



OFFICIAL SIGN-OFF


It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Social Development under the guidance of Honourable MEC Mrs N. Mvana
- Takes into account all the relevant policies, legislation and other mandates for which the Department is responsible
- Accurately reflects the strategic goals and objectives which the Department of Social Development will endeavour to achieve over the period 2010-2015

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PART A: STRATEGIC OVERVIEW

Preliminary statements

The provincial Department of Social Development through its sectoral intergovernmental relations forum has resolved to the development of sector priorities. These would be the basis for the sector to align its goals and objectives. Over the years, the development of strategic goals and indicators was fragmented. This made social development sectoral strategic management and alignment a challenging exercise.

This framework seeks to ensure that the sector goals and objectives are developed concurrently with indicators for seamless implementation. The quest for sectoral alignment also takes into cognisance the significant role National Treasury has played in developing provincial planning frameworks. It is therefore imperative, as part of alignment, to customise National Treasury Planning Framework to fit social development environment. The customised Social Sector Strategic and Annual Performance Plan will be effective from 20010/11 going forward.

1. Vision

A better life for all through quality care, protection and development for the poor and the vulnerable in the Eastern Cape.

2. Mission

To improve the quality of life and social well-being of people of the Eastern Cape through integrated and developmental social services in partnership with relevant stakeholders utilizing appropriate and available resources.

3. Values

All employees of the Department are expected to subscribe to the Code of Conduct for Public Servants and the Batho Pele Principles. The following Department-specific values apply:

- Respect for a person's knowledge and resources, as well as their potential to develop and change.
- Recognition of the rights of all to participate fully in exercising control over and being accountable for their own lives, and accessing their share of societal resources
- A commitment to facilitate social processes towards relationships that build effective and healthy organizations, communities, and ultimately, a just and equitable society
- Absolute integrity
- A culture of honesty
- Professionalism
- Acceptance of responsibility and accountability
- Striving for and maintaining credibility
- High standards of service delivery
- A sense of pride in belonging to the Department

4. Legislative and other mandates

4.1 Constitutional mandates

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

Schedule 4 of the Constitution mandates the Provincial Governments to render population development and welfare services.

4.2 Legislative mandates

The Department of Social Development derives its mandate from several pieces of legislation and policies, including the *White Paper for Social Welfare* (1997) and the *Population Policy* (1998). The constitutional mandate of the department is to provide sector-wide national leadership in social development.

Based on its mandate, the Department of Social Development develops and implements programmes for the eradication of poverty, social protection and social development among the poorest of the poor, and the most vulnerable and marginalised. The department effectively implements this through its partnerships with its primary customers/clients and all those sharing its vision.

Aged Persons Act, 1967 / Older Persons Act, 2006

This Act provides for the protection and welfare of certain aged and debilitated persons, for the care of their interests, for the establishment and registration of certain institutions, and for the accommodation and care of older persons in such institutions. The Act was amended a number of times before April 1994. Further amendments were made in November 1994 in order to repeal certain discriminatory provisions. Further amendments were also made in November 1998 to provide for the establishment of management committees for homes for the aged, to require reporting on the abuse of aged persons, and to regulate the prevention of the abuse of aged persons. The Older Persons Bill that was tabled in 2003 was passed into law in 2006. The President has assented to the Older Persons Act, 2006, which repeals the Aged Persons Act, 1967.

The 2006 Act was to be promulgated during the financial year 2007/08. The Act deals effectively with the plight of older persons by establishing a framework aimed at the empowerment and protection of older persons and the promotion and maintenance of their status, rights, well-being, safety and security. This Act provides for older persons to enjoy quality of services while they stay with their families in the community for as long as possible. Chapter 3 of the Act deals specifically with the development of community-based care and support programmes that fall into two broad categories, namely, prevention and promotion programmes which ensures the independent living of older persons in the community; and home-based care, which ensures that frail older persons are receiving maximum care within the community through comprehensive range of integrated services. It further recognises the wisdom, knowledge for the protection and skills of older persons. Furthermore, it promotes active participation of older persons in the community.

Fund-Raising Act, 1978

The Fund-Raising Act of 1978, which provided for control of the collection of contributions from the public and for the establishment of various relief funds, was, except for the relief fund chapter thereof, repealed in 1997 by the Non-Profit Organisations Act, 1997. The department is in the process of amending the remaining part of the Act.

Social Service Professions Act, 1978

This Act, formerly known as the Social Work Act, provides for the establishment of the South Africa Council for Social Work and defines its powers and functions. The Act was amended in 1995 to provide for the establishment of the South African Interim Council for Social Work and for the rationalisation of certain laws relating to social workers that remained in force in the various areas of the provincial territory of the Republic. The Act was also amended in 1996 in order to make the South African Interim Council for Social Work more representative of the people of the country. The 1998 amendment established the South African Council for Social Service Professions, and professional boards for social service professions. This Act will be revised during this period.

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

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

This Act provides for the establishment and implementation of programmes aimed at combating crime and for the rendering of assistance to and treatment of certain persons involved in crime. The Probation Services Amendment Bill was approved by Parliament in August 2002. The Probation Services Amendment Act, 2002 (Act No. 35 of 2002) came into operation on 7 November, 2002. The Child Care Act, 1983, has been under review for the past few years, leading to the drafting of a comprehensive Children's Bill, which was introduced into Parliament in 2003. Subsequently, the Bill was found to be one of mixed character, in that it combined aspects conferring rights (which fall under section 75 of the Constitution dealing with matters falling within the functional area of national legislative competence) and services (which fall under section 76 of the Constitution dealing with matters falling within the functional area of concurrent national and provincial legislative competence). In the absence of any procedure in Parliament to deal with mixed Bills, the Children's Bill had to be split into two, i.e. the section 75 component and the section 76 component. The section 75 component was passed by the provincial Assembly and the President signed it into law in October 2005. It is now known as the Children's Act, 2005. The section 76 component was introduced in the NCOP as the Children's Amendment Bill, which will amend the Children's Act, 2005, in order to incorporate into the law matters falling within the functional area of concurrent national and provincial legislative competence.

Prevention and Treatment of Drug Dependency Act, 1992

This Act provides for the establishment of programmes for the prevention and treatment of drug dependency, the establishment of treatment centres and hostels, the registration of institutions as treatment centres and hostels, and the committal of certain persons to detention, treatment and training in such treatment centres or registered treatment centres. The Act was amended in 1996 to

extend the application of the Act to the whole of the provincial territory of the Republic, and in 1999 to establish the Central Drug Authority. The Act was reviewed in the past financial year and the department will introduce into Parliament for consideration the Prevention of and Treatment for Substance Abuse Bill.

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

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

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

- The assessment process for disability and care dependency was simplified by removing the role of the pensions' medical officer and making provision for the creation of assessment panels to enable individuals living in rural areas who have no access to doctors, to be assessed by a panel, so that they can qualify for a grant.
- The income level for the means test to qualify for the Care Dependency Grant has been increased. Applicants are required to declare the income of the parents only, rather than the income of the household, as was done previously.
- The asset means for all grant types are taken at nil values if the property is owned and occupied by the applicant and his or her spouse.
- The extension of the Child-Support Grant to children up to 14 years of age.

During the 2002/03 financial year, Cabinet approved the extension of the means-tested Child-Support Grant beyond the age of seven to children up to their 14th birthday. A phased approach in implementing this new policy shift was agreed to, whereby children under the age of nine years qualified for this benefit in the 2003/04 financial year. Children under the age of 11 years qualified in the 2004/05 financial year, and children under the age of 14 years qualified in the 2005/06 financial year. These amendments require people to be properly informed about any decisions made with respect to their grants.

Social Assistance Act, 2004

The Social Assistance Act of 2004 continues to provide the legislative framework for the provision of social-assistance grants, in the main, but excludes the provisions for funding to non-profit organisations. The Act also provides the legal instruments for shifting the social-assistance function to the provincial sphere of government, and provides for the Social Security Agency to render the management and administration of social grants.

Non-Profit Organisations Act, 1997

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

National Development Agency Act, 1998

The provincial Development Agency Act, 1998, provides for a national funding, capacity-building and co-ordination structure known as the provincial Development Agency (NDA). The NDA is mandated to grant funds to civil society organisations (CSOs) to enhance capacity and promote development dialogue, while also meeting the developmental needs of poor communities.

Advisory Board on Social Development Act, 2001

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

White Paper for Social Welfare (1997)

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

White Paper Population Policy for South Africa (1998)

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

Domestic Violence Act (1998)

The purpose of this Act is to afford the victims of domestic violence the maximum protection from domestic abuse that the law can provide; and to introduce measures which seek to ensure that the relevant organs of state give full effect to the provisions of this Act, and thereby to convey that the State is committed to the elimination of domestic violence.

4.3 Policy mandates (typically approved service delivery related policies)

Integrated Service Delivery Model

The purpose of the model is to describe critical steps in the change process, serves as a guide for practitioners to ensure positive change, clarify and define developmental approach towards social service delivery.

National and Provincial Gender Policy Framework

The main purpose of this framework is to guide the process of developing laws, policies, procedures and practices which will serve to ensure equal rights and opportunities for women and men in all spheres of government as well as in the workplace.



Policy Framework on Orphans and Children made vulnerable by HIV and AIDS

The purpose of the framework is to promote an enabling environment for more effective delivery on commitments to orphans and other children made vulnerable by HIV and AIDS

Community Development Policy Framework

The purpose of the framework is to regulate and provide guidance to various community development interventions and initiatives by different department and agencies.

National Family Policy 2006

This policy seeks to give guidance on service delivery to families by all role players with the aim of promoting and strengthening functional families as well preventing vulnerability in families.

NB: For more information please refer to www.socdev.ecprov.gov.za

4.4 Relevant court rulings (particularly those that have budgetary implications)

None

4.5 Planned policy initiatives

The Department will develop the following policies:

- Internal Control
- Tariff and Budget
- Cash management
- Provincial Anti-Poverty Strategy
- Family-Based Community Development Policy Framework
- Resettlement
- Secondment
- Exit Management
- Risk Management
- Inventory management
- Stakeholder Participation
- Facilities Management and Maintenance
- Institutional Capacity Building Framework
- Community Development Strategy
- ICT Governance Charter
- Meta Data Policy
- S&T Policy
- Dress Code

5. Situational analysis

5.1 Organisational environment (internal focus)

What is increasingly clear in the current context of the developmental approach to social service delivery is that the two core functions, namely: Developmental Social Welfare and Community Development as the main employer of social service professionals in the Department, can only be as effective as the quality and quantity of human resources generally and social service professionals in particular.

An analysis of the Departmental Human Resource in the current structure reflects 4 457 posts of which 3 260 have been filled constituting 73% and 1 197 still remain vacant. The number of posts for Developmental Social Welfare as reflected in the structure totals 2 004 of which 1 713 have been filled constituting 85% and 291 still remain vacant. The number of posts for Community Development as reflected in the structure totals 796 of which 385 have been filled constituting 48% and 411 still remain vacant.

Social Work: Population ratio

District	Population	Social Workers	Ratio per Social Worker	Shortage
Alfred Nzo	550403	68	183	115
Amathole	1664254	239	555	316
Cacadu	388204	87	114	27
Chris Hani	810306	184	270	86
Nelson Mandela	1005780	120	335	215
O.R.Tambo	1676483	164	559	395
Ukhahlamba	341339	58	114	56
Grand Total	6436769	920	2130	1210

The table above reflects the number of social workers employed by the Department in each District Municipality in the Eastern Cape. The Department currently has **920 Social Workers** (field Social Workers) and considering the national norm, there is a shortage of **1 210 Social Workers** in order to comply with the required standard.

NB: This scenario compromises the expected service delivery standards and priorities mandated to the Department.

Community Development Practitioner norm is 1 CDP per 1 WARD

District	Number of Wards	CDPs Available	Ratio per CDP	Shortage CDPs
Amathole	165	36	165	129
Alfred Nzo	48	15	48	33
Cacadu	43	19	43	24
Chris Hani	96	39	96	57



Nelson Mandela	54	13	54	41
O.R. Tambo	142	36	142	106
Ukhahlamba	42	17	42	25
Grand Total	590	175	590	415

The table above depicts the number Community Development Practitioners (CDPs) employed by the Department in each District Municipality in the Eastern Cape. The Department currently has 175 CDPs (field staff) and considering the national norm there is a shortage of 415 CDPs in order to comply with the required standard.

NB: This scenario compromises the expected service delivery standards and priorities mandated to the Department.

Norm for Community Development Supervisor (CDS) is 1 CDS per cluster of 5 wards

District	Number of Wards	Expected Number of CDS	CDSs Available	Shortage CDSs
Amathole	165	33	3	30
Alfred Nzo	48	10	2	8
Cacadu	43	9	2	7
Chris Hani	96	19	4	15
Nelson Mandela	54	11	4	7
O.R. Tambo	142	28	6	22
Ukhahlamba	42	8	2	6
Grand Total	590	118	23	95

The table above reflects the number of Community Development Supervisors employed by the Department in each District Municipality in the Eastern Cape. The Department currently has 23 Community Development Supervisors and considering the national norm there is a shortage of 95 CDS in order to comply with the required standard.

NB: This scenario compromises the expected service delivery standards and priorities mandated to the Department.

In analysing the overall human resource allocation in the Department of Social Development, a severe shortage in all areas of the core business which is mainly provided by Social Workers and Community Development Practitioners is evident.

Further, the continued shortage of tools of trade (infrastructure, vehicles and office equipment) within the Department negatively affects the rendering of social services to communities.

The 2007 community survey undertaken by Statistics South Africa estimated the total population of the Eastern Cape at 6 527 747 of which 4 008 036 people (constituting 61.4%) live in rural areas.



This has serious implications for access to services delivered by the Department given that the Departmental offices are only located in the magisterial towns of the Eastern Cape, very far from where these communities live.

The functions and operations of the Department as reflected in the Service Delivery Model amongst others proposes the establishment of outreach centres at ward level to allow a walkable distance for communities to access services of the Department. This indicates the need for a review of the Departmental organogram that enables and facilitates social services where they are needed most, that is at community level. This process will facilitate the principle of accessibility and bringing services nearer to the people who need them most.

Infrastructure Analysis

The Department of Social Development has a Provincial office which serves as a Head office in Bhisho. There are seven District offices with 24 Area offices aligned to local municipality boundaries and 131 Service offices (as per organogram) allocated in Magisterial towns of the Eastern Cape. The organogram reflects 4 457 posts of which 3 260 have been filled and 1 197 still remain vacant. About 162 offices are currently available with 20 offices being shared and 21 offices in dilapidated condition. The budget required to construct these structures totals R369 million over a period of ten years.

Whilst R37 million is needed towards both construction and maintenance of existing offices per annum, the Department has been allocated a budget of R15 million a year which covers less than half the required amount.

Infrastructure needs towards social welfare Institutions totals R75 million but the R23 million allocated to the Department for this purpose is less than half of the required amount.

The above scenario particularly the sharing of offices seriously compromise the Department on areas of client confidentiality as a critical ethical principle and health standards.

5.2 Description of the strategic planning process

A pre-planning session was arranged on 04 July 2009 to deliberate on political imperatives, strategic priorities, linkage to the National, Provincial, Sectoral and Departmental priorities. Guidelines and new templates were also presented. Inputs were solicited from various stakeholders in particular District and Local Municipalities and this was presented on 9-10 July 2009. On 12-13 July 2009 a strategic planning session was held and presentation of 1st draft 5-year strategic plan, 3-year Medium Term Framework and Annual Performance Plans were made. On 14-16 July 2009 focus was on alignment of the plan with MTEF allocation for presentation to the Executing Authority. Furthermore, engagements with other stakeholders namely NGOs and NPOs was undertaken on 15-16 March 2010 to finalise the strategic planning process.

5.3 Service Delivery Environment

The Eastern Cape Province is predominantly rural with 61,4% of the population living in the rural areas and these areas were used as cheap labour reserves by the White apartheid South Africa particularly the former homeland areas of Transkei and Ciskei. It is divided into six District Municipalities (Alfred Nzo, Amathole, Cacadu, Chris Hani, O.R. Tambo and Ukhahlamba) and one Metropolitan Municipality (Nelson Mandela Bay Metro). Impoverishment and underdevelopment in the Province continues to pose a serious challenge and calls for a change of approach in Government and a re-focus in the strategic interventions that address poverty.

