



## VOTE 4 ANNUAL REPORT 2017 - 2018

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### PART A:

### GENERAL INFORMATION



### 1. DEPARTMENT GENERAL INFORMATION

### **DEPARTMENT OF SOCIAL DEVELOPMENT**

PHYSICAL ADDRESS: Beacon Hill Office Park

Corner of Hargreaves Road and Hockley Close

King Williams Town

POSTAL ADDRESS: Private Bag X0039

**BHISHO** 

5606

**TELEPHONE NUMBER/S:** 043 605 5201

**FAX NUMBER:** 043 605 5475

**EMAIL ADDRESS:** Gcobani.maswana@ecdsd.gov.za

**WEBSITE ADDRESS:** www.ecdsd.gov.za

### 2. LIST OF ABBREVIATIONS/ACRONYMS

ABET: Adult Basic Education Training IOD: Iniury on Duty ACDP: **Assistant Community Development** ISS: Information System Security Practitioner IT: Information Technology AGSA: Auditor General South Africa JICA: Japan International Cooperation AIDS: Acquired Immune Deficiency Agency LAN: Local Area Network Syndrome BAS: Labour Relations Basic Accounting System LR: BBBEE: **Broad Based Black Economic** M&E: Monitoring and Evaluation Member of Executive Council MEC: **Empowerment** CBO: Community Based Organisation MIS: Management Information System CBR: Community Based Rehabilitation MOU: Memorandum of Understanding Medium Term Strategic Framework CDF: Community Development Fora MTSF: CFO: Chief Financial Officer MTEF: Medium Term Expenditure CHH: Child Headed Households Framework CIO: Chief Information Officer NDA: National Development Agency COO: Chief Operations Officer NFD: Non-Financial Data COE: Compensation of Employees NISIS: National Integrated Social CPO: Child Protection Organisation Information System CYCC: Child and Youth Care Centre NGO: Non-Governmental Organisation ECD: Early Childhood Development Non-Profit Organisation NPO: ECPG: Eastern Cape Provincial NQF: National Qualifications Framework Government NYSP: National Youth Skills Programme EEP: **Employment Equity Policy** OD: Organisational Development **Executive Committee** OTP: EXCO: Office of the Premier EPWP: **Expanded Public Works Programme** PFMA: Public Financial Management Act FBPEM: PGDP: Family Based Poverty Eradication Provincial Growth and Development Model GIS: PMDS: Geographical Information Systems Performance Management and HCBC: Home Community Based Care **Development System** HCM: **Human Capital Management** POA: Programme of Action HDI: Historically Disadvantaged PSCBC: Public Service Coordination and Individuals **Bargaining Council** HIV: Human Immunodeficiency Virus SDIP: Service Delivery Improvement Plan HOD: Head of the Department SPU: Special Programme Unit STATSSA: HRA: **Human Resources Administration** Statistics South Africa HRD: **Human Resources Development** TADA: Teenagers Against Drug Abuse

> Victim Empowerment Programme Information Communication Technology

VEP:

IDP: Integrated Development Plan IEW: Integrated Employee Wellness IGR: Inter-Governmental Relations IMST: Information Management Systems

**Human Sciences Research Council** 

Technology

HSRC:

ICT:

### 3. FOREWORD BY THE MEMBER OF THE EXECUTIVE COUNCIL (MEC)



### ACHIEVEMENTS IN RELATION TO POLICY DIRECTIVES AND STRATEGIC OUTCOME RELATED GOALS

This Annual Report allows Eastern Cape Department of Social Development (ECDSD) to evaluate just how much progress the Department has made in the fulfillment of its mandate to provide Social Protection. As the Political Head, I have placed an imperative that the Department's service delivery always demonstrates measurable positive influence on communities, as a means of ensuring there is continuous improvement on its interventions and programmes.

As the Eastern Cape Member of the Executive Council for Social Development, I am proud to have seen through another Financial Year, a Department that continued to strengthen its efforts of building a caring society through delivering services that benefited the most poorest and vulnerable society.

The emerging social ills has meant that the Department had to increasingly work harder and smarter and most importantly prioritise delivery of key services. The main strategic focus areas and intervention for the 2017/18 financial year in the delivery of services focused on:

- Improving human resources through recruitment of one hundred and fifty-one (151) Social Workers
  and supervisors to improve access to Developmental Social Welfare Services by the poor and the
  vulnerable in the Province.
- Strengthening internal capacity building of two hundred and forty (240) Social Service Practitioners.
- Improving infrastructure through Renovation of Early Childhood Development (ECD) centres to promote access to ensure compliance to minimum norms and standards.
- Improving access by children with disabilities in ECD.
- Strengthening the implementation of Isibindi Services,
- Strengthening provision of Foster Care Services, Supervision and Management.
- Strengthen Mentorship of five hundred and ninety-eight (598) NPO'S and one hundred and thirty-one (131) Co-operatives for sustainability and linking them to economic opportunities.
- Expanding food securities programmes by ensuring access of four thousand five hundred and sixty (4 560) beneficiaries to DSD feeding schemes in the Community Nutrition Development Centres (CNDC) by four thousand five hundred and sixty (4 560) beneficiaries.

Additionally, one of our major milestone for the reporting period is the graduation of one hundred and sixty-eight (168) National Youth Service beneficiaries from Rhodes University with Community Development Certificate which is graded at Level 4 in the National Qualifications Framework. The envisioned outcome of this initiative is to empower young people to be at the forefront of the development of their communities. The Department continued to support youth initiatives in the Province that are aimed at addressing youth unemployment.

Significant progress has been made in our ongoing efforts of empowering women in the Province and we have managed to impact positively on the lives of seven thousand and twelve (7 012) women through ensuring their participation to various women iniciatives.

The provision of comprehensive services to people living with disability is inspired by our realisation that as a Department we have a momentous task of upholding and promoting the rights of people living with disability. Through developmental initiatives, we are affording them an equal opportunity to realise their true potential.

Among other things, the Department has provided psycho-social support services to mitigate negative effects of social ills. The Department focused on improving treatment and related interventions for substance abuse. The defining feature in the Department's fight against substance abuse was the expansion of various services.

In contributing to continental goals, a study tour to Chile was undertaken to understudy the Early Childhood Development Programme so as to improve the application and implementation of a comprehensive ECD Programme.

The Department made a major breakthrough during the incidence of *Mancoba Seven Angels Ministry* by playing a leading role in soliciting interventions aimed at protecting human rights violation against children, women, elderly and their affected families.

### CHALLENGES FOR THE FINANCIAL YEAR UNDER REVIEW

The Department has experienced the emergence of social ills which have plagued our communities leading to violence, substance abuse, and disorganization in families thus creating demand for developmental social welfare service in the most deprived areas.

Given the challenges that have plagued the Department in relation to the administration and management of NPOs, I am proud to note that progress has been made in the mentoring coaching and capacity building of NPOs and Cooperatives. The Department will further improve efficiency in the NPO management by strengthening compliance with the minimum norms and standards.

The Department has been inundated with challenges related to infrastructure development in the ECD Centres which has led to a numerous number of ECD Centres and Programmes not being registered as per the required norms and standards.

### **MEDIUM AND LONG TERM GOALS**

The Department will intensify its mandate of Social Protection for a better life for all in the provision of Developmental Social Welfare Services. Informed by our expenditure drivers, one of our focal areas is to improve and strengthen relations with Non Profit Organisations, above that we have consciously established a Non-Profit Organisation (NPO) directorate that seeks to continuously improve in delivering social development services to our people. Based on the dynamics and new trends the Department seeks to develop a funding model that will make it easy for NPOs to operate. Moreover, the department will invest in early childhood development as it is a bedrock of empowering communities and reducing levels of intergenerational poverty. Working with public purse compels us to constantly improve our monitoring and evaluation systems.

### **ACKNOWLEDGEMENTS AND CONCLUSION**

Our vigor and achievements are indicative of an ongoing commitment by the Department through its employees and stakeholders to change the lives of the vulnerable members of society, namely the elderly, women, youth, children and people living with disabilities. As we issue this report we are reminded that as a country we have recently lost one of the giants of not only the struggle to attain freedom but also a champion of human rights, Mama Winnie Madikizela Mandela. Mama Winnie as a Social Worker, embodied the values of building a caring society for the most vulnerable members of society. As a Department we can only draw from her teachings and values in our quest to improve the lives of the people of the Eastern Cape.

A word of appreciation needs to be extended to all officials in the Department, Stakeholders and our Agencies that continue to play a significant role in Building A Caring Society for the people of the Eastern Cape.

DR Pumza P. Dyantyi

**MEC of the Department of Social Development** 

Date: 20 September 2018

### 4. REPORT OF THE ACCOUNTING OFFICER



### **OVERVIEW OF THE OPERATIONS OF THE DEPARTMENT**

### Effective and Efficient Financial Management and Controls

The Department has been operating within an environment of increasing resource constraints due to a reduced fiscal base against and growing demand for Developmental Social Welfare Services. In this financial year, the Department has applied stringent measures in financial management by ensuring that budget is biased towards service delivery performance.

The Fiscal constraints experienced by the Department during the year under review led to the non renewal of the contract with Eastern Cape Frail Care (Pty) Ltd. This organisation utilised two centres to render this service, these are Algoa and Lorraine Frail Care centres. The Department

employed various alternative interventions in order to deal with the management of this service, and the following were the Departments that partnered with DSD to find the cost effective approach in addressing this challenge; Department of Health (DOH), Provincial Treasury and the Office of the Premier (OTP).

### Management of Non Profit Organisations

In ensuring the viability and sustainability of NPOs, the Department has continuously maintained funding to the regulated NPOs as our service delivery extension arm. The Department has capacitated the established component with appointment of one hundred and thirty-six (136) officials. At the financial year end under review, the Department has advertised a total of forty (40) posts for NPO Management and appointment will be effected in the next financial year.

### Strengthening of Business Processes

In an effort to ensure the improvement of business process in the Departmental value chain, the Department initiated the institutionalisation and mainstreaming of Standard Operating Procedures (SOPs) in the administrative and core service delivery programmes.

In an effort to expand its footprint in the province, the Department has developed a Business Case for Social Distress with the aim of providing a strategic niche by placing children and families at the core of social development services.

### Improving Internal Controls

In improving the planning and operations to ensure efficient and effective delivery of services, the Department approved the Research Policy to guide evidence based information to assist in planning, monitoring and evaluation. Youth development is one of the critical priorities of the Department has also approved a policy guiding framework as the implementation of youth development programmes.

The Department has strengthened its internal capacity building programme by ensuring that Social Service Practitioners are trained and kept abreast of statutory regulations for implementation of services.

During the year under review, the Department has established a Task Team to provide a framework towards a transformative and developmental approach to social service delivery determining clearly the nature, scope, extent and level of work.

### Strengthening of partnerships to improve operations

In partnership with Japan International Cooperation Agency (JICA), a delegation of three (03) Persons with Disabilities from Non-Profit Organisations (NPOs) and one (01) official from the Department were selected to undergo training in Japan from 25 November to 10 December 2017. The training was intended to promote Self-Help Groups (SHG) of Persons with disabilities and Community-Based Inclusive Development.

### Service Delivery Oriented Operations

Care for older persons, especially the expansion of independent and assisted living, frail care and appropriate community-based interventions remain a priority for the Department. The Department has initiated a process of developing a Funding Model for Frail Care Management to augment the discrepancies that exist. In the year under review, the Department was issued with a High Court Order emanating from the Frail Care Crisis Collective (FCCC) submission to court which sought urgent relief from the High Court to stop the imminent closure of the two Frail Care Centres who's Service Level Agreement had expired. The Department appealed against this judgement and the appeal was not granted in its favour. The court ruling compelled the Department to continue funding the two centres. In view of transforming the Welfare Sector in its entirety, the Department has initiated a process of developing a Funding Model to standardised Frail Care Services management across the Province to address equity discrepancies.

The Department pioneered the establishment of three flagship projects at Etholeni- Amathole District, Nompumelelo Township at Buffalo City Metro and Motherwell Township at Nelson Mandela Metro to respond to the emerging social ills in the affected communities. Integrated Sessions with Domestic and Farm Workers were held in Nelson Mandela Metro, OR Tambo District, Alfred Nzo District and in Buffalo City Metro where Parenting Skills Programmes were presented reaching one hundred and forty-three (143) people with a view to equip parents with Parenting Skills.

Prevention and Early Intervention Programmes (PEIP) were funded towards a gradual shift from remedial, curative social services and programmes focusing on the provision of more developmental, integrated prevention and early intervention programmes targeted to children, parents, caregivers and families as provided for by the Children Act, 38 of 2005.

Early Childhood Development (ECD) massification is a term coined by government to describe the huge shift in momentum required around ECD registration and funding to meet the objectives of universal access for all 0-5 year olds across the country.

The Department has supported one hundred and sixty-eight (168) young people to graduate with NQF level 4 Community Development Certificate at Rhodes University.

The partnership with the United Nations Population Fund (UNFPA) resulted in the Department receiving technical support with the implementation of the Population Policy mandate. This partnership is managed through a Provincial Coordinating Forum which met on a quarterly basis to discuss implementation and collaboration among partners, government and the United Nations Population Fund (UNFPA).

The first Charlotte Maxeke Service Excellence Awards was held successfully where Non-Profit Organisations and Community Development Projects were awarded by the Department for their excellence in the provision of services.

In an attempt to improve and take services closer to the people, the Department, during the year under review completed the following Infrastructure projects:

- Burgersdorp Secure Care Centre
- Bedford Service Office
- Amatatiele Area/ Service Office

- Nggeleni Service Office
- Qumbu Area Office

Despite the completion of the above projects, the challenges associated with inadequate and limited office accommodation at Local Services remain. These infrastructure challenges have also affected the network connectivity and ultimate utilisation of Information Technology equipment.

The Department spearheaded and championed the review and evaluation of the Anti-Poverty Strategy in partnership with other stakeholders with the aim to assess the implementation of the four pillars of the strategy i.e. Early Childhood Development Community Mobilization, Integrated nutrition and food security, Extended Public Works Programme (EPWP), Community Works Programme (CWP) as well as basic services and assets. A Premilinary Review Report with significant findings of the review has made a decision to approve massive expansion on the implementation of the anti-poverty strategy targeting top five (5) poorest wards in each municipality within the Province.

### Partnerships with Stakeholders

In the period under review, the Department mobilised up to sixty nine (69) stakeholders which include Government Departments, State Owned Enterprises, Institutions of Higher Learning, municipalities, NGOs and private sector institutions to partner at both strategic and project level for improved integrated service delivery.

The Department delights in the meaningful and beneficial partnerships with a variety of stakeholders and partners. Some of the key stakeholders and partners that provided programmes for the empowerment of women in the province during this period include the National Development Agency, Old Mutual, MTN, National Department of Social Development, Umtiza Farmers Coop, The Mvula Trust, Department of Health, African Bank, Agri-SETA, Department of Rural Development and Agrarian Reform as well as the Provincial Treasury.

Capacity building sessions conducted in partnership with Eastern Cape Gambling Board for sixty-one (61) Older Persons, on responsible gambling in Nelson Mandela Metro (NMM), Buffalo City Municipality (BCM) and Amathole with a view to create awareness to Older Persons on responsible gambling.

### OVERVIEW OF THE FINANCIAL RESULTS OF THE DEPARTMENT

### **DEPARTMENTAL RECEIPTS**

		2017/2018			2016/201	7
Departmental receipts	Estimate	Actual Amount Collected	(Over)/Under Collection	Estimate	Actual Amount Collected	(Over)/Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Tax Receipts	-	-	•	-	-	-
Casino taxes	-	-	-	-	-	-
Horse racing taxes	-	-	-	-	-	-
Liquor licences	-	-	-	-	-	-
Motor vehicle licences	-	-	-	-	-	-
Sale of goods and services other than capital assets	2 436	3 035	(599)	2 298	2 771	(473)
Transfers received	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-
Interest, dividends and rent on land		78	(78)		203	(203)
Sale of capital assets	-	-	-	-	-	-
Financial transactions in assets and liabilities		5 723	(5 723)		4 357	(4 357)
Total	2 436	8 836	(6 400)	2 298	7 331	(5 033)

The Department is not a revenue generating organisation but in its efforts to generate own revenue, the Department generates revenue from the following sources:

- Sale of Tender Documents
- Commission on insurance, garnishee orders
- Financial transactions in assets and liabilities
- Third party collections from employees.

The overall amount collected exceeded projections for the year under review. This is due to financial transactions in assets and liabilities that emanated from previous Financial Year's (FY) debt recoveries.

### **DEPARTMENTAL EXPENDITURE**

		2017/18			2016/17	
Programme Name	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	470 286	441 397	28 888	445 982	442 809	3 173
Social Welfare Services	705 606	674 532	31 075	651 597	647 239	4 358
Children and Families	767 119	731 161	35 958	636 029	619 307	16 722
Restorative Services	400 070	379 469	20 601	358 299	350 201	8 098
Development and Research	296 395	287 912	8 483	309 810	298 853	10 957
Programme Sub-Total	2 639 476	2 514 471	125 005	2 401 717	2 358 409	43 308
Statutory Appropriation	2 535	1 978	557	1 902	1 902	-
TOTAL	2 642 011	2 516 449	125 562	2 403 619	2 360 311	43 308

Expenditure for the Department of Social Development amounted to R2 516 449 billion against an appropriated budget of R2 642 011 billion. A total of R125 562 million (representing 4.8%) remained as under expenditure for the period under review.

### BELOW ARE THE REASONS FOR UNDER EXPENDITURE

### **COMPENSATION OF EMPLOYEES**

- The Department had vacant funded posts which were as a result of attrition and could not be filled on time due to the slow recruitment processes.
- Of the two hundred and fifty-two (252) posts in the Annual Recruitment Plan, two hundred and fifty-one (251) were recruited as at the end of the year under review.

### **GOODS AND SERVICES**

- The Department reclassified both budget and expenditure from Transfers and Subsidies to Goods and Services – Agency & Support/Outsourced Services. This emanated from the Auditor General South Africa (AGSA) finding of 2016/17 Financial Year. This resulted in the delay in spending for the year under review under this item thus the under-expenditure.
- The Department entered into the Vodacom RT-Contract which has resulted in reduced expenditure in the Financial Year.
- Legal disputes for the following services claim for outsourced internal audit, breach of contract for the Provincial Off-Site Storage, claim for outsourced child and youth care services at Burgersdorp.
- Non delivery of subsidized vehicles resulting in operation costs being underspent.

- Delays in finalizing procurement for the implementation of Drivers Licence Training Programme for National Youth Service (NYS).
- Non-payment of ECD Conditional Grant Maintenance due to challenges in recruitment of
  officials to administer the grant as well as non-finalization of the procurement in the financial year
  under review.

### **TRANSFERS & SUBSIDIES, HOUSEHOLDS**

- The Department underspent in this economic classification for the following reasons:
  - funded organisations did not claim for full capacity due to lesser number of children admitted and reunification of children with their families
  - Vacant posts at funded organisations were not claimed for
  - Not all funded modalities were claimed by NGO/NPO's
  - NGO's that did not claim for the financial year

### **PAYMENT OF CAPITAL ASSETS**

### **Building and other fixed structures**

Name of project	Adjusted Budget	Actual expenditure	Budget not spent	Status
Hofmeyer Service Office (Renovations)	79 500	68 817	10 683	-
Qumbu Area office	236 000	235 200	800	-
Zwelitsha Service Office (Extl Works + Renovations)	1 439 000	0	1 439 000	Project Terminated 6 April 2016. Slow process in finalization of design and procurement stages. Project to be completed during 2018/2019 financial year.
Whittlesea service office	1 077 886	1 077 839	47	Practical completion 31 October 2016.  To be transferred to DRPW 2018/2019
Motherwell Service Office Complex- security fence	6 084 056	0	6 084 056	New project for 2017/2018.  The project delayed by cancellation of tender due to error in specification. Tended awarded end march 2018. Site handover 9 April 2018.  Application submitted for rollover sent to Provincial Treasury.
Ntabankulu Service Office - additional offices	564 000	0	564 000	New project for 2017/2018.  Slow process in finalization of design and procurement stages.  Bid document are presented to DRPW Bid Specification Committee on 12th March 2018 and projected to be advertised by end March 2018.
Bhisho Secure Care Centre - renovations	1 346 000	279 873	1 066 127	New project for 2017/2018.  Slow process in finalization of design and procurement stages. All the trades are being procured separately i.e. plumbing, building works, electrical works and mechanical works. The bids for fire equipment and Electrical and Mechanical have

Name of project	Adjusted Budget	Actual expenditure	Budget not spent	Status
				been cancelled due to validity period.
				Application for rollover sent to Provincial Treasury.
Ernest Malgas Treat Center(NMM)	681 832	681 832	0	Final completion 22 June 2016. Final accounts paid. Close out report received 14 May 2018. To be transferred to DRPW 2018/19.
Bethelsdorp Service Office	191 000	190 963	37	On hold, 23 October 2015 due to shortfall in funding.  Professional fees paid in 2017/2018
Cofimvaba Service Office- new modular office	2 099 000	0	2 099 000	Professional fees paid in 2017/2018.  New project for 2017/2018.
				Slow process in finalization of design and procurement stages.
Keiskammahoek Service Office	677 000	677 058	-58	Practical Completion 29 March 2017.
Ngqeleni Service Office	500	0	500	savings
Springgroove (Modular Offices)	350 000	151 828	198 172	Practical completion, 2 June 2015. Final accounts paid.
Matatiele Service Office	7 531 879	6 910 023	621 856	Practical completion taken 1 June 2017.
	5.004.550	0.040.040	0.075.000	Final completion and Final Account has been submitted for Main Contractor which is outstanding.
Burgersdorp Secure Center	5 991 552	3 916 316	2 075 236	Practical completion taken 11 May 2017.
				Finalization of Final accounts is still outstanding.
				Application for rollover sent to Provincial Treasury.
Nqamakwe Multi-Purpose Centre	47 058	47 058	0	Practical completion, 14 June 2015.
Libode Social Development Offices	1 825 121	0	1 825 121	Contract with contractor terminated July 2017.
				In 2018/2019, revised project plan to commence with an advert of the new tender from June/July 2018. It is planned the construction stage will take 10 months for to reach practical completion stage after site handover to contractor.
Bedford Service Office	11 712 616	10 438 616	1 274 000	Practical completion 26 June 2017.
Total – infrastructure	41 934 000	24 675 423	17 258 577	Final accounts outstanding -
Total – Network	1 566 000	994 278	57 722	
Total – infrastructure and Network	43 500 000	25 674 422	1 782 578	

### **Machinery and Equipment**

- Procurement for Kitchen appliances, Laundry Equipment and Office Furniture was not completed in the year under review thus contributing to the under expenditure.
- ICT Equipment was procured but not delivered within the financial year thus payment could not be effected.

### VIREMENTS/ROLL OVERS

### A roll-over of R2.872 million was received from Provincial Treasury.

### Programme 1: Administration - R963 thousand

R963 thousand was rolled-over under Machinery and Equipment as a result of delays in the delivery of Information and Communication Technologies (ICT) equipment that comprises of 5 Switches and 10 Routers.

### Programme 2: Social Welfare Services - R1.909 million

R1.909 million was rolled-over under Machinery and Equipment as a result of delays in the delivery of ICT equipment that comprises of thirty (30) Switches and ten (10) Projectors.

### Additional funding: The Department received an additional funding

### Programme 1: Administration - R4.9 million

R4.9 million additional funding received for the payment of investigation conducted by Special Investigation Unit during the 2017/18 Financial Year.

### Programme 2: Social Welfare Services - R10.440 million

R10.440 million additional funding received for shortfall in the payment of Frail Care Services.

### **Declared unspent funds**

### Programme 1: Administration - R9 million

R9 million saving on compensation of employees as a result of baseline top-slicing that was approved by EXCO, to mitigate against budget pressures in Social Sector Departments.

### Virements processed

### **Programme 1: Administration**

An amount of R3. 697 million was moved from this Programme to Programme 5 (R0. 976 (thousand) and Programme 2 (R2. 720 million) to defray over expenditure on compensation of employees and goods and services respectively.

### **Programme 2: Social Welfare Services**

An amount of R0. 807 (Thousand) was moved from this Programme to Programme 4 to defray over expenditure on non-profit institutions. An amount of R2. 720 million was received by this Programme to defray over expenditure on compensation of employees and goods & services respectively from Programme 1. Further to this an amount R1. 359 million was moved from this Programme to Programme 3 to defray over expenditure on Non-profit institutions and goods & services respectively.

### **Programme 4: Restorative Services**

This Programme received an amount of R0. 807 (thousand) from Programme 2 to defray over expenditure on non-profit institutions.

### **Programme 5: Development and Research**

This Programme received an amount of R0. 976 (Thousand) from Programme 1 to defray the cost of over expenditure on compensation of employees.

### UNAUTHORISED, FRUITLESS AND WASTEFUL EXPENDITURE

The Department did not incur Unauthorised Expenditure in the year under review.

Fruitless and Wasteful Expenditure for the year 2017/18 amounted to R97 988.90, for interest incurred on the following services:

Construction - R 68 802,08
 Telkom - R 22 474,54
 Eskom - R 1 009,36
 Municipal services - R 5 702,92
 South African Revenue Service - R 2 091 million

Wasteful Expenditure transactions are investigated by the Departmental Compliance Committee and recommendations for sanctions where applicable are made to the Accounting Officer.

### **IRREGULAR EXPENDITURE**

The Department reported a cumulative total of R179, 559 million in the financial year under review due to non-compliance with SCM prescripts. All Irregular Expenditure transactions are investigated by the Departmental Compliance Committee and recommendations for sanctions where applicable are made to the Accounting Officer.

The following transactions were subjected to Forensic Investigations: Frail Care Services procured through Eastern Cape Frail Care, Internal Audit Services procured through Price Waterhouse Coopers and Capacity Building Programme procured through Umnotho. All these transactions are still under investigation.

Steps taken to prevent re-occurrence:

- Bid Committee members were trained by Provincial Treasury.
- SCM information sessions were conducted throughout the province as well as to Top Management.
- Review and re-issue of circular for Unauthorized, Irregular Expenditure and Fruitless and Wasteful Expenditure.

### **FUTURE PLANS OF THE DEPARTMENT**

The Department will continue to strengthen families, promote early childhood development, promote youth and women development, promote the rights of women, older persons and people with disabilities and reduce abject poverty, ensure availability of nutritious food in every household and ensure that the poorest communities participate in their own development towards their economic independence. The Department will ensure that programmes for young people are sustainable and have a meaningful impact on their lives, especially as it relates to reducing youth unemployment.

In line with our determination to continuously improve the implementation of service delivery related statutory requirements, the Department will support and increase opportunities for children and youth. In this regard the Department will continue to roll out the Provincial Early Childhood Development Strategy. Early Childhood Development (ECD) massification is a term coined by government to describe the huge shift in momentum required around ECD registration and funding to meet the objectives of universal access for all 0-5 year olds across the country. The success of ECD massification relies on improved registration system, coordination and collaboration between government Departments and active citizenry.

The Department will expand services from a more restrictive to a less restrictive environment (residential care vs community based care and support services). During the review of The White Paper for Social Welfare 1997, it became crystal clear that institutionalization reach a lesser number of beneficiaries. Residential facilities have been found to be least transformed and unaffordable. The Department therefore has taken a conscious decision to shift from institutionalization to community based care and support services so as to expand the services and reach more beneficiaries.

The Department will intensify the gradual shift from remedial and curative social services and programmes towards the provision of more developmental, integrated prevention and early intervention programmes targeted to children, parents, caregivers and families.

### **PUBLIC PRIVATE PARTNERSHIPS**

There were no Public Private Partnerships in the year under review.

### DISCONTINUED ACTIVITIES / ACTIVITIES TO BE DISCONTINUED

There are no discontinued activities.

### **NEW OR PROPOSED ACTIVITIES**

The Department will be implementing In-house capacity building as part of community development and research in the coming financial year.

### Reasons for new activities

To introduce a cost effective an approach for the training of cooperatives and NOPs utilising own personnel.

### Effect on the operations of the Department

This will require the identification of dedicated staff in districts for the provision of the service timeously and reliably which will have implications for supervision requirements.

### Financial implications of each new activity

This will increase expenditure on goods and services and reduce transfer payments for capacity building.

### **SUPPLY CHAIN MANAGEMENT**

### Unsolicited bid proposals concluded for the year under review

There were no unsolicited bids during the year under review.

### Indicate whether SCM processes and systems are in place to prevent irregular expenditure.

The Department re-issued the circular guiding the processes to be followed in identification and treatment of irregular, unauthorised, fruitless and wasteful expenditure.

In cases where irregular, unauthorised, fruitless and wasteful expenditure is discovered, the Department

has a Compliance Committee that is appointed on an annual basis, the committee investigates such cases and make recommendations to the Accounting Officer for consideration of the appropriate action to be taken.

A Technical Review Committee has been established to address issue of Irregular Expenditure on Infrastructure Projects and Leases

### Challenges experienced in SCM and how they were resolved

Having a vacant post of Director: SCM since December 2015. The post has been filled and the Director assumed duties with effect from 01 April 2018.

Contracts extended without following proper procurement procedures resulting in Irregular Expenditure. A task team has been established to monitor that procurement processes are adhered to.

### GIFTS AND DONATIONS RECEIVED IN KIND FROM NON-RELATED PARTIES

### Below is a list of Donations IN and Out during 2017/18 Financial Year

QUANTITY	ITEM	DONATED BY	DONATED TO
23	Donations IN	MTN	Department of Social Development
2	Donations OUT	Department of Social Development	Siyavuya Training Centre, Stutterheim     Nobandla Educare Centre, Port     Elizabeth

### **DONATIONS IN (Detailed as per register and cost)**

BAR CODE	COST	DONATED BY	DESCRIPTION
MF00280	14,950.00	MTN	MAIN PC - Server TWR E3 - 1220V2 NEC GT110e UP with 8GB Ram , Seagate SATA6gb/s 1TB 7200 HDD
MF00290	8,438.13	MTN	Mecer Expression 15.6 Haswell NOTEBOOK, 4GB PC 1333 240 pin DDR3 module ram, seagate SATA iii6GB/s 500GB 7200 HDD, 22xsta supermulti DVDRW, windows server multipoint 2012, 3 year warranty
MF00270	8,438.13	MTN	Samsung Galaxy Tab E
MF00271	8,438.13	MTN	Samsung Galaxy Tab E
MF00273	10,925.00	MTN	Whiteboard 84 Interactive
MF00272	5,750.00	MTN	Projector NEC - new wide screen including bracket and 10m cable
MF00274	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads
MF00275	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads
MF00276	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads
MF00277	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads
MF00278	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads

BAR CODE	COST	DONATED BY	DESCRIPTION
MF00279	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads
MF00281	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads
MF00282	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads
MF00283	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads
MF00284	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads
MF00285	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads
MF00286	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads
MF00287	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads
MF00288	1,441.95	MTN	Screens 19.5 Wide ACER LCD MONITORS with USB keyboards, USB Mouse and Mecer Mouse Pads
MF00289	3,795.00	MTN	24D Link Port Manaeable Switch (Server)
N/A	402.50	MTN	Nvidia Geforce GT210 1024MB DDR3 DVI HDMI VGA
N/A	11,725.00	MTN	Windows 7 Professional with Office 2007 - office 2013, Windows Server Multipoint 2012 and Cals for Windows multipoint serve
Total	93,049,19		

### **DONATIONS OUT (Detailed as per register and cost)**

BAR CODE	SERIAL NUMBER	DESCRIPTION	COST	DONATION ISSUED TO
96585	CNU1522VT7	laptop - HP Probook 4530s	9,337.74	Nobandla Educare Centre, Port Elizabeth
83804	70KLZN1	Laptop - Dell	15,428.13	Siyavuya Training Centre, Sttuterheim
Total			24,765,89	

### **RELATED PARTY TRANSACTIONS**

The Department occupies buildings for office accommodation within the Province that are owned by / under the custodianship of / leased by the Department of Public Works. These buildings are occupied with no consideration and no amounts were paid to the Department of Public Works for occupation of these premises.

### **EXEMPTIONS AND DEVIATIONS RECEIVED FROM THE NATIONAL TREASURY**

The Annual Financial Statements were developed based on the Modified Cash Standard and no deviations were received from National Treasury.

### **EVENTS AFTER THE REPORTING DATE**

As it is the case with any sphere of government, the Department operates in an environment which is subject to political changes. A change of the Members of the Executive Committee was effected through the Provincial legislature, where the then MEC – Ms N Sihlwayi departed and Dr P.P. Dyantyi assumed the responsibility as the new MEC for the department with effect from 11 May 2018.

The Department has managed to fill most critical and senior positions and this includes the appointment of Chief Audit Executive, Director Executive Support and Planning, Director Supply Chain Management (SCM) and with the filling Deputy Director General with the recruitment process being under way.

### **OTHER MATERIAL FACTS**

There are no other material facts or circumstances, which had an effect on the financial state of affairs.

### **ACKNOWLEDGEMENTS AND APPRECIATION**

The Department acknowledges the oversight committees in their proactive roles towards enhancing and ensuring improved levels of accountability by Management that has kept us on top of our game. We are humbled by the support in the form of a donation by Old Mutual, of fourteen (14) laptops during Charlotte Maxeke Service Excellence Awards, we are looking forward for more other partnerships of this nature. The combined efforts by employees of the Department, with the inclusion of district office in improving services and delivering according to our mandate is acknowledged and appreciated.

### CONCLUSION

As a Department, we are looking forward in the next financial year to a better and improved service delivery, improved cooperation amongst our stakeholders, improved employer-employee relations and improved stability within the Department. We are aware of the outstanding labour related issues amongst the employer and employees, however we are committed to ensure that all issues are dealt with. The office of the HOD is looking forward in facilitating some Women Empowerment Programmes and sessions, that values the participation and development of women within the Department.

The Department has taken the conscious decision to address the operational inefficiencies by initiating a process of developing a Turn Around Strategy with special focus on improving Internal Controls, Governance, Business Process Management, Organisation Renewal, Organisational Structure Reengineering, Performance Information Management Maturity and Improving Information Technology Systems.

As we embark on the journey towards our next financial year, it is our wish that we approach this destination, being conscious of the pending challenges ahead of us and how we commit to resolve them.

MS N. L. Baart Accounting Officer

**Department of Social Development** 

Date: 19 September 2018

### 5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed throughout the annual report are consistent.

The Annual Report is complete, accurate and is free from any omissions.

The Annual Report has been prepared in accordance with the guidelines on the Annual Report as issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the Modified Cash Standard and the relevant frameworks and guidelines issued by the National Treasury.

The Accounting Officer is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information.

The Accounting Officer is responsible for establishing, and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the Annual Financial Statements.

The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

In my opinion, the Annual Report fairly reflects the operations, the performance information, the Human Resources information and the financial affairs of the Department for the financial year ended 31 March 2018.

Yours faithfully

MS N. L. Baart Accounting Officer

**Department of Social Development** 

Date: 19 September 2018

### 6. STRATEGIC OVERVIEW

### 6.1 Vision

A caring society for the protection and development of the poor and vulnerable towards a sustainable society

### 6.2 Mission

To transform our society by building conscious and capable citizens through the provision of integrated social development services

### 6.3 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:

- **Integrity:** Our actions and decisions must be in the interest of the community and must be beyond reproach
- **Dignity:** We are commitment to a rights based culture & professionalism in which the right to dignity of individuals and communities is sacrosanct.
- **Empathy:** We must show compassion to the most vulnerable by acting professionally and diligently in our work
- **Empowerment:** We aim to empower our employees and communities by building on existing skills, knowledge and experience and by creating an environment conducive to life-long learning.
- Accountability: Understanding the impact of our work and taking responsibility for our actions and decisions

### 7. LEGISLATIVE AND OTHER MANDATES

The Department of Social Development derives its mandate from several pieces of legislation and policies. Based on its mandate, the Department 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.

### 7.1 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 dependents.

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.

### 7.2 LEGISLATIVE MANDATES

### CHILDREN'S ACT 38 OF 2005, AS AMENDED

The Act gives effect to rights of children as contained in the Constitution and sets out principles for the care and protection of children that define parental responsibility and rights.

### **DOMESTIC VIOLENCE ACT 116 OF 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.

### **MENTAL HEALTH ACT 17 OF 2002**

The Act provides for the care and treatment of persons who are mentally ill and sets out different procedures to be followed in the admission of such persons.

### **OLDER PERSONS ACT 13 OF 2006**

The Act was promulgated to deal effectively with the plight of older persons through a framework aimed at empowering, protecting, promoting and maintaining their status, rights, wellbeing, safety and security.

### **SOCIAL ASSISTANCE ACT 13 OF 2004**

The Act provides those unable to support themselves and their dependents with a right of access to appropriate services social assistance.

### **CHILD JUSTICE ACT, 75 OF 2008**

The main purpose of the Act is to establish a criminal justice system for children, who are in conflict with the law and are accused of committing offences, in accordance with the values underpinning the Constitution and the international obligations of the Republic; to provide a mechanism for dealing with children who lack criminal capacity outside the criminal justice system; to make provision for the assessment of children; the possibility of diverting matters away from the formal criminal justice system, in appropriate circumstances; to make provision for child justice courts to hear all trials of children whose matters are not diverted; to extend the sentencing options available in respect of children who have been convicted; to entrench the notion of restorative justice in the criminal justice system in respect of children who are in conflict with the law; and to provide for matters incidental thereto.

### **PROBATION SERVICES ACT 116 OF 1991**

To provide for the establishment and implementation of programmes aimed at the combating of crime; for the rendering of assistance to and treatment of certain persons involved in crime; and for matters connected therewith.

### PROBATION SERVICES AMENDMENT ACT, 35 OF 2002

Probation Services Act, 1991, makes provision for programmes aimed at the prevention and combating crime; to extend the powers and duties of probation officers; to provide for the duties of assistant probation, officers; to provide for the mandatory assessment of arrested children; to provide for the establishment of a probation advisory committee; to provide for the designation of family finders; and to provide for matters connected therewith.

### PREVENTION AND TREATMENT OF DRUG DEPENDENCY ACT, 70 OF 2008

This Act provides for the establishment of programmes for the prevention and treatment of drug dependency, the establishment and registration of treatment centres.

### **NON-PROFIT ORGANISATIONS ACT, 9 OF 1997**

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

### **PUBLIC FINANCE MANAGEMENT ACT, 1 OF 1999**

To regulate financial management in the national government; to ensure that all revenue, expenditure, assets and liabilities of that government are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in that government; and to provide for matters connected therewith.

### PREVENTION AND COMBATING OF TRAFFICKING ACT NO 7 OF 2013

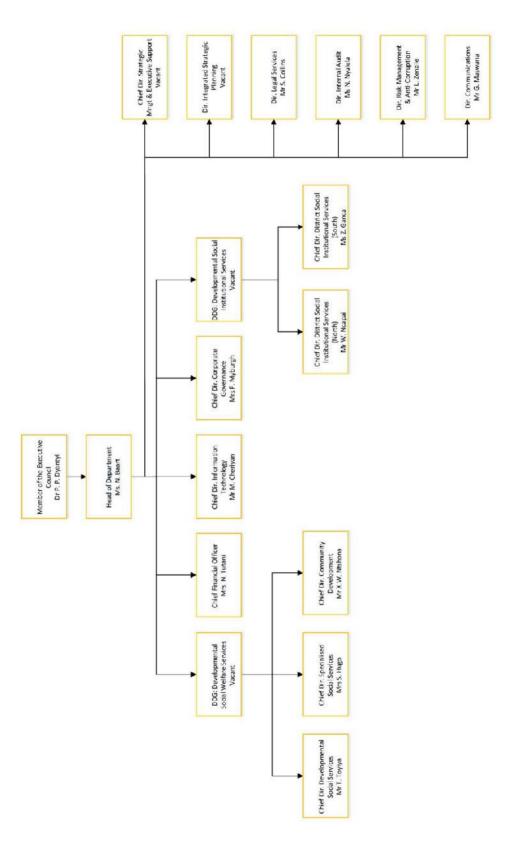
The Act gives effect to the Republic of South Africa's obligations regarding the trafficking of persons in terms of the international agreements, to provide for an offence of trafficking in persons and other offences associated to trafficking in persons, to provide for penalties that may be imposed in respect of such offences, to provide measures for assisting of victims of persons in trafficking and to prevent and combat offences of trafficking in persons within and across the borders of the Republic.

### 7.3 OTHER MANDATES

### **NATIONAL DEVELOPMENT PLAN 2030**

Chapter 13 of the Plan relate to the mandate of the Department of Social Development measures for those who are not gainfully employed due to their vulnerable status, i.e. children, people with disabilities and the aged, those who experience labour market vulnerability due to the nature of their jobs, low income levels or unemployment. These measures seek to support those most in need, including children, people with disabilities and the elderly and promote active participation in the economy and society for those who are unemployed and under-employed through labour market activation measures, employment services, income support programmes and other services to sustain and improve quality of life. It aims to enhance the capabilities of individuals, communities and institutions to participate in all spheres of activity.

# 8. ORGANISATIONAL STRUCTURE



# 9. ENTITIES REPORTING TO THE MEMBER OF THE EXECUTIVE COUNCIL

There are no Entities reporting to the MEC

### PART B:

### PERFORMANCE INFORMATION

### 1. AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor General has conducted audit procedures on performance information for the usefulness and reliability, compliance with laws and internal controls.

Refer on pages 210 to 216 of the report of the Auditor General's Report, included in Part E: Financial Information.

### 2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

### 2.1 SERVICE DELIVERY ENVIRONMENT

The Eastern Cape is located in the south-eastern seaboard of South Africa and is the second largest Province with the population of 6 562 052. The Province is divided into six (6) Districts and two (2) Metros.

The Eastern Cape Province is characterised by vast rural communities, few industrial areas and communal subsistence farming. The province is also predominantly populated by young people and children who are of school going age as the economic active youth normally migrate to cities in search of greener pastures. Many people in the Province, including children face a number of challenges such as high risk of poverty, maltreatment and neglect as a result of social pathologies such as substance abuse, HIV & AIDS, domestic violence and exposure to violent crimes. The high rate of substance abuse in the Eastern Cape manifests its negative effects on the youth (in and out of school), families, societies in general. This situation has resulted to increase on social ills such as high rate of crime (rape, domestic violence, brutal killing of Women, Children and Older Persons, theft, burglary) school dropouts, unemployment, poverty, family dysfunction, escalation of chronic diseases like TB & experienced by our communities. Substance abuse destroys lives and fibre of our society. It also undermines sustainable human development and leads to crime. Drugs affect everyone in all societies, either directly or indirectly.

Persons with Disabilities also still face extreme social and economic levels of inequality and discrimination, contributing to their underdevelopment, marginalization, unequal access to resources and lack of service provision. It is therefore critical that the Department enhance their independence and advance their integration into the mainstream society

To mitigate the effects that contribute to the above indicated social ills in the province, the Department has provided the following services:

- Residential and Community Based Care and support services to Older Persons.
- Skills development, institutional Care and Community Based Rehabilitation services to Persons with Disabilities.
- Psycho-social support to children, in and out of school youth, adults and families suffering undue hardship.
- Prevention and Early Intervention services through Isibindi Model and drop-in-centre support services for children and their families.
- Comprehensive and integrated Early Childhood Development and Partial Care Programmes for children between 0-5 years.
- Prevention and Home Community Based care services to people infected and affected by HIV and AIDS.
- Care and support services to families such as; family preservation, family re-unification and parenting programmes.
- Alternative care services such as foster care, adoption, residential care to children in need of care and protection.

Departmental Programmes have been implemented under some challenges like shortage of Social Workers for service delivery. The Department has managed to reach communities through the support of funded Non-Profit Organisations as partners in service delivery.

The existing Social Workers are still struggling with the shortage of tools of trade like vehicles, office space, computers and filing cabinets. The Victim Empowerment Centers and Child and Youth Care Centres have made it possible that the Department reaches out to our vulnerable people.

The environmental context within which the Department had to operate was characterized by negative macroeconomic trends which contributed to high levels of youth and women unemployment, food insecurity by households as well as social instability. The demand for community development services remained high which stretched the available human resources capacity of the department. Despite positive strides in the development of norms and standards for social services practitioners, and sustained efforts by the department to appoint additional staff in order to respond to demands for services, the skills and competencies required for appropriate interventions remain scarce.

A positive policy context and the Department's commitment to form partnerships with communities in the delivery of services contributed significantly in the successes that were registered during the period under review. Partnerships with communities played a major role in the department's ability to reach out to the high number of beneficiaries of the Food and Nutrition Security Programme, Youth Development and Empowerment Programme as well as the Women Development and Empowerment Programme.

Active participation of the Department and its coordinating function in the implementation of the Provincial Integrated Antipoverty Strategy contributed positively in mobilizing inter-governmental and inter-departmental efforts in addressing challenges of service delivery in the sixteen (16) identified poorest communities. During the period under review there was significant increase in the number of both antipoverty initiatives coordinated as well as the number stakeholders mobilized to be part of this intervention.

# 2.2 SERVICE DELIVERY IMPROVEMENT PLAN

The Department has completed a service delivery improvement plan. The tables below highlight the service delivery plan and the achievements to date.

### Main Services and Standards

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
Infrastructure	Departmental employees and clients	12 worst Local Service Offices occupy buildings that do not meet the minimum safety standards	4 worst local service offices will be identified and provided with suitable office accommodation by March 2018	5 construction projects completed by March 2018
Recruitment of Social Work and Community Development Supervisors	Communities and families	Newly appointed social workers and Community development practitioners are working under limited supervision	All social work and community development practitioners are placed under a supervisor by March 2018	Thirty (30) Social Work Supervisors appointed in the year under review
Document Management	Strategic Planning, Audit Committee, Provincial Treasury, Auditor –General, DPME and Legislature.	Lack of compliance to PFMA and M&E Framework.	100% compliance to guiding prescripts	Draft Performance Information Management policy has been developed

# Batho Pele Arrangements with Beneficiaries (Consultation access etc.)

Current/actual arrangements	Desired arrangements	Actual achievements
Engagements with clients during Public Service Month to assess satisfaction with service delivery levels	Deployment of Senior Management at coal face of service delivery to assess challenges faced by clients and officials	Department participated in the Public Service Month celebrations through engagements with clients to assess satisfaction with service delivery levels

## **Service Delivery Information Tool**

Current/actual information tools	Desired information tools	Actual achievements
Service Delivery Improvement Plan	Client satisfaction survey	Public Service Month engagements with clients

### **Complaints Mechanism**

Actual achievements	Complaints submitted to Provincial Customer Care Unit and transmitted to relevant offices for resolution
Desired complaints mechanism	Fully functional and 24-hour Help Desk
Current/actual complaints mechanism	Complaints submitted to District and Provincial Customer Care Units and transmitted to relevant offices for resolution

### 2.3 ORGANISATIONAL ENVIRONMENT

The Department is committed in delivering to its mandate, that of improving the quality of life and social well-being of the poor and vulnerable, with a special focus on women, children, older persons, youth, and people with disabilities through integrated developmental social services. However, some of the challenges includes the vacant positions of Audit Committee members for the larger part of the financial year, which was later on filled by competed three members in September 2017. Their appointment, coupled by recruitment processes of the Chief Audit Executive (Director: Internal Auditor) has built reliable capacity and strengthened oversight within the Department.

The Provincial Office has embarked on successful engagements with district offices, building to the finalisation and approval of Provincial Operational plans. The coordinated efforts with the district offices has contributed to the credible plans that are informed of the issues on the ground.

The Department, given their organisational structure challenges, which includes bloated organogram, inappropriate spans of control, inadequate chain of command, challenges of functionalism and organisational inefficiencies has seen the need to embark on the review process of the organogram. This, followed a phased-out approach and is preceded by the development of Service Delivery Model, which was concluded and informs some structural changes. The department, in consultation with the Unions (NEHAWU and PSA), will be putting together a plan for the review of the organogram.

Our legal services unit remained a priority for capacitation as we are in the process of recruiting the Director for Legal services. Within the spirit of cooperative governance and Inter-Governmental Relations (IGR), we appreciate the role of the Office of the Premier (State Law Attorneys) in providing legal support such cannot be undermined.

The hard work and commitment by the departmental social workers with regard to Engcobo tragedy cannot be undermined. Words of appreciation were extended accordingly. In the space of condoning excellence within the Public Service, the department has successfully launched Charlotte Maxeke Service Excellence Awards whereby NPO's and Community Development Organisations within the Province were recognised for their hard work. The hard work and achievement by Morning Star Early Childhood (NPO) and Siyakha IYA Poultry Cooperative (Community Project) as overall winners on the Awards giving ceremony, is appreciated cannot be left unnoticed. There is truth in what Dr Nelson Mandela once said, that "Working together we can do more". Lastly, whilst the Department acknowledges the role of its workforce in improving service delivery, truth should be told that there are still outstanding matters that the management is determined to resolve, so as to ensure stability. This includes amongst others, a long outstanding issue of Occupational Special Dispensation (OSD), which is a benefit that should be consistently paid to all deserving and qualifying officials. However, the need to ensure sound labour relations within the Department is what we are committed on.

During the year under review, the Department appointed one hundred and fifty-one (151) Social Workers from the unemployed graduate database utilizing the conditional grant. Of these appointees, elven (11) are people with disabilities. In addition, the following Senior Management Services appointments were made in an effort to ensure corporate governance within the Department:

- Head of Department
- Chief Director: Social Welfare Services
- Chief Director: Specialist Social Services
- Chief Director: Integrated Community Development
- Director: Youth Development
- Director: ICT Operations and Infrastructure

The Department filled two hundred and fifty-one (251) out of two hundred and fifty two (252) posts in the Annual Recruitment Plan for 2017-18. Despite the recruitment drive, the Department failed to achieve the 2% for people with disabilities and has developed strategies for the 2018-19 to ensure that this target is achieved.

In the year under review, the Department consolidated all the inputs received on the consultative processes for the organizational structure. This process led to the development of the draft service delivery model which was achieved through the technical support from the National Department of Social Development and the Office of the Premier.

The Department received eighteen (18) cases for investigation, which were recorded in the Case Register with case numbers, on alleged corruption, misuse of public funds by funded projects, malicious damages to properties and irregular Supply Chain Management procurement processes. Out of eighteen (18) cases received, one (1) is from National Anti-Corruption Hotline (NACH) which is being investigated and will be reported to Public Service Commission (PSC) after completion of investigation. Two (2) cases on malicious damage to property have been completed. Three (3) cases relating to misconduct have been referred to Labour Relations Unit within the Department. One (1) case relating to misuse of funds by funded projects is at reporting stage. Out of eleven (11) remaining cases, seven (7) are with SAPS and four (4) cases are still under investigation by the unit.

### 2.4 KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

The Department initiated a process to review its Supply Chain Management Policy and its Local Economic Development Strategy. A consultation process has been embarked upon towards the end of the period under review with a view to finalise and implement these in the new financial year.

DPSA introduced new directives for PMDS for salary levels 1-12 and SMS Members in December 2017, this will be effective from 01 April 2018.

The Department approved two (2) service delivery policies i.e. Youth Development Policy, Research Policy. These policies serve as a foundation to improve service delivery that seeks to strengthen service delivery implementation. Furthermore, the Department approved three (3) administrative policies namely: i.e. Customer Care Policy, Special Leave Policy and Backup & Retention Policy in response to the needs and challenges faced by the Department in an effort to ensure effective, efficient and transparent systems of internal operational control. The process aims to ensure proper support, implementation of policies at the grass root level.

### 3. STRATEGIC OUTCOME ORIENTED GOALS

### Goal 1: To provide quality strategic leadership, management and support to the Department and Sector

In ensuring good governance and strategic leadership, six critical SMS posts were filled to ensure stability within the core functions of the Department.

### Goal 2: To build a caring society through integrated Developmental Social Welfare Services to the poor and vulnerable

In line with National Outcome 2 – "Long healthy lifestyle for all South Africans", National Outcome 3: "All People in South Africa are and feel safe" and National Outcome 11 – "Create a better South Africa, better Africa and Better World" the Department implemented the following:

- Provision of Residential Facilities for frail Older Persons to improve well-being and prolonged life span of Older Persons. The Department further implemented Community Based Care and Support Services to improve healthy life style of Older Persons through active ageing programmes.
- Provision of care, protection and support services in residential facilities. The Department further
  provided skills development programmes in Protective Workshops and implemented Community
  Based Rehabilitation Services to improve quality service and enhance equalization of opportunities
  for Persons with disabilities in line with the White Paper on the Rights of the Persons with
  disabilities.

• In an effort to promote responsible sexual behaviour, the Department implemented Social Behavioural Change Programmes targeting Youth between 15 & 24 years through You Only Live Once (YOLO), ZAZI and Families Matter programmes.

### Goal 3: To enhance stability in families and children in need of care and protection.

In line with National Outcome 8 "A Sustainable human settlement and improved quality of household life", the Department implemented Provision of Care and Support Services to Families with special focus on Parenting Skills Programmes with a view to equip parents with Parenting Skills. The Department further implemented Family Preservation Programmes to strengthen vulnerability in Families and to have stable, sustainable as well as well-functioning families.

In line with National Outcome 3: "All People in south Africa are and feel safe', the Department provided alternative care services in the form of Foster Care, Residential Care and Adoption to children found to be in need of care and protection towards the realization of their rights to survival, growth and development to the best of their potential. The Department further implemented Prevention and Early Intervention Programmes with the view to preserve families as well as care, support and protect of children within their communities. Some of the programmes implemented through Isibindi Model and Drop-in Centres towards strengthening families and building resilient children.

In line with **National Outcome 1: "Quality basic education"** the Department implemented Provision of Early Childhood Development Programmes to Children between 0-5 years for a full comprehensive age and developmental stage appropriate quality ECD services in all infants, young children and their care givers. The Department rendered various ECD programmes such as Centre Based, Non-centre Based and Mobile ECD programmes for universal access of all children to ECD programmes irrespective of geographic spread and socio-economic status of their families.

### Goal 4: To mitigate incidents of gender based violence, substance abuse and crime.

The Department achieved the following:

- Implementation of Integrated Social Crime Prevention Strategy which resulted in sixty-two thousand nine hundred and fifty-six (62 956) beneficiaries accessing Integrated Social Crime Prevention Programmes.
- Residential programmes were provided for children in conflict with the law benefitting one thousand three hundred and eighty-nine (1389) children awaiting trial and sentenced. These children benefited from life skills, therapeutic, educational and vocational programmes in Secure Care Centres.
- Diversion services for children in conflict with the law were conducted during school holidays to
  ensure that children who meet the criteria for inclusion in diversion programmes complete the
  programmes.
- Implementation of Prevention and Out Reach Programmes on Gender Based Violence were implemented in all districts reaching sixty-five thousand four hundred and twenty-three (65 423) beneficiaries.
- Provision of support and shelter services for victims of trafficking in persons, crime and gender based violence were provided through funding of one hundred and seventy (170) Victim Empowerment Programme Service Centres. The funded VEP service centres are inclusive of one hundred and forty (140) White Door Centres of Hope, thirteen (13) Safe Homes (community based shelters), four (04) One Stop Centres (therapeutic and shelter services), eight (08) Mentorship Programmes (i.e. six (06) for men & boys and two (02) for women & girls), one (01) Advice Centre, one (01) Substance Abuse Community Based Programme and four (04) subsidized Non-Profit Organisations rendering services and programmes to victims of crime and violence.

- Social Services Practitioners were trained VEP policies and legislation to build their capacity and prevent secondary victimisation.
- Implementation of integrated prevention programmes on substance abuse were conducted reaching seventy-nine thousand five hundred and twenty-four (79 524) children through Teenagers against Drug Abuse Programme, as well as thirty-eight thousand nine hundred and ninety-nine (38 999) people 19 years and above.
- Three hundred and ten (310) people accessed inpatient treatment services and nine and seventyeight people benefitted from out-patient treatment services.
- One hundred and ninety-four children (194) accessed inpatient treatment and rehabilitation programmes at Ernest Malgas State treatment Centre.

### Goal 5: To progressively build sustainable and self-reliant communities with special focus to all the poor and vulnerable groups of the Province.

In line with the spirit and purport of the National Development Plan and **National Outcomes 5, 7, 12 and 13**, the Programme is tasked with a responsibility to provide sustainable development programmes which facilitate empowerment of communities based on research and demographic information.

In line with National Outcome 5, "A skilled and capable workforce to support an inclusive growth path", the Department has implemented capacity building and skills development programmes for Community Based Organisations and Social Service Practitioners through a memorandum of understanding signed with the National Development Agency.

In line with National Outcome 7, "Vibrant, equitable and sustainable rural communities contributing to food security for all", the Department implemented the integrated food and nutrition security programmes.

In line with National Outcome 12, "An efficient, effective and development-oriented public service", the Department conducted community dialogues and awareness campaigns to gain greater social and economic sustainability.

In line with National Outcome 13, "An inclusive and responsive social protection system", the Department conducted Social Mobilisation sessions with communities to enhance social cohesion towards sustainable development with a special focus on Youth and Women. The Department also funded community based initiatives for their own social and economic development. Advocacy programs were conducted focusing on women's rights and population policy issues.

#### 4. PERFORMANCE INFORMATION BY PROGRAMME

#### 4.1 PROGRAMME 1: ADMINISTRATION

#### 4.1.1 PURPOSE

The purpose of the programme is to provide policy guidance and administrative support on strategic imperatives mandated by the constitution of the country. It consists of three sub-programmes, namely Office of the MEC, Corporate Services and District Management. The Provincial Anti-Poverty Integration and Coordination Unit which was previously located under the Office of the Superintendent General during the previous financial years has been moved to Programme 5: Development and Research under Sub-Programme 5.4: Poverty Alleviation and Sustainable Livelihoods.

PROGRAMME	SUB-PROGRAMMES	SUB-PROGAMME PURPOSE
	1.1 Office of the MEC	The office of the MEC provides political and legislative interface between government, civil society and all other relevant stakeholders.
1. ADMINISTRATION	1.2 Corporate Management Services	Corporate Services Management provides for the strategic direction and the overall management and administration of the Department. The office of the SG is located under this section as well as the following functions: Executive Support, Legal Services, Special Programmes Coordination, Information & Communication Technology, Communication and Customer Care, Strategic Management, Internal Audit, Risk Management, Security Management, Financial Management, Facilities and Infrastructure Management, Human Resource Development and Operations
	1.3 District Management/ District Development & Implementation	District Management/ District Development & Implementation plays a coordinating role for decentralisation, management and administration of services at the District level within the Department.

#### STRATEGIC OBJECTIVES

- 1.1 To provide continuous political stewardship, leadership and guidance in the Department and to the sector in the delivery of Departmental Social Services.
- 1.2 To provide integrated strategic direction and support to achieve good governance at all times.

### 4.1.2 STRATEGIC OBJECTIVES

STR	STRATEGIC OBJECTIVES	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
<del>1.</del>	To provide continuous political stewardship, leadership and guidance in the Department and to the sector in the delivery of Departmental Social Services by March 2020.	2	2	2	0	
1.2	To provide integrated strategic direction and support to achieve good governance at all times.	∞	ω	ω	0	

## Strategy to overcome areas of under performance

Not applicable.

### Changes to planned targets

### 4.1.3 PERFORMANCE INDICATORS

#### OFFICE OF THE MEC

As an ardent advocate for Gender Based Violence (GBV), the MEC participated and led several programmes throughout the Province in response to increased incidents which prevailed during the year under review including other social ills

These include inter-alia:

- The victims of GBV in Port St Johns in O.R. Tambo District where the families were exposed to cannibalism.
- In defending the rights of women in the instances of human trafficking, campaigns were led to ensure their rights were defended.
- The MEC launched the Provincial Drug Master Plan in Cala in the Chris Hani District.
- The Emancipation of a Boy Child Programme was launched in Lusikisiki in an effort to fight the perpetrator-syndrome from an early age. This was due to a rampant incidences of attacks allegedly perpetrated, among others, by a group aptly named Amavondo.

As part of the outreach campaigns several interventions were made namely:

- The Back to School Campaign programme in all Districts benefited more than one thousand (1000) learners and families with uniforms and other forms of
- The Department handed over a bakkie to Mila Farming Cooperative which is a Youth initiative.
- In partnership with the South African Council of Churches, the MEC led the Our Passover Freedom Day Prayer at Mbizana local municipality as one of the cey activities to foster social cohesion.

The MEC hosted several dialogues with the following sectors: Traditional Leaders, teenage single parents, domestic workers, farm workers, LGBTQI and Disability

In an effort to forge and strengthen partnerships with stakeholders

- donated laptop computers to best performing cooperatives funded by the Department, during the Charlotte Maxeke Service Excellence Awards in Port The MEC initiated MOUs with Old Mutual and Coca-Cola and the two organisations have been supporting Departmental events and as a highlight: Old Mutual
- The Hon MEC launched the Social Development month by hosting an engagement with Social Work Bursary holders from University of Fort Hare. In partnership with Old Mutual, the MEC honoured ten (10) top-achievers from both Alice and East London campuses.
- The MEC partnering with Department of Correctional Services in the province saw people with disabilities receiving assistive devices in the form of wheelchairs.
- In partnership with the Eastern Cape Gambling and Betting Board the MEC handed over an ECD Structure to Bronnies ECDC in Rietbron in the Sarah Baartman District

- As part of the commemoration of the International Children's Day, the Isaac Makana ECD was handed over after its refurbishment by Lafarge, at Zinyoka, just
- In honouring the late State President Nelson Mandela, the MEC participated in the Sun International and Stop Hunger programme packaging food supplies to be donated to the needy across the province.

In line with the Family-Based Model adopted by the Department

- The Honourable MEC initiated several events in fighting against the abuse of the older persons in Amahlathi Local Municipality.
  - The MEC hosted a Parental Skills Workshop in Nelson Mandela Metro

The MEC, in her role as the political champion for Gender in the province, hosted the Launch of 16 and 365 Days of Activism of No Violence Against Women and Children in partnership with the Ministry of Women. The Launch was coupled with a number of Social Dialogues which were launched in Sarah Baartman District. The Department partnered with Chris Hani District Municipality in the closure of 16 Days of Activism that was held in Lady Frere in recognition of the pardoning of the 'Lion Mama" (a mother who stabbed alleged rapists of her daughter)

SUB-PRO	SUB-PROGRAMME: OFFICE OF THE MEC	IE MEC				
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.1.1	Number of stakeholder engagement sessions participated in by the Hon. MEC	59	50	61	11	There were unforeseen circumstances which necessitated the MEC to attend to e.g. defending the rights of women from the accused Evangelist Timothy Omotoso and Seven Angels Ministries Church Tragedy at Engcobo.
1.1.2	Number of statutory documents tabled at the Provincial Legislature	ಎ	9	9	0	

## Strategy to overcome areas of under performance • Not applicable.

### Changes to planned targets

## 1.2: CORPORATE MANAGEMENT SERVICES

## SUPERINTENDENT GENERAL BRANCH

## **OFFICE OF THE SUPERINTENDENT GENERAL**

meetings; where the department shared performance progress on integrated programmes to ensure that service delivery is addressed with the view of ensuring an During the year under review, the Superintendent General (SG) has provided strategic leadership and guidance through the participation on various Provincial and National activities. SG has successfully provided leadership in the provincial structures such as Provincial Management, Social Transformation Cluster and Cabinet integrated approach to improve the provision of services to the communities of the Eastern Cape Province.

meetings. These engagements resulted in the SG providing strategic direction, improved accountability and integration with other Departments and stakeholders. The The SG has attended Provincial Technical MINMEC, Standing Committee on Public Account (SCOPA), Portfolio Committees, Cabinet Lekgotlas and Provincial heads Department also successfully held its In-Year-Monitoring and Top Management meetings to discuss the non-financial and financial performance in line with the Annual Performance Plan, Operational Plan and expenditure trends which assisted the Department in managing its performance.

#### **LEGAL SERVICES**

During the year under review, the department vetted seventy-two (72) Service Level Agreements and four (4) lease agreements. A settlement agreement relating to one hundred and seventy-nine (179) foster care backlog cases instituted against the department have been settled. Under litigation the Department dealt with ten (10)

#### SECURITY MANAGEMENT

During the year under review, the Departmental Implementation Security Plan was approved in relation to the outcomes of the Minimum Information Security Standards (MISS) and the Security Awareness Programme. Five hundred and forty five (545) applications for PSC were processed through Managed Integrity Evaluation system during the year. The department improved the Provincial Office's compliance as per the Minimum Physical Security Standards regarding the Physical Security Audit performed by the South African Police Services to 80 percent. The Security Awareness Program within the Department was presented to Four Hundred and Sixty (460) officials on vetting, key control, breach of security, personnel security, event security, MISS compliance and implementation of personnel suitability checks.

#### INTERNAL AUDIT

The Internal Audit Unit of the Department has assessed the adequacy and effectiveness of controls. Three year rolling and Annual Operational plans as well as Internal Audit and Audit Committee Charters were tabled and approved by the Audit Committee for 2017/18. The Information Communication Technology (ICT) audit review was performed to assess the ICT Governance processes of the Department.

### SPECIAL PROGRAMME UNIT

(Alexandria, Port Alfred, Hankey, Humansdorp, Kirkwood) and Nelson Mandela Districts (Uitenhage). Advocacy programmes were facilitated on social ills targeting During the year under review, the department conducted accessibility audit to new buildings in Maclear and Ugie Service Offices Joe Gqabi District, Sarah Baartman boys and girls in the OR Tambo and Alfred Ndzo District Municipality. Gender audits were conducted for compliance on departmental funded projects in the OR Tambo District and Nelson Mandela Metro.

Launch of 16 Days of Activism on Violence against Women and Children in partnership with the Department of Women in the Nelson Mandela Metro. The The Department adopted Women Empowerment Charter and launched the Women Empowerment Forum in August 2017, to accelerate the empowerment of women in the Eastern Cape Department of Social Development thereby achieving the set equity targets by 2021. The Department led the Commemoration of the National Departmental International Women's Day was commemorated in Port Alfred. The Department participated in the capacity building programme on disability mainstreaming in Japan.

## **RISK MANAGEMENT AND ANTI-CORRUPTION**

The Risk Management Directorate reviewed implementation of mitigation plans in the risk register to ensure that risks are properly managed. The Directorate facilitated workshops at Amathole District on ethical conduct by employees and facilitated financial disclosure with all SMS and MMS officials. The Department completed eight (8) asset loss investigations. Furthermore, fraud mailbox and Strategic Risk Register were developed. Operation Risk Register of the Provincial Office and Nelson Mandela Metro were reviewed and the Department successfully conducted Risk Register reviews in Sarah Baartman, Chris Hani, Nelson Mandela and Amathole

#### COMMUNICATIONS

The Communication, Customer Care and Liaison Directorate continued to provide strategic and executive communication support, which has improved public awareness of the Department. The Media and Publicity Plans for various activities were developed and implemented.

banners were created and information about departmental activities and events was disseminated using the departmental internet and email services by the The Directorate branded fifteen (15) Offices and ten (10) Institutions in line with the Departmental branding guidelines throughout the Province. Events advertisement Directorate. The Directorate branded all events in line with the Departmental branding guidelines and distributed branded marketing material at all Departmental events. The media and public relations unit profiled the Department through aggressive social and mainstream media presence.

The Department has profiled development programmes and various activities that are addressing the social ills faced by our communities.

All these activities received media coverage in both community and commercial media.

To maintain good image and visibility of the Department, Departmental Institutions were branded. Continuous communication with internal stakeholders has been implemented through communiqué. In an effort to improve Customer satisfaction a Manual Customer Care Complaints register has been maintained. Profiling was done through media mobilization, printing of information brochures, booklets, promotional items and placement of adverts in electronic media, web uploading of news items, events calendar, picture gallery and media releases.

#### **CUSTOMER CARE**

During the year under review, the department maintained manual customer care complaints register. Profiling was done through media mobilization, printing of information brochures, booklets, promotional items and placement of adverts in electronic media, web uploading of news items, events calendar, picture gallery and media releases Customer Care Audits were conducted in three (3) Districts (Joe Gqabi, OR Tambo and Alfred Nzo). Presidential Hotline response rate has been improved due to the consultative sessions done in all Districts. Customer care awareness campaign session were conducted, where employees were encouraged to wear their nametags and also were reminded of critical importance of the Batho Pele Principles.

### INTEGRATED STRATEGIC PLANNING

The Department approved five (5) policies i.e. Youth Development Policy, Customer Care Policy, Research Policy, Special Leave Policy, Backup & Retention Policy in response to the needs and challenges faced by the Department in an effort to ensure effective, efficient and transparent systems of internal operational control

The Department also developed and produced MEC Policy Speech for 2018/19 with the aim to outline policy issues to be effected by the Department for the next financial year. The document was tabled by the Honourable MEC at the Provincial Legislature on the 14th March 2018. The Department developed the 2018/19 - 2020/21 Annual Performance Plan and 2018/19 Operational Plan for tabling at the Legislature and submission to Oversight Bodies. The Department facilitated the development of a Business Case on Addressing issues of Social Distress with special focus on children, for consideration by Provincial Treasury and Office of the Premier as part of the Provincial Priority of Priorities. The Department compiled and submitted the following reports: Quarterly Performance Reports, Electronic Quarterly Performance Reports on the Department of Performance Monitoring and Evaluation (DPME) System, Half Year Financial Oversight and Performance Reports, Departmental Annual Reports and Management Performance Assessment Tool (MPAT). The Department monitored implementation of the Service Delivery Improvement Plan for the period 2017/18 and participated in the Public Service Month celebrations whose findings informed development of a Service Delivery Improvement Plan for the period 2018/19 – 2020/21

SUB-PRO	SUB-PROGRAMME: SUPERINTENDENT GENERAL BRANCH	T GENERAL BRANCH				
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.2.1	Number of Programmes co-ordinated for strategic direction, alignment and integration	വ	ટ	ى د	0	
1.2.2	Number of legal advisory services reports produced	8	4	4	0	1
1.2.3	Number of reports produced in line with security management policy	4	4	4	0	
1.2.4	Number of Internal Audit reports issued by the Internal Audit unit	21	16	10	O	Due to capacity issues, the audit of Risk Management, Supply Chain Management and Performance Information could not be performed.  For Transfer Payments: The unit is dependent on Provincial Treasury for concluding the CAATS review for reporting.
1.2.5	Number of Special Programmes functions coordinated	4	8	೯	0	
1.2.6	Number of risk management and fraud prevention policies implemented	2	2	2	0	
1.2.7	Number of Communication initiatives implemented in line with communication strategy	22	22	24	2	The positive deviation is as a result of Video production for the International Women's Day that was held in New York and Post-Policy Speech Stakeholder engagement session held

SUB-PRO	SUB-PROGRAMME: SUPERINTENDENT GENERAL BRANCH	T GENERAL BRANCH				
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.2.8	Number of customer care policy initiatives implemented	1	1	-	0	
1.2.9	Number of statutory documents developed	17	18	18	0	

## Strategy to overcome areas of under performance

1.2.4: Projects have been deferred and included as part of the 2018/19 Internal Audit Annual Operational Plan. The unit is also busy filling the posts within the unit, with two incumbents that have assumed duties in May 2018.

#### Changes to planned targets



# DEPUTY DIRECTOR GENERAL (DDG): DEVELOPMENTAL SOCIAL INSTITUTIONAL SERVICES

Nompumelelo Township at Buffalo City Metro and Motherwell Township at Nelson Mandela Metro. Various strategic sessions were held with relevant stakeholders to Strategic guidance and support was provided for the planned rehabilitation programmes to distressed Communities of Tholeni Village at Amathole District, harmonize Frail Care Services. Continuous strategic leadership has been provided on various occasions in dealing with the infrastructure for Early Childhood Development Centers and sourcing of human resources to manage this project. Interactive Child Protection Sessions were held with Internal and external Stakeholders where strategic guidance was provided with the aim of improving Departmental Operations. First Charlotte Maxeke Service Excellence Awards were held successfully where Non-Profit Organisations and Community Development Projects were awarded by the Department.

SUB-PROGE	AMME: DEPUTY DIREC	SUB-PROGRAMME: DEPUTY DIRECTOR GENERAL (DDG): DEVELOPMENTAL SOCIAL INSTITUTIONAL SERVICES	OPMENTAL SOCIAL	INSTITUTIONAL SERVICES		
PERFORMA	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.2.10	Number of service delivery improvement interventions coordinated	೯	೯	೯	0	

## Strategy to overcome areas of under performance

Not applicable.

#### Changes to planned targets

#### **NPO MANAGEMENT**

ninety three (1593) CBOs were assisted with registration and compliance to the NPO Act No.71 of 1997 and these were reached through walk-in clients. Compliance sessions and NPO Roadshows were conducted. Three thousand one hundred and twenty two (3122) NPOs were monitored for compliance and in line with The NPO Unit provided support to the Districts in facilitating the payment of two thousand five hundred and ninty seven (2597) NPOs. One thousand five hundred and Departmental prescripts. The NPO Provincial Forum was trained on Advocacy and Leadership and hosted Funders Gala in East London. Comprehensive support was also provided to the nine (9) NPO Forums both Provincial and District.

SUB-PROGRA	SUB-PROGRAMME: NPO MANAGEMENT					
PERFORMAN	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.2.11	Number of NPOs assisted with registration	1 458	1 070	1 593	523	Over achievement due to more walk —in clients requesting the service as a result of improved awareness and NPO Roadshows.
1.2.12	Number of compliance interventions undertaken	New indicator	64	99	2	The additional two sessions were conducted based on request.
1.2.13.	Number of funded NPOs	New indicator	2 488	2 597	109	Variance is due to additional NPOs for ECD grant which was additional to the equitable shares
1.2.14	Number of funded organisations monitored for compliance in line with Departmental prescripts	New indicator	2 488	3 122	643	Over achievement due to re-configuration of the NPO unit which has resulted in to staff that is dedicated to the NPO functions.
1.2.15	Number of NPO forums supported	8	6	6	0	-

## Strategy to overcome areas of under performance

Not applicable.

### Changes to planned targets

## OFFICE OF THE CHIEF FINANCIAL OFFICER

position of the Department and its performance is in accordance with Modified Cash Standards prescribed by the National Treasury and the requirements of the PFMA The Department received an Unqualified Audit Outcome for the Financial Year 2016/17. This audit outcome confirmed that in all material respects that the financial are fairly presented.

SUB-PROGE	RAMME: CHIEF DIRECTO	SUB-PROGRAMME: CHIEF DIRECTOR: FINANCIAL MANAGEMENT (CFO)	г (сғо)			
PERFOR	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.2.16	Financial Audit Outcome	1	1	1	0	

## Strategy to overcome areas of under performance

Not applicable.

#### Changes to planned targets

### FINANCIAL MANAGEMENT SERVICES

12016/2017. Twelve (12) compliance certificates were submitted to Provincial Treasury. Twelve (12) In-Year Monitoring Reports were prepared and submitted to Provincial Treasury. One (1) Appropriation Statement compiled and submitted, one (1) Pre-Audited IYM Report compiled and submitted, twelve (12) Monthly Revenue The financial year-closure was performed in April 2017 and the Financial Statements were compiled and submitted to Provincial Treasury and Auditor General for Reports and twelve (12) Monthly Cash Flow Requisitions were prepared and submitted to Provincial Treasury, one (1) application for roll-over submitted to Provincial Treasury. Four (4) Quarterly Payment Acceleration meetings conducted. Quarterly Municipality Debt meetings attended. Exception Reports (Instruction Note 34) submitted to Provincial Treasury. Payment Cycle and Creditors Age Analysis reports were prepared for IYM. Monthly Tax reconciliations were submitted to SARS.

SUB-PROG	SUB-PROGRAMME: FINANCIAL MANAGEMENT SERVICES	AGEMENT SERVICES				
PERFOR	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.2.17	Number of credible financial statements developed	4	4	4	0	
1.2.18	Number of credible MTEF budget documents developed	17	17	17	0	
1.2.19	Number of days taken to pay stakeholders	12	30	11	9	This is a positive deviation due to efficiencies implemented by the Department to ensure attainment of the requirements of Treasury Regulation Section 8.2.3

## Strategy to overcome areas of under performance

Not applicable.

#### Changes to planned targets

## FACILITIES AND INFRASTRUCTURE MANAGEMENT

In an effort to empower historically disadvantaged individuals, the department has achieved 90% against a planned target of 80% of its procurement budget spend targeting Small Medium Micro Enterprises (SMME) in terms of the Broad Based Black Economic Empowerment Act (BBBEEA). Four offices and one Child and Youth Care Centre viz., Nggeleni Service Office, Bedford Service Office, Matatiele Service and Area Office, Qumbu Area Office as well as Burgersdorp Child and Youth Care Centre reached Practical Completion Stage during 2017/2018 Financial Year.

SUB-PROG	RAMME: FACILITIES AND	SUB-PROGRAMME: FACILITIES AND INFRASTRUCTURE MANAGEMENT	MENT			
PERFOR	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.2.20	Percentage of procurement budget spend targeting SMME's in terms of BBBEEA	87%	%08	%06	10%	The positive variation is due to the increased number of suppliers participating in the procurement process as well as the implementation of the Preferential Procurement Regulations 2017.
1.2.21	Number of implemented construction projects in terms of the Infrastructure Plan	3	5	5	0	

## Strategy to overcome areas of under performance

Not applicable.

#### Changes to planned targets

#### CORPORATE SERVICES

A comprehensive analysis of Employment Equity targets from level 2-15 was presented to the Employment Equity Forum and Top Management and these were approved for implementation. Recommendations by the Top Management to develop Employee Satisfaction Survey and Exit interview questionnaires were implemented. The Department analysed and captured all the inputs received from Programmes and Districts, costed all the inputs for the staff establishment report, which resulted in the Department developing a draft service delivery model. The Department facilitated a PMDS workshop on the new directives issued by DPSA to be implemented from 01 April 2018 in all eight (8) Districts and Provincial Office for levels 1-12 and SMS Members. The PMDS policy was fully implemented for the 2016/17 financial year.

Integrated Employee Wellness Plan, Labour Relations Plan, Annual Recruitment Plan, Human Resource Development Implementation Plan, Ten (10) HR practices include the following: Employment Equity plan, Integrated HR Plan, PMDS Implementation Plan, Workplace Skills Plan, Organisational Design and Implementation and Retention Plans.

SUB-PROG	SUB-PROGRAMME: CORPORATE SERVICES	ERVICES				
PERFORMA	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.2.22	Number of HR Practices implemented	10	10	10	0	
1.2.23	Number of Statutory Human Resource Management Plans submitted	5	9	9	0	

## Strategy to overcome areas of under performance

Not applicable.

#### Changes to planned targets

## **OFFICE OF THE CHIEF INFORMATION OFFICER (CIO)**

The ICT Governance Maturity continues to improve in the Department, this is evident from the COBIT 5 capability assessment where the Department achieved a 2.58 trating compared to the previous score of 2.25. This assessment was conducted by an independent body commissioned by Provincial Treasury. Furthermore, the Department achieved a rating of 4 in ICT Governance from the MPAT 1.7 Assessment.

were procured to enable employees with disabilities. In an effort to improve ICT support, twelve thousand seven hundred and eighty-one (12781) calls were logged and resolved; a further two hundred and sixteen (216) site visits for quality assurance were conducted at the different district offices. Network connectivity was provided to one hundred and thirty-four (134) sites across the province giving access to three thousand five hundred and thirty-four (3534) officials in the Department Distribution of ICT tools of trade have been on top of the ICT agenda; two hundred and sixty-five (265) desktops were procured for the districts and assistive devices and thus improving access to the automated systems that seeks to improve the Departments business processes. In terms of number of automated business processes, the Department developed the new Facilities system based on additional requirements from business with the aim of improving controls in client registration, admission; business plan capture, intake, Management structure and Personnel registration. During the year under review, the Directorate continued with the design and documentation of new systems such as the Capacity Building system, as well as system maintenance and enhancements including P2P and HRM system changes. The 2017/18 financial year closure operations were performed to prepare the system for the new financial year. The Directorate assisted with payment of suppliers and NGOs through payment submission to BAS tapes.

external stakeholders. Over and Under Payments reports were also produced to sensitise management. The Directorate also delivered a BI and GIS presentation to the PGITOC and the G&A Cluster which was very well received and endorsed. This has led to the initiation of the Provincial BI project as part of the Provincial SMS The directorate exceeded the target set for Business Intelligence (BI) Reports by fifty-two (52) additional reports which were produced and distributed to internal and Leadership resolutions which will be led by the Department. One Hundred and eighty (180) ECDs were spatially geo-referenced and mapped for the ECD Infrastructure project and three hundred and seventy-eight (378) maps were produced as part of the Eastern Cape demographic profile to enhance the ECD infrastructure projects. While leading the ICT Stream of Operation Masiphathisane, the Directorate assisted with NISIS Re-write user acceptance testing with National DSD and also evaluated a few Household Profiling and Reporting tools. The Directorate led the NISIS project and solicited support from STATSSA in the form of profiling gadgets and data while collaborating with Vodacom on the web application and providing training to all the Districts. Eleven (11) CIO business processes were mapped and the relevant SOPs were documented and approved. The reviewed Backup Policy was presented and endorsed

SUB-PROG	RAMME: OFFICE OF THE	SUB-PROGRAMME: OFFICE OF THE CHIEF INFORMATION OFFICER (CIO)	R (CIO)			
PERFORMA	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.2.24	Maturity level of Departmental ICT Governance	2.25	2.5	2.58	0.08	The documented and approved SOP for the CIO processes improved the maturity by 0.08.
1.2.25	Number of Employees Automated to Improve Efficiency	3012	4 000	3 932	89	Users who were inactive or have left the Department were removed from Active Directory.
1.2.26	Number of Automated Business Processes	24(1)	25	25	0	
1.2.27	Number of Strategic Business Intelligence Reports Produced	198	178	230	52	A total of 52 extra reports: 1 SCM and Finance reports, 3 HRM reports, 20 Facilities and NGO Payments reports, 2 Welfare Services reports, 2 Specialist Services reports, 3 Community Development reports, 5 Provincial Treasury and Auditors reports and 4 CIO office reports and 4 CIO reports were produced and distributed to internal and external stakeholders.

## Strategy to overcome areas of under performance

(1.2.24): To revisit the target for 2018-19 financial year to align with the 2018-19 Annual Recruitment Plan.

### Changes to planned targets

# 1.3 DISTRICT DEVELOPMENT, MANAGEMENT AND IMPLEMENTATION

## INSTITUTIONAL SUPPORT SERVICES: NORTH

Districts were supported through the implementation of service provision, audit improvement verification and analysis conducted in Alfred Nzo, Buffalo City Metro Joe Ggabi and OR Tambo Districts on account of services delivered. Specific focus was on challenges facing Early Childhood Development Programme as an intervention to these Districts. Quarterly support sessions were conducted to determine and analyse areas of weaknesses culminating to the development of an action plan to improve service provisioning. The action plan was guided by the following resolutions:

- Establish a dedicated personnel to specialize and focus on child care protection, Foster Care Management, ECD and Partial Care.
- Reprioritization of supervision as a critical function within Social Welfare and Community Development Services.
- Provision of laptops to Social Service Practitioners in the Department to enable them to produce reports whenever required. This resolution was taken considering innovative mechanisms to mitigate the challenges of office accommodation at Local Service Office Level.
- Address discrepancies between Provincial, District and Local Service Office allocation.

Several NPOs and Cooperatives scooped the majority of the awards during the 1st Charlotte Maxeke Service Excellence Awards.

SUB-PRO	SRAMME: INSTITUTIONAL S	SUB-PROGRAMME: INSTITUTIONAL SUPPORT SERVICES: NORTH				
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.3.1	Number of Districts supported to improve service provisioning at implementation level	- ω	4	4	0	
1.3.2	Number of DSD offices delivering coordinated and integrated developmental social services	New indicator	13	13	0	
1.3.3	Number of developmental social services interventions strengthened	New indicator	18	18	0	

## Strategy to overcome areas of under performance

Not applicable.

### Changes to planned targets

## **INSTITUTIONAL SUPPORT SERVICES: SOUTH**

During the year under review, Institutional Support Services (ISS) arranged and convened meetings of the Demarcation Task Team members to ensure the resolution of all the service delivery bottlenecks relating to the reconfiguration of municipal wards prior the last Local Government Elections The branch also coordinated and facilitated engagement sessions between the Department of Public Works, Engcobo Local Municipality and AmaQwathi Traditional Leadership on the Closure of Coghlan Service Office by the Khamba Family to resolve the impasse and ensure the re-opening of the offices.

budget expenditure and bottlenecks that have a potential to delay service delivery to communities to determine appropriate remedial measures to be undertaken to Furthermore, the branch synthesised, analysed and consolidated presentations from district reports in the Southern Cluster which reflected on key achievements, improve district performance. Through the strategic intervention of the Department the Tholeni Flagship Project was successfully launched with the inter-governmental implementation plan to ensure that a package of services is delivered to the community. The branch supported and provided valuable inputs to the Provincial IGR Task Team in preparation for the review of the Provincial IGR Strategy and the districts in the Southern Cluster were encouraged to participate in Districts Mayors Forum (DIMAFO's) for the purpose of resolving and improving integrated service delivery.

SUB-PRO	GRAMME: INSTITUTIONAL 8	SUB-PROGRAMME: INSTITUTIONAL SUPPORT SERVICES: SOUTH				
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.3.4	Number of Districts supported to improve service provisioning at implementation level.	8	4	4	0	

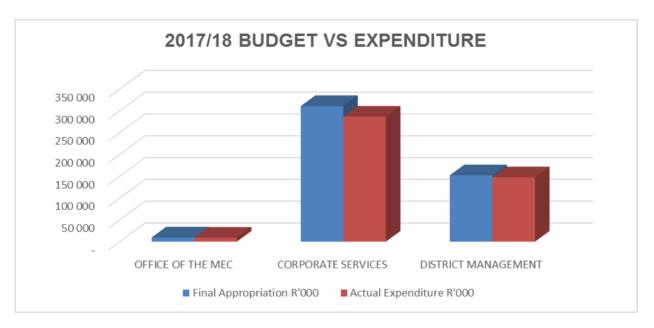
## Strategy to overcome areas of under performance

Not applicable.

### Changes to planned targets

#### 4.1.4 LINKING PERFORMANCE WITH BUDGETS

OI-		2017/2018			2016/2017	
Sub- Programme Name	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Office of the MEC	9 630	9 188	442	8 713	8 712	1
Corporate Management Services	310 967	286 690	24 277	300 777	300 605	172
District Management	152 224	147 498	4 726	138 394	135 394	3 000
TOTAL	472 821	443 376	29 445	447 884	444 711	3 173



The Programme managed to spend 93.8% percent including statutory (MEC Remuneration) againts the budget.

#### **REASONS FOR UNDER EXPENDITURE**

#### **Compensation of Employees**

The under spending on Compensation of Employees is caused by:

• The Programme has vacant funded posts which contributed to under spending. These posts are Director: Infrastructure Facilities, Director: Internal Audit, Director: Legal Services, fourteen (14) posts from level 5-11 at head office and eighty (80) posts at district office

#### **Goods and Services**

The under spending on this item is caused by:

 Property Payments: The under expenditure is on cleaning services it is caused by the delays in the implementation of the generic three year cleaning specification for offices in the districts.

#### **Buildings and Other Fixed Structures**

Name of project	Adjusted Budget	Actual expenditure	Budget not spent	Status
Hofmeyer Service Office (Renovations)	79 500	68 817	10 683	-
Qumbu Area office	236 000	235 200	800	-
Zwelitsha Service Office (Extl Works + Renovations)	1 439 000	0	1 439 000	Project Terminated 6 April 2016. Slow process in finalization of design and procurement stages. Project to be completed during 2018/2019 financial year.
Whittlesea service office	1 077 886	1 077 839	47	Practical completion 31 October 2016.
Motherwell Service Office Complex- security fence	6 084 056	0	6 084 056	To be transferred to DRPW 2018/2019  New project for 2017/2018.  The project delayed by cancellation of
				tender due to error in specification. Tended awarded end march 2018. Site handover 9 April 2018. Application submitted for rollover sent to
				Provincial Treasury.
Ntabankulu Service Office - additional offices	564 000	0	564 000	New project for 2017/2018.  Slow process in finalization of design and procurement stages.
				Bid document are presented to DRPW Bid Specification Committee on 12th March 2018 and projected to be advertised by end March 2018.
Bhisho Secure Care Centre - renovations	1 346 000	279 873		New project for 2017/2018.  Slow process in finalization of design and procurement stages. All the trades are being procured separately i.e. plumbing, building works, electrical works and mechanical works. The bids for fire equipment and Electrical and Mechanical have been cancelled due to validity period.  Application for rollover sent to Provincial Treasury.
Ernest Malgas Treat Center(NMM)	681 832	681 832	0	
Bethelsdorp Service Office	191 000	190 963	37	On hold, 23 October 2015 due to shortfall in funding.
Cofimvaba Service Office- new modular office	2 099 000	0	2 099 000	Professional fees paid in 2017/2018.  New project for 2017/2018.  Slow process in finalization of design and procurement stages.
Keiskammahoek Service Office	677 000	677 058	-58	Practical Completion 29 March 2017.
Ngqeleni Service Office	500	0		savings
Springgroove (Modular Offices)	350 000	151 828	198 172	Practical completion, 2 June 2015. Final accounts paid in 2017/18.

Name of project	Adjusted Budget	Actual expenditure	Budget not spent	Status
Matatiele Service Office	7 531 879	6 910 023		Practical completion taken 1 June 2017.
				Final completion and Final Account has been submitted for Main Contractor which is outstanding.
Burgersdorp Secure Center	5 991 552	3 916 316	2 075 236	Practical completion taken 11 May 2017.
				Finalization of Final accounts is still outstanding.
				Application for rollover sent to Provincial Treasury.
Nqamakwe Multi-Purpose Centre	47 058	47 058		Practical completion, 14 June 2015. Final accounts paid in 2017/18.
Libode Social Development Offices	1 825 121	0	1 825 121	Contract with contractor terminated July 2017.
				In 2018/2019, revised project plan to commence with an advert of the new
				tender from June/July 2018. It is planned the construction stage will take 10
				months for to reach practical completion stage after site handover to contractor.
Bedford Service Office	11 712 616	10 438 616		Practical completion 26 June 2017.
				Final accounts outstanding
Total – infrastructure	41 934 000	24 675 423	17 258 577	-
Total - Network	1 566 000	994 278	57 722	
Total – infrastructure and Network	43 500 000	25 674 422	1 782 578	

#### **Machinery and Equipment**

- **Kitchen appliances**: Tender was advertised in the fourth quarter and non responsive of the tenders as per prescript.
- Laundry equipment: Tender was advertised in the fourth quarter and non responsive of the tenders as per prescript.
- Office Furniture: Two tenders for office furniture for King William's Town Service Office were finalized in March 2018.

The following procurements were completed but not delivered on time:

- 136 Laptops
- 200 Laptops
- 6 UPS
- IP Telephony
- 10 Routers and 35 Switches

The above items were procured through SITA but not concluded due to delays within SITA processes due to incapacity issues within the Procurement unit. The CIO Branch is obligated by Treasury to procure through SITA.

#### **Software & Other Intangible Assets**

• Procurements of VMware, Plate Spin, ESRI and Tripwire were delayed.

#### 4.2 PROGRAMME 2: SOCIAL WELFARE SERVICES

#### 4.2.1 PURPOSE

To provide integrated developmental social welfare services to the poor and vulnerable in partnership with stakeholders and civil society organisations.

PROGRAMME	SUB-PROGRAMME	SUB-PROGRAMME PURPOSE
	2.1 Management and Support	Provide administration for programme staff and coordinates professional development and ethics, provision of tools of trade for management and support staff providing services across all sub-programmes of this programme.
	2.2 Services to Older Persons	Design and implement integrated services for the care, support and protection of older persons through establishment of support structures, provision of governance, development and implementation of interventions for older persons, quality assurance and capacity building
2. SOCIAL WELFARE SERVICES	2.3 Services to Persons with Disabilities	Design and implement integrated programmes and provide services that facilitate the promotion of the well-being and the socio economic empowerment of persons with disabilities through provision of intervention programmes and services as well as capacity building and support
	2.4 HIV and AIDS	Design and implement integrated community based care programmes and services aimed at mitigating the social and economic impact of HIV and AIDS by providing intervention programmes and services, prevention and psychosocial support programmes as well as financial and capacity building of funded organisations
	2.5 Social Relief	To respond to emergency needs identified in communities affected by disasters not declared, and or any other social condition resulting in undue hardship by providing counselling and support to affected individuals and families, developing care plans for short, medium and long term interventions and providing financial and material assistance to individuals or households directly or via suitable and approved service delivery partners

#### STRATEGIC OBJECTIVES

2.1 To provide eight integrated developmental social welfare services to the relevant targeted people infected and affected with HIV and AIDS and people with special needs by March 2020.

### 4.2.2 STRATEGIC OBJECTIVES

STR	STRATEGIC OBJECTIVE	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
2.1	To provide eight integrated developmental social welfare services to the relevant targeted people infected and affected with HIV and AIDS and people with special needs by March 2020.	ω	ω	ω	0	1

## Strategy to overcome areas of under performance • Not applicable.

### Changes to planned targets

### 4.2.3 PERFORMANCE INDICATORS

## SUB-PROGRAMME 2.1 MANAGEMENT AND SUPPORT

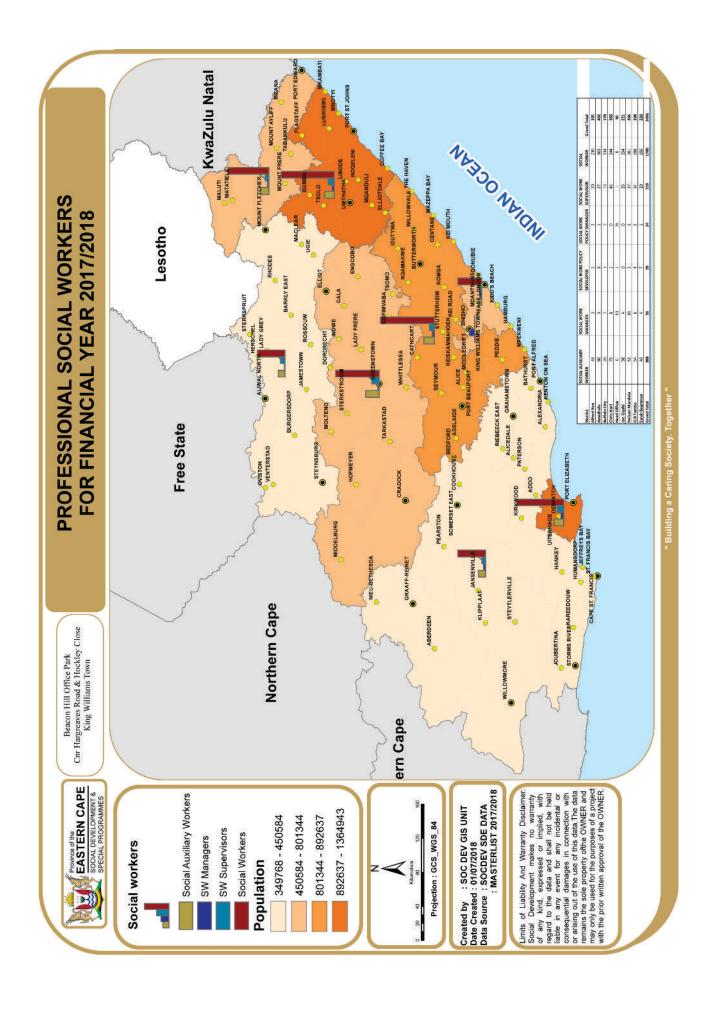
In line with National Outcome 5: "skilled and capable workforce to support inclusive growth path", the Department implemented Generic Social Work Intervention Processes in all Districts for quality service rendering and compliance with the Reviewed Social Welfare Services Framework, 2013. It further conducted Developmental Quality Assurance (DQA) assessments to eight (8) NGO's rendering Social Welfare Services in Amathole, Buffalo City Metro, Chris Hani and OR Tambo Districts. A training on DQA was also facilitated benefiting twenty-three (23) Social Service Practitioners from all the Districts for compliance with the minimum Norms and Standards for quality service delivery in the Districts. Quarterly and montly IYM reports were produced, analysed and presented to the respective meetings these assisted the Branch in analyzing budget and expenditure and Programme performance information.

SUB-PRO	SUB-PROGRAMME 2.1: MANAGEMENT AND SUPPORT	AND SUPPORT				
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
2.1.1	Coordinate implementation of generic intervention processes in 8 districts.	New indicator	۵	ω	0	
2.1.2	Number of Sub- programmes coordinated for strategic direction, alignment and integration.	New indicator	2	2	0	-

## Strategy to overcome areas of under performance

Not applicable.

#### Changes to planned targets



## **SUB-PROGRAMME 2.2 SERVICES TO OLDER PERSONS**

In line with National Outcome 2 - Long healthy lifestyle for all South Africans and National Outcome 11 - Create a better South Africa, better Africa and Better World", the Department had the following achievements: - One thousand nine hundred and thirty (1 930) Older Persons accessed residential facilities to ensure their care and protection from any form of abuse. Fourteen thousand eight hundred and ninety (14 890) Older Persons accessed Community Based Services with a view to promote healthy life style and long life span. Capacity building session conducted in partnership with Eastern Cape Gambling Board for sixty-one (61) Older Persons, on responsible gambling in Nelson Mandela Metro, BCM and Amathole with a view to create awareness to Older Persons on responsible gambling.

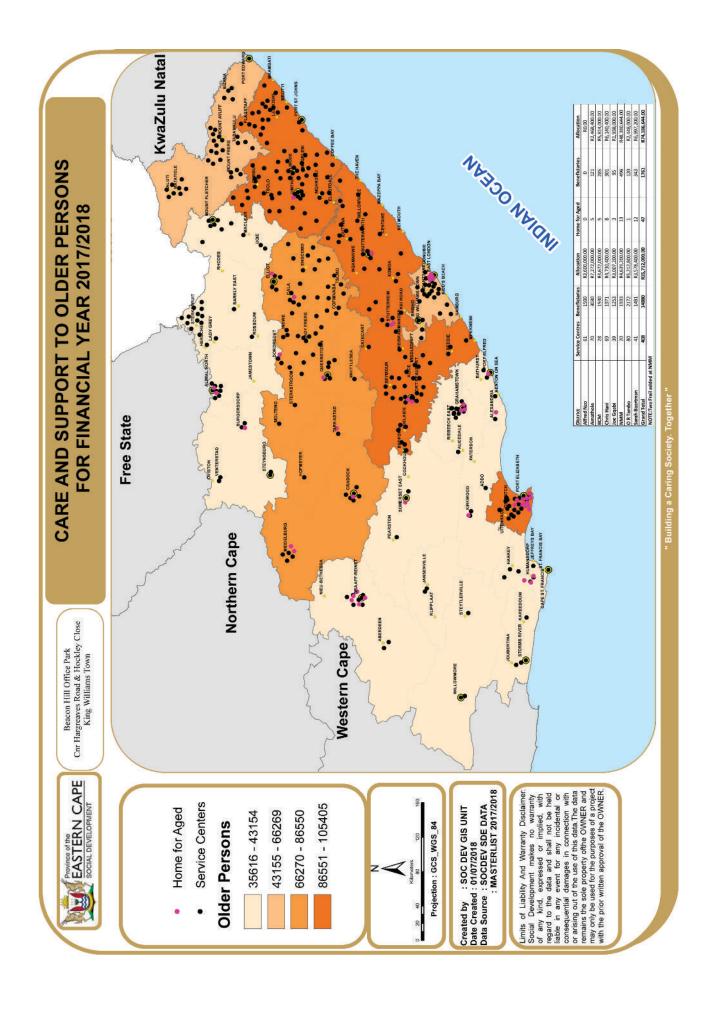
management. The Department engaged NICDAM to train ten (10) Care Givers on caring for Older Persons with Alzheimer's and other Dementia; with a view to Persons at Mount Ayliff with a view to strengthen NGOs for Older Persons on sustainability, good governance, Leadership development and good financial care, support and promote wellbeing of Older Persons. Sixteen (16) Older Person's Forum members were capacitated on Older Person's legislation during the consultations on Funeral Scheme for management of Older Persons facilities. Training on Norms and standards conducted for eighty-eight (88) Social Workers, to Capacity building session conducted in partnership with Office of the Premier for Alfred Nzo, Chris Hani, Joe Gqabi and O.R. Tambo reaching forty (40) Older maximize compliance and mitigate mismanagement by funded NPO's. Eighty (80) Older persons from the Province participated in National Golden Games as part of Active Ageing Programme where ten (10) Older Persons contributed to resolutions taken during the Older Persons Parliament and the non-elective conference. District Golden Games conducted in eight districts with the support of integrated services from Department of Sports, Recreation, Arts and Culture (DSRAC), District Municipalities and Department of Health reaching three :housand two hundred (3 200) Older Persons. Monitoring of ten (10) Residential Facilities and Community Based Care and Support Services for compliance with the norms and standards. Validation exercise conducted in Joe Gqabi district with an aim to improve audit results. As a way of restoring dignity and honor the Rights of Older Persons, the Department in collaboration with Office of the Premier (OTP) hosted the commemoration of the International Day of Older Persons in Cradock Chris Hani District through. Youth and Older Person's dialogues reaching five hundred (500) people. One service center (Grannies Old Age Group) from OR Tambo district ascended to the second position during Charlotte Maxeke Awards as a way of recognizing best performance

SUB-PRO	<b>3RAMME 2.2: SERVICE</b>	SUB-PROGRAMME 2.2: SERVICES TO OLDER PERSONS				
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
2.2.1	Number of residential facilities for older persons	48	48	48	0	1
2.2.2	Number of older persons accessing residential facilities	2 087	2 042	1 930	112	The deviation is due to non-admission of prospective beneficiaries as they are not economically attractive to the Facilities due to low rate of subsidy and the intended closure of one residential facility in BCM
2.2.3	Number of older Persons accessing community-based care and support services	14 459	14 880	14 890	10	This is due to the demand of the service in the communities.

## Strategy to overcome areas of under performance

2.2.2: The Department will intensify Community Based Care Programmes to ensure accessibility of services to Older Persons.

### Changes to planned targets





Older persons who represented the Eastern Cape at the National Golden Games in Durban,

# SUB-PROGRAMME 2.3 SERVICES TO PERSONS WITH DISABILITIES

In line with National Outcome 2 - Long healthy lifestyle for all South Africans and National Outcome 11 - Create a better South Africa, better Africa and **Better World**", the programme had the following achievements: Nine hundred and eighty-eight (988) Persons with Disabilities accessed services in twenty-three (23) funded Residential Facilities to receive 24-hour care and protect their rights. Eight hundred and three (803) Persons with Disabilities accessed services in funded protective workshops to improve their socio economic statuts. Twenty-three thousand three hundred and fifty nine (23 359) Persons with Disabilities accessed Community Based Rehabilitation Services to access psychosocial support services. Mbizana Service Office partnered with Metropolitan Life, Disabled People South Africa (DPSA) and Mbizana Municipality to honour 67 minutes of Mandela Day

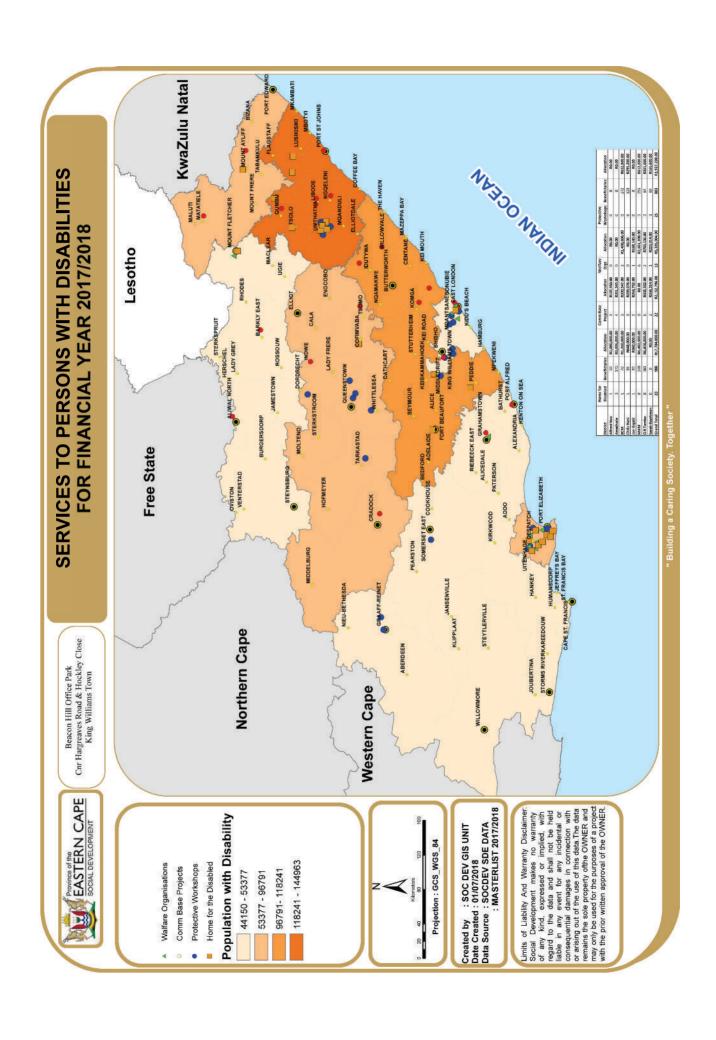
Disability District forum meeting was held in Alfred Nzo District and elections of the BCM Disability forum was held to protect the rights of Persons with Disabilities. The Department held an information sharing session to create awareness on Albinism reaching forty-seven (47) people. Training on Minimum Standards of Residential facilities for Persons with disabilities, Management Committees on Management and Transformation Policy of Protective Workshops, White Paper on the rights of persons with Disabilities, and Disability Legislation was conducted in Buffalo City Metro, Amathole, Joe Gqabi and Nelson Mandela Metro reaching one hundred and ninety (190) officials and stakeholders with a view to ensure compliance to the funded and non-funded

(which intends to promote Self-Help Groups (SHG) of Persons with disabilities and Community-Based Inclusive Development) in Japan from 25th November to 10th December 2017. Validation exercise conducted in OR Tambo District with an aim to improve audit results. An information sharing session was conducted in A delegation of three (03) Persons with Disabilities and one (01) official from Social Development Special Programmes Unit were selected to undergo training Amathole District to create awareness on Epilepsy

SUB-PRO	GRAMME 2.3: SERVICE	SUB-PROGRAMME 2.3: SERVICES TO PERSONS WITH DISABILIT	BILITIES			
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
2.3.1	Number of residential facilities for Persons with disabilities	23	23	23	0	1
2.3.2	Number of Persons with Disabilities accessing residential facilities	987	886	886	0	-
2.3.3	Number of Persons with disabilities accessing services in funded protective workshops	835	803	803	0	
2.3.4	Number of Persons with disabilities accessing Community Based Rehabilitation Services	11 370	14 365	23 359	8 994	Increase is due to number of reported cases and intensification of awareness campaigns conducted.

Not applicable.

### Changes to planned targets



Attendees during the Albinism workshop.

### **SUB-PROGRAMME 2.4: HIV AND AIDS**

In line with National Outcome No. 2: A long and Healthy Life for all South Africans: The Department has achieved the following:

Sixty-eight (68) organisations were trained on Social and Behaviour Change Programmes so as to assist the department in rendering prevention programmes with a view to enhance behaviour change in the communities targeting the age group 15-24 with the aim of reducing new infections. Fifty-nine thousand five hundred and twenty-four (59 524) beneficiaries were reached through Social and Behaviour Change programmes. This is the number of people who participated in awareness campaigns and dialogues with the aim of reducing new infections. Seventy-nine thousand one hundred and seventy-eight (79 178) beneficiaries were reached through Psychosocial Support Services. These are the clients who received either counseling, lay counseling, succession planning, treatment support, material support, nutrition, services (either once off or continuously) from HCBC organizations and Departmental Social Service practitioners. The aim is to increase and improve well- being with better coping mechanisms of OVCY and adults participating in Psychosocial Social Support Services.

Six hundred and fifty (650) work opportunities were created to improve socio-economic status of the Community Care Givers.

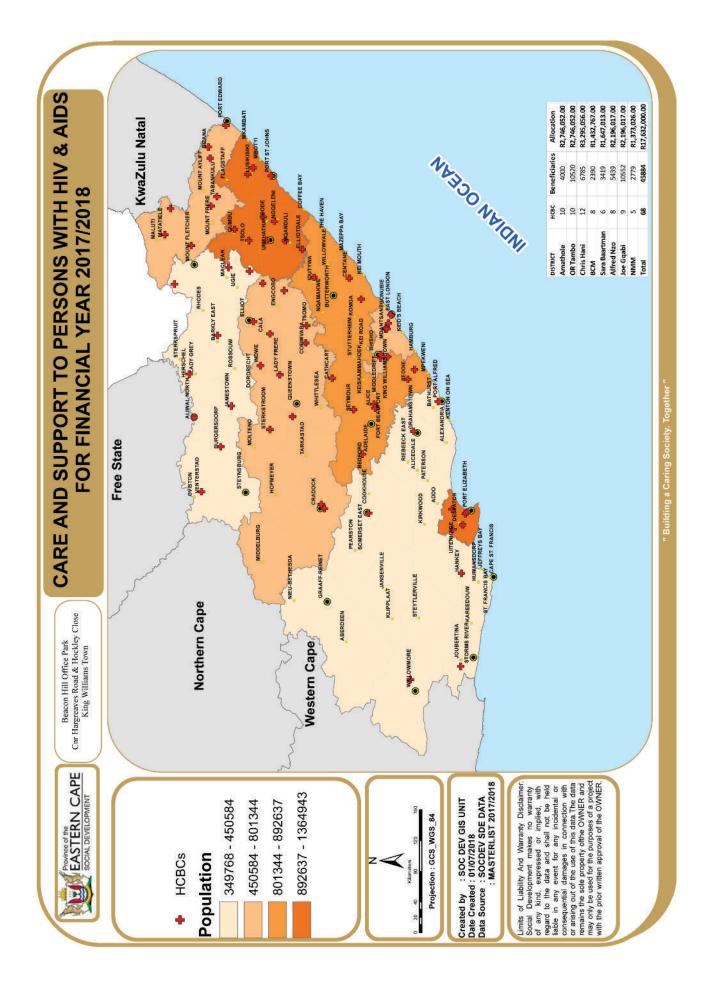
Summit on Orphaned Vulnerable Children and Youth (OVCY) was held in partnership with Eastern Cape Aids Council to address barriers faced by OVCY in accessing the Core Package of services. As a response to the Resolutions of the OVCY Summit, a workshop on the Guidelines for Psychosocial Support was conducted in partnership with National DSD with the purpose of harmonising interventions on PSS reaching Social Workers, DOH and DBE Officials

Eight Data Capturers were appointed in partnership with National DSD in order to fast-track capturing of interventions, conducted by Home Community Based One hundred and sixteen (116) officials were trained on Psychosocial Support Intervention guidelines and on Support Group Guidelines in all Districts. Care Organisations in the Community Based Intervention Monitoring System. (CBIMS)

SUB-PR	SUB-PROGRAMME 2.4: HIV & AIDS					
PERI	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
2.4.1	Number organizations trained on social and behaviour change programmes	89	65	89	г	Variance is due to inclusion of unfunded organisations in BCM.
2.4.2	Number of beneficiaries reached through social and behaviour change programmes	44 040	53 566	59 524	5 958	Variance is due to Marketing of the programme by Social Workers and Care Givers resulting in more beneficiaries accessing Social Behavior Change Programme
2.4.3	Number of beneficiaries receiving Psychosocial Support Services	60 141	59 863	79 178	19 315	Variance is due to Marketing of programme by Social Workers and Care Givers resulting to awareness among infected and affected participating in Psychosocial Support Services.
2.4.4	Number of EPWP work opportunities created in Home Community Based Care (HCBC)	683	650	650	0	1

Not applicable

Changes to planned targetsThere were no changes to the planned targets in the year under review.



## SUB-PROGRAMME 2.5 SOCIAL RELIEF OF DISTRESS

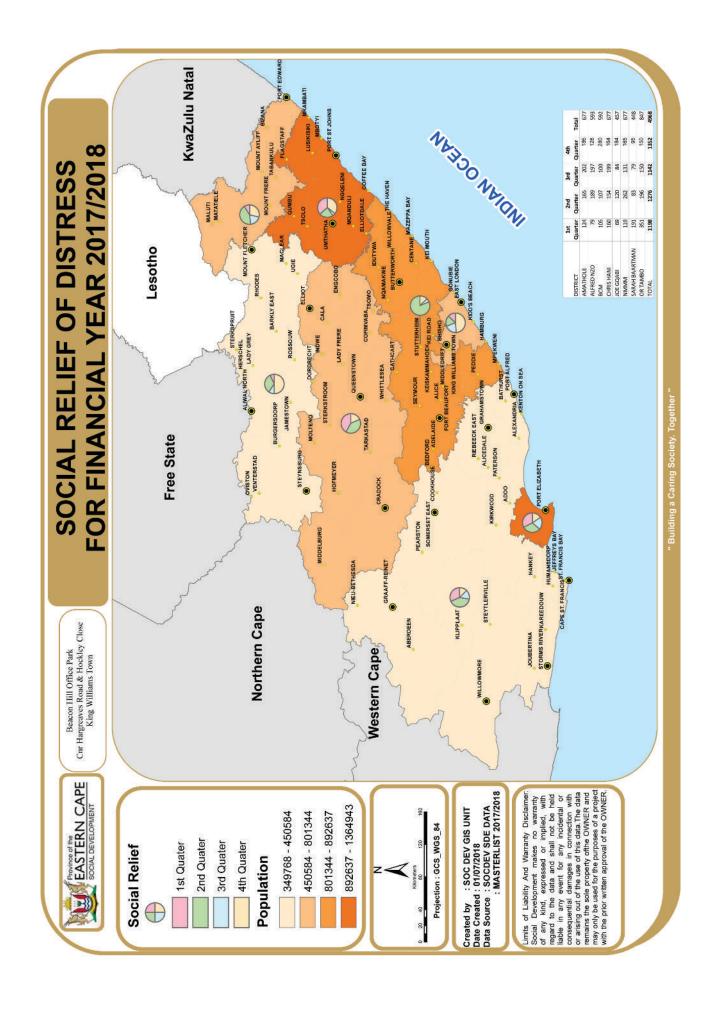
In line with National Outcome 2: "A long and healthy life for all South Africans", the Department provided psychosocial support and material support to families experiencing undue hardships, disasters declared and undeclared benefiting five thousand one hundred and thirty (5 130) individuals and families which created a safety net for beneficiaries to revive their coping skills.

SUB-PRO	SUB-PROGRAMME 2.5: SOCIAL RELIEF	ELIEF				
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
2.5.1	Number of beneficiaries who benefited from DSD Social Relief programmes	4 451	4 968	5 130	162	Variance is due to increased number of people who experienced undue hardships.

## Strategy to overcome areas of under performance

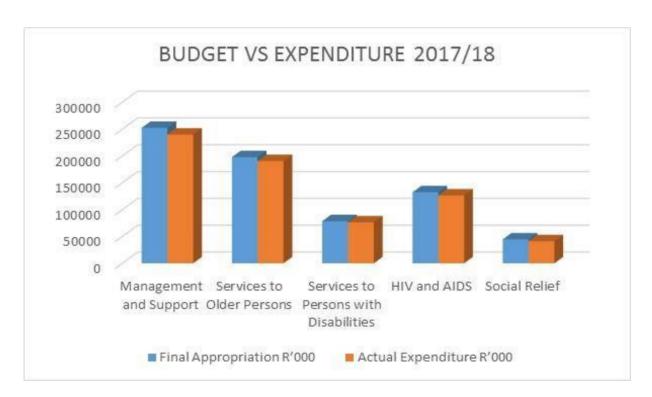
Not applicable

### Changes to planned targets



### 4.2.4 LINKING PERFORMANCE WITH BUDGETS

		2017/2018			2016/2017	
Sub- Programme Name	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Management and Support	252 320	239 960	12 360	262 219	259 635	2 584
Services to Older Persons	197 901	190 612	7 289	162 108	162 104	4
Services to Persons with Disabilities	78 449	76 362	2 087	73 289	72 744	545
HIV and AIDS	132 357	126 413	5 944	114 150	113 367	783
Social Relief	44 579	41 184	3 395	39 831	39 389	442
Total	705 606	674 531	31 075	651 597	647 239	4 358



The Programme managed to spend 95.6 percent against the budget.

### **REASONS FOR (OVER)/ UNDER EXPENDITURE**

### **Compensation of Employees**

The under spending on Compensation of Employees is due to the following:

• Due to delays in filling of attrition posts at Provincial office and in Districts.

### **Goods and Services**

The under spending on this item is due to the following:

• Telephony Services, ten (10) Routers and thirty-five (35) Switches were procured through SITA but not concluded due to delays within SITA processes due to incapacity issues within the Procurement unit. The CIO Branch is obligated by Treasury to procure through SITA.

### **Non- Profit Institutions**

The under spending on this item is caused by the following:

- Funding for service centres are based on attendance, some service centres and old age Homes did not claim for full capacity.
- Thembisa Protective Workshop did not claim due to unresolved management problems.

### **Households**

The under spending on this item is caused by the following:

• Due to lack of capacity on the cooperatives which are supposed to provide material aid.

### 4.3 PROGRAMME 3: CHILDREN AND FAMILIES

### 4.3.1 PURPOSE

To provide comprehensive child and family care and support services to communities in partnership with stakeholders and civil society organisations.

PROGRAMME	SUB-PROGRAMME	SUB-PROGRAMME PURPOSE
	3.1 Management and Support	Provide administration for programme staff and coordinates professional development and ethics, provision of tools of trade for management and support staff providing services across all sub-programmes of this programme.
	3.2 Care and Support Services to Families	Programmes and services (interventions, governance, financial and management support) to promote functional families and to prevent vulnerability in families
3. CHILDREN AND FAMILIES	3.3 Child Care and Protection Services	Design and implement integrated programmes and services (interventions, evidence based management and information support, human resource development and capacity building) that provide for the development, care and protection of the rights of children
	3.4 ECD and Partial Care	Provide comprehensive early childhood development services (Provincial Strategy and profile for ECD and partial care, Provision of services ECD and partial care, Norms and Standards compliance, Registration of ECD and partial care programmes and services, Assignment of functions to municipalities and funding of ECD sites)
	3.5 Child and Youth Care Centres	Provide alternative care and support to vulnerable children through Governance (Registration, funding, monitoring and evaluation of CYCC, Drop-in-Centres) and Capacity building (training of all relevant stakeholders on the Children's Act)
	3.6 Community-Based Care Services for children	Provide protection, care and support to vulnerable children in communities Including services to children with disabilities, child headed households, Children living and working on the Streets, Children accessing Drop in Centre services, Orphans and vulnerable children (due to other various reasons), Registration of children in Child Headed Households, Public awareness and education on OVCs & services available and ISIBINDI Community-based care model

### STRATEGIC OBJECTIVES

- 3.1 To provide three family preservation programmes to vulnerable families by March 2020
- 3.2 To improve access to seven developmental child care and protection services by March 2020

### 4.3.2 STRATEGIC OBJECTIVES

STR	STRATEGIC OBJECTIVES	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
3.1	To provide three family preservation programmes to vulnerable families by March 2020	દ	8	င	0	-
3.2	To provide access to seven Departmental child care and protection services by March 2020	7	2	7	0	

## Strategy to overcome areas of under performance

Not applicable

### Changes to planned targets

### 4.3.3 PERFORMANCE INDICATORS

## SUB PROGRAMME 3.1: MANAGEMENT AND SUPPORT

In line with National Outcome 5: "skilled and capable workforce to support inclusive growth path", Extended Branch and Management Meetings, Quarterly Review Sessions as well as IYM preparatory sessions for Departmental IYM meetings were held by the branch during the reporting period and reported on financial as well as non-financial performance of the branch. These assisted the Branch in analysis of budget expenditure and Programme performance information.

SUB-PRO	SUB-PROGRAMME 3.1: MANAGEMENT & SUPPORT	ENT & SUPPORT					
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS	
3.1.1	Number of Sub program co-ordinated for Strategic direction, alignment and integration.	New indicator	9	9	0	1	

## Strategy to overcome areas of under performance

Not applicable

### Changes to planned targets

## SUB PROGRAMME 3.2: CARE AND SERVICES TO FAMILIES

In line with National Outcome 3: "All People in South Africa are and feel safe", twenty-five thousand four hundred and sixty-one (25461) families participated in family preservation services and fourteen thousand three hundred and sixteen (14316) families participated in parenting skills programmes to strengthen and prevent vulnerability in families as well as to have stable, sustainable and well-functioning families. Four hundred and seventy-two (472) family members reunited with their families where they belong in order to get full support and prevent dysfunctionality in families Integrated Sessions with Domestic and Farm Workers were held in Nelson Mandela Metro, OR Tambo District, Alfred Nzo District and in Buffalo City Metro where Parenting Skills Programmes were presented reaching one hundred and forty-three (143) people with a view to equip parents with Parenting Skills. Provincial Commemoration of International Day of Families was held in OR Tambo District at Tsolo Junction Hall aiming at improving interpersonal relationships prevent vulnerability within families. Training on Men Care + Programme was held in Port Elizabeth reaching twenty-nine (29) Departmental Officials including other Stakeholders from the eight (8) Districts with the aim of involving men in the upbringing of their children.

As part of development and empowerment of a family unit, training on Holiday Programme for families was held reaching forty three (43) Departmental Officials including other Stakeholders from the eight (8) Districts, Capacity Building Session on Programme for Teenage Parents reaching thirty six (36) Social Service Practitioners from eight (8) Districts to enhance parenting among teenage parents for effective nurturing of children and Training on Norms and Standards for Services to families was held at Bhisho Child and Youth Care Centre reaching thirty four (34) Departmental Officials including other Stakeholders from the eight (8) Districts with a view to ensure compliance

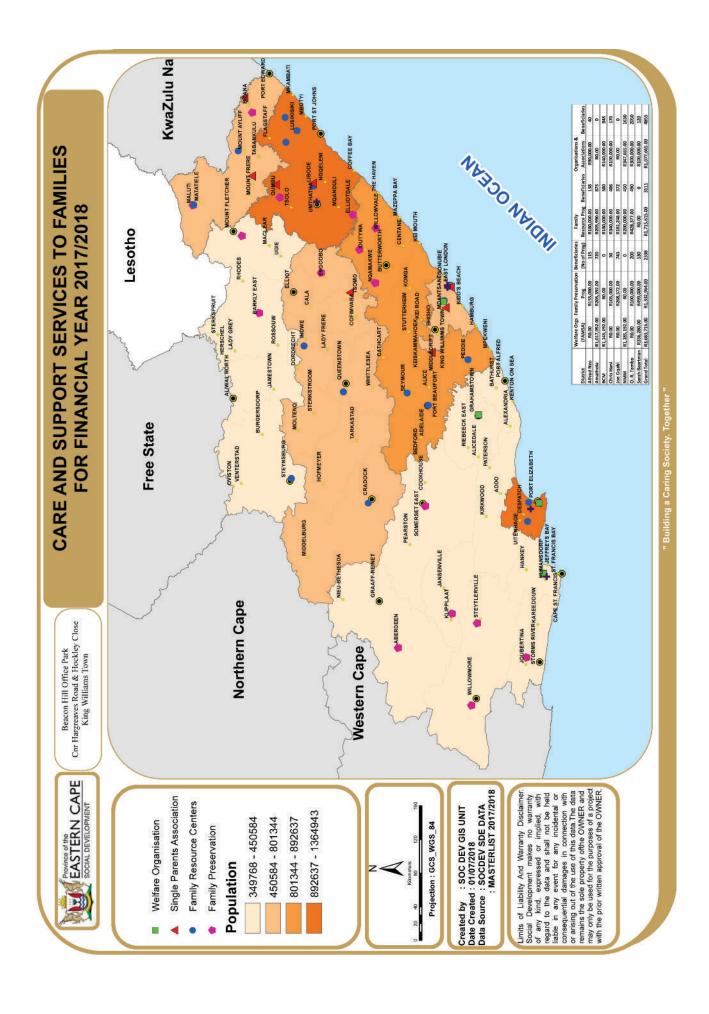
Eight (8) National and Provincial Family Services Forum meetings were held to improve integration of services to families within the Department and the Sector.

Commemoration of Marriage Week was conducted in seven (7) Districts in a form of seminars, focus groups, community dialogues, information sharing sessions International Men's Day was commemorated in NMM through an Award Ceremony called Fathers and Men of Honour (FAMOH) where ninety-seven (97) fathers nclusive of their families were awarded by DOXA Youth Programmes as best caring fathers. In Alfred Nzo District it was commemorated through awareness campaigns reaching sixty-three (63) community members. All participants were empowered on parenting skills and encouraged to play a role in their children's and awareness campaigns reaching one thousand two hundred and sixty-nine (1 269) people to strengthen marriages and sustainable families.

SUB-P	SUB-PROGRAMME 3.2: CARE AND SERVICES TO FAMILIES	SERVICES TO FAMILIES				
PERFC	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
3.2.1	Number of families participating in family preservation services	17 685	14 939	25 461	10 522	The variance is due to intensification of prevention and early intervention services and programmes (family preservation services and programmes) which includes more counselling services rendered as a result of Mancoba cases in Chris Hani District.
3.2.2	Number of family members reunited with their families	469	484	472	12	This is as a result of state of readiness of families for reunification hence the number of family members decreased.
3.2.3	Number of families participating in the Parenting Skills Programme	12 213	9 581	14 316	4 735	The variance is due to intensification of prevention and early intervention services and programmes which includes Workshops equipping men as primary caregivers as well as rolling – out of Sinovuyo Teens Parenting Programme (Parenting Skills Programmes).

(3.2.2) Intensification of awareness on the programme for Family preservation specifically re- unification Services and guidelines so that families are ready to receive their family members when reunification process is done.

### Changes to planned targets



Dialogue during the International families day.

Designated Child Protection Organizations rendering Statutory Services to children in need of care and protection towards children's access to child protection Services. The Department in partnership with the abovementioned funded organisations placed four thousand two hundred and eighty (4 280) Children in need of care and protection in Foster Care. Foster Care orders in respect of thirty-three thousand nine hundred and seventy-five (33 975) children placed in foster care were also extended. These children were able to access their rights to survival, care, protection, social security as well as growth and development to the best of their potential. Integrated Departmental and SASSA Foster Care Backlog Management Project was monitored in all the six (6) Districts and two (2) Metros. Foster Parents' Day was successfully organized and held at Cala in the Chris Hani District on the 8 March 2018 reaching four hundred and ninety-eight (498) people. A In line with National Outcome 3: "All people are and feel safe" and National Outcome 13: "Social Protection", the Department funded thirty-eight (38) otal of seventy (70) Foster Parents were awarded recognition certificates for their contribution in the care and protection of children.

Fifty-four (54) Prevention and Early Intervention Programmes (PEIP) were funded towards realization of gradual shift from remedial, curative social services and programmes to provision of more developmental, integrated Prevention and Early Intervention Services and Programmes targeted to children, parents, caregivers and families. This is in line with provisions of Children's Act, 38 of 2005. Provincial as well as District Child Care and Protection Forum meetings were held with stakeholders in the Child Protection Arena. The focus included preparations of 2017 Child Protection Week campaign and annual child care and protection plans. Departmental and stakeholders' plans were consolidated into one Provincial Plan and this assisted in the co-ordination of stakeholders support on the execution of the Provincial Integrated Plans. Capacity Development of Social Work Supervisors on Induction Manual for Social Workers was conducted in partnership with the National Department of Social Development in the Chris Hani District reaching thirty-eight (38) Social Work Supervisors. Capacity Development on International Social Services was also conducted in Chris Hani, Amathole, Joe Gqabi Districts as well as Nelson Mandela and Buffalo -urther to this, marketing of Adoption services was conducted in Chris Hani, Amathole, Joe Gqabi Districts, Alfred Nzo as well as Nelson Mandela and Buffalo City Metros benefitting one thousand four hundred and thirty-five (1 435) people comprising of Adoption Social Workers both from CPOs, Department as well as community members to raise awareness on adoption services. Sixty-seven (67) children in need of care and protection were recommended for adoption towards City Metros benefitting one hundred and eighty (180) Adoption Social Workers both from Child Protection Organizations (CPOs) and the Department. Seven (7) International Social Services cases were received from National Office and were managed in collaboration with O.R Tambo district as well as BCM and Nelson Mandela Metros. The capacitation helped with unlocking International Social Services Cases and linking with the relevant Departments.

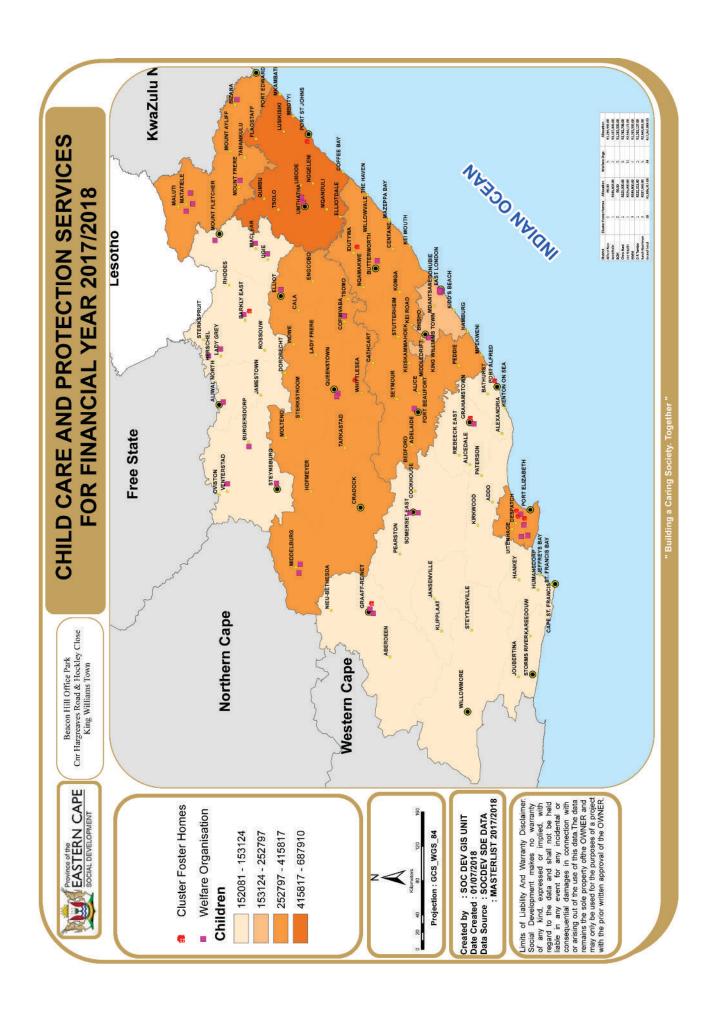
Monitoring of Child Protection Organizations was conducted at CMR Burgersdorp in the Joe Gqabi District, CMR East London; Child Welfare SA - East London in the Buffalo City Metro and CMR-Drankensburg in the Chris Hani District for compliance with Children's Act, 38 of 2005

SUB-PR	SUB-PROGRAMME 3.3: CHILD CARE AND PROTECTION	E AND PROTECTION				
PERFO	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
3.3.1	Number of orphans and vulnerable children receiving Psychosocial support services	1	1	1	1	-
3.3.2	Number of children awaiting foster care placement	4 843	2 452	4 682	2230	High level social ills like HIV & AIDS, Substance negative parenting, Child neglect, abuse, Abuse and increasing levels of poverty result in more children in need of care and protection and requiring formal foster care placement.
8. 8. 8. 8. 8. 8. 8. 8. 8. 8. 8. 8. 8. 8	Number of children placed in foster care	4 144	4 570	4 280	290	The variance is due to the following: Limited quota dealt with in some courts by Presiding Officers per day.  Delays in the screening of prospective foster parents against Part – B of the Child Protection Register which is the competence of the National Office.  Limited Social Work Supervisors in the Districts and Metros had an impact in the canalization of Social Workers' reports, a requirement of children in alternative care, thus delaying submission to courts within 90 days
3.3.4	Number of children whose foster care orders have been extended	26 910	41 541	33 975	7566	The variance is due to the following: Limited quota dealt with in

SUB-PR	SUB-PROGRAMME 3.3: CHILD CARE AND PROTECTION	E AND PROTECTION				
PERFO	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
						some courts by Presiding Officers per day.
						Limited Social Work Supervisors in the Districts and Metros had an impact in the
						canalization of Social Workers' reports, a requirement
						preceding extension of roster care placement for children in alternative care.
3.3.5	Number of funded Prevention and Early	New indicator	62	54	8	The number of Prevention and Farly Intervention Programmes
	Intervention Programmes					(PEIP funded in the Buffalo
	(PEIP)					City Metro were erroneously
						counted as a programmes per 5 funded organizations instead
						of 2 programmes funded in Metro.
3.3.6	Number of children	New indicator	114	29	47	Prospective Adoptive Parents
	recommended for adoption					are still awaiting results from Part B of the Child Protection
						Register. They have to be
						screened against it and be
						children before
						Recommendation Letters are
						issued, which is a national

- (3.3.2): Facilitate acceleration of foster care investigations and screening of prospective foster care parents against Part B of the Child Protection Register by sending officials to national Department of Social Development to assist with screening of the prospective foster parents.
- (3.3.3 &3.3.4): Engage the Presiding Officers to ensure that the best interests of the children are kept paramount in line with the Children's Act No 38 of 2005. Facilitate acceleration of screening of prospective foster care parents against Part B of the Child Protection Register by sending officials to National Department of Social Development to assist with screening of the prospective foster parents. Facilitate acceleration of appointment of Social Work Supervisors in all districts and Metros.

### Changes to planned targets



# SUB-PROGRAMME 3.4: EARLY CHILDHOOD DEVELOPMENT AND PARTIAL CARE

In Line with National Outcome 1: "Quality basic education" and National Outcome 13: "Social Protection", four hundred and fifty-seven (457) ECD Centres were registered in compliance with Norms and Standards. Twenty-five thousand five hundred and thirty-six (25 536) Children accessed three hundred and eighty-four (384) registered ECD programmes. These children accessed their rights to care, protection towards their growth and development cognitively, spiritually, socially to mention but a few. Three ECD Centre in Sarah Baartman and Chris Hani received stimulation material for support towards holistic development of children. To strengthen collaboration with stakeholders in the ECD sector, a social sector ECD stakeholder engagement session was held in Joe Gqabi District. A Provincial Launch of the Child Protection week was held at Siyavuya Special Day Care Centre in kwaMlungisi Township in the Amathole District. The focus of the launch was on children with disabilities. In addition, Isaac Makana Preschool which was built by mining companies as a social responsibility, was officially handed over to the community of Zinyoka in Buffalo City during the international day of Children. The mobile ECD Programme was launched at Rietbron to ensure access to quality ECD services to children in farm settlements.

In order to standardize implementation of the conditional grant, a Provincial pre-implementation workshop on the ECD conditional grant was conducted during the period under review. Capacity building sessions on the National Integrated ECD Policy has been conducted benefiting all eight district and provincial managers. There is a slight improvement in some districts and a sizable number in some on conditional registration which is as a result of adherence to policy compliance.

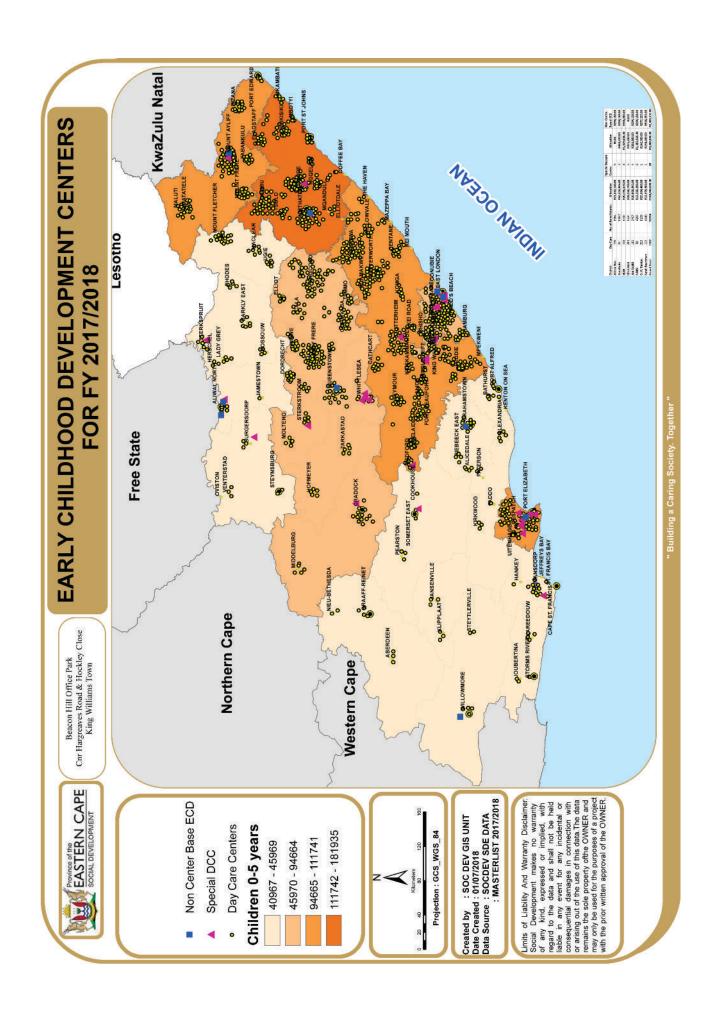
Monitoring of five (5) non-centre based ECD Programmes was conducted in Buffalo City Metro, Joe Gqabi, Sarah Baartman, Amathole and OR Tambo Districts. There is an improvement on governance and some that require further training will be prioritized for 2018 – 2019 financial year. A study tour to Chile was conducted with the support from the Department of Planning, Monitoring and Evaluation (DPME) with a view to enhance ECD programme in the Province and also to incorporate lessons learnt to the finalisation of ECD strategy which has been developed.

Steering committee meeting was held at NDA to discuss the South African ECD (NDA SAECD) Awards and terms of reference for the committee were also adopted. Adjudication of applications for NDA SAECD Awards was conducted in East London in preparation for Provincial ECD Awards that will take place in 2018. Consultative session on ECD Strategy with various sister Departments and Stakeholders was held in East London. Provincial ECD Forum meetings were with a view to monitor ECD programme implementation in the Province. Information sharing session with all the Districts and Cotlands on Non-Centre Based ECD Programmes was held in Bisho Child and Youth Care Centre. order to build on the relationship and extend the learning of the Chilean experience, the Department of Planning, Monitoring and Evaluation by way of the PSPPD II invited two lead officials who work on the Chile Crece Contigo programme, Mr Mario Toledo, from the Ministry of Social Development and Ms Yasna Opazo from the Ministry of Health. These officials were in South Africa between 24 March 2017 and 31 March 201, engaging with National officials involved in ECD and also travelling to the Eastern Cape to share the experience with the Provincial colleagues in Government and civil society. The primary purpose of these engagements was to contribute to our national and provincial discussions on the implementation of the ECD policy. At the time that the Chilean delegation visited South Africa, our national implementation plan was being developed. These engagements therefore enabled additional strategic input to shape the ECD mplementation strategy and also served to illustrate what is possible when working collaboratively.

SUB-PRO	GRAMME 3.4: EARLY CH	SUB-PROGRAMME 3.4: EARLY CHILDHOOD DEVELOPMENT AND	AND PARTIAL CARE			
PERFOR	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
3.4.1	Number of fully registered ECD centres	26	83	36	47	This is due to infrastructure that is not meeting minimum Norms and Standards for Registration.
3.4.2	Number of fully registered ECD programmes	72	136	80	56	This is due to delays in getting responses from Part B of the National Child Protection Register.
3.4.3	Number of conditionally registered ECD centres	669	1181	943	238	This is as a result of Infrastructure that is not meeting minimum Norms and Standard for Registration.
3.4.4	Number of conditionally registered ECD programmes	511	755	629	126	Underachievement is due to ECD programmes that do not to meet the minimum norms and standards for registration.
3.4.5	Number of children accessing registered ECD programmes	22 085	29 993	25 536	4457	This is a result of less number of children enrolled in registered ECD programmes
3.4.6	Number of subsidized children accessing registered ECD programmes	15 257	19 166	17 747	1419	The variance is due to fewer number of ECD programmes registered as a result of noncompliance with ECD Norms and Standards.
3.4.7	Number of ECD Practitioners in registered ECD programmes	1 028	1 672	1 357	315	This is as a result of less number of ECD practitioners in registered ECD programmes
3.4.8	Number of disabled children accessing ECD Programmes.	New indicator	75	38	37	Due to less number of disabled children enrolled to access ECD Programmes

- (3.4.1 & 3.4.3): Recruitment and appointment of Quantity Surveyor and Administrators for the renovation of ECD facilities. (3.4.2 & 3.4.4): The Department will continue to intensify interventions on registration of ECD Programmes in terms of the ECD guidelines to ensure that the desired results for early learning are met.
  - (3.4.5 & 3.4.6): The Department will continue with registration of ECD programmes to ensure that more children access registered ECD programmes.
    - (3.4.7): To intensify development of ECD Practitioners on ECD programme registration at a local level.
- (3.4.8): The department will intensify community awareness and ensure mainstreaming of children with minor disabilities to ECD programmes.

### Changes to planned targets





# SUB-PROGRAMME 3.5: CHILD AND YOUTH CARE CENTRES (CYCC)

In line with National Outcome 3: "All people are and feel safe" and National Outcome 13: "Social Protection", thirty-six (36) Child and Youth Care Centres care, developmental as well as recreational programmes and services. This guaranteed the children's care, protection as well as growth and development whilst n separation with their families and/or communities of origin. Four hundred and five (405) children in need of care and protection were newly placed in these (CYCC) were funded benefitting one thousand five hundred and eighty three (1583) children in need of Care and protection. These children accessed residential Centres ensuring their care and protection. Monitoring was conducted at Gali Thembani, Tsolwana Sparrows, and Masizakhe CYCC's in Chris Hani and Lukhanyo CYCC in Joe Gqabi Districts for Compliance on Norms and Standards for Child and Youth Care Centres Child and Youth Care Work training was conducted benefiting sixty-six (66) Child and Youth Care Work Trainees from Nelson Mandela Metro, Buffalo City Metro, Amathole District, O.R. Tambo District and Alfred Nzo districts. The programme will enhance provision of child care and protection to children placed in CYCCs.

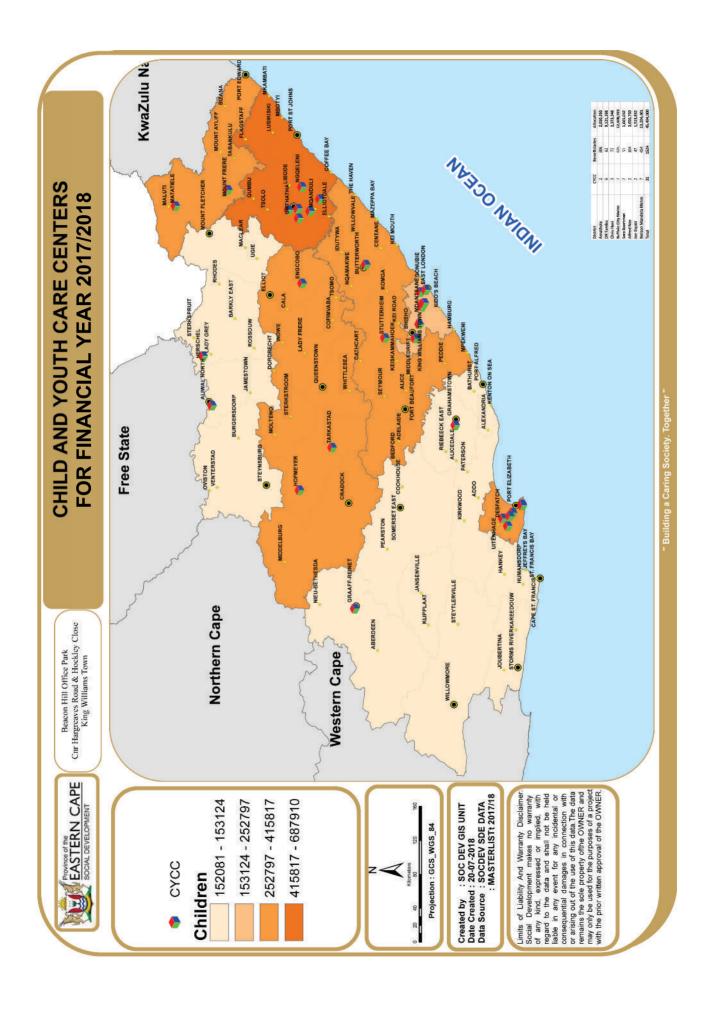
care services, residential care services for children placed in CYCCs. Erica CYCC board was established to ensure that programmes and activities rendered in Provincial forum meetings were held with CYCCs with a view to share and exchange information on funding and expenditure, Norms and Standards for residential the centre are in the best interest of children. Protea Child and youth Care Centre was fully registered in terms of Section 200 of the Children's Act No 38 of 2005.

Profiling Template developed by national Department of Social Development (NDSD) was tested in three (3) CYCCs (Sparrows, Melton Gardens and Gali Thembani) in partnership with NDSD for purposes of assessing programme suitability for children in CYCCs. Monitoring of Evaluation of business proposals for service providers for the training of Child and Youth Care Workers for Child and Youth Care Centres was conducted in East London with NDA in preparation for training of other Child and Youth Care Work Trainees.

SUB-PRO	GRAMME 3.5: CHILD ANI	SUB-PROGRAMME 3.5: CHILD AND YOUTH CARE CENTRES (CYCC	YCC)			
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
3.5.1	Number of funded Child and Youth Care Centres	35	36	36	0	1
3.5.2	Number of children in need of care and protection in funded Child and Youth Care Centres	1 600	1 700	1 583	117	This is a positive variance attributed to the following: Promotion of family preservation and implementation of integrated Prevention and Early Intervention Programs conducted both by the Department and the NGOs which minimized placement of children in need of care and protection placed in Child and Youth Care Centres which are the most restrictive placement options for children
3.5.3	Number of children in need of care and protection newly placed in funded Child and Youth Care Centres	391	305	405	100	Prevalence of social ills like negative parenting, Child neglect and abandonment resulted in more children in need of care and protection and requiring temporal safety placement.
3.5.4	Number of Directorate Management Sessions co-ordinated	New indicator	75	74	1	One official was not reviewed as she was on maternity leave

Not applicable

### Changes to planned targets



# SUB PROGRAMME 3.6: COMMUNITY BASED CARE SERVICES FOR CHILDREN

In line with National Outcome 3: "All people are and feel safe" and National Outcome 13: "Social Protection", Prevention and Early Intervention Programmes were rendered through Isibindi Model and Drop-In- Centers benefiting nine thousand and eighteen (9018) as well as six hundred and sixty-eight (668) children, respectively, with the view to preserve families, care, support and protect children within their communities. Three hundred and thirty (330) Expanded Public Work Programme (EPWP) work opportunities were created for Child and Youth Care Workers in sixteen (16) funded Isibindi sites and twenty (20) work opportunities were created in fourteen (14) Drop-In- Centres throughout the Province in addressing unemployment. Sixty-two (62) Prevention and Early Intervention Programs (PEIP) were funded benefiting sixty-four thousand three hundred and twenty-nine (64 329) people, who participated on twenty-three (23) different programmes aimed at strengthening families and building resilient children. A two-day training on Prevention and Early Intervention Programme for Children Living and Working on the street was conducted for Nelson Mandela Metro and Sarah Baartman with a view to strengthen programmes aimed at re-integration of street children with families and communities.

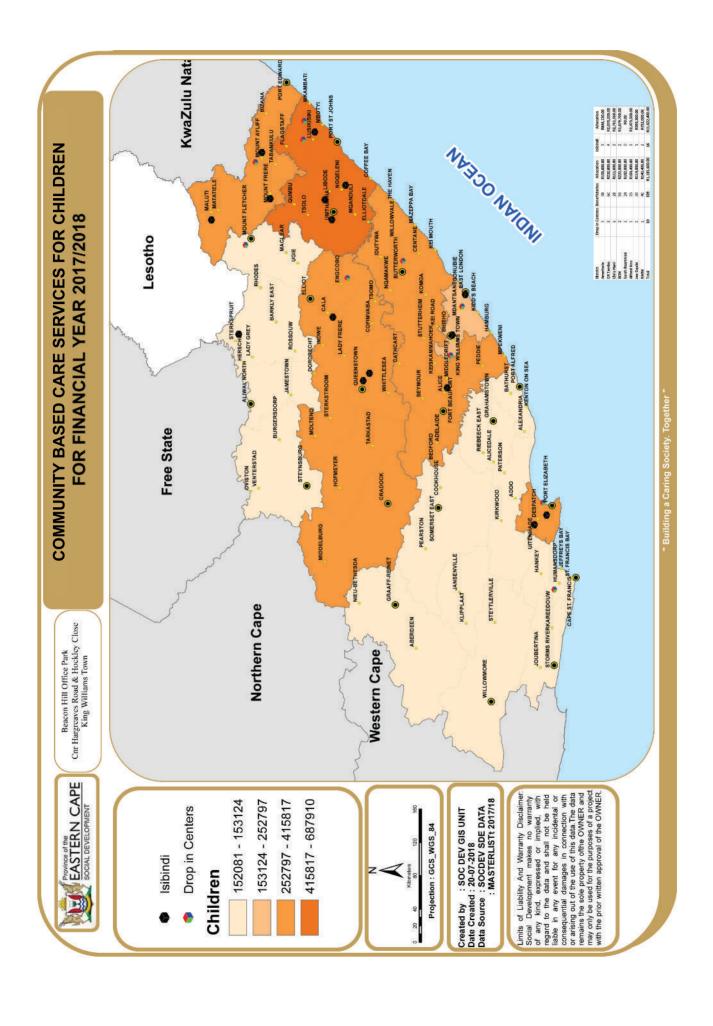
based care for children, challenges faced by Implementing Partners of Isibindi and Management in Drop-In-Centers. In these meetings the Department and the Stakeholders were afforded opportunity to give feedback on national meetings as well as sharing experiences and lessons learnt in the implementation of the Three (3) Provincial Community Based Care for Children Forum meetings were held this financial year with the view to discuss issues pertaining to community

The Department participated in dialogues on Age, Gender and Diversity which were held in East London hosted by Commission for Refugee and Asylum Seekers, with the aim of engaging and supporting refugees when the services of a Social Worker are required as well as to understand their issues and challenges they are facing in the Province. Sixteen (16) funded Isibindi Projects from Alfred Nzo (3), Amathole (1), Buffalo City Metro (2), Chris Hani (3), Joe Gqabi (1), Nelson Mandela Metro (2) and OR Fambo District (4) were monitored on implementation of programmes including safe parks with the view of improving services as well as ensuring compliance with Norms and Standards. The monitoring yielded positive results in that 80% were compliant and only 20% were non-compliant. Monitoring and support visits were conducted in all fourteen (14) funded Drop-In-Centre Alfred Nzo (2), Amathole (1), Buffalo City Metro (2), Chris Hani (3), Joe Gqabi (1), Nelson Mandela Metro (2), OR Tambo District (2) and Sarah Baartman (1) to monitor compliance with norms and standards as well as reviewing the conditions of registration in the Drop-In-Centres with conditional registration. These visits also included verification of beneficiaries as well as supporting the Boards on governance issues. As a consequence of the monitoring and support visits, a training need was identified and all of them were capacitated on norms and standards and registration guidelines.

SUB-PF	SUB-PROGRAMME 3.6: COMMUNITY BASED CARE SERVICES FOR CHILDREN	Y BASED CARE SERVICI	ES FOR CHILDREN			
PERFO	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
3.6.1	Number of Child Youth Care Worker Trainees who received training through the Isibindi model		1		-	
3.6.2	Number of children accessing services through the Isibindi model	7 287	7 791	9 018	1 227	The over-achievement is due to demand for the services following the Prevention and Early Intervention Programmes conducted by the Department and Non-Profit Organizations as well as the marketing of the Service itself.
3.6.3	Number of children accessing Drop-in Centers.	New indicator	309	899	359	The over-achievement is due to demand for the services following the Prevention and Early Intervention Programmes conducted by the Department and Non-Profit Organizations as well as the marketing of the Service itself.
3.6.4	Number of people accessing funded Prevention and Early Intervention Programs (PEIP)	New indicator	27 900	64 329	36 429	The over-achievement is due to implementation of Programme based funding which stretched out to reach more people than targeted.
3.6.5	Number of EPWP work opportunities created in Isibindi projects	258	342	330	12	The variance is due to 12 Child and Youth Care Workers who resigned from the Programme for better opportunities

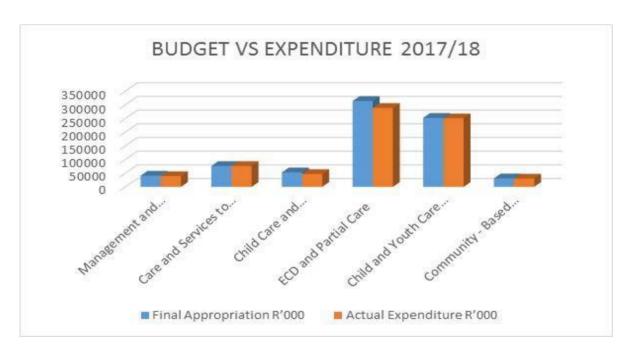
3.6.5: Facilitate recruitment of additional Child and Youth Care Work trainees.

### Changes to planned targets



### 4.3.4 LINKING PERFORMANCE WITH BUDGETS

		2017/2018			2016/2017	
Sub- Programme Name	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Management and Support	40 645	39 329	1 316	46 786	46 786	0
Care and Services to Families	76 432	76 141	291	65 943	65 940	3
Child Care and Protection	53 050	46 887	6 163	160 981	160 580	401
ECD and Partial Care	313 676	288 336	25 340	237 927	232 997	4 930
Child and Youth Care Centres	252 219	250 257	1 962	101 116	96 054	5 062
Community - Based Care Services for Children	31 097	30 211	886	23 276	16 950	6 326
Total	767 119	731 161	35 958	636 029	619 307	16 722



The Programme managed to spend 95.3 percent against the budget.

### **REASONS FOR (OVER)/ UNDER EXPENDITURE**

### **Compensation of Employees**

The under spending on this item is due to the following:

• Due to delays in filling of attrition posts at Provincial office and in Districts.

### **Goods and Services**

The under spending on this item is due to:

- Nonpayment of claims due to changed bank details by service providers responsible for services during Foster Parent day celebrations held on the 8 March 2018.
- Non submission of claims for travelling by officials at Provincial and District office.
- Nonpayment of ECD conditional grant maintenance due to delays in the supply chain process.

### **Transfers and Subsidies**

The under spending on this item is caused by:

- Nine (9) CYCCs did not claim for full capacity due to less number of children admitted as well as reunification of children with their families
- Thirteen (13) CPOs did not claim all their allocated budget due to vacant posts in the Organisations.
- Nineteen 19 Organisations implementing PEIPs did not claim for all the modalities funded.
- Seven (7) Cluster Foster Homes did not claim for all modalities funded.
- Due to ECD Centres that did not claim for full capacity and five (5) centres that did not claim for the entire year (2 O.R Tambo, 2- Amathole and 1 Sarah Baartman)

### 4.4 PROGRAMME 4: RESTORATIVE SERVICES

### 4.4.1 PURPOSE

To provide integrated developmental social crime prevention, anti-substance abuse services and victim empowerment and support services to the most vulnerable in partnership with stakeholders and Civil Society Organisations.

PROGRAMME	SUB-PROGRAMME	SUB-PROGRAMME PURPOSE
4. RESTORATIVE SERVICES	4.1 Management and support	Provide administration for programme staff and coordinates professional development and ethics, provision of tools of trade for management and support staff providing services across all sub-programmes of this programme
	4.2 Crime Prevention and support	Develop and implement social crime prevention programmes and provide probation services targeting children, youth and adult offenders and victims within the criminal justice process
	4.3 Victim empowerment	Design and implement integrated programmes and services (interventions, financial and management support, policy and legislation and governance) to support, care and empower victims of violence and crime in particular women and children
	4.4 Substance Abuse, Prevention and Rehabilitation	Design and implement integrated services (prevention, governance, establishment of support structures, stakeholder management and capacity building) support for substance abuse, prevention, treatment and rehabilitation

### STRATEGIC OBJECTIVES

4.1 To provide integrated developmental social crime prevention, victim support and anti-substance abuse services to the most vulnerable members of communities by March 2020.

### 4.4.2 STRATEGIC OBJECTIVES

STRAT	STRATEGIC OBJECTIVES	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.1	To provide integrated developmental social crime prevention, victim support and antisubstance abuse services to the most vulnerable members of communities by March 2020.	м	m	п	0	

## Strategy to overcome areas of under performance

Not applicable.

#### Changes to planned targets

### 4.4.3 PERFORMANCE INDICATORS

## SUB PROGRAMME 4.1: MANAGEMENT AND SUPPORT

In line with National Outcome 5: Skilled and capable workforce to support an inclusive growth path, the following was achieved:

A total number of one hundred and four (104) Social Service Practitioners working in Child and Youth Care Centres (Qumbu; John X Merrimen; Bisho and Enkuselweni) were trained on further education and training (FET) Child and Youth Care Certificate to improve the management of children in conflict with the law in Child and Youth Care Centres (CYCC)

SUB-PRO	SUB-PROGRAMME 4.1: MANAGEMENT AND SUPPORT	MENT AND SUPPORT				
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
1.1.1	Number of Sub programs co- ordinated for Strategic direction, alignment and integration.	New indicator	4	4	0	

## Strategy to overcome areas of under performance

Not applicable.

#### Changes to planned targets

## SUB-PROGRAMME 4.2: CRIME PREVENTION AND SUPPORT

The Crime Prevention and Support Sub-Programme has a positive variance on target achievements. This is associated with the implementation of integrated Social Crime Programmes. During the year under review there were less number of children in conflict with the law referred by South African Police Services (SAPS) for assessment. It can be deduced that community interventions are yielding the desired outcomes and perhaps making a good impact in our communities owards crime prevention.

In line with National Outcome 3: All people in South Africa are and feel safe, the following was achieved:

The Department implemented Integrated Social Crime Prevention Programmes in eight (8) districts reaching sixty-two thousand nine hundred and fifty-six 62 956) beneficiaries

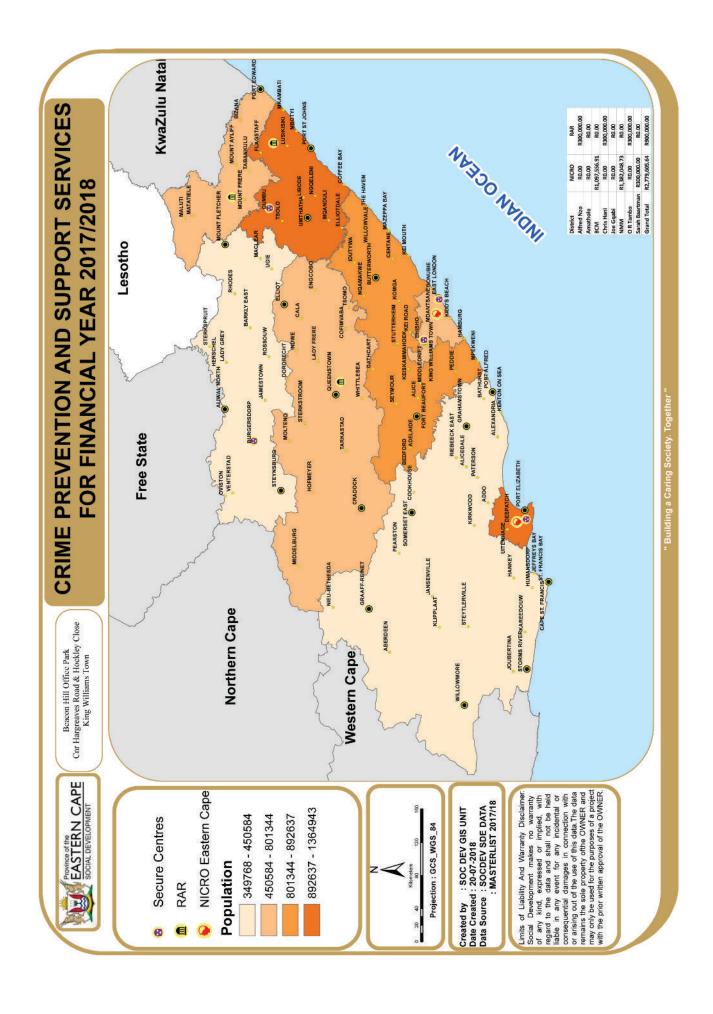
In line with National Outcome 5: Skilled and capable workforce to support an inclusive growth path, the following was achieved:

- Three hundred and sixty-nine (369) Probation Service Practitioners were trained on four DSD therapeutic programmes (I AM Me; Playing Through the Forest; Stop to Start; I Am Me and Planting Hope) for children ages 10-12 years in eight (8) districts.
- The Department rendered life skills, therapeutic, educational, and vocational programmes to one thousand three hundred and eighty-nine (1389) children awaiting trial and those that are sentenced.
- In compliance with Section 199 of the Children's Act of 2005, Burgersdorp Child and Youth Care Centre for sentenced children was registered as a Child and youth Care Centre.
  - Eleven (11) Probation Service Practitioners from five Districts are participating in the national Pilot of a mobile application on Probation Case Management System, the mobile application seeks to enhance the usability of the system regardless of the location due to the offline functionality

SUB-PI	SUB-PROGRAMME 4.2: CRIME PREVENTION AND SUPPORT	VENTION AND SUPPORT	le.			
PERFO	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
4.2.1	Number of children in conflict with the law assessed	2 658	3 008	2 759	249	This is a positive variance as less children were arrested and referred by SAPS for assessment
4.2.2	Number of children in conflict with the law awaiting trial in secure care centres	1 353	1 650	1 330	320	This is a positive deviation as less children in conflict with the law were referred by courts to Secure Care Centres.
4.2.3	Number of sentenced children in secure care centres	36	75	59	16	This is a positive deviation as less number of children in conflict with the law were sentenced by courts to secure care centres due to the nature of offences they have committed.
4.2.4	Number of children in conflict with the law referred to diversion programmes	851	829	713	116	Variance is due to the fact that less children met the criteria for inclusion in diversion.
4.2.5	Number of children in conflict with the law who completed diversion programmes	522	730	667	63	Variance is due to the fact that the nature of the programme is such that children do not start and complete the programme within the same period.
4.2.6	Number of people reached through Social Crime Prevention programme.	49 750	53 000	62 956	9 956	Variance is due to increase in the number of people who attended Social Crime Prevention Programme as the nature of the programme is voluntary.

(4.2.5): Implement block diversion programme during school holidays for children who are currently in the programme to complete timeously.

#### Changes to planned targets



## SUB PROGRAMME 4.3 VICTIM EMPOWERMENT PROGRAMME

In line with National Outcome 5: Skilled and capable workforce to support an inclusive growth path, the following was achieved:

- Thirty (30) VEP service providers were trained on VEP Electronic systems (for data and information management of victims of crime and violence)
- Two hundred and eighty two (282) Victim Empowerment Service Providers were capacitated on Victim Empowerment Concepts, Legislations and Programmes to prevent seconday victimisation.

It can be concluded that the integrated awareness and educational programmes led to a positive impact in the communities with more people than target accessing VEP services.

In line with National Outcome 3: All People in South Africa are and feel safe, the following was achieved:

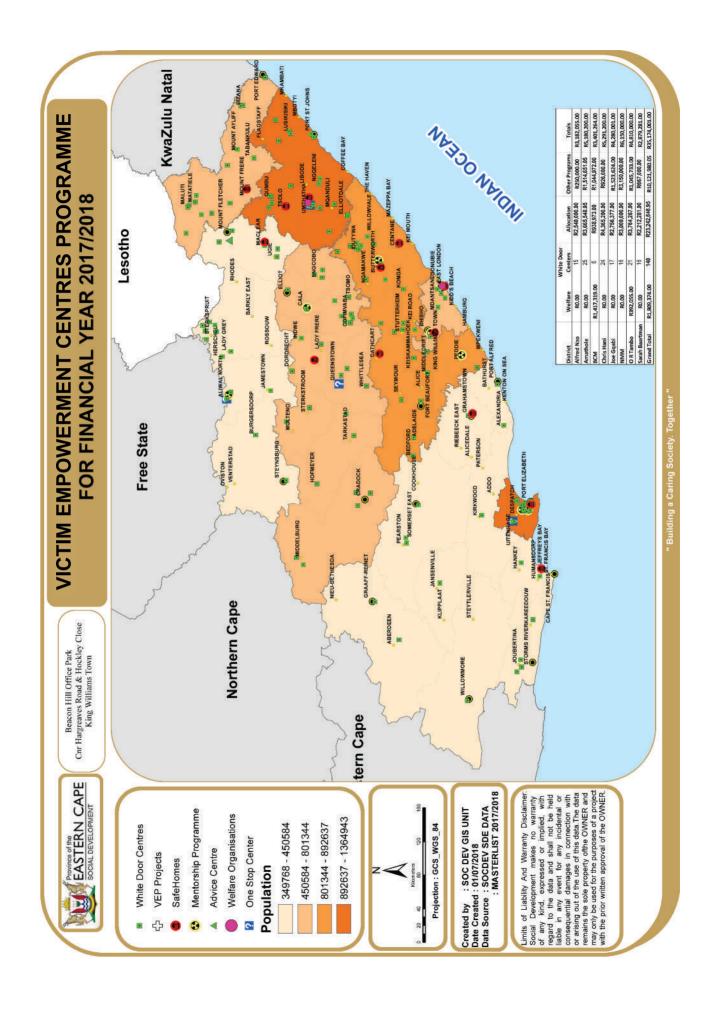
- The Department funded one hundred and seventy (170) Victim Empowerment Programme Service Centres. The funded VEP service centres are inclusive of one hundred and forty (140) White Door Centres of Hope, thirteen (13) Safe Homes (community based shelters), four (04) One Stop Centres therapeutic and shelter services), eight (08) Mentorship Programmes (i.e. six (06) for men & boys and two (02) for women & girls), one (01) Advice Centre, one (01) Community Based Programme and four (04) subsidized Non-Profit Organisations rendering services and programmes to victims of crime and violence
- Care, support and protection services and programmes, were provided to a total of thirty-three thousand and twenty-seven (33 027) victims of crime and violence for restoration of dignity, regaining of self-control and prevention of secondary victimization.
- These programmes ensured continued improvement in the access to integrated services through prevention, protection, response to violence, care and support to victims of crime and violence. Women and children continued to benefit in the integrated services as coordinated by the Department as leading Four hundred and forty-nine (449) families with victims of crime and violence participated in restorative services in the eight Districts of the Province. stakeholder in the Victim Empowerment Sector.
- Three (3) organisations were partially registered to provide services to victims of trafficking in line with Trafficking in Persons Act 7 of 2013.

Two thousand one hundred and thirty-four (2 134) integrated awareness and educational programmes were conducted reaching sixty five thousand four hundred and twenty three (65 423) people in all Districts.

SUB-PRO	SUB-PROGRAMME 4.3: VICTIM EMPOWEREMENT PROGRAMME	REMENT PROGRAMME				
PER	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
4.3.1	Number of funded Victim Empowerment Programme service centres	166	171	170	1	Funding for one organisation in BCM could not be finalized due to management challenges in the organization.
4.3.2	Number of victims of crime and violence accessing services from funded Victim Empowerment Programme service centres	18 996	18 693	23 462	4769	Variance is due to implementation of integrated Social Crime Prevention programmes that led to more victims accessing victim support services.
4.3.3	Number of victims of human trafficking identified	0	1	_	0	1
4.3.4	Number of human trafficking victims who accessed social services	0	19	16	8	Variance is due to intensification of integrated prevention programmes.
4.3.5	Number of victims of crime and violence receiving psycho-social support	5 789	5 482	9 565	4083	Variance is due to increased awareness that led to more referrals for psycho social support.
4.3.6	Number of victims of crime and violence restored and reunified with their families and communities	New indicator	197	449	252	Variance is due to intensified psycho-social support that led to readiness of victims for restoration and reunification with their families and communities.
4.3.7	Number of work opportunities created through VEP in line with EPWP	New indicator	887	859	28	Variance is due to employment of field workers in other sectors (Better opportunities).

- (4.3.1): Intensify capacity building programme and monitoring of NPOs. (4.3.7): To facilitate the recruitment of field workers in funded VEP centres.

#### Changes to planned targets



# SUB PROGRAMME 4.4: SUBSTANCE ABUSE PREVENTION AND REHABILITATION

In line with **National Outcome 3: "All People in South Africa are and feel safe"**, the Department achieved the following:

A total of one hundred and twenty-one (121) TADA groups were established in all Districts schools to raise awareness in Substance Abuse. Festive Season Campaign Operation Pas Op was launched at Kenton on Sea in Ndlambe Local Municipality reaching approximately one thousand (1000) Community Members. The Launch was preceded by integrated prevention programme focusing on crime, gender based and substance abuse community dialogues as part of build-up activities in Bathurst, Alexandria and Grahamstown. In contribution to the National Outcome 5: "Skilled and capable workforce to support an inclusive growth path" the following capacity building programmes were conducted

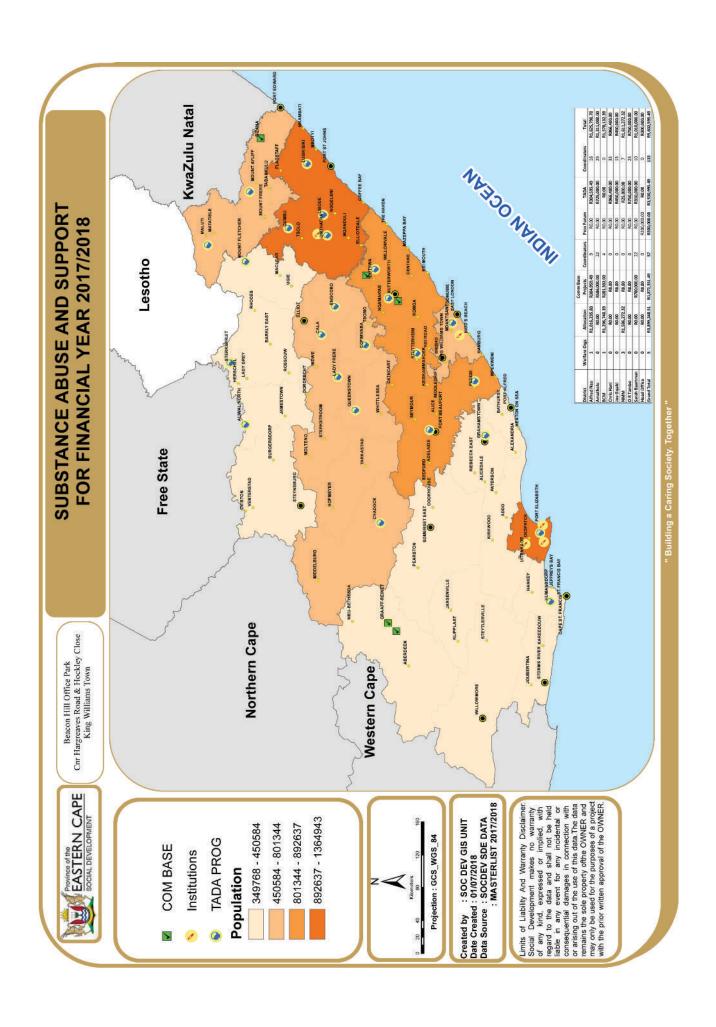
- A total of one hundred and forty-two (142) Social Service Practitioners including (Social Work Managers, Substance Abuse Coordinators, Probation Officers, stakeholders and implementing Social Workers) were trained on the Prevention of and Treatment for Substance Abuse Act 70 of 2008 in the following Districts: Sarah Baartman, Nelson Mandela Metro, Chris Hani Districts and OR. Tambo.
- A total of fifteen (15) Social Workers from Nelson Mandela Metro, Ernest Malgas and Thembelitsha Rehabilitation Centres were trained on the Colombo Plan Universal Treatment Curriculum module 3 & 4 (Basic counselling skills for Addiction Counsellors and Co-occurring Mental and Medical Disorders)
- Capacity building on Integrated Ke Moja Strategy and Substance Abuse Disorders targeting Social Service practitioners was conducted in Alfred Nzo, twenty-five (25) Social Service Practitioners participated.

In terms of the achievement of targets, the sub-programme has positive variance which indicates positive step towards winning the fight on substance abuse prevention and rehabilitation. The continuous capacity building of social services practitioners on substance abuse and rehabilitation is yielding positive results in that they are able to reach more people in need of the services. Implemention of TADA programmes in targeted school has had a positive impact on children as they had access to substance abuse programmes

SUB-P	SUB-PROGRAMME 4.4: SUBSTANCE ABUSE PREVENTION AND REHABILITATION	E ABUSE PREVENI	TION AND REHA	BILITATION		
PERFO	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT	PLANNED TARGET	ACTUAL ACHIEVEMENT	DEVIATION FROM PLANNED TARGET TO	COMMENT ON DEVIATIONS
		2016/2017	2017/2018	2017/2018	ACTUAL ACHIEVEMENT FOR 2017/2018	
4.4.1	Number of children younger than 18 years reached through substance abuse prevention programmes	70 170	64 596	79 524	14928	Variance is due to positive response from children on integrated Substance Abuse Prevention programmes.
4.4.2	Number of people (18 and above) reached through substance abuse prevention programmes	23 334	31 904	38 399	7095	Variance is due to positive response from communities on Integrated Substance Abuse Prevention programmes.
4.4.3	Number of service users who accessed inpatient treatment services at funded treatment centres	301	318	310	8	Variance is due to less number of people referred to in – patient treatment services. The nature of the programme is voluntary.
4.4.4	Number of service users who accessed outpatient based treatment services	1 371	890	978	88	Variance is due to positive response from communities on Integrated Substance Abuse Prevention programmes.
4.4.5	Number of children who accessed in-patient treatment services at a public state treatment centre	208	190	194	4	Variance is due to intensified awareness and marketing of services rendered at Ernest Malgas Treatment Centre.
4.4.6	Number of service users accessed aftercare and reintegration services	1 121	1 107	1 181	74	Variance is due to positive response from communities on Integrated Substance Abuse Prevention programmes.
4.4.7	Number of work opportunities created through Substance abuse programme.	178	190	188	2	Variance is due to TADA Coordinators that left for better work opportunities.

- (4.4.3): Intensification of prevention and early intervention programmes and marketing of In-patient treatment services. (4.4.7): To facilitate the recruitment of new TADA Coordinators.

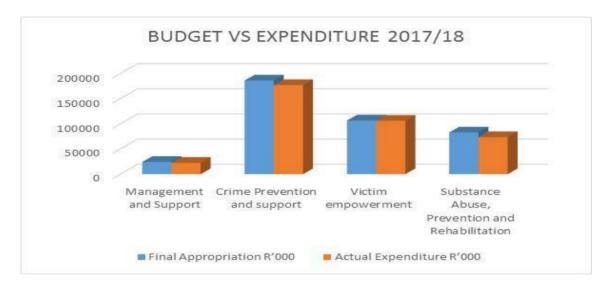
#### Changes to planned targets





#### 4.4.4 LINKING PERFORMANCE WITH BUDGETS

		2017/2018			2016/2017	
Sub- Programme Name	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Management and Support	24 317	22 635	1 682	31 462	31 462	0
Crime Prevention and Support	186 151	177 077	9 074	165 460	159 810	5 650
Victim Empowerment	106 659	106 146	513	99 169	97 265	1 904
Substance Abuse, Prevention and Rehabilitation	82 943	73 611	9 332	62 208	61 664	544
TOTAL	400 070	379 469	20 601	358 299	350 201	8 098



The Programme managed to spend 94.9 percent against the budget.

#### **REASONS FOR (OVER)/ UNDER EXPENDITURE**

#### **Compensation of Employees**

The under spending on this item is due to the following:

- Non filling of posts social work policy manager (VEP).
- Attrition posts at Provincial office and in the Districts

#### **Goods and Services**

The under spending on this item is due to the following:

 Non-payment of Bosasa PTY (LTD) (Service Provider managing Burgersfort Child and Youth Care Centre) due to dispute on submitted claims. Wherein the Service Provider expects fixed amounts on programmes and other operational costs e.g. Clothing, toiletries, bedding administration etc.

#### 4.5 PROGRAMME 5: DEVELOPMENT AND RESEARCH

#### 4.5.1 PURPOSE

To provide sustainable development programmes which facilitate empowerment of communities based on demographic and evidence based information. The Provincial Anti-Poverty Integration and Coordination Unit which was previously located under the Office of the Superintendent General during the previous financial years has been moved to Programme 5: Development and Research under Sub-Programme 5.4: Poverty Alleviation and Sustainable Livelihoods.

PROGRAMME	SUB- PROGRAMME	SUB-PROGRAMME PURPOSE
	5.1 Management and Support	Provide administration for programme staff and coordinates professional development and ethics, provision of tools of trade for management and support staff providing services across all sub-programmes of this programme.
5. DEVELOPMENT AND RESEARCH	5.2 Community Mobilisation	Building safe and sustainable communities through the creation of strong community networks, based on principles of trust and respect for local diversity, and nurturing a sense of belonging and confidence in local people through Financial and management support, Community Mobilization, Supporting socio-economic well-being of individuals and communities & People engagement and involvement
	5.3 Institutional capacity building and support for NPOs	To support NPO registration and compliance monitoring, NPO stakeholder liaison and communication, provide institutional capacity building, manage NPO funding and monitoring and create a conducive environment for all NPO to flourish.
	5.4 Poverty Alleviation and Sustainable Livelihoods	To provide Programmes and Services through interventions such as Food For All (DSD feeding programmes included e.g. food parcels; soup kitchens; Drop-in-Centres etc; Social Cooperatives; Income Generating Projects and Community Food Security
	5.5 Community Based Research and Planning	To provide communities an opportunity to learn about the life and conditions of their locality through household and community profiling and uplift the challenges and concerns facing their communities, as well as their strengths and assets to be leveraged to address their challenges
	5.6 Youth development	Create an environment to help young people to develop constructive, affirmative and sustainable relationships while concurrently providing opportunities for them to build their competencies and needed skills to engage as partners in their own development and that of their communities through Leadership and Life-skills, National Youth Service, Youth Service Centres, Inter-generational programmes and Support Structures
	5.7 Women development	Create an environment to help women to develop constructive, affirmative and sustainable relationships while concurrently providing opportunities for them to build their competencies and needed skills to engage as partners in their own development and that of their communities through Intervention Programmes and Services (Leadership and Life-skills, Service Centres, Inter-generational programmes and Support Structures)
	5.8 Population Policy Promotion	To promote the implementation of the Population Policy within all spheres of government and civil society through population research, advocacy, capacity building and by monitoring and evaluating the implementation of the policy.

#### STRATEGIC OBJECTIVES

5.1 To provide community development services targeting poor communities and vulnerable groups particularly youth and women by March 2020.

### 4.5.3 STRATEGIC OBJECTIVES

STRAT	STRATEGIC OBJECTIVES	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
5.7	To provide community development services targeting poor communities and vulnerable groups particularly youth and women by March 2020	16	16	16	0	ı

## Strategy to overcome areas of under performance

Not applicable

#### Changes to planned targets

### 4.5.3 PERFORMANCE INDICATORS

## SUB-PROGRAMME 5.1: MANAGEMENT AND SUPPORT

During the period under review Community Development and Research managed and coordinated the successful delivery of sixteen (16) activities across all the districts. The performance of community development services is characterised by over performance in all of the key indicators of the programme which contributed significantly towards the achievement of the strategic objective of the department to empower communities and vulnerable groups such as women and youth for self-reliance.

Thirty-four (34) strategic documents were produced to provide overall guidance and management of delivered services based on sound policy frame works.

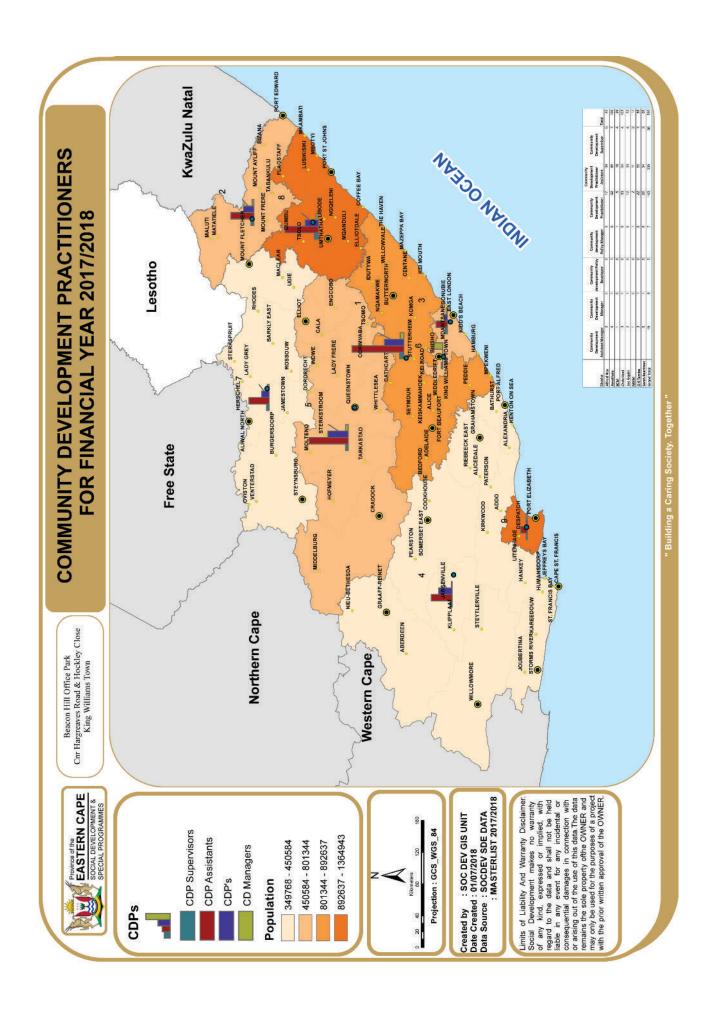
to inform decision making and design of programmes by the Department. A team was established to prepare an outline of NPO Funding process for reporting to the Head of Department in preparation for alignment of 2018/19 funding of cooperatives and initiatives with national policy frameworks. Three (3) policies were Regular monthly and quarterly interactions were conducted with districts to improve policy implementation and management of performance information in order developed.

SUB-PRO	SUB-PROGRAMME 5.1: MANAGEMENT AND SUPPORT	MENT AND SUPPORT				
PERFOR	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
5.1.1	Number of documents produced for overall management of the programme	34	34	34	0	
5.1.2	Number of policies and strategies developed for guiding the program.	င	п	೯	0	

## Strategy to overcome areas of under performance

Not applicable

#### Changes to planned targets



## **SUB-PROGRAMME 5.2: COMMUNITY MOBILIZATION**

Community Mobilization is a process whereby communities are assisted in dialogues, information sharing sessions, and interaction aimed at unearthing livelihood framework for the purpose of developing their own strategic plans to enhance their livelihoods using accessible and available assets. These plans need communities to structure themselves into formations that will be responsible for implementation. In an endeavour to pursue this objective Community Mobilization services reached forty-five thousand, two hundred and eighty-four (45 284) people across the province.

achievement is as a result of effective and collaborative efforts with other stakeholders as well as an increase of community interest on Departmental Outreach Furthermore, two hundred and three (203) community development structures were established in all six (6) District Municipalities and the two (2) Metros. Programmes

departments. It is ultimately aimed at promoting active citizenry, vibrant, equitable, sustainable rural communities where food and income insecurity have no space to The significance of this achievement is that it is a vehicle for achieving the objective of pursuing a developmental agenda for communities in partnership with other sector flourish. Cohesive communities' empowered in this manner are enabled to engage in a social contract that will lead to the establishment of social protection networks for the

SUB-P	SUB-PROGRAMME 5.2: COMMUNITY MOBILIZATION	NITY MOBILIZATION				
PERF	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
5.2.1	Number of people reached through community mobilization programmes	37 112	36 345	45 284	8 939	Integration of services with other stakeholders as well as increase in community interest on Departmental Outreach Programmes has led to more people reached.
5.2.2	Number of communities organised to coordinate their own Development	151	158	203	45	Partnership with other stakeholders led to more community development structures established inclusive of Operation Masiphathisane (War Rooms)

## Strategy to overcome areas of under performance

Not applicable

#### Changes to planned targets

# SUB-PROGRAMME 5.3: INSTITUTIONAL CAPACITY BUILDING AND SUPPORT FOR NPOS

The Department has extended the scope of its capacity building programme beyond formal training to include after care and support which is provided through a mentoring and coaching capacity building programme. During the period under review in partnership with National Development Agency, five hundred and ninetyeight (598) NPOs were capacitated out of which one hundred and thirty-two (132) were newly funded. This training covered areas such as Basic Bookkeeping Einancial Management in an effort to improve financial management, reporting and accountability by funded NPOs. In addition, mentorship was provided to all those that have received basic theoretical training. Furthermore, one hundred and thirty-one (131) Cooperatives were capacitated in the areas of Business Management, Marketing and Cooperative governance in order to improve their business viability thereby strengthening incomes derived by members. In an effort to accelerate in-house capacity building programme within the Department, two hundred and forty (240) Social Service Practitioners (160 Social Workers and eighty (80) Community Development Practitioners) were trained on accredited Assessor and Mentoring and Coaching. The skills gained in this training will enhance the ability of the Department to utilise its own personnel in the delivery of the capacity building programme. The capacity building achievements for this period contribute towards the attainment of Sustainable Goals 1, 4, 10 &11 i.e. No poverty, Quality Education, Reduced Inequalities, Sustainable Cities and Communities, respectively.

SUB-PRO	GRAMME 5.3: INSTITUTI	SUB-PROGRAMME 5.3: INSTITUTIONAL CAPACITY BUILDING AND SUPPORT FOR NPOS	AND SUPPORT FOR	R NPOS		
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
5.3.1	Number of NPOs capacitated according to the capacity building guidelines	539	500	598	86	The overachievement is as a result of NPOs from 2016/17 that had to be capacitated in the 2017/18 financial year due to delays experienced in the signing of SLA and disbursement of funds between the Department and NDA.

SUB-PRO	GRAMME 5.3: INSTITUT	SUB-PROGRAMME 5.3: INSTITUTIONAL CAPACITY BUILDING AND SUPPORT FOR NPOS	AND SUPPORT FOF	R NPOS		
PERFOR	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
5.3.2	Number of Cooperatives capacitated	69	08	131	51	The overachievement is as a result of Cooperatives from 2016/17 that had to be capacitated in the 2017/18 financial year due to delays experienced in the signing of SLA and disbursement of funds between the Department and NDA.
5.3.3	Number of Social Service Practitioners capacitated	240	240	240	0	

Not applicable

#### Changes to planned targets



# SUB-PROGRAMME 5.4: POVERTY ALLEVIATION AND SUSTAINABLE LIVELIHOODS

The Department supported thirty (30) poverty reduction initiatives of which 22 are CNDCs, which benefited four thousand five hundred and sixty (4 560) people in all districts. In addition, and as per National Outcome 13: "An inclusive and responsive social protection system", an Implementing Agent for the Food and Nutrition Security Programme was appointed. This Implementing Agent also served as a Provincial Food Distribution Centre (PFDC) tasked with the responsibility to strengthen and accelerate Radical Socio-Economic Transformation Agenda (RASET) within the sector. As part of addressing food insecurity in the Province eight hundred and ten (810) vulnerable people benefited from the winter feeding programme and sixty-two (62) of these were referred for appropriate interventions. To strengthen the winter feeding programme seventeen (17) local cooperatives were linked to this programme for the supply of bread. During the launch of the winter feeding programme in Alfred Ndzo forty (40) beneficiaries received food parcels and fifty-five (55) other vulnerable people living in the street received blankets.

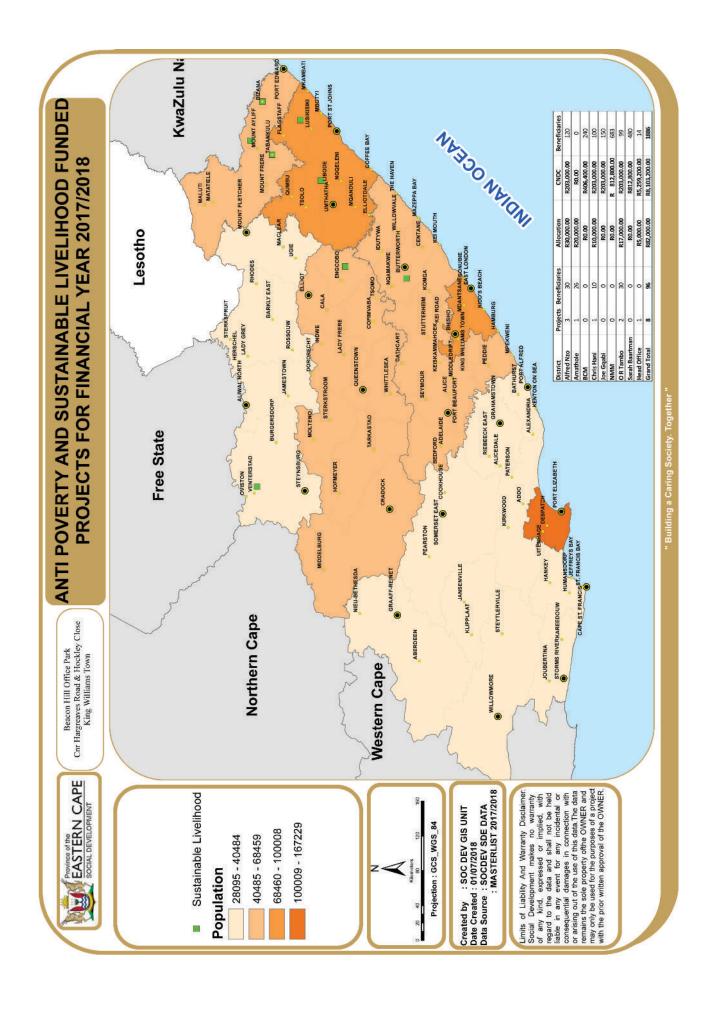
pillows is conducted in healing minds CNDC as part of economic opportunity within the project. As part of Radical Socio-Economic Transformation Agenda Eighty-eight (88) cooks are receiving stipend as part of job creation. Old Mutual donated with R15 000 to Mthakhanya CNDC in Alfred Nzo for Kitchen equipment Household food garden were implemented by eighteen (18) CNDC as part of introducing the developmental component of the CNDC. Sewing of continental (RASET) in addressing key principles demand, market and distribution, forty-three (43) local cooperatives were linked to the PFDC for economic opportunities. and developmental activities.

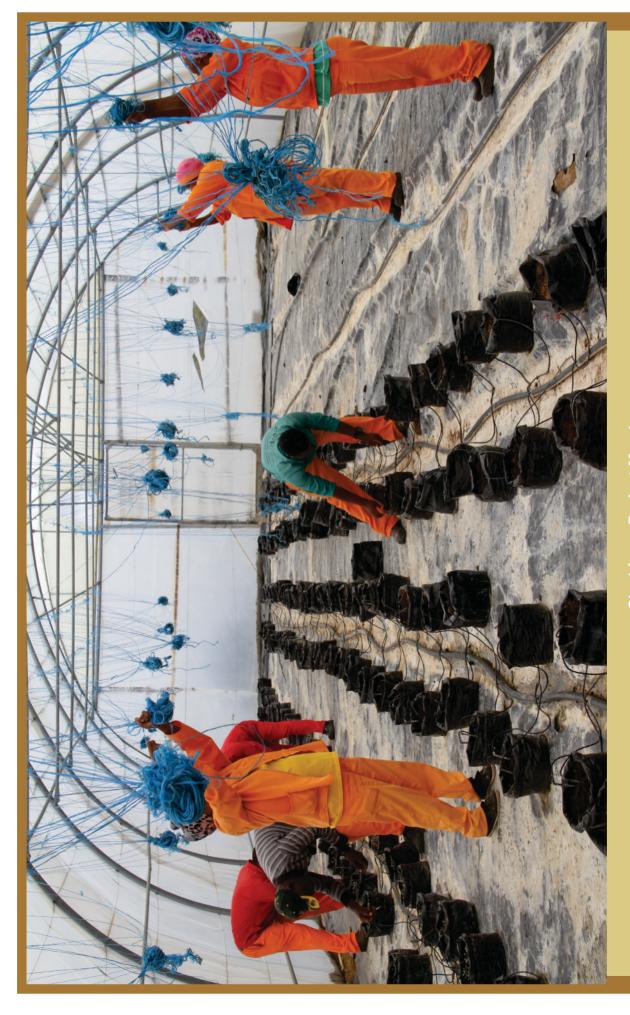
Forty-eight (48) CNDC cooks were trained by Stenden University in Port Alfred and graduated as professional cooks. Rietbron Soup Kitchen in Sarah Baartman Supported one hundred and eighty (180) community members with food during the MEC outreach programme in Dr Beyers Naudè. Nelson Mandela day activities were conducted in Alfred Nzo (Zizamele Amampondo Food security, Zibungu Sizabantu Food Security project, Eluxolweni Elderly Centre and Phumlani Disabled day care Centre) as part of linking community based initiatives with food security projects. Three (03) initiatives received awards as best performing projects during Charlotte Maxeke Service excellent awards in Port Elizaberth: One (1) from Amathole District (Bubulumko) One (1) in BCM (Entlango cooperative) and one (1) in Sarah Baartman Klipplaat Hydroponic Flagship projects in Tholeni within Amathole and Nompumelelo in BCM were supported with food. To strengthen and sustain activities of these Flagship projects the department will continue to support them during 2018/2019 financial year

SUB-PR	SUB-PROGRAMME 5.4: POVERTY ALLEVIATION AND SUSTAINABLE LIVELIHOODS	LLEVIATION AND SUST,	AINABLE LIVELIHOODS			
PERFO	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
5.4.1	Number of poverty reduction initiatives supported	36	28	30	7	Two (02) additional Flagship Projects funded by National through Provincial Food Distribution Centre (PFDC) in Amathole and BCM increased the number of poverty reduction initiatives supported
5.4.2	Number of people benefiting from poverty reduction initiatives	2 252	3 320	4 638	1318	Two (02) additional priority feeding programme funded by National through Provincial Food Distribution Centre (PFDC) in Tholeni and Nompumelelo increased the number of people benefiting from poverty reduction initiatives
5.4.3	Number of households accessing food through DSD food security programmes	273	85	96	11	Household food gardens implemented as developmental activities within CNDCs increased the number of households accessing food through DSD food security programme.
5.4.4	Number of people accessing food through DSD feeding programmes (centre based)	2 195	3 224	4 560	1336	Two (02) additional priority feeding programme Funded by National through Provincial Food Distribution Centre (PFDC) in Tholeni and Nompumelelo increased the number of people accessing food.

Not applicable

#### Changes to planned targets





# SUB-PROGRAMME 5.4.2: ANTI-POVERTY INTEGRATION AND COORDINATION

During the period under review, in line with National outcomes 1,2,3,7,13 and 4 pillars of the Provincial Integrated Anti-Poverty Strategy (PIAPS), the department coordinated sixteen (16) anti-poverty initiatives targeting 16 Anti-Poverty Sites, Poverty Pocket Areas and Poorest Wards as follows:

- One thousand, two hundred and fourty four people were reached through Social Conscientization Programmes in Amathole District Municpality, Buffalo City Metropolitan Municipality (BCMM), and Nelson Mandela Bay Municipality (NMBM)
- One thousand, two hundred and thirty one (1 231) people. Including children in the ECD Centres and Grade R Learners benefitted human development programmes in (BCMM), Sarah Baartman, Joe Gqabi, OR Tambo, Chris Hani, Alfred Nzo and Nelson Mandela Bay Municipality.
- Fifty Eight (58) households benefitted Food Security programmes wherein garden inputs and implements were received.
- Two hundred and twenty six (226) destitute families benefitted through Social Relief of Distress in Buffalo City Metropolitan Municipality, Joe Gqabi District and Amathole District Municipality. Two (2) Anti-Poverty Sites benefitted ablution facilities.
- ncome Security Programmes reaching five (5) cooperatives (Ngqinisa, Ntinga, Dowu, Sinxaku and Polar Park Agricultural Initiatives) in the form of inputs, mplements and irrigation system respectively in Buffalo City Metropolitan Municpality, Amathole District and Joe Gqabi District.

NGOs and private sector institutions), contributed in the implementation of the 4 Pillars of the Anti-Poverty Strategy. In line with Operation Masiphathisane, thirty (30) War Rooms in partnership with the Office of the Premier were supported for improved, accelerated and coordinated services delivery at the local sphere of Sixty nine (69) stakeholders which include Government Departments, State Owned Enterprises, Institutions of Higher Learning, Municipalities (District and Local, government.

SUB-PR	SUB-PROGRAMME 5.4.2: PROVINCIAL ANTI-POVERTY INTEGRATION AND CO-ORDINATION	AL ANTI-POVERTY INTEC	BRATION AND CO-ORDII	NATION		
PERF	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
5.4.2.1	Number of anti-poverty initiatives coordinated in line with the four Pillars of the Anti-Poverty Strategy	ര	&	16	8	The over achievement is as a result of new stakeholders participating to support initiatives in line with four pillars of the Anti-Poverty Strategy
5.4.2.2	Number of stakeholders mobilised for the implementation of the Anti- Poverty Strategy	43	21	69	48	The over achievement is as a result of new stakeholders participating to support initiatives in line with four pillars of the Anti-Poverty Strategy
5.4.2.3	Number of functional War Rooms supported for coordination of Departmental Social Service in line with operation Masiphathisane.	New Indicator	30	30	0	

## Strategy to overcome areas of under performance Not applicable

#### Changes to planned targets

# SUB-PROGRAMME 5.5: COMMUNITY BASED RESEARCH AND PLANNING

Thirty-one thousand seven hundred and fifty eight (31 758) households were profiled in six (6) districts and two Metros through Mikondzo and Operation Masiphathisane as well as awareness campaigns. This contributed significantly in the identification of social challenges affecting communities as well as the design of appropriate and effective interventions. Five hundred and seventy-one (571) household profiles were captured on NISIS as a data management system that enables Departments and stakeholders to communities were profiled and one hundred and thirty-three (133) Community Based Plans were developed and community needs identified for planning plan informed by social ills of different communities. Five hundred and fifty-eight (558) cases were referred to relevant Departments for appropriate interventions. One hundred and ninety-four (194) Change Agents were identified and one hundred and seventy-four (174) supported. One hundred and sixty nine (169) purposes.

		SUB-PROGRAM	ME 5.5: COMMUNITY	SUB-PROGRAMME 5.5: COMMUNITY BASED RESEARCH AND PLANNING	-ANNING	
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
5.5.1	Number of households profiled	21 267	28 266	31 758	3 492	Imikondzo and Operation Masiphathisane (War Rooms) programmes contributed to the increased number of households profiled.
5.5.2	Number of communities profiled in a ward	149	147	169	22	Imikondzo and Operation Masiphathisane (War Rooms) programmes contributed to the increased number of communities profiled.
5.5.3	Number of Community Based Plans developed	94	132	133	-	Imikondzo and Operation Masiphathisane (War Rooms) programmes contributed to the increased number of community based plans developed

## Strategy to overcome areas of under performance

Not applicable

#### Changes to planned targets

### **SUB-PROGRAMME 5.6: YOUTH DEVELOPMENT**

structures which include securing a contract worth R50 000 per month for the supply of bricks Cash Build Butterworth During the Service Excellence Awards conducted by the department to show case a best performance and encourage creativity and self-reliance amongst cooperatives Vukamntomtsha Youth In line with **National Outcomes 12 and 13** of the National Development Plan the Department supported one hundred and fifty five (155) youth development Cooperative from OR Tambo was awarded a prize for Best Performing Sustainable Youth Project.

Communication Assertiveness, Saving Clubs, Health Promotion, Accident Support, Bookkeeping, Financial Management, Governance, Sexual Reproductive Health & Rights, Basic Counselling Skills, Business Skill and Life Skills. Skills development programmes were conducted in collaboration with stakeholders such as Zealot, Harambe, Nedbank, Old Mutual, Rhodes University, National DSD, NYDA, NDA, Dept of Labour, University of Fort Hare, SETA, Four Stars In addition two thousand nine hundred and seventy two (2 972) young people participated in skills development such as NQF Level 4 Community Development Certificate, Community Capacity Enhancement, Social Mobilisation, NISIS, Computer Skills, Hospitality, Cleaning Services, Sewing, Beading, Job Preparedness, Communication Trading Enterprise, Road Accident Fund, Siyaya Skills Institute, Sinothando Cooperative. The highlight of the youth skills training programme is when one hundred and sixty-eight (168) young people graduated on NQF level 4 Community Development Certificate at Rhodes University. In addition to that, twenty-four (24) young people from BCM are receiving a one- year training on advanced driving by Kempston Hire Academy through TETASETA.

Several other initiatives that benefit young people with skills training were achieved during the year under review namely:

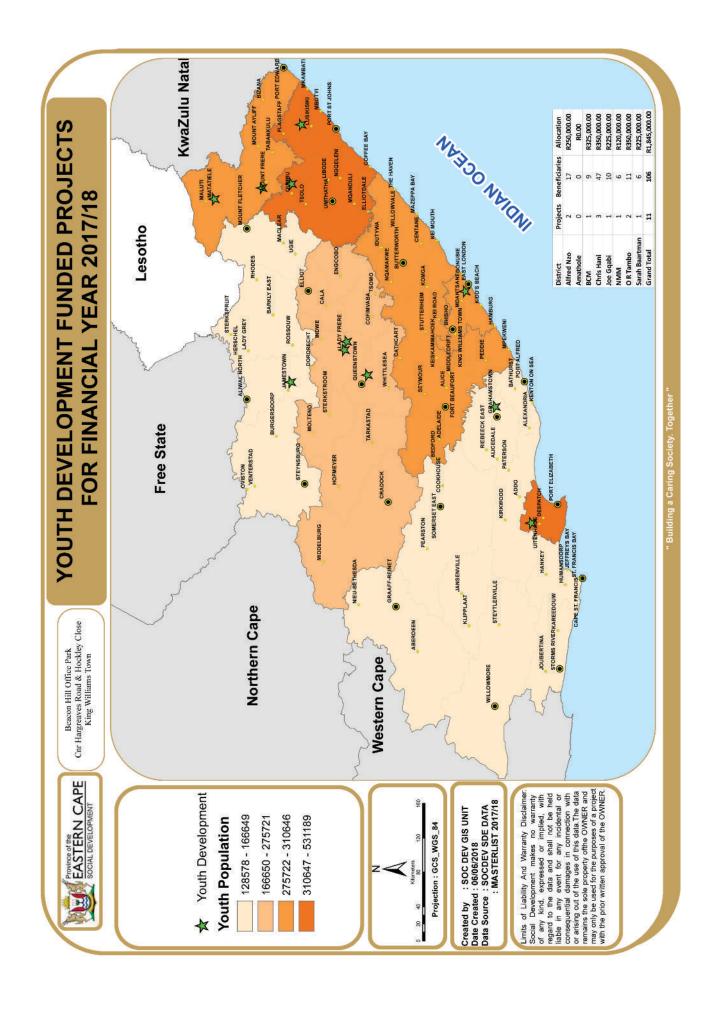
- Forty (45) young people are trained and placed in hospitality industry by Harambe.
- Eighteen (18) young people are undergoing training on Driver License through Coega Development Corporation.
  - Fourteen (14) were trained through Injongo Youth Skills Development Project.
- Twenty (20) young people from NMM participate in Home Based Care Learnership Programme with Imfesane Skills Development Organisation and are eceiving a stipend of R2000.

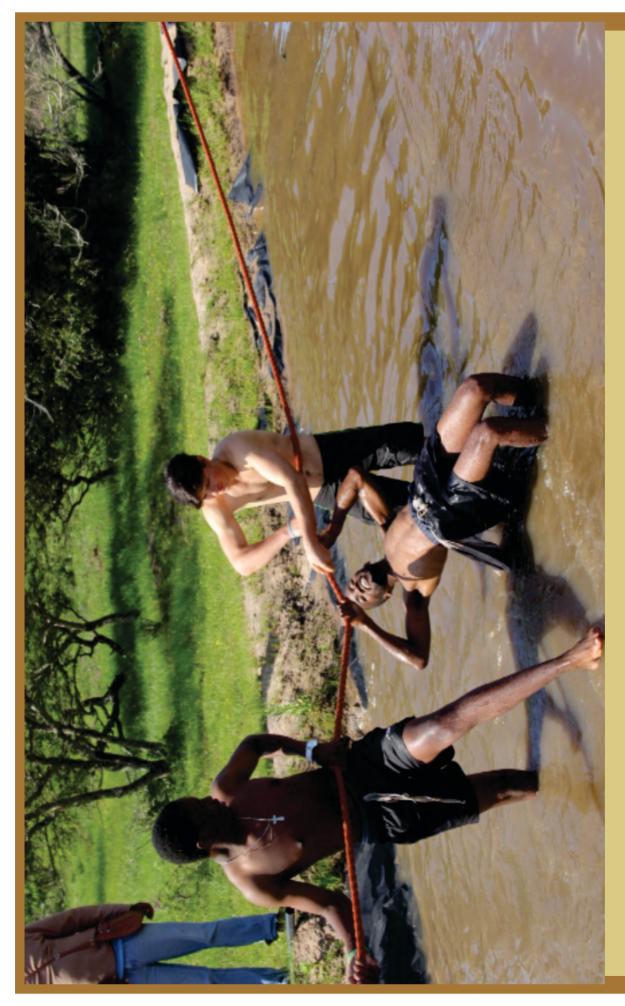
The Department has a mandate to mobilise young people for active participation in Community Development in order to encourage responsible citizenship and community activism. As part of delivering on this mandate eighteen thousand one hundred and fifty seven (18157) young people participated in youth mobilisation sessions such as Youth Dialogues, Youth Month Activities, District Youth Camp, Provincial Youth Camp, National Youth Camp, Post Youth Camp Sessions, Intergenerational Dialogue, Human Rights Sessions, Sanitary Dignity Programme, Information Sharing sessions, Career Exhibition and District Youth Summit. In addition, the Department empowers young people through providing life skills education which covers areas such as reading skills (through Funda topics include Consumer rights, teenage pregnancy, inkciyo and traditional circumcision depending on the target group. These sessions were conducted in partnership with NYDA, NSFAS, SAYC, SEDA, W&RSETA, ETDPSETA, Transnet, Buffalo City College, EC Gambling Board, Silulo Ulutho technologies, TETA, Health System Trust, Traditional Council, Amadoda Okwenene NPO, Ekhaya Skills, SAYC, Addo Elephant National Park, Department of Education, Department of Public Works, OTP, COGTA, DSRAC, SAPS, Department of Health, Department of Agriculture, Department of Labour and OTP. One Youth Camp Participant Wednesday), anti-crime, substance abuse, socio-economic empowerment, gender based violence, healthy lifestyle as well as HIV and Aids awareness. Other rom Buffalo City was awarded as an Emerging Youth Camp Participant during the Service Excellence Awards.

SUB-PRO	SUB-PROGRAMME 5.6: YOUTH DEVELOPMENT	EVELOPMENT				
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
5.6.1	Number of youth development structures supported	135	143	155	12	More structures were reached as a result of integration of services with other stakeholders.
5.6.2	Number of youth participating in skills development programmes	2 110	800	2 972	2 172	Increase in the number of youth participating in skills development programmes is a result of the demand of skills by young people which compelled the Department to collaborate with other stakeholders.
5.6.3	Number of youth participating in youth mobilisation programmes	15 094	13 410	18 157	4747	Increase is as a result of the appropriate mobilisation sessions that created more interest in the services offered for young people. These sessions were conducted in partnership with other stakeholders.

Not applicable

Changes to planned targetsThere were no changes to the planned targets in the year under review.





## **SUB-PROGRAMME 5.7: WOMEN DEVELOPMENT**

In line with National Outcome 13: "Social Protection", significant achievements were registered by the department in an effort to address the challenges of poverty, unemployment and inequality which continue to constrain the development of women and trap many households in conditions of vulnerability and distress across the province.

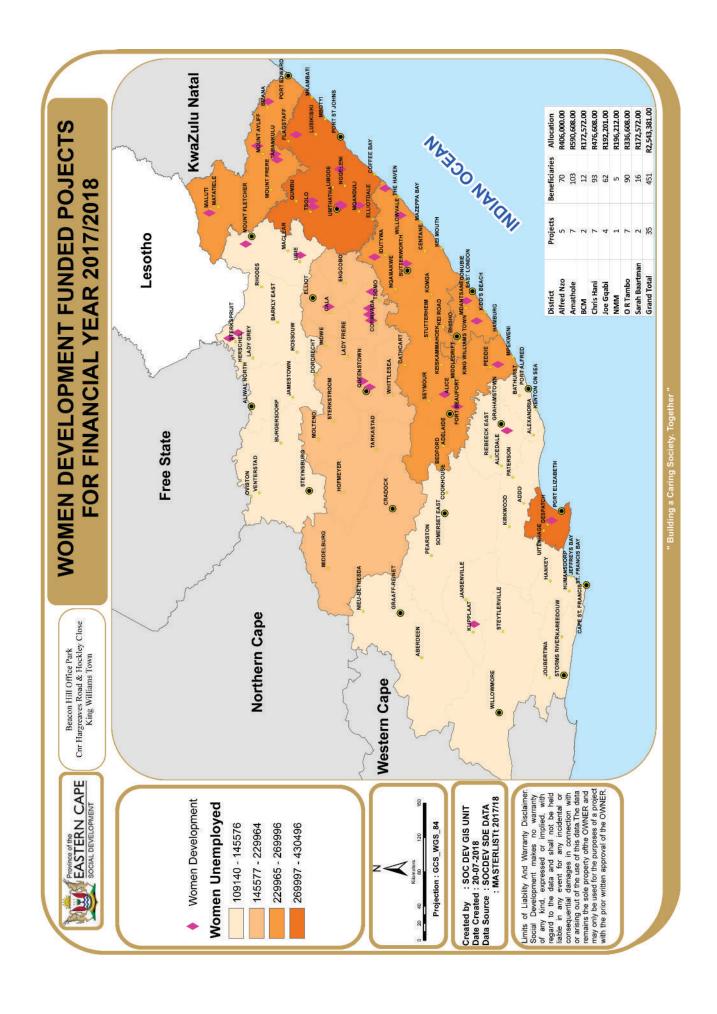
cooperative governance, registration on central supplier database, cooperative registration, bookkeeping, financial management, computer literacy training, job preparedness, investment and business skills, manufacturing of detergents, driving skills, breast and cervical cancer awareness, breastfeeding, women's rights & During the period under review, the department partnered with many stakeholders to deliver quality skills development programmes that benefitted seven, thousand and twelve (7012) Women participants in all districts. These skills programmes covered a wide range of focus areas which include marketing, gender equality, business opportunities, sexual and reproductive health & rights issues, farming management and entrepreneurship and agro processing. Some of the key stakeholders and partners that provided programmes for the empowerment of women in the province during this period include the National Development Agency, Old Mutual, MTN, National Department of Social Development, Umtiza Farmers Coop, The Mvula Trust, Department of Health, African Bank, Agri-SETA, Department of Rural Development and Agrarian Reform as well as the Provincial Treasury.

impact on their households and their children. In order to achieve this, it is important that women are provided with accurate information timely so that they are enabled to engage and make informed decision choices. The department conducted several mobilization campaigns and information sessions reaching out to Critical to any strategy for the empowerment of women is their active involvement in decision-making processes about developments of their communities which twenty-thousand, four-hundred and thirty-one (20 431) women. Included as part of these campaigns is the Flagship Programme of the MEC which was conducted at Tholeni Village of Hope in Mnquma Municipality as well as the Project Mikhondzo of the National Department of Social Development. In partnership with other stakeholders, Community and Intergenerational Dialogues were launched and conducted in Port Alfred in the Sarah Baartman district as well as during the opening and closure of 16 Days of Activism on Violence Against Women which were conducted in Port Elizabeth and at Emalahleni in Chris The Department also provides services aimed at enhancing the participation of women in the economy as owners and shareholders in their own cooperative businesses. During the period under review, thirty-five (35) Women Livelihood Initiatives (NPOs & Cooperatives) benefiting four hundred and fifty-one (451) women were supported through access to financing for the purchase of equipment and raw materials for purposes of sustaining their production activities. In addition, thirty (30) women-owned cooperatives participated in the Mentoring and Coaching Programme which is intended to improve the quality of products as well as enhance access to markets so that the Initiatives can be sustainable and contribute to higher income levels of members and their families. Various Cooperatives were also linked to economic opportunities in line with the government's Radical Socio-Economic Transformation agenda to supply certain products. For example, various Women Cooperatives received Tenders for Cleaning, supplying of School Uniform, fresh vegetables and meat, catering, food parcels, embroidered blankets, Hospital Theatre Gowns for Department of Health. Another example is of Laphumikhwezi Women Cooperative which was previously funded under Women Development and was contracted to train twenty-four (25) young people on Brick making in Nelson Mandela Metro.

SUB-PRO	SUB-PROGRAMME 5.7: WOMEN DEVELOPMENT	VELOPMENT				
PERFORM	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
5.7.1	Number of women participating in women empowerment programmes	6 010	5 660	7 012	1 352	More women participated in empowerment sessions due to increase on partnerships with the other stakeholders.
5.7.2	Number of women participating in Mobilization programmes	17 119	14 600	20 431	5 831	The over achievement is due to increased levels of awareness on Developmental Programmes which led to more participation of women in Mobilisation Programmes
5.7.3	Number of women livelihood initiatives supported	30	28	35	7	The initiatives requested smaller amounts resulting in more initiatives supported

Not applicable

Changes to planned targetsThere were no changes to the planned targets in the year under review.





In line with National Outcome 12: An efficient, effective and development orientated public service and an empowered, fair inclusive citizenship, the Department's contribution to one of the pillars of the National Development Plan i.e. "Building a capable state:

The Eastern Cape has a youthful population and the sheer large numbers of young people, brings about unique development implications for the Province. Hence, investing in the sexual and reproductive health of adolescents and youth is of great imperative. Four hundred and sixty-five (465) officials and young people from communities were trained through seventeen (17) capacity development sessions on Adolescent Sexual Reproductive Health and Rights (ASRH&R). The objective of the training is to equip the targeted officials with knowledge on ASRH&R to strengthen their engagements with young people in the communities. Young people who participate in these capacity development sessions gain an understanding on issues relating to SRH and how informed decision making in this regard, can impact on their future. Key population concerns, with the focus on teenage pregnancy, was addressed through twenty-seven (27) dissemination activities which were conducted in the districts. Planners in local government, government officials, community members and young people and learners participated in these activities. The discourse around teenage pregnancy is on-going to empower all role players to make informed decisions to secure a better future for young people, especially young girls, who are the most vulnerable.

World Population Day was commemorated on 27 July 2017 at Fort Hare University with broad involvement of students, learners from the community, government departments as well as the United Nations Population Fund (UNFPA). The theme for the 2017 World Population Day was: "Family Planning, Empowering People, Developing Nations". The reach of the programme was extended into the communities by the involvement of Fort Hare community radio station. Awareness was created and participants actively participated in the programme. As part of strengthening the implementation of the Population Policy, six (6) monitoring reports on the effectiveness and potential impact of the capacity development programmes and advocacy activities, were produced. The findings and recommendations are integrated into future programmes to support implementation of the mandate of the Population Policy. Research on youth living with disability, outlining replicable case studies for the purpose of experiential learning, was completed. The lessons learned will assist providers of services in this sector as well as the Department to comprehensively address the needs of young people living with disability The partnership with the United Nations Population Fund (UNFPA) resulted in the Department receiving technical support with the implementation of the Population Policy mandate. This partnership is managed through a Provincial Coordinating Forum which met on a quarterly basis to discuss implementation and collaboration among partners, government and the United Nations Population Fund (UNFPA). This resulted in all partners understanding their respective roles and contributions within the Country Programme.

SUB-PR	SUB-PROGRAMME 5.8: POPULATION POLICY PROMOTION	IN POLICY PROMOTION				
PERFOR	PERFORMANCE INDICATOR	ACTUAL ACHIEVEMENT 2016/2017	PLANNED TARGET 2017/2018	ACTUAL ACHIEVEMENT 2017/2018	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT FOR 2017/2018	COMMENT ON DEVIATIONS
5.8.1	Number of population capacity development sessions conducted	16	15	17	2	Two additional sessions were conducted in collaboration with National Department of Social Development
5.8.2	Number of individuals who participated in population capacity development sessions	385	300	465	165	The higher number is a result of the sessions that were oversubscribed and the collaboration with the National Department of Social
5.8.3	Number of population Advocacy, Information, Education and Communication (IEC) activities implemented	24	26	27	1	The additional activity implemented was in response to an invitation from the Department of Education.
5.8.4	Number of population policy Monitoring and Evaluation reports produced	9	9	6	0	-
5.8.5	Number of Research Projects completed	1	1	1	0	1
5.8.6	Number of demographic profile projects completed	3	9	6	0	

# Strategy to overcome areas of under performance

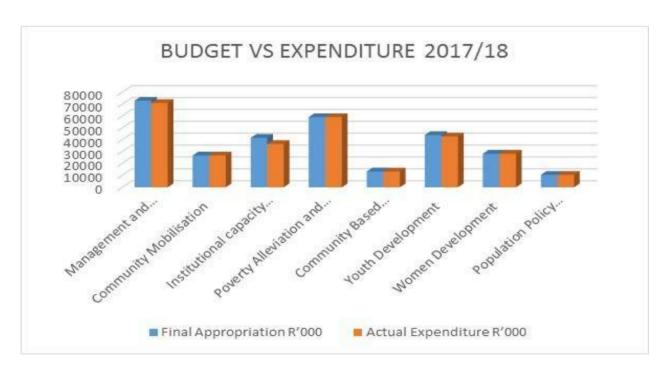
Not applicable

# Changes to planned targets

There were no changes to the planned targets in the year under review.

#### 4.5.4 LINKING PERFORMANCE WITH BUDGETS

		2017/2018			2016/2017	
Sub- Programme Name	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Management and Support	72 899	70 995	1 904	81 986	81 984	2
Community Mobilisation	26 788	26 787	1	24 238	24 237	1
Institutional Capacity Building and Support for NGO's	41 600	36 469	5 131	69 487	62 894	6 593
Poverty Alleviation and Sustainable Livelihoods	59 076	59 032	44	48 156	45 866	2 290
Community Based Research and Planning	13 339	13 216	123	9 053	9 053	0
Youth Development	43 993	42 723	1 270	40 297	40 297	0
Women Development	28 247	28 246	1	27 609	25 538	2 071
Population Policy Promotion	10 453	10 444	9	8 984	8 984	0
TOTAL	296 395	287 912	8 483	309 810	298 853	10 957



The Programme managed to spend 97.1 percent against the budget.

#### **REASONS FOR (OVER)/ UNDER EXPENDITURE**

#### **Goods and Services**

The under spending on this item is due to the following:

- Delays in finalizing the implementation of Drivers Licence Training Programme for NYS by Coega.
- Nonpayment of contractual obligations on fuel, oil and grease as well as Electricity.
- Invoices for bulk cards, license renewal and excess kilmetres received after BAS cut off.
- NDA funds were re-classified as Goods and Services and payments could not be effected due to the fact that NDA did not submit invoices totalling the actual expenditure incurred.

#### Households

The underspending on this item is caused by:

• EPWP Participants: who are appointed in this programme, resign from the Department in pursuit of other better job opportunities.

#### **Machinery and Equipment**

The under spending on this item is caused by:

• Invoice received for GG vehicle repairs was not paid as it was received after the closure of shifting to the correct SCOA item.

#### 5 TRANSFER PAYMENTS TO ALL ORGANISATIONS

See Annexures on page 305 to 441

#### 6 CONDITIONAL GRANTS

#### 6.1. Conditional grants and earmarked funds paid

The Department did not transfer Conditional Grants during the year under review.

#### 6.2. Conditional grants and earmarked funds received

During the year under review the department received conditional grants from the following departments:

- National Department of Social Development
- National Department of Public Works

#### From the National Department of Social Development, the following grants were received:

Conditional Grants	Allocation 2017-18 R'000	Expenditure 2017-18 R'000	%Spent
Early Childhood Development Grant	56 365	27 315	48
Substance Abuse Treatment Grant	14 238	14 234	99
Social Worker Employment Grant	41 649	26 194	63
TOTAL	112 252	67 743	60

## The following Conditional Grants were received from the National Department of Social Development:

Conditional Grants	Allocation 2017-18	Expenditure 2017-18	% Spent
EPWP Incentive Grant for Provinces	1 496	1 484	99
EPWP Integrated Grant	2 000	2 000	100
TOTAL	3 496	3 484	99.6

The table/s below details the conditional grants and ear marked funds received during for the period 1 April 2017 to 31 March 2018.

#### **Conditional Grant: Early Childhood Development**

Department who transferred the grant	National Department of Social Development
Purpose of the grant	<ul> <li>To increase the no of poor children accessing subsidized ECD services</li> <li>through partial care facilities</li> <li>To assist existing conditionally registered partial care facilities providing an ECD program to meet basic requirements in order to attain full registration.</li> </ul>

	Subsidy Components
	<ul> <li>Number of poor children that benefit from ECD services that are subsidized</li> <li>Number of days subsidized</li> <li>Number of children attending ECD services in registered centres</li> </ul>
	Maintenance Component
Expected outputs of the grant	<ul> <li>Number of ECD centres conditionally registered as per registration framework</li> <li>Number of ECD centres assessed for the maintenance component</li> <li>Number of ECD centres upgraded from the maintenance component</li> <li>Number of ECD centres that moved from conditional registration to full registration as a result of maintenance component</li> <li>Number of children that ECD centres are registered to accommodate (capacity)</li> </ul>
	Subsidy Component
	<ul> <li>A total of 12 651 poor children benefited from ECD services</li> <li>ECD centers were subsidized for 209 days in 2017-18 financial year and for Special Day Care Centres</li> <li>12 651 children attended registered centres in 2017-18 financial year</li> </ul>
Actual outputs achieved	Maintenance Component
	<ul> <li>1 011 ECD Centres conditionally registered.</li> <li>161 out of 180 ECD centres were assessed in 2017-18 financially year by the Provincial Department of Roads and Public Works</li> <li>No ECD centres were upgraded form the maintenance component.</li> <li>No ECD centres moved from conditional registration to full registration as a result of maintenance component</li> <li>14 022 children that ECD centres are registered to accommodate.</li> </ul>
Amount per amended DORA	R56 365
Amount received (R'000)	R56 365
Reasons if amount as per DORA was not received	N/A

Amount spent by the department (R'000)	R27 315
Reasons for the funds unspent by the entity	Subsidy Component  The amount unspent for the subsidy was due to the fact that the grant was allocated to the Province for the first time and there were no human resources allocated to manage and administer the additional funds. The Department experienced delays in the submission of required documents from NPO's, centralisation of screening process against part B of the Child Protection Register by National Department.  Maintenance Component  The admin allocation for the ECD grant was delayed because the posts for quantity surveyor were advertised as per the PCMT approval for one year despite the Department requesting a three-year contract in line with the ECD conditional grant.  The National department was contacted to assist since the Minister of Social Development needed to request the Minister of Public Service Administration in line with Public Service Regulations 2016 for a contract to exceed 1 year.
	<ul> <li>Responses to the 1-year advert were very poor and the national department issued a new specification which changed the post from quantity surveyor to Project Manager</li> <li>Both Project Managers have assumed duties in November and December 2017 respectively.</li> <li>Out of 180 ECD approved for maintenance during 2017/18 FY, 79 had confirmed ownership and technically assessed by DRPW. The Department</li> </ul>
	<ul> <li>used the option of the SCM tender process.</li> <li>Due to lack of technical capacity (slow recruitment of Project Managers and Deputy Director) as well as slow tender processes, the grant spending has been impacted negatively on both maintenance and expenditure</li> </ul>
Reasons for deviations on performance	Capacity constraints
Measures taken to improve performance	Recruitment of project managers concluded.
Monitoring mechanism by the receiving department	In Year Monitoring Quarterly Reports

#### **Conditional Grant Substance Abuse Treatment**

Department who transferred the grant	National Department Of Social Development	
Purpose of the grant	To provide funding for the operationalization (including the purchasing of equipment) of substance dependency treatment facilities in the provinces of Eastern Cape	
Expected outputs of the grant	Four operational substance dependency treatment facilities are established in the Country.	
Actual outputs achieved	<ul> <li>Ernest Malgas Treatment Centre was opened in April 2016.</li> <li>The Centres has been granted a five (5) year registration in line with section 19 (7) of the Prevention and Treatment for Substance Abuse Act 70, 2008</li> <li>For the 2017/18 financial year, the Centre has admitted 194 service users between the ages 13 and 18 years</li> </ul>	
Amount per amended DORA	R14 238	
Amount received (R'000)	R14 238	
Reasons if amount as per DORA was not received	N/A	
Amount spent by the department (R'000)	R14 234	
Reasons for the funds unspent by the entity	N/A	
Reasons for deviations on performance	N/A	
Measures taken to improve performance	N/A	

#### **Conditional Grant Social Worker Employment:**

Department who transferred the grant	National Department of Social Development	
Purpose of the grant	To reduce the backlog in the number of social work graduated that remain unemployed.	
Expected outputs of the grant	<ul> <li>Increase in the employment of social workers who benefited from the social worker scholarship.</li> <li>Reduction in the backlog of unemployed social worker graduates during the 2017/18 financial year</li> <li>The total number of social work graduates employed through the provincial social development sector</li> <li>The number of social work graduates not yet employed at the end of the reporting period.</li> </ul>	
Actual outputs achieved	The Department has appointed 130 Social Work Conditional Grant in 2017/18 financial year	
Amount per amended DORA	R41 649	
Amount received (R'000)	R41 649	
Reasons if amount as per DORA was not received	N/A	
Amount spent by the department (R'000)	R26 14	

Reasons for the funds unspent by the entity	The underspent is due to the delay in finalizing the appointment of 130 social workers. The 130 Social Workers were to assume duties with effect from 1 April 2017 but due to administrative and technical challenges experienced, the selection process for 130 social workers was finalized in May 2017. It must be mentioned that, only 122 social workers assumed duties on the 2 June 2017 and (8) eight social workers declined was finalized in December 2017 and the appointed social workers assumed duties on 2 January 2018
Reasons for deviations on performance	Delay in finalising the appointment of 130 social workers.
Measures taken to improve performance	Conclusion of recruitment of 130 social workers.
Monitoring mechanism by the receiving department	Department used monthly, quarterly and In year monitoring reports.

# Conditional Grant: Social Sector Expanded Public Works Programme Incentive Grant for Provinces

Department who transferred the grant	National Department of Public Works
Purpose of the grant	To create temporary employment opportunities that provides income to the poor and unemployed people.
Expected outputs of the grant	60 Change Agents receiving stipend from the grant.
Actual outputs achieved	60 Change Agents receiving stipend from the grant.
Amount per amended DORA(R'000)	R1,496
Amount received (R'000)	R1,496
Reasons if amount as per DORA was not received	N/A
Amount spent by the department (R'000)	R1,484
Reasons for the funds unspent by the entity	Resignation of participants from the programme as a result of receiving better and stable work opportunities elsewhere.
Reasons for deviations on performance	N/A
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department	In Year Monitoring (IYM), Quarterly Performance Reports.

#### **Conditional Grant: Expanded Public Works Programmes Integrated grant for Provinces**

Department who transferred the grant	National Department of Public Works
Purpose of the grant	To create temporary employment opportunities that provides income to the poor and unemployed people.
Expected outputs of the grant	72 General Workers receiving stipend from the grant. 11 Data Capturers receiving stipend from the grant.
Actual outputs achieved	72 General Workers receiving stipend from the grant. 11 Data Capturers receiving stipend from the grant.
Amount per amended DORA (R'000)	R2,000
Amount received (R'000)	R2,000
Reasons if amount as per DORA was not received	N/A
Amount spent by the department (R'000)	R2,000
Reasons for the funds unspent by the entity	N/A
Reasons for deviations on performance	N/A
Measures taken to improve performance	N/A
Monitoring mechanism by the receiving department	In Year Monitoring (IYM) Quarterly Performance Reports.

#### 7 DONOR FUNDS

#### 7.1. Donor Funds Received

The Department did not receive any donation in cash during the year under review.

#### 8 CAPITAL INVESTMENT

#### 8.1. Capital investment, maintenance and asset management plan

Provide commentary on the following:

Progress made on implementing the capital, investment and asset management plan

For the 2017/2018 financial year, the Department was allocated an amount of R 42,684 million from equitable share capital budget. The infrastructure budget was adjusted to R 41,934 million. This was due to an amount of R 0, 750 shifted from the infrastructure budget to fund short fall under photocopier machinery during the last quarter of the financial year. The under expenditure for the financial year was R 17,258 million.

The network cabling infrastructure funds below in table 1 amounting to R 1,566 million were set aside for the procurement of cabling at the Ugie Service Office and for the procurement of six (6) routers. These routes were for the districts. However, the procurement process could not be concluded in time resulting in under expenditure of R 0,571 million.

Expenditure comparison is shown in the table 1 below.

**Table 1 Infrastructure Expenditure Trends** 

		2016/17		2017/18		
Infrastructure projects	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
New and replacement assets	68 139	67 781	358	2 832	1 382	1 451
Upgrades and additions	4 921	4 921	0	8 676	966	7 709
Rehabilitation, renovations and refurbishments	6 124	6 124	0	30 426	22 332	8 098
Maintenance and repairs	2 980	2 526	454	4 711	4 501	210
Current	2 980	2 526	454	4 711	4 501	210
ECD Maintenance				10 264		10 264
Networking	1 566	994	572	1 566	994	571
Capital	79 184	78 826	358	41 934	24 680	17 258
TOTAL	82 164	81 352	812	58 265	30 385	29 303

 Infrastructure projects which have been completed in the current year and the progress in comparison to what was planned at the beginning of the year. Provide reasons for material variances (2% variance) During the year under review, the department had five (5) projects under construction which was carried over from 2016/2017 but which reached practical completion stage.

Table 2 – Projects under construction 2016-2017 and reached practical completion in 2017/2018

Project	District	Facility type	Status
Burgersdorp Secure Care Centre	Joe Gqabi District	Centre for the youth in trouble with the law	Practical completion taken 11 May 2017.Finalization of Final accounts is still outstanding
Bedford service Office	Amathole District	Office	Practical completion taken 26 June 2017  Finalization of Final accounts is still outstanding
Matatiele Area /Service Office	Alfred Nzo District	Office	Practical completion taken 1 June 2017.Final completion and Final Account has been submitted for Main Contractor which are outstanding.
Ngqeleni Service Office	OR Tambo District	Office	Practical completion taken 18 May 2017.
Qumbu counselling	OR Tambo	Office	Practical Completion achieved on the 10th of May 2017 and Final Completion achieved on the 6th of September 2017.Close out report still outstanding.

One of the leading factors contributing to under expenditure in 2017/2018 of R 17,258 million was infrastructure planning. The Implementing Agent has requested 12 to 18 months as per the new Infrastructure Delivery Management System in line with the 9 gates stages before construction stage. That means that funding will be only allocated once confirmation of site (ERF number), resource funding, and design have been approved. The Department has put in an application of R 12, 76 million for rollover from the under spending of R 17,258 million.

Table 3- Budget not spent per project 2017/2018

Name of project	Adjusted Budget	Actual expenditure	Budget not spent	Status
Hofmeyer Service Office (Renovations)	79 500	68 817	10 683	-
Qumbu Area office	236 000	235 200	800	-
Zwelitsha Service Office (Extl Works + Renovations)	1 439 000	0	1 439 000	Project Terminated 6 April 2016. Slow process in finalization of design and procurement stages. Project to be completed during 2018/2019 financial year.
Whittlesea Service Office	1 077 886	1 077 839	47	Practical completion 31 October 2016.  To be transferred to DRPW 2018/2019
Motherwell Service Office Complex- security fence	6 084 056	0	6 084 056	New project for 2017/2018.  The project delayed by cancellation of tender due to error in specification.  Tended awarded end of March 2018. Site handover 9 April 2018.  Application submitted for rollover sent to Provincial Treasury.

Name of project	Adjusted Budget	Actual expenditure	Budget not spent	Status
Ntabankulu Service Office - additional offices	564 000	0	564 000	New project for 2017/2018.  Slow process in finalization of design
Offices				and procurement stages.  Bid document are presented to
				DRPW Bid Specification Committee on 12th March 2018 and projected to be advertised by end March 2018.
Bhisho Secure Care	1 346 000	279 873	1 066 127	New project for 2017/2018.
Centre - renovations				Slow process in finalization of design and procurement stages. All the trades are being procured separately i.e. plumbing, building works, electrical works and mechanical works. The bids for fire equipment and Electrical and Mechanical have been cancelled due to validity period.
				Application for rollover sent to Provincial Treasury.
Ernest Malgas Treat Center(NMM)	681 832	681 832	0	Final completion 22 June 2016. Final accounts paid. Close out report received 14 May 2018.
Bethelsdorp Service	191 000	190 963	37	To be transferred to DRPW 2018/19. On hold, 23 October 2015 due to
Office				shortfall in funding.  Professional fees paid in 2017/2018.
Cofimvaba Service	2 099 000	0	2 099 000	New project for 2017/2018.
Office- new modular office				Slow process in finalization of design and procurement stages.
Keiskammahoek Service Office	677 000	677 058	-58	Practical Completion 29 March 2017.
Ngqeleni Service Office	500	0	500	savings
Springgroove (Modular Offices)	350 000	151 828	198 172	Practical completion, 2 June 2015. Final accounts paid in 2017/18.
Matatiele Service Office	7 531 879	6 910 023	621 856	Practical completion taken 1 June 2017.
				Final completion and Final Account has been submitted for Main Contractor which is outstanding.
Burgersdorp Secure Center	5 991 552	3 916 316	2 075 236	Practical completion taken 11 May 2017.
				Finalization of Final accounts is still outstanding.
				Application for rollover sent to Provincial Treasury.
Nqamakwe Multi- Purpose Centre	47 058	47 058	0	Practical completion, 14 June 2015. Final accounts paid in 2017/18.
Libode Social Development Offices	1 825 121	0	1 825 121	Contract with contractor terminated July 2017.
				In 2018/2019, revised project plan to commence with an advert of the new tender from June/July 2018. It is
				planned the construction stage will take 10 months for to reach practical

Name of project	Adjusted Budget	Actual expenditure	Budget not spent	Status
				completion stage after site handover to contractor.
Bedford Service Office	11 712 616	10 438 616	1 274 000	Practical completion 26 June 2017.  Final accounts outstanding
Total – infrastructure	41 934 000	24 675 423	17 258 577	-
Total – Network	1 566 000	994 278	57 722	
Total – infrastructure and Network	43 500 000	25 674 422	1 782 578	

Department of Roads and Public Works is the Implementing Agent for the Department. Table 4 provides the status of old and current infrastructure projects at the various phases of implementation as at 31 March 2018. Table 4 gives the status as at 31 March 2018.

Table 4: Progress per project as at 31 March 2018

5 N	Total cost of project as	Total remaining	2
Project Name	at 31 March 2018	/balance as at 31 March 2018	Status as at 31 March 2018
State Drug Treatment Centre - PE	50 938 297.51	3 471 349.55	Final completion 22 June 2016. Final accounts paid.
			Close out report received 14 May 2018.
			To be transferred to DRPW 2018/19.
Burgersdorp POS (Completion)	35 333 757.10	3 296 968.67	Under Construction, Practical completion taken 11 May 2017.
			Finalization of Final accounts is still outstanding
Dutywa Multi- Purpose Centre	11 367 211.59	13 540.41	To be transferred to DRPW 2018/2019
Enkuselweni POS	25 408 558.24	73 946.54	To be transferred to DRPW 2018/2019
Ngcobo Service Office	8 976 186.69	-19 298.76	Awaiting for Close out Report
Nqamakwe Multi- Purpose Centre	10 812 576.59	790.12	Awaiting for Close out Report
Bedford Service Office	38 966 991.57	3 313 628.89	Under Construction, practical completion 26 June 2017.
			Final accounts outstanding
Bethelsdorp Service Office	255 874.25	0.00	On hold, 23 October 2015 due to shortfall in funding.
			Professional fees paid in 2017/2018.
Willowvale Service Office	1 102 502.29	0.00	On hold, 23 October 2015 due to shortfall in funding.

Project Name	Total cost of project as at 31 March 2018	Total remaining /balance as at 31 March 2018	Status as at 31 March 2018
Libode Social Development Offices	33 514 237.36	12 508 610.43	Revised project plan to commence with an advert of the new tender from June/July 2018. It is planned the construction stage will take 10 months for to reach practical completion stage after site handover to contractor.
Matatiele Service Office	54 360 828.18	1 190 808.73	Under Construction, Practical completion taken 1 June 2017.  Final completion and Final Account has been submitted for Main Contractor which are outstanding.
Spring Grove (Prefab Offices)	5 072 261.10	11 314.18	Close out Report received 15 May 2018
Thornhill (Prefab Offices)	4 709 922.54	2 374.64	Close out Report received 15 May 2018
Alfred Nzo District Office	748 917.12	65 100.02	To be transferred to DRPW 2018/2019
Fort Beaufort Area Office	3 276 800.00	-0.33	To be transferred to DRPW 2018/2019
Sterkstroom Service Office	1 639 675.68	1 524.38	Awaiting for Close out Report
Hofmeyer Service Office (Renovations)	1 378 157.00	24 439.30	Close out Report received 15 May 2018
Zwelitsha Service Office (Extl Works + Renovations)	1 722 980.97	787 982.23	Project Terminated 6 April 2016. Project to be completed during 2018/2019 financial year.
Ibhayi Service Office (Renovations)	794 222.04	17 400.76	To be transferred to DRPW 2018/2019
Maluti Service Office	3 345 506.70	284.68	To be transferred to DRPW 2018/2019
Dimbaza Service Office (Extl Works + Renovations)	856 206.45	-0.65	To be transferred to DRPW 2018/2019
Bhisho Secure Care Centre	5 180 951.92	107 308.19	Practical completion 30 June 2016. Dispute of final account.
Stutterheim Area Office	1 602 100.03	3 412.00	To be transferred to DRPW 2018/2019
Burgersdorp POS	30 819 496.70	0.01	Project Terminated. See above, new contractor
Cathcart Service Office	0.00	0.00	On hold, 23 October 2015 due to shortfall in funding.
Ngqeleni SO	9 033 707.00	361 418.63	Practical completion scheduled 18 May 2017
Walmer Service Office	0.00	0.00	On hold, 23 October 2015 due to shortfall in funding.
Erica Child and Youth Care Centre	1 954 367.91	0.00	On hold, 23 October 2015
Whittlesea service office	6 057 431.16	4 671.72	To be transferred to DRPW 2018/2019
Silver Crown for The Aged	760 720.10	0.00	On hold, 23 October 2015 due to shortfall in funding.

Project Name	Total cost of project as at 31 March 2018	Total remaining /balance as at 31 March 2018	Status as at 31 March 2018
Keiskammahoek Service Office	5 110 032.77	51 081.60	Practical Completion 29 March 2017
Protea Place of Safety	1 223 936.36	0.00	On hold, 23 October 2015 due to shortfall in funding.
Melton Gardens Child and Youth Care Centre	932 110.75	0.00	On hold, 23 October 2015 due to shortfall in funding.
Qumbu Area office	2 249 774.61	57 155.80	To be transferred to DRPW 2018/2019
Bhisho Secure Care Centre (Plumbing)	540 368.32	260 495.52	Under-construction
Bhisho Secure Care Centre (Swimming Pool)	408 460.50	408 460.50	Under-construction
	360 455 129.10	26 014 767.76	

One of the critical challenges currently facing the Department is shortage of the number of offices and office space in the districts at Area and Local Service Office level. Recruitment in the Department has grown from one thousand four hundred and seventy-four (1474) as at the end of March 2007 to four thousand six hundred (4600) as at the end of March 2018. However, office space and number of new additional offices has not grown to the same extent to cater for and the provision of habitable office accommodation for a conducive productive environment for field worker/front line staff. This has now led to both a major backlog in office space and conditions of buildings at Area and Local Service Office. The staff growth and limited provision of the infrastructure budget has also affected preventative, re-active maintenance and working tools.

The analysis of the accommodation portfolio of the Department indicates inadequate office facilities to support service delivery. Of the one hundred and twenty-nine (129) offices, twenty-six (26) offices identified in Sept 2011, are the so called worst offices (poor in condition and park homes) with fifty (50) leased offices.

The majority of the leased offices do not meet the performance standard expected for the professional delivery of services to the communities. The Department in consultation with Department of Public Works continue to negotiate with the landlords for a conducive office environment. One of the major challenges is overcrowding of offices caused by the recruitment of additional Social Workers required to meet the social ills facing the communities. However, the infrastructure delivery is lagging behind the office floor space requirement and does not meet the confidentiality requirement for Social Work Practitioners.

LANDLORD'S NAME	OFFICE	LEASE AGREEMENT	COMMENTS DSD	COMMENTS DRPW
1. K Geyer	Kirkwood service	The lease agreement expired in February 2013.	An open tender process has been cancelled due to the expiry of validity.	An open tender process has been cancelled due to the expiry of validity and the process has to be redone again.
2. Ixhalanga Construction	Molteno service	The lease agreement expired in March 2016.	Critical areas have been identified and renovations are underway and it is anticipated that they will be finished by end July 2018.	-

LANDLORD'S NAME	OFFICE	LEASE	COMMENTS DSD	COMMENTS DRPW
		AGREEMENT		
3. Intsika Yethu Municipality	Cofimvaba service	There was never been a lease agreement for this office.	A new structure for both area and service offices will be completed in May 2019. The process is out on tender.	-
4. Intsika Yethu Municipality	Tsomo service	No lease agreement.	The Municipality has the offered the office space at ERF 450 Tsomo and DRPW is procuring a five year lease agreement with the Intsika Yethu Municipality.	DPW has written to the Municipality to go ahead with the initial offer including the air conditioners and blinds.
5. Njilo & Sons	Willowvale service	No lease agreement.	An open tender process has been cancelled due to the expiry of validity.	An open tender process has been cancelled due to the expiry of validity and the process has to be redone again.
6. Blue Crane Municipality	Somerset East	No lease agreement.	The Department to engage with Blue Crane Municipality on condition of the building and the drafting and signing of a new lease agreement.	Approval for single sourcing from the Provincial Treasury has been granted.
7. Blue Crane Municipality	Cookhouse	No lease agreement		Approval for single sourcing from the Provincial Treasury has been granted.
8. Inxuba Yethemba Municipality	Middelburg service	No lease agreement.	The Department has been evicted.	A state building has been provided and the Department has since moved to the state building.
9. Private Landlord	Middelburg satellite	No lease agreement.	The Department has been evicted.	A state building has been provided and the Department has since moved to the state building.
10. Great Kei Municipality	Komga service	No lease agreement.	A request was forwarded to the DPW.	Approval for single sourcing from the Provincial Treasury has been granted. DPW is currently negotiating a longer lease with the Municipality.
11. Sarah Baartman District Municipality	Staytlervile service	No lease agreement.	A request was forwarded to the DPW	Approval for single sourcing from the Provincial Treasury has been granted.
12. Sarah Baartman District Municipality	Willowmore	No lease agreement.	A request was forwarded to the DPW	Approval for single sourcing from the Provincial Treasury has been granted.
13. Adalindyebo Property cc	Graaff Reinet service	No lease agreement	The Department is still occupying the building and is paying.	Negotiations with the Landlord are underway.
14. Zous Development and Management	Qumbu service	No lease agreement	The Department is still occupying the building and is paying.	Negotiations with the Landlord are underway.

LANDLORD'S NAME	OFFICE	LEASE AGREEMENT	COMMENTS DSD	COMMENTS DRPW
15. Y Adams First Business Trust	Port Alfred service	No lease agreement	The Department is still occupying the building and is paying.	Negotiations with the Landlord are underway.
16. Park Homes	Tsolo service	No lease agreement	Waiting for the approval from National Public Works.	Waiting for the approval from National Public Works.
17. Ntabankulu Municipality	Ntabankulu service	No lease agreement	The advert will be out soon for the additional space to accommodate all the 57 officials.	DPW IS monitoring the project to assist the Department.
18. Emalahleni Municipality	Indwe service	No lease agreement	A legal opinion has been requested from Legal services.	-

#### Further key risk areas are:

- 1. Shortage of funding for capital infrastructure and planned maintenance.
- 2. Poor performance of some contractors.
- 3. Conclusion of the final accounts after practical completion of construction projects.
- 4. Lack of building and infrastructure technical capacity within the Department.

Infrastructure must not be seen in isolation but holistically to include related soft services and working tools. The Department requires estimated additional funding R 429 million per year to deal with the backlog in soft services and infrastructure. Refer to table 5 for details of additional budget required.

Table 5: Additional budget required

PROJECT OUTCOMES	BUDGET ITEM	TOTAL COST
National Outcome 5: Skilled and capable workforce to support an	TELEPHONES (growth of number social workers) - (shortfall)	13 000 000
inclusive growth path	CLEANING SERVICES (14 new institution and offices) - (shortfall)	13 034 880
	MUNICIPAL SERVICES (14 new institution and offices plus 25% by Eskom) (shortfall)	6 000 000
Performance Indicator: Number of implemented	OFFICE RENTALS Office leases (escalation at 7%) (shortfall)	1 815 529
construction projects in terms of	OFFICE RENTALS Office leases (shortfall)	3 295 006
the Infrastructure Plan	Cell phones - social workers	11 298 000
	Security (shortfall)	80 000 000
	Photocopier machines for social workers	1 008 000
	Stationery - per district for social workers	9 600 000
	GG Vehicles (4b2 double cab) (shortfall)	22 464 000
	Office furniture - social workers to be provided over 3 years	6 276 667
	Office maintenance (day to day (shortfall)	11 948 640
	Infrastructure (office accommodation) shortfall new structures - replace 10 per year	250 000 000
Additional budget required		429 740 721

The key reasons for delays in provision of conducive and habitable office accommodation are:

- 1. Shortage of funding (estimated R 1 billion required for office space and R 170 million for soft services and working tools).
- 2. Organizational structure not forward looking for a ten-year period to assist office space planning. The uncertainty of the organizational structure affects planning for office space and where and when is the accommodation required, and how much is needed.
- 3. The non-filling of the post Director and the Assistant Director: Facilitates and Infrastructure as per the organizational structure. These posts will be filled during the first quarter of 2018/2019.
- Infrastructure projects that are currently in progress (list projects) and when are they expected to be completed.

The benchmark that was undertaken during September/October 2013 in which the Department conducted an assessment using the GIAMA Assessment tool, Immovable Asset Assessment Questionnaire, to review the status and condition of immovable portfolio including offices/institutions both state owned and leased.

In addressing the maintenance backlog during the period under review in terms of the immovable asset portfolio which consists of one hundred and forty-five (145) facilities of which one hundred and twenty-nine (129) are for office accommodation and sixteen (16) institutions. One hundred and seven (107) require investments to attain the norms and standards. The Department leases fifty (50) offices of which Department of Roads and Public Works is responsible for five (5) leases. These are namely the Provincial Office and four (4) District Offices.

**Table 6: Accommodation Types** 

TYPE OF FACILITIES	NMM	всм	AMATHOLE	OR TAMBO	JOE GQABI	ALFRED NZO	CACADU	CHRIS HANI	вніѕно	TOTAL
Institutions	6	5	0	2	0	1	0	2	0	16
Service Offices	6	6	18	9	12	6	16	24	0	97
Area Office	0	0	5	4	3	2	3	6	0	23
Metro Office	1	1	0	0	0	0	0	0	0	2
District Office	0	0	1	1	1	1	1	1	0	6
Provincial Office	0	0	0	0	0	0	0	0	1	1
Total	13	12	24	16	16	10	20	33	1	145

In September 2011, the Department identified twenty six (26) so called worst offices. This has been the target for the past number of years in which the Department has been focusing on to improve the conditions of the buildings. Progress is reflected in the table below:

Table 7: Progress on improvements of worst offices

WORST OFFICES IDENTIFIED DURING SEPTEMBER 2011	PROGRESS AS AT 31 MARCH 2018
Fort Beaufort service office	Renovation to Fort Beaufort service office, practically completed March 2015.
Willowvale service office	Feasibility study still ongoing. Interim measure, office rental acquired for 5 years. Due to budget constraints, planned construction put on hold until 2020/2021. Leasing on a month to month. The open tender for new offices at DRPW has been cancelled due to the lapsing of validity and DPW is planning to advertise again.
Lusikisiki area office	DPW has secured a 5 year lease agreement with Econ Holding Properties. A new building has been constructed and the handing over of the new offices will be done on the 25 <sup>th</sup> May 2018 in Lusikisiki. The commencement and occupation date is the 01 <sup>st</sup> June 2018.

WORST OFFICES IDENTIFIED DURING SEPTEMBER 2011	PROGRESS AS AT 31 MARCH 2018
Lusikisiki service	DPW has secured a 5 year lease agreement with Econ Holding Properties. A new building has been constructed and the handing over of the new offices will be done on the 25 <sup>th</sup> May 2018 in Lusikisiki. The commencement and occupation date is the 01 <sup>st</sup> June 2018.
Ngqeleni service office	Modular Office – under construction. Under Construction, practical completion taken 18 May 2017.
Tsolo service office	Currently the Department is occupying Park homes and the long term plan is to acquire a site and build. Planning and construction of a modular structure to start during 2017/2018 and completed during 2018/2019.
Libode service office	Revised project plan to commence with an advert of the new tender from June/July 2018. It is planned the construction stage will take 10 months for to reach practical completion stage after site handover to contractor.
Libode area office	Revised project plan to commence with an advert of the new tender from June/July 2018. It is planned the construction stage will take 10 months for to reach practical completion stage after site handover to contractor.
Tsomo service office	Land identification still a challenge. The DPW is currently negotiating with Intsika Yethu Municipality to secure a five year lease a new building for Tsomo service office.
Sterkspruit service office	Moved to leased building during 2012. Negotiations for the renewal of the expired lease are underway through the DPW.
Cofimvaba service office	Slow process in finalization of design and procurement stages.
Carthcart service office	Design stage. Due to budget constraints, planned construction put on hold. The Department has is negotiated with Department of Labour to share office for a period of twelve months whilst the DPW is procuring a lease agreement for the Cathcart service office. A Memorandum of Understanding will be sign with the Department of Labour so as to share the costs.
Zwide service office	Identification of land. Due to budget constraints, planned construction put on hold.
Walmer service office	Identification of land. Due to budget constraints, planned construction put on hold.
Engcobo service office	New building Engcobo office by Public Works anticipated completion 2016/2017 financial year (Accommodating Area and portion of service office.
Elliotdale service office	New building Elliotdale office by Public Works.
Mbhashe service office	New building Idutywa office.
Molteno service office	Leased building on a month to month whilst the Department is currently renovating a state building so that it can move form the Leased one.
Sterkstroom service office	Building upgrade. Practical completion 28 August 2015.
Keiskammahoek service office	Modular Office –Practical completion 29 March 2017.
Thornhill service office	Modular Office, Practical completion 5 May 2015.
Komga service office	Leased buildings on a month to month and negotiations for a longer lease agreement with DPW are underway.
Bethlesdorp service office	Design stage. Due to budget constraints, planned construction put on hold.
Middleburg service office	Progress to acquire a leased building.
Matatiele Area/Service office	Practical completion taken 1 June 2017. Final completion and Final Account has been submitted for Main Contractor which is outstanding.
Cradock area office	A five year Lease Agreement has been procured by the DPW.

#### Plans to close down or down-grade any current facilities

The Department does not plan to close down or down-grade any state owned offices/institutions over the METF period. During 2018/2019 the Department plans to merge Bhisho Youth Care Center with John X Merriman. This is dependent on the completion of the renovations of Bhisho Youth Care Center.

#### Progress made on the maintenance of infrastructure

The Departmental maintenance budget for 2017/2018 consisted of two focus areas:

- 1. Reactive maintenance (current offices and institutions).
- 2. ECD conditional maintenance grant for 180 ECDs.

#### 1. Reactive maintenance

The Department has drafted policy dealing with routine maintenance for immovable assets. This policy will be consulted with the staff once the post of Director: Facilities and Infrastructure is appointed. The Department undertook adhoc, day to day minor reactive maintenance at various offices/institutions in the districts amounting to R 4,501 million. The budget allocated for 2017/2018 was R 4,711 million managed by Facilities and Infrastructure Unit.

The Departmental immovable asset portfolio consists of one hundred and forty-five (145) facilities of which one hundred and twenty-nine (129) are for office accommodation and sixteen (16) institutions of which ninety-five (95) are state owned and fifty (50) are leased properties. This implies that there is insufficient budget for planned routine maintenance.

#### 2. ECD conditional maintenance grant.

The purpose of the ECD conditional maintenance grant is:

- Partial care facilities offering ECD programmes that are registered conditionally will be eligible for the maintenance grant.
- Minor building and maintenance improvements aimed at ensuring ECD centres comply with the health and safety norms and standards, as identified by the National Department of Social Development will be funded from the grant.
- Approval was made for one hundred and eighty (180) ECDs to receive maintenance for 2017/2018 financial year as per the Guidelines for the implementation of the ECD Conditional Grant: Maintenance component dated 12 May 2018.

#### The under expenditure was affected by the recruitment and procurement processes:

#### Recruitment

- The post of Quantity Surveyor, level 12 and two Project Managers, level 9 received the PCMT approval dated 20 April 2017.
- The PCMT approved the posts be advertised for 12 months' contract only in line with Public Service Regulations 2016 unless approval is obtained from the Minister of Public Service Administration.
- The posts were advertised as per the approval received and minimal applications were received in response. This resulted in the recruitment for the post of Quantity Surveyor being unsuccessful.
- In June 2017, National DSD was advised of the challenges being experienced as a result of the 12-month
  contract for the posts unless the authorization was received for a three contract approved by the Minister of
  Public Service Administration.
- Despite several reminders and follow ups, no assistance was received in this regard.
- National DSD instead sent communication to ECDSD revising the post from Quantity Surveyor to Construction Project Manager for which approval was received from PCMT dated 20 November 2017 and the post was advertised for 12 months and closed on 16 February 2018.
- The two Project Managers assumed duties in November and December 2017 respectively and the Admin Assistant is to be appointed in May 2018.

#### **Procurement**

- The list of ECDs for maintenance for 2017/2018 was approved within the Department on 30 March 2017.
- Due to the slow progress on recruitment, Provincial Department of Roads and Public Works (ECDRPW) was requested in September 2017 to perform the technical assessment of the 180 ECDs.
- Assessments from the ECDRPW were received in November and December 2017 respectively.
- Bills of Quantities were then complied from the assessments by the two Project Managers in December 2017 and January 2018.

• SCM tender process was implemented with for phase one tender (63 ECDs) was advertised on 02 February 2018 and closed on 05 March 2018, phase two (11 ECDs) was advertised on 23 February 2018 and closed on 26 March 2018.

#### Challenges encountered during the SCM tender process:

- The Business Forum in Alfred Nzo District (part of phase 1) raised issues during the two tender briefing sessions. This resulted in the cancellation of the tender.
- The tender for the Buffalo City Municipality (part of phase 1) was also cancelled due to the fact that some of the centres that were on the 2017/18 master list had already benefited in the previous financial year.

#### The strategies to be employed to address the underperformance in the new financial are as follows:

- The conclusion of the recruitment of the Construction Project Manager by end June 2018.
- Plan of Action as part of phase 1 is on the 79 ECD's that did not benefit from the grant in 2017/18. The maintenance of the 79 ECDs will be funded from the rollover.
  - Application for rollover of funds from 2017/2018 was made to Provincial Treasury. Outcome of the rollover of funds is still to be confirmed.
- Developments relating to the above that are expected to impact on the department's current expenditure.

Details as to how asset holdings have changed over the period under review, including information on disposals, scrapping and loss due to theft

#### The Department acquired new movable assets as follows:

ACQUISITION MOVEABLE ASSET	AMOUNT
Computer Equipment	R4,784,393.20
Office Furniture	R95,872.60
Office Equipment	R19,300
Other Machinery and Equipment	R365,800.19

CHANGES TO MOVEABLE ASSETS	AMOUNT
Disposals	-
Donations out	R24,765.87
Donations in	R93,049.18
Loss due to theft	R217,890.79
Scrapping	-
Transfers out	-

## Measures taken to ensure that the Department's asset register remained up-to-date during the period under review:

- During the year under review, the asset register for both major and minor assets was recorded using an Excel spread sheet.
- Two physical asset verification/reconciliation projects were conducted in September/October 2017 and February/March 2018.
- Newly acquired movable assets were recorded under additions register and verified.
- To strengthen the management, internal controls and to address the previous audit findings around asset management, the Department enforced the compliance to the Asset Management, Asset Letting and Disposal and developed the Asset Loss Control Policies for implementation which were approved during 2015/2016 which will be reviewed during 2018/2019 financial year.
- In addition, asset management function is included in the delegation letter of each Responsibility Manager at the commencement of each financial year.

# PART C: GOVERNANCE

#### 1. INTRODUCTION

The Department has established governance structures with the objective of achieving and maintaining highest standards of governance in ensuring proper managing of public funds and resources. Each key principle of governance structure is underpinned by independence, integrity and accountability. The Department ensures that governance structures are audited to provide assurance which ensures effective, efficient and economical in the utilisation of government resources.

#### 2. RISK MANAGEMENT

The Department has a Risk Management Policy that was developed in accordance with National Treasury Guidelines and the Risk Management Framework and now is due for review.

The Department conducted risk assessments on an annual basis. The Risk Profile / Register (Strategic and Operational) are a product of this exercise. Quarterly Reviews are conducted to ensure that emerging risks are noted and analysed for management's attention and mitigation plans/ risk responses are implemented.

The Risk Management Committee (RMC) is composed of independent non-executive Chairperson and top management of the Department. This committee performs an oversight role and advise and/or provide guidance to the Accounting Officer on all risk management activities. The RMC has convened three (3) quarterly meetings in the year under review. The Audit Committee adequately advises the Department on risk management matters with particular focus on effectiveness of systems which are in place to manage key/critical risks of the Department. Audit Committee meetings, together with on-going interactions between the Head of Department and the members, provide an adequate platform for such advice to be given to the Department.

The Department does realise reasonable progress in the management of key risks, noting that all the basic necessities for the embedding and implementation of risk management in the Department are in place. The Department's control environment has improved since the formal introduction of risk management, also with the assistance of the governance structure that are in place.

The Risk Profile of the Department is updated annually to accommodate new emerging risks which were otherwise not known or not brought to the Department's attention and they have now been exposed and loaded onto a formal Risk Profile for on-going monitoring and control. Management of the Department has, in the performance agreement, incorporated the risks that were identified during risk assessment.

Risk Management Unit reviewed Risk Management Committee Charter and Risk Management Implementation plan during the year under review. These documents were presented and approved by the Risk Management Committee and by the Head of Department.

#### 3. FRAUD AND CORRUPTION

There are five (5) areas in the implementation of the Fraud Prevention Plan that provide effective and adequate instruments to reasonably measure level of success in the implementation of the plan.

The Department has a Fraud Prevention Plan which is implemented together with Fraud & Anti-Corruption Policy, that is due for a review, to:

STRATEGIC ACTION	DESCRIPTION	STATUS
Prevention / deterrence	Structures, systems and processes designed to drive fraud prevention efforts: - Policies - Education / awareness - Fraud Risk Vulnerability Analysis	In place
Management	Fraud Risk Analysis and Assessment for a Fraud Risk Profile to direct and guide management plans and continuous improvement.	In place
Detection	Reporting mechanisms to assist detection efforts and allow all parties to be able to detect and report fraud or corruption.  Dedicated Case Investigation Register is a Records and Information Management System available to ensure that this is achieved.	In place
Resolution	Mainly driven through Forensic Investigations which are guided by the Investigation Methodology (step-by-step guide).  At this stage, matters are normally channelled towards:  Disciplinary Hearings Courts	In place
Recovery Procedures	This is a "mop-up" phase of implementation of Fraud Prevention Plan which directs investigation outcomes towards recovery of any loss incurred as a result of alleged or suspected act of fraud / corruption and negligence once it is resolved.	In place

The Department has managed to realize exceptional level of progress in the implementation of Fraud Prevention Plan due to the following factors:

- The Fraud Prevention Plan has been continuously updated to meet the exact demands and risks
  posed by fraud and corruption within and to the Department. Therefore, it is structured to offer a
  positioned and structured response to suspected and alleged acts of fraud and corruption in the
  Department.
- Education and Awareness Campaigns are conducted for both staff and Project Members who are from all NGOs/ NPOs funded by the Department. The gradual growth in numbers of participants in these campaigns demonstrates the increasing capacity to spread the message of "anti-fraud" and "anti-corruption" to all stakeholders.
- Recovery is one of the critical success areas if measured in terms of amount of money received by the Department from matters handled by the Risk Management and Anti-Corruption Unit. Such includes recovery of cash from NPO / NGO members, irregular SCM processes and physical assets in particular ICT Equipment from officials.

The following Table outlines mechanisms in place to report suspected or alleged acts of fraud and corruption.

The manner in which all parties (not just officials) are afforded an opportunity to make confidential disclosures:

REPORTING MECHANISM	SPONSOR	STATUS
Walk-ins: some "open door	Department of Social Development	Confidential
policy" approach allowing management and officials to walk in to the Risk Management Unit's offices and report any suspected or alleged act of fraud and/or corruption		
National Anti-Corruption Hotline – 0800 701 701	Department of Public Service Commission in partnership with the Office of the Premier.	Phone-in/ Hotline. Confidentiality cannot be guaranteed by the Department.
Landline telephone calls 043 605 5399/ 5297	Department of Social Development	Confidential
Whistleblowing – a platform for Civil Society and other Social Partners	Public	Confidentiality is maintained at all levels.

#### The following table presents status of reporting and action associated with such:

REPORTING	TYPE OF ACTION	TYPE OF OUTCOME
Man I and a second		
Walk-ins (normally by management, pre-audit, officials)	Register an Enquiry Investigation for preliminary screening to determine whether a <i>prima facie</i> case does exist, if yes:  - Capture onto a Case	Investigation reports and approval by the Accounting Officer in respect of recommendations made.
	Investigation Register.  If no, report to the Head of	Disciplinary Action leading to appropriate sanction and up to termination.
	Department and seek approval for termination of investigation.	Court process leading to appropriate verdict including and
	Enquiry Investigations are also used to determine jurisdiction and if it is	up to appropriate sentence and jail term where essential.
	not confirmed the matter is then referred to the relevant agent for	Recovery of any loss.
	action.	Feedback to clients.
Hotline Matters – received from the National Anti-Corruption Hotline (NACH) through the Office of the Premier.	Capture onto the Case Investigation Register and conduct an investigation accordingly.	Final Investigation reports for signature of the Accounting Officer.
Tremer.		Client Feedback Systems: - Copy to the OTP Feedback to Parties.
		Disciplinary Action.  Prosecution leading to final verdict.
		Recovery of any loss incurred. Client Feedback system.
Whistleblowing matters – normally from Civil Society and Organized Structures including social partners.	Conduct an Enquiry Investigation to determine credentials of the matter.	Final Investigation report to the Accounting Officer for signature and approval.
	Capture onto the Case Investigation Register and conduct investigation.	Implementation of recommendations in terms of:  - Disciplinary Hearing for appropriate sanction.  - Court and prosecution for appropriate verdict.  - Recovery of any loss incurred and,  - Client Feedback System.

REPORTING	TYPE OF ACTION	TYPE OF OUTCOME
Section 34(1) – reports made in respect of the provisions per Act 12 of 2004 (Prevention and Combating of Corrupt Activities Act) PRECCA.	Anyone is compelled by the provisions of s34 (1) to report (upon noticing) any alleged or suspected act of corruption to any entity affected. The Department has also made such s34 (1) reports to other entities.	Submission of Final Investigation Report to the Accounting Officer for signature and approval of recommended actions.
	Conduct Enquiry Investigation to determine existence of a <i>prima facie</i> case.	Refer accordingly to: - Labour Relations for disciplinary Hearing and appropriate
	Capture onto the Case Investigation Register and conduct an Investigation Compile Final Report.	sanction Refer for prosecution and final verdict Recovery of any loss and Client Feedback System.

#### 4. MINIMISING CONFLICT OF INTEREST

The Department has appointed the Chief Risk Officer as designated Ethics Officer in accordance with the National Directive issued by the Department of Public Service and Administration (DPSA) through all respective Offices of the Premier.

Ethics function in the organisation is focusing on all aspects/ acts that can be viewed as transgression from the practice of good governance as incorporated in the Code of Conduct.

It is important to highlight that the Department has adhered to the Public Service Act and Public Service Regulations, by achieving 100% disclosure by SMS members.

Activities taking place under Ethics Function:

- Education and awareness of all officials on ethical behaviour, especially on the new Public Service Regulation, 2016.
- Investigation of all alleged or suspected acts of unethical behaviour/ conduct.
- Disclosures of conflict of interest by all officials and maintaining the financial misconduct register.

#### 5. CODE OF CONDUCT

The code of conduct of the Department forms part of the policy. The code of conduct of the Department is derived from Resolution 1/2003 of the PSCBC. The Department code of conduct indicates the appropriate sanction for each offence. It has positive impact in that it sensitized employees with serious sanction.

The process which is followed when the breach of code of conduct. The allegation of breach of code of conduct is reported. Once such allegation is reported, the investigation into the allegation is conducted. If there is a *prima facie* evidence into the allegation, disciplinary action is taken.

Depends on the gravity of the offence, if the offence is of less serious in nature, informal hearing is taken. The sanction will be aiming at correcting the behaviour where employee might be given a sanction up to the final warning.

If the offence warrants dismissal, the formal hearing is conducted. The employer would appoint the initiator and chairperson of the hearing. The employee would be notified of the allegation and be given a right to respond to the allegation as required by LRA and also be given an opportunity to prepare for the

hearing which is five working days.

If employee is found guilty, he would be given an opportunity to do the mitigating factors and employer is given an opportunity to do aggravating factors. If employee is dismissed, he/she would be given a right to appeal to the Executing Authority as stipulated in disciplinary code.

#### 6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

In the engagements held by the employee wellness unit with staff of the Department at both the Provincial office and District the following issues have emerged:

#### There is no reasonable accommodation for disabled employees.

- Reasonable accommodation in terms of ramps for wheelchairs, making it easier for the disabled to move in between the floors and in case of an emergency
- Employees that are in need of special chairs/ergonomics are not provided for.

#### Building Conditions is not conducive to the health and Safety of employees

- Employees complain about fatigue due to the lack of proper ventilation in the building.
- Increase in absenteeism due to illnesses and therefore this has a negative effect on the
  productivity of employees and it also impacts negatively on the Sick leave stats that are being
  provided to the HR Department.
- Lack of office space within the Department is making it difficult for the proper implementation of the OHS Act.
- Lack of planning, organising resulted to negative in room temperature and discomfort to the employees.

#### The non - maintenance of fire extinguishers for:

- I. District Offices
- II. Area Offices
- III. Service offices and Places of Safety.
- Non-compliance with Environmental Regulations of the Occupational Health and Safety Act 85 of 1993.
- Fire related accidents result in injuries and death as there are no fire extinguishers provided to put out a fire.

#### 7. PORTFOLIO COMMITTEES

#### THE DATES OF THE MEETING

DATE	VENUE	ACTIVITY
07/09/2017	Magdeline Resha Committee Room	Responses to House resolutions on Budget Vote of the Department and Draft Funding Model
31/10/2017 to 02/11/2017	Magdeline Resha Committee Room	Consideration of the Annual Report and Half Year Performance and Financial Oversight Report
24/11/2017	Magdeline Resha Committee Room	Consideration of the Half Year Performance and Financial Oversight Report

#### 8. SCOPA RESOLUTIONS

Resolution number	Subject	Details	Response by the department	Resolved Y/N
a)(1)	Irregular expenditure	The Head of Department must ensure that irregular expenditure does not occur in the future and that all instances of irregular expenditure are identified, reported and acted upon immediately.	All cases of irregular, fruitless and wasteful expenditure (IFW) are reported on a monthly basis to Provincial Treasury. Report are presented in each In-Year Monitoring meeting. Compliance committee meets on a monthly basis to ensure that cases of IFW expenditure are discussed and recommended to the accounting officer.	Y
a)(2)	Consequence management	Appropriate disciplinary steps must be taken against the officials responsible for IFW in terms of section 38(1)(h)(i)(ii) and (iii)	Letters of warning have been issued for some case of IWF expenditure, some were referred to the Compliance committee – awaiting finalisation and others were referred to Provincial Treasury and not yet finalised.	Y
b)	Capacitation of internal audit and audit committee	The Head of Department must take urgent steps to capacitate the Internal audit and the Audit Committee to be effective and efficient.	Dedicated audit committee was appointed in September 2017 with three members. The appointment of Chief Audit Executive is due to be finalised and the incumbent will commence work with effect from 2 <sup>nd</sup> Mary 2018.	Υ
c)	Adequate internal controls	The Department must ensure that there are adequate internal controls established to ensure that risks are identified during the year under review and addressed immediately.	The department has since September 2017 appointed independent Risk Management Committee. The department has both strategic risk register and operational risk register with critical risks identified and monitored.	Υ
d)	Capacitation of legal services unit	The Department must ensure that the legal service unit is capacitated through the appointment of qualified legal professionals.	The position of Director Legal services is in the final stages of recruitment. Candidate is expected to assume duties by June 2018.	Υ
e)	Accurate financial information	The Head of Department must ensure that accurate financial information is provided to the auditor in line with the provisions of section 40(3)(a) of the PFMA	The information provided to the AGSA and other monitoring bodies would be properly scrutinised to ensure fair presentation. This includes strengthening of the reporting of Interim Financial Statements.	Υ
f)	Prevention of irregular, fruitless and wasteful expenditure	The Head of Department must take proactive steps to prevent irregular, fruitless and wasteful expenditure and take appropriate actions against officials implicated.	Bid Committees were trained to ensure that they understand SCM regulations and processes. Awareness sessions were also conducted to sensitize employees on SCM	Υ
g)	Compliance with provisions of section	The Head of Department must fully comply with the	The department is continuously reviewing it	Υ

Resolution number	Subject	Details	Response by the department	Resolved Y/N
	38(1)(a)(iii) of PFMA	provisions of section 38(1)(a)(iii) of the PFMA and Treasury regulation 16A6.1 in all cases and apply consequence management where there is non-compliance	processes and is implementing an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and costeffective, in line with section 38(1)(a)(iii) of the PFMA	
h)	Disclosure of business interest by employees	The Head of Department to take appropriate actions against the employees of the department who failed to disclose their business interest during the year under review as required by Treasury regulation 16A8.4	A circular was developed and issued to all employees and an awareness was conducted. 210 out of 348 designated officials have disclosed. A compliance notice has been issued to ensure they comply by June and July 2018 respectively.	N
i)	Investigations performed by SIU	The Department was required to furnish the Committee with a comprehensive report on the status and progress made with regards to investigations performed by Special Investigating Unit, within 30 days.	The Committee was furnished with the report on SIU investigations as was attached as Annexure 3 of the report.	Y

#### 9. PRIOR MODIFICATIONS TO AUDIT REPORTS

During the year under review, the department developed the Audit Improvement Plan which was used as a tool to address and track progress on all findings raised in the Audit report. Internal Audit unit verified the progress made on each finding and confirmed if it has been addressed or not.

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Irregular Expenditure: Procurement: Awarding of Contracts - (Non-Compliance)	2015 - 2016	Enforcement of implementation of irregular Expenditure guidelines. Training of Committee members conducted during the year under review.
Limitation of Scope for Programme 3	2016 - 2017	Establishment of Registry at Service Offices

#### 10. INTERNAL CONTROL UNIT

The Department utilised the services of the Internal Control Unit to verify all transactions incurred. The Internal Control Unit focused on performing Pre-Audit function. This was to ensure that applicable rules and regulations are adhered to. This in turn assists the Department in working towards clean administration.

#### 11. INTERNAL AUDIT AND AUDIT COMMITTEES

#### **INTERNAL AUDIT**

#### KEY ACTIVITIES AND OBJECTIVES OF THE INTERNAL AUDIT

The objective of the Internal Audit is to provide management with independent, objective assurance and consulting services designed to add value and to continuously improve the operations of the department.

It should assist the department to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes. The unit conducts risk based, mandatory, governance audits as well as accommodate adhoc requests from management and audit committee to render any audit services.

#### SUMMARY OF AUDIT WORK PERFORMED

The unit compiled a risk based three year rolling and Annual Operational Plan which was approved by the Audit Committee for 2017/18 financial year. The Internal Audit Plan was implemented with a highlight of ICT Audit conducted on ICT Governance. Evaluation was done to assess implementation of recommendations of audit findings at certain intervals of the year.

#### **AUDIT COMMITTEE**

#### KEY ACTIVITIES AND OBJECTIVES OF THE AUDIT COMMITTEE

The Audit Committee is established as oversight body, providing independent oversight over governance, risk management and control processes.

- Monitor and review the effectiveness of the Internal Audit Function including approval of internal audit plans and any additional work to be performed by the internal audit unit.
- Consider whether AGSA's overall work plan, including planned levels of materiality, and proposed resources to execute the audit plan.
- Consider the Entity's risk management strategy and activities to ensure completeness and effectiveness of risk management processes;
- Review on a quarterly basis the department's progress towards achievement of its annual strategic objectives as well as the quality of the Quarterly Performance Reports, and report to the Accounting Officer instances of non-achievement or slow progress.

#### ATTENDANCE OF AUDIT COMMITTEE MEETINGS BY AUDIT COMMITTEE MEMBERS

Interim Audit Committee convened four (4) meetings from May to August 2017, sourced from Office of the Premier since expiry of contract for the previous committee. All new members attended the scheduled two meetings since appointment.

#### The table below discloses relevant information on the audit committee members:

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Mr. S.	BCom Rhodes	External		01 October	N/A	2
Mbalekwa	BCom Honours Masters			2017		
	in Business Leadership					
Ms. N Madiba	Diploma Human					2
	Resources					
	Advanced Taxation					
	Certificate					
	Post Graduate Financial					
	Management					
	BCom Accounting					
Mr. J. Emslie	CA, SA					2
	BCom Accounting					
	Post Graduate in					
	Accountancy					
Ms. G. Diutlweleng	BCom Accounting				01 April 2018	2

#### 12. REPORT OF THE AUDIT COMMITTEE

#### KEY ACTIVITIES AND OBJECTIVES OF THE INTERNAL AUDIT

To provide management with independent, objective assurance and consulting services designed to add value and to continuously improve the operations of the Department.

The Internal Audit Function must assist the Accounting Officer in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement.

#### • SPECIFY SUMMARY OF AUDIT WORK DONE

The unit was not functional during the last financial year due to high staff turnover and by virtue, there was no capacity to execute all approved audits for the year. Annual Financial Statements, Information and Technology reports were issued.

#### • KEY ACTIVITIES AND OBJECTIVES OF THE AUDIT COMMITTEE;

To provide structured systematic oversight of the organization's governance, risk management, and internal control practices. The committee monitors and reviews the effectiveness of the Internal Audit Function. The committee reviews the adequacy and effectiveness of the internal control systems on financial and non-financial performance of the departments.

#### • ATTENDANCE OF MEETINGS

Six meetings were scheduled in the last financial year and four of those meetings were attended by the Audit Committee members shared with the Office of the Premier. The new audit committee appointed on 01 October 2017 who then convened meetings in January and February 2018. All three members attended the meetings.

Name	Qualifications	Internal or external	If internal, position in the department	Date appointed	Date Resigned	No. of Meetings attended
Adv. Collen	B.com Honours (IT)	External				4
Weapond	LLB					
Mr Singa Ngqwala	B.compt Honours	External				4
Mr Kevin Pather	CA(SA)	External				4
Ms Thobeka	B.compt Honours	External				4
Njozela						
Mr. S. Mbalekwa	Bcom (Rhodes); Hons	External				2
	Bcom; MBL (Unisa);					
	Licentiate Bankers Diploma					
	(LIB S.A.)					
Mr. J. Emslie	BCom(Hons) CA(SA)	External				2
Ms. N. Madiba	Chartered Directorship	External				2
	(IoDSA)					
	MSc Financial					
	Management-Part 1 (Post					
	Graduate Diploma)					
	Hons BCompt					
	B. Com Accounting					
	Post Graduate Certificate:					
	Advanced Taxation					
	Diploma: Human					
	Resources Management					

#### AUDIT COMMITTEE RESPONSIBILITY

The Audit Committee reports that it has complied with the responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 3.1.13. The Committee has adopted an appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

#### THE EFFECTIVENESS OF INTERNAL CONTROL

No comprehensive reviews were done as per the scheduled Internal Audit work, which was based on the risk assessments conducted in the department revealed certain weaknesses, which were then raised with the Department, no assurance was given on the effectiveness of internal controls.

#### IN-YEAR MANAGEMENT AND MONTHLY/QUARTERLY REPORT

The Audit Committee has considered and noted the content and quality of the quarterly financial reports prepared and issued by the department during the year under review, in compliance with the statutory reporting framework and as is required by the PFMA.

#### EVALUATION OF FINANCIAL STATEMENTS

The Audit Committee has reviewed and discussed the financial statements for 2017/2018 financial year with management.

During the review process of the financial statements the committee:

- Enquired about debtors and debtor's management processes;
- Obtained reasonable explanations for variances between the financial statements, prior year figures and budgeted amounts;
- Reviewed any new or proposed legislation that may have an impact on policies, the financial statements and disclosure therein;
- Enquired from management about the completeness of the contingent liabilities including claims against the department;
- Made enquiries into the adequacy, reliability and completeness of Occupational Specific Dispensation figures included in the financial statements

The Audit Committee has reviewed and discussed the performance information for the 2017/2018 financial year with management and noted certain limitations relating to completeness of information submitted, quality of reports submitted and referencing.

#### AUDITOR GENERAL'S REPORT

The Committee has reviewed the department's implementation plan for audit issues raised in the prior year. The Committee is not satisfied with the management's attention to addressing these matters raised in the auditor's report.

#### CONCLUSION

We concur with and accept the opinion of the AGSA on the financial statements of the department for the year ended 31 March 2018.

#### APPRECIATION

The Committee expresses its sincere appreciation to the Honourable MEC, Accounting Officer, Management, Internal Audit, Provincial Treasury and the AGSA for their co-operation in enabling the Committee to execute and fulfil its responsibilities.

Mr. S. Mbalekwa

Chairperson of the Audit Committee Department of Social Development

Date: 15 August 2018

# PART D:

# HUMAN RESOURCE MANAGEMENT

#### 1. INTRODUCTION

The information contained in this part of the annual report has been prescribed by the Minister for the Public Service and Administration for all departments in the public service.

#### 2. OVERVIEW OF HUMAN RESOURCES

#### THE STATUS OF HUMAN RESOURCES IN THE DEPARTMENT.

The Cabinet of the Province resolved to establish a Provincial Co-ordinating and Monitoring Team (PCMT) for the purpose of monitoring the expenditure of provincial departments on the budget of Compensation of Employees. The Departmental Annual Recruitment plan is tabled for approval to the PCMT and all posts are presented to the PCMT for approval prior to advertisement by the central recruitment committee within the Office of the Premier. Departmental recruitment processes are followed and all appointments are authorised at Provincial Treasury. This contributes to delays in appointments since the departmental appointments are authorised according to a schedule determined by Provincial Treasury.

### WORKFORCE PLANNING AND KEY STRATEGIES TO ATTRACT AND RECRUIT A SKILLED AND CAPABLE WORKFORCE

A target recruitment and selection drive to attract high calibre, competent and skilled staff is in place. Competency Assessments were conducted for strategic positions in the Department. Recruitment was monitored and reported on monthly and quarterly basis. Personnel Suitability Check are conducted for all newly appointed employees.

The department has in the year under review managed to advertise and fill 99% of posts that are in the annual recruitment plan as approved by the Provincial Coordinating and Monitoring Team (PCMT) and subsequently filled such posts within the time frame including SMS posts.

The National Department of Social Development assisted the Department with conditional grant amounted to R41,649,198 to absorb one hundred and thirty (130) social work graduates who benefitted from Scholarship in 2017/18 financial year. On top of that the department took a decision to absorb twenty-one (21) Social Work graduates from the Provincial equitable share

The Department conducted Skills Development Needs Analysis which included competency framework development, Skills Audit & Skills Data Analysis related to Social Work, Community Development and Child & Youth Care Work Occupational Categories in the following districts Amatole, Chris Hani, Joe Gqabi, Nelson Mandela. The Department complied with the effectiveness and efficient implementation of Performance Management Development System and processing of performance incentives of all the qualifying employees.

#### **EMPLOYEE PERFORMANCE MANAGEMENT**

#### **Health and Productivity Management**

Imbizo Men's Wellness Event held at O.R Tambo. Raised awareness on the importance of donating blood. Blood donation drive was held at Provincial Office. The Provincial Office conducted home visits for employees on PILIR at 4 Districts. Educational Session was done by Office of the Premier on PILIR management on Wellness Staff and Condition of Service Staff. Consultation made with a Psychiatrist on an employee on incapacity leave done by Provincial Office.

#### SHERQ

Payment of Injury on Duty out was processed for out of pocket medical expenses for seven officials. Inspection of buildings in districts was conducted. Policy advocacy was conducted at Lady Grey Local Service Office and Barkley East Service Office.

#### **HIV & AIDS and TB Management**

Psychosocial wellness of employees – O.R. Tambo District Office facilitated a Trauma Debriefing session for ten (10) Social Work Services Staff. Two (2) referrals from Sarah Baartman and Provincial Office received. Financial management workshop conducted by Old Mutual at Alfred Nzo District.

Amathole, Joe Gqabi and O.R Tambo officials participated in the District Civil Servants Sports and Cultural Events Trial and 17 officials were selected for the Provincial Team twenty (20) employees from NMM District Office participated in Boot Camp conducted by Virgin Active. Policy Awareness Session was conducted at Lady Grey Local Service Office and Barkley East Service Office.

The Department had a total staff composition of four thousand four hundred and ninety (4 490) by the end of the financial year. The equity status at Senior Management levels was 48% female against 52% males. The disability status for the Department was 1,4% at the end of the financial year.

Human Resource Administration (HRA) reviewed the following policies which presented to the Departmental Policy Forum prior to presentation to Top management for endorsement:

- Recruitment and Selection Policy
- Overtime and working hours' policy
- Attraction and Retention Policy
- Resettlement Policy
- Acting Policy
- Secondment Policy
- Exit management policy

#### 3. HUMAN RESOURCES OVERSIGHT STATISTICS

#### 3.1. PERSONNEL RELATED EXPENDITURE

Table 3.1.1 Personnel expenditure by programme for the period 1 April 2017 and 31 March 2018

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a % of total expenditure	Average personnel cost per employee (R'000)
Administration	443 376	305 930	0	0	69	67.00
Social Welfare Services	731 161	405 805	0	0	55	89.00
Children and Families	287 912	208 459	0	0	72	46.00
Restorative Services	379 469	294 679	0	0	78	65.00
Development and Research	674 531	329 828	0	0	48	72.00
Total as on Financial Systems (BAS)	2 516 449	1 544 701	0	0	61	339.00

Table 3.1.2 Personnel costs by salary band for the period 1 April 2017 and 31 March 2018

Salary band	Personnel expenditure (R'000)	% of total personnel cost	No. of employees	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	6 623.00	0.4	43	154 023.00
Skilled (level 3-5)	285 838.00	18.5	1 248	468 737.00
Highly skilled production (levels 6-8)	785 711.00	51	2 325	705 067.00
Highly skilled supervision (levels 9-12)	402 528.00	27	632	1 100 373.00
Senior and Top management (levels 13-16)	55 684.00	3	54	3 183 133.00
Contract Other	4 675.00	0.1	74	65 878.00
Abnormal appointments	3 642.00	0.1	156	23 346.00
TOTAL	1 544 701.00	100	4 532	341 388.00

<u>Table 3.1.3 Salaries, Overtime, Home Owners Allowance and Medical Aid by programme for the period 1 April 2017 and 31 March 2018</u>

	Salar	Salaries		Overtime		Home Owners Allowance		Medical Aid	
Programme	Amount (R'000	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs	
Administration	263 997.00	79.90	1 848.00	0.60	9 983.00	3.10	13 437.00	4.20	
Social Welfare Services	279 329.00	78.80	145.00	0.00	12 921.00	3.80	19 811.00	5.90	
Children and Families	343 399.00	79.70	91.00	0.00	15 433.00	3.70	24 285.00	5.90	
Restorative Services	248 102.00	78.70	56.00	0.00	13 109.00	4.40	19 600.00	6.60	
Development and Research	174 952.00	78.10	36.00	0.00	8 901.00	4.10	14 494.00	6.70	
Total (BAS)	1 309 779.00	79.10	2 176.00	0.10	60 347.00	3.80	91 627.00	5.80	

<u>Table 3.1.4 Salaries, Overtime, Home Owners Allowance and Medical Aid by salary band for the period 1 April 2017 and 31 March 2018</u>

	Salaries		Ov	ertime	Home Owners Allowance		Medical Aid	
Salary band	Amount (R'000	Salaries as a % of personnel costs	Amount (R'000)	Overtime as a % of personnel costs	Amount (R'000)	HOA as a % of personnel costs	Amount (R'000)	Medical aid as a % of personnel costs
Skilled (level 1-2)	4 771.00	72.00	1.00	0.0	607.00	9.20	610.00	9.20
Skilled (level 3-5)	235 064.00	74.7	494.00	0.2	17 950.00	6.2	27 913.00	9.6
Highly skilled production (levels 6-8)	648 802.00	79.5	973.00	0.1	30 668.00	3.9	49 982.00	6.3
Highly skilled supervision (levels 9-12	362 226.00	80.9	670.00	0.2	9 328.00	2.2	12 659.00	3.0
Senior management (level 13-16)	50 433.00	81.1	11.00	0.0	1 808.00	2.9	558.00	0.9
Other	4 869	99.9	0	0	0	0	0	0
Abnormal Appointments	3 614	99.2	0	0	0	0	0	0
TOTAL	1 309 779	79.1	2 176.00	0.1	60 347	3.8	91 627.00	5.8

#### 3.2. EMPLOYMENT AND VACANCIES

Table 3.2.1 Employment and vacancies by programme as on 31 March 2018

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administration	732	667	8.9	152
Social Welfare Services	981	887	9.6	141
Children and Families	1 361	1 212	10.9	202
Restorative Services	983	946	3.8	151
Development and Research	793	696	12.2	81
TOTAL	4 850	4 408	9.1	727

Table 3.2.2 Employment and vacancies by salary band as on 31 March 2018

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Lower skilled (1-2)	44	43	2.3	7
Skilled(3-5)	1 536	1 264	17.7	182
Highly skilled production (6-8)	2 450	2 341	4.5	387
Highly skilled supervision (9-12)	684	632	7.6	146
Senior management (13-16)	62	54	13.1	5
Other	74	74	0	0
TOTAL	4 850	4 408	9.1	727

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2018

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Lower skilled (1-2)	44	43	2.3	7
Skilled(3-5)	1 536	1 264	17.7	182
Highly skilled production (6-8)	2 450	2 341	4.5	387
Highly skilled supervision (9-12)	684	632	7.6	146
Senior management (13-16)	62	54	13.1	5
Other	74	74	0	0
TOTAL	4 850	4 408	9.1	727

Table 3.2.3 Employment and vacancies by critical occupations as on 31 March 2018

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Administrative Related	126	111	11.9	25
Auxiliary And Related Workers	265	253	4.5	60
Bus And Heavy Vehicle Drivers	1	1	0	0
Cleaners	68	66	2.9	21
Client Inform Clerks	4	4	0	3
Communication And Information	22	22	0	8
Community Development Workers	690	609	11.7	57
Conservation Labourers	1	1	0	0
Finance And Economics Related	12	12	0	3
Financial And Related Professionals	52	43	17.3	8
Financial Clerks And Credit	69	68	1.4	14
Food Services Aids And Waiters	12	12	0	1
Handcraft Instructors	4	4	0	1
Head Of Department/Chief Executive Officer	2	1	50	0
Health Sciences Related	7	7	0	0
Household And Laundry Workers	12	11	8.3	1
Housekeepers Laundry	5	5	0	1
Human Resources & Organisat Developm	12	9	25	2
Human Resources Clerks	45	44	2.2	16
Human Resources Related	38	30	21.1	8
Information Technology	69	68	1.4	28
Library Mail	31	27	12.9	6
Light Vehicle Drivers	13	10	23.10	1
Logistical Support	84	77	8.3	18
Material-Recording And Transport	18	18	0	8
Messengers	14	14	0	6
Nursing Assistants	7	6	14.3	0
Occupational Therapy	2	2	0	1
Other Administrat & Related Clerks	181	152	16	41

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy Rate	Number of employees additional to the establishment
Other Administrative Policy And Related Officers	42	40	4.8	17
Other Information Technology Personnel	22	20	9.1	3
Other Occupations	4	4	0	1
Probation Workers	356	201	43.5	4
Professional Nurse	6	6	0	4
Psychologists And Vocational Counsellors	1	1	0	0
Risk Management And Security	4	4	0	0
Secretaries	97	91	6.2	18
Security Guards	38	38	0	38
Senior Managers	31	30	3.2	3
Social Sciences Related	47	46	2.1	12
Social Sciences Supplementary Workers	191	186	2.6	1
Social Work And Related	2 133	2 042	4.3	283
Staff Nurses And Pupil Nurses	6	6	0	0
Trade/Industry Advisers & Other Related Profession	5	5	0	5
Youth Workers	1	1	0	0
TOTAL	4 850	4 408	9.1	727

#### 3.3. FILLING OF SMS POSTS

Table 3.3.1 SMS post information as on 31 March 2018

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of	1	1	100	0	0
Department					
Salary Level 15	1	0	0	1	100
Salary Level 14	10	9	90	1	10
Salary Level 13	40	34	85	6	15
TOTAL	52	44	84.6	8	15.4

Table 3.3.2 SMS post information as on 30 September 2017

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/ Head of Department	1	0	0	1	100
Salary Level 15	1	1	100	0	0
Salary Level 14	7	6	85.7	1	14.3
Salary Level 13	39	33	84.6	6	15.4
TOTAL	48	40	83.3	8	16.7

Table 3.3.3 Advertising and filling of SMS posts for the period 1 April 2017 and 31 March 2018

SMS Level	Total number of funded SMS posts	Total number of SMS posts filled	% of SMS posts filled	Total number of SMS posts vacant	% of SMS posts vacant
Director-General/	1	1	100	0	0
Head of					
Department					
Salary Level 15	1	0	0	1	100
Salary Level 14	10	2	20	1	10
Salary Level 13	40	3	7.5	6	32.5
TOTAL	52	6	11.5	8	28.8

<u>Table 3.3.4 Reasons for not having complied with the filling of funded vacant SMS - Advertised</u> <u>within 6 months and filled within 12 months after becoming vacant for the period 1 April 2017 and 31</u> <u>March 2018</u>

Reasons for vacancies not advertised within six months

N/A

Reasons for vacancies not filled within six months
N/A

## Table 3.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 1 April 2017 and 31 March 2018

Reasons for vacancies not advertised within six months

N/A

Reasons for vacancies not filled within six months
N/A

#### 3.4 **JOB EVALUATION**

Table 3.4.1 Job Evaluation by Salary band for the period 1 April 2017 and 31 March 2018

	Number of		% of	Posts l	Jpgraded	Posts do	owngraded
Salary band	posts on approved establishment	Number of Jobs Evaluated	posts evaluated by salary bands	Number	% of posts evaluated	Number	% of posts evaluated
Lower Skilled	44	0	0	0	0	0	0
(Levels1-2)							
Skilled (Levels 3-5)	1536	0	0	0	0	0	0
Highly skilled	2451	0	0	0	0	0	0
production (Levels							
6-8)							
Highly skilled	684	0	0	0	0	0	0
supervision							
(Levels 9-12)							
Senior Management	50	0	0	0	0	0	0
Service Band A							
Senior Management	9	0	0	0	0	0	0
Service Band B							
Senior Management	2	0	0	0	0	0	0
Service Band C							
Senior Management	1	0	0	0	0	0	0
Service Band D							
Other	74	0	0	0	0	0	0
TOTAL	4580	0	0	0	0	0	0

<u>Table 3.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 1 April 2017 and 31 March 2018</u>

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
TOTAL	0	0	0	0	0

Employees with a disability	0
year a sacramy	

<u>Table 3.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 1 April 2017 and 31 March 2018</u>

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation		
0	0	0	0	0		
0	0	0	0	0		
0	0	0	0	0		
0	0	0	0	0		
Total number of employ evaluation						
PERCENTAGE OF TOTA	PERCENTAGE OF TOTAL EMPLOYED					

<u>Table 3.4.4 Profile of employees who have salary levels higher than those determined by job</u> evaluation for the period 1 April 2017 and 31 March 2018

Gender	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
TOTAL	0	0	0	0	0

Employees with a disability	0	0	0	0	0

Total number of Employees whose salaries exceeded the grades determine by job	None
evaluation	

#### 3.5 <u>EMPLOYMENT CHANGES</u>

Table 3.5.1 Annual turnover rates by salary band for the period 1 April 2017 and 31 March 2018

Salary band	Number of employees at beginning of period-1 April 2017	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled ( Levels 1-2)	66	0	0	0
Skilled (Levels3-5)	1 293	39	41	3.2
Highly skilled production (Levels 6-8)	2 211	216	45	2
Highly skilled supervision (Levels 9-12)	583	8	37	6.4
Senior Management Service Bands A	37	1	2	5.4
Senior Management Service Bands B	8	3	2	14.3
Senior Management Service Bands C	1	0	1	100
Senior Management Service Bands D	2	1	1	50
Other Permanent	289	78	361	124.90
TOTAL	4 490	346	490	10.9

<u>Table 3.5.2 Annual turnover rates by critical occupation for the period 1 April 2017 and 31 March</u> 2018

Critical occupation	Number of employees at beginning of period-1 April 2017	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administrative Related				7.7
Permanent	117	1	9	
Auxiliary And Related Workers				4.6
Permanent	262	4	12	
Bus And Heavy Vehicle Drivers				0
Permanent	1	0	0	
Cleaners In Offices Workshops				5.8
Hospitals Etc. Permanent	69	0	4	

Critical occupation	Number of employees at beginning of period-1 April 2017	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Client Inform Clerks(Switchb	,	0	0	0
Recept Inform Clerks) Permanent Communication And Information	4	0	0	0
Related Permanent	22	0	0	_
Community Development Workers Permanent	754	39	207	27.5
Computer System Designers And	1	0	0	0
Analysts. Permanent Conservation Labourers			-	0
Permanent Finance And Economics Related	1	0	0	0
Permanent	12	0	0	U
Financial And Related Professionals Permanent	45	0	2	4.4
Financial Clerks And Credit				1.4
Controllers Permanent Food Services Aids And Waiters	69	3	1	20
Permanent	15	0	3	20
Handcraft Instructors Permanent	4	0	0	0
Head Of Department/Chief Executive Officer Permanent	2	1	2	100
Health Sciences Related				0
Permanent Household And Laundry Workers	7	0	0	8.3
Permanent	12	0	1	0.0
Housekeepers Laundry And Related Workers Permanent	5	0	0	0
Human Resources & Organisational Development & Relate Prof Permanent	8	1	0	0
Human Resources Clerks			-	2.1
Permanent Human Resources Related	47	0	1	21.6
Permanent	37	1	8	
Information Technology Related Permanent	70	2	2	2.9
Library Mail And Related Clerks Permanent	24	5	1	4.2
Light Vehicle Drivers Permanent	11	0	1	9.1
Logistical Support Personnel Permanent	72	6	2	2.8
Material-Recording And Transport				5.6
Clerks Permanent Messengers Porters And	18	0	1	7.7
Deliverers Permanent	13	2	1	
Nursing Assistants Permanent	7	0	1	14.3
Occupational Therapy Permanent	2	0	0	0
Other Administrat & Related Clerks And Organisers Permanent	222	56	172	77.5
Other Administrative Policy And Related Officers Permanent	41	0	1	2.4
Other Information Technology Personnel. Permanent	19	1	2	10.5
Other Occupations Permanent	4	0	0	0
Probation Workers Permanent	201	1	1	0.5
Professional Nurse Permanent	6	0	0	0
Psychologists And Vocational Counsellors Permanent	1	0	0	0

Critical occupation	Number of employees at beginning of period-1 April 2017	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Risk Management And Security Services Permanent	4	0	0	0
Secretaries & Other Keyboard Operating Clerks Permanent	94	4	3	3.2
Security Guards Permanent	40	0	2	5
Senior Managers Permanent	26	4	3	11.5
Social Sciences Related Permanent	48	0	3	6.3
Social Sciences Supplementary Workers Permanent	192	4	7	3.6
Social Work And Related Professionals Permanent	1869	211	37	2
Staff Nurses And Pupil Nurses Permanent	6	0	0	0
Trade/Industry Advisers & Other Related Profession Permanent	5	0	0	0
Youth Workers Permanent	1	0	0	0
TOTAL	4490	346	490	10.9

Table 3.5.3 Reasons why staff left the department for the period 1 April 2017 and 31 March 2018

Termination Type	Number	% of Total Resignations
Death	26	5.3
Resignation	76	15.5
Expiry of contract	347	70.8
Dismissal – operational changes	0	0
Dismissal – misconduct	8	1.6
Dismissal – inefficiency	0	0
Discharged due to ill-health	5	1
Retirement	28	5.7
Transfer to other Public Service Departments	0	0
Other	0	0
TOTAL	490	100
Total number of employees who left as a % of total employment		11.1

Table 3.5.4 Promotions by critical occupation for the period 1 April 2017 and 31 March 2018

Occupation	Employees 1 April 2017	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Administrative Related	117	4	3.4	83	70.9
Auxiliary And Related Workers	262	1	0.4	99	37.8
Bus And Heavy Vehicle Drivers	1	0	0	0	0
Cleaners In Offices Workshops Hospitals Etc.	69	0	0	51	73.9
Client Inform Clerks(Switchboard Reception Inform Clerks)	4	0	0	3	75
Communication And Information Related	22	0	0	18	81.8
Community Development Workers	754	5	0.	155	20.6
Computer System Designers And Analysts.	1	0	0	0	0
Conservation Labourers	1	0	0	1	100
Finance And Economics Related	12	1	8.3	1	83.3
Financial And Related Professionals	45	3	6.7	40	88.9
Financial Clerks And Credit Controllers	69.00	0	0	50	72.5
Food Services Aids And Waiters	15.00	0	0	10	66.7
Handcraft Instructors Head Of Department/Chief Executive Officer	2.00	0	0	0	0
Health Sciences Related	7.00	0	0		14.3
Household And Laundry Workers	12.00	0	0	8	66.7
Housekeepers Laundry And Related Workers	5.00	0	0	5	100
Human Resources & Organisational Development & Relate Prof	8.00	1	12.5	4	50
Human Resources Clerks	47.00	0	0	37	78.7
Human Resources Related	37.00	0	0	23	62.2
Information Technology Related	70.00	1	1.4	59	84.3

Occupation	Employees 1 April 2017	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progression as a % of employees by occupation
Library Mail And	24.00	0	0	19	79.2
Related Clerks					
Light Vehicle Drivers	11.00	0	0	10	90.9
Logistical Support	72.00	2	2.8	56	77.8
Personnel					
Material-Recording	18.00	0	0	1	77.8
And Transport Clerks					
Messengers Porters	13.00	0	0	12	92.3
And Deliverers					
Nursing Assistants	7.00	0	0	4	57.1
Occupational Therapy	2.00	0	0	1	50
Other Administrative	222.00	1	0.5	79	35.6
& Related Clerks And					
Organisers					
Other Administrative	41.00	0	0	27	65.9
Policy And Related					
Officers		_			
Other Information	19.00	2	10.5	11	57.9
Technology					
Personnel.	4.00				
Other Occupations	4.00	0	0	2	50
Probation Workers	201.00	4	2	115	57.2
Professional Nurse	6.00	0	0	3	50
Psychologists And	1.00	0	0	0	0
Vocational					
Counsellors	4.00	0	0		400
Risk Management And Security Services	4.00	0	0		100
Secretaries & Other Keyboard Operating	94.00	1	1.1	7	84
Clerks	40.00				
Security Guards	40.00	0	0		0
Senior Managers	26.00	1	3.8	20	76.9
Social Sciences	48.00	1	2.1	14	29.2
Related	400.00			400	05.0
Social Sciences	192.00	0	0	126	65.6
Supplementary Workers					
Social Work And	1 869.00	17	0.9	696	37.2
Related Professionals	1 009.00	''	0.9	090	31.2
Staff Nurses And	6.00	0	0	1.00	16.7
Pupil Nurses	0.00			1.00	10.7
Trade/Industry	5	0	0		100
Advisers & Other					100
Related Profession					
Youth Workers	1	0		1	100
TOTAL	4 490	45	1	1 960	43

Table 3.5.5 Promotions by salary band for the period 1 April 2017 and 31 March 2018

Salary Band	Employees 1 April 2017	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progression as a % of employees by salary bands
Lower skilled ( Levels 1-2)	66	0	0	28	42.4
Skilled (Levels3-5)	1 293	1	0.1	663	51.3
Highly skilled production (Levels 6-8)	2 211	16	0.7	954	43.1
Highly skilled supervision (Levels 9-12)	583	27	4.6	283	58.5
Senior Management (Level 13-16)	48	1	2.1	32	66.7
Other	289	0	0	0	0
TOTAL	4 490	45	1	1 960	43.7

#### 3.6 EMPLOYMENT EQUITY

<u>Table 3.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2018</u>

Occupational		Male				Fema	le		Total
category	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	15	0	0	1	14	1	1	0	32
Professionals	700	16	2	4	2266	91	3	34	3116
Technicians and associate professionals	221	18	0	3	392	31	2	8	675
Clerks	93	4	0	1	285	14	1	6	404
Service and sales workers	28	0	0	0	28	1	0	2	59
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	3	0	0	0	1	0	0	0	4
Plant and machine operators and assemblers	10	1	0	0	0	0	0	0	11
Elementary occupations	0	0	0	0	0	0	0	0	0
Labourers and related workers	50	1	1	1	53	1	0	0	107
TOTAL	1120	40	3	10	3041	139	7	50	4408
Employees with disabilities	22	1	1	1	34	2	0	3	64

<u>Table 3.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2018</u>

Occupational		Male				Femal	е		Total
band	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	4	0	1	0	3	0	1	0	9
Senior Management	17	0	0	1	15	1	0	0	34
Professionally qualified and experienced specialists and mid-management	115	6	1	3	269	23	0	19	436
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	526	20	0	5	1894	77	6	28	2556
Semi-skilled and discretionary decision making	439	14	1	1	834	38	0	3	1330
Unskilled and defined decision making	19	0	0	0	24	0	0	0	43
TOTAL	1120	40	3	10	3040	139	7	50	4408

Table 3.6.3 Recruitment for the period 1 April 2017 to 31 March 2018

Occupational		Male				Femal	е		Total
category	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management, Permanent	3	0	0	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid- management, Permanent	3	0	0	0	3	0	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	51	1	0	0	154	8	0	2	216
Semi-skilled and discretionary decision making, Permanent	11	2	0	0	24	2	0	0	39
Not Available, Permanent	25	0	0	0	53	0	0	0	78
Contract (Top Management), Permanent	0	0	0	0	1	0	0	0	1
Contract (Senior Management), Permanent	0	0	0	0	1	0	0	0	1
Contract (Professionally qualified), Permanent	0	0	0	0	2	0	0	0	2
TOTAL	93	3	0	0	238	10	0	2	346
Employees with disabilities	2	0	0	0	6	1	0	0	9

Table 3.6.4 Promotions for the period 1 April 2017 to 31 March 2018

Occupational band		Male			Female				Total
Occupational band	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top Management	0	0	0	0	1	0	0	0	1
Senior Management	13	0	1	0	16	1	1	0	32
Professionally	80	8	1	1	192	17	2	9	310
qualified and									
experienced									
specialists and mid-									
management									
Skilled technical and	198	4	0	3	716	34	5	10	970
academically									
qualified workers,									
junior management,									
supervisors, foreman									
and superintendents									
Semi-skilled and	213	9	0	1	416	24	0	1	664
discretionary									
decision making									
Unskilled and	14	0	0	0	14	0	0	0	28
defined decision									
making									
TOTAL	518	21	2	5	1 355	76	8	20	2 005
Employees with disabilities	11	1	1	0	17	1	0	0	31

Table 3.6.5 Terminations for the period 1 April 2017 to 31 March 2018

O		Male				Femal	le		
Occupational band	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top Management	1	0	0	0	1	0	0	0	2
Senior Management	2	0	0	0	2	0	0	0	4
Professionally qualified	13	1	0	2	19	1	0	1	37
and experienced									
specialists and mid-									
management									
Skilled technical and	12	0	0	0	29	1	1	2	45
academically qualified									
workers, junior									
management,									
supervisors, foreman									
and superintendents									
Semi-skilled and	17	1	0	0	19	3	0	1	41
discretionary decision									
making									
Unskilled and defined	102	3	0	0	255	1	0	0	361
decision making									
TOTAL	147	5	0	2	325	6	1	4	490
Employees with	5	0	0	0	4	0	0	1	10
Disabilities									

Table 3.6.6 Disciplinary action for the period 1 April 2017 to 31 March 2018

Disciplinary		Male					Total		
action	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Dismissal	5	-	-		1	-	-	-	6
Suspension without	2	-	-		18	-	-	-	20
pay									
Final written	3	-	-		22	-	-	-	25
warning									
TOTAL	10	-	-		41	-	-	-	51

Table 3.6.7 Skills development for the period 1 April 2017 to 31 March 2018

Occupational		Male				Fema	le		Total
category	African	Coloured	Indian	White	African	Coloured	Indian	White	TOtal
Legislators, senior officials and managers	17	4	0	0	300	6	3	2	332
Professionals	385	18	0	1	710	56	2	0	1172
Technicians and associate professionals	7	1	0	0	53	1	0	0	62
Clerks	119	10	0	0	243	17	1	0	390
Service and sales workers	62	3	0	0	89	6	0	0	160
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0
TOTAL	590	36	0	1	1395	86	6	2	2118
Employees with disabilities	1	0	0	0	0	0	0	1	2

#### 3.7 SIGNING OF PERFORMANCE AGREEMENTS BY SMS MEMBERS

Table 3.7.1 Signing of Performance Agreements by SMS members as on 31 May 2018

SMS Level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as % of total number of SMS members
Director-General/	1	0	0	0%
Head of				
Department				
Salary Level 15	1	1	1	100%
Salary Level 14	10	8	6	75%
Salary Level 13	40	33	29	87.9%
TOTAL	52	43	36	83.7%

<u>Table 3.7.2 Reasons for not having concluded Performance agreements for all SMS members as on 31 March 2018</u>

Reasons
The Department had no permanent HOD.
One (1) Level 14 Official left the Department and One (1) Level 14 Official did not comply
One (1) Level 13 Official was on Suspension and Three (3) Level 13 Officials did not comply

<u>Table 3.7.3 Disciplinary steps taken against SMS members for not having concluded Performance</u> agreements as on 31 March 2018

Reasons
Non-compliance letter was written to the One (1) Level 14 Official who did not comply.
Non-compliance letter was written to the Three (3) Level 13 Officials who did not comply.

#### 3.8 PERFORMANCE REWARDS

<u>Table 3.8.1 Performance Rewards by race, gender and disability for the period 1 April 2017 to 31 March 2018</u>

		Beneficiary Profile	;	Cost		
Race and Gender	Number of beneficiaries	Number of employees	% of total within group	Cost (R'000)	Average cost per employee	
African Female	834	3 005	27.8	13 243.64	15 880.00	
African Male	297	1 098	27	4 294.16	14 458.00	
Asian Female	5	7	71.4	76.03	15 207.00	
Asian Male	1	2	50	29.05	29 051.00	
Coloured Female	52	137	38	870.50	16 740.00	
Coloured Male	12	39	30.8	195.37	16 280.00	
Total Black Females	891	3 149	28.3	14 190.18	15 926.00	
Total Black Males	310	1 139	27.2	4 518.57	14 576.00	
White Female	23	47	48.9	525.01	22 826.00	
White Male	3	9	33.3	65.89	21 965.00	
Employees with a disability	22	64	34.4	452.38	20 563.00	
TOTAL	1 249	4 408	28.3	19 752.03	15 815.00	

<u>Table 3.8.2 Performance Rewards by salary band for personnel below Senior Management Service</u> for the period 1 April 2017 to 31 March 2018

	Beneficiary Profile Cost			Total cost as		
Salary band	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	a % of the total personnel expenditure
Lower Skilled (Levels 1-2)	18	43	41.90%	R102.82	R 5 350	1.92%
Skilled (level 3-5)	305	1255	24.30%	R2 649.46	R 1 1865	22.33%
Highly skilled production (level 6-8)	625	2344	26.66%	R9 016.10	R 2 0216	44.59%
Highly skilled supervision (level 9-12)	301	642	46.88%	R8 017.34	R 4 8156	16.64%
TOTAL	1 249	4 358	28.70%	R19 752.03	R15 815	80.06%

<u>Table 3.8.3 Performance Rewards by critical occupation for the period 1 April 2017 to 31 March 2018</u>

		Beneficiary Profil	Cost		
Critical occupation	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Financial Clerks And Credit Controllers	19	68	27.9	241.97	12 735
Handcraft Instructors	0	4	0	0.00	0.00
Human Resources Clerks	25	44	56.8	388.07	15 523
Household And Laundry Workers	6	11	54.5	37.30	6 217
Human Resources & Organisat Developm & Relate Prof	0	9	0	0.00	0.00
Messengers Porters And Deliverers	8	14	57.1	61.90	7 737
Risk Management And Security Services	1	4	25	21.27	21 275
Social Sciences Related	2	46	53.3	671.93	27 997
Logistical Support Personnel	38	77	49.4	547.09	14 397
Finance And Economics Related	7	12	58.3	128.03	18 290
Other Administrat & Related Clerks And Organisers	51	152	33.6	772.54	15 148
Housekeepers Laundry And Related Workers	3	5	60	22.82	7 606
Auxiliary And Related Workers	44	253	17.4	381.82	8 678
Other Occupations	0	4	0	0.00	0.00
Financial And Related Professionals	16	43	37.2	316.49	19 781
Probation Workers	44	201	21.	487.29	11 075
Occupational Therapy	0	2	0	0.00	0.00
Social Sciences	59	186	31.7	524.34	8 887

		Beneficiary Profil	Cost		
Critical occupation	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Supplementary Workers					
Administrative Related	41	111	36.	1 073.06	26 172
Communication And	9	22	40.9	129.67	14 408
Information Related					
Secretaries & Other	46	91	50.	557.31	12 116
Keyboard Operating					
Clerks	0.4	20	00.4	1.10.50	0.400
Cleaners In Offices	24	66	36.4	148.56	6 190
Workshops Hospitals Etc.	4.4	07	5.4	4.44.40	10.100
Library Mail And Related	14	27	51.	141.40	10 100
Clerks Human Resources	11	30	36.	263.40	23 945
Related	11	30	36.	203.40	23 943
Trade/Industry Advisers &	5	5	100	49.61	9 922
Other Related Profession	5	5	100	49.01	9 922
Head Of	0	1	0	0.00	0.00
Department/Chief		'	0	0.00	0.00
Executive Officer					
Social Work And Related	507	2 042	24.9	8 892.82	17 540
Professionals	007	20.2	21.0	0 002.02	
Material-Recording And	7	18	38.9	103.58	14 797
Transport Clerks			00.0		
Youth Workers	0	1	0.	0.00	0.00
Psychologists And	0	1	0	0.00	0.00
Vocational Counsellors					
Other Administrative	22	40	55	410.34	18 652
Policy And Related					
Officers					
Professional Nurse	3	6	50	70.47	23 490
Bus And Heavy Vehicle	1	1	100	8.39	8 391
Drivers					
Senior Managers	1	30	3.3	13.06	13 055
Client Inform	1	4	25	7.02	7 018
Clerks(Switchb Recept					
Inform Clerks)					1
Other Information	6	20	30	145.62	24 270
Technology Personnel.	4	10	40	24.44	7.054
Light Vehicle Drivers	4	10	40	31.41	7 851
Security Guards	0	38 7	0	0.00	0.00
Health Sciences Related	5		14.3	14.75	14 749
Food Services Aids And Waiters	5	12	41.7	33.20	6 639
Nursing Assistants	2	6	33.3	20.30	10 150
Conservation Labourers	0	1	0	0.00	0.00
Community Development	156	609	25.6	2 360.91	15 135
Workers	130	009	23.0	2 300.81	10 100
Information Technology	37	68	54.4	665.85	17 996
Related	"			000.00	17 000
Staff Nurses And Pupil	1	6	16.7	8.43	8 434
Nurses				0.10	
TOTAL	1 249	4 408	28.3	19 752.03	15 815.00

The difference in table 3.8.1, 3.8.2, 3.8.3 and Annual Financial Statements is due to payments for 10% once off bonus for improved qualifications.

<u>Table 3.8.4 Performance related rewards (cash bonus), by salary band for Senior Management Service for the period 1 April 2017 to 31 March 2018</u>

	В	eneficiary Prof	ile	Cost		
Salary band	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
Band A	0	33	0	R0	R0	R0
Band B	0	8	0	R0	R0	R0
Band C	0	1	0	R0	R0	R0
Band D	0	1	0	R0	R0	R0
TOTAL	0	43	0	R0	R0	R0

#### 3.9 FOREIGN WORKERS

Table 3.9.1 Foreign workers by salary band for the period 1 April 2017 and 31 March 2018

Salary band	01 April	2017	31 Marc	h 2018	Change	
Salary Dariu	Number	% of total	Number	% of total	Number	% Change
Lower skilled	0	0	0	0	0	0
Highly skilled production (Lev. 6-8)	4	0.2	4	0.2	0	0
Highly skilled supervision (Lev. 9-12)	2	0.3	2	0.3	0	0
Contract (level 9-12)	0	0	0	0	0	0
Contract (level 13-16)	0	0	0	0	0	0
TOTAL	6	0.2	6	0.2	0	0

Table 3.9.2 Foreign workers by major occupation for the period 1 April 2017 and 31 March 2018

Major	01 April 2017		31 March	2018	Change	
occupation	Number	% of total	Number	% of total	Number	% Change
Professionals & Managers	6	0.2	6	0.2	0	0
TOTAL	6	0.2	6	0.2	0	0

#### 3.10 LEAVE UTILISATION

Table 3.10.1 Sick leave for the period 1 January 2017 to 31 December 2018

Salary band	Total days	% Days with Medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Contract Other	149	65.8	42	1.2	4	28.00
Highly skilled production (Levels 6-8)	14 181	77.4	1 810	53	8	17 696.00
Highly skilled supervision (Levels 9-12)	3 481	77.6	467	13.7	7	8 002.00
Lower skilled (Levels 1-2)	356	74.7	46	1.3	8	172.00
Senior management (Levels 13-16)	107	87.9	19	0.6	6	400.00
Skilled (Levels 3-5)	7 913	76.1	1 032	30.2	8	6 098.00
TOTAL	26 187	77	3 416	100	8	32 397.00

Table 3.10.2 Disability leave (temporary and permanent) for the period 1 January 2017 to 31 December 2018

Salary band	Total days	% Days with Medical certification	Number of Employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	16	100	2	1.9	8	9.00
Skilled (Levels 3-5)	1 463	100	28	27.2	52	1 082.00
Highly skilled production (Levels 6-8)	2 213	100	55	53.4	40	2 869.00
Highly skilled supervision (Levels 9-12)	1 623	100	18	17.5	90	3 623.00
Senior management (Levels 13-16)	0	100	0	0	0	0
TOTAL	5 315	100	103	100	52	7 583.00

Table 3.10.3 Annual Leave for the period 1 January 2017 to 31 December 2018

Salary band	Total days taken	Number of Employees using annual leave	Average per employee
Contract (Levels 13-16)	4	1	4
Contract (Levels 9-12)	3	1	3
Contract Other	970	123	8
Highly skilled production	41 994	2 268	19
(Levels 6-8)			
Highly skilled supervision	13 601	640	21
(Levels 9-12)			
Lower skilled (Levels 1-2)	980	53	18
Senior management	715	50	14
(Levels 13-16)			
Skilled (Levels 3-5)	25 078	1 265	20
TOTAL	83 345	4 401	19

Table 3.10.4 Capped leave for the period 1 January 2017 to 31 December 2018

Salary band	Total days of capped leave taken	Number of Employees using capped leave	Average number of days taken per employee	Average capped leave per employee as on 31 March 2018
Contract (Levels 13-16)	0	0	0	0
Contract (Levels 3-5)	0	0	0	0
Contract (Levels 6-8)	0	0	0	0
Contract (Levels 9-12)	0	0	0	0
Contract Other	0	0	0	0
Highly skilled production (Levels 6-8)	74	13	6	62
Highly skilled supervision (Levels 9-12)	28	9	3	52
Lower skilled	0	0	0	17
(Levels 1-2)				
Senior management (Levels 13-16)	9	2	5	77
Skilled (Levels 3-5)	7	2	4	54
TOTAL	118	26	5	56

Table 3.10.5 Leave payouts for the period 1 April 2017 and 31 March 2018

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave payout for 2017/18 due to non-utilisation of leave for the previous cycle			
Capped leave payouts on termination of service for 2017/18	4 107.00	37	111 000.00
Current leave payout on termination of service for 2017/18	248.00	6	41 333.00
TOTAL	4 354.00	43	101 56

#### 3.11 <u>HIV/AIDS & HEALTH PROMOTION PROGRAMMES</u>

Table 3.11.1 Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
Nurses, Child Care Workers and Social Workers	Provision of protective clothing, masks and gloves.
	Conduct education and awareness sessions.

<u>Table 3.11.2 Details of Health Promotion and HIV/AIDS Programmes (tick the applicable boxes and provide the required information)</u>

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	Yes		Acting Director: Employee Relations
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well-being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	Yes		There are currently five officials employed under the programme. Deputy Director- N, Javu (Ms) Assistant Director - N, Gaxa (Mr) Admin Officers – Miss S Bongwana, Miss T Andries and Miss N Charlie Budget was R 247771.00
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	Yes		Promote psychosocial wellness of Employees – The unit provides debriefing sessions, stress management sessions for employees. Assistance is also provided for employees that are referred to the programme.  Promote work life balance – Financial Management and Debt Counselling Sessions are held for employees Spiritual Wellness and Physical Wellness Sessions are conducted as well.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.		No	-
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	Yes		HIV & AIDS and TB Management Policy under review.  Employment Equity Act 55 of 1998 Public Service Act of 1994  Basic Conditions of Employment Act 75 of 1997  Labour Relations Act 66 of 1995
	Voc		Occupational Health and Safety Act 85 of 1993
6. Has the department introduced measures to protect HIV-	Yes		HIV & AIDS and TB Management

Question	Yes	No	Details, if yes
positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.			Policy is in place.  Prevention – Messages about prevention conveyed to employees
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	Yes		Number of officials screened for HCT, HIV counselling and testing
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	Yes		Circulation of male and female condoms  Conducted health screenings by GEMS
			Posters on nutrition

#### 3.12 **LABOUR RELATIONS**

Table 3.12.1 Collective agreements for the period 1 April 2017 and 31 March 2018

Subject matter	Date
Resolution 1 – Amendment of the Constitution of the PHSDSBC	11 May 2017
Resolution 3 – Amendment of the Constitution of the PHSDSBC	21 June 2017
Resolution 4 – Agreement on the Payment of a Special Allowance and Danger Allowance to Forensic Pathology Officers	29 June 2017
Resolution 2 – Framework Agreement on Payment of Rural Allowance and Amendment of the Occupation Specific Dispensation for Social Service Professionals and Occupations	01 June 2017

## <u>Table 3.12.2 Misconduct and disciplinary hearings finalised for the period 1 April 2017 and 31 March 2018</u>

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0
Verbal warning	0	0
Written warning	0	0
Final written warning	25	49%
Suspended without pay	19	37%
Fine	0	0
Demotion	0	0
Dismissal	6	12%
Not guilty	0	0
Case withdrawn	1	2%
TOTAL	51	100%

#### **Notes**

Total number of Disciplinary hearings finalised 50
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<u>Table 3.12.3 Types of misconduct addressed at disciplinary hearings for the period 1 April 2017 and 31 March 2018</u>

Type of misconduct	Number	% of total
Assault	9	11%
Absenteeism	6	7%
Emotional and sexual abuse	1	1%
Damage or loss of state property	25	30%
Fraud	7	8%
Possession and wrongful use of government vehicle	1	1%
Participation on unprotected industrial strike action	10	12%
Gross Insubordination	23	28%
Dishonesty	2	2%
TOTAL	84	100%

#### Table 3.12.4 Grievances logged for the period 1 April 2017 and 31 March 2018

Grievances	Number	% of Total
Number of grievances resolved	23	41%
Number of grievances not resolved	33	59%
TOTAL NUMBER OF GRIEVANCES LODGED	56	100%

#### Table 3.12.5 Disputes logged with Councils for the period 1 April 2017 and 31 March 2018

Disputes	Number	% of Total
Number of disputes upheld	1	11%
Number of disputes dismissed	3	33%
Number of pending disputes	5	56%
TOTAL NUMBER OF DISPUTES LODGED	9	100%

#### Table 3.12.6 Strike actions for the period 1 April 2017 and 31 March 2018

Total number of persons working days lost	110
Total costs working days lost	0
Amount recovered as a result of no work no pay (R'000)	0

#### Table 3.12.7 Precautionary suspensions for the period 1 April 2017 and 31 March 2018

Number of people suspended	11
Number of people whose suspension exceeded 30 days	11
Average number of days suspended	1 914
Cost of suspension(R'000)	7985

#### 3.13 **SKILLS DEVELOPMENT**

Table 3.13.1 Training needs identified for the period 1 April 2017 and 31 March 2018

		Number of	Training needs identified at start of the report period			porting
Occupational category	Gender	employees as at 1 April 2017	Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials	Female	15	0	62	0	62
and managers	Male	13	0	40	0	40
Professionals	Female	2363	17	404	0	421
	Male	736	12	170	0	182
Technicians and associate	Female	444	3	330	0	333
professionals	Male	249	3	194	0	197
Clerks	Female	372	15	0	0	15
O.O.N.O	Male	107	14	0	0	14
Service and sales workers	Female	32	0	0	0	0
	Male	30	0	0	0	0
Skilled agriculture and	Female	0	0	0	0	0
fishery workers	Male	0	0	0	0	0
Craft and related trades	Female	1	0	0	0	0
workers	Male	3	0	0	0	0
Plant and machine	Female	0	0	0	0	0
operators and assemblers	Male	12	0	0	0	0
Labourers & Related	Female	57	0	0	0	0
Workers	Male	56	0	0	0	0
Sub Total	Female	3284	35	794	0	831
	Male	1206	29	404	0	433
TOTAL		4490	64	1198	0	1264

Table 3.13.2 Training provided for the period 1 April 2017 and 31 March 2018

		Number of	Training p	rovided within t	ne reporting p	eriod
Occupational category	Gender	employees as at 1 April 2017	Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior	Female	15	0	320	1	321
officials and managers	Male	13	0	12	2	14
Professionals	Female	2363	32	768	59	859
	Male	736	7	404	8	419
Technicians and	Female	444	0	55	0	55
associate professionals	Male	249	0	9	1	10
Clerks	Female	372	7	261	37	305
	Male	107	3	129	15	147
Service and sales	Female	32	0	95	0	95
workers	Male	30	0	65	0	65
Skilled agriculture and	Female	0	0	0	0	0
fishery workers	Male	0	0	0	0	0
Craft and related trades	Female	1	0	0	0	0
workers	Male	3	0	0	0	0
Plant and machine	Female	0	0	0	0	0
operators and assemblers	Male	12	0	0	0	0
Labourers & Related Workers	Female	57	0	0	0	0
	Male	56	0	0	0	0
Sub Total	Female	3284	39	1498	97	1634
	Male	1206	10	618	26	654
TOTAL		4490	49	2118	123	2290

#### 3.14 <u>INJURY ON DUTY</u>

Table 3.14.1 Injury on duty for the period 1 April 2017 and 31 March 2018

Nature of injury on duty	Number	% of total
Required basic medical attention only	8	100
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	2	0
TOTAL	10	100

#### 3.15 <u>UTILISATION OF CONSULTANTS</u>

<u>Table 3.15.1 Report on consultant appointments using appropriated funds for the period 1 April 2017 and 31 March 2018</u>

Project title	Total number of consultants that worked on project	Duration (work days)	Contract value in Rand
MIE	1	15 months	119 383.68
Lunika Auditors	1	3 months	470 592

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
N/A			

## <u>Table 3.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 1 April 2017 and 31 March 2018</u>

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
N/A			

## <u>Table 3.15.3 Report on consultant appointments using Donor funds for the period 1 April 2017 and 31 March 2018</u>

Project title	Total Number of consultants that worked on project	Duration (Work days)	Donor and contract value in Rand
N/A			

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
N/A			

## <u>Table 3.15.4 Analysis of consultant appointments using Donor funds, in terms of Historically</u> Disadvantaged Individuals (HDIs) for the period 1 April 2017 and 31 March 2018

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
N/A			

#### 3.16 **SEVERANCE PACKAGES**

## <u>Table 3.16.1 Granting of employee initiated severance packages for the period 1 April 2017 and 31 March 2018</u>

Salary band	Number of applications received	Number of applications referred to the MPSA	Number of applications supported by MPSA	Number of packages approved by department
Lower skilled	0	0	0	0
(Levels 1-2)				
Skilled Levels 3-5)	0	0	0	0
Highly skilled production	0	0	0	0
(Levels 6-8)				
Highly skilled supervision	0	0	0	0
(Levels 9-12)				
Senior management (Levels	0	0	0	0
13-16)				
TOTAL	0	0	0	0

## PART E:

# FINANCIAL INFORMATION

## Report of the Auditor-General to the Eastern Cape Provincial Legislature on vote no. 4: Department of Social Development

#### Report on the audit of the financial statements

#### **Qualified opinion**

- I have audited the financial statements of the Department of Social Development set out on pages 217 to 303, which comprise the appropriation statement, the statement of financial position as at 31 March 2018, the statement of financial performance, statement of changes in net assets, and cash flow statement for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
- 2. In my opinion, except for the effects of the matter described in the basis for qualified opinion section of this auditor's report, the financial statements present fairly, in all material respects, the financial position of the Department of Social Development as at 31 March 2018, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard (MCS) prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No.1 of 1999) (PFMA) and the Division of Revenue Act of South Africa, 2017 (Act No. 3 of 2017) (Dora).

#### Basis for qualified opinion

#### Employee benefits - leave entitlement

3. The department utilised their own in-house leave management system, namely, the Social Development Information Management System (SDIMS) for leave administration during the year under review. The department did not, however, have adequate systems in place to monitor leave administration on the personnel and salaries management system (Persal) as the two systems were not reconciled throughout the year. As a result, the department did not account for the leave of officials correctly at year end on Persal as not all the leave days were captured on Persal. Consequently, leave entitlement amounting to R83,22 million included in employee benefits of R202,70 million, disclosed in note 20 to the financial statements, is overstated by R29,73 million.

#### Context for the opinion

- 4. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of this auditor's report.
- 5. I am independent of the department in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) and the ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
- 6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

#### **Emphasis of matters**

7. I draw attention to the matters below. My opinion is not modified in respect of these matters.

#### **Underspending of the budget**

8. As disclosed in the appropriation statement, the department materially underspent the budget by R125,56 million.

#### Irregular expenditure

9. As disclosed in note 22.1 to the financial statements, the department incurred irregular expenditure of R85,75 million as it did not follow proper procurement processes. Irregular expenditure of R93,81 million that was incurred in the previous years was still under investigation.

#### **Underspending of conditional grant**

10. As disclosed in note 28 to the annual financial statements, the department materially underspent on the early childhood development grant by R29,05 million.

#### Responsibilities of the accounting officer for the financial statements

- 11. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS prescribed by the National Treasury and the requirements of the PFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
- 12. In preparing the financial statements, the accounting officer is responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the accounting officer either intends to liquidate the department or to cease operations, or has no realistic alternative but to do so.

#### Auditor-general's responsibilities for the audit of the financial statements

- 13. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
- 14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

#### Report on the audit of the annual performance report

#### Introduction and scope

- 15. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
- 16. My procedures address the reported performance information, which must be based on the approved performance planning documents of the department. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance

- strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
- 17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programmes presented in the annual performance report of the department for the year ended 31 March 2018:

Programmes	Pages in the annual performance report
Programme 2: Social Welfare Services	62 – 80
Programme 3: Children and Families	81 – 105

- 18. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
- 19. The material finding in respect of the reliability of programme 3: children and families is as follows:

#### **Program 3: Children and families**

20. I was unable to obtain sufficient appropriate audit evidence for indicator 3.6.4 Number of people accessing funded Prevention and Early Intervention Programmes (PEIP) which has a planned target of 27 900 and a reported achievement of 64 329. This was due to a limitation of scope imposed by the department.

#### **Program 2: Social welfare services**

21. I did not raise any material findings on the usefulness and reliability of the reported performance information for programme 2: Social Welfare Services.

#### Other matters

22. I draw attention to the matters below:

#### **Achievement of planned targets**

23. Refer to the annual performance report on pages 62 to 80; 81 to 105 for information on the achievement of planned targets for the year and explanations provided for the under and over achievement of a significant number of targets. This information should be considered in the context of the material finding on the reliability of the reported performance information in paragraph 20 of this report.

#### **Adjustment of material misstatements**

24. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were on the reported performance information of programme 3: children and families. As management subsequently corrected only some of the misstatements, I raised a material finding on the reliability of the reported performance information. The misstatement that was not corrected is reported above.

#### Report on the audit of compliance with legislation

#### Introduction and scope

- 25. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the department with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
- 26. The material findings on compliance with specific matters in key legislations are as follows:

#### Strategic planning

27. Specific information systems were not established to enable the monitoring of progress made towards achieving targets, core objectives and service delivery as required by public service regulation 25(1)(e)(i) and (iii).

#### **Expenditure management**

28. Effective steps were not taken to prevent irregular expenditure of R85,75 million and fruitless and wasteful expenditure of R2,19 million, as disclosed in notes 22.1 and 23.1 to the annual financial statements respectively, in contravention of section 38(1)(c)(ii) of the PFMA and treasury regulation 9.1.1.

#### **Financial statements**

29. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework as required by section 40(1)(a) of the PFMA. A material misstatement identified in employee benefits by the auditors in the submitted financial statements was not corrected, which resulted in the financial statements receiving a qualified opinion.

#### **Conditional grants**

30. I was unable to obtain sufficient appropriate audit evidence that the performance of the programmes funded by the early childhood development, social worker employment and substance abuse treatment grants was evaluated, as required by section 12(5)(a) of the Dora.

#### **Procurement and contract management**

- 31. Some of the goods and services with a transaction value of above R500 000 were procured without inviting competitive bids as required by treasury regulations 16A6.1. Similar non-compliance was also reported in the prior year.
- 32. Some of the contracts were extended or modified without the approval of a properly delegated official as required by section 44 of the PFMA and treasury regulations 8.1 and 8.2.
- 33. Persons in service of the department whose close family members, partners or associates had a private or business interest in contracts awarded by the department failed to disclose such interest as required by treasury regulation 16A8.4. Similar non-compliance was reported in the previous year and disciplinary action was not taken against the officials involved.

#### Other information

34. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported in this auditor's report.

- 35. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.
- 36. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
- 37. If, based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact. I have nothing to report in this regard.

#### Internal control deficiencies

- 38. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the qualified opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.
  - There was inadequate oversight over the implementation and monitoring of controls from leadership in respect of financial transactions, performance information and compliance with legislation. This was due to lack of controls over reconciliations for financial statements and insufficient guidance provided on the retention of sufficient appropriate audit evidence in respect of performance information.
  - The department did not have adequate controls in place to ensure that all leave was captured on Persal. This resulted in a material misstatement on leave entitlement included in employee benefits.
  - The department did not have approved standard operating procedures in place to ensure that
    all documentation is properly maintained for performance management and did not prepare
    complete, accurate and reliable monthly and quarterly performance reports for the selected
    programmes resulting in material adjustments to the annual performance report and a
    material finding raised on the one programme.
  - Management did not implement all the processes and controls required to ensure compliance with all laws and regulations. Non-compliance with legislation could have been prevented had compliance been properly reviewed and monitored. In addition, effective steps were not taken to prevent and detect all irregular and fruitless and wasteful expenditure incurred.
  - The Internal audit unit was not effective for the year under review as only one out of the planned 16 reports was submitted to the audit committee. This was as a result of the unit not being adequately capacitated during the financial year under review. The unit also operated without a chief audit executive for seven months of the financial year.
  - Although the audit committee executed their legislative mandate during the financial year under review, the department had a material misstatement finding on employee benefits and recurring material findings on non-compliance and performance information.

#### Other reports

39. I draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the department's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not

form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

#### **Investigations**

- 40. The President of South Africa promulgated that an investigation be conducted by the Special Investigating Unit (SIU) based on the allegation of possible procurement irregularities, which covered the period April 2015 to March 2017. This investigation was in progress at the date of this auditor's report.
- 41. National Treasury conducted forensic investigations on specific transfer payments which covered the period April 2008 to March 2009 and possible procurement irregularities which covered the period April 2015 to March 2016. These investigations were in progress at the date of this auditor's report.

East London

31 July 2018



Auditor-General

Auditing to build public confidence