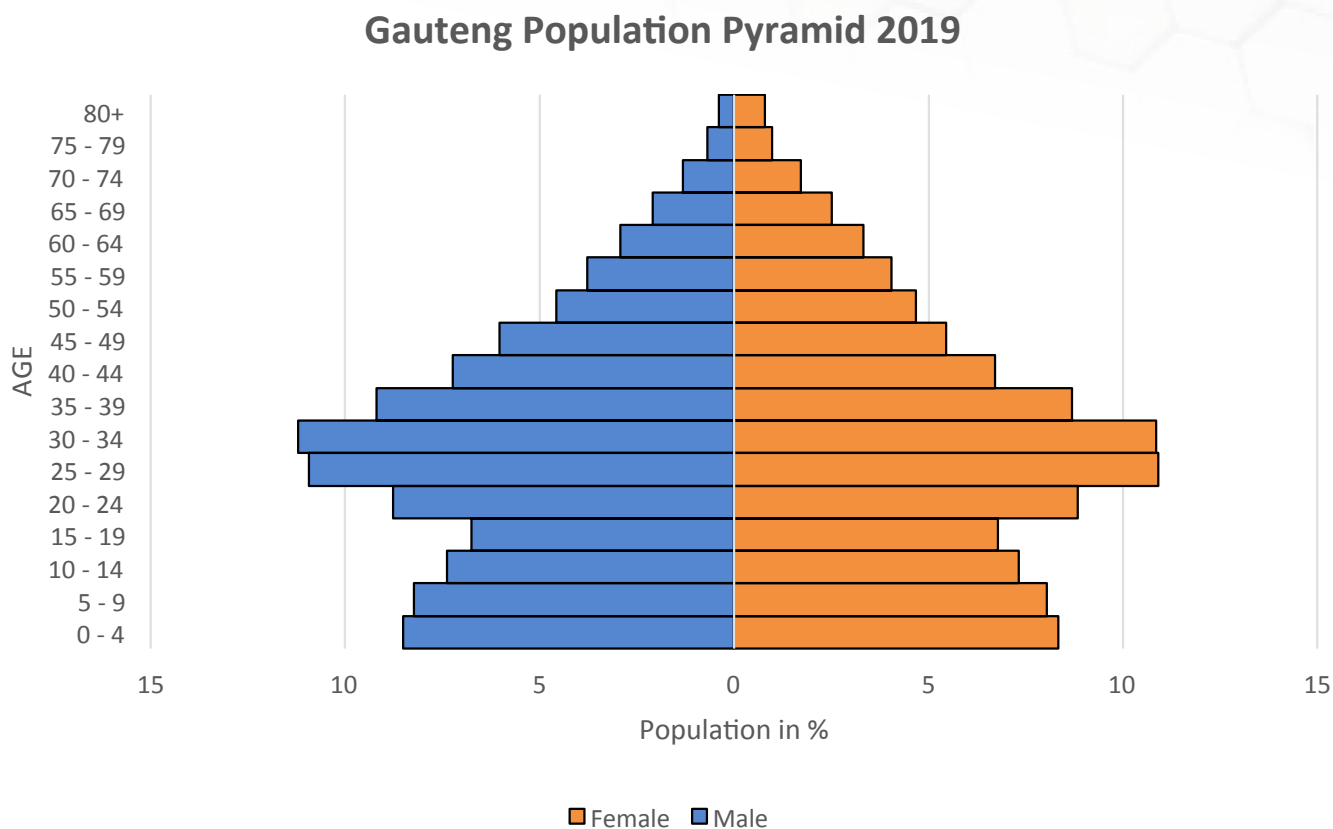
Source: Statistics South Africa 2019

Figure 1 above is an illustration of the population projections for the next five (5) years. It is projected that the population will increase with 1 947 257 by the year 2023. The number of males in the Province will continue to be higher than the females during this period.

The population pyramid (Figure 2) reflects a relatively children and youth make up a higher proportion of the population in Gauteng, especially from 0-4 years and ages 20-34 years. It is difficult to capitalise on this potential demographic advantage, with high unemployment levels preventing a large proportion of the young working age population from contributing productively to the economy.

Development challenges include the youth population 'bulge' which is a concern given the high unemployment rate, the slow pace of educational achievement as one of the indicators for human development, and service delivery backlogs, particularly water and electricity access in some localities.

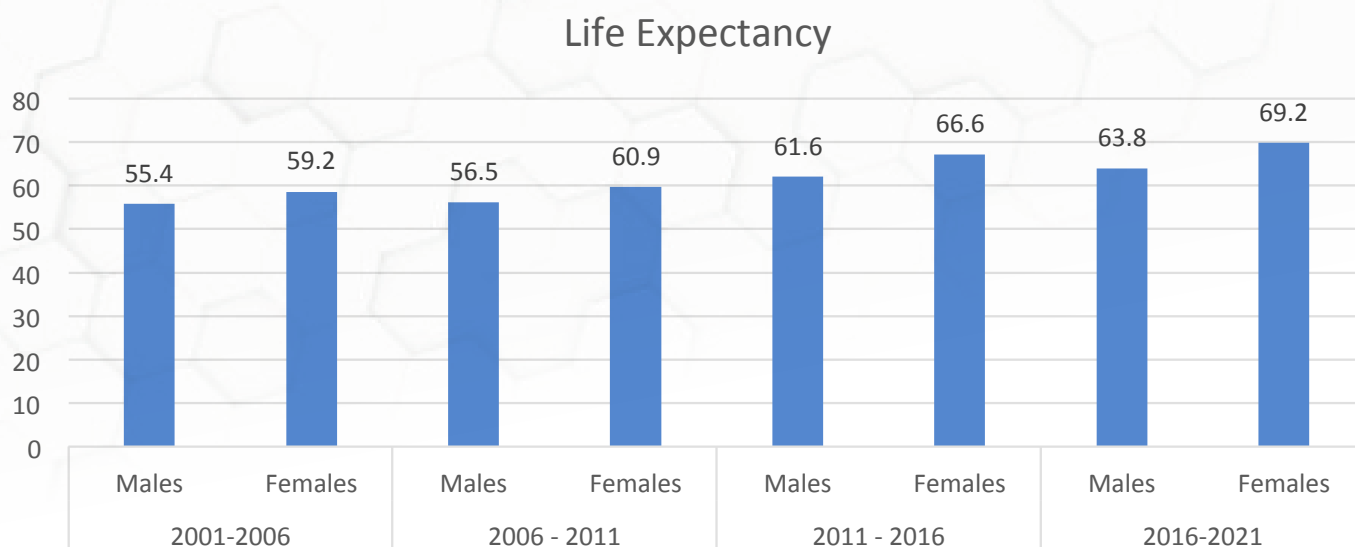
Figure 2: Population Pyramid of Gauteng



Source: Statistics South Africa, Mid-year population estimates 2019

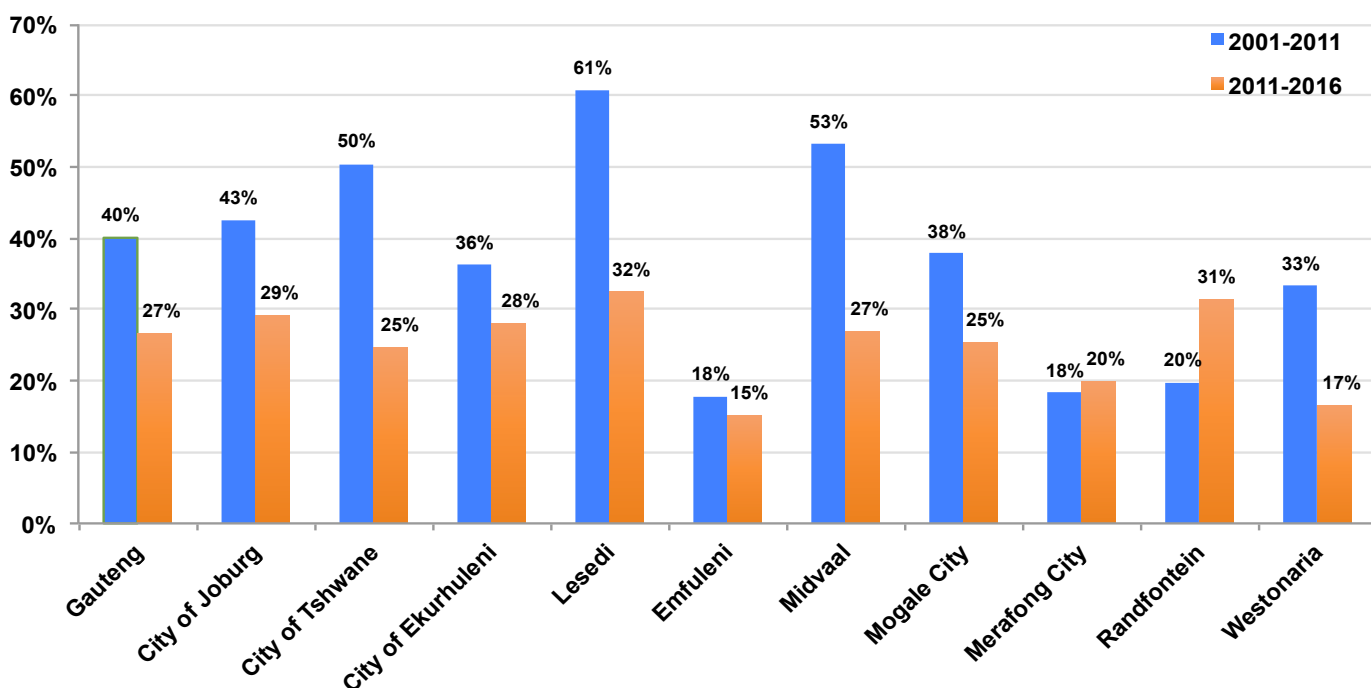
Figure 3 below shows the average life expectancies at birth for males and females for the period 2001 -2016, with the average life expectancy increasing for both males and females. This increase in average life expectancy makes it necessary to plan for more services to older persons because it shows that the Province will have an aging population in the future. The demand for services in the older persons programme will therefore increase.

Figure 3: Life Expectancy by Year and Sex.



Source: Stats SA Mid-Year population estimates 2019

Figure 4: Household growth in Gauteng and Gauteng municipalities: 2001-2011 and 2011-2016

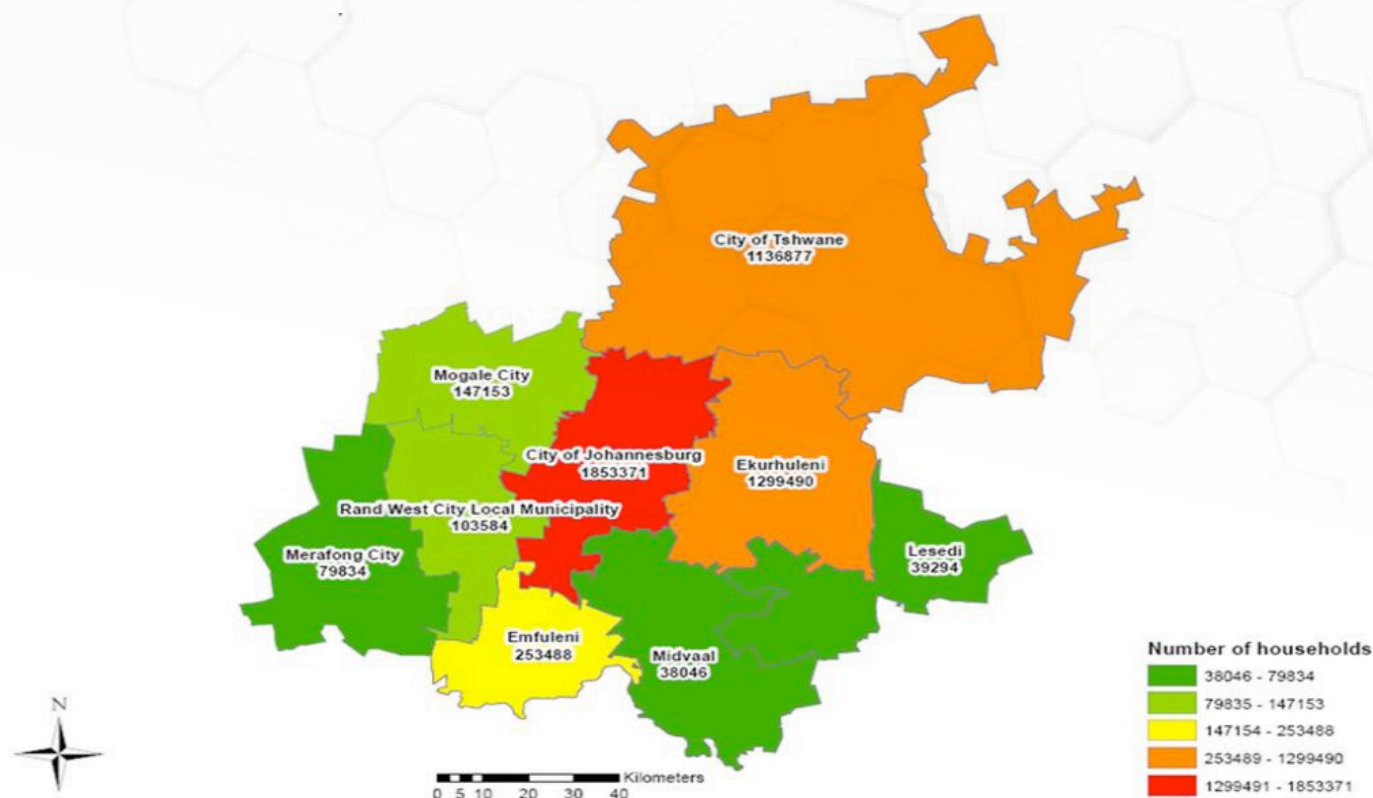


Source: Stats SA Census 2001 & 2011, Stats SA Community Survey 2016

The number of households grew by 40% across the Province in the period 2001-2011, and by a further 27% in the period 2011-2016, i.e. from 2.8 million in 2001 to 3.9 million in 2011, and to 4.95 million in 2016 - a growth of 2.1 million households over the fifteen-year period.

Over the period 2001-2016, household growth rates in the metros and the local municipalities of Lesedi and Midvaal equalled or exceeded that of the Gauteng average, while the slowest growth in households were in Emfuleni, Merafong, Randfontein and Westonaria. This growth in households means that the need for services have changed and the demand is increasing as compared to the previous years. The cause for the increase is due to the unbundling of the households.

Figure 5: Distribution of households by municipality, CS 2016



Source: Stats SA Community Survey 2016

Table 2: Distribution of households and type of dwelling in South Africa

Dwelling type	Percentage
Formal dwelling	81.1
Informal	13.1
Traditional	5.0
Other	0.8

Source: Stats SA GHS 2018 and Quality of life Survey (QOL) 2019

Note: Formal dwelling includes: Formal dwelling/house or brick/concrete block structure on a separate stand or yard or on a farm, Flat or apartment in a block of flats, Cluster house in complex, Townhouse (semi-detached house in a complex), Semi-detached house, Formal dwelling/house/flat/room in backyard, Room/flatlet on a property or larger dwelling/servants quarters/granny flat/cottage).

Informal dwelling includes: Informal dwelling/shack in backyard, Informal dwelling/shack not in backyard (e.g. in an informal/squatter settlement or on a farm).

Traditional dwelling: A dwelling made primarily of clay, mud, reeds or other locally available natural materials. This is a general term that includes huts, rondavels, etc. Such dwellings can be found as single units or in clusters.

Other dwelling includes Caravan/tent and other.

DEMOGRAPHY

Gauteng Province is the most densely populated and highly urbanised province in South Africa. It remains the economic powerhouse of South Africa and currently accounts for 34% of the country's GDP. According to the Quality of Life Survey 2015 Gauteng residents indicated a view that government should control the increasing urbanisation in the province. The Province is also responsible for 49.6% of all employee remuneration in the country. However, because of poor employment levels, the benefits of economic growth have not yet been translated into broad-based income redistribution and poverty alleviation.

MIGRATION

Migration is an important demographic process in shaping the age structure and distribution of the provincial population. The delivery of services in the highly populated province such as Gauteng presents a significant challenge for the Department since the high levels of people migrating into the province contributes to an increase in the demand for various services the Department renders. The estimated net migration in Gauteng for 2011 – 2016 was 1 013 670 and for 2016 – 2021 it is estimated at 1 068 885.

Table 3: Estimated provincial migration streams 2016–2021

Province	Out-migrants	Immigrants	Net migration
Gauteng	574 705	1 643 590	1 068 885

Source: Statistics South Africa, Mid-year population estimates, 2019

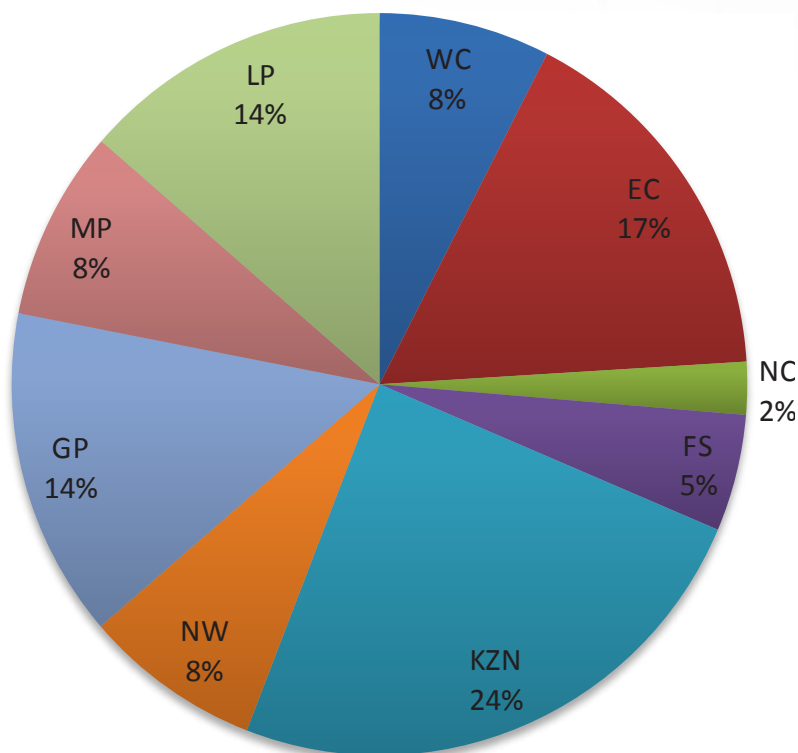
The table above shows that Gauteng Province received the highest number in-migrants for the period 2016-2021. The economic strength influences its attractiveness to migrants.

POVERTY AND INTERVENTIONS

The 2017/18 average Quality of Life index score for the province is 6.30 out of 10. People who have a high quality of life are significantly more likely to be satisfied with government than people who have poor quality of life. Africans are the only population group with an average Quality of Life index score below the provincial average. Despite Africans seeing an improvement in their score since 2011, white respondents are seeing larger gains in measured quality of life, which means Africans are not catching up.

Figure 6 presents the provincial share of the national poverty levels. Gauteng had the third largest share, at approximately 14%. This was mainly due to the province's relatively large population size:

Figure 6: Poverty share by province in 2015 (UBPL)



Source: Statistics South Africa 2017

In view of the headcount, Table 4 below indicates that Gauteng had the lowest Upper Bound (UB) poverty headcount relative to both the country and other provinces. However, between 2011 and 2015, the province's poverty headcount increased from 30.6% to 33.3%. The province is continually receiving migrants from within and outside South Africa hence the increase in the headcount could be expected.

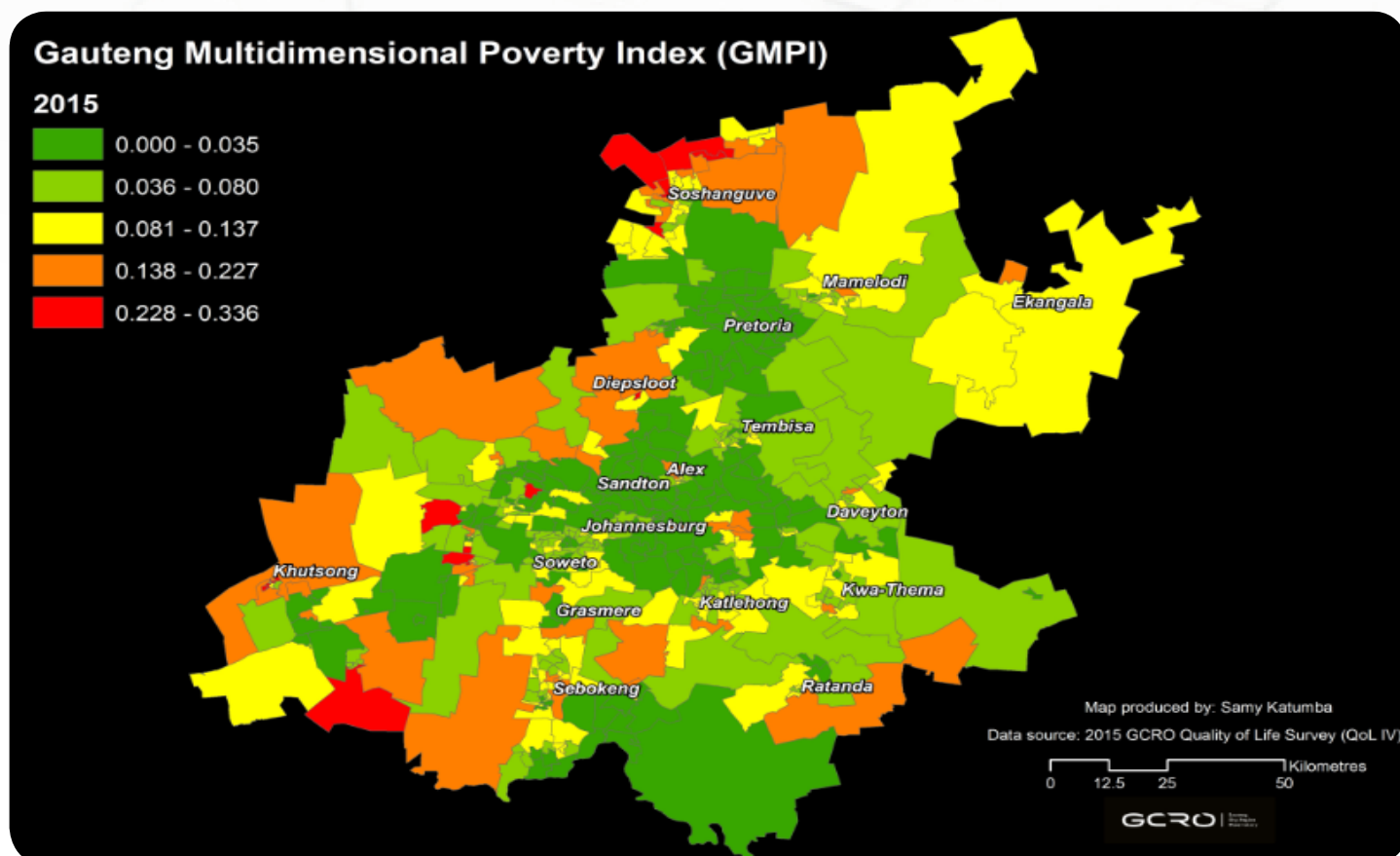
Table 4: Poverty headcount by province (UBPL)

Province	2006	2009	2011	2015
SA	66.6	62.1	53.2	55.5
WC	50.2	41.3	33.7	37.1
EC	76.6	77.4	69	72.9
NC	74.5	69.2	58.2	59
FS	62	68.1	52.4	54.9
KZN	76.8	72.2	65.4	68.1
NW	69.1	68.3	59.9	64.3
GP	44.5	38.6	30.6	33.3
MP	75	72.8	63.8	59.3
LP	82.4	82.3	70.1	72.4

Source: Statistics South Africa

Under the current circumstances, Table 4 depicts the number of households living under R 992 per month by province. Since 2009, Gauteng had the second lowest number of households living under poverty, following Western Cape. Between 2006 and 2011, Gauteng managed to reduce this number by 10.3%. However, during the period 2011-2015, the number of poor households rose in Gauteng by 3%.

Figure 7: Gauteng Multidimensional Poverty Index



Note: The dark green indicates the areas which are least poor, and the Red indicates the poorest areas.

Spatially, multidimensional poverty tends to be highest in areas that have low economic activity and these areas happen to be located at the edges of the province, e.g. Westonaria and Merafong City.

This indicates the disadvantage of being further away from the three metro regions (Johannesburg, Tshwane and Ekurhuleni) where economic activities are concentrated. Mushungera (2018).

Multidimensional poverty is, however, not restricted to areas located at the edges of the province: even in the three highest performing metro regions, pockets of severe multidimensional poverty prevail. Clear examples include Alexandra, Diepsloot and Tembisa.

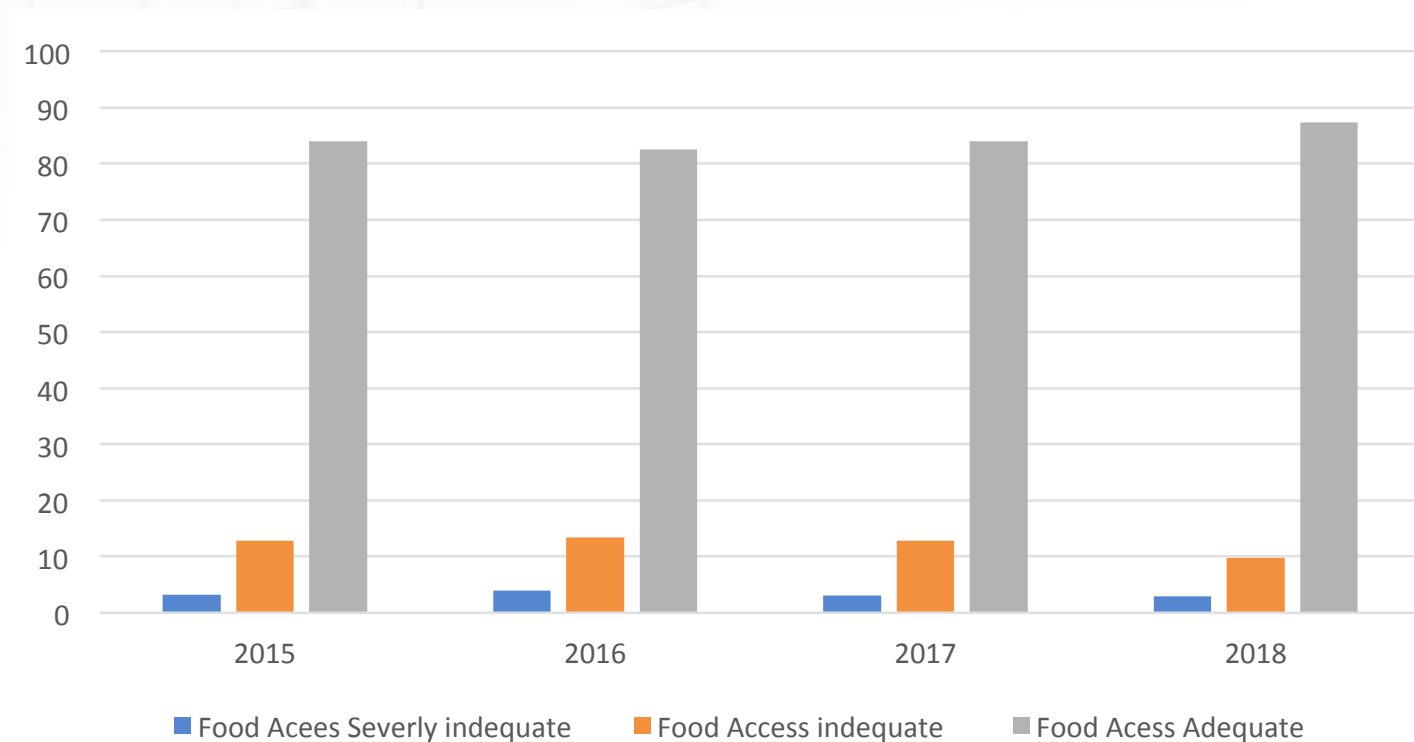
This is indicative of high infrastructural inequalities within these metro regions suggesting the need for local municipalities to channel more investments into lagging areas Mushungera (2018).

FOOD SECURITY AND ACCESS TO FOOD

During Census 2011, 17 percent of Gauteng households reported that they did not have any income – of these 87 percent were African. With 3.9 million households and an average household size of 4.2, it means that approximately 2.7 million people in Gauteng face deep poverty due to lack of income

The figure below sketches a dark picture of hunger in Gauteng despite a slight decline in food inadequacy in 2017.

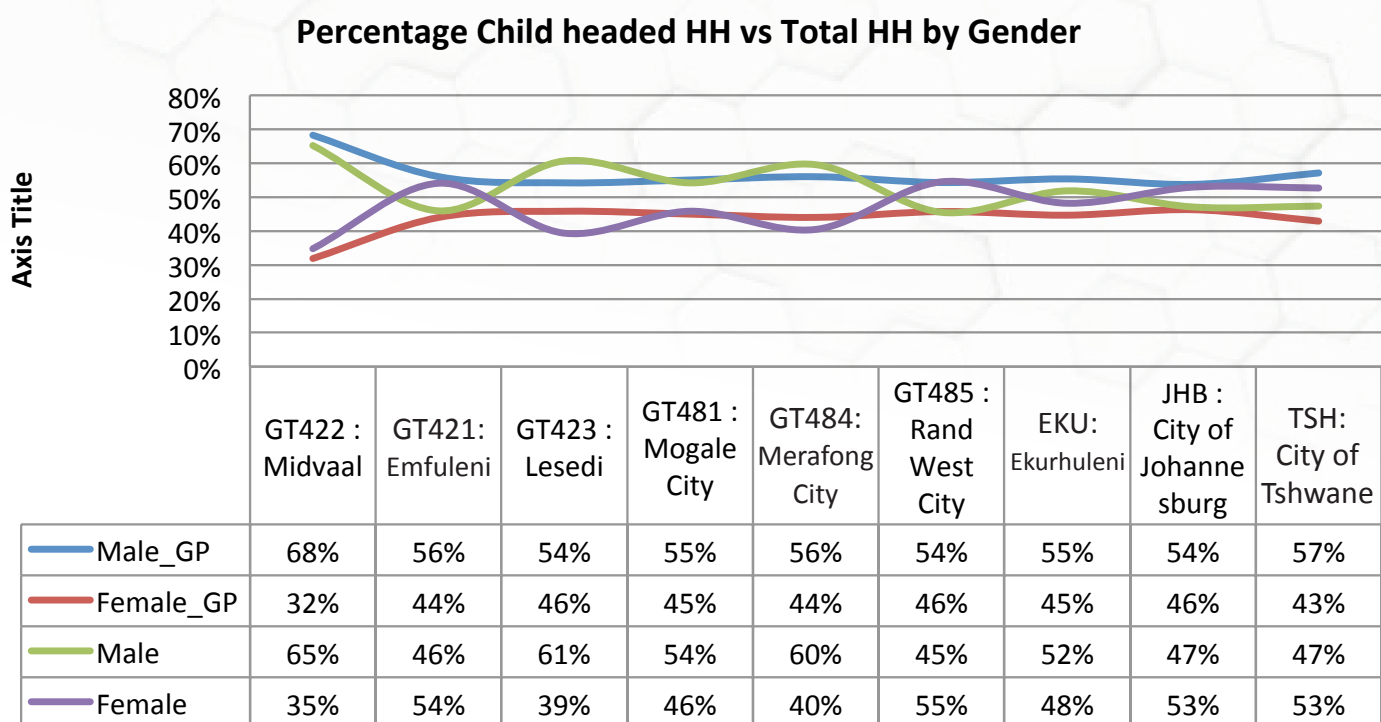
Figure 8: Percentage of households experiencing food adequacy or inadequacy



Source: Statistics South Africa: GHS 2015, 2016, 2017, 2018

The figure below is a comparison of the total percentage of Child Headed Households and the total Households by gender in all municipalities of Gauteng Province.

Figure 9: Percentage of child-headed households and total households by gender



Source: Statistics South Africa, Community Survey 2016

SOCIAL SECURITY

Table 5: Percentage of individuals and households in Gauteng benefitting from social grants

Category	2014	2015	2016	2017	2018
Persons	15.6	17.5	16.9	18.7	19.2
Households	28.5	30.8	30.9	30.1	30.1

Source: Statistics South Africa: General Household Survey (GHS) 2014, 2015, 2016, 2017 and 2018

Table 5 gives an indication of persons and households that benefitted from social grants from 2014 to 2018. The percentage persons increased from 15.6% to 19.2% and the percentage households increased from 28.5% to 30.1%. It is interesting to note the decrease in persons benefitting between 2015 and 2016.

EMPLOYMENT AND UNEMPLOYMENT PROFILE

In spite of the existence of a large industrial base, Gauteng had a high unemployment rate of 31.1 percent as of the second quarter of 2019. The unemployment rate was higher than the national average (29,0 percent), Gauteng faces a more serious problem given the size of its population (the 31.1 percent unemployment rate translates to about 1.8 million people who are unemployed).

Although the unemployment rate is generally high across all municipalities, it is worse for places like Ekurhuleni (31.8percent), and the Non-Metros (33,6percent) above the provincial average, while the City of Tshwane and City of Johannesburg have unemployment rates of less than the provincial percentage.

Table 6: Unemployment rate by province

Province	Oct-Dec 2018	Jan-Mar 2019	Apr-Jun 2019	Qtr.-to-Qtr. change	Year-on-year change
Gauteng	29,0	28,9	31,1	-2,2	1,4

Source: Statistics South Africa: Quarterly Labour Force Survey Q3 2018.

The table above shows the Quarter to Quarter changes in the official unemployment rate from quarter 2 in 2017 to quarter 2 in 2018. The official unemployment rate decreased by -0.1% percentage points.

Table 7: Gauteng and municipalities - unemployment rate: 2001, 2011 and 2019 (Quarter 2)

Unemployment Rate (Official)	2001	2011	Q2 2019
GAUTENG PROVINCE	30.40%	25.10%	31.1
Ekurhuleni Metropolitan Municipality (EMM)	40.40%	28.80%	31.8
City of Johannesburg Metropolitan Municipality (COJ)	37.40%	25.00%	30.7
City of Tshwane Metropolitan Municipality (COT)	31.60%	24.20%	29.9
Sedibeng District Municipality	-	31.90%	Non-metro: 33.6%
Emfuleni Local Municipality	47.20%	34.70%	
Lesedi Local Municipality	35.00%	25.90%	
Midvaal Local Municipality	22.80%	18.80%	
West Rand District Municipality	-	26.30%	
Merafong City Local Municipality	28.10%	27.20%	
Mogale City Local Municipality	33.60%	24.60%	
Randfontein Local Municipality	36.10%	27.10%	
Westonaria Local Municipality	31.80%	29.50%	

Source: Statistics South Africa, Census 2001 & 2011, Stats SA Quarterly Labour Force Survey (Q3-2018)

The Gauteng metros account for the highest share of employment in the Province.

Table 8: Labour force characteristics by province and metro

	Apr-Jun 2018	Jul-Sep 2018	Oct-Dec 2018	Jan-Mar 2019	Apr-Jun 2019	Jul-Sept 2019	Qtr-to-Qtr change	Year- on-year change	Qtr-to-Qtr change	Year- on-year change
Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Thousand	Per cent	Per cent
GAUTENG										
Population 15–64 yrs.	10 159	10 210	10 260	10 310	10 360	10 410	50	200	0,5	2,0
Labour force	7 195	7 216	7 276	7 263	7 358	7 794	1	70	0,0	0,9
Employed	5 055	5 077	5 163	5 162	5 066	5 060	-6	-17	-0,1	0,3
Unemployed	2 140	2 139	2 113	2 102	2 292	2 734	7	87	0,2	3,3
Not economically active	2 965	2 994	2 984	3 046	3 002	2 615	49	129	1,9	5,2
Discouraged work-seekers	428	413	425	413	367	-	-46	-	-	-
Other	2 537	2 581	2 559	2 633	2 635	-	1	-	-	-
Rates (%)										
Unemployment rate	29.7	29.6	29.0	28.9	31.1	35.1	0.1	1.8	-	-
Employed/population ratio (absorption)	49.8	49.7	50.3	50.1	48.9	48.6	-0.3	-1.1	-	-
Labour force participation rate	70.8	70.7	70.9	70.5	71.0	74.9	-0.3	-0.7	-	-
GAUTENG – NON-METRO										
Population 15–64 yrs.	1 341	1 344	1 347	1 349	1 352	1 355	3	11	0.2	0.8
Labour force	854	853	805	812	874	964	-13	-26	-1.3	-2.7
Employed	611	608	590	580	580	568	-12	-40	-2.1	-6.6
Unemployed	242	245	215	232	294	396	-1	14	-0.2	3.6
Not economically active	488	491	542	537	478	391	15	37	4.0	10.4
Discouraged work-seekers	120	123	153	131	79	-	-	-	-	-
Other	368	368	389	406	399	-	-	-	-	-
Rates (%)										
Unemployment rate	28.4	28.7	26.9	28.6	33.6	41.1	5.0	2.5	-	-
Employed/population ratio (absorption)	45.6	45.2	43.8	43.0	42.9	41.9	-1.0	3.3	-	-
Labour force participation rate	63.6	63.5	59.8	60.2	64.6	71.2	-1.0	-2.5	-	-

Source: Quarterly Labour Force Survey: Q3, 2019

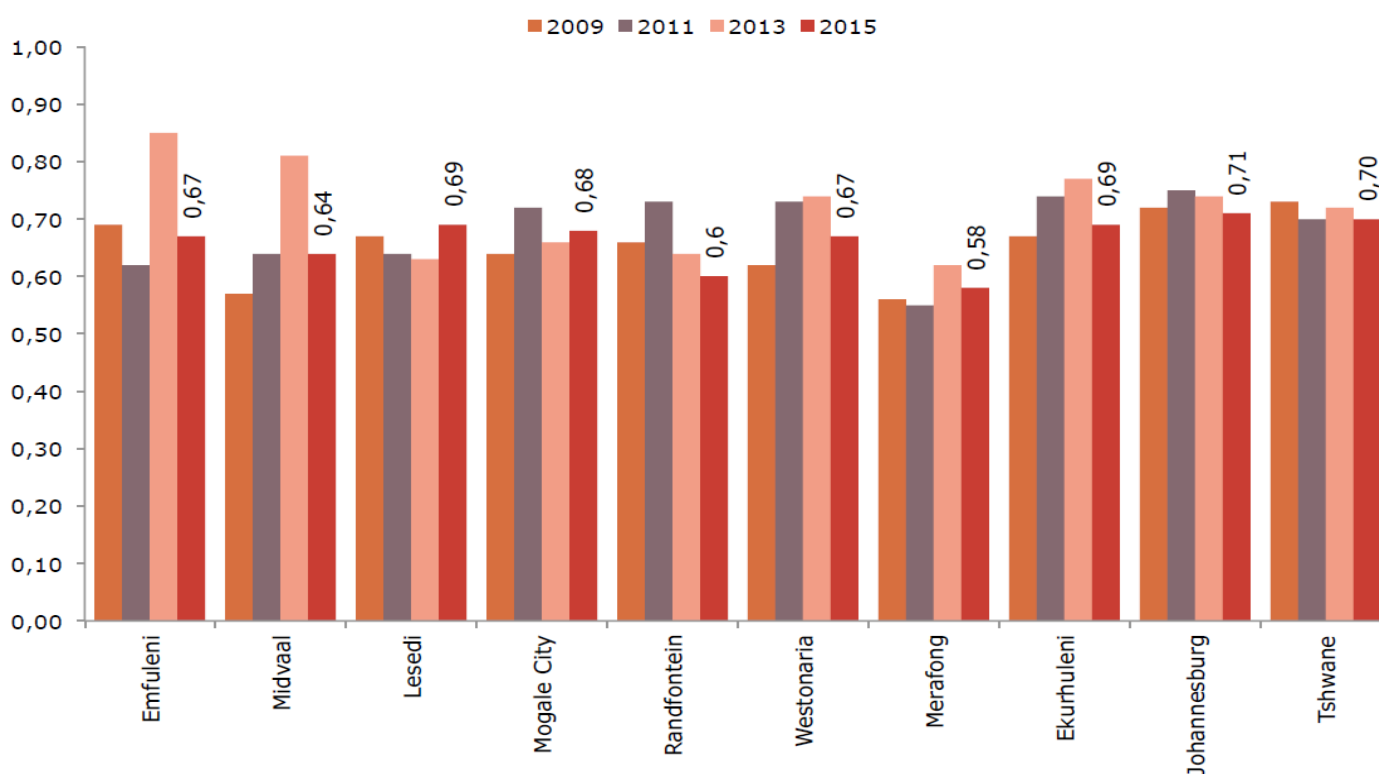
INEQUALITY

Inequality trends suggest that Gauteng was most unequal in the first five years of democracy. Inequality then moderated slightly, but it has been statistically the same since 2000. However, there is evidence to show that the source of inequality has shifted from between racial groups to within groups, a trend that also applies nationally.

Levels of inequality, as measured by the Gini coefficient, are increasing and are most noticeable within the African population. As already indicated, the high levels of migration into Gauteng Province and the resultant social factors contribute to an increase in the demand for services rendered by the Department. As the Gini coefficient approaches zero, the distribution of the income or consumption approaches absolute equality and it moves toward absolute inequality if it approaches 1.

Figure 9 below shows the Gini coefficient for Gauteng between 2009 and 2013 remained consistently higher than 0.70. Although the data showed a slight improvement since 2002, a Gini coefficient of 0.70 in 2015 is considered very high by international standards. High levels of inequality also exist in the three metro areas of Johannesburg (0.71), Ekurhuleni (0.69) and Tshwane (0.70).

Figure 10: Gauteng – Gini coefficient by Municipality: 2009, 2011, 2013 and 2015

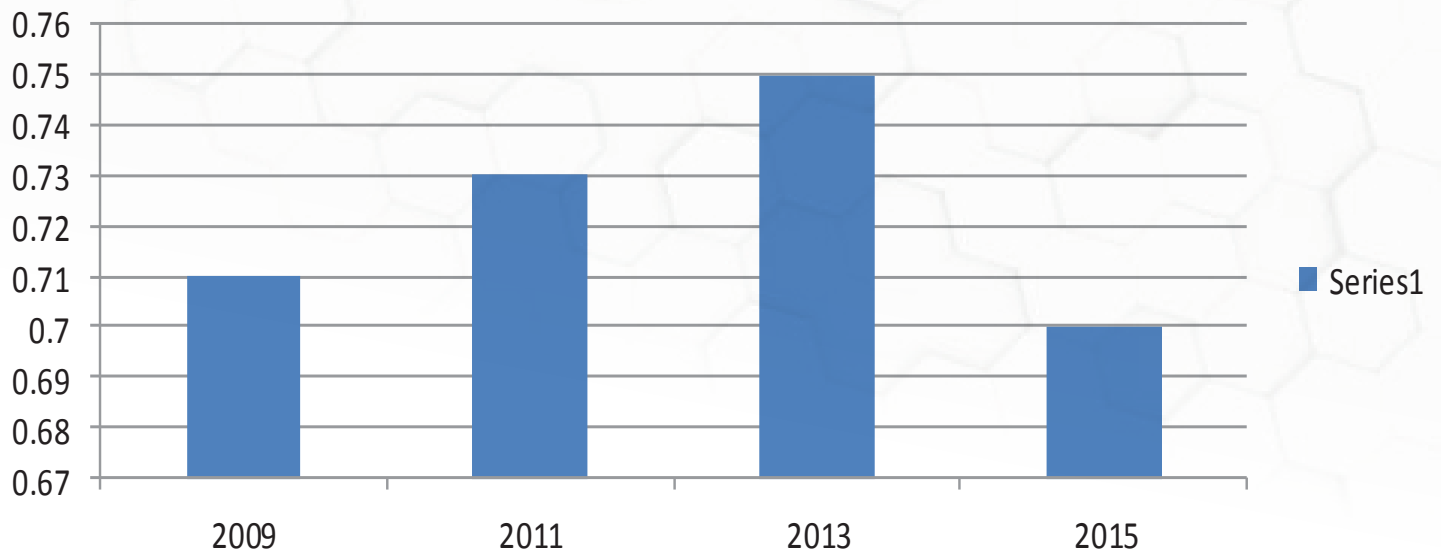


Source: Gauteng City Region Observatory (GCRO) Quality of Life Survey, 2015

The Gauteng economy remains the dominant economy in South Africa. Gauteng economic growth of 0.2% was above that of the country in Quarter 4 of 2016. IHS Global Insight estimates the Gauteng's annual economic growth to be 1.1% for 2017. Unemployment rate continues to spiral and remains a key concern at 28.4% for 2016. 29.2% is recorded for Quarter 1 of 2017 in Gauteng.

Figure 10 shows the income Gini coefficient for Gauteng for the years 2009, 2011, 2013 and 2015. The income Gini coefficient measures equality in income – where 0 means absolute equality and 1 means absolute inequality. Gauteng is still a very unequal society, despite some progress made.

Figure 11: Income Gini coefficient for Gauteng



Source: Gauteng City-Region Observatory Quality of Life Survey 2015

Table 9: International Monetary Fund (IMF) Growth Outlook, 2014-2018

Region	Actual	Projections	
	2016	2017	2018
World	3.1%	3.5%	3.6%
Advanced economies	1.7%	2.0%	2.0%
Euro area	1.7%	1.7%	1.6%
UK	1.8%	2.0%	1.5%
US	1.6%	2.3%	2.5%
Emerging market and developing economies	4.1%	4.5%	4.8%
Brazil	-3.6%	0.2%	1.7%
China	6.7%	6.6%	6.2%
India	6.8%	7.2%	7.7%
Russia	-0.2%	1.4%	1.4%
Sub-Saharan Africa	1.4%	2.6%	3.5%
Nigeria	-1.5%	0.8%	1.9%
SA	0.3%	0.8%	1.6%
IHS Global Insight	Estimate	Projections	
GP	0.9%	1.1%	1.5%

Source: IMF and IHS Global Insight, 2016

PROGRAMME 1: ADMINISTRATION

Trend analysis based that will inform the strategy going forward.

The Department exceeded targets on preferential procurement spend. Performance showed an upward trend as goods and services were procured from these categories. - Historically Disadvantaged Individuals (HDIs): 86.42%, Women: 36.63%, Youth: 17.84% and Persons with Disabilities (PWDs): 5.50%.

The Department has retained consistency and ensured full achievement of targets through ensuring participation of 1 309 internships, 1 113 learnerships and awarded bursaries to 100 learners.

The Department could not pay 1.55% of its service providers within 30 days due to delays caused by submission of incorrect details by some service providers. Business processes including using enhanced system and technology are strengthened in conjunction with Treasury to ensure that all suppliers are paid within 30 days.

PROGRAMME 2: SOCIAL WELFARE SERVICES

SERVICES TO OLDER PERSONS

Using the World Health Organisation (WHO) classification of old, i.e. over 65 years, over the last two decades Gauteng has seen a huge increase in the number of persons over the age of 65 years. Between 1996 and 2011, the number of the elderly increased by 66.7%.

In terms of gender, Gauteng has more elderly women than men, following typical demographic trends. According to the 2011 Census, 40.8% of the elderly population was male and 59.2% was female. According to the Vulnerable Group Series II – The Social Profile of Older Persons (2016) Gauteng has about 790 thousand older persons-headed households – 52.6% of them are headed by female older persons and 47.4% of them are headed by male older persons.

According to the Statistics South Africa, Census 2011, there were 981 147 older persons in Gauteng in 2011. There has been an incremental trend observed whereby 201 767 people entered the older person's age group, bringing the total number of older persons to 1 269 907 from 2011 to 2019 (Statistics South Africa, Mid-year estimates, 2019 Stats SA). The breakdown in terms of sex is as follows:

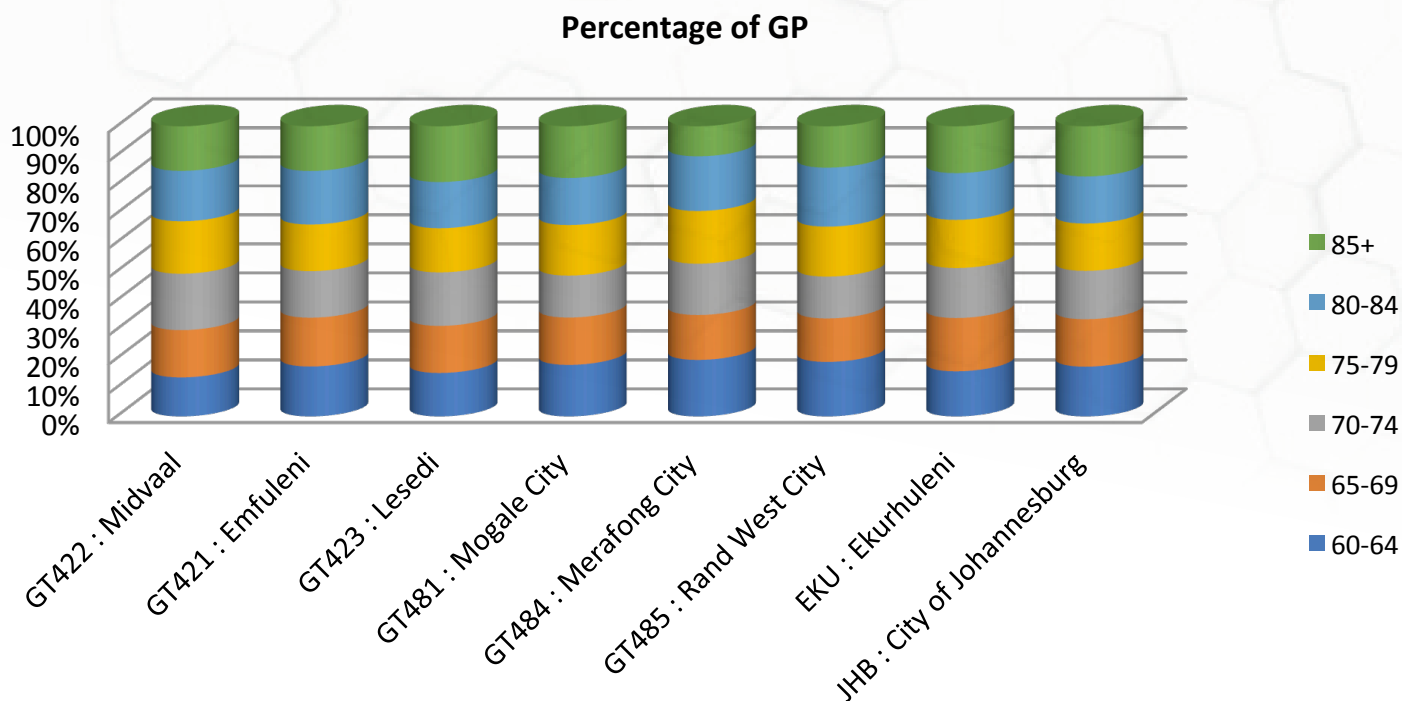
Table 10: Older Persons trend in Gauteng

Age	2011			2016			2018			2019		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
60-64	183 555	193 538	377 093	219 906	224 697	444 603	218 273	231 010	449 283	222 590	251 579	474 169
65-69	118 554	167 067	285 621	153 358	166 086	319 444	153 287	170 148	323 435	159 521	189 530	349 051
70-74	70 334	105 165	175 499	95 862	117 752	213 614	94 735	114 513	209 248	100 605	129 565	230 171
75-79	35 341	53 139	88 480	46 906	65 297	112 204	49 469	67 555	117 024	52 244	74 290	126 533
80+	19 867	34 587	54 454	26 311	54 098	80 409	28 701	55 223	83 924	29 477	60 507	89 983
Total	427 651	553 496	981 147	542 343	627 930	1 170 274	544 465	638 449	1 182 914	564 437	705 471	1 269 907

Source: Statistics South Africa, Census 2011, Mid-year population estimates: 2011, 2016, 2018, and 2019

The figure below demonstrates that the population of older persons is concentrated in Johannesburg, Ekurhuleni and Tshwane, which calls for more attention on services in these regions.

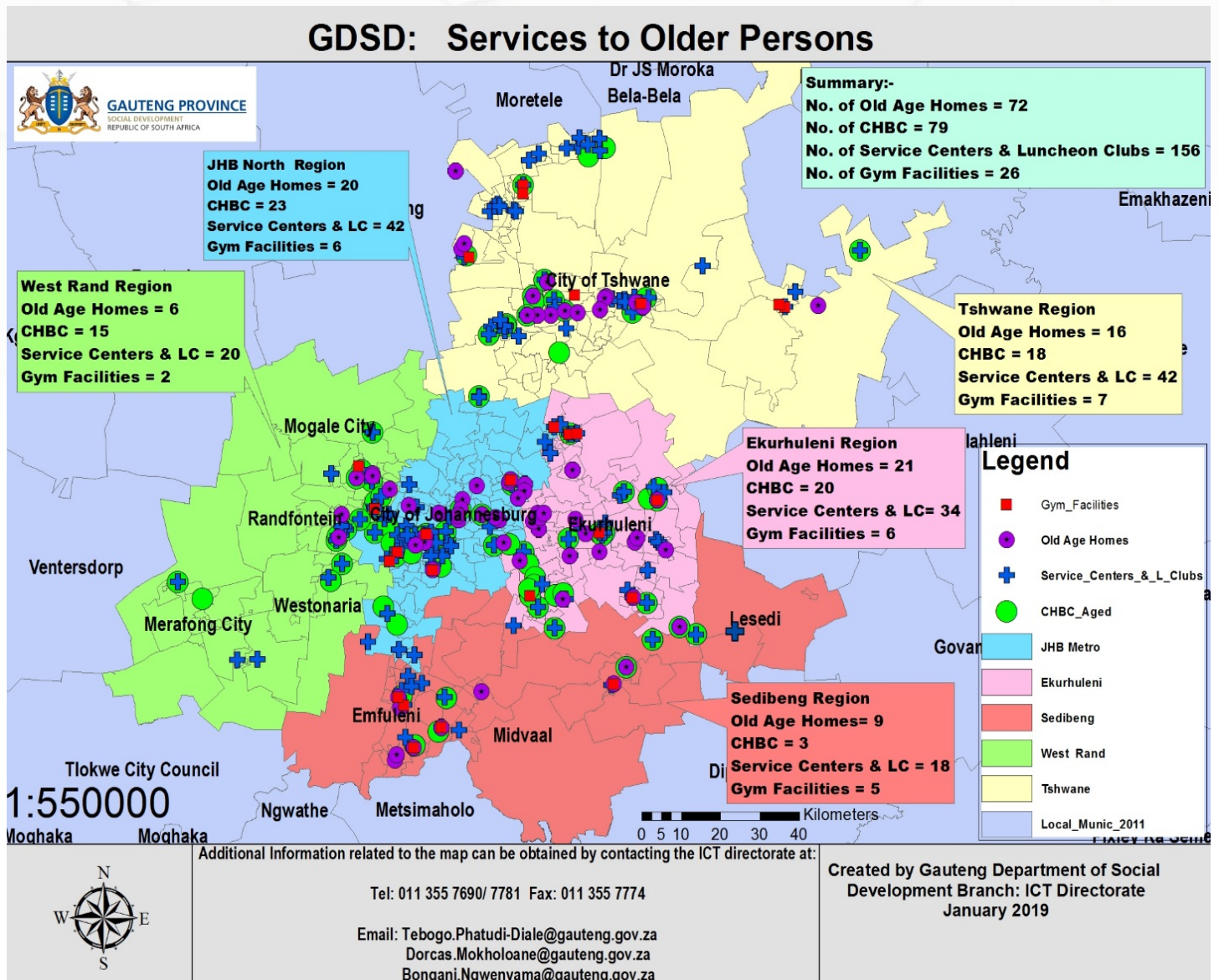
Figure 12: Distribution of older persons by Gauteng municipalities



Source: Statistics South Africa, Community Survey 2016

According to the Stats SA 2018 Mid-year estimates 2018, there are 24, 0% (1, 18 million) who reside in Gauteng. The map below gives an indication of the distribution of the different services the Department renders to older persons.

Map 1: Spatial distribution of Departmental services and programmes for older persons



What is noticeable is that Ekurhuleni, with the second highest number of older persons, does not have the number of old age homes commensurate with its population of older persons. Deeper and thorough analysis is required to establish the reasons why Ekurhuleni with its second highest concentration of older persons has a lesser number of old age homes, even when compared to regions with low numbers of the aged such as West Rand.

The care, support and protection of older persons remain a priority for the Department. Amongst other things mentioned in the legislation is the focus to ensure social integration and independent living of older persons so that they can remain in their communities for if possible, through the provision of a supportive and an enabling environment.

Trend analysis that will inform the strategy going forward.

A decrease of 11% is noted over the last three (3) years of the term on beneficiaries of service centres and luncheon clubs due to NPO compliance issues, inadequate capacity by NPOs to reach targeted beneficiaries and misalignment of municipal by laws to Norms and Standards despite centres complying, health certificates could not be issued. The Department creates awareness and engages municipalities to net more NPOs into the system to support access to the service.

SERVICES TO OLDER PERSONS: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

SERVICES TO OLDER PERSONS	Strengths	Opportunities	
	<p>Existence of Policy</p> <p>Existence of relevant Legislation</p> <p>Committed staff</p> <p>Ongoing capacity building, education and awareness on the rights of older persons on various forms of abuse</p> <p>Forums for older persons to enhance dialogue, consultation and representation of older persons in community structures</p> <p>Provision of NPOs funding for older person's programmes.</p> <p>Legislation and policies for older persons in place to regulate provision of services to Older Persons</p> <p>Older person's helpline available to report cases of elder abuse.</p> <p>Provision of Adopt a Gogo programme</p>	<p>Integration of ECD centres to the centres for older persons to assist in promoting intergenerational programmes</p> <p>Provision of additional safe beds to assist in emergency cases</p> <p>Encourage planting of food gardens to support health nutrition</p> <p>Review of the costing model to address Insufficient funding for NPOs</p>	
	Weaknesses	Threats	Interventions
	<p>Inadequate infrastructure for community centres including assisted living</p> <p>Shortage of residential facilities</p> <p>Older persons who are staying alone and at safety risk</p> <p>None provision of transport costs for elderly people to access programs/facilities</p> <p>Registration of facilities delays due to Infrastructure not meeting the municipality by-laws.</p> <p>Non-compliance to some legislative requirements</p>	<p>Cases of abuse not reported</p> <p>Implementation of the Act relies on other stakeholders</p> <p>Mushrooming of unregistered facilities and not compliant with norms and standards</p> <p>Mismanagement of funds by some NPOs</p>	<p>Department continue to provide residential care for frail, destitute and abused older persons who cannot remain with their families.</p> <p>Some vehicles were procured to assist elderly people to access programs/facilities based on availability of resources</p> <p>NPOs are assisted and engaged with municipalities to assist with meeting compliance where possible</p> <p>Continuous education about legislation, policies, and awareness programmes on elder abuse and uniform training programme for caregivers</p> <p>Residence committee exist in line with Older Persons Act (2006)</p>

SERVICES TO PERSONS WITH DISABILITIES

Disability is a major challenge affecting communities and poor households who can hardly afford the equipment required to aid them. Although it is not possible to directly compare rates of disability in Gauteng using census data, there is an indication from the 1996 and 2001 Census that the rates of disability in Gauteng are lower as compared to other provinces. In 1996, 6% of the Gauteng population had a disability compared to 3.5% in 2001. In 2011, 4% of the Gauteng population were found to have a lot of difficulty either with vision or were blind, with hearing, with walking or climbing stairs, or had memory or communication problems.

Youth with disabilities comprise 13,4% of all people with disabilities aged 14 to 35 years of age, women with disabilities constituted 5.4% of the disabled population, whilst males with disabilities comprise 5%, and in terms of the 2011 Census the percentage of Persons with disabilities in Gauteng is 5,3%.

Table indicates a provincial disability prevalence rate of 6,5%.

Table 11: Persons aged five (5) years and older with disability by gender and province, 2017

Indicator	Statistic (number in thousands.) Province
Gauteng Province	
Male	103 000
Per cent	3,1
Female	117 000
Per cent	3,8
Total	220 000
Per cent	3,5
Subtotal	3 215
Unspecified	3
Total	3 438

Source: Statistics South Africa Community Survey 2016

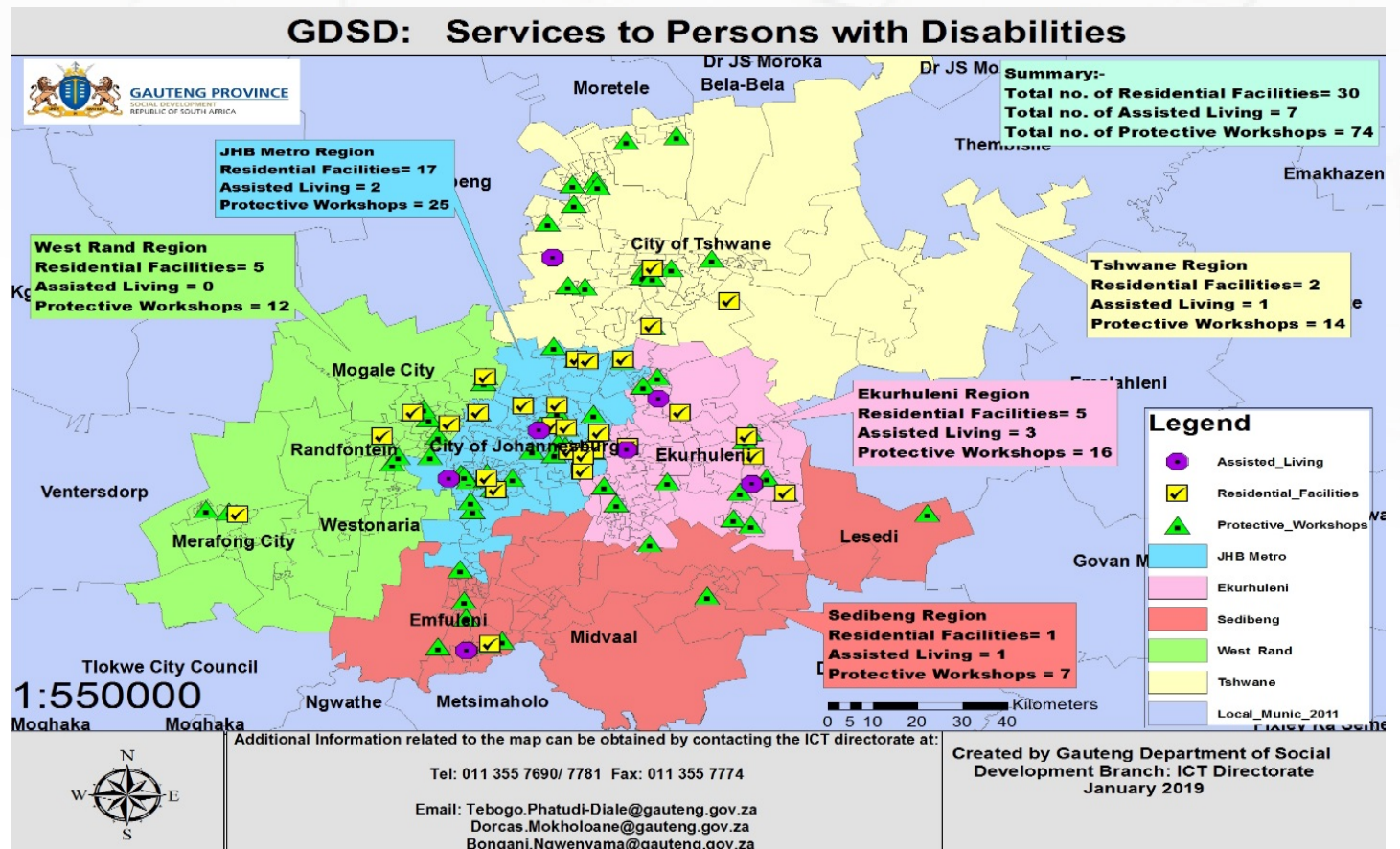
According to Statistics South Africa Community Survey 2016, the district variations indicate that West Rand and Sedibeng had the highest proportions of persons with disabilities (8%). The Cities of Johannesburg and Tshwane had the lowest percentage of persons with disabilities at 6 and 2% respectively. Amongst the population groups whites had the highest disability prevalence (9,2%), followed by coloureds (6,9%) and black Africans at 6,2%. The Asian population had the lowest prevalence at 5,3%.

Table 12: Vulnerable Group Series II – The Social Profile of Persons with Disabilities (2016)

Indicator	Educational qualification	GP %
Education attainment of Persons with Disabilities in Gauteng	No schooling	11.4%
	Some primary education	18.5%
	Completed primary school	6.1%
	Some secondary education	33.7%
	Grade 12	17.4%
	Higher	8.4%
Number of households headed by persons with disabilities in Gauteng		22.0%

Source: Statistics South Africa Community Survey 2016

Map 2: Spatial distribution of Departmental services and programmes for persons with disabilities



The map above gives an indication of the distribution of the different services the Department renders to persons with disabilities. The map plots the distribution of programmes for persons with disabilities by Region/ Municipality; and there is a higher concentration of residential facilities for persons with disabilities in the Johannesburg Metro area.

Services to persons with disabilities are further enhanced through collaboration with other government Departments and NPOs, for example, to address problems with accessing services and resources and promoting economic opportunity as well as social inclusion.

SERVICES TO PERSONS WITH DISABILITIES: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

SERVICES TO PERSONS WITH DISABILITIES	Strengths	Opportunities	
	<p>Advocacy, awareness and prevention disability and other supportive policies</p> <p>Programmes among persons with disabilities and communities</p> <p>Persons with disabilities are being represented through Disabled Persons Organisations and Partnership with NPOs in all matters and processes impacting on their lives</p> <p>Continued monitoring and evaluation of services rendered to persons with disabilities</p> <p>Protective workshop provides opportunity for person with disabilities.</p>	<p>Integration of disability into welfare services using a life cycle approach, covering children, youth, women, older persons, persons with disabilities, economically active and internally displaced people</p> <p>Itireleng protective workshop has the potential to be best practice model</p>	
	Weaknesses	Threats	Interventions
	<p>Inadequate programmes for parents of children with disabilities</p> <p>Limited capacity/skills to deal with different types of disabilities</p> <p>Reliance on the Department of Health to provide assistive devices, medication, dry stock and funding of critical posts in the residential facilities</p> <p>Government facilities incapable to accommodate children with disabilities</p>	<p>Lack of legislation governing the services and rights of person with disabilities</p> <p>Inadequate integrated approach among Government Departments</p> <p>Unregistered facilities mushrooming in communities</p> <p>ECDs cannot accommodate children with disabilities due to lack of trained staff</p>	<p>Legislation governing the services and rights of person with disabilities is in process by NDSD</p> <p>Development of parent programme for children with disabilities, programmes is implemented at prevention level</p> <p>Process of developing the legislation in progress by the National Department</p> <p>Ongoing engagement with Department of Health</p> <p>Training started for ECD practitioners to capacitate in mainstreaming of children with disabilities in ECD facilities in progress</p>

HIV and AIDS

The HIV and AIDS pandemic has undoubtedly compromised the capacity of individuals, families and communities to provide care and support to those living with and affected by the disease. Children and women bear the brunt of the epidemic. Women's vulnerability to HIV infection in South Africa is particularly heightened by their economic dependence on men, lack of access to education, poverty, sexual exploitation, coercion and rape, as well as by their engagement in informal and commercial sex work (UNICEF).

Table 13: Population suffering from chronic health conditions

Chronic Health Conditions	Sex	Thousands
HIV and AIDS	Male	92
	Female	151
	Total	243

Source: Statistics South Africa: General Household Survey (GHS) 2017

The Statistics South Africa midyear population estimates shows the HIV prevalence estimated for the period 2002–2018. The total number of persons living with HIV in South Africa increased from an estimated 4,25 million in 2002 to 7,52 million by 2018. For 2018, an estimated 13,1% of the total population is HIV positive. Approximately one-fifth of South African women in their reproductive ages (15–49 years) are HIV positive. HIV prevalence among the youth aged 15–24 has declined over time from 6,7% in 2002 to 5,5% in 2018.

Table 14 indicates that in Gauteng the number of paternal orphans were higher (193 034) than the maternal orphans (80 966). The City of Johannesburg had the highest number of children where neither parent was alive, followed by Ekurhuleni and the City of Tshwane. West Rand had the lowest number of children where neither parent was alive. The City of Johannesburg had the highest (69 418) number of paternal orphans as compared to West Rand where the number of paternal orphans were the lowest (14 019).

Table 14: Distribution of population less than 18 years old by orphan hood status.

District/Local Municipality	Maternal Orphans	Paternal Orphans	Double Orphan
City of Johannesburg	27 613	69 418	14 407
Ekurhuleni	21 262	50 204	12 115
City of Tshwane	18 994	42 201	8 887
Sedibeng	8 065	17 194	4 601
West Rand	5 032	14 019	3 097
Gauteng	80 966	193 034	43 107

Source: Statistics South Africa 2016 Community Survey

The table above summarises the provincial distribution of individuals and households that benefited from social grants in 2017. Only 18, 7% of individuals and 30.1 household in Gauteng were beneficiaries.

The Department has delivered key interventions in programmes on HIV and AIDS. It intensified the provision of psychosocial and material support services to people who are living with and affected by HIV and AIDS. The Department also provided community-oriented services through Isibindi Model which include early identification of orphans and vulnerable children and families in need of support, basic counselling, referrals to specialised care and immediate relief.

Table 15 shows the number of children in Gauteng that receive social assistance from the South African Social Security Agency (SASSA). It is evident that there is a high demand of social assistance by the communities in Gauteng.

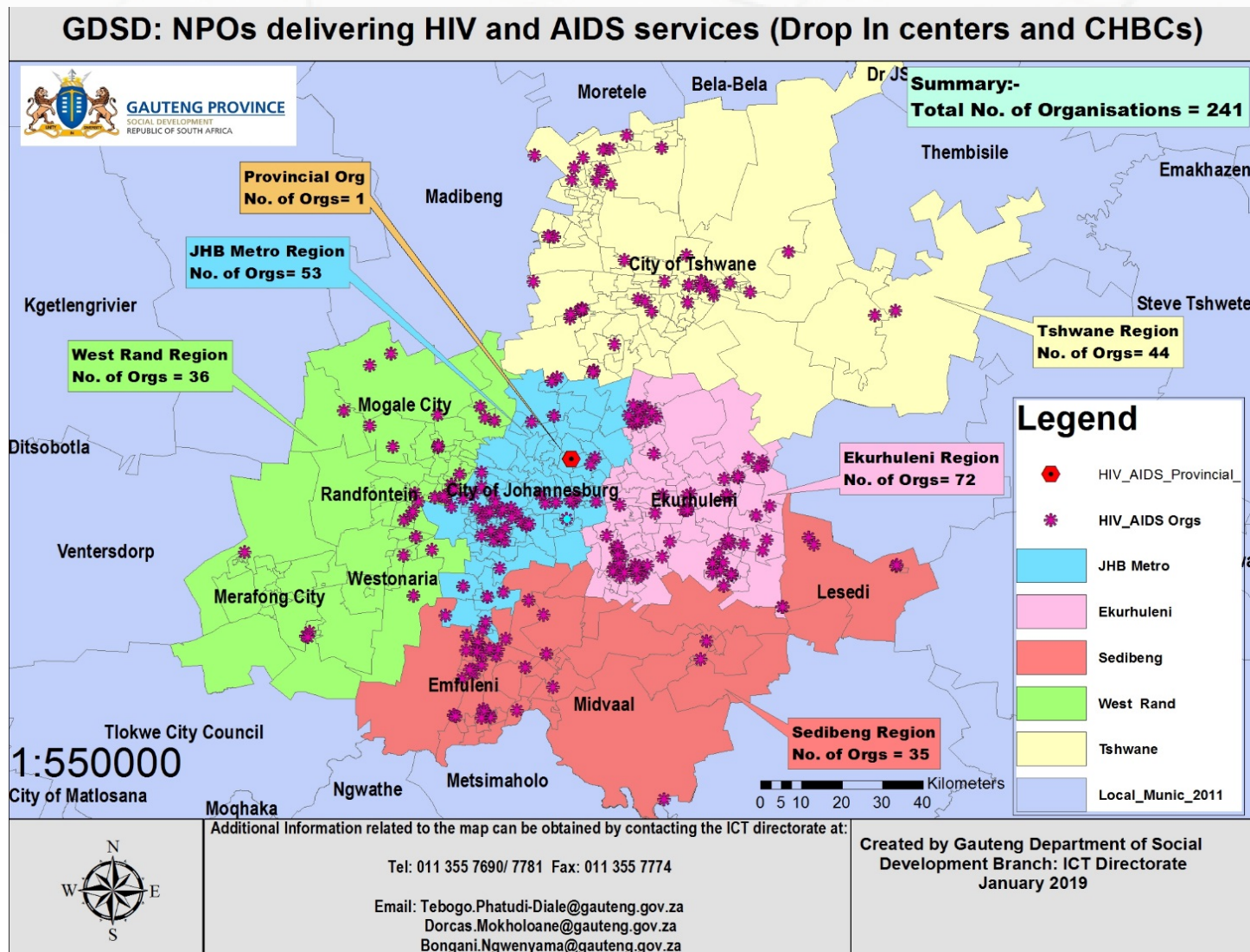
Table 15: Child Headed Households in Gauteng

Age	Male	Female	Total
10	-	107	107
11	152	280	432
12	109	193	302
13	283	519	802
14	1 115	2 038	3 153
15	2 800	2 871	5 671
16	4 938	5 668	10 606
17	7 218	9 131	16 349
18	12 251	15 267	27 518
Total	28 866	36 074	64 940

Source: Stats SA 2016 Community Survey

There are a total of 64 940 child headed households in Gauteng, of which the majority (36 074) are headed by girls. Therefore, the Department must take note of these vulnerable households which will result in high demand for services.

Map 3: Spatial distribution of Departmental services and programmes for HIV and AIDS programme



The map above gives an indication of the distribution of the different and AIDS services that the Department provides.

Trend analysis that will inform the strategy going forward

Nutrition support that complement HIV and AIDS psychosocial support, continued to exceed targets of 583 066 by 12% showing an upward trend by providing food parcels and daily meals to 657 356 beneficiaries

HIV AND AIDS: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

HIV AND AIDS	<p>Strengths</p> <p>Legislation and policies that guide service delivery</p> <p>Funding for organisations rendering services</p> <p>Implementation of the Isibindi programme.</p> <p>Ongoing training to professionalise staff in the NPOs</p> <p>Coordinating structures e.g. orphaned and vulnerable children forums and local, district, provincial and national action committees for children affected by HIV and AIDS.</p> <p>Stakeholder and inter Departmental collaboration through national, provincial, regional and local structures intended to advocate for children, NACCA, PACCA, DACCA and LACCA as well as the NPO manager's forum</p> <p>There is a collaboration between the HIV and AIDS and sustainable livelihoods programmes to enhance the impact of services</p>	<p>Opportunities</p> <p>Embracing the United Nation AIDS 90-90-90 Strategy on addressing HIV incidence and prevalence as follow:</p> <p>Align the Ministerial Determination with the Labour Relations Act</p> <p>Capacity building and support for both funded and non-funded NPOs</p>
	<p>Weaknesses</p> <p>No funding guidelines pertaining to HIV Prevention</p> <p>Compliance with the EPWP Ministerial Determination</p> <p>Shortage of resources to render monitoring services to NPOs</p> <p>Mismanagement of funds by NPO administrators</p>	<p>Threats</p> <p>High incidence of HIV and AIDS, especially amongst young men and women</p> <p>Funding not aligned to the services rendered by NPOs and this adversely impacts on the quality of services</p> <p>The National (NDSD) issue registration certificates without thorough verification which encourages mushrooming Unskilled employees within NPOs</p>

PROGRAMME 3: CHILDREN AND FAMILIES

Child Care and Protection Services

The Department of Social Development is mandated in terms of legislation to deal with issues in respect of children including provision of facilities for their care. Children are also affected by all social ills prevalent in modern society. These include substance abuse, crime and HIV and AIDS. However, children's rights continue to be violated across societies. In South Africa, according to the Mid-Year Population Estimates, there is an estimated 15.3 million children aged 0-14 of which about 2 million live in Gauteng Province.

An increasing number of children are being orphaned on a yearly basis, and in fact the rate in South -Africa is particularly high. Orphans are not only traumatised by the loss of their parents; they may also lack the necessary parental guidance through the crucial life stages of identity formation and socialisation into adulthood. The Department implements a variety of services for orphans and vulnerable children in partnership with HCBC organisations throughout the Province.

The trend has been that there are three times as many boy street children as there are girl street children. These children are usually exposed to some form of abuse and substance abuse is common among them, and this negatively affects their ability to stabilise and makes reunification with their families very difficult. In this regard, despite the growing nature of the problem, the Department continues to increase the number of facilities for the care and protection of children, including those on the street, such as shelters for street children, children's homes, places of safety (CYCCs) and drop in centres.

The work of the Department in relation to childcare and protection services is informed by the objects of the Children's Act 38 of 2005, which gives effect to the constitutional rights of children. Furthermore, the Department's programmes promote the protection, development and well-being of children. The Department also funds Child and Youth Care Centres (CYCCs). Foster care placements continue to be the first choice of alternative care for children in need. However, foster care is a lengthy process that involves placement of children through the courts and continuous monitoring of the children once they have been placed with families.

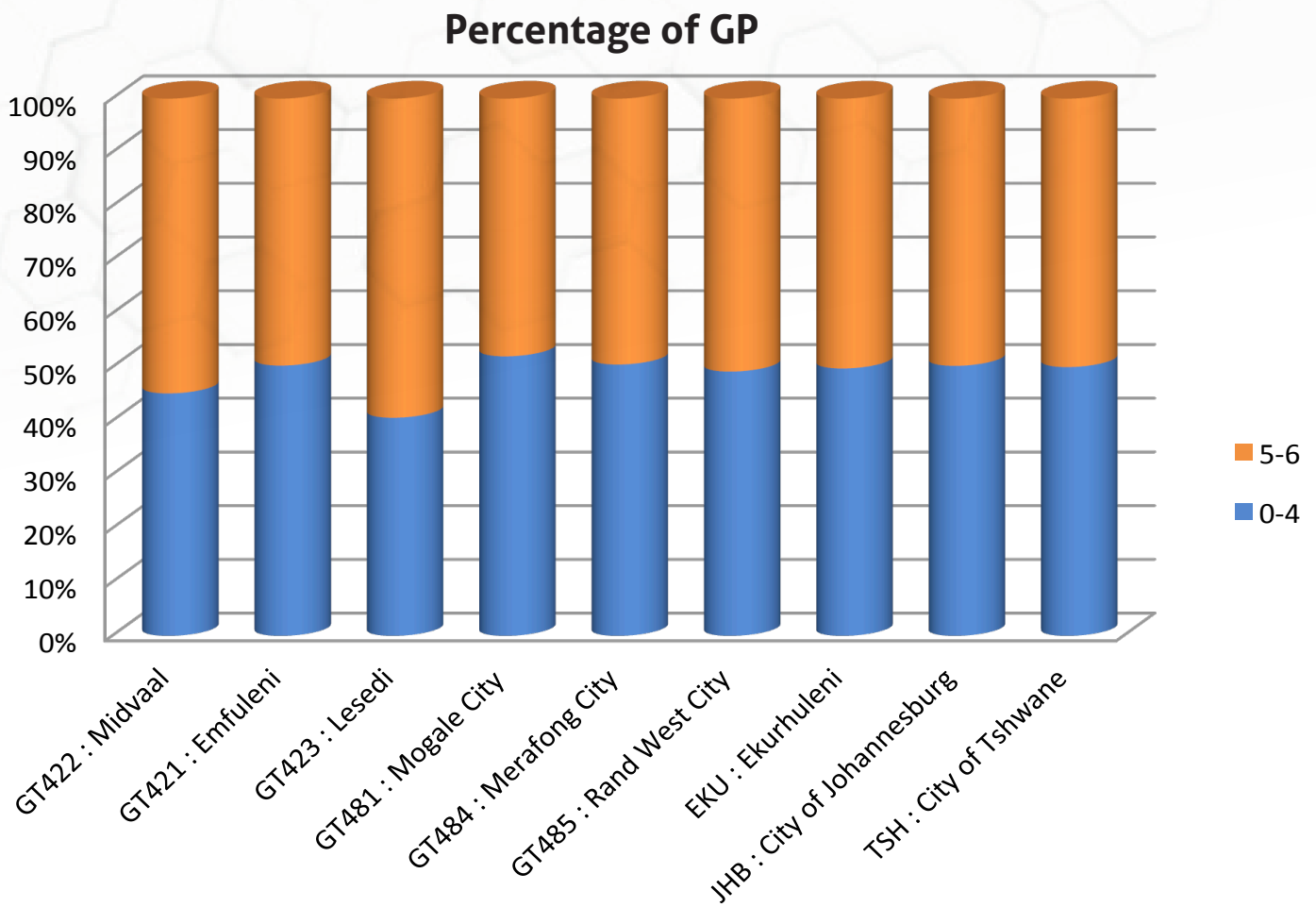
All Child and Youth Care Centres are obligated to register in terms Chapter 13 of the Children's Act 38 of 2005. Through the registration process, the Department continues to ensure that CYCCs meet the registration requirements and provide programmes that meet the children's needs.

Table 16: Children by age group and percentage

Age group	2011	%	2016	%
0-5 yrs.	1 394 616	38.6	1 463 797	36.3
6-18 yrs.	2 219 781	61.4	2 570 084	63.7
Total	3 614 397	100	4 033 881	100

Source: Statistics South Africa Census 2011 and Community Survey 2016

Figure 13: Population of children by age group



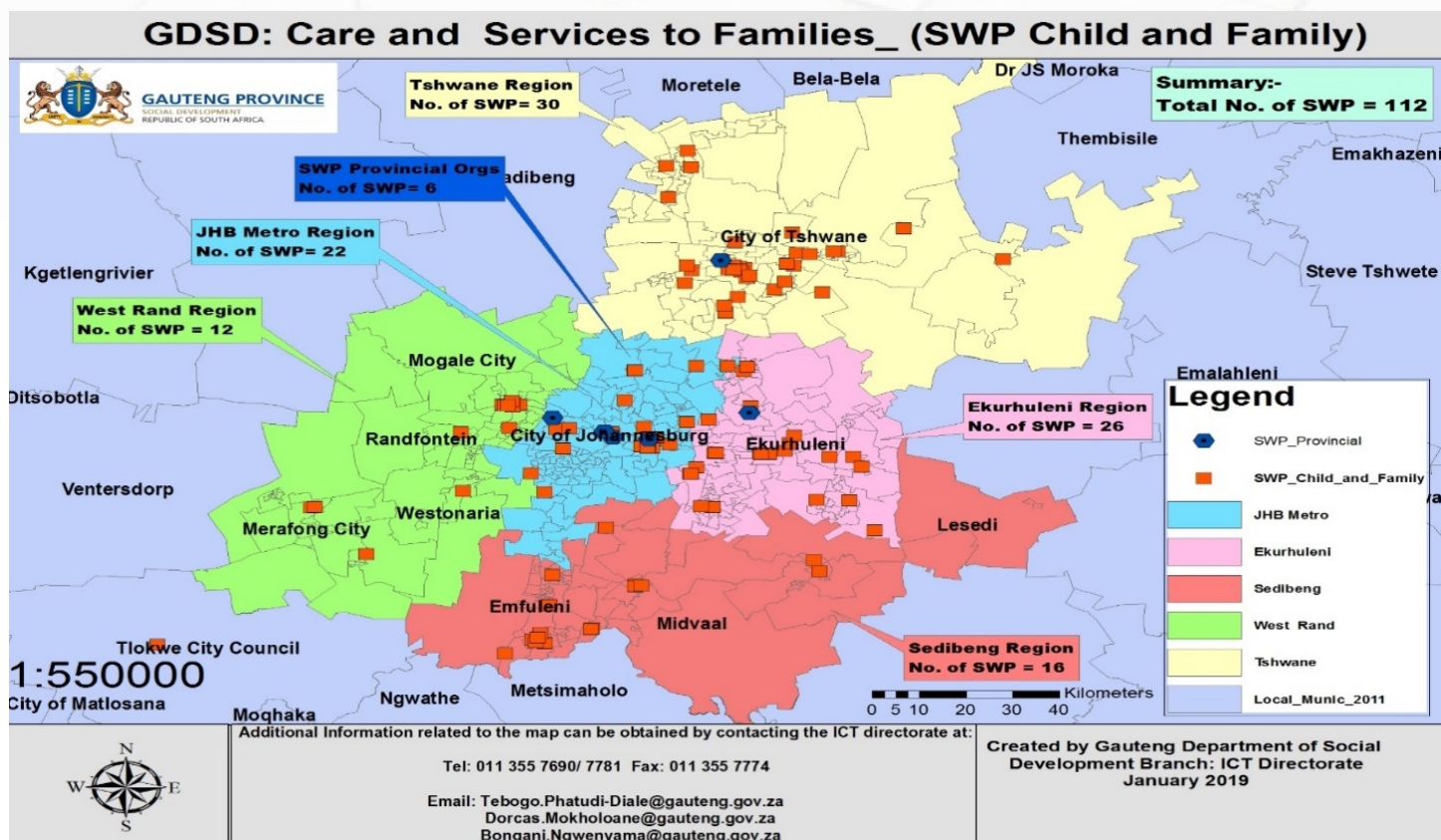
Source: Statistics South Africa ,Community Survey 2016

Table 17: Population of children by age and sex per municipality

Municipality	0-4 years			5-6 years		
	Male	Female	Total	Male	Female	Total
Midvaal	4 188	4 137	8 325	1 584	2 035	3 619
Emfuleni	34 161	34 042	68 203	11 820	12 268	24 088
Lesedi	4 720	4 374	9 094	2 398	2 359	4 757
Mogale City	16 658	16 169	32 827	5 475	5 347	10 822
Merafong City	8 613	7 814	16 427	2 883	2 874	5 757
Rand West City	11 037	12 008	23 045	4 260	4 252	8 512
Ekurhuleni	143 560	143 024	286 584	51 993	51 426	103 419
City of Johannesburg	239 318	241 667	480 985	86 798	83 425	170 223
City of Tshwane	160 206	156 343	316 549	58 158	54 879	113 037
Total	622 461	619 578	1 242 039	225 369	218 865	444 234

Source: Statistics South Africa Community Survey 2016

Map 4: Spatial distribution of Departmental services and programme on Services to Families



CHILDREN AND FAMILIES: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

CHILDREN AND FAMILIES	Strengths	Opportunities	
	<p>Legislation and policies to guide services.</p> <p>Existence of defined business processes and guidelines.</p> <p>Integration of services between government departments, such as DSD, DoJ&CD and DoE.</p> <p>Partnership between DSD and child protection organisations.</p>	<p>Government Department to render integrated services</p> <p>Establishment of Child Protection forums</p>	
	Weaknesses	Threats	Interventions
	<p>Inadequate training on Children’s Act among other stakeholders such as departments of Housing and Home Affairs, SAPS and municipalities.</p> <p>Inadequate programmes to intervene with children presenting with behaviour, misconduct and psychological anomalies.</p>	<p>Dependence on other Departments for finalization of processes for other services</p>	<p>The Department jointly intervene with Health on children psychological anomalies</p>

Foster Care

The Department continues to provide and strengthen community-based services to children including Early Childhood Development, Isibindi and foster care, amongst others. These services are not only meant to give children a good start but also contribute to their sustainability as they get better chances of being developed.

The November 2017 statistical report from the South African Social Security Agency (SASSA) indicates that a total of 57 114 children are benefitting from the Foster Care Grant.

Table 18: Beneficiaries receiving grants per District Offices

DISTRICT	NUMBER OF BENEFICIARIES PER GRANT TYPE							TOTAL
	Old Age Grant	War Veteran Grant	Disability Grant	Care Dependency Grant	Foster Care Grant	Child Support Grant	Grant in Aid	
North Rand	158 082	3	31 121	4 135	10 519	418 010	2 805	624 675
JHB	187 311	8	34 780	6 800	8 215	576 501	1 945	815 560
Ekurhuleni	158 020	2	29 408	5 464	12 699	507 995	1 596	715 184
Sedibeng	65 319	3	10 346	1 717	4 846	176 505	572	259 308
West Rand	79 763	6	14 508	2 620	4 683	246 338	1 725	349 643
TOTAL	648 495	22	120 163	20 736	40 962	1 925 349	8 643	2 764 370

Source: SASSA, 3rd Quarter 2019

Early Childhood Development

The Province has made great strides in ensuring that Gauteng children have the necessary background education to enter school. The Early Childhood Development (ECD) programmes rolled out in the Province has seen a tremendous increase in the number of children attending institutions that offer this kind of learning.

Early Childhood Development remains one of the most important developmental intervention programmes implemented by the Department to mitigate the risks of children becoming vulnerable in their development. The construction of ECD facilities has an important role to play in protecting, caring, stimulating and ensuring the development of children. Access to such ECD services is still very uneven as a result of historical race-based discrimination.

The table below shows attendance status for young children aged 0 – 4 years in Gauteng. Unfortunately, 37.4% still reported not to attend any facility. This is detrimental to the Department's realisation of universal access to ECDs for all children.

Table 19: Distribution of persons aged 0–4 years attending an educational institution

Year	Percentage
0	6.8
1	24.2
2	45.1
3	63.1
4	78.3

Source: Statistics South Africa: General Household Survey (GHS) 2017

Figure above shows that attendance of children at an ECD centre increases as age increases for those aged 0-4 years in Gauteng province. This increased from 6.8 % for those aged 0 to 78.3% of those aged 4 years in Gauteng. The proportions in attending an educational institution increase with age and this pattern remains the same in all municipalities.

Table 20: Percentage of children aged 0 - 4 years using different childcare arrangements

Care arrangements for children aged 0 - 4 years	GP Province (Per cent)
Grade R, Pre-school, nursery school, crèche, education care centre	45.8
Day mother	8.9
At home with parent or guardian	38.3
At home with another adult	5.4
At home with someone younger than 18 years	0.6
At somebody else's dwelling	0.8
Other	0,3
Total	100.0

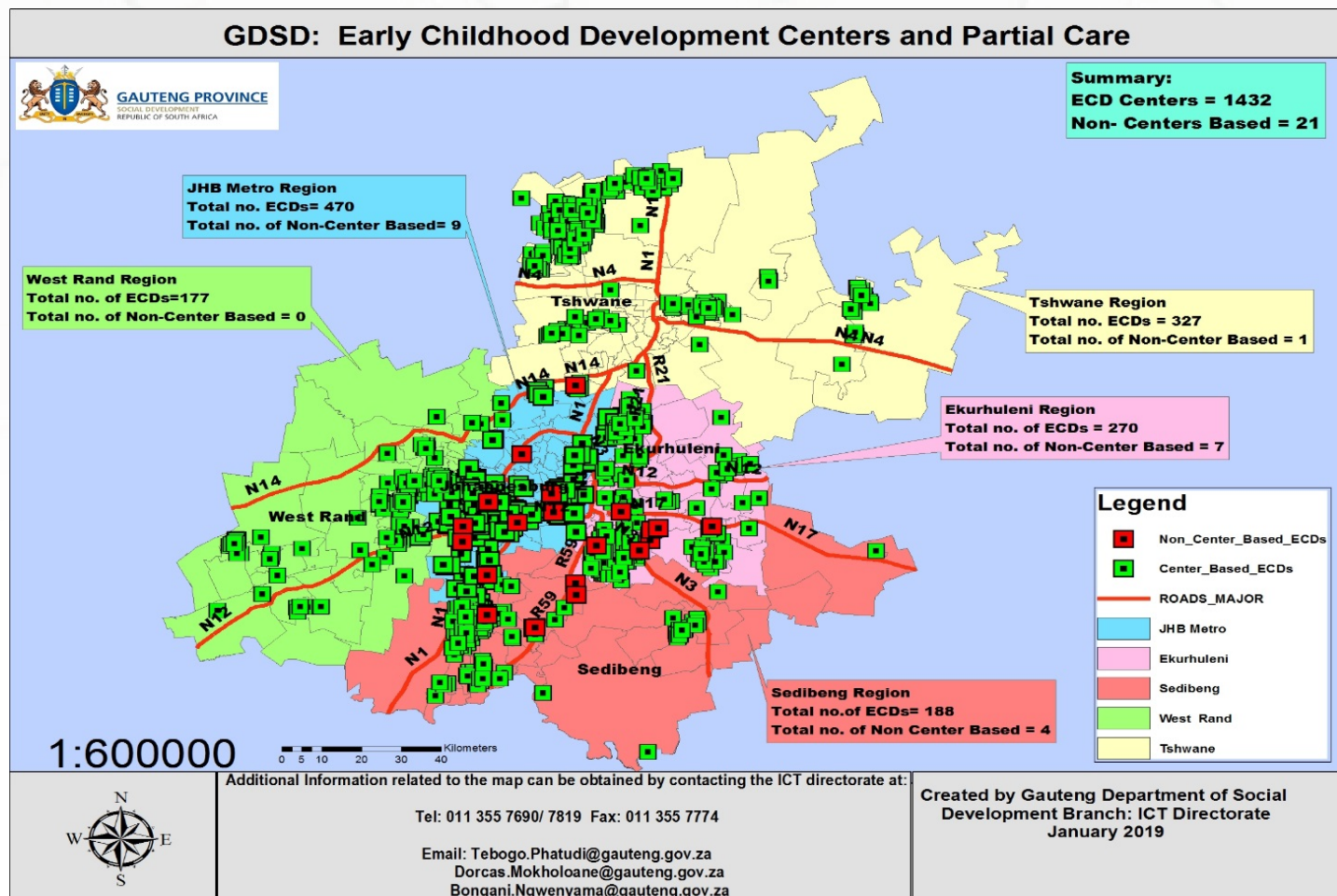
Source: Statistics South Africa: General Household Survey (GHS) 2017

Table 20 above summarises the attendance of young children aged 0–4 years at different types of ECD facilities or care arrangements, and the extent to which children were exposed to stimulation activities across province during 2017. Attendance of ECD facilities in Gauteng (45, 8%).

The Department also introduced the Toy Library and parenting programmes as alternatives to the ECD programme to ensure that children are stimulated and develop their mental and physical abilities to reach their fullest potential. This is supported by Article 29 of the United Nations Convention on the Rights of the Child. Over and above the strides made thus far, the Department has introduced the non-centre based ECD model to ensure that children who are not able to attend an ECD centre participate in a programme.

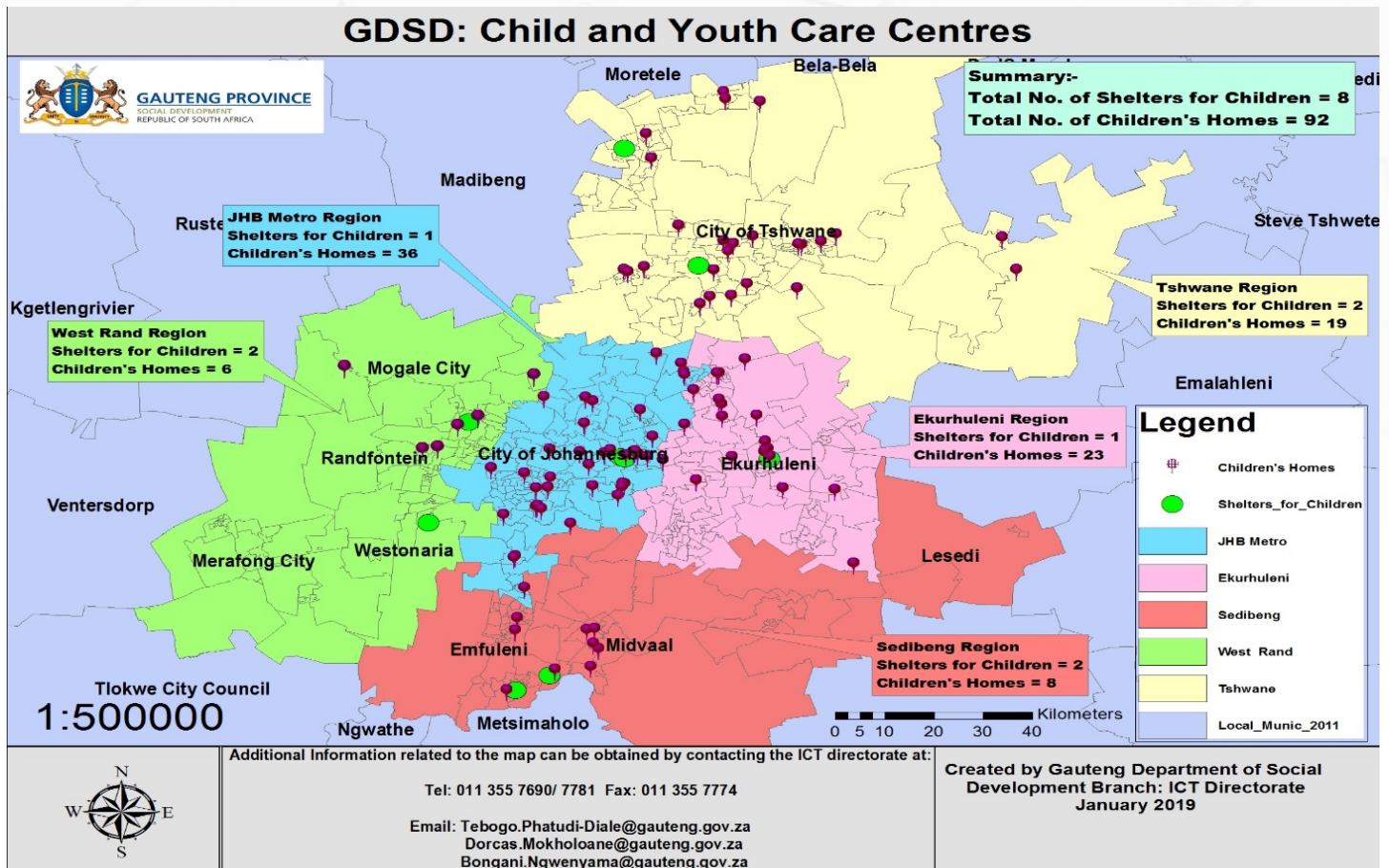
ECD programmes are offered at day-care centres, crèches, playgroups, nursery schools and in pre-primary schools. Figure 17 below outline disparities that are observed in terms of coverage by province. The highest attendance was reported in Gauteng (44. 9%). A much lower enrolment was, observed among children in the Northern Cape (21.1%).

Map 5: Spatial distribution of Departmental services and programme on ECD



The map above reflects the geographic spread of ECD facilities in Gauteng Province. It is essential to note that the Johannesburg region has an inverse relationship when comparing population size with the number of funded organisations. The bulk of the funded ECD facilities are situated in the Johannesburg region which has the smallest amount of land as compared to other Department regions. The Ekurhuleni Region has the least number of ECD facilities in comparison with other areas in Gauteng Province.

Map 6: Spatial distribution of Departmental services and programmes for Child and Youth Care Centres



Trend analysis that will inform the strategy going forward.

Performance is showing a downward performance trend at 12 174, with 39% less children placed on foster care against the planned target of 19 799. The Department continuously engages with the National Department of Social Development and other stakeholders, including Presiding Officers at courts, to fast track the foster care placements.

Decreasing trend of 6% with performance at 4 252 against the target of 4 545 on children in need of care and protection placed in CYCCs (children's homes, Places of safety, Schools of industry) managed by Government.

CHILD CARE AND PROTECTION SERVICES: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

CHILD CARE AND PROTECTION SERVICES AND ECDs	Strengths	Opportunities	
		<p>Existing legislation and policies to guide services.</p> <p>Availability of Norms and Standards, defined business processes and guidelines to guide programme intervention.</p> <p>Integration of services between government departments, such as DSD, DoJ&CD, DoE.</p> <p>Partnership between DSD and child protection organisations. Existence of monitoring and supervision system.</p> <p>Jobs are created in the ECDs.</p>	<p>The existence of social workers ear-marked for service delivery at schools.</p> <p>The envisaged support from the Minister' Committee on Foster Care.</p> <p>Availability of database for families and foster care.</p>
	Weaknesses	Threats	Interventions
	<p>Foster care backlog</p> <p>Budget regarding advertisements as per Regulation 56 of the Children's Act 38 of 2005</p> <p>Misuse of foster care grant by foster parents.</p> <p>Uncooperative foster parents</p> <p>Conflicting bi-laws of different municipalities</p> <p>Poor coverage of ECD services in hostels</p> <p>Mushrooming of unregistered ECDs</p>	<p>The Department continuously engages with the National Department of Social Development and other stakeholders including Presiding Officers at courts to promote the foster care placements.</p> <p>Dependence on other Departments for finalisation of foster care processes and services</p> <p>Presiding Officers not issuing extension Foster Care order without proof of savings account</p> <p>Children over the age of 18-21 years discharged without Exit plan Criminal activities against children, including trafficking, abuse Increase in teenage pregnancies from young ages (11/12 years)</p>	<p>Programme continue to bid for more budget. Regions were urged to make use of the local free newspapers regarding advertisements.</p> <p>Department requested SASSA to make use of temporary stop payment of the grant. Group work programmes are conducted with foster parents where they are educated about financial management.</p> <p>Make use of Auxiliary Social Workers to trace and do home visits.</p> <p>Department continue to engage IGR in addressing municipal bi-laws challenges</p> <p>Department of Human settlement takes lead on ECD services in hostels.</p> <p>The Department continues to build Centres of Excellence (Prototypes) in disadvantaged communities.</p> <p>Department further provides non-centre-based services</p> <p>The Department provides awareness and training of ECD practitioners and is working on Disability policy for mainstreaming disability within the ECD</p> <p>The Department developed Provincial Action Plan to address Mushrooming of unregistered ECDs</p>

PROGRAMME 4: RESTORATIVE SERVICES

CRIME PREVENTION AND SUPPORT

South Africa's turbulent history has left us with a culture of violence which is a contributory factor to the high levels of brutality associated with criminal activity that is endemic to our society. Historically, South Africa's society has been shaped by poverty and underdevelopment which provides key contextual factors in understanding the high crime levels. Although poverty does not directly lead to higher crime levels, together with a range of social-economic, political and cultural factors, it contributes to an increase in crime and growth of criminal syndicates and gangs.

The rights of children in South Africa are protected in terms of the Constitution (1996), the Children's Act (2005) and the Child Justice Act (2008). The Children's Act (2005) protects the rights of the children in as far as their upbringing and the protection against abuse. Furthermore, the Children's Act (2005) provide for the establishment of specific facilities for the care of children declared in need of care as well as centres for their early education. The Child Justice Act (2008) provides for the establishment of a criminal justice system for children in conflict with the law and accused of committing offenses; provide for the minimum age of criminal capacity of children, provides for the assessment of children, and also entrenches the notion of restorative justice in the criminal justice system in respect of children who are in conflict with the law.

The table below indicates that out of 4, 9 million households in Gauteng, 448 258 households experienced crime in the past 12 months prior to the undertaking of the survey. In the City of Johannesburg, a large number (188 627) of households experienced crime; followed by the City of Tshwane and Ekurhuleni. In local municipalities, Midvaal had the lowest number of households that experienced crime in the 12 months prior to the survey.

Table 21: Distribution of households by crime experienced in the last 12 months by municipalities

District	Experienced crime	Did not experience crime	Total number of Households
JHB: City of Johannesburg	188 627	1 654 541	1 843 168
Ekurhuleni	101 542	1 189 532	1 291 074
City of Tshwane	102 332	1 025 542	1 127 874
Sedibeng	25 408	304 013	329 421
West Rand	30 349	298 680	329 029
GAUTENG	448 258	4 472 309	4 920 567

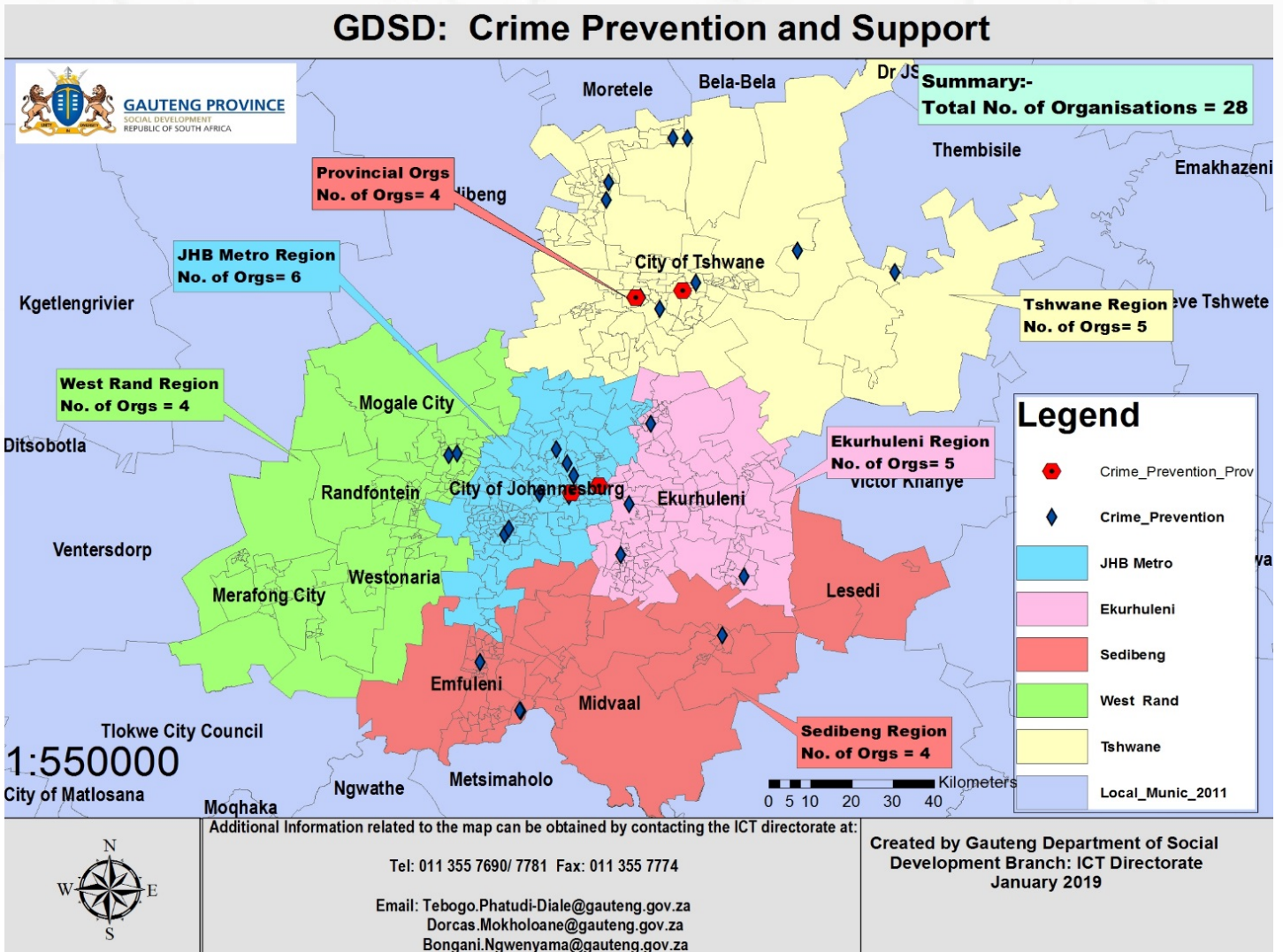
Source: Statistics South Africa ,Community Survey 2016

Note: Total excludes do not know (28061) and unspecified (2509)

The Department 's programmes and services for crime prevention, diversion, rehabilitation, reintegration and aftercare continue to ensure the normal growth and development of children in conflict with the law. The Department continues to divert young offenders into these programmes, to meaningfully and positively influence their antisocial behaviour and give them a fair chance in life.

The Department is managing well with regards to the provision of probation services. The utilisation of diversion services is low and some of the contributory factors are the interpretation of the Child Justice Act (2005) by stakeholders and the lack of parental support. There is, however, also a need to improve the accessibility of diversion services.

Map 7: Spatial distribution of Departmental services and programmes for Crime Prevention



Trend analysis that will inform the strategy going forward

There has been an incremental trend through social crime awareness and prevention programmes with performance at 984 620 exceeding target of 806 655 by 22%. A decreasing trend of 14% is however noted as 6 425 children in conflict with the law were referred to diversion programmes against the planned target of 7 618.

CRIME PREVENTION AND SUPPORT: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

CRIME PREVENTION AND SUPPORT	Strengths	Opportunities	
	<p>The availability of legislation, policy frameworks, provincial guidelines, norms and standards that give effect to implementation of national policies and service delivery</p> <p>The Department prevent acts of crime and violence in partnership with all stakeholders through social mobilisation and intensified awareness and prevention programmes</p> <p>Systems in place to guide accreditation of NPOs</p>	<p>Explore opportunities to reach more children/youth with crime prevention and awareness programs, e.g. training institutions</p> <p>Increased joint efforts between different government Departments (e.g. SAPS, DoJ, DCS)-</p> <p>Skills development centres to be part of after care programmes</p>	
	Weaknesses	Threats	Interventions
	<p>Inaccessibility of diversion services</p> <p>Non-compliance with the provisions of Diversion Services</p> <p>Non-compliance to the Child Justice Act (2005) by some stakeholders due to the high administrative work attached to it</p> <p>Diversion Programme does not recognise children at risk identified schools but rather on court cases only</p> <p>Delay in the appointment of Quality Assurance will see service providers removed from Diversion Services resource book.</p> <p>High levels of re-offenders due to lack of proper monitoring and blanket approach attached to all cases by service providers.</p>	<p>The high incidence of crime amongst children and youth</p> <p>Dependence on other stakeholders to deliver some of the Department's mandate (i.e. SAPS, DOJ)</p>	<p>Strengthening of diversion services</p> <p>All Regions and Institutions should comply with the requirements of Diversion Services</p> <p>Appointment of Quality Assurance Panel to ensure compliance to the Child Justice Act (2005)</p> <p>The unit conducts monitoring through onsite visits, case audits and developmental quality assurance to all Diversion service providers.</p>

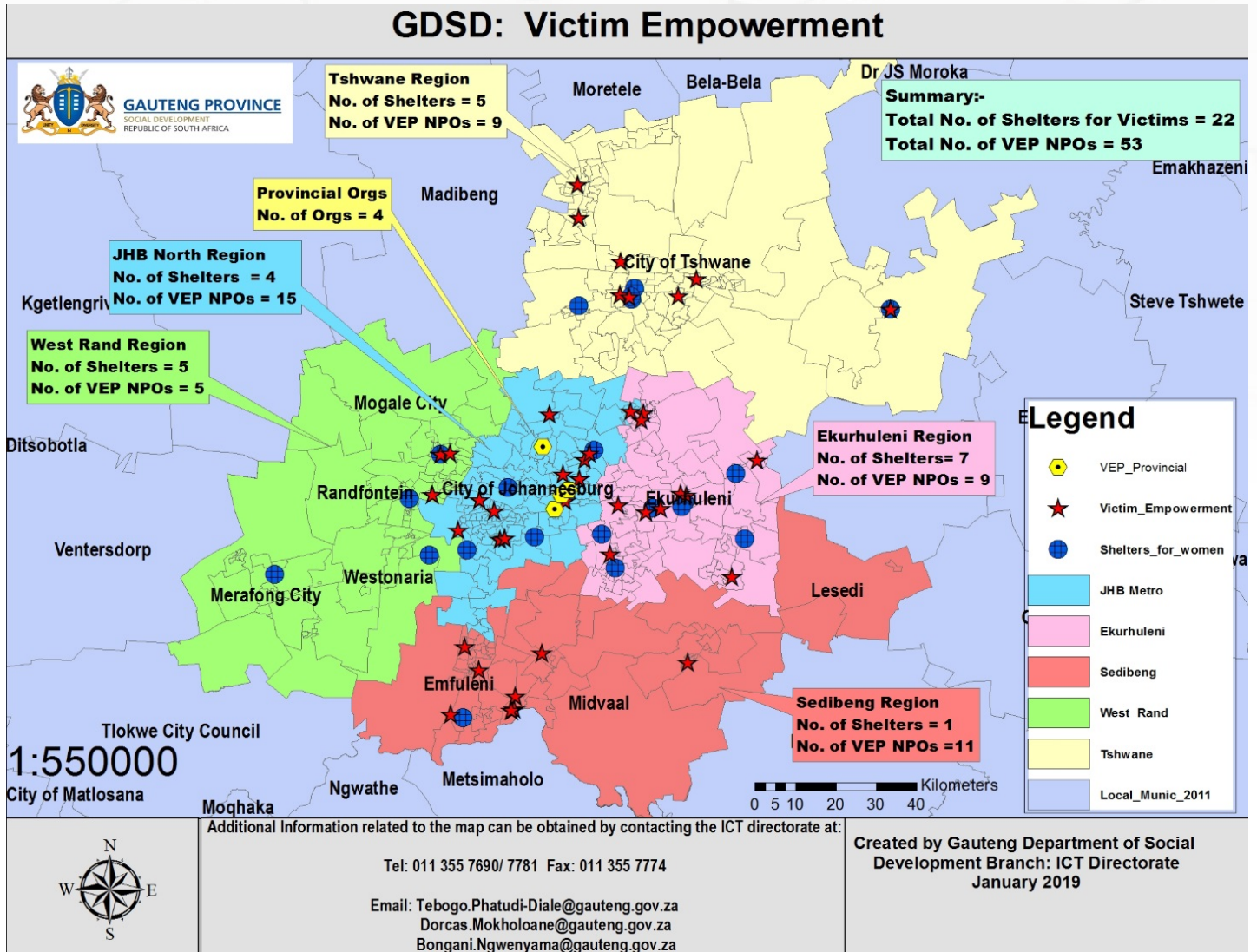
VICTIM EMPOWERMENT

The Institute for Security Studies (2011) found that more than 50% of women in Gauteng have experienced intimate partner violence (IPV), while 80% of men admitted having transgressed against intimate partners. The role of the Department in victim empowerment is two-pronged. The first role is to provide care and protection to vulnerable groups, especially women and children. The execution of this role means that the Department must develop and offer services to victims. In addition to this internal role of service delivery, the Department must ensure the development or establishment of a network of service providers in the form of NGOs to assist with the delivery of services to victims. In order to fulfil this role, the Department has focused to a large extent on victims of domestic violence and sexual abuse, and therefore has developed programmes such as shelters and other psychosocial support services.

The second role is the one assigned by the National Crime Prevention Strategy (NCPS), which is to lead the government's response to empowerment of victims. This entails the coordination, establishment and development of inter-sectoral mechanisms, interventions and partnerships to ensure that government services to victims are offered seamlessly. This role is outward looking, with the Department occupying two seats, namely that of leader and of deliverer of services.

The Department, in cooperation with the Departments of Community Safety and Health, developed the Integrated Strategy for the Management of Sexual and Domestic Violence. The Department has also played a key role in respect of the development and implementation of the No Violence against Women and Children Strategy.

Map 8: Spatial distribution of Departmental services and programmes for Victim Empowerment



VICTIM EMPOWERMENT: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

VICTIM EMPOWERMENT	Strengths	Opportunities	
	<p>The Department continues to fund shelters and victim empowerment programmes that provide protection and support for victims of crime.</p> <p>Promotion of integrated approach VEP services available at Police stations</p>	<p>Prioritisation of victims of gender-based violence on limited second stage housing programmes</p> <p>Development of an integrated service model within the restorative services.</p> <p>Domestic Violence Act</p> <p>PIPV programme is accredited</p>	
	Weaknesses	Threats	Interventions
	<p>The capacity and organisational structure at national and provincial level is not standardised resulting in poor management of Victim Empowerment Programmes between the National and Provincial offices</p> <p>Services to victims are not informed by a legislative framework that guides the establishment of services and the quality of services to be rendered</p> <p>Limited programmes for children accommodated at shelters</p>	<p>The high incidence of gender-based violence in communities remains a challenge</p> <p>No provision of trauma debriefing for staff in the NPOs</p> <p>Some victims of crime and violence are not well catered for (e.g. LGBTI)</p> <p>Under reporting of abuse (domestic violence)</p>	<p>The Department continue to engage on capacity and organisational structure through VEP</p> <p>The Department is still awaiting to legislative framework to guide services to victims</p> <p>The Department continuously assist with provision of programmes for children accommodated at shelters and strive to ensure the programmes are registered</p> <p>More consultation will take place to guide provision of trauma debriefing in line with the budget</p> <p>The Department is in the process of appointing the Service provider for LGBTI mainstreaming services</p>

SUBSTANCE ABUSE PREVENTION, TREATMENT AND REHABILITATION SERVICES

Research indicates that drug and alcohol abuse are linked to several health and behavioural problems such as exposure to HIV and AIDS and criminal activities, which continue to plague our communities.

While 12% of Quality of Life Survey 2017/18 respondents report that drugs are the biggest problem faced by their community, these respondents are clustered in particular communities. In the 2011 Quality of Life survey only 5% of respondents mentioned drugs as their biggest community problem. Drug abuse is the largest community problem mentioned by coloured respondents at 33%.

When asked 'what is the biggest problem facing your community?' 12% of respondents in GCRO's fifth (5th) Quality of Life Survey (2017/18) said 'drugs'. A further 4% said 'alcohol abuse' and 1% said 'gangs'.

While drug abuse is not the largest community problems province-wide – crime is mentioned by 32% of respondents and unemployment by 18% – it has increased in significance over the years.

The significance of drugs as a community problem also varies geographically. It is clear that the negative impacts of drug abuse are felt acutely in particular locales.

Substance abuse trends in the Province remain of concern due to the negative social impact of this phenomenon as well as the associated link with other social risk factors such as crime and violence. A key indicator highlighting the escalating trend of substance abuse is the increase in the number of persons arrested for drug related crimes in the Province from 19 940 in 2003 to 77 069 in March 2012 (SAPS Crime Statistics, 2012). This provides a clear indication that interventions aimed at preventing and reducing substance abuse in the Province must be revisited and intensified.

The South African Community Epidemiology Network on Drug Use (SACENDU) provides alcohol and drug abuse trends on a half-yearly basis. The surveillance yielded the following findings on Gauteng in its July – December 2017 report:

In Gauteng 4% of persons reported Nyaope as their primary substance of use. The majority of persons who were admitted for Nyaope use in Gauteng (96%) were Black African.

Methcathinone ('CAT') use was noted in most sites, especially in Gauteng where 15% of persons admitted had 'CAT' as a primary or secondary drug of use.

During this reporting period, 282 (3%) persons across all sites reported the non-medical use of codeine, with the majority of persons coming from Gauteng (N= 119).

Better evidence is needed from crime statistics provided by the South African Police Services (SAPS) and the Gauteng Department of Community Safety to inform community development strategies. Crime statistics only provide a snapshot on the crimes committed as result of drugs, but there needs to be a better way of understanding the correlation between these crimes and other forms of crime within communities.

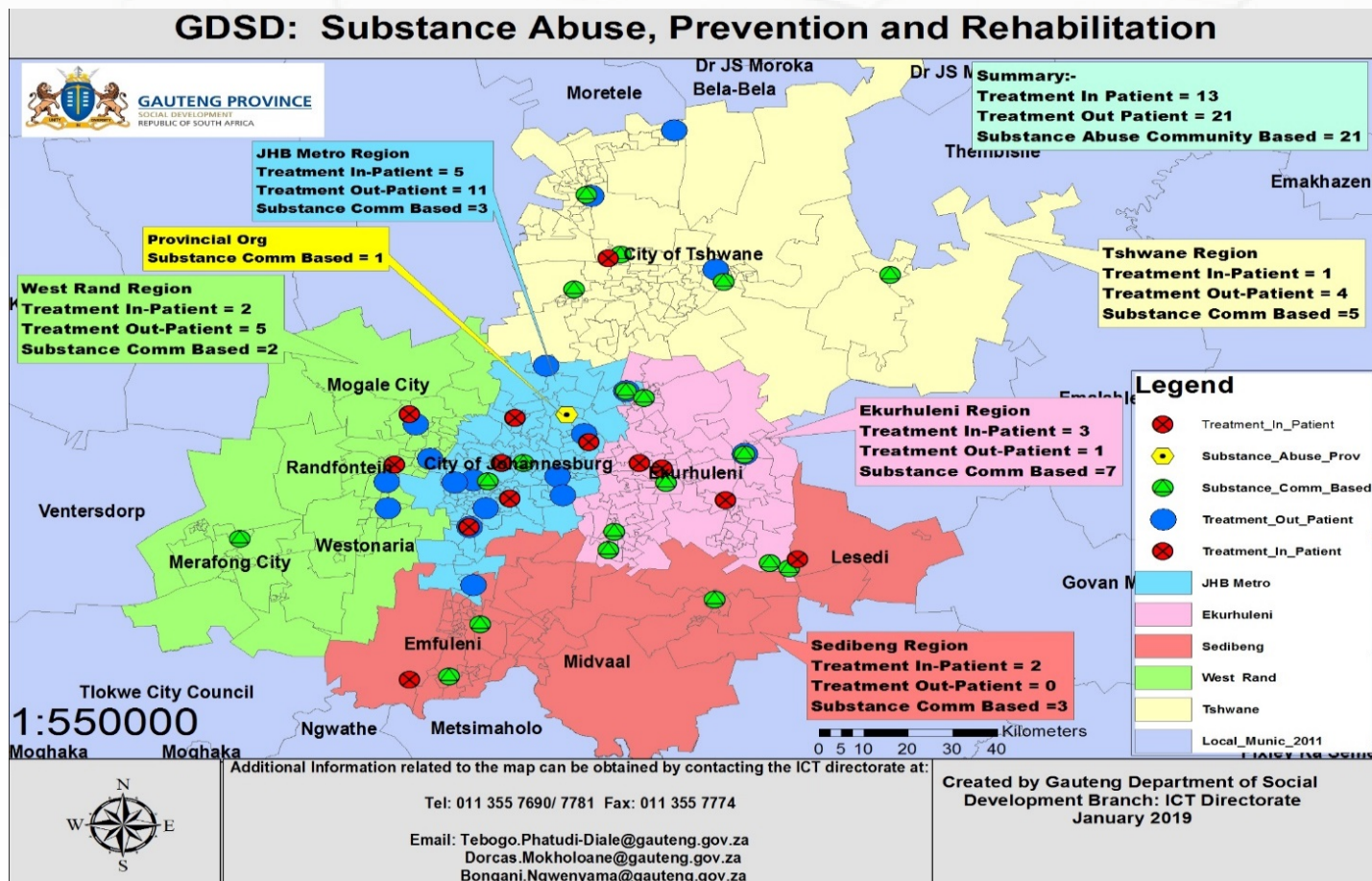
The Department has responded through a number of interventions that include the implementation of an Anti-Substance Abuse Strategy, in- and outpatient therapy programmes, and drug treatment and intervention services to educate communities about the dangers associated with the abuse of substances.

The Department also provides inpatient treatment services including specialised social, psychological and medical services to service users and to persons affected by substance abuse, as well as aftercare services to ensure that abusers maintain sobriety or abstinence and personal growth and enhance self-reliance and optimal social functioning.

Anti-Substance Abuse Social Movement

The Department continues with the rollout of the integrated substance abuse prevention, treatment and rehabilitation model to all the regions in Gauteng; providing continuous training and capacity building to service providers to ensure that they are well equipped to intervene appropriately; redirecting additional human capacity to render prevention, awareness and treatment services at regional level and improving accessibility of services; and embarking on vigorous media campaigns to make communities aware of the effects of substance abuse and services available.

Map 9: Spatial distribution of Departmental services and programmes on anti-substance abuse



The map above gives an indication of the distribution of the different substance abuse services the Department renders. It is clear that there is a higher concentration of substance abuse services in the West Rand area, thus the greater number of inpatient treatment and prevention and awareness programmes. Deeper and more thorough analysis is required to establish the reasons why Sedibeng has a lesser number of substance abuse services compared to other regions.

Trend analysis that will inform the strategy going forward.

Performance of 2 503 712 on substance abuse prevention and 3 128 345 on the Ke-Moja drug prevention programme shows an incremental trend having been exceeded by 7% and 60% respectively. A downward trend of 14% is notable as 47 936 service users accessed out-patient based treatment services against the target of 55 842.

SUBSTANCE ABUSE PREVENTION: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

SUBSTANCE ABUSE PREVENTION, TREATMENT AND REHABILITATION SERVICES	Strengths	Opportunities
	<p>The availability of legislation, policy frameworks and provincial guidelines that give effect to implementation of national policies and service delivery</p> <p>GDSO continues to invest in the prevention and treatment of substance abuse including an increase in youth participating in the Ke-Moja programme and coaches</p> <p>Dedicated staff to implement services Available coordinating structures, forums and LDACs to spread information on the dangers of substance abuse amongst all communities</p> <p>Programmes are educative and developmental Aftercare services prolong the recovery/ sobriety and offer service users second opportunity in life.</p> <p>Partnership with Soul City and Sukumasakhe to support the prevention programme.</p>	<p>Focus on reduction in the relapse of recovering service users</p> <p>In partnership with the municipalities and other stakeholders, the utilisation of existing structures, such as old clinics that can be converted to treatment centres for in and outpatient services can lead to improved access to services.</p> <p>Increase bed capacity in treatment centres</p> <p>Establish more halfway facilities</p> <p>Skills development centres to be part of after care programs</p>
	WEAKNESSES	INTERVENTIONS
	Limited training on substance abuse treatment compromises quality of services by stakeholders	The Department contracted the University of Witwatersrand to train social workers on accredited short course for management of addictions. Thus far 40 social workers graduated and 20 are currently undergoing training. Additionally, seven officials from the Department and the funded inpatient treatment centres managed by NPOs were trained as master trainers for the Colombo plan Echo training and they completed the programme in May 2018. The 7 master trainers trained 18 social workers.
	Some funded treatment centres charge fees for services that are unaffordable to some service users	The NPOs that were funded and still charge service users for services rendered were engaged to stop their practice. The Department expanded the bed capacity in the province to improve accessibility of treatment interventions for service users from disadvantaged backgrounds. No complaints were recorded from service users and their families regarding payment of fees for services provided during 2018/2019.
	Substance abuse is a specialist service with very NPOs that render the service	The Department continuously provide training and capacity building programmes for registered unfunded emerging NPOs to increase their capacity on provision of substance abuse programmes. The number of community-based clinics has increased.
	Limited services that accommodate persons with disabilities and clients presenting with psychiatric challenges	Engagements are continuing with the Department of Health regarding treatment service users presenting with psychiatric challenges. Treatment centres admit persons with disabilities; however, those who present with psychiatric challenges are referred to the hospitals for further assessments and interventions.

Inadequate after care and skills development services	One Centre of Excellence is operational in Soshanguve and plans are at an advanced stage to operationalise skills development centres in Ekurhuleni and Johannesburg regions. The skills development was attended by 257 service users during the 2017/2018 financial year and 95 service users during the 2018/2019 financial year.
Effectiveness of existing treatment programmes	Existing treatment centres were trained on the Colombo Plan and Time Treatment Programme developed by National Department of Social Development to improve the effectiveness of treatment interventions.
Lack of commitment from service users	Service users are continuously encouraged to participate in after care services after completing treatment interventions to maintain sobriety.
THREATS	INTERVENTIONS
High incidence of substance abuse in communities	The Department continues to render integrated interventions that are geared towards reducing the demand for drugs in and reduce harm caused by drugs in communities.
Unaffordable treatment costs and unaffordable drug testing costs	The Department increased the bed capacity from 950 in 2017/18 to 1385 in 2018/2019 to ensure access of treatment interventions for those who do not afford treatment cost. Drug testing is part of the treatment intervention.
Mushrooming of illegal treatment centres	The Department embarked on a media campaign on illegal treatment centres targeting community-based radio stations during 3rd quarter of 18/19 to inform the illegal treatment centres of registration processes. Plans are at advanced stage to continue with media campaign to educate communities about dangers of referring their loved ones to illegal centres before end of quarter 4. Continuous training and capacity building programmes on processes of registration are continuing at regions.
Decreased age of onset is a serious challenge	Targeted prevention programmes are implemented in primary schools to make young children about dangers of substance abuse. Treatment centres that admit children under 18 have reviewed their admission criteria to admit younger children as young as 9 and 10 who are reporting for treatment
Increased demand for the service puts pressure on the limited services	There are dedicated teams of social workers at regions that implement substance abuse programmes. The increase of bed capacity at inpatient treatment centres and halfway houses addressed the demand for inpatient services and alleviated the pressure
Youth unemployment	The Department implements programmes such as Welfare to Work targeting young people
Reluctance to report and act against suppliers of illegal substances due to fear for revenge	Communities are continuously encouraged to report illegal activities that include dealing in drugs to law enforcement agencies

PROGRAMME 5: DEVELOPMENT AND RESEARCH

PARTNERSHIP WITH THE NPO SECTOR

In accelerating its services to communities including the poorest wards, the Department is working in partnership with the NPO sector. The goal of the partnership is to ensure equitable distribution of resources, that services are provided to the poor and vulnerable sectors of society, and that no person is discriminated against based on affordability and/or exclusiveness of services.

During the 2018/19 financial year the Department entered into partnerships with 2 633 NPOs rendering various programmes including services to older persons, persons with disabilities, persons with HIV and AIDS, children's programmes, restorative services, and substance abuse, poverty alleviation, youth development and women empowerment programmes. The Department also partnered with Faith-Based Organisations (FBOs) with the view to enhancing community work, providing data to the FBOs for appropriate intervention and also bringing communities together in problem solving.

SUSTAINABLE LIVELIHOODS

The Department employs a comprehensive strategy that combines short term relief to food challenges, community development and sustainable livelihoods. The pillars of the Department's interventions included the War on Poverty Programme, a range of food relief interventions and drawing the people of Gauteng Province into productive work in a manner that enables them to gain skills and increase their capacity to earn an income.

The Sustainable Livelihoods programme seeks to support development that builds on the strengths of poor people and to provide them with opportunities to improve their livelihoods. The approach takes account of the way in which development decisions affect women, the youth and persons with disabilities.

VULNERABILITY TO HUNGER

Access to food is essential to human well-being and development. Vulnerability to hunger mainly affects vulnerable groups under a common bond of poverty and is severe under conditions of high inequality and unemployment.

The proportion of households in which an adult had to skip a meal in the last year increased from 14% in GCRO's third (3rd) Quality of Life Survey (2013/14) to 21% in the fifth (5th) Quality of Life Survey (2017/18). For households with an income of less than R3 200 per month, the proportion with an adult who had to skip a meal rose from 23% to 38%. This sharp increase is particularly concerning. "This is an indication of the increasing difficulty of acquiring sufficient amounts of food to feed households, as well as of the growing socioeconomic inequality in Gauteng.

WAR ON POVERTY

The August 2017 poverty statistics release by Statistics South Africa indicated that more than half of South Africans are in poverty. The biggest challenge is continuing to be that of drastically reducing poverty and inequalities in income. With an estimated Gini co-efficient of 0.68, Africa is still defined by few of very rich people and multitudes of extremely households. While, poverty reduction ranks among our top priorities, it is also clear that efforts have been too low or less effective to release many South Africans and their families from poverty.

While more than half of South Africans are poor, Gauteng is making inroads into reducing poverty. Presenting the lowest incidence of poverty in the country, Gauteng seems to be at the forefront of the poverty eradication mandate envisioned in the NDP. This has been corroborated by the reported incidences of food poor households in the province, estimated to be at 6.1%, accounting for a mere 9.2% of the population. Further, this became evident in the relatively low incidence of households that fell below the Lower Bound Poverty Line (LBPL), estimated at 13.6%.

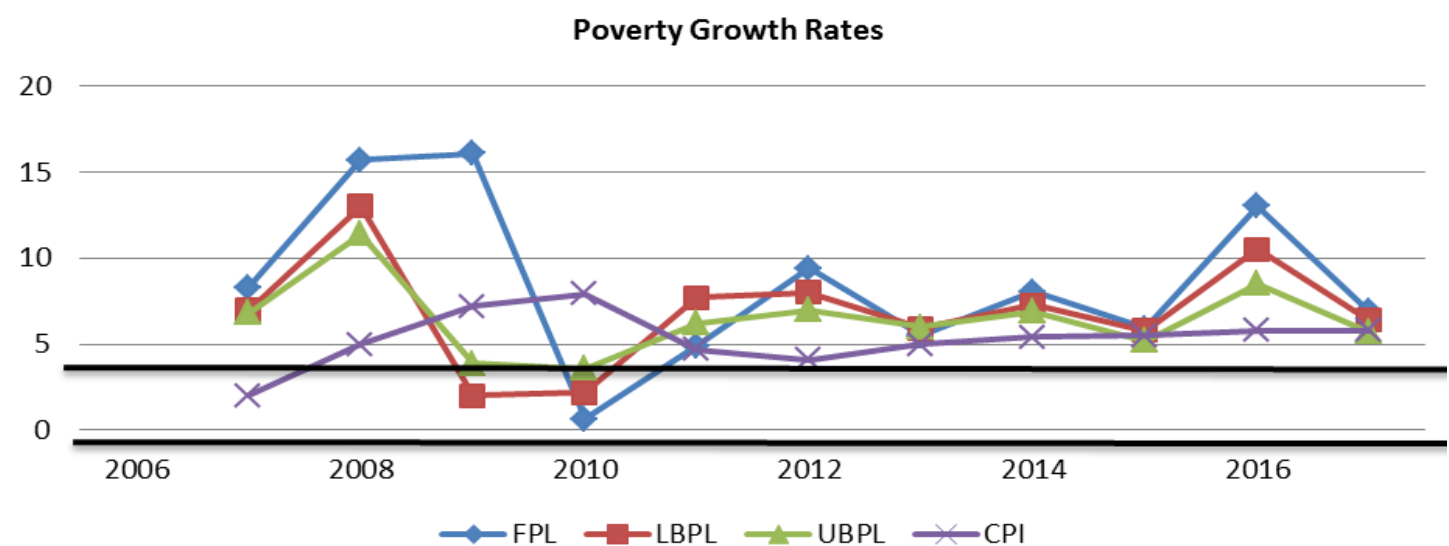
Gauteng was reported to be one of the major contributors to poverty in the country. The province had the third largest share of the national poverty (14.4%) in 2015, parallel to Limpopo (14%), behind Eastern Cape (16.5) and Kwazulu-Natal (24.4%). Further, at the household level, Gauteng had the second largest share (19%) of national household poverty, behind KZN (21%).

The situation in Gauteng is fundamentally due to the persistently increasing population, because of in-migration. By being the economic hub of the country, Gauteng tends to attract people from within and outside South Africa.

In partnership with the municipalities, the NPO sector and community leaders, the Department has implemented the War on Poverty project with the aim of alleviating poverty in the communities and improving their standard of living. This is done through door-to-door profiling of households using the National Integrated Social Information System (NISIS), and appropriate interventions through linking them to different services rendered by government Departments.

The Department provides food relief to households through referrals made to its five food banks established in the Ekurhuleni, Sedibeng, Tshwane, West Rand and Johannesburg Regions.

Figure 14: Poverty Growth Rates



Source: Statistics South Africa 2017

As indicated above, the country's poverty Compound Annual Growth Rate (CAGR) has been sporadic from 2006 and 2017. Similarly, the Food Poverty Line (FPL) has been the most erratic consistently, compounding at a higher rate than other poverty lines, peaking as high as 16.06 in 2009 (8.95 basis points above CPI), and only plunging to 0.63% in 2010. As can be seen the FPL CAGR habitually falls outside the Marginal Propensity to Consume (MPC) band (depicted by the green boundary outlines), implying that the FPL is the most volatile poverty line, despite recording a decline in headcount in recent years.

The highest incidences of poverty occurred in child headed households (0-17) and elderly headed households. Youth headed households (25-34) had the lowest poverty levels relative to other age groups. Additionally, high poverty levels were more prevalent among Black African (46.6%). and Coloured households (32.2%).

Approximately one in two female headed households were living under poverty relative to one in three male headed households. Lastly, 76.2% of households headed by individuals with no schooling were found to be living under poverty relative to 59.9% with primary education, 21.8% with matric and only 4.3% with higher education.

This section provides insights on poverty within the Gauteng landscape. Due to data limitations at the sub-regional level, IHS Rex Estimates have been incorporated to corroborate Statistics South Africa's poverty release. While the focus is on Gauteng, cross-province comparisons are made to compare Gauteng to other South African provinces.

Due to the multi-dimensional nature of poverty, it is always important to gauge the extent of poverty alongside other development indicators. Following from this, the below development diamond has been adopted from the 2017 IHS regional explorer estimates to compare Gauteng's inequality, Human Development Index, illiteracy and the percentage of people in poverty to those of South Africa. This section provides insights on poverty within the Gauteng landscape. Due to data limitations at the sub regional level, IHS Rex Estimates have been incorporated to corroborate the Statistics South Africa's poverty release. While the focus is on Gauteng, cross-province comparisons are made to compare Gauteng to other South African provinces.

Gauteng Poverty Highlights

Gauteng has made major strides in reducing poverty level since 2006. However, poverty release showed that poverty levels have been worsening since 2011.

By 2015, approximately 33% of Gauteng people were living below R992 per month, the lowest level relative to other 8 provinces. However, Gauteng contributed 14% towards the national poverty headcount due to its large population size.

In 2015, approximately 4.2 million people were living below the upper bound poverty line of R 992 per month, an increase from 3.4 million in 2011.

The 4.2 million people below the upper bound poverty line, approximately 800 000 were living below the lower-bound poverty line of R647 per month, while approximately 380 000 were living below the food poverty line of R 441 per month.

Since 2006, the number of people living below the upper bound poverty line has decreased from 40% in 2006 to 33.3% in 2015. However, between 2011 and 2015 data showed that the number of people living under poverty level increased by 3%.

Table 22: Number of households and average household size by municipality

District	Census 2011			Community Survey 2016		
	Persons	Households	Average Household size	Persons	Households	Average Household size
JHB: City of Johannesburg	4 434 827	1 434 785	3,1	4 949 347	1 853 371	2,7
Ekurhuleni	3 178 470	1 015 398	3,1	3 379 104	1 299 490	2,6
City of Tshwane	2 921 488	911 498	3,2	3 275 152	1 136 877	2,9
Sedibeng	916 484	279 756	3,3	957 528	330 828	2,9
West Rand	820 995	267 390	3,1	838 594	330 572	2,5

Source: Statistics South Africa, Community Survey 2016

School uniforms

The Government's interventions in child poverty through implementation of the Bana Pele programme focused on the provision of school uniforms to children in no-fee schools as well as schools located in previously rural nodes. Each school uniform package consists of a pair of shoes, one shirt, one jersey, one trousers/tunic and one pair of socks.

Dignity Packs

The plight of girl children in schools who cannot afford to buy sanitary towels has been recognised and the Department has intervened in distributing dignity packs containing Vaseline, body lotion, toothpaste, roll-on and a pack of sanitary towels. Training has also been offered on how to dispose of the sanitary pads to maintain health standards and contribute to effective drainage management systems.

The provision of dignity packs helped to keep many girls in school and to provide an income for the cooperatives packaging them. Some of the benefits of the provision of dignity packs are that the dignity and the rights of the girl child to school are restored, the rate of school attendance improves, and the health and reproductive rights of the girl children are upheld.

The programme has further ensured that our girl learners' rights to reproductive health and dignity are upheld, as opposed to previously when they had to resort to materials such as newspapers, rags and other unhygienic items during menstruation, which also had adverse health consequences such as children developing infections.

In addition, a balance was maintained from a gender perspective for both the girl and boy child as dignity packs were distributed to both, as the Department provided some toiletries to boy children as well. The service has also been expanded to children with albinism.

Welfare to Work Programme

To reduce dependency on the welfare system of the state, the Department expanded the Welfare to Work Programme through the introduction of the Hospitality Project and artisan training amongst others wherein young people were recruited and trained in food preparation, housekeeping and waitressing, hair and beauty and trade related skills. The accredited training was done over a period of three months and culminated in an accredited qualification for all trainees.

Support to Cooperatives

Social cooperatives are organs of civil society that are intended to bring in the element of social cohesion and local economic development synergy amongst organised communities. The strategy is premised on ensuring that communities can dialogue, save together, trade amongst each other and create communal support systems through the means of social cooperatives.

The strategy has a social bias rather than a profiteering motive and recognises the sustainable livelihoods approach as a key ingredient for mobilisation, enhancement of savings schemes and social upliftment.

To increase the cooperatives' participation and sustainability in the economy we have improved our partnerships with training institutions, development agencies and the private sector, as well as government enterprises such as parastatals and institutions of higher learning. To name a few, our focus has been on basic financial management, costing, marketing, business development and procurement.

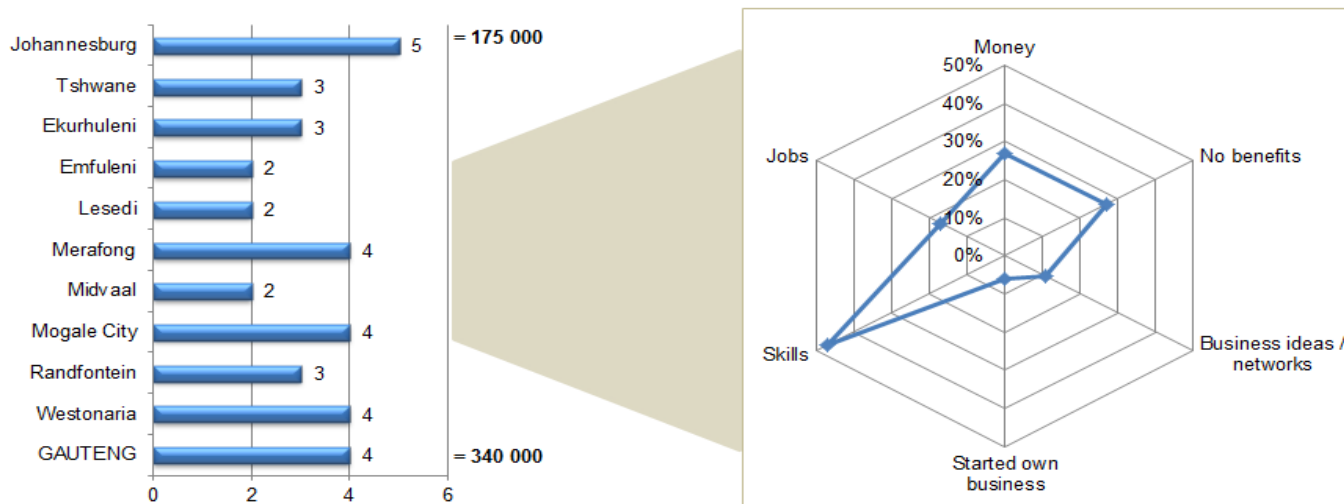
Expanded Public Works Programme

The Expanded Public Works Programme (EPWP) is a nation-wide government-led initiative aimed at drawing significant number of unemployed South Africans into productive work in a manner that enables unemployed

people to gain skills and increase their capacity to earn an income when they exit the programme. The work opportunities in the EPWP are created through the Home and Community-Based Care (HCBC) and Early Childhood Development (ECD) programmes.

The 2015 Quality of Life Survey asked respondents whether they had worked in any of the government job creation programmes – such as Jozi@work, the Expanded Public Works Programme (EPWP) or the Community Works Programme (CWP) – in the previous 12 months. Four percent (4%) said they had done so, rising to 5% in Johannesburg. These percentages seem low, but extrapolated they represent some 340 000 beneficiaries in total in Gauteng and 175 000 in Johannesburg alone.

Figure 15: In the last 12 months worked in any government employment scheme (Jozi@work, EPWP, CWP), 2015



Source: GCRO Quality of Life Survey (QOL) 2015 Topline, June 2016

Respondents who had participated in one or other of these government led labour market intermediation programmes were then asked what, if any, benefits they had received. A total of 27% said money and 47% said they had gained skills. Less encouragingly for entrepreneurship, only 6% said their experience had led them to start their own businesses, and only 11% said they had gained business ideas and networks.

More detailed investigation reflects a decline in public employment opportunities, especially from 2014/15 to 2015/16, attributed in part to a stricter validation process.

Development Centres

Through the Development Centre Programme, the Department implements integrated development interventions that facilitate the empowerment of communities towards sustainable livelihoods. At the core of these interventions is the belief that the people of Gauteng can perform productive work in a manner that will enable them to gain skills and increase their capacity to earn a living. Thus, the focus is on skills development and empowerment programmes that seek to support developments that build on the strengths of poor people and provide them with opportunities to improve their livelihoods. The focus continues to be on the youth, women and persons with disabilities.

In 2010 research was done on the impact of development centres on poverty alleviation and the findings reflected that 79% of the beneficiaries were successfully assisted to meet their basic needs and that 84% of community members perceived development centres as an appropriate model to alleviate poverty.

Job Creation

In contributing to Government's agenda of job creation, in the medium-term the Department will implement the following measures to ensure empowerment of targeted groups and which in turn will result into job creation.

Tenders

The Department will ensure that 80 percent (%) tenders are awarded to companies falling within the Historically Disadvantaged Individuals (HDI) groups. The Department will ensure that the following is implemented in the procurement of goods and services:

- 80% of all goods and services procured will be from HDI owned companies.
- 30% of all goods and services procured will be from women owned companies.
- 10% of all goods and services procured will be from youth owned companies.
- 5% of all goods and services procured will be from companies owned by persons with disabilities.

WOMEN EMPOWERMENT

One of our responsibilities as the Department is to ensure the promotion of gender equality, the equal participation and representation of women in the workplace and the inclusion of women in programmes through the provision and expansion of economic empowerment, access to programmes and projects aligned to economic empowerment, supply-chain processes and tender processes, inclusion in developmental programmes and projects and inclusion in learnerships and bursaries.

The empowerment of women through awareness programmes is a priority in terms of funding. In responding to the Victim Empowerment Programme, shelters are being funded to accommodate abused women and their children. The programme is being expanded to include all victims of crime particularly sexual assault to all Victim Empowerment Centres with the support of the Department of Community Safety.

Trend analysis that will inform the strategy going forward.

The Performance of 526 455 on school uniform packs and 1 427 731 on dignity packs was negatively impacted due to a significant shift in the operating model that resulted to late contracting of NPOs, and thus a downward trend of 35% and 23% less performance achieved respectively.

DEVELOPMENT AND RESEARCH: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

	Strengths	Opportunities	
		The Department is providing a valuable service to unemployed youth through skills development, creation of opportunities and job placement programmes	<p>Programme-Design (post classification circular).</p> <p>NPO system to complement service delivery.</p> <p>Call for proposal system.</p>
DEVELOPMENT AND RESEARCH	Weaknesses	Threats	Interventions
	<p>Seasonal shifts in prices, has a cascading affect and affects overall funding allocations to Departments.</p> <p>Lack of employment opportunities, and food availability are some of the greatest and most enduring sources of hardship for poor people</p> <p>NPOs operate in silos, Financial mismanagement by NPOs and NPOs are not able to sustain themselves without Department 's funding</p>	<p>The impact that international economic shocks including rapid changes in exchange rates can have on the poor</p> <p>Droughts affect food prices. This has implications on the food banks and price and content of food parcels</p> <p>Over-reliance on NPO sector</p> <p>Classification Circular un-intended threat to the current delivery mechanism driving the Development Agenda</p>	<p>Inflationary increases for funded NPOs. Redirect resources to mitigate against the pressure points</p> <p>Reprioritise targeted programmes to address multidimensional poverty challenges in the said areas</p> <p>GIS Mapping of services is important to decide on where services should be redirected to.</p> <p>Organisations must be assessed and be funded for cost effectiveness and long-term sustainability as well</p> <p>Intense focus on NPO monitoring to all organisations covering the following key outcomes:</p> <p>Adherence to the terms and conditions of the service level agreement (SLA).</p> <p>Financial, performance and programme monitoring.</p> <p>Value-add monitoring (Governance, HR, Infrastructure, Impact, etc)</p>

YOUTH DEVELOPMENT

Gauteng Youth Placement Programme

Youth unemployment

Youth unemployment is very high in Gauteng. This is both an economic and security issue. The lack of decent livelihood opportunities is one of the driving forces behind violence and organised crime. Empowering youth is the key to lasting peace and sustainable development.

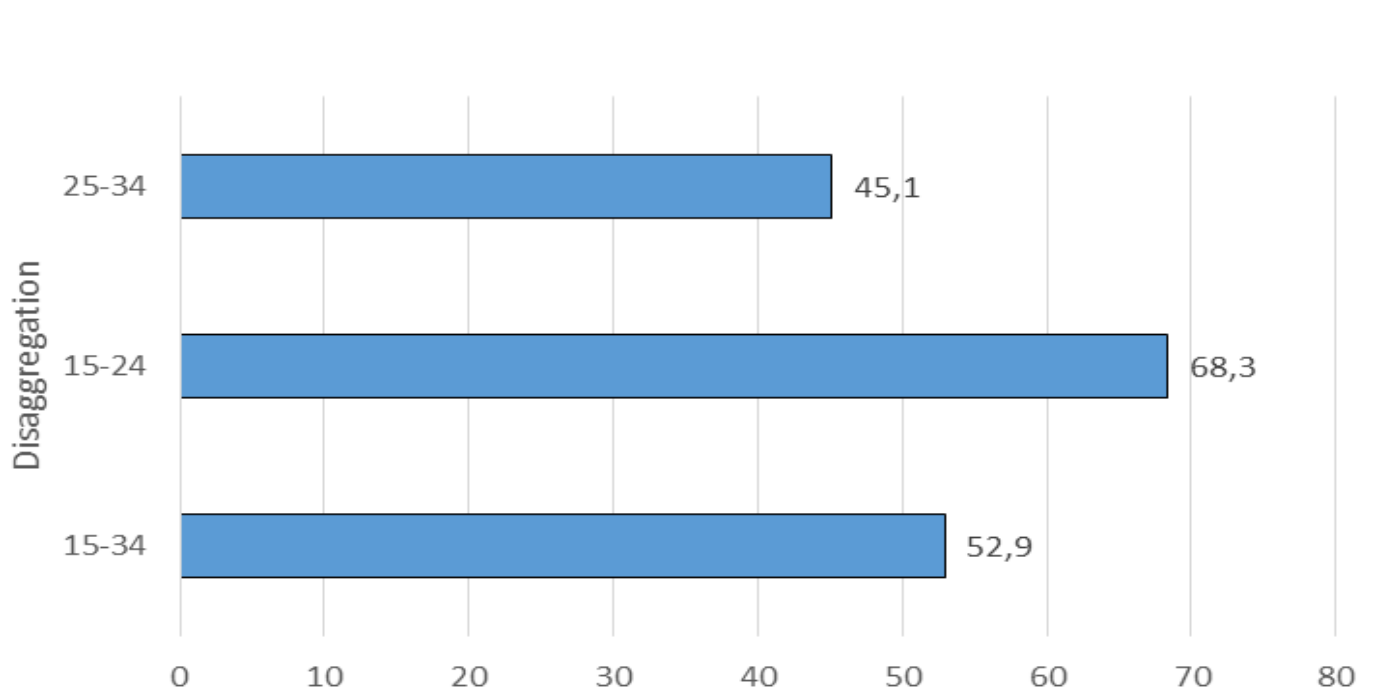
As government confronts issues experienced by the young, the battle is far from over and is exacerbated by the economy's inability to create more jobs for the youth. Youth needs skills and knowledge and experiences that allow them to be powerful in a positive way.

Skills development is needed to address poverty, inequality and unemployment. What this means for government and civil society is that programmes targeted at youth development should be prioritised.

The Department renders various youth programmes such as skills development, entrepreneurship and other relevant interventions. Helping young people to develop socially, cognitively, and physically is probably the most valuable investment that governments can make to drive social inclusion and reduce poverty. The entrepreneurship programme is an effort to facilitate an exit pathway from the social security safety net to being self-reliant through the welfare to work programme.

Figure 16 below indicates high youth unemployment in Gauteng is alarming as it may prevent the province to reap the benefits of the demographic dividend. However, the Gauteng Provincial Government embarked on a number of programmes to address this issue.

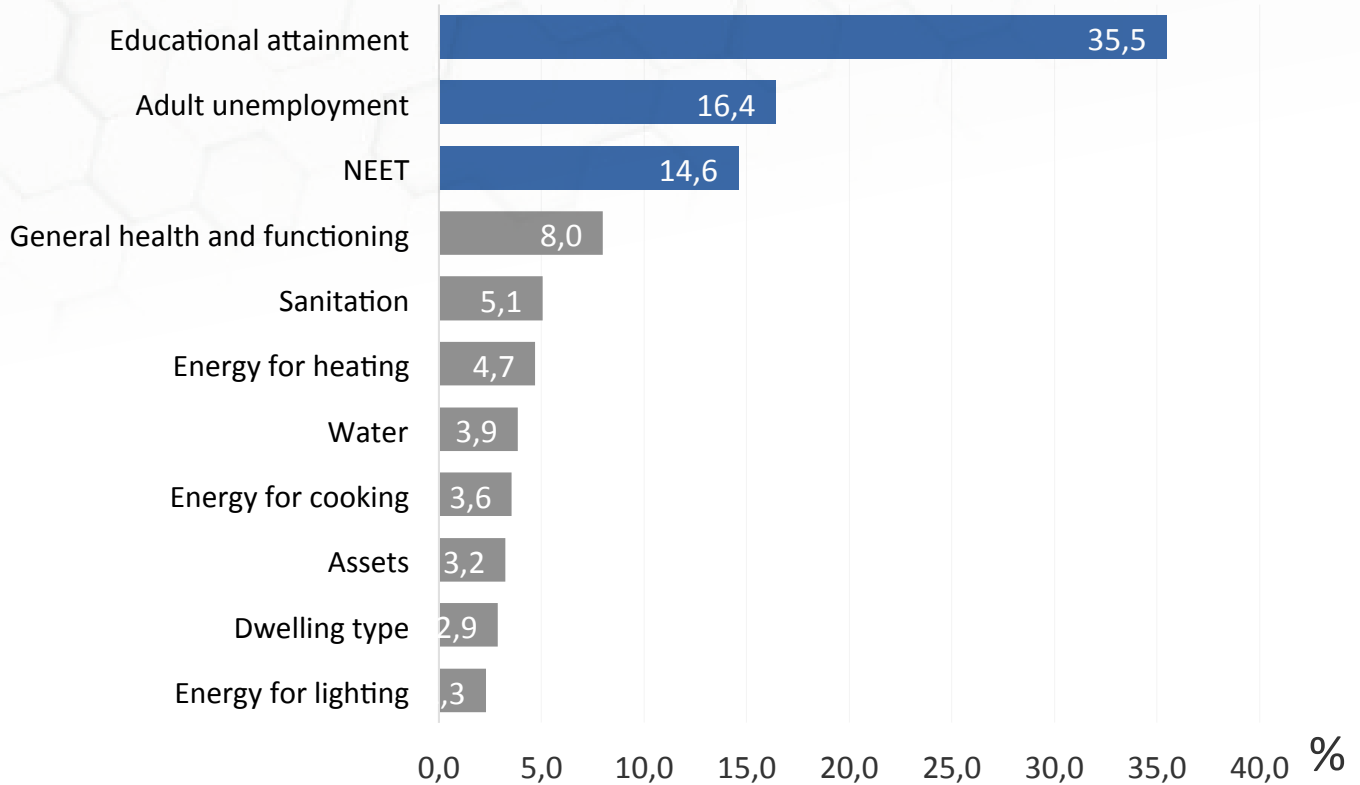
Figure 16: Youth unemployment (2019 QLFS-Q2)



Youth Poverty Drivers

The figure below indicates that the major contributor to the poverty situation of the youth is educational attainment.

Figure 17: Contributors to poverty that affect the youth



Source: Statistics South Africa Community Survey 2016

Trend analysis that will inform the strategy going forward.

A significant incremental trend of 36 % is noted as 39 453 beneficiaries of welfare to work benefited from this programme against the target of 29 050 in this period of government.

YOUTH DEVELOPMENT: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

YOUTH DEVELOPMENT	Strengths	Opportunities	
	Partnerships with NPOs Good working relationships with community leaders (ward councillors)	<p>Youth willingness to participate in empowerment programmes</p> <p>Participation of stakeholders in the programmes of the Department such as other Departments, SITA's, etc.</p> <p>Youth are exposed to employment opportunities.</p>	
	Weaknesses	Threats	Interventions
	<p>Youth Development Centres are not located in all the areas</p> <p>Limited resources to cater for an increasing number of community needs.</p>	<p>Increase in youth unemployment High number of households living in poverty</p> <p>Community leaders hijacking programmes</p> <p>Dropouts from the programmes by young people thus affecting performance of the programme</p>	<p>Conduct service blitz and awareness campaigns to facilitate the establishment of new youth centres as well as create awareness of Departmental support available to existing NPOs with interest to render youth development services.</p> <p>Capacitate Community Development Practitioners and NPOs on effective resource mobilization for communities to diversify funding sources beyond the Department.</p> <p>Develop and expand innovative high impact programmes that address community needs at minimal costs.</p>

FINDINGS OF INTERNAL OR EXTERNAL RESEARCH THAT WILL BE USED TO INFORM THE STRATEGY OF THE DEPARTMENT

To give effect to the evaluation findings of the GCR Anti-Substance Abuse Strategy, the Department is in the process of developing the new GCR Anti-Substance Abuse Strategy 2019-2024. Consultative sessions were held widely with all government Departments on the draft strategy and the implementation plan.

The implementation of Ke-Moja has been expanded in line with the SOPA commitments and the target groups will include parents, caregivers and children in ECD centres.

The Department is currently reviewing the manual tracking tool for people who have undergone treatment and are in after care. Two Centres of Excellence were launched in Sedibeng and Ekurhuleni to improve the prospects of employment for service users in recovery.

National Social Development has developed Norms and Standard for Early Childhood Development to guide the design layout. The Norms and Standard permit for the development of Small layout, Medium layout, Large Layout and Hub Layout. In addition, the Department has managed to develop a modular layout design. This will assist to develop ECD structure on time and at lower cost.

The Department continues to engage various Municipalities and another stakeholder through Departmental Intergovernmental Relations meetings.

DEPARTMENT POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL, LEGAL AND ENVIRONMENTAL (PESTLE) ANALYSIS

<p>Political factors</p>	<ul style="list-style-type: none"> ▪ Changes in the political mandate usually impacts on implementation of pre-planned priorities. ▪ Shifts in the political focus of Departmental mandates and deliverables. ▪ Changing political priorities of the Province with emphasise on Growing Gauteng Together. ▪ Service delivery protests affect service delivery and implementation of programmes. ▪ Pronouncement in the SONA on ECD Migration.
<p>Economic factors</p>	<ul style="list-style-type: none"> ▪ Ever increasing need for ICT services against the shrinking budget. ▪ Increase in demand for specialised training of IT officials with limited training budget. ▪ Inability to keep up with the budget for maintenance and support for technology solutions and software changes. ▪ Dependency on external service providers for provision of specialised ICT services comes at a huge cost. ▪ High rate of unemployment and levels of poverty in communities contributes to substance abuse. ▪ Treatment of substance use disorders is costly and the impact on the health care system is enormous as a result of overdoses, adverse reactions, psychotic episodes, symptoms of infectious diseases that are transmitted through injecting drug use and engagement in risky sexual behaviour. Substance abuse can also lead to loss of productivity. ▪ Poor economic growth results in fewer economic opportunities for beneficiaries of skills development programmes. ▪ High unemployment places a high demand for Sustainable Livelihoods programmes and services against available resources/opportunities ▪ The procurement opportunities within the Department have the potential to create sustainable cooperatives and enterprises owned by the marginalized sector of the society. ▪ The ECD sector provides employment to the different categories of employees. However, the income is different based on the number of children admitted. ▪ There is a challenge of mushrooming ECDs, which could be as a result of the rate of unemployment in the country

Social factors	<ul style="list-style-type: none"> ▪ In-migration of people in the Province resulting in over utilisation of public networks. ▪ Mushrooming of informal settlements making it difficult for Department to plan appropriately and result into skewed distribution of services ▪ Poor socio-economic conditions and inequality hampers maximal utilization of ICT services by the citizenry ▪ Structural unemployment leads to social ills like high cable theft. ▪ In migration to Gauteng province increase demand for treatment services ▪ Accessibility and availability of Alcohol, Tobacco and other drugs in communities contributes to substance use disorders in communities. ▪ In-migration (to Gauteng) and high levels of poverty places a high demand for programmes and services against available resources/opportunities. ▪ Substance abuse leads to other social ills such as gender-based violence, crime and violence, child neglect and abuse, homelessness. ▪ Services are still concentrated mainly in townships and limited in informal settlements and rural notes. ▪ Due to ongoing unrest and protest, service delivery is compromised. ▪ Unemployment results in increase in crime, abuse of substances and the flaring up of GBV. Mental health issues are also escalating as a result of crime and violence. ▪ Communities have issue of trust towards government; they therefore view intervention and awareness as only pushing the agenda from government and their primary and actual needs are not addressed. ▪ The high levels of inequality in families and in communities have resulted in high levels of GBV .
Technological factors	<ul style="list-style-type: none"> ▪ The continuous relocation of sites after migration to GBN due to slow finalization of lease agreements has a negative impact on the shrinking fiscus. ▪ Some sites cannot be permanently connected as they are awaiting approval of way-leaves from Municipalities and ICASA who is responsible for issuing of licenses. ▪ Rapid technology changes lead to poor adoption by the system users. ▪ Ignorance and non-compliance to ICT security policies and standards exposes systems to viral spreads and possible hacking. ▪ Promoting of e-Governance where citizens will liaise via electronic media promotes easy access to Departmental services and reduces turnaround times. ▪ The desire to expose the Departmental customers to Digital Platforms and in-affordability to procure and maintain the necessary gadgets by the citizenry. ▪ Lack of relevant skills to support the migration towards the digitisation of ICT services ▪ The digitization of services towards the Fourth (4th) Industrial Revolution (4IR) has an impact on the provision of tools of trade i.e. mobile applications, data and airtime. ▪ The new SAP7 provides an opportunity for improved reporting. ▪ 4IR presents an opportunity for new skills development programmes for the youth.

Environmental factors	<ul style="list-style-type: none"> ▪ There is an opportunity to revive the Single-Window approach for the Bana Pele Programme Department. ▪ There is a potential for upscaling of programmes through partnerships with various Departments such as GDE, GDARD, DED, DTI, DoH, COGTA, DSB, SASSA and municipalities. ▪ Increased demand for services is not supported by adequate human, infrastructure and financial resource capacity.
Legal factors	<ul style="list-style-type: none"> ▪ Mismatch of Municipal by-laws with Department Norms and Standards ▪ Introduction of classification circular had an increase in the litigation by NPO's thereby putting a strain on the human resources which is already inadequate. ▪ Current legislation (Prevention of and Treatment of Substance Abuse Act 70 of 2008) has gaps in dealing with closure of illegal Centres and services. Section 60 of Act 70 of 2008 mandates Municipalities to establish Local Drug Action committees. There is some resistance from some municipalities to establish these committees as they lack capacity. ▪ The National Drug Master Plan 2013-2017 has expired, and the Draft National Drug Master Plan 2019-2024 is awaiting approval by Parliament ▪ The High Court Judgement on the legalisation of cannabis for private use is having unintended consequences in communities as there are perceptions that it is legalized for use by all including children younger than 18. ▪ There is no legislation to guide provision of services by Sex workers. ▪ By-laws should be enforced to deter the mushrooming of non-compliant Partial Care Facilities. ▪ Compliance with Municipal By-laws and Environmental Health requirements is critical in application for registration of ECD Services.

4.2 Internal Environment Analysis

Organisational Structure of the Department

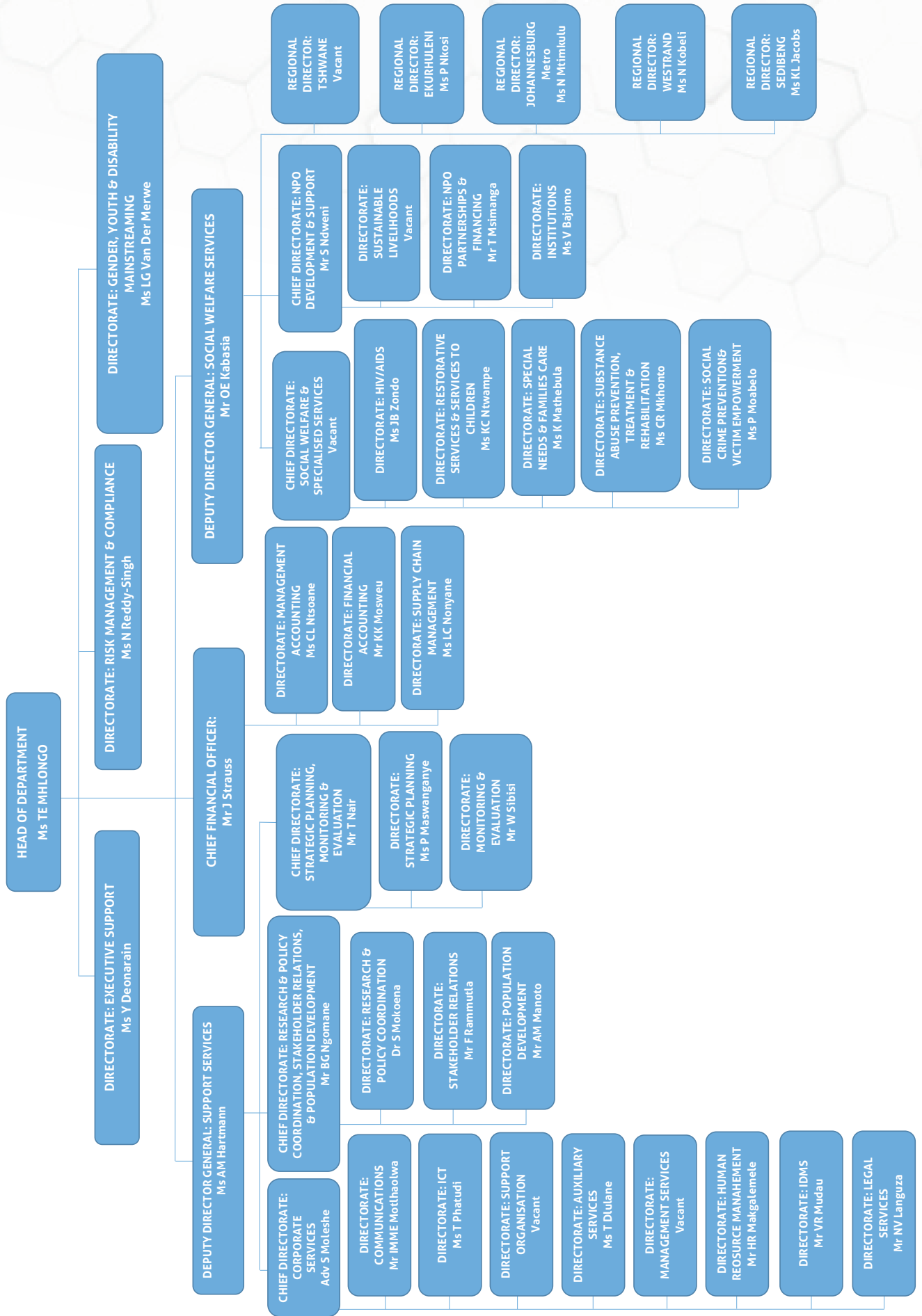
The Department is currently in an on-going process of the following requirements by the Department of Public Service and Administration (DPSA) in order to finalise the structural re-alignment:

- The proposed organisational structure of a Department / unit will be aligned to the generic model of the specific sector within which it operates.
- A business case has been proposed for structural re-alignment.
- The re-alignment is part of the strategic plan of the Department
- A Service Delivery Model (SDM) illustrating how the model informed the design of the structure has been complied with.
- Business processes (process flows) and standard operating procedures (SOP) being developed before a restructuring or alignment.

The above-mentioned requirements will be implemented through the following project scope

- Development of the business case in line with OD Directives
- Development of the service delivery model (SDM)
- Workload analysis and determination of appropriate staffing levels and application of norms and standards/ approved ratio as per National Department of Social Development and DPSA guidelines.
- Design of the proposed organizational structure.
- Develop/review Job Descriptions where necessary
- Conduct Job evaluation and application of OSD where necessary
- Compilation of an organisation and post establishment determination.

5. Organisational Structure



Office space

The Department needs to provide office accommodation, a lack of which remains a challenge that affects the provision of services and the morale of staff as professionals are working under difficult circumstances. The Department is in the process of acquiring its own offices either through the construction of new offices or the purchasing of existing office buildings.

Office accommodation for Departmental staff has become an acute requirement, particularly with regard to the CYCCs, which do not have the option of leasing additional space. Construction of new prototype office facilities has already commenced in the Tshwane Region at the Desmond Tutu Child Youth Care Centre and Garankuwa Rearabilwe Child Youth Care Centre, and in the Ekurhuleni region, at the Mary Moodley Child Youth Care Centre.

The Department has engaged the municipality and the DID for assistance regarding the construction of office accommodation to alleviate the shortage of office space.

Social infrastructure

The Infrastructure Delivery Management System (IDMS) structure has been finalised and is following the DPSA OD Directives process of consultation. It is currently at a stage of awaiting the confirmation letter from Provincial Treasury regarding the funding of the remaining posts.

Non-Profit Organisations delivering social development services

Civil society organisations play an important role in the delivery of services in partnership with the Department, as well as building strong, cohesive communities.

The Institutional Capacity Building programme is a key component of the Department's strategy as NPOs are confronted with limited access to funding, necessary skills and service personnel in their organisations. In this respect, community development practitioners and youth pioneers continue to play key roles in expanding Departmental services to needy people, often with limited resources. The Department continues to improve its systems for the registration of NPOs, and to support them via capacity-building initiatives aimed at ensuring that they have functional governance structures.

Performance reporting – as informed by reporting guidelines

The Department has strengthened its line functions and frontline accountability on the management of performance information to enhance good governance at all levels.

In respect of the predetermined objectives, the Department continues to earnestly address the issue of reliability of performance information. All performance information submitted is reviewed on a quarterly basis for accuracy, validity and completeness and supported by sufficient appropriate audit evidence. To support this exercise, a Central Records Management System is maintained to properly store evidence in order to achieve transparent and accountable governance.

To ensure consistency in the reporting of predetermined objectives, workshops on the descriptions on predetermined objectives, including the identification of primary and secondary source documents, are held on an annual basis.

Performance on Military veterans

The Department will further mainstream reporting templates to be inclusive of military veterans to enable tracking services rendered to military veterans.

Performance data collection – as informed by the Monitoring and Evaluation policy framework

The monitoring and evaluation framework for managing performance information includes a standard operating procedure for the collection, verification and safeguarding of said data. It outlines the formal procedures, roles and responsibilities applicable to the collection (gathering), verification, reporting and analysis of data to ensure compliance with the monthly and quarterly reporting processes.

Performance storage management – as informed by central records management guidelines

The Department 's Central Records Management Centre continues to ensure and enable a single repository in managing programme performance information. This transcends Departmental boundaries and breaks down the silo approach to information management.

Validated data from regions, institutions and business units is kept safe to maintain its credibility, accuracy, validity and completeness until accessed by oversight bodies, including the Auditor-General and the Legislature.

HUMAN RESOURCES

- The Department is currently in the process of appointing of critical staff in the Social and Child and Youth Care Categories – based on the Demand and Supply Model analysis, the Supervision Framework, retention and Recruitment Strategy, Ward Based Approach, etc.
- The **review of the GDS Service Delivery Model (SDM)** will lead to Organizational Re-alignment. This would further enhance the capacity to deliver. The aim is to use the resources, smarter, effectively and more efficiently.
- The Supply Chain Management Unit to be capacitated to deal with reorganisation of funding models within the Department.
- Development of Strategic Partnerships :The Department realises that it cannot deliver services alone. It may have the necessary skills and knowledge but not all the necessary resources to deliver on its mandate. However, it recognises that we need to draw genius from each other in order to improve service delivery and turnaround the conditions of the vulnerable, the needy and the poor. Departmental partnerships shall transcend beyond government Departments and be inclusive of the business sector, development agencies, tertiary institutions and organs of civil society.

INFORMATION AND COMMUNICATIONS TECHNOLOGY

The National Development Plan has identified Information Technology (IT) as an important tool for improving service delivery as it can be used to make services more accessible, reduce the cost of accessing services, streamline administrative processes, improve turnaround times and strengthen accountability and responsiveness.

The SAP Social care solution is a business process solution which is utilised by the Department to manage its social service cases and also to facilitate the payment of non-governmental organisations (NGOs). Currently the Department is utilising the system to pay the funded NGOs. The solution also has built-in intelligence to capture and store all the required NGO funding documents. The Department is in the process of upgrading the solution.

The Business Case has been signed off. Master Service agreement signed off with the consortium. Project Initiation document created and sent for sign off by the ICT Committee. User Requirements workshops completed. The consortium busy finalising the detailed design document. Development expected to start in March 2020. The first payment was processed for the requirements gathering workshops project initiation document. The project name has been approved as 'Supatsela Battle Tech 2030'.

The rapid technological changes against the limited budget continues to be a challenge. The readiness of the Department towards migration to the 4th Industrial Revolution (4IR) requires alignment with best practices. The Department needs to roll-out the Gauteng Broadband Network (GBN) to all sites and communities within the Province. It is necessary to secure migration to the Gauteng Provincial Government (GPG) common platform to enable access to GPG services by the citizenry. The Department needs to move from paper-based to green technologies.

FINANCIAL RESOURCES

The Departmental strategy to address Irregular, Fruitless and Wasteful expenditure.

The delegations of authority within the Department will have to be finalised before the start of each financial year so that all officials involved in the expenditure terrain take effective and appropriate steps to prevent unauthorised, irregular and fruitless expenditure within that official's area of responsibility according to section 45 (b) of the PFMA(1999).

These delegations once approved will be clearly communicated across the Department and officials made aware of the implications thereof within their area of responsibility. Section 38(1) © (ii)

Accounting Officer must take appropriate and effective steps to prevent the unauthorised, irregular and fruitless expenditure. Upon discovery of any unauthorised, irregular or fruitless and wasteful expenditure, the accounting officer must immediately report, in writing, particulars of the expenditure to the relevant treasury and in also to the relevant tender board the case of irregular expenditure involving the procurement of goods or services, (i) The accounting officer must take effective and appropriate steps against any official in the service of the Department who: contravenes or fails to comply with a provision of this Act (ii) commits an act which undermines the financial management and internal control system of the Department (iii) makes or permits an unauthorised expenditure, irregular expenditure or fruitless and wasteful expenditure.

Section 81(2) states that an official of a Department to whom a power or duty is assigned in terms of section 44 commits an act of financial misconduct if that official wilfully or negligently fails to exercise that power or perform that duty.

The above section 38 must be implemented in the policies and procedures relating to - Budget control - Procurement, and - Payments of accounts - Program expenditure approvals by delegated officials. The segregation of duties must be implemented within confines of available capacity, monitored and strengthened in all areas relating to incurred of expenditure by the Department, e.g. in procurement by sourcing of quotations etc: - One quotation to be sourced by the program manager - The other two quotations to be sourced by the procurement directorate - Appointments of suppliers to be relegated to the procurement directorate.

Strengthen the implementation of treasury instruction note 34 of payment of suppliers within 30 days in order to avoid the interest which is the fruitless expenditure. Include monthly reporting of confirmed UIF to GPT as well as quarterly in the IFS. For reporting purposes, Gauteng Department of social development must submit quarterly particulars of the following to the executive authority:

Material losses caused through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year - Any criminal or disciplinary steps taken as a consequence of such losses or Irregular expenditure or fruitless and wasteful expenditure; and - Any losses recovered or written off.

Performance contracting must be implemented at the beginning of each financial year articulating the delegations and deliverables of each official within the Department. Instituting recovery from officials after acknowledgment of debt in terms of the PFMA if found to have committed a financial misconduct as per the PFMA. CM Staff sign code of conduct annually. Bid Specification Committee, Bid Evaluation Committee and

Bid Adjudication Committee members sign code annually and sign declaration at each sitting. Implemented DPSA Directive on Financial Disclosures for all level 11 and 12 but also all finance SCM staff and undertake verifications thereof annually. Implement Directive of Doing business with an organ of state -no official can do business directly or indirectly.

Conduct quarterly awareness through Finance on UIF and implications thereof – SocDev. SCM Supplier Forum held quarterly. The Department has an annually approved procurement policy that is communicated via internal communication mediums including. The Department conducts monthly budget bilateral meetings and reconciliations to the expenditure is conducted in order to discover unauthorised, fruitless and wasteful expenditure.

Implication of budget cuts

The non-centre based ECD programmes such as toy libraries and mobile ECD facilities will not be implemented over the MTEF period as a result of the reduced budget. the Department will not be in a position to expand substance abuse programmes which includes awareness and prevention, after care programme and access to treatment services. The budget cuts will increase the shortfall on welfare to work programme and women development programme. The Department will not be able to upscale the EPWP over the 2020 MTEF period. the Department will have to reduce its target on the provision of daily meals through the HCBCs as a result of the budget cuts applied in this programme.

EXPENDITURE PATTERNS

The increase expenditure from R531.6 million in 2016/17 to R638.9 million in 2018/19 financial year is due to the payments annual for Microsoft Licenses, leases of office building and outsourced services such as security, gardening and cleaning services.

The expenditure in this programme increased from R721.2 million in 2016/17 to R802.7 million in the 2018/19 financial year. The increase is due to the strengthening of community home based care services which includes luncheon club and old age homes.

The programme expenditure decreased from R2.0 billion in 2016/17 financial year to R1.8 billion in 2018/19 financial year. The Department did not spend full allocation in the programme in 2018/19 financial year due to delays in the finalisation of SCM processes for school uniform project and Child and Youth Care Workers. The allocated budget on NPI was also not spent in full due to late signing of SLAs with NPOs for some programmes.

The programme's expenditure increased from R442.2 million in 2016/17 to R523.5 million in the 2018/19 financial year. The programme allocation provided services such as treatment centres, after-care programmes to reduce the relapse of patients. The programme also provided the prevention programme including Ke-Moja drug prevention to educate and create awareness.

The programme expenditure increased from R493.6 million in the 2016/17 financial year to R433.2 million in 2018/19 financial year. The increase in this programme is due to expanding Youth Economic Empowerment and programmes including economic opportunities, Welfare to Work and Youth skills development programmes. Other increase was contributed by unemployed women and men led various economic activities such as manufacturing of school uniform and dignity packs.

Compensation of Employees (CoEs) budget

The allocated budget for compensation of employees was reduced by R 18.3 million. R1.3 million. was reprioritised. An amount of R 17 million was surrendered to PRF due to delays with filling of vacant post

Budget surrendered

In total Programmes 2-4 surrendered R126.7 million due to delays encountered in finalisation of specifications.

Programme 1 surrendered **R28 million** which was allocated for installation of CCTV cameras, leases of government garage vehicles and leases of office buildings. Delays were encountered in finalisation of specifications.

Programme 2 surrendered **R 2.3. million** that was allocated for gym equipment due to delays in finalisation of specifications.

Programme 3 surrendered **R84.6 million** due to delays in filling of posts and some uncommitted funds for Nutrition Programme.

Programme 3 surrendered **R11.8 million** as the Department implemented a system of paying based on beneficiaries admitted and not based on allocated budget.

GDS COMPLIANCE WITH THE BROAD-BASED BLACK ECONOMIC EMPOWERMENT ACT (BBBEE) ACT

The Department is in the process of complying with the BBBEE Act. The Department met with two services providers referred by the Department of Economic Development, to outline B-BBEE Act Reporting Requirements.

The Department has partially embraced the requirement by BBBEE commission to submit its Annual Report and has submitted the 2018/19 report.

GENDER, YOUTH AND DISABILITY MAINSTREAMING

The Department continues to implement the mandate to monitor and ensure the mainstreaming of gender, youth and disability considerations in all programmes of the Department using Quarterly Performance Reports and by disaggregating programme performance data. This assists the Department in responding to issues of these targeted groups in an integrated and coherent manner and ensuring that women, youth and persons with disabilities are able to access developmental programmes.

The Empowerment of women also plays a central role in the strategic focus of the Department for the period ahead, including the promotion and protection of the rights of women and linking them to development and empowerment projects.

Maintaining sound organisational and business practices is an integral part of promoting accountability and efficiency within the Department. The Department's performance information systems and data are managed appropriately to ensure quality evidence. The Department continues to refine its performance information management processes.

The planning, budgeting and reporting documents produced within the annual cycle promote accountability and transparency and set a clear direction on what the Department plans and aims to achieve in the upcoming financial year, as well as reporting progress towards those objectives by means of quarterly reports culminating in the Annual Report.

Quarterly reports on predetermined objectives were sent to the Executive Authority, the Office of the Premier, the Legislature and the Auditor-General. These all form part of building a culture of results-based management in the Department.

CAPACITY OF THE DEPARTMENT TO DELIVER SERVICES

The GDSD received a National Treasury issued Classification Circular 21 on 28 May 2018. Of note is that this was after services were confirmed and budgets already allocated to NPOs and cooperatives based on service/business plans they submitted, and approval letters had already issued to those who complied with the Financial Awards Policy Guidelines of the GDSD.

Circular 21 regulates budgeted and actual expenditure with a focus on distinction between goods and services, payment of capital assets and transfers and subsidies expenditure categories. It specifically renders the procurement of commodities such as food parcels and dignity packs through transfers through NPOS Financial Awards Policy Guidelines irregular and subjects the procurement of services from NPOs and cooperatives to a competitive bid system.

The Department complied with Circular 21 and since May/June 2018 all funding to all affected NGOs and Cooperatives was stopped and a request for deviation to Treasury was submitted and approval was granted. Budget for capacity building for monitoring NPO was moved to compensation of employees to appoint officials who will monitor NPO's.

Bosasa was given notice of termination of contract by 31st October 2019.

The retrieval of BOSASA's Services is underway. The projected financial implication for Compensation of Employee and Infrastructure is at R55 million. Consideration is being given to lease the BOSASA Infrastructure from Public Works which is in the process of purchasing the facility.

The IGR Agenda with Municipalities are informed by the priorities of GPG and the legislative compliance which guides GDSD work. These priorities include:

- Registration and compliance of facilities rendering services to the vulnerable groups (Old Age Homes, ECDs, Child and Youth Care Centres, Substance Abuse Treatment Centres)
- Functionality of Local Drug Action Committees (LDACs) within Municipalities.
- Social Infrastructure: Land Allocation
- Joint commemoration of International Days
- Collaboration on Tackling Poverty and Urban Hunger Eradication (Municipality Role on Indigent Policy)
- Collaboration on implementing Deliverology mandate.
- Ntirhisano War Room
- Overall implementation of GCR Accelerated Social Transformation Strategy

The Nawongo Judgement made an important finding through a series of judgements. These included:

- The level of funding for a service should cover the core items required to deliver the service at a reasonable unit cost of these items, which should be revised every three years in consultation with stakeholders.
- When a service is prioritised, it must be fully funded according to the criteria set out in the policy.
- Due to the acknowledgement of the serious implications of the NAWONGO Court judgement, on statutory services, a special grant has been allocated by National Treasury to supplement the subsidy provided to Child and Youth Care Centres.

The strategic risks have been revised for 2020/21 in response to the prevailing environmental threats. Internal controls have been developed and are maintained.

Strategic risks

Suitable monitoring of strategic risks, through key risk indicators, enables the organization to foresee potential problems. *All strategic Risks* that are rated as high would need an ongoing monitoring and reassessment as mitigation strategies are being implemented by Management

STAKEHOLDERS

A comprehensive planning process was followed to develop this plan, considering inputs from stakeholders as well as Departmental officials. The Department participated in the Gauteng Provincial and National Sector planning sessions to ensure its plans are informed by the agreed Sector priorities.

Internal Stakeholders

Detailed, facilitated strategic dialogues with Branches and executive management were held between July and October 2019 to unpack high-level sector priorities and review high level deliverables to guide development of the Department 2019/24 Strategic Plan and 20/21 Annual Performance Plan.

Nongovernmental organisations (NGOs) play a crucial role in reaching out to communities. The Department also ensure their participation in the planning session to ensure alignment. Specialists inputs were provided by NPOs and Department field of service specialist in reviewing programmes Theory of Change. These engagements culminated into Department and programmatic impact and outcome statements aligned to sector priorities.

External Stakeholders

Sector Departments, South African Social Security Agency (SASSA), National Development Agency and trade unions, were invited to deliberate through Strategic Dialogues on areas that affects Departmental plans, this allowed for good cross sections of views on Department priorities.

Areas to enhance

Integration is critical to optimising the scarce resources available to collectively maximize impact in target groups. Department needs to synergise its partnerships with Municipalities to ensure its plan and deliverables are harmonised to that of the municipal Integrated Development Plans (IDPs). The Department collaborated and entered into inter-sectoral and inter-governmental partnerships.

The Department needs to strengthen partnerships with Municipalities to ensure integrated and intersectoral planning that allow for alignment of plans.

Memorandum of Understanding (MoU)

- The Department has entered into a Memorandum of Understanding with Gauteng Department of Education on School Social Work to identify children at risk or barriers to learning including suspected and/or instances of abuse of learners.
- This requires notification and reporting of child abuse to a designated social worker. And Support children in the school environment.
- Memorandum of Understanding with HIVSA exists to address issues affecting Orphans and Vulnerable Children & Adolescents.
- Memorandum of Understanding with Gauteng Department of Education on School Social Work.
- Memorandum of Understanding with Hollard Foundation Trust on ECD Non Center Based services.
- USAID /PACT, NDSD & GDSD partnership on Social and Behaviour Change Interventions on the You Live Only Once (YOLO).
- Memorandum of Understanding with Hope and Homes for Children South Africa on the on De-Institutionalization of state-run institutions.
- Memorandum of Understanding with GDARD on Sustainable Livelihoods, it needs strengthening to consider integration of these priorities.

Oversight

Further consultations were conducted with oversight bodies, such as Provincial Treasury (for budget alignment), the Department of Planning, Monitoring and Evaluation in the Presidency (DPME) (for alignment with the Revised Planning Framework and 2019-2024 MTSF) and the Auditor-General of South Africa (AGSA) in terms of the validation of adherence to the technical requirements.



SCHOOL UNIFORM DISTRIBUTION



PART C

MEASURING OUR PERFORMANCE

PART C: MEASURING OUR PERFORMANCE

1. Institutional Performance Information

1.1 Impact Statement

Impact Statement	Improved quality of life for the poor and vulnerable
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1.2 Measuring Outcomes

MTSF priority: Consolidating the social wage through reliable and quality basic services				
Outcome Statement	Outcome indicator	Baseline	Five-year target	Estimated increase
Enhanced care and protection of poor and vulnerable groups	Percentage decline in incidences of GBV	1 316 024	1 731 131	32%
	Increased access to quality services for poor and vulnerable	3 563 792	4 900 845	38%
	Increased access to quality ECD services and support	483 793	695 666	44%
Reduce the demand for substances and harm caused by substances	% reduction of demand for substances	6 007 188	8 343 973	39%
	% reduction of harm caused by substances	117 963	155 790	32%
Reduce hunger and poverty	% households profiled empowered through sustainable livelihoods	319 816	89 296	-72%
	% of food insecure vulnerable households accessing food through food and nutrition security initiatives	260 970	395 460	52%
	% of individuals vulnerable to hunger accessing food and nutrition security initiatives	1 495 995	2 184 445	46%
	% CSG recipients below 60 years linked to sustainable livelihoods opportunities	14 085	29 023	106%

Disclaimer: Programme 1 has no dedicated outcome

1.3 Explanation of Planned Performance over the Five-Year Period

The Department's Strategic Plan encapsulates the vision, mission, impact and outcomes that will guide the operations of the Department for the period 2020-2025. The Department engaged Non-Profit organisations to ensure that the intended impact and outcomes are aligned to the Department's commitments.

The Department has considered relevant sector and Provincial priorities in the Strategic Plan in line with budget allocation. Progress on these priorities will be tracked over a medium-term period.

Outcomes contribution to achievement of the impact.

The Department's interventions are concentrated in the area of expanded social protection contributing to the improvement of the quality of life for the poor, the marginalised, the vulnerable and those with special needs. Department policies and programmes will be implemented, that are focused on reducing poverty and its manifestations through expansion of service to reach more beneficiaries.

This Strategic Plan is therefore premised on the following **three Department outcomes** that will be prioritised to ensure that the critical challenges of eradicating poverty, unemployment and reducing inequality are addressed:

Outcomes	Areas of focus
<i>Enhanced care and protection of poor and vulnerable groups</i>	<p><i>The Department will continue intensifying and implementing comprehensive programmes geared towards these target groups through:</i></p> <ul style="list-style-type: none"> ▪ <i>Strengthening partnerships with non-profit organisations and other government Department s.</i> ▪ <i>Expansion of beneficiaries at existing sites particularly the residential facilities</i> ▪ <i>Improving access to services, socio-economic empowerment and integration services</i> ▪ <i>Provision of funding to Non-Profit Organisations which render different services to vulnerable group.</i> ▪ <i>The failure of NPOs to manage governance issues negatively affected the delivery of services. In an endeavour to eliminate these, a Code of Good Practice for NPOs will be inserted as a clause in the Service Level Agreement and all Board members will be trained on the Code of Good Practice for NPOs.</i>
<i>Reduce the demand for substances and harm caused by substance use</i>	<ul style="list-style-type: none"> ▪ <i>Expand access to integrated services for prevention, treatment, rehabilitation and after care</i> ▪ <i>Increase Centres of Excellence that provides a variety of skill development programmes</i> ▪ <i>Adequate and skilled personnel able to deliver on the Department's mandate</i>
<i>Reduce hunger and poverty</i>	<ul style="list-style-type: none"> ▪ <i>The Department will intensify the implementation of the War on Poverty and Welfare to Work Programmes</i> ▪ <i>Circular 21 on classification of transfers and subsidies versus goods and services had a significant impact on the partnership model between the Department and the NPO sector.</i> ▪ <i>The poor economic growth negatively affects the extent of absorption of trained Welfare to Work graduates into the labour market in that companies are not able to grow in order to accommodate new intakes.</i>

Enablers intended to assist with achieving the five-year targets.

For the Department to effectively put into practice this Strategic Plan, there are some implications in terms of operational frameworks, structural adjustment, human resource development, strategic partnerships as well as resource mobilisation.

FUTURE PLANS TO ENHANCE SERVICE DELIVERY

- There is a need to reorganise the State-civil society model for delivering welfare services. This will ensure greater accountability, improve service delivery and protect the very vulnerable from neglect, exploitation and abuse.
- Emanating from the MEC's Strategic Review session, consideration is given to reducing the number of NPOs funded by the GDSD and introduce targeted funding for identified services. Hence, taking over prevention and early intervention, statutory services – foster care, adoption, etc. (progressively).
- Review the role of NPOs – including refocusing them to sustainable livelihood, poverty and urban hunger agenda.

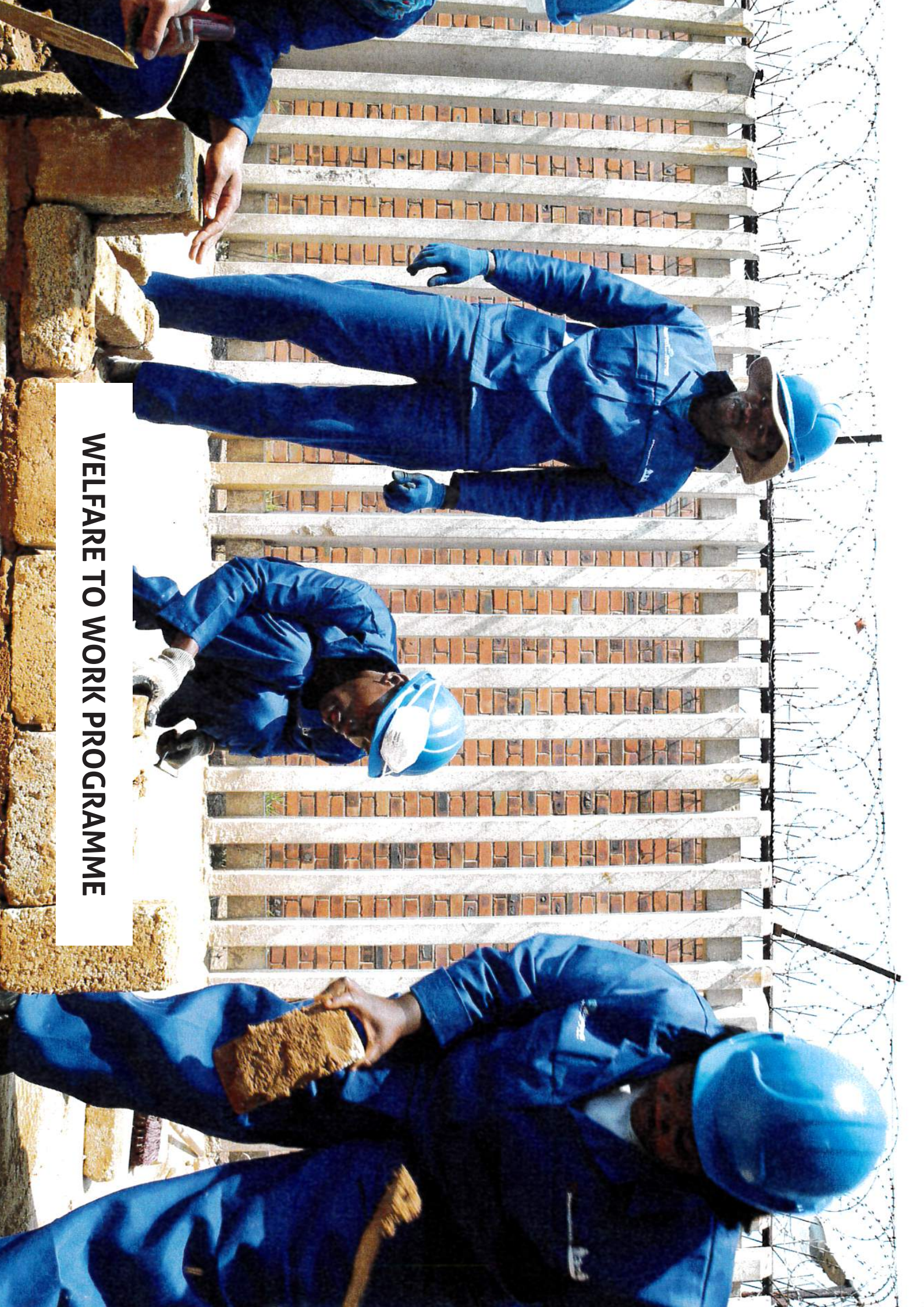
2. Key risks and mitigations

Outcome	Key Risks	Risk Mitigation
Enhanced care and protection of vulnerable groups	Non-compliant NPOs to legislative requirements, norms and standards set	<ul style="list-style-type: none"> ▪ Capacitate NPO sector to improve overall compliance levels ▪ Reemphasise priorities of this nature at Inter – Governmental Relations platforms to form common partnerships ▪ Plan and undertake targeted renovations and upgrading of qualifying NPOs ▪ Drive the reviews and implementation of the GCR ECD Massification Plans to improve accessibility to quality ECD services ▪ Increase internal capacity through the organisational realignment and service delivery model processes
ICT infrastructure does not enable, and support core business processes nor does it allow for improved decision – making purposes	Potential to delay/disrupt service delivery due to business continuity management systems that are not fully responsive	<ul style="list-style-type: none"> ▪ Undertake and complete the entire SAP 7 upgrade process that supports core business information management systems and effective and timeous reporting for decision – making purposes
		<ul style="list-style-type: none"> ▪ Annually review business continuity frameworks to align to standards ▪ Prioritise and plan for effective testing mechanisms at regular intervals ▪ Build internal capacity to specifically drive awareness, understanding and accountability

Outcome	Key Risks	Risk Mitigation
	<p>Illegally and incompetent practicing Social Service Professionals</p>	<ul style="list-style-type: none"> ▪ Embark on a new understanding and agreement with both the Councils and State Security Agency to validate competence to practice and required vetting is in place to further service delivery
	<p>Unsafe working conditions due to poor OHS compliance and poor maintenance planning for the Department</p>	<ul style="list-style-type: none"> ▪ Prioritise and undertake proper town planning with respective Municipalities ▪ Capacitate internally to align to the IDMS standards and structure ▪ Prioritisation of long – term sufficiently funded maintenance plans
	<p>Inability to fully absorb services offered by ex - BOSASA</p>	<ul style="list-style-type: none"> ▪ Extend the provincial cessionary agreement until internal capacity has been properly created ▪ Increase internal capacity through the organisational realignment and service delivery model processes together with specific task team objectives ▪ Increase the monitoring capabilities during the cessionary periods with real – time corrective action taken
<p>Reduce the demand for substances and harm caused by substances</p>	<p>Insufficient community involvement in the management structure of the Substance abuse and rehabilitation Treatment centre and mushrooming of illegally operating treatment centres</p>	<ul style="list-style-type: none"> ▪ Increase the awareness of the need for community involvement through LDACs
<p>Reduce hunger and poverty</p>	<p>Compromised developmental agenda</p>	<ul style="list-style-type: none"> ▪ Participation and involvement in the Provincial Policy Framework that will enable Government to reduce hunger and poverty through sustainable livelihoods programmes

3. Public Entities

The Department does not have public entities.



WELFARE TO WORK PROGRAMME



PART D

TECHNICAL INDICATOR DESCRIPTION (TID)

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

Indicator title	<ul style="list-style-type: none"> Title of the indicator verbatim from the strategic plan
Definition	<ul style="list-style-type: none"> The meaning of the indicator The explanation of technical indicator terms used in the indicator
Source of data	<ul style="list-style-type: none"> Where the information collected from The process that is used to collect the information
Method of calculation/ Assessment	<ul style="list-style-type: none"> How the performance is calculated (quantitative) How the performance is assessed (qualitative)
Assumptions	<ul style="list-style-type: none"> Factors that are accepted as true and certain to happen without proof
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for women Target for youth Target for people with disabilities
Spatial transformation (where applicable)	<ul style="list-style-type: none"> Contribution to spatial transformation priorities Description of spatial impact
Desired performance	<ul style="list-style-type: none"> Information about whether performance that is higher or lower than targeted performance is desirable
Indicator Responsibility	<ul style="list-style-type: none"> Who is responsible for managing or reporting on the indicator

Outcome Statement: Enhanced Care and Protection of poor and vulnerable groups

Indicator title	Percentage decline in incidences of GBV	Increased access to quality services for poor and vulnerable	Increased access to quality ECD services and support
Definition	Refers to the level of GBV incidences at the beginning of the five-year cycle (2020) against the level of GBV incidences at the end of the cycle (2025). GBV denotes the Gender Based Violence with specific bias on women and children.	It refers to an increase access to quality services for poor and vulnerable Poor and vulnerable refers to individuals and families with no or low-income levels, and/or encountering social ills (substance abuse, social crime etc)	It refers to an increase access to quality ECD services for children and support. ECD means Early Childhood Development for stimulation of children in preparation for school readiness, as well as child protection from abuse, neglect etc.
Source of data	Research Directorate Evaluation Report	Research Directorate Evaluation Report	Research Directorate Evaluation Report
Method of calculation/ Assessment	The level of GBV incidences at the beginning of the five-year cycle (2020) -----X 100 the level of GBV incidences at the end of the cycle (2025).	Number of poor and vulnerable people accessing quality services against the overall number of people accessing services.	Number of children accessing quality ECD services against the overall number of children accessing ECD services.
Assumptions	There are recorded cases of GBV incidences.	There are instruments and reports on quality of services.	There are instruments and reports on quality of services.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A 	<ul style="list-style-type: none"> Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A	<ul style="list-style-type: none"> Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> Contribution to spatial transformation priorities: N/A Spatial impact area: Johannesburg, Ekurhuleni, Sedibeng, Tshwane and West Rand 	<ul style="list-style-type: none"> Contribution to spatial transformation priorities: N/A Spatial impact area: Johannesburg, Ekurhuleni, Sedibeng, Tshwane and West Rand 	<ul style="list-style-type: none"> Contribution to spatial transformation priorities: N/A Spatial impact area: Johannesburg, Ekurhuleni, Sedibeng, Tshwane and West Rand
Desired performance	Lower performance is desired	Higher performance is desired	Higher performance is desired
Indicator responsibility	Research Directorate	Research Directorate	Research Directorate

Outcome Statement: Reduce the demand for substances and harm caused by substance use		
Indicator title	% reduction of demand for substances	% reduction of harm caused by substances
Definition	<p>Reduction of demand of substances means the total number of persons with substance use disorder receiving treatment against the total population of the geographic space.</p> <p>Demand reduction means educating communities about negative effect of drugs so that they take conscious decision not to use drugs (tobacco, alcohol and other drugs). Demand is aimed at discouraging the use of substances by communities through prevention and awareness programme.</p>	<p>Refers to the total number of persons with substance use disorder who completed treatment and have relapsed against the total number of persons who have gone through treatment and are living a drug free lifestyle at the of the cycle.</p> <p>Substance use disorder refers to an illness associated with the use and abused of substances Harm reduction is providing substance abuse treatment services to service users and families to mitigate social psychological and health impact of substance abuse.</p>
Source of data	Research Directorate Evaluation Report	Research Directorate Evaluation Report
Method of calculation/ Assessment	<p>The total number of persons with substance use disorder receiving treatment at the beginning of the five-year cycle (2020)</p> $\frac{\text{Total number of persons with substance use disorder receiving treatment at the beginning of the five-year cycle (2020)}}{\text{The total population of the geographic space at the end of (2024)}} \times 100$	<p>The total number of persons with substance use disorder who completed treatment and have relapsed in the 5-year cycle</p> $\frac{\text{Total number of persons with substance use disorder who completed treatment and have relapsed in the 5-year cycle}}{\text{The total number of persons who have gone through treatment and are living a drug free lifestyle at the of the cycle}} \times 100$
Assumptions	There are recorded data bases of persons with substance use disorder receiving treatment and the baseline of the total population of the geographic space.	There are recorded data bases of persons who completed treatment and have relapsed, and information on persons who have gone through treatment and are living a drug free lifestyle at the of the cycle.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> ▪ Target for women: N/A ▪ Target for youth: N/A ▪ Target for people with disabilities: N/A 	<ul style="list-style-type: none"> ▪ Target for women: N/A ▪ Target for youth: N/A ▪ Target for people with disabilities: N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> ▪ Contribution to spatial transformation priorities: N/A ▪ Spatial impact area: Johannesburg, Ekurhuleni, Sedibeng, Tshwane and West Rand 	<ul style="list-style-type: none"> ▪ Contribution to spatial transformation priorities: N/A ▪ Spatial impact area: Johannesburg, Ekurhuleni, Sedibeng, Tshwane and West Rand
Desired performance	Lower performance is desired	Lower performance is desired
Indicator responsibility	Research Directorate	Research Directorate

Outcome Statement: Reduce hunger and Poverty		
Indicator title	% households profiled empowered through sustainable livelihoods	% of food insecure vulnerable households accessing food through food and nutrition's security initiatives
Definition	The indicator refers to the number of profiled households empowered against the total households profiled. Profiling means the assessment of households to determine their needs and appropriate referral/intervention.	The indicator refers to the number of households classified to be vulnerable (living below poverty line) accessing food against the total population of households that are classified to be vulnerable (living below poverty line).
Source of data	Research Directorate Evaluation Report	Research Directorate Evaluation Report
Method of Calculation/ Assessment	The number of profiled households empowered in the mid-term (year 3). _____X 100 The total number of households profiled for the mid-term (year 3).	The number of households classified to be vulnerable (living below poverty line) accessing food in the mid-term (year 3). _____X 100 The total population of households that are classified to be vulnerable (living below poverty line).
Assumptions	There is annual report on households profiled and data bases of profiled households empowered	There is annual report on households classified to be vulnerable (living below poverty line) accessing food and credible statistics on total population of households that are classified to be vulnerable (living below poverty line).
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> ▪ Target for women: N/A ▪ Target for youth: N/A ▪ Target for people with disabilities: N/A 	<ul style="list-style-type: none"> · Target for women: N/A · Target for youth: N/A · Target for people with disabilities: N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> ▪ Contribution to spatial transformation priorities: N/A ▪ Spatial impact area: Johannesburg, Ekurhuleni, Sedibeng, Tshwane and West Rand 	<ul style="list-style-type: none"> · Contribution to spatial transformation priorities: N/A · Spatial impact area: Johannesburg, Ekurhuleni, Sedibeng, Tshwane and West Rand
Desired performance	Higher performance is desired	Higher performance is desired
Indicator responsibility	Research Directorate	Research Directorate

Outcome Statement: Reduce hunger and Poverty		
Indicator title	% of individuals vulnerable to hunger accessing food and nutrition security initiatives	% CSG recipients below 60 linked to sustainable livelihoods opportunities
Definition	The indicator refers to the number of individuals classified to be vulnerable (living below poverty line) accessing food and nutrition security initiatives against the total population of individuals that are classified to be vulnerable (living below poverty line).	The indicator refers to the number of CSG recipients below 60 linked to sustainable livelihood opportunities against the total CSG recipients that below 60.
Source of data	Research Directorate Evaluation Report	Research Directorate Evaluation Report
Method of Calculation/ Assessment	The number of individuals classified to be vulnerable (living below poverty line) accessing food and nutrition security initiatives in the mid-term (year 3). $\frac{\text{Number of individuals classified to be vulnerable (living below poverty line) accessing food and nutrition security initiatives in the mid-term (year 3)}}{\text{The total population of individuals that are classified to be vulnerable (living below poverty line)}} \times 100$	The number of CSG recipients below 60 linked to sustainable livelihood opportunities $\frac{\text{Number of CSG recipients below 60 linked to sustainable livelihood opportunities}}{\text{The total CSG recipients that below 60}} \times 100$
Assumptions	There is annual report on individuals classified to be vulnerable (living below poverty line) accessing food and nutrition security initiatives. There is also credible statistics on total population of individuals that are classified to be vulnerable (living below poverty line).	There is report/database on the number of CSG recipients below 60 linked to sustainable livelihood opportunities. There is also report/database of the total CSG recipients that are below 60.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A 	<ul style="list-style-type: none"> Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Spatial transformation (where applicable)	<ul style="list-style-type: none"> Contribution to spatial transformation priorities: N/A Spatial impact area: Johannesburg, Ekurhuleni, Sedibeng, Tshwane and West Rand 	<ul style="list-style-type: none"> Contribution to spatial transformation priorities: N/A Spatial impact area: Johannesburg, Ekurhuleni, Sedibeng, Tshwane and West Rand
Desired performance	Higher performance is desired	Higher performance is desired
Indicator responsibility	Research Directorate	Research Directorate

ANNEXURE TO THE STRATEGIC PLAN

ACDP	Assistant Community Development Practitioner
AGSA	Auditor-General of South Africa
AIDS	Acquired Immune Deficiency Syndrome
APP	Annual Performance Plan
AU	African Union
BCP	Business Continuity Plan
CAGR	Compound Annual Growth Rate
CBO	Community-Based Organisation
CCW	Community Care Worker
CDP	Community Development Practitioner
CDW	Community Development Worker
COGTA	Department of Cooperative Governance and Traditional Affairs
CSD	Central Supplier Database
CWP	Community Work Programme
CYCC	Child and Youth Care Centres
DCS	Department of Community Safety
DED	Department of Economic Development
DOJ	Department of Justice
DOH	Department of Health
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
DSBD	Department of Small Business Development
DTI	Department of Trade and Industry
ECD	Early Childhood Development
EPWP	Expanded Public Works Programme
FBO	Faith-Based Organisation
FGM	Female Genital Mutilation
FPL	Food Poverty Line
FPP	Fraud prevention Plan
GAS	Gauteng Audit Services
GBV	Gender Based Violence
GCR	Gauteng City Region
GCRA	Gauteng City Region Academy
GCRO	Gauteng City Region Observatory
GDARD	Gauteng Department of Agriculture and Rural Development
GDE	Gauteng Department of Education
GDP	Gross Domestic Product
GDSD	Gauteng Department of Social Development
GEP	Gauteng Enterprise Propeller
GEYODI	Gender, Youth and Disability Interventions
GGT	Growing Gauteng Together
GHS	General Household Survey
GIS	Geographic Information System
GPT	Gauteng Provincial Treasury
GPG	Gauteng Provincial Government
GRSBMEA	Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing
GYDM	Gender, Youth and Disability Mainstreaming
HCBC	Home and Community-Based Care
HDI	Historically Disadvantaged Individual
HIV	Human Immunodeficiency Virus

ANNEXURE TO THE STRATEGIC PLAN

HOD	Head of Department
ICT	Information and Communication Technology
IDMS	Infrastructure Delivery Management System
IGR	Inter-Governmental Relations
IMF	International Monetary Fund
IPV	Intimate Partner Violence
IT	Information Technology
KPAs	Key Performance Indicators
LDAC	Local Drug Action Committee
M&E	Monitoring and Evaluation
MEC	Member of the Executive Council
MPAT	Management Performance Assessment Tool
MPC	Marginal Propensity to Consume
MTSF	Medium Term Strategic Framework
NCPS	National Crime Prevention Strategy
NDA	National Developmental Agency
NDSD	National Department of Social Development
NDP	National Development Plan
NGO	Non-Governmental Organisation
NISIS	National Integrated Social Information System
NPO	Non-Profit Organisation
NSP	National Strategic Plan
OD	Organisational Development
OHS	Occupational Health and Safety
OOP	Office of the Premier
PMDS	Performance Management Development System
PPI	Programme Performance Information
PTP	Prioritised Township Programme
PWDs	Persons with Disabilities
TMR	Transformation Modernisation and Reindustrialization
SACENDU	South African Community Epidemiology Network on Drug Use
SALGA	South African Local Government Association
SASSA	South African Social Security Agency
SAPS	South African Police Service
SAW	Social Auxiliary Worker
SDGs	Sustainable Development Goals
SDIP	Service Delivery Improvement Plan
SDM	Service Delivery Model
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprise
SOCPEN	Social Pension System
SONA	State of the Nation Address
SOPA	State of the Province Address
SSPs	Students Sponsorship Programmes
STI	Sexually Transmitted Infections
VEP	Victim Empowerment Programme
WHO	World Health Organisation
UB	Upper Bound
UNICEF	United Nations International Children's Emergency Fund
4IR	Fourth Industrial Revolution

NOTES

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