



**Western Cape  
Government**

Social Development

**BETTER TOGETHER.**



**Annual Report 2012/2013**  
Social Development

# **Department of Social Development**

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Province of Western Cape

Annual Report

2012/2013

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# Part A: GENERAL INFORMATION



## PART A: GENERAL INFORMATION

### 1. DEPARTMENT'S GENERAL INFORMATION

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#### DISCLAIMER

The English version of this Annual Report is regarded as the official text.

The Department cannot be held liable for any misinterpretations that may have occurred during the translation process.

This Annual Report was compiled by the Directorate Planning and Policy Alignment, Department of Social Development.

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## 2. LIST OF ABBREVIATIONS/ACRONYMS

AFS	Annual Financial Statements
AGSA	Auditor General of South Africa
AIDS	Acquired Immune Deficiency Syndrome
AO	Accounting Officer
APD	Association for Persons with Disabilities
APO	Assistant Probation Officers
APP	Annual Performance Plan
BAS	Basic Accounting System
BBBEE	Broad Based Black Economic Empowerment
BEE	Black Economic Empowerment
C - AMP	Asset Management Plan
CCTV	Closed-circuit television
CFO	Chief Financial Officer
CGRO	Corporate governance review outlook
CPR	Child Protection Register
CPS	Child Protection Service
CV	Curriculum Vitae
CYCC	Child and Youth Care Centres
DoJ	Department of Justice
DotP	Department of the Premier
DPME	Department of Performance Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
DTPW	Department of Transport and Public Works
ECD	Early Childhood Development
EPWP	Expanded Public Works Programme
ERM	Enterprise Risk Management
ERMCOM	Enterprise Risk Management Committee
FGRO	Financial Governance Review Overlook
FMIP	Financial Management Improvement Plan
GAP	Governance Action Plan
Giama	Government Immovable Asset Management Act
GIS	Geographical Information System
HDIs	Historically Disadvantaged Individuals
HH	Households
HIV	Human Immunodeficiency Virus
HOC	Head of Communications
HOD	Head of Department of Social Development

HR	Human Resource
ICB	Institutional Capacity Building
ISDM	Integrated Service Delivery Model
IT	Information Technology
LOGIS	Logistical Information Systems
M & E	Monitoring and Evaluation
MANCO	Management Committee
MEC	Member of Executive Council
MOD	Mass participation, Opportunity and Access; Development and Growth Centre Programme
MPAT	Management Performance Assessment Tool
NEETS	Not in employment, education or training
NFD	Non-financial Data
NGO	Non-Governmental Organisation
No.	Number
NPA	National Prosecuting Agency
NPO	Non-Profit Organisation
PAY	Premier Advancement of Youth Project
PERSAL	Personnel Salary System
PFMA	Public Finance Management Act
PGWC	Provincial Government of the Western Cape
PSCBC	Public Service Coordinating Bargaining Council
PSO	Provincial Strategic Objective
PT	Provincial Treasury
RWOPS	Remuneration Work Outside Public Service
SACENDU	South African Community Epidemiology Network on Drug Use
SACSSP	The South African Council for Social Service Professions
SAPS	South African Police Service
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SDA	Service Delivery Area
SDIP	Service Delivery Improvement Plan
SMS	Senior Management Staff
SRD	Social Relief of Distress
TB	Tuberculosis
TPA	Transfer Payment Agreement
U-AMP	User- Asset Management Plan
VEP	Victim Empowerment Programme
WCED	Western Cape Education Department

### 3. STRATEGIC OVERVIEW

#### 3.1. Vision

A self-reliant society.

#### 3.2. Mission

To ensure the provision of a comprehensive network of social development services that enables and empowers the poor, the vulnerable and those with special needs.

#### 3.3. Values

The work of the Department of Social Development (DSD) will be underpinned by the following Provincial Values:

- Competence
- Accountability
- Integrity
- Responsiveness
- Caring

#### 3.4. Strategic outcome orientated goals

- Improve Governance and Modernisation of service delivery
- Create opportunities through community development services
- Create a caring society through developmental social welfare services

### 4. LEGISLATIVE AND OTHER MANDATES

#### 4.1. Constitutional mandates

Legislation	Impact on Department of Social Development (DSD) functionality
Constitution of the Republic of South Africa No. 108 of 1996	Section 28 (1) of the Constitution sets out the rights of children with regard to appropriate care (basic nutrition, shelter, health care services and social services) and not to be detained except as a measure of last resort.

## 4.2. Legislative mandates

Legislation	Impact on Department of Social Development (DSD) functionality
White Paper for Social Welfare (1997)	<ul style="list-style-type: none"> <li>The White Paper serves as a foundation for social welfare after 1994 by providing guiding principles, policies and programmes for developmental social welfare systems.</li> </ul>
White Paper Population Policy for South Africa (1998)	<ul style="list-style-type: none"> <li>This paper promotes sustainable human development and quality of life for all South Africans through the integration of population issues into development planning in the different spheres of government and all sectors of society.</li> <li>DSD is mandated by the policy to monitor the implementation of the policy, its impact on population trends and dynamics in the context of sustainable human development.</li> </ul>
Older Persons Act, No. 13 of 2006	<ul style="list-style-type: none"> <li>The Older Persons Act number 13 of 2006, operationalised by Presidential Proclamation on 1 April 2010, aims at the empowerment and protection of older persons including their status, rights, well-being, safety and security as well as the combating of abuse against older persons.</li> <li>Unlike the Aged Persons Act 81 of 1967 emphasis is shifted from institutional care to community-based care in order to ensure that an older person remains in the community for as long as possible.</li> <li>The Act promotes a developmental approach that acknowledges the:               <ul style="list-style-type: none"> <li>Wisdom.</li> <li>Skills.</li> <li>Older persons participation within the community affairs.</li> <li>Regulating the registration of older persons' services.</li> <li>The establishment and management of services and management of facilities for older persons.</li> </ul> </li> </ul>
Children's Act , No. 38 of 2005 as amended	<ul style="list-style-type: none"> <li>The Act, which was operationalised by Presidential Proclamation on 1 April 2010, defines:               <ul style="list-style-type: none"> <li>The rights and responsibility of children;</li> <li>Parental responsibilities and rights;</li> <li>Determines principles and guidelines for the protection of children;</li> <li>The promotion of the well-being of children; and</li> <li>The consolidation of the laws relating to the welfare and protection of children and provides for incidental matters.</li> </ul> </li> </ul>
Child Justice Act, No. 75 of 2008	<ul style="list-style-type: none"> <li>The Act establishes a criminal justice process for children accused of committing offences and aims to protect the rights of children.</li> </ul>
Probation Services Act, No. 116 of 1991	<ul style="list-style-type: none"> <li>The Act serves as an interim measure to facilitate the transformation of the child and youth care system.</li> <li>The transformation of the child and youth care system relates to:               <ul style="list-style-type: none"> <li>Early intervention;</li> <li>Family finding;</li> <li>Home based supervision;</li> <li>Restorative Justice;</li> <li>Services in terms of victims of crime; and</li> <li>Assessment of arrested children who have not been released from custody.</li> </ul> </li> </ul>
Prevention and Treatment for Substance Abuse Act, No. 70 of 2008	<ul style="list-style-type: none"> <li>This Act provides for the implementation of comprehensive and integrated service delivery amongst all government departments. The main emphasis of this Act is the promotion of community based and early intervention programmes as well as the registration of therapeutic interventions in respect of substance abuse.</li> </ul>

Legislation	Impact on Department of Social Development (DSD) functionality
Social Service Professions Act, No. 110 of 1978; Amended 1995, 1996 & 1998	<ul style="list-style-type: none"> <li>The Act established the South African Council for Social Work Professions and also defines the power and functions of the social services board and profession.</li> </ul>
Non- Profit Organisations Act, No. 71 of 1997	<ul style="list-style-type: none"> <li>The Act replaced the Fund-raising Act, 1997. It however, still promotes the relief of funds and an environment where NPOs can flourish by providing an administrative and regulatory framework in which they can operate.</li> </ul>
Domestic Violence Act, No. 116 of 1998	<ul style="list-style-type: none"> <li>The purpose of this Act is to afford the victims of domestic violence the maximum protection from domestic abuse.</li> </ul>
Sexual Offences and Related Matters Amendment Act, No. 6 of 2012	<ul style="list-style-type: none"> <li>To amend the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007, so as to expressly provide that the imposition of penalties in respect of certain offences contained in the Act is left to the discretion of the courts; and to provide for matters connected therewith.</li> </ul>

### 4.3 Policy mandates and planned policy initiatives

- **The Western Cape Government Policy on the Funding of NGOs for the rendering of Social Welfare Services** was approved by the MEC for Social Development during 2011. The policy is supported by procedure guidelines and tools for implementation. It was piloted during the 2010/11 financial year and fully implemented for the transfer funding application and assessment process for 2011/12. This policy is aligned to the national Policy on Financial Awards. The funding policy was reviewed in the last quarter of the 2012/13 financial year and the new policy was approved for implementation from 1 April 2013.
- **Paid for Communication in the Western Cape** is a new Provincial Cabinet endorsed policy that directs departments to have one consolidated communications plan and budget that has been developed in consultation with the Strategic Communications Directorate of the Department of the Premier to ensure coherence and alignment with the Better Together concept.
- **Green Paper on the Family (2011)**. The main aim of the Green Paper is to foster family well-being, promote and strengthen families; family life and mainstream family issues into government-wide policy-making initiatives.
- The Draft **Provincial Child Protection Strategy** was finalised in 2011/12 and is aimed at securing a properly resourced, co-ordinated and managed child protection system in accordance with the Children's Act 38 of 2005.
- The Draft **Policy on Temporary Safe Care** has been drafted in partnership with key stakeholders in the child protection sector. It provides guidelines on the management of temporary safe care.
- The **Framework for Social Welfare Services (2011)** has been approved by the Executive Management of the National Department of Social Development and seeks to facilitate and guide the implementation of a comprehensive, integrated, rights-based, well-resourced, and quality developmental social welfare services. It is aligned with the Integrated Service Delivery Model (ISDM) and has been approved for implementation by all role-players responsible for the delivery of social welfare services.
- The Framework for Social Welfare Services highlighted the need for the development of norms and standards for social welfare services. **The Norms and Standards for Social Welfare Services (2011)** are based on the developmental approach adopted by the DSD through the White Paper for Social Welfare (1997), and seek to contribute to the achievement of social development goals through developmental social welfare services. The 3 core focus areas of the generic norms and standards include:

**i. Development of the norms and standards for the generic intervention process in social work practice.**  
The Generic norms and standards for social welfare service delivery (2011) have been completed.

**ii. Training and capacity building of all social service professionals.**

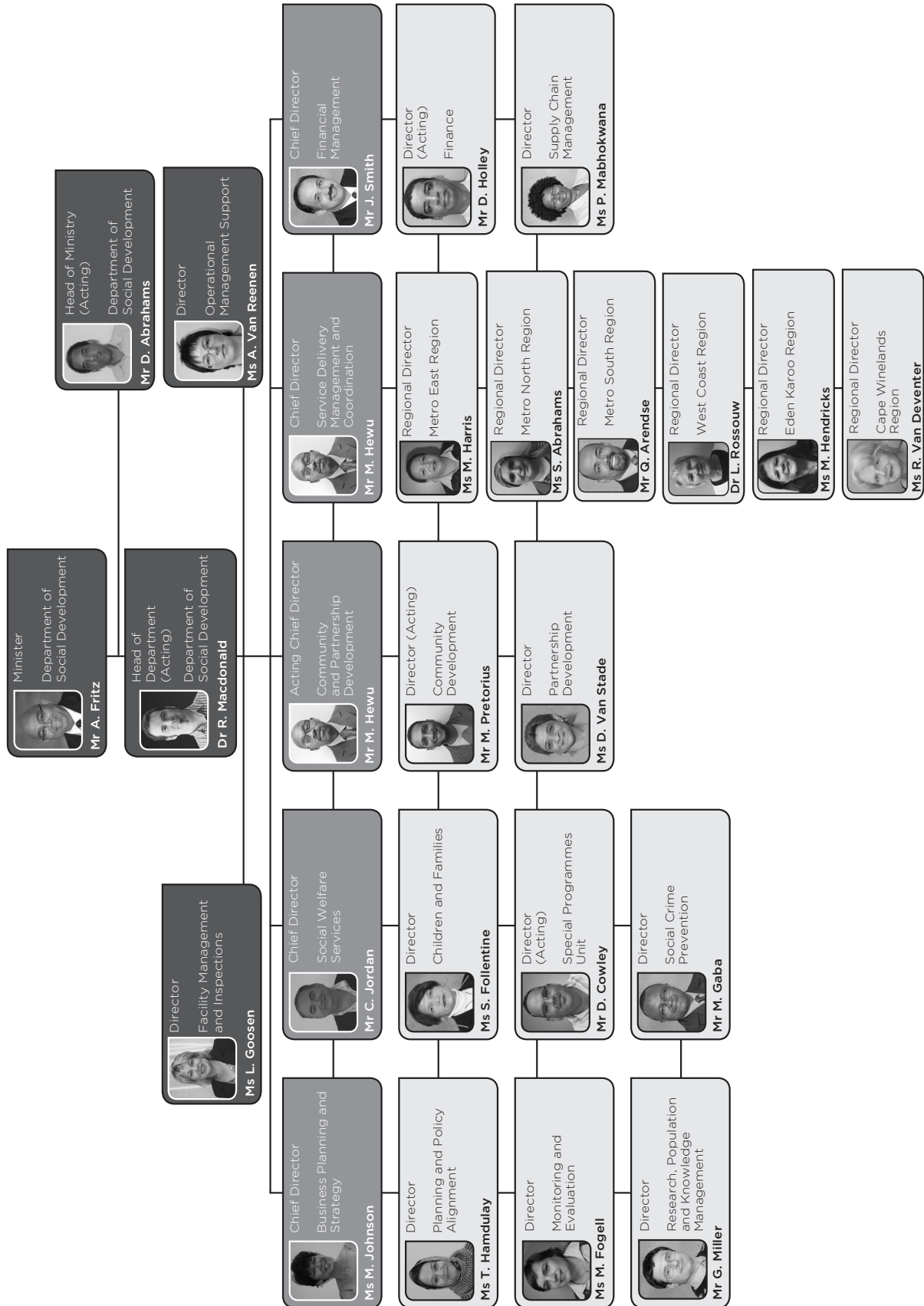
Training on the generic norms and standards, business processes and the supervision framework commenced during 2012. Social workers from DSD have been trained during the initial phase. Training will be rolled out to the NPO sector during the 2013/14 financial year and the first audit of the application of the generic norms and standards commenced in May 2013. The Supervision Framework is concerned with ensuring the provision of effective and quality supervision of social service practitioners in order to ensure competent professional social work practices that serve the best interests of service users in South Africa. Training in the Supervision Framework was finalised at the end of November 2012 and included social service professionals in DSD and the NPO sector.

**iii. Provincial readiness assessment.**

A provincial readiness assessment was completed to assess the readiness of all provincial departments of social development, NPO sector and other government departments who operate in the field of social welfare to implement the norms and standards. The report will be made available and an implementation plan will be compiled based on the findings of the provincial readiness assessment in the new financial year.

- **Draft Policy for Social Service Practitioners (2012):** This policy aims to review the current Social Service Professions Act 110 of 1978. The main objectives of the policy are to provide for a regulatory framework for all social service practitioners. This framework will promote the professionalisation of human resources in the social development sector.
- The South African Council for Social Service Professions (SACSSP) has developed the **Draft Code of Good Practice and Responsibilities of Employers of Social Service Practitioners (2012)**. Presently only social workers, student social workers and social auxiliary workers are required to register with the SACSSP under the Professional Board for Social Work. However, the ambit of registration may also extend to other practitioners within the social service sector. The document proposes the inclusion of other, but is not limited to child and youth care workers, community development workers, youth workers, criminologists and victimologists. This Policy has been presented to the Professional Board for Social work followed by provincial consultations during the second quarter of the 2012/2013 financial year.
- The **Regulations of Probation Services** as a specialised field in Social Work have been approved by the National Minister of Social Development and published in the Government Gazette as Regulations Gazette No 36159, 15 February 2013, Vol. 572, No 9911.

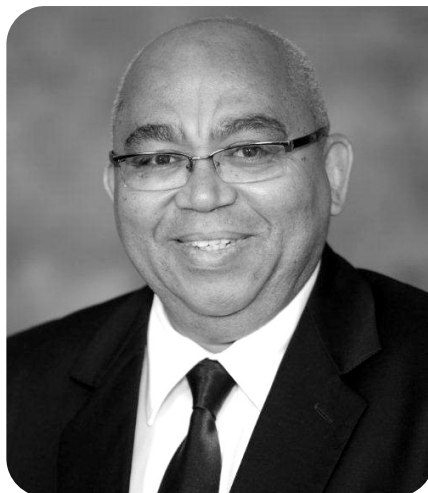
## 5. ORGANISATIONAL STRUCTURE



## 6. ENTITIES REPORTING TO THE MINISTER/MEC

No public entities reports to the Minister

## 7. FOREWORD BY THE MINISTER/MEC



Mr Albert Fritz  
MEC: Social Development

As Western Cape Minister of Social Development, I have continued to make several strategic shifts in the way we render services to the people of this province.

As a department we remain steadfastly focused on meeting the challenges of delivering on Provincial Strategic Objective (PSO) 8, which aims to promote social inclusion and reduce poverty in the Western Cape. The concept of 'social inclusion' should be understood as 'inclusion' within:

- families, which are the basic building blocks of society
- civic life
- state run systems of inclusion, like Early Childhood Development (ECDs), schools and other formal education.

'Inclusion' should also be sustainable – in other words, we should strive to promote inclusion that is not indefinitely reliant on the state, given that our resources are not unlimited.

As the lead department for implementing key priorities under PSO 8, we have placed emphasis on the following programmatic areas:

- early childhood development for linguistic (especially English as a 2nd language), cognitive and personal development of young children,
- youth development
- the reduction of drug and alcohol related harms
- support for vulnerable groups.

We are continuing our drive to ensure that all ECDs operating in this province are registered and compliant. However, we have also recognised the need for and value of improved learning programmes. We have therefore trained over 800 ECD practitioners across the province.

I am specifically determined that this Department does everything possible to ensure the youth of this province are included in healthy and supportive social systems on a sustainable basis. For the first time the Department has



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a comprehensive and detailed youth development strategy that will guide all our programmes that target young people. We are committed to especially reaching those young people that are colloquially referred to as NEETS- not in employment, education, or training. Our NEETS strategy will be a transversal one and will involve ensuring that we create the broadest spectrum of opportunities, services and support for these young people, via the Expanded Public Works Programme (EPWP), Community Works Programme, Premier Advancement of Youth (PAY) Programme and other similar initiatives. Furthermore, I continue to support the call for a youth wage subsidy, which will see many unemployed young people not only becoming economically active, but also able to contribute to the care and support of their families. Through our youth development programme at the Chrysalis Academy, we are also continually placing graduates into internships and full-time employment.

Our funding allocation to address harmful drug and alcohol use has doubled over the past four years. New developments and scientific research are also guiding our planning in terms of expanding services to those communities most in need. We will continue to invest into reputable programmes, using evidence based scientific approaches to reduce drug and alcohol related harms.

Our commitment to food security for vulnerable groups remains a priority, using targeted intervention. We continue to provide meals at ECDs, Mass participation, Opportunity and Access; Development and Growth Centre Programme (MOD) Centres and Old Age Service Centres across the province. We are in fact now feeding so many more people, more regularly than before, simply because we have targeted our resources to reach those who need it most.

The Western Cape Government will continue to expand opportunities to the people of this province. They in turn have the responsibility to access those opportunities and take responsibility for their lives. In this way, we will make life better together.



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Mr Albert Fritz  
Minister/MEC of the Department of Social Development  
30 August 2013

## 8. DEPUTY MINISTER STATEMENT

Not applicable

## 9. OVERVIEW OF THE ACCOUNTING OFFICER



Dr Robert Macdonald  
Head of Department (Acting)

During the 2012/2013 financial year the Department of Social Development consolidated the alignment of its priorities to the PSO8, with increased funding allocations to service delivery in the priority areas of ECD, Disabilities, Substance Abuse services and Youth Development, amongst others. This increase in the allocation of resources to social services was aided by savings made by the Department through reducing spending in the areas of goods and services and compensation of employees. These savings have been directed to the departmental transfer funding budget to expand the reach and capacity of NPO (Non-profit organisations) services rendered to the public. This strategy has proven to be a very productive use of state resources, and in the year ahead the Department will continue to increase the availability of funding for welfare and community development services rendered by the NPO sector. As in the previous financial year, the focus of this spending will remain on the priorities identified under PSO8, and on meeting the Department's increased statutory obligations arising from the promulgation and implementation of the Prevention of and Treatment for Substance Abuse Act, Children's Act, Child Justice Act, and Older Persons Act, amongst others.

This annual report lists the key service delivery highlights for the financial year under review, among which include the completion of training for 862 ECD practitioners working in the NPO sector, with a focus on the national curriculum for ECD, and other regulatory requirements; the introduction of nutrition programmes to 72 after-school MOD programmes in disadvantaged communities, and the expansion of drug treatment and intervention services to 24 sites around the province. In terms of organisational development, the department finalised and began implementing a facilities strategy to optimise its residential services, and completed the implementation of a new modernised staff structure in four of its five chief directorates. The remaining chief directorate structure has now been approved and is ready for implementation in the year ahead. The Department has thus far replaced its former 16 district offices with 6 regional offices and 36 local offices; bringing social work services closer to the communities we serve. This has involved investment in infrastructure and human resources, including the appointment of new social work professionals, and the introduction of a customer care component. In the year ahead, the key gaps and challenges that remain in the organisational structure will be addressed, and a further 100 funded staff vacancies filled.

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The changes that have been brought about in the Department have not been without challenges. In particular, the huge human resources task of matching and placing staff within the Department's new structure, and the fine-tuning of the new structure itself, has involved hard and sometimes frustrating work for the Department's management team and staff. While the backlog of outstanding human resources matters has been considerably reduced in the last quarter of 2012/2013, there remains much work to be done in the new financial year.

A further challenge, which has faced the Department for some years now, is the management, validation and auditing of Non-Financial Data (NFD) related to social work and community development services. These services are often inherently difficult to measure and monitor, both in terms of outputs and outcomes. During the year under review, the Department's expenditure has been measured by some 130 programme performance indicators, most of which have been set by the National Department of Social Development and National Treasury. In the case of transfer funding to NPOs, data to support reporting of expenditure against these measures of predetermined objectives has not always been easy to verify, particularly where NPOs experience challenges with book keeping or basic administration. This year the Department embarked on an intensive process with the Auditor General in order to try and rectify these weaknesses in Non-Financial Data, but many indicators remain unverifiable. On a positive note, however, the performance measures of predetermined objectives for the 2013/2014 financial year have been refined by the National Department of Social Development in consultation with Treasury, and reduced in number to 70. We hope that this improvement, together with new, more specific contractual and reporting tools introduced by the Department, and clearer reporting lines for monitoring purposes under establishment in the reviewed organisation design for the Department, will improve our performance on NFD in the 2013/2014 audit process.

On behalf of the senior management of the Department, I would like to thank all of our staff, particularly those working at the coalface of service delivery, for their on-going dedication to serving the public, and for their patience during this difficult period of organisational transition. I would also like to thank all of the NPO partner organisations that have provided quality services to the public on behalf of the Department, especially in a very difficult economic environment, which has seen both an increased demand for social services and poverty alleviation, and a reduced flow of corporate social investment from the private sector.



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Dr Robert Macdonald  
Head of Department (Acting)  
30 August 2013

# Part B: PERFORMANCE INFORMATION



## PART B: PERFORMANCE INFORMATION

### 1. STATEMENT OF RESPONSIBILITY FOR PERFORMANCE INFORMATION

#### Statement of Responsibility for Performance Information for the year ended 31 March 2013

The Accounting Officer is responsible for the preparation of the department's performance information and for the judgements made in this information.

The Accounting Officer is responsible for establishing, and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of performance information.

In my opinion, the performance information fairly reflects the performance information of the department for the financial year ended 31 March 2013.



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Dr Robert Macdonald  
Accounting Officer  
Social Development  
30 August 2013

## 2. AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

Refer to page 145 of the Report of the Auditor-General, published as Part E: Financial Information.

## 3. OVERVIEW OF DEPARTMENTAL PERFORMANCE

### 3.1. Service Delivery Environment

There are many factors at play in the environment under which DSD provided its core services during the 2012/13 financial year. The size of the province's population continues to grow, resulting in pressure on available services and resources. According to the 2011 census, the Western Cape had a population of 5 822 734 people living in 1 634 000 households. This is a growth of 29% since 2001. The Mid-year Population Estimate for 2013 published by Statistics SA pegs the Western Cape Population at 6 016 926 persons. Levels of poverty are still high and the official unemployment rate in the first quarter of 2013 was 23,3%.

A major problem in rendering services to the poor and vulnerable is the precarious financial situation that many social welfare and development sector NPOs find themselves in as a result of the deepening global economic crisis and the accompanying resultant decrease in donor funding from both national and international sources. This situation was further exacerbated by the national deregistration - albeit temporary - of NPOs. The DSD's response was to make available an additional R20m to NPOs in financial crises and, based on its continuous monitoring of the registration status of NPOs; prove by special submission, NPO compliance with the registration criterion, as well as providing support through its NPO helpdesk, thereby continuing payments and maintaining service delivery.

Despite the social, environmental and contextual factors DSD continues to deliver services to individuals, families and communities to become more self-reliant as per its legislative and other mandates.

Substance abuse trends in the province remain a concern, due to the negative social impact of this phenomenon and the associated link with other social risk factors such as crime and violence. In response, the PSO 8 Substance Abuse Workgroup led by DSD can report a focus on the following:

- Education and awareness on drug and alcohol related harms;
- Early intervention services;
- Treatment services;
- Reintegration and aftercare services;
- Provision of information on available services to the public; and
- Supply reduction.

The Western Cape Substance Abuse Forum is operational and includes stakeholders from provincial and local government and a representative from the NPO Directors Forum. Over the last two years, the post graduate courses at University of Cape Town (UCT), University of Stellenbosch and the undergraduate course at University of the Western Cape (UWC), produced 25 undergraduates and 42 post graduates. This significantly strengthens the specialised knowledge base needed to address the complexity of substance abuse.

According to Census 2011, approximately 520 784 persons in the Western Cape are over 60 years of age and constitutes about 9% of the province's population. The proportion of older persons is rapidly growing, and in order to comply with its statutory and policy mandates with respect to the empowerment and protection of older persons, the Department developed various, appropriate responses to increased longevity. To this end, exercise programmes involving 17 208 older persons have been implemented and funding has been increased to old age homes, service centres, independent and assisted living facilities.

The Western Cape Province is characterised by high levels of violent crime related to social and economic factors as well as youth risk behaviour (Soreaso, 2012). In the 2011/12 financial year, the Western Cape had the highest serious crime rate followed by Gauteng and the second highest incidence of reported sexual offences. This has been the case since 2008/2009, drug related crimes in the Western Cape have been the highest compared with the rest of the country. The services to victims of crime and violence have been improved by

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raising the unit cost funding for shelters, developing norms and standards for facilities and rolling out a therapeutic programme to sentenced children with severe behaviour problems.

Approximately 244 000 disabled persons or 5% of the total population, reside in the Western Cape. According to the 2007 Community Survey, physical disability is the most common (41%) type of disability in the province. Owing to their vulnerability, disadvantage and exclusion from the mainstream, this group requires dedicated support. Specific concern exists about service delivery for children with disabilities and the burden of care on their caregivers<sup>1</sup>. A PSO8 Disabilities Workgroup has been established with the following objectives: access to education; creating job opportunities and access to assistive devices. The following progress can be reported:

- Assessment of all existing national and provincial disability strategies and policies;
- Workshops with government departments and the disability sector;
- In the process of developing a policy framework for Persons with Disability; and
- The launch of a pilot project on the identification of disabled children and youth at risk in Mfuleni and Vredenburg by the Premier of the Western Cape.

According to the 2011 Census, the province is home to 1 838 294 children under the age of 18 years in the Western Cape. Child hunger remains a cause of concern as the 2010 General Household Survey indicated that 15, 9% of children (279 000 children) in the province live in households where there is reported child hunger. In addition, the survey reported that 22,4% (396 000 children) live in informal housing and 25,5% (452 000 children) in overcrowded households. Children in the province also face a high risk of maltreatment and neglect as a result of social pathologies such as substance abuse, gangsterism, poor parenting, domestic violence and exposure to violent crime. The Children and Family programme has focused on the following interventions in responding to the needs of the community:

- Finalised the Policy Guideline on Temporary Safe Care;
- Finalised the Provincial Child Protection Strategy;
- Developed and implemented a provincial strategy to manage the foster care backlog; and
- Approval of the ECD Strategy by the Provincial Cabinet.

The ECD programme has achieved the following:

- 176 new ECD centres have been registered in the year under review;
- 15 ECD programmes have been registered in compliance with the Children's Act and 862 staff have been trained to implement the registered programmes;
- 120 ECD educational toy kits have been purchased for distribution to the sites where the registered programmes are being implemented; and
- Funding has been invested to improve compliance with norms and standards at 285 ECD sites to enable them to be registered and access funding.

The Western Cape has an estimated 2,3 million youth, constituting approximately 40% of the population of the province. In 2011, the narrow unemployment rate among youth in the age group 15 to 24 years was 46, 2% and 25% in the age group 25 to 34 years. The educational outcomes of youth are a cause for concern owing to the high school dropout rate and related decrease in the number of youth in the age group 15 to 18 years<sup>2</sup> who attend school. Part of the response to this has been the establishment of a PSO8 youth development workgroup, the drafting of a youth development strategy and the continuation of activities at 181 MOD centre activities during the 2012/13 financial year.

### **3.2. Service Delivery Improvement Plan**

Please see Annexure A.

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<sup>1</sup> Solomons, F. and Molefi, S. (2012). *Child disability in the Western Cape: A study of the needs and experiences of children with disabilities and their caregivers, as well as gaps in service delivery in Vredendal, Beaufort West, Bellville and Gugulethu.*

<sup>2</sup> Soreaso (2012). *A Social and Demographic Trends Analysis of the Western Cape: 2011/12. Final draft report for the Western Cape Department of Social Development.*



### 3.3. Organisational environment

The DSD modernisation programme initiated in 2010 focused on streamlining Departmental operations to ensure efficiency and effectiveness in service delivery. The modernisation blueprint created an organisational structure that replaced 16 district offices to 6 regional offices and 45 local offices and, together with the staff matching and placing processes, was designed to bring services closer to communities. However, despite the establishment of 36 of the 45 local offices – two of which were opened during the 2012/13 financial year, - the lack of suitable government owned buildings that could be used as local offices remained a challenge. In the urban context, the relocation of the Athlone local office has gone some way to improve service delivery in the Metro South region. In the peri-urban and rural areas, the opening of the Malmesbury and Prince Albert local offices improved access in the West Coast. Similar service delivery access challenges in the Paarl area was addressed by opening two service points and, the reconfiguration of the Knysna local office and the Mossel Bay Thusong Centre will be ready for occupation in the new financial year and will assist in the alleviation of DSD accommodation challenges.

Restructuring and modernisation of the CFO's organisational structure is currently underway, as this was not included in the first restructuring process and will be implemented in the 2013/14 financial year.

The modernisation of the DSD technological environment was kick-started through a four year Information Technology (IT) refresh project to replace all IT equipment in the Department. Over the past two financial years, four regions were completed and in 2012/13 financial year, the remaining two, Metro South and Eden Karoo were completed. The Department's head office and facilities will be the focus in the forthcoming financial year (2013/14). From 2014/15 the Department plans to start the cycle again so that the entire Department is refreshed through another four year cycle. This has also resulted in a growth in the use of ICT and a systematic upgrade of the Department's bandwidth. Offices and facilities that have not been upgraded will undergo this process over the next 18 months. In addition, offices in the Metro are being linked to the City's fibre optic network.

In April 2012, the Department adopted and implemented the Corporate Governance Review Outlook (CGRO) and through this, it aspires to systematically achieve higher levels of governance maturity over the medium to long-term. The previous Financial Governance Review and Outlook (FGRO) and Financial Management Improvement Plan (FMIP) processes have been collapsed into a Governance Action Plan (GAP) owned and championed by Accounting Officers. It is aligned with three plans: the Financial Capability Maturity Model; the Financial Management Improvement Plan and the Financial Governance Review Outlook. Its objectives are to monitor findings from the previous year; improve good governance; accountability practices and to promote best practice.

The 2012/2013 financial year highlighted numerous changes and developments in the Supply Chain Management (SCM) environment on National and Provincial Government level. The Supply Chain Management sub-directorate's goal of being a best practice unit is shown by the high standard and comprehensiveness of its policies, processes and procedures which can be benchmarked in terms of thoroughness and alignment with the regulatory environment. The SCM functions have been institutionalised according to provincial standardisation requirements to ensure nominal compliance with any prescribed standards and effectively implementing new developments, thus giving effect to adequate control measures and achieving the ideals of good governance. Good governance is the bedrock of successful organisations hence the sub-directorate has started a process of developing a culture of continuous improvement and sharing of good practice within the Province (Ref. SCM Focus Group).

With respect to the management of performance information, especially ensuring the reliability and validity of non-financial data, the programme performance indicators for 2013/2014 have been reduced and refined to ensure their measurability. The regional performance information collection and collation hubs have been replaced by the resourcing of the social welfare and community development service delivery programmes with monitoring and evaluation personnel. This effectively ensures that control and responsibility for performance information and its effective use are vested in budget holders. A framework for managing performance information which includes a standard operating procedure for the collection verification and safeguarding of said data has been developed. This is currently under review to take into account the institutional arrangements being put in place in the Department. The diary system for social workers has been re-introduced to track social work case loads and work is underway on a standard operating procedure manual for social welfare service delivery at a local level that will improve data collection and align with the generic business processes of the national norms and standards programme (intake forms; monitoring forms; process notes; progress notes, referral forms etc.).

It is envisaged that the resultant actions will close the gap between the present and the desired state over time, building on current achievements, initiatives and foundations already laid within the Department, and ultimately attaining the Provincial Strategic Objective No. 12 of being the best run regional government in the world.

#### 4. KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

Please refer to: Point 4.3: Part A: Policy mandates and planned policy initiatives.

#### 5. STRATEGIC OUTCOME ORIENTED GOALS

<b>Strategic Outcome Oriented Goal 1</b>	<b>Improve Governance and Modernisation of service delivery</b>
<b>Goal statement</b>	Improving governance and sector performance through effective and efficient business processes, modernisation of service delivery systems and structures, research, planning, information and performance management.
<b>Justification</b>	To increase the integrity of business processes, including monitoring and reporting through transparent and inclusive decision-making and focussed implementation. Business processes, systems and the organisational structures will be made efficient and effective in order to enhance service delivery improvement for all in the province.
<b>Links</b>	This goal links to PSO 12: "Building the Best-Run Regional Government in the World". It also links closely to National Outcome 12: "An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship".
<b>Progress</b>	<p>The department has worked towards the goal of modernisation and improving governance through its business processes, systems and structures. The following progress can be reported:</p> <ul style="list-style-type: none"> <li>• DSD has achieved an unqualified audit for the last eight years;</li> <li>• Financial capability assessment was completed; the findings converted into action plans and the level maintained at 3+. MPAT level 3 was attained during the reporting year;</li> <li>• The human resource management, internal audit, enterprise risk management and strategic communication and marketing responsibilities have been corporatised and centralised at the Department of the Premier;</li> <li>• Information and communication technology have been improved through a refresh project; increased bandwidth and improving the Enterprise Content Management workspace;</li> <li>• The organisational structure was modernised and a regional model was adopted which reconfigured 16 district offices into 6 regions. This created the platform for the department to align its service delivery areas to municipal boundaries. DSD improved access to services and service delivery at the coalface by increasing the number of its local offices from 21 in 2010 to 36 by the end of the 2012/13 financial year;</li> <li>• The Western Cape Government policy on the funding of Social Welfare Services was developed, consulted and approved on the 4th April 2011 and noted in Cabinet. It was supported by procedure guidelines and tools for implementation. A new draft that included revisions to promote more clarity around roles and responsibilities was drafted and approved in the new financial year; and</li> <li>• A Facility strategy aimed at rationalising the operational arrangements of the Department's specialised facilities and the provision of services over the continuum of care was developed and approved.</li> </ul>

<b>Strategic Outcome Oriented Goal 2</b>	<b>Create opportunities through community development services</b>
<b>Goal statement</b>	Creating opportunities to support individuals and families to improve their capabilities to develop sustainable livelihood strategies through the provision of development programmes that facilitate empowerment of individuals and communities based on empirical research and demographic information.
<b>Justification</b>	This aims to promote social inclusion and reduce poverty by providing access to sustainable community development programmes to create opportunities for all to become self-reliant.
<b>Links</b>	This goal links to PSO 8: "Promotion of Social Inclusion and Reduction of Poverty" and also links to National Outcome 11: "Creating a better South Africa and contributing to a better and safer Africa in a better world".
<b>Progress</b>	<ul style="list-style-type: none"> <li>• The Department has aligned its priorities to PSO 8;</li> <li>• It plays a leading role in the PSO 8 Youth Development work group. It has drafted a youth development strategy which has been presented to the Human Development Strategic Sector Committee;</li> <li>• Provided social relief of distress services to individuals and families affected by undue hardship as a result of the negative economic climate as well as those affected by disasters;</li> <li>• Through the EPWP, 435 work opportunities were created for unemployed individuals inclusive of young people and women;</li> <li>• The MOD centre nutrition programme was rolled out in 72 identified schools across the province;</li> <li>• Enhanced the skills of young people to access work opportunities;</li> <li>• Implemented special holiday programmes targeting young people in marginalised communities to promote social inclusion;</li> <li>• Contributed to hunger reduction through targeted feeding sites;</li> <li>• Strengthened partnerships on provincial and regional level with other provincial departments and municipalities around the Integrated Development Planning (IDP) programme to leverage resources for better impact in communities; and</li> <li>• Developed the capacity of the NPOs in the areas of financial management and good governance and those at risk of funding suspension due to non-compliance.</li> </ul>

<b>Strategic Outcome Oriented Goal 3</b>	<b>Create a caring society through developmental social welfare services</b>
<b>Goal statement</b>	Create a caring society through appropriate developmental social welfare interventions which support and strengthen individuals and families, in partnership with stakeholders and civil society organisations.
<b>Justification</b>	This aims to render a continuum of developmental social welfare services to all vulnerable individuals and groups as well as contributing to reducing crime.
<b>Links</b>	This goal links to PSO 8: "Promotion of Social Inclusion and Reduction of Poverty" and also links to National Outcome 11: "Creating a better South Africa and contributing to a better and safer Africa in a better world".
<b>Progress</b>	<p>The department has aligned its priorities to PSO8. It plays a leading role in three PSO8 workgroups: Substance Abuse; ECD; Disability. These workgroups can report the following progress:</p> <ul style="list-style-type: none"> <li>• An ECD strategy that focuses on quality ECD provision has been developed and approved by the Provincial Cabinet;</li> <li>• Funding allocations to reduce harmful drug and alcohol abuse have been increased significantly. The number of subsidised bed spaces in treatment centres have increased significantly from 3 700 in 2009/10 to 4 500 in current year;</li> <li>• Facilitating the establishment of post graduate courses in substance abuse at the University of Cape Town and Stellenbosch University as well as undergraduate courses at the University of the Western Cape with 25 undergraduate and 42 post graduate students. Thus far 42 students have graduated;</li> <li>• With respect to the Older Persons programme, funding was increased to residential facilities and service centers and, assisted and independent living services were expanded;</li> <li>• Similarly, funding increases were provided to residential facilities for persons with disabilities as well as protective workshops and services were expanded with respect to day care facilities for children and adults with disabilities;</li> <li>• In the Children and Families programme, 80 251 children are in ECD programmes that focus on their linguistic, cognitive and personal development. A drive to register facilities has led to the registration of 1 681 partial care facilities that comply with the minimum norms and standards for facilities as per the Children's Act;</li> <li>• Victims of Crime and Violence: Increased unit costs for shelters from R850 to R1 200. The reduction in the number of trial awaiting youth in prison to less than 50 at any given time; and</li> <li>• Strengthened civil society partnerships by assisting NPOs that were in financial crises - a total of R20 million via the 2012/13 adjustment budget.</li> </ul>

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## **6. PERFORMANCE INFORMATION BY PROGRAMME**

### **6.1. Programme 1: ADMINISTRATION**

#### **Purpose**

This programme captures the strategic management and support services at all levels of the Department, i.e. provincial, regional, district and facility/ institutional level. (The heading District management is prescribed in terms of the National Budget structure. However, the Western Cape DSD operates on a regional office basis). The programme consists of the following sub-programmes:

#### **Sub-programmes**

- 1.1. Office of MEC
- 1.2. Corporate Management
- 1.3. District management

#### **Strategic objectives:**

- 1.1. To implement the modernised service delivery organisational structure.
- 1.2. Deliver a fully effective financial management function to the Department.
- 1.3. To manage the development and application of organisation-wide monitoring, evaluation and reporting.

## Key performance measures, targets and actual results

### Strategic objectives, performance indicators, planned targets and actual achievements

Table A: Strategic objectives

ADMINISTRATION					
Strategic objective indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-programme 1.2. Corporate services</b>					
To implement the modernised service delivery organisational structure					
Number of training interventions for social work supervisors and managers	-	15	19	+4	Prioritised and invested in the capacity building of the social work professionals.
The number of staff grows from 1 910 to 2 706 <sup>3</sup>	1 763	1 931	1 753	-178	DSD advertised 377 posts in 2012/13. Not all have assumed duty. Target being re-evaluated following efficiency gains.
Number of graduate interns	-	100	63	-37	Exceeded total target for interns. The actual achievements against target shifted due to reallocation of funds within the internship programme.
Number of under graduate interns: Premier's internship programme	-	100	83	-17	
EPWP	-	300	387	+87	
Deliver a fully effective financial management function to the Department					
Financial Governance Review and Outlook :  Supply Chain Management Level of Financial Capability	2+	2+	2+	-	Maintain the status quo, as the auditor general (AG) is still performing their audit, and hence the transition to the new approach from FGRO to CGRO. DSD not rated by Provincial Treasury (PT).

<sup>3</sup>This reflects the strategic plan target

## ADMINISTRATION

Strategic objective indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-programme 1.2. Corporate services</b>					
Deliver a fully effective financial management function to the Department					
Financial Governance Review and Outlook (FGRO) : Finance Level of Financial Capability	3+	3+	3+	-	Maintain the 3+ (status quo), because the auditor general (AG) is still performing their audit, and hence the transition to the new approach from FGRO to CGRO. DSD not rated by PT.
Number of finance staff with appropriate tertiary qualifications	11	21	16	-5	<ul style="list-style-type: none"> <li>• 1x Official was transferred to the Department of Transport and Public Works.</li> <li>• 1x Official did not complete studies or adhere to the terms of the bursary agreement.</li> <li>• 3x Officials requested an extension to complete studies by March 2014.</li> </ul>
To manage the development and application of organisation-wide monitoring, evaluation and reporting.					
Number of quarterly performance reports analysed	-	4	1	-3	<p>Five analysis reports were reported of which only one could be validated.</p> <p>Regular compliance analysis was performed on the performance reporting process and progress with NFD data collection. The following reports were prepared and sent to management for corrective actions to be taken:</p> <ul style="list-style-type: none"> <li>- Road show report September 2012</li> <li>- 2nd quarter progress report October 2012</li> <li>- Report to MANCO December 2012</li> <li>- Compliance report January 2013</li> <li>- Progress report February 2013</li> </ul>
Number of NPOs monitored	-	1 870	1 345	-525	The remainder of the NPOs were monitored by the programme offices under Programmes 2 and 3.

## ADMINISTRATION

Strategic objective indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-programme 1.2. Corporate services</b>					
To manage the development and application of organisation-wide monitoring, evaluation and reporting					
Number of on-site monitoring assessments at contract administration prioritised NPOs conducted	-	300	1 345	+1 045	The decision to increase the number of NPOs that were assessed was taken as part of the Uniform Funding Cycle (UFC) process to ensure compliance.
Number of evaluation reports concluded	-	3	1	-2	A Family Strengthening evaluation report was completed. Service providers to perform the Substance Abuse and Disability evaluations were appointed late in the financial year. This was due to the research organisations late registration on the Western Cape Supplier database. These evaluations will be completed in the 2013/14 year.

### Programme achievements and linkages to Departmental, National and Provincial goals are as follows:

- The absorption of contract workers into permanent positions on the staff establishment of the Department via approved recruitment and selection process;
- The institutionalisation of Supply Chain Management (SCM) functions based on provincial standardisation requirements to ensure compliance with prescribed standards;
- Effectively implementing the new developments thereby giving effect to adequate control measures and achieving the ideals of good governance;
- Developing a culture of continuous improvement and sharing of good practice within the province.

### Strategy to overcome areas of under performance

- Reduction and refinement in the number of programme performance indicators of 2013/14 to ensure their measurability.
- Replacement of regional performance information collection and collation hubs by resourcing sub-programmes with monitoring and evaluation personnel thereby ensuring that control and responsibility for performance information and its effective use are vested in budget holders.
- A review of the framework for managing performance information which includes a standard operating procedure for the collection, verification, validation and safeguarding of performance data that takes into account the new institutional arrangements with respect to the management of this information.



## Changes to planned targets

No changes.

## Linking performance with budgets

The DSD has institutionalised a monthly budget committee meeting that serves to align programme performance with budget expenditure.

## Sub-programme expenditure

Sub-Programme Name	2012/2013			2011/2012		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
<b>Administration</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
MEC	5 730	5 730	Nil	5 006	4 978	28
Corporate Management Services	129 641	125 996	3 645	131 255	127 016	4 239
District Management	47 283	45 692	1 591	60 363	52 189	8 174
<b>Total</b>	<b>182 654</b>	<b>177 418</b>	<b>5 236</b>	<b>196 624</b>	<b>184 183</b>	<b>12 441</b>

## 6.2. Programme 2: SOCIAL WELFARE SERVICES

### Purpose

This programme provides integrated developmental social welfare services to the poor and vulnerable in partnership with stakeholders and civil society organisations.

### Sub-programmes

- Sub-Programme 2.1. Professional and Administration Support
- Sub-Programme 2.2. Substance Abuse, Prevention and Rehabilitation
- Sub-Programme 2.3. Care and Services to Older Persons
- Sub-Programme 2.4. Crime Prevention and Support
- Sub-Programme 2.5. Services to the Persons with Disabilities
- Sub-Programme 2.6. Child Care and Protection Services
- Sub-Programme 2.7. Victim Empowerment
- Sub-Programme 2.8. HIV/Aids
- Sub-Programme 2.9. Social Relief
- Sub-Programme 2.10. Care and Support Services to Families

### Strategic objectives:

2.2. Improve fit between substance abuse services for individuals, families and communities and the need for

- those services, and improve overall outcomes of treatment and interventions.
- 2.3. Ensure access to quality social development services for poor and vulnerable older persons.
  - 2.4. Reduce the extent of contributing factors of social crime and to reduce recidivism through an effective probation service to all vulnerable children and adults by 2015.
  - 2.5. Provision of integrated programmes and services to persons with disabilities and their families.
  - 2.6. Facilitate the provision of a continuum of services that promote the well-being of children and build the resilience of families and communities to care for and protect their children.
  - 2.7. All victims of violence, with a special emphasis on women and children, have access to continuum of services.
  - 2.9. Social relief of distress is provided to those affected by undue hardship and disasters.
  - 2.10. Integrated and targeted interventions focusing on building resilient families.

## Key performance measures, targets and actual results

### Strategic objectives, performance indicators, planned targets and actual achievements

Table B: Strategic objectives

SOCIAL WELFARE SERVICES					
Strategic objective indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-programme 2.2. Substance abuse, prevention and rehabilitation</b>					
2.2. Improve fit between substance services for individuals, families and communities and the need for those services, and improve overall outcomes of treatment and interventions					
Number of clients accessing substance abuse services	45 303 <sup>4</sup>	12 914	10 157	-2 757	21 864 were reported of which only 10 157 could be validated. Additional funding was approved for NPO services during adjustment budget.
<b>Sub-Programme 2.3. Care and Services to Older Persons</b>					
2.3. Ensure access to quality social development services for poor and vulnerable older persons					
Number of vulnerable older persons with access to quality social development services in the province	33 252	34 499	42 122	+7 623	42 897 were reported of which only 42 122 could be validated. Exceeded target due to older persons participating in active aging programmes.

<sup>4</sup>This figure previously included drug education which has been taken over by the Western Cape Department of Education (WCED).

## SOCIAL WELFARE SERVICES

Strategic objective indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 2.4. Crime Prevention and Support</b>					
2.4. Reduce the extent of contributing factors of social crime to reduce recidivism through an effective probation service to all vulnerable children and adults by 2015					
Number of Children and Adults benefiting from social crime support services per year	21 515	29 600	8 978	-20 622	16 898 were reported of which only 8 978 could be validated. No baseline in first year of monitoring own services, hence unrealistic target set.
<b>Sub-Programme 2.5. Services to the Persons with Disabilities</b>					
2.5. Provision of integrated programmes and services to persons with disabilities and families					
Number of people with disabilities, their families/ care givers accessing developmental social welfare services	159 921	23 822	18 312	-5 510	20 705 were reported of which only 18 312 could be validated. Under reporting being investigated.
<b>Sub-Programme 2.6. Child Care and Protection Services</b>					
2.6. Facilitate the provision of a continuum of services that promote the well-being of children and build the resilience of families and communities to care for and protect their children					
Number of children and families in the province who access care and protection services	366 496 (Reported figure not verified)	109 996	108 443	-1 553	Reason for variance under investigation.
<b>Sub-Programme 2.7. Victim Empowerment</b>					
2.7. All victims of violence with a special emphasis on women and children have access to a continuum of services					
Number of people reached that have access to victim support services: 20 500	38 798	19 500	26 212	+6 713	26 421 were reported of which only 26 212 could be validated. Indicative of immense need for services for victims of crime and violence in communities.
<b>Sub-Programme 2.8. HIV/Aids</b>					
This sub-programme has been incorporated into the Child Care and Protection programme					

## SOCIAL WELFARE SERVICES

Strategic objective indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub- Programme 2.9. Social Relief</b>					
2.9. To provide social relief of distress services to those affected by undue hardship and disasters					
Number of persons receiving social relief of distress services	54 821	35 960	0	-35 960	22 448 were reported of which none could be validated due to reports being unavailable from SASSA's service provider. SASSA Administers the SRD budget in accordance with the prescripts of the Social Assistance Act 13 of 2004. SRD targets are unpredictable due to the nature and numbers of disasters.
<b>Sub-Programme 2.10. Care and Support Services to Families</b>					
2.10. Integrated and targeted interventions focusing on building resilient families					
The number of families accessing developmental social welfare services that strengthens families and communities	63 293	51 770	29 630	-22 140	Only 29 630 cases could be validated. Under-reporting being investigated.

**Table C: Performance Indicators**

<b>SOCIAL WELFARE SERVICES</b>					
<b>Performance indicators</b>	<b>Actual achievement 2011/12</b>	<b>Planned target</b>	<b>Actual achievement</b>	<b>Deviation from planned target to actual achievement for 2012/13</b>	<b>Comment on deviations</b>
<b>Sub-programme 2.2. Substance abuse, prevention and rehabilitation</b>					
2.2. Improve fit between substance services for individuals, families and communities and the need for those services, and improve overall outcomes of treatment and interventions					
Number of service users who have accessed private inpatient substance abuse treatment centres funded by government	-	657	343	-314	676 were reported of which only 343 could be validated.
Number of service users who have accessed public inpatient substance abuse treatment centres	-	1 200	568	-632	963 were reported of which only 568 could be validated. De Novo is operating at lower than expected capacity.
Number of children reached through Ke-Moja Drug Prevention Programme	-	-	-	-	-
Number of Youth (19 -35) reached through Ke-Moja Drug Prevention Programme	-	-	-	-	-
Number of public in-patient treatment centres	3	3	3	-	-
Number of private in-patient treatment centres funded by government (annual targets)	21 <sup>5</sup>	22	22	-	-
Number of clients benefitting from government social work services	-	4 400	3 057	-1 343	8 509 were reported of which only 3 057 could be validated. Higher than expected number of early interventions by DSD local offices.
Number of clients benefitting from funded NPO social work services	-	8 514	10 093	+1 579	Additional funding approved for NPO services during adjustment budget.

<sup>5</sup>This figure incorrectly reflected the total number of in- and out-patient centres rather than only in-patient treatment centres.

## SOCIAL WELFARE SERVICES

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-programme 2.2. Substance abuse, prevention and rehabilitation</b>					
2.2. Improve fit between substance services for individuals, families and communities and the need for those services, and improve overall outcomes of treatment and interventions					
Number of clients accessing DSD funded education and awareness services	-	870	513	-357	2 440 were reported of which only 513 could be validated. Additional funding approved for services to combat Foetal Alcohol Syndrome.
Number of schools receiving drug education training for life orientation	-	100	0	-100	WCED has taken over the function of training teachers in drug education as part of the new CAPS life orientation curriculum.
Number of clients receiving early intervention services from DSD	7 805	2 000	2 289	+289	Higher than expected number of early interventions by DSD local offices.
Number of clients receiving early intervention services from NPOs funded by DSD	-	4 000	1 462	-2 538	2 132 were reported of which only 1 462 could be validated. Reason for under-reporting being investigated.
Number of relevant government/NPO professionals in the field trained on university continuing course on addiction	53	55	80	+25	Actual target relates to accumulative enrolment. Only 42 completed the courses.
Number of clients accessing aftercare services from DSD and NPOs funded by DSD	2 018	3 507	1 699	-1 808	2 200 were reported of which only 1 699 could be validated. Reason for under-reporting being investigated.
Number of people receiving community based treatment services	-	3 200	226	-2 974	2 645 were reported of which only 226 could be validated. Reason for under-reporting being investigated.

## SOCIAL WELFARE SERVICES

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 2.3. Care and Services to Older Persons</b>					
2.3. Ensure access to quality social development services for poor and vulnerable older persons					
Number of older persons in residential facilities managed by government	-	-	-	-	-
Number of older persons in funded residential facilities managed by NPOs	9 654	5 746	5 746	-	-
Number of older persons accessing community based care and support services	15 464	16 867	16 867	-	-
Number of older persons participating in the active ageing programme	5 013	10 000	17 208	+7 208	Higher than anticipated attendance by older persons at service centres and some old age homes.
Number of abused older persons who receive services rendered by Social Workers	721	700	153	-547	212 were reported of which only 153 could be validated. Actual number of cases reported.
Number of clients benefitting from government social work services	-	877	0	-877	No data available. Reason for under-reporting being investigated.
Number of clients benefitting from funded NPO social work services	-	32 055	40 900	+8 845	The actual target is an accumulation of 1 079 social work services rendered by NPO's plus all NPO services (5 746 + 16 867 +17 208) funded above. Exceed target due to older persons participation in active ageing programmes.
Number of social service organisations rendering early intervention services for older persons	10	10	10	-	-

## SOCIAL WELFARE SERVICES

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 2.3. Care and Services to Older Persons</b>					
2.3. Ensure access to quality social development services for poor and vulnerable older persons					
Number of older persons in outreach programmes	-	1 567	22	-1 545	Actual output of 1 567 reported but not validated. 22 organisations were funded.
Number of older persons accessing assisted living and independent living facilities funded by DSD	-	322	247	-75	322 were reported of which only 247 could be validated.
Number of older persons reached by awareness programmes	-	8 420	975	-7 445	During adjustment period focus shifted from awareness programmes to statutory services.
<b>Sub-Programme 2.4. Crime Prevention and Support</b>					
2.4. Reduce the extent of contributing factors of social crime to reduce recidivism through an effective probation service to all vulnerable children and adults by 2015					
Number of children in conflict with the law assessed	7 156	9 900	5 549	-4 351	8 567 were achieved of which only 5 549 could be validated. Decline in number of arrested children.
Number of children in conflict with the law who completed diversion programmes	2 202	6 300	1 166	-5 134	2 261 were reported of which only 1 166 could be validated. The diversions process is managed by National Prosecuting Authority (NPA) therefore DSD cannot project the number of referrals.
Number of children in conflict with the law awaiting trial in secure care centres managed by government	-	1 300	878	-422	1 753 were reported of which only 878 could be validated. Higher than expected number of children referred to awaiting trial facilities. The target includes all children in secure care facilities – Child Care Act and Child Justice Act.
Number of children in conflict with the law awaiting trial in secure care centres managed by NPOs	-	1 600	903	-697	Occupancy is dependent on judicial process. The target includes all children in secure care facilities – Child Care Act and Child Justice Act.



## SOCIAL WELFARE SERVICES

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 2.4. Crime Prevention and Support</b>					
2.4. Reduce the extent of contributing factors of social crime to reduce recidivism through an effective probation service to all vulnerable children and adults by 2015					
Number of clients benefitting from government social work services	-	20 900	5 829	-15 071	10 695 were reported of which only 5 829 could be validated. No baseline in first year of monitoring own services, hence unrealistic target set.
Number of clients benefitting from funded NPO social work services	-	8 700	3 158	-5 542	6 203 were reported of which only 3 158 could be validated. No baseline, hence unrealistic target set.
Number of adults in conflict with the law assessed	5 026	5 000	1 303	-3 697	5 983 were reported of which only 1 303 could be validated. Greater utilisation of community diversion options by Department of Justice.
Number of adults in conflict with the law diverted	5 026	4 000	1 776	-2 224	5 263 were reported of which only 1 776 could be validated. Greater utilisation of community diversion options by Department of Justice and a high percentage qualified for diversion option.
% and/or number of adults in conflict with the law who completed diversion programmes	-	80% (3 200)	27% (1 096)	-52.6% (-2 104)	3 910 were reported of which only 1 096 could be validated. Increased total due to greater utilisation of community diversion options by Department of Justice.
Number of children in conflict with the law referred to diversion programmes	-	7 000	790	-6 210	3 502 were reported of which only 790 could be validated. Reduction in number of cases referred from the court.
Number of children who re-offend within a year after completion of a community based or residential programme	-	140	75	-65	329 were reported of which only 75 could be validated. There was no baseline for this target in 2011/2012.

## SOCIAL WELFARE SERVICES

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 2.4. Crime Prevention and Support</b>					
2.4. Reduce the extent of contributing factors of social crime to reduce recidivism through an effective probation service to all vulnerable children and adults by 2015					
Number of officials trained in probation services	151	120	36	-84	129 were reported of which only 36 could be validated. Completed at no extra cost; new appointments; training done by DSD.
Number of diversion programmes accredited	6	4	1	-3	2 were reported of which only 1 could be validated. Prospective applicants were disqualified during the first phase.
Number of children with disabilities who participated in social crime prevention programmes	-	30	0	-30	5 were reported of which none could be validated. Low number of candidates for programme received.
Number of therapeutic programmes rolled out in secure care facilities	-	2	0	-2	4 were reported of which none could be validated. The following programmes are currently provided as group work and individual therapy: <ul style="list-style-type: none"> <li>• Anger Management</li> <li>• Life Skills</li> <li>• Substance Abuse</li> <li>• Sexuality</li> </ul>
<b>Sub-Programme 2.5. Services to the Persons with Disabilities</b>					
2.5. Provision of integrated programmes and services to persons with disabilities and families					
Number of persons with disabilities in funded residential facilities managed by government	-	-	-	-	-
Number of persons with disabilities in funded residential facilities managed by NPOs	1 262	1 265	1 347	+82	Increased funding for bed spaces in certain facilities to meet demand.
Number of persons with disabilities accessing services in funded protective workshops managed by NPOs	2 036	2 625	1 952	-673	Only 1952 cases verified. Under reporting being investigated.

## SOCIAL WELFARE SERVICES

Performance indicators		Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 2.5. Services to the Persons with Disabilities</b>					
2.5. Provision of integrated programmes and services to persons with disabilities and families					
Number of funded protective workshops for persons with disabilities managed by NPOs	43	46	48	+2	Expansion in an area of greatest need to fill a gap in service provision.
Number of funded residential facilities for persons with disabilities managed by NPOs	33	31	32	+1	Exceeded target due to 2012/13 roll over process for funding. Funding to one organisation was subsequently cancelled.
Number of residential facilities for persons with disabilities run by government	-	-	-	-	-
Number of clients benefitting from government social work services	-	300	443	+143	Programme has been prioritised as a provincial priority and has expanded service delivery.
Number of clients benefitting from funded NPO social work services	-	23 222	14 570	-8 652	20 272 were reported of which only 14 570 could be validated. Under reporting being investigated.
Number of adult persons with disabilities benefitting from funded community based day care programmes implemented	-	180	42	-138	80 were reported of which only 42 could be validated. Under reporting being investigated.
Number of youth peer support counsellors trained from the youth with disabilities empowerment and support programmes implemented	-	20	0	-20	20 were reported of which none could be validated.

## SOCIAL WELFARE SERVICES

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 2.5. Services to the Persons with Disabilities</b>					
2.5. Provision of integrated programmes and services to persons with disabilities and families					
Number of children with disabilities benefiting from the funded day care services implemented	-	327	636	+309	Programme is a provincial priority and received additional funding through the adjustment budget process.
Number of families with deaf infants : 0-3 years benefiting from early intervention and support programme implemented	-	85	136	+51	156 were reported of which only 136 could be validated. Programme is a provincial priority and received additional funding through the adjustment budget process.
Number of care givers in day care centres benefiting from capacity building and support programmes implemented	-	20	206	+186	940 were reported of which only 206 could be validated. Programme is a provincial priority and received additional funding through the adjustment budget process.
<b>Sub-Programme 2.6. Child Care and Protection Services</b>					
2.6. Facilitate the provision of a continuum services that promote the well-being of children and build the resilience of families and communities to care for and protect their children					
Number of children 0-5 years old accessing registered ECD programmes	-	65 000	80 251	+15 251	Indicator includes children in registered ECD / partial care facilities, whether fully funded or not.
Number of children in need of care and protection placed in CYCC managed by government	-	50	60	+10	67 were reported of which only 60 could be validated.
Number of children in need of care and protection placed in CYCC managed by NPOs	-	2 278	529	-1 749	Reason for variance under investigation.
Number of children placed in foster care	2 613 (Reported figure not verified)	2 350	1 447	-903	Reason for variance under investigation.
Number of Child and Youth Care Centres managed by government	-	2	1	-1	Nomzamo Place of Safety was closed down during January 2013 due to low number of residents.

## SOCIAL WELFARE SERVICES

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 2.6. Child Care and Protection Services</b>					
2.6. Facilitate the provision of a continuum services that promote the well-being of children and build the resilience of families and communities to care for and protect their children					
Number of Child and Youth Care Centres managed by funded NPOs	-	45	44	-1	45 were reported of which only 44 could be validated.
Number of work opportunities created through EPWP in the social sector	378	386	773	+387	Target over reported and includes programmatic EPWP projects.
Number of abused children who received services by Social Workers	5 969	6 000	4 220	-1 780	Actual number of cases reported.
Number of clients benefitting from government social work services	-	6 452	3 977	-2 475	Only 3 977 cases verified. Under-reporting being investigated.
Number of clients benefitting from funded NPO social work services	-	101 944	101 798	-146	Lower than expected number of Children's Court Enquiries.
Number of registered cluster foster schemes	2	6	4	-2	6 were reported of which only 4 could be validated.
Number of children re-unified with their families or communities of origin	1 275 (Reported figure not verified)	796	199	-597	Limited number of cases where conditions were met for reunification.
Number of CYCC (Children's homes) that comply with a minimum of Five Norms and Standards in line with the Children's Act 38/2005	4	28	8	-20	15 were reported of which only 8 could be validated. Organisations experiencing difficulties in complying fully.
Number of abandoned children who received services by Social Workers	1 322 (Reported figure not verified)	150	274	+124	322 were reported of which only 274 could be validated. Higher than expected number of cases reported.
Number of neglected children who received services by Social Workers	6 313 (Reported figure not verified)	3 500	1 713	-1 787	2 129 were reported of which only 1 713 could be validated. Lower than expected number of referrals received.

## SOCIAL WELFARE SERVICES

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 2.6. Child Care and Protection Services</b>					
2.6. Facilitate the provision of a continuum services that promote the well-being of children and build the resilience of families and communities to care for and protect their children					
Number of public education and prevention programmes	-	4	138	-134	4 Provincial wide programmes were implemented. The 138 refers to individual programmatic interventions.
Number of supportive and developmental programmes	-	6	223	+217	6 Provincial wide programmes were implemented. The 223 refers to individual programmatic interventions.
Number of adoption applications finalised	277	300	359	+59	Actual number of adoption applications submitted.
Number of partial care facilities registered	1 473	1 900	1 681	-219	Challenges experienced with compliance to norms and standards and regulations of both the Children's Act and Municipality.
Number of early childhood development programmes complying with norms and standards	4	800	873	+73	More than 800 programmes that comply with norms and standards are in the process of certification.
Number of jobs created through EPWP in ECD programmes	378	386	314	-72	Actual number of EPWP.
Number of children in funded partial care facilities	87 100 (Reported figure not verified)	77 500	153 344	+75 844	Total figure includes children involved in education and awareness programmes run by ECDs.
Number of children in funded home and community based ECD programmes	-	14 700	9 719	-4 981	No baseline previously established, hence over-projection in APP target.
Number of orphans and other children made vulnerable by HIV and Aids, illnesses and injuries <sup>6</sup>	2 266	1 600	2 668	+1 068	Actual number of cases referred.

<sup>6</sup>This indicator is integrated from the HIV/Aids sub-programme

## SOCIAL WELFARE SERVICES

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 2.7. Victim Empowerment</b>					
2.7. All victims of violence with a special emphasis on women and children have access to a continuum of services					
Number of victims of crime and violence in VEP service sites (local offices) managed by government	-	6 601	102	-6 499	311 were reported of which only 102 could be validated. Deviation due to channelling of victim-related statistics to other categories e.g. child abuse.
Number of victims of crime and violence in VEP service sites (local offices) managed by NPOs	5 860	12 904	25 775	+12 871	Indicative of immense need for services for victims of crime and violence in communities. Some organisations report on outputs (victim empowerment services) that are not included in the TPA.
Number of reported victims of human trafficking placed in rehabilitation programmes	-	30	9	-21	In some instances victims are channelled to non-funded NPOs not reporting to DSD. Hesitance of service providers to be involved due to link between human trafficking and organised crime.
Number of service sites for victims of crime and violence managed by government	-	36	32	-4	Delays in government sites being operational due to construction and renovation by the DTPW (Milnerton, Khayelitsha 2, Kraaifontein and Knysna).
Number of funded service sites for victims of crime and violence managed by NPOs	12	20	22	+2	Targets were determined prior to funding allocation for services to be procured. Cost effective planning resulted in the programme being able to procure services from two additional NPOs at no additional cost.

## SOCIAL WELFARE SERVICES

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 2.7. Victim Empowerment</b>					
2.7. All victims of violence with a special emphasis on women and children have access to a continuum of services					
Number of victims of gender based violence counselled and supported at DSD local offices	630	1 800	127	-1 673	Deviation due to channelling of victim-related statistics to other categories e.g. child abuse.
Number of functional regional VEP intersectional coordinating forums	2	6	-	-6	Feedback has been received regarding 6 forums that have been established in the province: validation is still pending.
% of youth with disabilities participated in gender violence prevention programme	-	2% (12)	0	-2% (-12)	Reason for variance under investigation.
Number of youth attended and completed gender violence prevention programmes	2 353	600	199	-401	Preliminary output of 1 471 exceeds target.
<b>Sub-Programme 2.8. HIV/Aids</b>					
This sub-programme has been incorporated into the Child care and protection programme					
<b>Sub- Programme 2.9. Social Relief</b>					
2.9. To provide social relief of distress services to those affected by undue hardship and disasters					
Number of individuals who benefit from social relief of distress programmes	54 821	35 960	0	-35 960	Actual of 22 448 achieved for which evidence was provided after the reporting date. SASSA administers the SRD budget. SRD targets are unpredictable due to the variable incidence of disasters.
<b>Sub-Programme 2.10. Care and Support Services to Families</b>					
2.10. Integrated and targeted interventions focusing on building resilient families					
Number of families participating in family preservation services provided by government	17 853	5 773	1 453	-4 320	Only 1453 cases could be verified. Under-reporting being investigated.



**SOCIAL WELFARE SERVICES**

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 2.10. Care and Support Services to Families</b>					
2.10. Integrated and targeted interventions focusing on building resilient families					
Number of family members participating in family preservation services provided by funded NPOs	17 853	29 122	15 041	-14 081	Only 15 041 cases could be verified. Under-reporting being investigated.
Number of family members reunited with their families through services provided by Government	636 (Reported figure not verified)	89	39	-50	Only 39 cases could be verified. Under-reporting being investigated.
Number of family members reunited with their families through services provided by funded NPOs	636 (Reported figure not verified)	1 250	197	-1 053	1 192 were reported of which only 197 could be validated. The deviation was due to the suspension of one shelter for homeless adults.
Number of funded NPOs providing care and support services to families	63	60	71	+11	At the time of submission of the final Annual Performance Plan, the funding process was not yet finalised.
Number of clients benefiting from government social work services	-	17 497	9 478	-8 019	Only 9 478 cases could be verified. Under-reporting being investigated.
Number of clients benefiting from funded NPO social work services	-	34 273	20 152	-14 121	Only 20 152 cases could be verified. Under-reporting being investigated.
Number of awareness programmes on family support services	-	5	90	+85	5 Provincial wide programmes were implemented.
Number of teenage parents participating in parenting and care giving skills training	1 816 (Reported figure not verified)	2 500	1 935	-565	Only 1 935 cases could be verified. Under-reporting being investigated.
Number of parents participating in parent education and training programmes	5 984 (Reported figure not verified)	10 871	4 988	-5 883	Only 4 988 cases could be verified. Under-reporting being investigated.

## SOCIAL WELFARE SERVICES

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 2.10. Care and Support Services to Families</b>					
2.10. Integrated and targeted interventions focusing on building resilient families					
Number of fathers reached through fatherhood education and raining programmes	2 642 (Reported figure not verified)	3 500	3 588	+88	The variance is the result of additional people coming to the programme and is demand driven. No additional costs have been required.
Number of bed spaces in shelters for homeless adults	1 087 (Reported figure not verified)	1 167	7 630	-6 463	This deviation is due to the number of people accommodated in shelters within a period of a year being counted and not just the number of beds as per target.

**Programme achievements and linkages to Departmental, National and Provincial goals are as follows:**

### **Substance Abuse:**

- Increases in subsidies were allocated to subsidised in-patient treatment facilities with the adjustment budget; and
- Increased number of clients accessing intervention programmes related to Foetal Alcohol Syndrome.

### **Older Persons:**

- During this financial year subsidies were increased to 126 residential facilities and 220 Service Centres in order to improve the quality of service to the older persons; and
- Increased participation in active ageing programmes by older persons.

### **Crime Prevention and Support:**

- Rolled out an Anger Management Programme for sentenced children with severe behaviour problems;
- Rolled out a Regional Training Programme for probation practitioners on the Child Justice Act in all six regions as well as training regarding five new diversion programmes;
- Completed a Diversion Booklet with actual diversion programmes as a source of information for practitioners and stakeholders; and
- Completed a Procedural Manual and an After-hour Assessment policy document to regulate and standardise probation services.

### **Disabilities:**

- Training by Stellenbosch University of 15 DSD officials on Disability Mainstreaming;
- Extension of services to areas of greatest need in rural areas: Genadendal, Gansbaai, Saron and Riviersonderend;
- Designing and implementing a pilot project in Mfuleni and Vredenburg areas aimed at: Primary identification of children and youth with disabilities between ages 0-35 years and families/ caregivers at risk (not linked to any type of service) and ensure referral to available support services; and
- Increasing the capacity of parents/ primary caregivers who care for their children at home enabling them to facilitate their child's development using appropriate stimulation, development and educational activities.

### **Child Care and Protection:**

- The Child Protection Register (CPR) was successfully implemented with notable improvement in Western Cape's statistics on deliberate neglect and abuse of children recorded in the mandatory National Child Protection Register. The total number of reported cases submitted to National DSD was 2 258. The challenge is that the CPR is still manually maintained as the department does not have a web based electronic system;
- A total of 242 social workers received training on the provisions of the Children's Act including specialised areas such as mediation and adoption. This training will enable social workers to deliver quality services to children and families and thus ensure their safety and well-being;
- The Provincial Foster Care Backlog Project was managed effectively in line with the North Gauteng High Court Order and finalised in 2012/13. The initial backlog of 15 210 in 2012/13 was reduced to zero; and
- The training of ECD practitioners on the development and implementation of ECD programmes proved to be very successful. A total of 852 ECD partial care facilities' and service organisations' programmes were approved for registration with the result that 47 013 children are now accessing these ECD programmes.

### **Victim Empowerment:**

- Increase in subsidies were allocated to subsidised shelters for abused women and children
- This programme focussed on training in order to prepare professionals to deal with victims of crime and violence thus improving the quality of service rendered:
  - 170 SAPS officials, 300 Trauma Room volunteers and 40 DSD officials trained on victim support and supervision to enhance quality of service to victims of crime and violence.
  - DSD officials from five regions were trained in the Identification of Victims of Human Trafficking in Cape Town from 13 – 14 September 2012, contributing to quality service delivery.
  - 30 DSD officials trained in Victim Empowerment, Victim's Charter and Sexual Offences from 12 – 14 September 2012 in Cape Town.
- A Provincial Colloquium for shelters for victims of crime and violence was conducted at Goudini in the Worcester area on 7 – 9 March 2012. The purpose was to promote compliance, best practices and uniformity amongst services providers.

### **Social Relief:**

- The programme provided support to 22 448 people affected by disasters (fires and floods) as well as those faced with undue hardship; and
- DSD in collaboration with the South African Social Security Agency (SASSA) has a joint responsibility to ensure that individuals/ households challenged to provide for their basic needs have access to the Social Relief of Distress Grant (SRD grant). Immediate relief was provided to victims of disasters in the form of food parcels or hot meals for a period of 3-days (which in some instances is extended where the prevailing circumstances of the disaster affecting victims cannot be corrected in time.)

### **Care and Support to Families:**

- The programme coordinated the provincial public hearings and consultations with service providers and beneficiaries on the National Green Paper for Families. The draft of the White Paper for Families has now been finalised;
- A number of policy education and training workshops was done to build the capacity of service delivery partners and DSD officials. These workshops focused on the Guidelines for Family Reunification Services, the Framework for Social Service Professionals Mediating Family Matters, and the Norms and Standards for Services to Families;
- In an effort to strengthen specialisation in work with families the programme partnered with the University of the Western Cape, which resulted in nine departmental social workers attending the Post Graduate Diploma course in Child and Family Studies; and
- A significant development in the parenting sector is the establishment of and partnership with the Parenting in Africa Network that will provide improved coordination and strengthening of services to parents.

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The Sub-programmes under Programme 2 are all directly linked to the Strategic Outcome Goal 3 of the Department of Social Development, namely: 'Create a caring society through developmental Social Welfare Services'. The outcomes of these sub-programmes are also linked to National Outcomes: "Create a better South Africa, a better Africa and a better world," and "Improve healthcare and life expectancy among South Africans". All of the department's work were also aligned with the Provincial Strategic Objective (PSO) 8 'Increasing social inclusion and reducing poverty.'

### **Strategies to overcome areas of under performance**

- All reporting to be centralised at programme-office with regular line monitoring.
- Programmes engaged the Regions and funded organisations on the APP, Operational Plan and indicators for 2013/14 for DSD own services to improve performance reporting in 2013/14.
- The Chief Directorate Social Welfare is in the process of developing a monitoring plan to encourage a single approach to monitoring.
- Social Relief: A centralised SRD performance reporting plan has been developed that will be enforced for the financial year 2013/14. A formal SRD business plan with respect to the management of Undue Hardship Targets for the financial year 2013/14 has been formulated.

### **Changes to planned targets**

No changes.

### **Linking performance with budgets**

The DSD has institutionalised a monthly budget committee meeting that serves to align programme performance with budget expenditure.

## Sub-programme expenditure

Sub-Programme Name	2012/2013			2011/2012		
	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
Professional Administration	277 917	277 917	Nil	236 840	236 840	Nil
Substance Abuse, Prevention & Rehabilitation	78 519	78 519	Nil	67 273	67 273	Nil
Care and Services to Older Persons	156 302	155 716	586	189 371	189 371	Nil
Crime Prevention & Support	129 196	129 196	Nil	123 607	123 607	Nil
Services to Persons with Disabilities	74 965	74 965	Nil	70 608	70 608	Nil
Child Care and Protection services	413 543	412 004	1 539	351 443	351 442	1
Victim Empowerment	14 006	14 006	Nil	11 951	11 951	Nil
HIV and AIDS	Nil	Nil	Nil	8 682	8 682	Nil
Social Relief	70	70	Nil	375	375	Nil
Care and Support Services to Families	35 696	35 695	1	33 399	33 399	Nil
<b>Total</b>	<b>1 180 214</b>	<b>1 178 088</b>	<b>2 126</b>	<b>1 093 549</b>	<b>1 093 548</b>	<b>1</b>

### 6.3. Programme 3: Development and Research

#### Purpose

Provide sustainable development programmes which facilitate empowerment of communities, based on empirical research and demographic information.

#### Sub-programmes

- Sub-Programme 3.1. Professional and Administration Support
- Sub-Programme 3.2. Youth Development
- Sub-Programme 3.3. Sustainable Livelihood
- Sub-Programme 3.4. Institutional Capacity Building and Support (ICB)
- Sub-Programme 3.5. Research and Demography
- Sub-Programme 3.6. Population Capacity Development and Advocacy

#### Strategic objectives

- 3.2. Access to appropriate social development services for youth in schools and out of schools.
- 3.3. Access to appropriate nutrition and social support services for children, their primary caregivers and/ or households at risk of hunger.
- 3.4. Capacity development and support services to identified funded NPOs and indigenous civil society organisations.
- 3.5. Facilitating, conducting and managing population development and social development research.
- 3.6. Population advocacy and capacity building in respect of demographic and population trends.

#### Key performance measures, targets and actual results

##### *Strategic objectives, performance indicators, planned targets and actual achievements*

**Table D: Strategic objectives**

DEVELOPMENT AND RESEARCH					
Strategic objective indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 3.2. Youth Development</b>					
Access to appropriate social development services for youth in schools and out of schools					
Number of youth accessing social development programmes	7 300	18 950	26 982	+8 032	More children accessing the MOD centre programmes and additional funding committed during the adjustment budget for youth programmes.

## DEVELOPMENT AND RESEARCH

Strategic objective indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 3.3. Sustainable Livelihood</b>					
Access to appropriate nutrition and social support services for children, their primary caregivers and/or households at risk of hunger					
Number of individuals receiving food security interventions	22 811	3 307 <sup>7</sup>	3 307	-	-
Number of feeding sites	206	48 <sup>8</sup>	49	+1	Closure of sites during financial year due to lack of referrals from referral agents and non-attendance.
<b>Sub-Programme 3.4. Institutional Capacity Building and Support (ICB)</b>					
Capacity development and support services to identified funded NPOs and indigenous civil society organisations					
Number of NPOs that receive capacity enhancement and support services	1 914	2 790	2 175	-615	Reason for variance under investigation.

<sup>7</sup>This target reflects the policy shift from dispersed feeding sites to feeding in structured environments as reflected in the MOD centres – see the youth development sub-programme. Individual targeting, (for example, nutritional status and referral from local clinics, assessment by DSD social workers and non-qualification for social relief of undue distress) will be used to refer individuals to the 48 feeding sites.

<sup>8</sup>The target of 48 sites is based on the minimum number of beneficiaries that must be referred to it in order to make its establishment as a site of a site of feeding, feasible. These 48 sites will provide food daily for 260 days for a minimum of 68 referred beneficiaries. Since hunger and food insecurity is often found in families/households, it is envisaged that the whole family/household will be provided with one meal on a daily basis. The length of time will be determined by the referral authority and will be supported by social welfare programmes that promote capability development as a means of facilitating exit from the feeding programme.

## DEVELOPMENT AND RESEARCH

Strategic objective indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 3.5. Research and Demography</b>					
Facilitating, conducting and managing population development and social development research					
Number of social and population research reports to facilitate government planning per annum	8	8	5	-3	Five reports were completed and disseminated. Four reports are in a final draft format and will be completed in the first quarter of the new year. The reason for the late finalisation of projects is as follows: one project was delayed due to the late release of data by the WCED; two projects were delayed by staff members taking maternity leave; one project was delayed by procurement issues.
<b>Sub-Programme 3.6. Population capacity development and advocacy</b>					
Population advocacy and capacity building in respect of demographic and population trends					
Number of persons trained in population capacity per annum	72	36	65	+29	The training focussed on using GIS as a planning tool in the DSD. Greater interest than anticipated resulted in more than the planned 6 persons per region wanting to be trained. There was also interest from officials in the programmes at Head Office who were not initially included in the planning.
Number of persons attending advocacy workshops per annum	221	220	130	-70	Reason for variance under investigation.



**Table E: Performance objectives**

DEVELOPMENT AND RESEARCH					
Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 3.2. Youth Development</b>					
Access to appropriate social development services for youth in schools and out of schools					
Number of Youth participating in the Masupatsela Youth Pioneer Programme	-	-	-	-	-
Number of out of school youth participating in skills development programmes	4 628	4 000	5 382	+1 382	The funding of the youth programme was increased during the adjustment budget.
Number of funded NPOs delivering youth development services	6	5	18	+14	25 were reported of which only 18 could be validated. The funding of the youth programme was increased during the adjustment budget.
Number of work opportunities created through EPWP in the Social Sector (DSD)	300	350	-	-350	435 were reported of which none could be validated. The funding of the youth programme was increased during the adjustment budget.
Number of MOD centre schools with access to social development service programmes	N/A	73	72	-1	One school has withdrawn from the programme.
Number of participants at MOD centre schools fed on a daily basis	N/A	14 600 <sup>9</sup>	-	-	98 967 meals were provided to MOD centre participants over the reporting period.
Number of youth in MOD centre activities also participating in social development service programmes (excluding feeding)	N/A	200	-	-200	Project being reconceptualised.

<sup>9</sup> Estimated cost: 200 children x 73 schools x R7 per child x 195 days = R20 000 000 (nutrition component of the youth development programme)

## DEVELOPMENT AND RESEARCH

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 3.3. Sustainable Livelihood</b>					
Access to appropriate nutrition and social support services for children, their primary caregivers and/ or households at risk of hunger					
Number of poor households (HH) participating in food production programmes	-	-	-	-	-
Number of HH accessing food through community development initiatives	N/A	3 307	826	-2 481	Target was incorrect in Annual Performance Plan.
Number of households profiled	-	-	-	-	-
Number of communities profiled	18	-	-	-	-
Number of individuals receiving food security interventions	22 811	3 307	3 307	-	-
Number of feeding sites in operation throughout the province	206	48	49	+1	Closure of sites during financial year due to lack of referrals from referral agents and non attendance.
<b>Sub-Programme 3.4. Institutional Capacity Building and Support (ICB)</b>					
Capacity development and support services to identified funded NPOs and indigenous civil society organisations					
Number of NPOs assisted with registration	2 814	600 <sup>10</sup>	600	-	-
Number of funded NPOs delivering social development services	1 938	1 870	2 125	+255	2 165 were reported of which only 2 125 could be validated. Deviation due to service delivery gaps in communities, programmes contracted with higher than expected number of NPOs.

<sup>10</sup> This target refers to the number of NPOs assisted by Regional staff to register as a NPO

## DEVELOPMENT AND RESEARCH

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 3.4. Institutional Capacity Building and Support (ICB)</b>					
Capacity development and support services to identified funded NPOs and indigenous civil society organisations					
Number of NPOs capacitated according to the capacity building framework	957	1 200 <sup>11</sup>	896	-304	1 148 were reported of which only 896 could be validated. Deviations due to transport challenges of participants to get to training venues.
Number of NPOs accessing walk-in centre registration support services	1 489	600 <sup>11</sup>	300	-300	600 were reported of which only 300 could be validated.
Number of NPOs exposed to governance-supporting interventions	425	330 <sup>12</sup>	319	-11	Eden/Central Karoo TPA: Target:50 only trained 48 West Coast TPA: Target: 50 only trained 44 Cape Wine-lands/ Metro TPA: Target 230 only trained 227.
Number of At-risk NPOs assisted through capacity enhancement support services	45	60 <sup>14</sup>	60	-	-

<sup>11</sup> This target refers to the number of NPOs assisted by Regional staff with generic NPO matters such as NPO Act, Governance, Funding, Proposal writing and networking

<sup>12</sup> This service is based at the Provincial office and is accessible via telephone, emails and office interviews providing information and support to organisations in relation to registration as an NPO and following up registration certificates with the National Department of Social Development

<sup>13</sup> Governance supporting interventions refers to structured group training to identified funded NPOs on the 5 key elements of the NPO Code of Good Practise

<sup>14</sup> Capacity enhancement support service refers to a structured mentoring program over a period of 12 months and is offered to identified NPOs as a strategic intervention to ensure that these NPOs comply with the relevant requirements as stipulated in the Transfer Payment Agreement

## DEVELOPMENT AND RESEARCH

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 3.4. Institutional Capacity Building and Support (ICB)</b>					
Capacity development and support services to identified funded NPOs and indigenous civil society organisations					
Rand value of funds transferred to NPOs (ICB Programme )	R 1,1m	R 1,2m	R1,2m	-	-
<b>Sub-Programme 3.5. Research and Demography</b>					
To facilitate, conduct and manage population development and social development research					
Number of Research Projects in progress	10	8	7	-1	Nine were reported of which only seven could be validated. One additional population research project was added to support the PSO Workgroups.
Number of Research Projects completed	8	8 <sup>15</sup>	5	-3	Five reports were completed and disseminated. Four reports are in a final draft format and will be completed in the first quarter of the new year. The reason for the late finalisation of the projects is as follows: one project was delayed due to the late release of data by the WCED; two projects were delayed by staff members taking maternity leave; one project was delayed by procurement issues.
Number of demographic profiles completed	49	6	6	-	-

<sup>15</sup> The baseline target of 10 has been reduced to 8 in order to make provision for a new indicator listed under the heading "Provincial Performance Indicators" – Community Profiles completed. Some time and resources will be allocated to this new project, hence the reduction in research reports.

## DEVELOPMENT AND RESEARCH

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 3.5. Research and Demography</b>					
To facilitate, conduct and manage population development and social development research					
Number of community profiles completed	-	12	6	-6	The six profiles planned for the areas outside the Metro were completed. Six Metro profiles have not yet been completed due to the unavailability of the latest Census data at place and sub-place level. The profiles will be completed as soon as the data becomes available.
<b>Sub-Programme 3.6. Population Capacity Development and Advocacy</b>					
Population advocacy and capacity building in respect of demographic and population trends					
Number of Population Capacity Development sessions conducted	8	6	4	-2	It was planned that on average, six persons per session would be reached through one training session per region. The plan was changed by centralising the training in Stellenbosch (CSIR) due to additional numbers, time constraints, logistics and bandwidth issues.
Number of individuals who participated in Population Capacity Development sessions	-	36	65	+29	The training focussed on using GIS as a planning tool in the DSD. Greater interest than anticipated resulted in more than the planned six persons per region wanting to be trained. There was also interest from officials in the programmes at Head Office who were not initially included in the planning.
Number of Population Advocacy, Information Education and Communication activities implemented	8	8	4	-4	Five were reported of which only four could be validated. Four workshops were planned to promote the Census results due to the late release of the data only one workshop took place.

## DEVELOPMENT AND RESEARCH

Performance indicators	Actual achievement 2011/12	Planned target	Actual achievement	Deviation from planned target to actual achievement for 2012/13	Comment on deviations
<b>Sub-Programme 3.6. Population Capacity Development and Advocacy</b>					
Population advocacy and capacity building in respect of demographic and population trends					
Number of stakeholders who participated in Population Advocacy, information, Education and Communication activities	221	200	130	-70	136 were reported of which only 130 could be validated. The focus was on mapping of polygon data for welfare organisations. A number of workshops were organised for this purpose with NPOs. Less people participated than originally anticipated.

**Programme achievements and linkages to Departmental, National and Provincial goals are as follows:**

### **Youth Development:**

Through the Extended Public Works Programme (EPWP), 435 work opportunities were created for unemployed individuals. The MOD centre programme for the 2012/13 Financial Year was rolled out to 72 identified schools across the province reaching 14 600 participants daily. Funding to service providers were increased from R4 million to R7, 9 million to service more than 5 000 young people in skills development. A number of milestones promoted the objectives and effectiveness of a youth campaign which spanned over a period of one year. Youth camps and holiday programmes furthered the development of young people, whilst the youth day event held on 16th June 2012 showcased a hybrid of talents in the form of song and dance. One hundred youth were exposed to leadership development through the provision of an international youth camp targeting school going youth to prepare them as model citizens and leaders in their communities. The Youth Strategy was developed and endorsed by the Management Committee. Fourteen additional organisations were funded to run special holiday programmes. These programmes catered for more than 1 000 youth in marginalised communities and neighbourhoods.

### **Sustainable Livelihood**

The programme enabled the participating children that were malnourished to get food and individuals who were on HIV and/or TB treatment had food before administering their medication. The feeding intervention has aided families who could not adequately provide food for their children. By the end of the fourth Quarter, 39 feeding sites were operating, feeding an estimated 2 032 beneficiaries once a day for 5 days per week.

### **Institutional Capacity Building and Support (ICB)**

The Walk-in Centre has evolved to become a nodal point where NPOs could come to ensure that they sustained their compliance status. This centre is currently playing a crucial role regarding the non-compliant NPOs and helping them to become compliant. Training of funded and some unfunded NPOs was concluded in March 2013. The pre/post training assessment indicated that NPOs who attended training demonstrated significant positive growth pertaining to understanding their organisation. The mentoring programme showed significant results regarding NPOs who were very receptive to the intervention and wanted to reach out to other NPOs to offer similar support.

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## **Research and Demography**

The social and population research reports provide valuable base line data and scientific evidence for the Departmental Programmes for strategy and programme development. 2012/13 saw a shift toward more programme evaluation research. In particular, evaluation research was conducted for the Family, Substance Abuse and Persons with Disability programmes. The purpose of the evaluation research is to inform the programmes regarding implementation processes and the effectiveness of the programme.

## **Population Capacity Development and Advocacy**

The department has successfully mapped all social service delivery points and service delivery areas in the Province. This information will now be used to inform planning, do gap analysis, and inform spatial planning and to do access mapping to improve social service delivery.

## **Strategies to overcome areas of under performance**

- Youth: The Programme will ensure that carers such as principals, teachers and MOD assistants are fully informed about the services available for children with social welfare needs. The booklet of referrals will be made available at every school. Social workers in proximity of the schools will be regularly briefed.
- Sustainable Livelihood: The Programme has to ensure closer cooperation with the referral agents to ensure that more referrals are done and the proper management of the referral process. Review the referral criteria in order to ensure broader inclusivity so as to mitigate on the stigmatisation of the feeding sites without compromising the targeted group and approach.
- Institutional Capacity Building and Support (ICB): There are some targets that the department has no control over such as how many people visit the provincial walk-in Centre or Regional offices. A remedial plan to address the non-attendance will include offering training during weekends so as to accommodate working Board members as well as exploring the use of DVDs and social media.
- Research and Demography: The department is building relationships with stakeholders to facilitate access to data.

## **Changes to planned targets**

No targets were changed during the year.

## **Linking performance with budgets**

The DSD has institutionalised a monthly budget committee meeting that serves to align programme performance with budget expenditure.

## Sub-programme expenditure

Sub-Programme Name	2012/2013			2011/2012		
	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
Professional Administration	14 927	14 912	15	12 151	10 202	1 949
Youth Development	20 776	20 776	-	2 140	2 139	1
Sustainable Livelihood	4 104	4 104	-	20 841	20 841	-
Institutional Capacity Building	1 267	1246	21	1 100	1 100	-
Research and Demography	5 133	5 063	70	4 831	4 084	747
Population Capacity Development and Advocacy	637	620	17	905	905	Nil
<b>Total</b>	<b>46 844</b>	<b>46 721</b>	<b>123</b>	<b>41 968</b>	<b>39 271</b>	<b>2 697</b>



## 7. SUMMARY OF FINANCIAL INFORMATION

### 7.1. Departmental receipts

Sub-Programme Name	2012/2013			2011/2012		
	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	410	662	(252)	397	568	(171)
Transfers received	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-
Interest, dividends and rent on land	25	23	2	25	25	Nil
Sale of capital assets	-	-	-	-	-	-
Financial transactions in assets and liabilities	158	3 220	(3 062)	143	3 307	(3 164)
<b>Total</b>	<b>593</b>	<b>3 905</b>	<b>(3 312)</b>	<b>565</b>	<b>3 900</b>	<b>(3 335)</b>

## 7.2. Programme Expenditure

Programme Name	2012/2013			2011/2012		
	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	182 654	177 418	5 236	196 624	184 183	12 441
Social Welfare Services	1 180 214	1 178 088	2 126	1 093 549	1 093 548	1
Development and Research	46 844	46 721	123	41 968	39 271	2 697
<b>Total</b>	<b>1 409 712</b>	<b>1 402 227</b>	<b>7 485</b>	<b>1 332 141</b>	<b>1 317 002</b>	<b>15 139</b>

## 7.3. Transfer payments, excluding public entities

Please see Annexure B on the CD enclosed (excel table).

## 7.4. Public Entities

Not applicable.

## 7.5. Conditional grants and earmarked funds paid

Not applicable.

## 7.6. Conditional grants and earmarked funds received

Not applicable.

## 7.7. Donor Funds

Not applicable.

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

- **Progress made on implementing the capital, investment and asset management plan.**  
DSD provides the Department of Transport and Public Works (DTPW) with an annual User Asset Management Plan (U-AMP) plan that is aligned to Government Immovable Asset management Act (GIAMA). This is incorporated into the C-AMP.
- 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.

During this financial year, DSD opened the Malmesbury local office, whilst the Prince Albert local office was relocated. DSD also opened the Mbekweni, Paarl East and Oudtshoorn Thusong centres. The infrastructure needs pertaining to the following local offices did not materialise: Clanwilliam, Somerset West, Kraaifontein and Milnerton due to lack of capacity from the DTPW.

- **Infrastructure projects that are currently in progress and when are they expected to be completed.**  
The following projects are currently under reconstruction: Somerset West, Kraaifontein and Milnerton.
- **Plans to close down or down-grade any current facilities.**  
Nomzamo Child and Youth care centre was closed down and the facility will be utilised as a local office.
- **Progress made on the maintenance of infrastructure.**  
Significant progress was made to reduce the maintenance backlog in conjunction with the DTPW. The Department also set aside funds for day to day maintenance. The DTPW envisaged to complete 11 scheduled capital maintenance project but only 7 projects to the value of R1 151 100 were completed.
- **Developments relating to the above that are expected to impact on the department's current expenditure.**  
During the year the Department undertook the following projects:
  - Procurement and installation of steel beds at Lindelani Child and Youth Care Centre;
  - Procurement of the material required for the installation of CCTV cameras at Lindelani and Bonnytown Child and Youth Care Centres.
- **Details as to how asset holdings have changed over the period under review, including information on disposals, scrapping and loss due to theft.**  
The departmental asset holdings total cost is R80 293 934.04. The annual stock-take exercise was completed by 28 March 2013. All asset details were captured on the Asset Register and are accurate, reliable and correctly classified and accounted for. All obsolete, unserviceable and damaged assets were disposed regularly and in a transparent manner. A proper asset verification (counting) process was followed and implemented and discrepancies from this exercise were resolved. With the asset verification, assets which were obsolete/unserviceable and redundant or exhausted its lifespan were identified and captured as such on the Logistical Information System.

The breakdown of the major (capital) asset holding is as follow:

Store	Cost Price
Head Office	8 985 666.63
Central LOGIS	10 722 381.91
Metro South Region	4 577 126.74
Eden-Karoo Region	1 753 155.71
Cape Winelands Region	3 308 743.71
West Coast Region	1 662 769.13
Departmental Vehicles	49 284 080.21
<b>Total</b>	<b>80 293 934.04</b>

The total value of assets disposed in the 2012/2013 financial year is as follow:

Disposals	R14 187 389.92
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- Measures taken to ensure that the department's asset register remained up-to-date during the period under review.**  
 Assets are being recorded on the date of receipt and in addition to this monthly reconciliation are performed between asset expenditure and asset register. The annual asset verification was performed to ensure that the asset register is complete and accurate.
- The current state of the department's capital assets, for example what percentage is in good, fair or bad condition.**  
 The current state of the department's capital stock: Approximately ninety per cent (90%) of assets are in a good condition and the remaining ten per cent (10%) of assets must be disposed of.
- Major maintenance projects that have been undertaken during the period under review.**  
 Completion of Goulburn Centre (Metro North) and the relocation of Athlone Local Office from a leased facility/ building to a building owned by government.
- Progress made in addressing the maintenance backlog during the period under review, for example, has the backlog grown or become smaller? Is the rate of progress according to plan? If not why not, and what measures were taken to keep on track.**  
 Scheduled maintenance were drastically reduced during this period but it can be stated that scheduled maintenance will increase when the DTPW carry out their yearly conditional assessments at the various offices and facilities of the department. Maintenance is done in terms of priority as per the scheduled maintenance framework of the DTPW.

**Table F: Infrastructure**

Infrastructure projects	2012/2013			2011/2012		
	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
New and replacement assets	-	-	-	-	-	-
Existing infrastructure assets	-	-	-	-	-	-
- Upgrades and additions	-	-	-	-	-	-
- Rehabilitation, renovations and refurbishments	-	1, 3m	-	-	R 11 305 711	-
- Maintenance and repairs	-	R 919 300 Scheduled Maintenance	-	-		-
Infrastructure transfer	-	-	-	-	-	-
- Current	-	-	-	-	-	-
- Capital	-	-	-	-	-	-
<b>Total</b>	-	<b>R2 219 300</b>	-	-	<b>R 11 305 711</b>	-



# Part C: GOVERNANCE



## 1. INTRODUCTION

Good governance processes, procedures and structures have been put in place and are discussed in more detail under the relevant headings below. The Department has also institutionalised quarterly executive management meetings where implementation of these issues is discussed and critical decisions made.

## 2. RISK MANAGEMENT

The Accounting Officer (AO) is accountable for realising Enterprise Risk Management (ERM) in accordance with the National Treasury Public Sector Risk Management Framework with the support of the Directorate Enterprise Risk Management (D:ERM) in the Department of Premier that provides a centralised strategic support service to the Department. D:ERM systematically drives a sustainable ERM journey. Furthermore, in compliance with the National Treasury framework and to further embed risk management, the Western Cape Government adopted an ERM Policy which sets out the province's overall intention with regard to ERM.

An ERM Implementation Strategy has been developed in order to attain the Enterprise Risk Management Plan of the Department of Social Development. This will ultimately enable the Department to deliver on its Departmental goals, objectives and indicators, enhance risk informed decision making and optimise compliance with applicable legislation. It further outlines the roles and responsibilities of managers and staff in embedding risk management in the Department and defines the enabling legislation, standards, mechanisms, tools and resources to be used to realise the ERM plan.

In the Department of Social Development the Top Management of the Department at the same time serves as the Enterprise Risk Management Committee (ERMCOM), and members have been formally appointed as such. During the year under review the ERMCOM met on a quarterly basis to monitor the risk profile and risk treatments of the Department. Risk assessments are conducted on a strategic and programme level on a quarterly basis in order to review and update existing risks and identify emerging risks. Significant risks relevant to objectives are assessed in terms of its likelihood and impact; risk treatment plans with target dates are developed and risk owners are allocated who are held responsible for the treatment of the risks.

The D:ERM further works closely with the appointed risk champion that assist in driving the ERM process in the Department.

## 3. FRAUD AND CORRUPTION

The Western Cape Government adopted an Anti-Corruption Strategy which confirms the province's zero tolerance stance toward fraud and corruption. The Department furthermore has an approved Fraud Prevention Plan.

Forensic Investigations continued to be offered by the shared Forensic Investigating Unit that was corporatised in the Corporate Service Centre in the Department of the Premier. Various channels for reporting allegations of fraud and corruption exist, and these are described in detail in the Anti-Corruption Strategy and the Departmental Fraud Prevention Plan. Each allegation received by the Forensic Investigating Unit is recorded in a Case Management System which is used as a management tool to report on progress made with cases relating to the Department.

We protect employees who blow the whistle on suspicions of fraud, corruption and theft if the disclosure is a protected disclosure (i.e. not malicious). The opportunity to remain anonymous is afforded to any person who would like to report acts of fraud, theft and corruption and should they do so in person, their identities are kept confidential by the person to whom they are reporting.

Once fraud or corruption is confirmed after completion of an investigation, the relevant employee who participated in these acts is subjected to a disciplinary hearing. Where prima facie evidence of criminal conduct is detected, a criminal matter is reported at the South African Police Services. A fraud risk assessment was concluded during the year under review.



#### 4. MINIMISING CONFLICT OF INTEREST

Departmental officials who serve on the Department's Bid Adjudication committee are required to sign declarations of interest. SMS members as well as Supply chain management officials have to sign annual declarations of financial interests. DSD has achieved 100% compliance by the 30 April annually. Please refer to information in the point hereunder.

#### 5. CODE OF CONDUCT

- Each member of staff has been issued with a copy of the "Explanatory Manual on the Code of Conduct for the Public Service.
- All staff have been notified via circular and departmental notices displayed in prominent places in the Department and its regional and local offices of the regulations with respect to remunerative work outside the public service (RWOPs).
- HOD instructions on the code of conduct were issued, such as conflict of interest (specifically related to staff members being on boards of NPOs) and dress code.
- All new employees have been exposed to the Public Service Induction Manual which includes a module of code of conduct.

#### 6. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

All Occupational Health and Safety Committees have been established in all Regions as well as at head office. Mr M. Hewu is the 16.2 appointee for the department. All regions as well as Head Office have trained fire /floor marshals, first aiders as well as emergency controllers. Two evacuation drills were performed during the year at head office and also some local offices. The reporting of injury on duty is a concern for officials as uncertainty exists regarding the correct procedures regarding reporting as well as the claiming process. During the awareness sessions all regional offices were informed of the process to follow, the forms that need to be completed as well as the timeframes to report and submit.

#### 7. INTERNAL CONTROL UNIT

The unit's focus for the year under review was mainly on the areas of Good Governance, Assurance services and Loss Control management.

##### **Assurance Services:**

- Two Inspections were performed at Head Office and the 6 regional offices of the Department on the areas of financial management, Supply Chain and Human Resources. Reports were issued on the findings in respect of non-compliance. The findings were followed up during the latter part of the financial year and concluded.
- Improvements in respect of financial (BAS), procurement (LOGIS) and human resource (PERSAL) system analysis were made, which resulted in timeous identification of amongst other; payments made within 30 days and access and usage of the systems.
- All processed financial advises (± 22 000) were post audited to ensure that any irregular, wasteful and fruitless expenditures exist. No fruitless, wasteful, unauthorised or irregular payments were reported for this financial year.

##### **Good Governance:**

- The Department implemented a Corporate Governance Review Outlook (CGRO) process, where financial and non-financial findings were recorded, monitored and reported quarterly to the Audit Committee and Provincial Treasury.

## 8. REPORT OF THE AUDIT COMMITTEE

We are pleased to present our report for the financial year ended 31 March 2013.

### Audit Committee Members and Attendance

In terms of Cabinet Resolution 55/2007, the Department of the Social Development is served by the Social Cluster Audit Committee. The Audit Committee consists of the members listed below and should meet at least 4 times per annum as per its approved terms of reference. During the financial year under review, 8 meetings were held.

Name of Member	Number of Meetings Attended
Mr R Kingwill (Chairperson)	8
Mr Z Hoosain (Resigned 30 November 2012)	6
Mr M Burton	8
Mr L van der Merwe	8
Ms J Gunther (Appointed 01 January 2013)	2
Mr F Barnard (Appointed 01 January 2013)	2

### Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 3.1. The Audit Committee also reports that it has adopted 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

We have reviewed the reports of the Internal Auditors, the Audit Report on the Annual Financial Statements and the Management Report of the Auditor-General of South Africa (AGSA) and noted significant control deficiencies that were highlighted in the internal audit reports on substance abuse as well as transfer payments.

We previously mentioned that the Department has taken full responsibility and ownership for the implementation of the Enterprise-wide Risk Management (ERM) methodology and function. The challenge remains to institutionalise ERM throughout the Organisation. The Audit Committee noted a number of emerging risks and will be monitoring these on a regular basis.

We have reviewed and concur with management's acceptance of the AGSA's management report. We can confirm there are no unresolved issues.

The Audit Committee is satisfied with the content and quality of quarterly reports in respect of in year management reports submitted in terms of the PFMA and the Division of Revenue Act prepared and issued by the Accounting Officer of the Department during the year under review. We note the AGSA's findings on predetermined objectives. The Audit Committee has, as was the case in the prior year, prioritised the focus on corrective action and will continue to do so.

We have fulfilled our mandate with regards to the annual financial statements as mentioned below.

### **Evaluation of Financial Statements**

The Audit Committee has:

- reviewed and discussed the audited Annual Financial Statements to be included in the Annual Report, with the AGSA and the Accounting Officer;
- reviewed the AGSA's Management Report and Management's response thereto;
- reviewed changes to accounting policies and practices as reported in the Annual Financial Statements;
- reviewed the Department's processes for compliance with legal and regulatory provisions;
- reviewed the information on predetermined objectives as reported in the annual report;
- reviewed material adjustments resulting from the audit of the Department and
- reviewed and where appropriate recommended changes to the interim financial statements as presented by the Department for the six months ending 30 September 2012.

The Audit Committee concurs and accepts the AGSA's opinion regarding the Annual Financial Statements, and proposes that the Audited Annual Financial Statements be accepted and read together with the report of the AGSA.

### **Internal Audit**

In line with the PFMA and the King III Report on Corporate Governance requirements, Internal Audit provides the Audit Committee and Management with reasonable assurance that the internal controls are adequate and effective. This is achieved by a risk based internal audit plan, Internal Audit assessing the adequacy of controls mitigating the risks and the Audit Committee monitoring implementation of corrective actions.

The following internal audits were approved and completed during the year under review:

- Recruitment and Selection
- Substance Abuse
- Non-financial Data
- Transfer Payments
- Non-financial Data (consulting assignment)

The Audit Committee remains concerned that further audit coverage is required to cover a significant percentage of high risk areas. The Audit Committee will encourage increased assurance over significant risks by overseeing the implementation of combined assurance principles.

### **Auditor General's Report**

We have reviewed the department's implementation plan for audit issues raised in the prior year on a quarterly basis. The Audit Committee has met with the AGSA to ensure that there are no unresolved issues that emanated from the regulatory audit. Corrective actions on the detailed findings emanating from the current regulatory audit will be monitored by the Audit Committee on a quarterly basis.

## Appreciation

The Audit Committee wishes to express its appreciation to the Management of the Department, the Auditor-General South Africa, Provincial Enterprise Risk Management Unit, Forensic Unit and the Internal Audit Unit for the co-operation and information they have provided to enable us to compile this report.

A handwritten signature in black ink, appearing to read 'R Kingwill', is positioned above a thin horizontal line.

Mr R Kingwill

Chairperson of the Social Cluster Audit Committee

August 2013



# Part D: HUMAN RESOURCE MANAGEMENT



### 1. LEGISLATION THAT GOVERNS HR MANAGEMENT

The information provided in this part is prescribed by the Public Service Regulations (Chapter 1, Part III J.3 and J.4).

In addition to the Public Service Regulations, 2001 (as amended on 30 July 2012), the following prescripts direct Human Resource Management within the Public Service:

- **Public Service Act 1994, as amended by Act 30 of 2007,**

To provide for the organisation and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and matters connected therewith.

- **Labour Relations Act 66 of 1995,**

To regulate and guide the employer in recognising and fulfilling its role in effecting labour peace and the democratisation of the workplace.

- **Basic Conditions of Employment Act 75 of 1997,**

To give effect to the right to fair labour practices referred to in section 23(1) of the Constitution by establishing and making provision for the regulation of basic conditions of employment; and thereby to comply with the obligations of the Republic as a member state of the International Labour Organisation; and to provide for matters connected therewith.

- **Skills Development Act 97 of 1998,**

To provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce; to integrate those strategies within the National Qualifications Framework contemplated in the South African Qualifications Authority Act, 1995; to provide for learnerships that lead to recognised occupational qualifications; to provide for the financing of skills development by means of a levy-grant scheme and a National Skills Fund; to provide for and regulate employment services; and to provide for matters connected therewith.

- **Occupational Health and Safety Act 85 of 1993,**

To provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected therewith.

- **Employment Equity Act 55 of 1998,**

To promote equality, eliminate unfair discrimination in employment and to ensure the implementation of employment equity measures to redress the effects of discrimination; to achieve a diverse and efficient workforce broadly representative of the demographics of the province.

- **Public Finance Management Act 1 of 1999,**

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



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- **Skills Development Levy Act 9 of 1999,**

To provide any public service employer in the national or provincial sphere of Government with exemption from paying a skills development levy; and for exemption from matters connected therewith.

- **Promotion of Access to Information Act 2 of 2000**

To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.

- **Promotion of Administrative Justice Act (PAJA) of 2000**

To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996; and to provide for matters incidental thereto.

## 2. INTRODUCTION

### The Value of Human Capital in the Department

Our people are the foremost contributors to the achievements of the Department and of the successes of the Western Cape Government. Service excellence depends on the wellbeing of our organisation and its people. Hence, we:

- value people who act with integrity, and are engaged, caring, competent, accountable and responsive;
- see people management to be the responsibility of everyone;
- ground the management of our people in the principles of dignity, respect, transparency and equity;
- grow, develop, empower and enable our people to reach and use their full potential;
- embrace diversity and have a deep respect for one another's culture, individuality, language, values and beliefs.

### Overview of Human Resource Matters

People are a key element in achieving the strategic objectives of the Department. Therefore human resource planning aims to ensure that the Department has the right people, with the right skills, at the right place at the right time, all the time.

It is within this context that the Department's strategic HR Plan was developed and implemented for the period 1 April 2012 to 31 March 2017. The HR Plan was reviewed to determine whether the human resource strategic objectives were still valid and whether it addressed the HR priorities in the department. Bi-annual progress reports monitored the implementation of the key activities contained within the HR Plan and were submitted to DPSA as directed.

By means of workforce planning, the Department identified the current and future human resource needs and flagged the potential challenges that could impact on the achievement of the Department's strategic objectives.

Without qualified, professional people, the Department cannot deliver an optimum service and without an adequate budget, it cannot recruit, develop nor retain people needed to deliver optimum services.

The challenges facing the Department have been identified. These challenges have been addressed by identified HR priorities and have been incorporated into the action plan including the filling of critical and scarce skills posts. It is expected that the managers and Corporate Service Centre jointly takes responsibility for the execution of the action plans, takes ownership for delivering the necessary outcomes.

### Employee Performance Management Framework

One of the cornerstones of the Staff Performance Management System is the basic requirement that all employees are obliged to do what is expected of them. These expectations and the required performance standards are concretised by means of job descriptions, performance agreements, business plans and / or service level agreements. Rewards and incentives are therefore only granted for work that qualitatively and quantitatively surpasses work that earns the pay. Employees who are nominated for performance bonuses are assessed by moderation panels, who then examine the evidence of superior performance. Under-performing staff members, on the other hand, are required to complete the actions stipulated in a Performance Improvement Plan. These are closely monitored to ensure absolute compliance with acceptable performance standards. This system represents a more equitable, fair and open process. Moreover, it sets the framework in which both the employer and employee can equally realise their goals and objectives.

## Employee Wellness

Developing a wellness culture in the Department is of strategic importance to ensure that employees achieve optimum levels of performance while feeling cared for and supported in the work context. The WCG's transversal Employee Health and Wellness Programme (EHW) follows a holistic approach to employee wellbeing and is largely preventative in nature, offering both primary and secondary services. The EHW Programme is monitored in the Department through monthly utilisation reports for primary services (24/7/365 telephonic counselling service, online e-Care service and reporting) and secondary services (face-to-face counselling, trauma and critical incidents, training and targeted intervention, executive coaching, advocacy). A quarterly report is prepared by the Directorate: Organisational Behaviour within the Corporate Service Centre that provides a trend analysis of utilisation, risk identification and its impact on productivity. Furthermore, on-going reporting to the Department of Public Service and Administration (DPSA) is a requirement and such reporting focuses on four areas namely, HIV/ AIDS, Health and Productivity, Wellness Management and SHEQ (Safety Health Environment, Risk and Quality Management).

## Policy development

The following Provincial policies were adopted during the year under review:

- a) **Special Leave Policy**, which sets transversal standards and conditions for leave categories that are not regulated in the national Determination on Leave of Absence (August 2012). These categories include study leave, substance abuse treatment, participation in sporting events etc.
- b) **Policy on Remunerative Work Outside Public Service**, which manages and regulates the conditions under which the employer would provide authorisation for employees to conduct remunerated work outside the Public Service.
- c) **Policy on Secondment of Employees**, which provides directives and general measures and to prescribe uniform conditions for secondment.

### 3. HUMAN RESOURCE OVERSIGHT STATISTICS

#### 3.1 Personnel related expenditure

Department's budget in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (Table 3.1.1) and by salary bands (Table 3.1.2). In particular, it provides an indication of the amount spent on personnel in terms of each of the programmes or salary bands within the Department.

The figures in Table 3.1.1 are drawn from the Basic Accounting System and the figures in Table 3.1.2 are drawn from the PERSAL [Personnel Salary] system. The two systems are not synchronised for salary refunds in respect of staff appointments and resignations and/or transfers to and from other departments. This means there may be a difference in total expenditure reflected on these systems.

Programme	Programme Designation
Programme 1	Administration
Programme 2	Social Welfare Services
Programme 3	Development and Research

**Table 3.1.1: Personnel expenditure by programme 2012/13**

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Goods & Services (R'000)	Personnel expenditure as a % of total expenditure	Average personnel expenditure per employee (R'000)	Number of Employees
Administration	177 461	129 183	1 822	37 373	72.8	1.4	921
Social Welfare Services	1 178 087	313 326	71	107 303	26.6	0.0	1 442
Development and Research	46 719	11 175	142	15 592	23.9	1.3	109
<b>Total</b>	<b>1 402 267</b>	<b>453 684</b>	<b>2 035</b>	<b>160 268</b>	<b>32.4</b>	<b>0.4</b>	<b>2 472</b>

**Note:** The number of employees refers to all individuals remunerated during the reporting period, excluding the Minister, but including interns.

**Table 3.1.2: Personnel expenditure by salary bands, 2012/13**

Salary bands	Personnel Expenditure (R'000)	% of total personnel expenditure	Average personnel expenditure per employee (R'000)	Number of Employees
Lower skilled (Levels 1-2)	13 829	3.1	24	585
Skilled (Levels 3-5)	80 607	17.8	136	593
Highly skilled production (Levels 6-8)	200 881	44.5	223	903
Highly skilled supervision (Levels 9-12)	138 081	30.6	377	366
Senior management (Levels 13-16)	18 227	4	729	25
<b>Total</b>	<b>451 625</b>	<b>100</b>	<b>183</b>	<b>2 472</b>

**Note:** The number of employees refers to all individuals remunerated during the reporting period, excluding the Minister, but including interns.

The following tables provide a summary per programme (Table 3.1.3) and salary bands (Table 3.1.4), of expenditure incurred as a result of salaries, overtime, housing allowance and medical assistance. In each case, the table provides an indication of the percentage of the personnel budget that was used for these items.

**Table 3.1.3: Salaries, overtime, housing allowance and medical assistance by programme, 2012/13**

Programme	Salaries		Overtime		Housing allowance		Medical assistance	
	Amount (R'000)	Salaries as a % of personnel expenditure	Amount (R'000)	Overtime as a % of personnel expenditure	Amount (R'000)	Housing allowance as a % of personnel expenditure	Amount (R'000)	Medical assistance as a % of personnel expenditure
Programme 1	81 003	17.9	1 663	0.4	2 994	0.7	5 698	1.3
Programme 2	229 181	50.7	2 377	0.5	9 422	2.1	15 636	3.5
Programme 3	7 084	1.6	0	0	116	0.01	227	0.1
<b>Total</b>	<b>317 268</b>	<b>70.3</b>	<b>4 040</b>	<b>0.9</b>	<b>12 532</b>	<b>2.8</b>	<b>21 561</b>	<b>4.8</b>

**Note:** Salaries, overtime, housing allowance and medical assistance are calculated as a % of the total personnel expenditure which appears in Table 3.1.2 above.

The totals in Table 3.1.3 & 3.1.4 are the same, however, due to the fact that the data is grouped by either programme or salary band and that it is rounded off to thousands they reflect differently.

**Table 3.1.4: Salaries, overtime, housing allowance and medical assistance by salary bands, 2012/13**

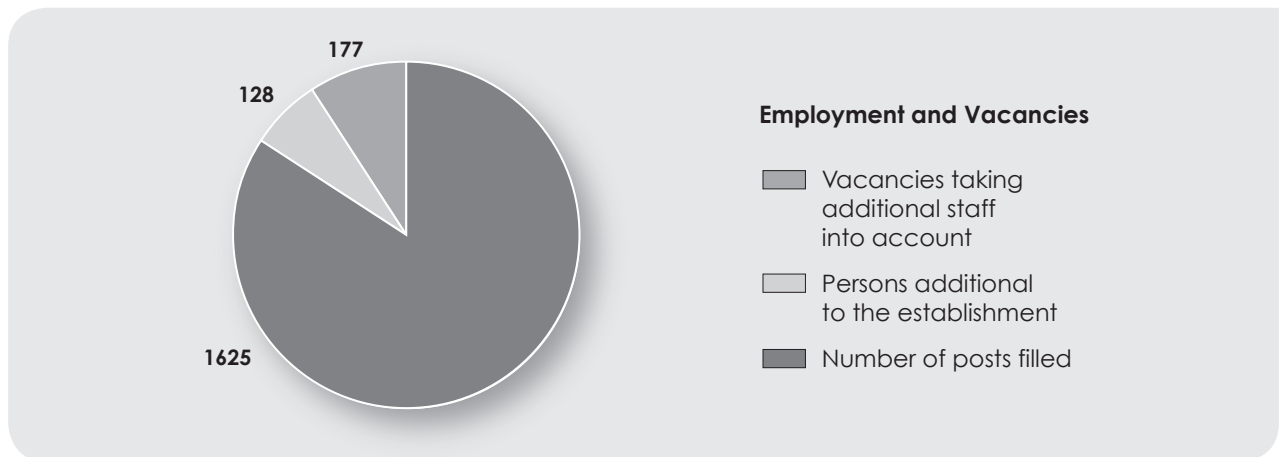
Salary Bands	Salaries		Overtime		Housing allowance		Medical assistance	
	Amount (R'000)	Salaries as a % of personnel expenditure	Amount (R'000)	Overtime as a % of personnel expenditure	Amount (R'000)	Housing allowance as a % of personnel expenditure	Amount (R'000)	Medical assistance as a % of personnel expenditure
Lower skilled (Levels 1-2)	4 620	1.0	12	0.01	176	0	259	0.1
Skilled (Levels 3-5)	55 192	12.2	756	0.2	3 450	0.8	5 479	1.2
Highly skilled production (Levels 6-8)	145 635	32.2	2 412	0.5	6 738	1.5	10 953	2.4
Highly skilled supervision (Levels 9-12)	100 592	22.3	860	0.2	2 169	0.5	4 579	1
Senior management (Levels 13-16)	11 228	2.5	0	0	0	0	295	0.1
<b>Total</b>	<b>317 267</b>	<b>70.3</b>	<b>4 040</b>	<b>0.9</b>	<b>12 533</b>	<b>2.8</b>	<b>21 565</b>	<b>4.8</b>

### 3.2 Employment and vacancies

The following tables summarise the number of posts on the establishment, the number of employees, the percentage of vacant posts, and whether there are any staff that are additional to the establishment. This information is presented in terms of three key variables: programme (Table 3.2.1), salary band (Table 3.2.2) and critical occupations (Table 3.2.3). Departments have identified critical occupations that need to be monitored. Table 3.2.3 provides establishment and vacancy information for the key critical occupations of the department.

**Table 3.2.1: Employment and vacancies by programme, as at 31 March 2013**

Programme	Number of funded posts	Number of posts filled	Vacancy rate %	Number of persons additional to the establishment	Vacancy Rate taking additional staff into account
Administration	391	349	10.7	47	0
Social Welfare Services	1 522	1 260	17.2	74	12.4
Development and Research	17	16	5.9	7	0
<b>Total</b>	<b>1 930</b>	<b>1 625</b>	<b>15.8</b>	<b>128</b>	<b>9.2</b>



**Table 3.2.2: Employment and vacancies by salary bands, as at 31 March 2013**

Salary Band	Number of funded posts	Number of posts filled	Vacancy rate %	Number of persons additional to the establishment	Vacancy Rate taking additional staff into account
Lower skilled (Levels 1-2)	8	5	37.5	18	0
Skilled (Levels 3-5)	745	581	22	43	16.2
Highly skilled production (Levels 6-8)	815	720	11.7	29	8.1
Highly skilled supervision (Levels 9-12)	337	299	11.3	37	0.3
Senior management (Levels 13-16)	25	20	20	1	16.0
<b>Total</b>	<b>1 930</b>	<b>1 625</b>	<b>15.8</b>	<b>128</b>	<b>9.2</b>

**Note:** The information in each case reflects the situation as at 31 March 2013. For an indication of changes in staffing patterns over the year under review, please refer to section 3.4 of this report.

**Table 3.2.3: Employment and vacancies by critical occupation, as at 31 March 2013**

Critical Occupations	Number of funded posts	Number of posts filled	Vacancy rate %	Number of persons additional to the establishment	Vacancy Rate taking additional staff into account
Child and Youth Care Workers	351	288	17.9	12	14.5
Social Workers	749	669	10.7	10	9.3
Senior Management	25	20	20	1	16.0
<b>Total</b>	<b>1 125</b>	<b>977</b>	<b>13.2</b>	<b>23</b>	<b>11.1</b>



### 3.3 Job evaluation

The Public Service Regulations, 2001 as amended, introduced job evaluation as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executing authorities may evaluate or re-evaluate any post in his or her organisation.

Table 3.3.1 summarises the number of posts that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

**Table 3.3.1: Job evaluation, 1 April 2012 to 31 March 2013**

Salary Bands	Total number of posts	Number of posts evaluated	% of posts evaluated	Posts Upgraded		Posts Downgraded	
				Number	% of number of posts	Number	% of number of posts
Lower skilled (Levels 1-2)	8	0	0	0	0	0	0
Skilled (Levels 3-5)	745	2	0.1	0	0	0	0
Highly skilled production (Levels 6-8)	815	7	0.4	1	0.1	0	0
Highly skilled supervision (Levels 9-12)	337	4	0.2	0	0	0	0
Senior Management Service Band A (Level 13)	19	1	0.1	0	0	0	0
Senior Management Service Band B (Level 14)	5	0	0	0	0	0	0
Senior Management Service Band C (Level 15)	1	0	0	0	0	0	0
Senior Management Service Band D (Level 16)	0	0	0	0	0	0	0
<b>Total</b>	<b>1930</b>	<b>14</b>	<b>0.7</b>	<b>1</b>	<b>0.1</b>	<b>0</b>	<b>0</b>

**Note:** Existing Public Service policy requires departments to subject specifically identified posts (excluding Educator and OSD [occupation-specific dispensation] posts) to a formal job evaluation process. These include newly created posts, as well as posts where the job content has changed significantly (i.e. affected posts). This job evaluation process determines the grading and salary level of a post.

Table 3.3.2 provides a summary of the number of employees by race, gender and disability whose salary positions were upgraded due to their posts being upgraded.

**Table 3.3.2: Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2012 to 31 March 2013**

Beneficiaries	African	Indian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	1	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>Employees with a disability</b>					<b>0</b>

Table 3.3.3 summarises the number of cases where salary levels exceeded the grade determined by job evaluation (including higher notches awarded). Reasons for the deviation are provided in each case.

**Table 3.3.3: Employees who have been granted higher salaries than those determined by job evaluation per race group, 1 April 2012 to 31 March 2013**

<b>Total number of employees whose salaries exceed the level determined by job evaluation (including awarding of higher notches) in 2012/2013</b>	<b>None</b>
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### 3.4. Employment changes

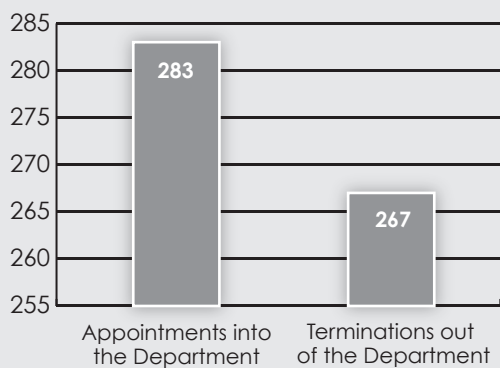
Turnover rates provide an indication of trends in the employment profile of the department during the year under review. The following tables provide a summary of turnover rates by salary band (Table 3.4.1) and by critical occupations (Table 3.4.2).

**Table 3.4.1: Annual turnover rates by salary band, 1 April 2012 to 31 March 2013**

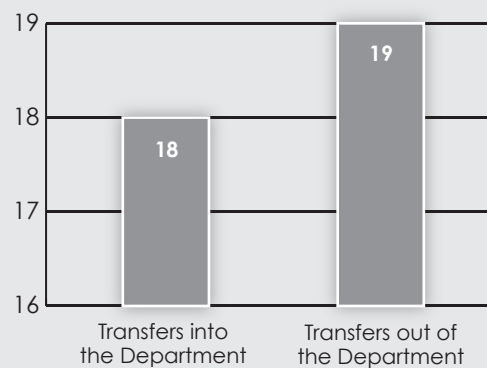
Salary Bands	Number of employees per band 31 March 2012	Turnover rate 2011/12	Appoint-ments into the depart-ment	Transfers into the depart-ment	Termina-tions out of the depart-ment	Transfers out of the depart-ment	Turnover rate 2012/13
Lower skilled (Levels 1-2)	38	2.4	5	0	17	0	44.7
Skilled (Levels 3-5)	724	5.6	162	2	176	2	24.6
Highly skilled production (Levels 6-8)	668	3.9	101	11	50	8	8.7
Highly skilled supervision (Levels 9-12)	311	3.7	14	5	21	8	9.3
Senior Management Service Band A (Level 13)	16	25.0	1	0	1	1	12.5
Senior Management Service Band B (Level 14)	5	0	0	0	2	0	40
Senior Management Service Band C (Level 15)	1	100	0	0	0	0	0
Senior Management Service Band D (Level 16)	0	0	0	0	0	0	0
<b>Total</b>	<b>1763</b>	<b>4.5</b>	<b>283</b>	<b>18</b>	<b>267</b>	<b>19</b>	<b>16.2</b>
			<b>301</b>		<b>286</b>		

**Note:** A transfer is when a Public Service official moves from one department to another, on the same salary level.

**Appointments versus Terminations**



**Transfers In versus Transfers Out**



**Table 3.4.2: Annual turnover rates by critical occupation, 1 April 2012 to 31 March 2013**

Critical Occupation	Number of employees per band 31 March 2012	Turnover rate 2011/12	Appointments into the department	Transfers into the department	Terminations out of the department	Transfers out of the department	Turnover rate 2012/13
Child and Youth Care Workers	284	0	134	0	0	0	0
Social Workers	632	1.9	63	10	20	4	3.8
Senior Management	22	30.7	1	0	3	1	18.2
<b>Total</b>	<b>938</b>	<b>2.2</b>	<b>198</b>	<b>10</b>	<b>23</b>	<b>5</b>	<b>3.0</b>
			<b>208</b>		<b>28</b>		

**Table 3.4.3: Staff leaving the employ of the department, 1 April 2012 to 31 March 2013**

Exit Category	Number	% of total exits	Number of exits as a % of total number of employees as at 31 March 2012
Death	7	2.4	0.4
Resignation *	41	14.3	2.3
Expiry of contract	199	69.6	11.4
Dismissal – operational changes	0	0	0
Dismissal – misconduct	8	2.8	0.5
Dismissal – inefficiency	0	0	0
Discharged due to ill-health	1	0.3	0.1
Retirement	11	3.8	0.6
Employee initiated severance package	0	0	0
Transfers to other Public Service departments	19	0	0
<b>Total</b>	<b>286</b>	<b>6.6</b>	<b>1.1</b>



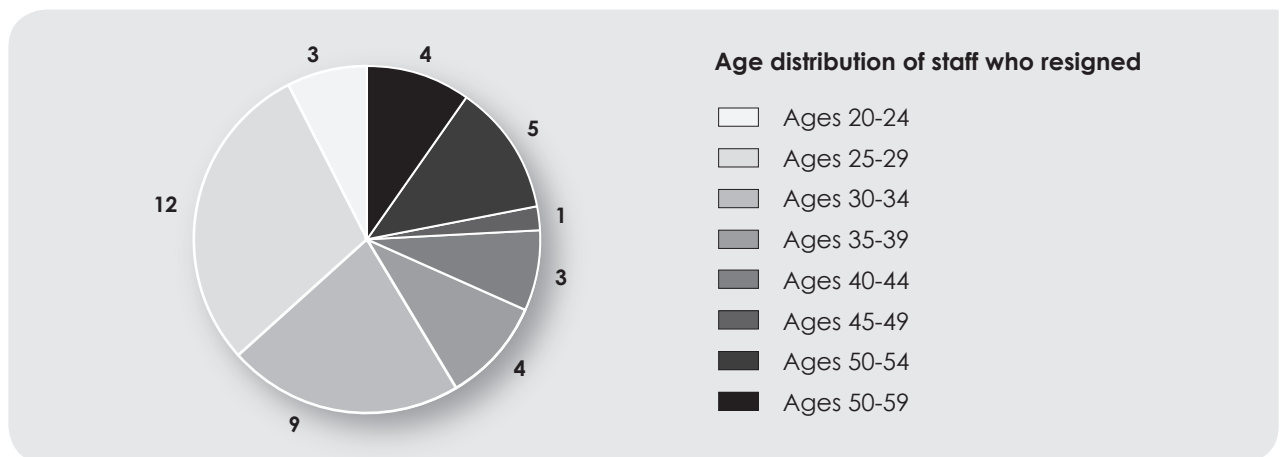
**Note:** Table 3.4.3 identifies the various exit categories for those staff members who have left the employ of the Department. Resignations are further discussed in tables 3.4.4 and 3.4.5.

**Table 3.4.4: Reasons why staff resigned, 1 April 2012 to 31 March 2013**

Resignation Reasons	Number	% of total resignations
Bad health	1	2.4
Better remuneration	6	14.6
No reason	34	82.9
<b>Total</b>	<b>41</b>	<b>100</b>

**Table 3.4.5: Different age groups of staff who resigned, 1 April 2012 to 31 March 2013**

Age group	Number	% of total resignations
Ages <19	0	0
Ages 20 to 24	3	7.3
Ages 25 to 29	12	29.3
Ages 30 to 34	9	22
Ages 35 to 39	4	9.8
Ages 40 to 44	3	7.3
Ages 45 to 49	1	2.4
Ages 50 to 54	5	12.2
Ages 55 to 59	4	9.8
Ages 60 to 64	0	0
Ages 65 >	0	0
<b>Total</b>	<b>41</b>	<b>100</b>



**Table 3.4.6: Granting of employee initiated severance packages, 1 April 2012 to 31 March 2013**

Total number of employee initiated severance packages in 2012/ 2013	None
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**Table 3.4.7: Promotions by salary band, 1 April 2012 to 31 March 2013**

Salary Band	Employees as at 31 March 2012	Promotions to another salary level	Promotions as a % of employees by salary band	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	38	0	0	19	50
Skilled (Levels 3-5)	724	9	1.2	329	45.4
Highly skilled production (Levels 6-8)	668	3	0.4	400	59.9
Highly skilled supervision (Levels 9-12)	311	12	3.9	237	76.2
Senior management (Levels 13-16)	22	1	4.5	11	50
<b>Total</b>	<b>1763</b>	<b>25</b>	<b>1.4</b>	<b>996</b>	<b>56.5</b>

**Table 3.4.8: Promotions by critical occupation, 1 April 2012 to 31 March 2013**

Critical Occupation	Employees as at 31 March 2012	Promotions to another salary level	Promotions as a % of employees by salary band	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Child and Youth Care Workers	284	10	3.5	44	15.5
Social Workers	632	8	1.3	320	50.6
Senior Management	22	1	4.5	10	45.5
<b>Total</b>	<b>938</b>	<b>19</b>	<b>2.0</b>	<b>374</b>	<b>39.9</b>

**Note:** OSD employees qualify for notch progression every second year of service.

### 3.5. Employment equity

The tables in this section are based on the formats prescribed by the Employment Equity Act 55 of 1998. The information provided in this section depicts the department's demographic composition by race, gender and disability, as required by the Employment Equity Act and the Department of Public Service and Administration. Positions in our post establishment require various academic qualifications such as a Senior Certificate, technical qualification or graduate and post-graduate degrees, as well as certain competency levels. The Employment Equity Act states that in determining whether designated groups are equitably represented within an occupational category and level in an employer's workforce a number of factors must be taken into account including, the pool of suitably qualified people from designated groups from which the employer may reasonably be expected to promote or appoint employees. The figures presented in this section do not take these factors into account and do not reflect the fact that the population statistics provided by the 2011 Census reveal that a very small percentage of the Western Cape population have Matric and tertiary qualifications, which constitute the pool of "suitably qualified people" from which the Western Cape Government can employ staff (as specified by the Employment Equity Act and Public Service Regulations). The Department is continuing to invest in measures to broaden the pool of suitably qualified people who can compete for its employment opportunities to broaden its equitable representation in all occupational categories and levels in the workforce.

**Table 3.5.1: Total number of employees (including employees with disabilities) in each of the following occupational levels, as at 31 March 2013**

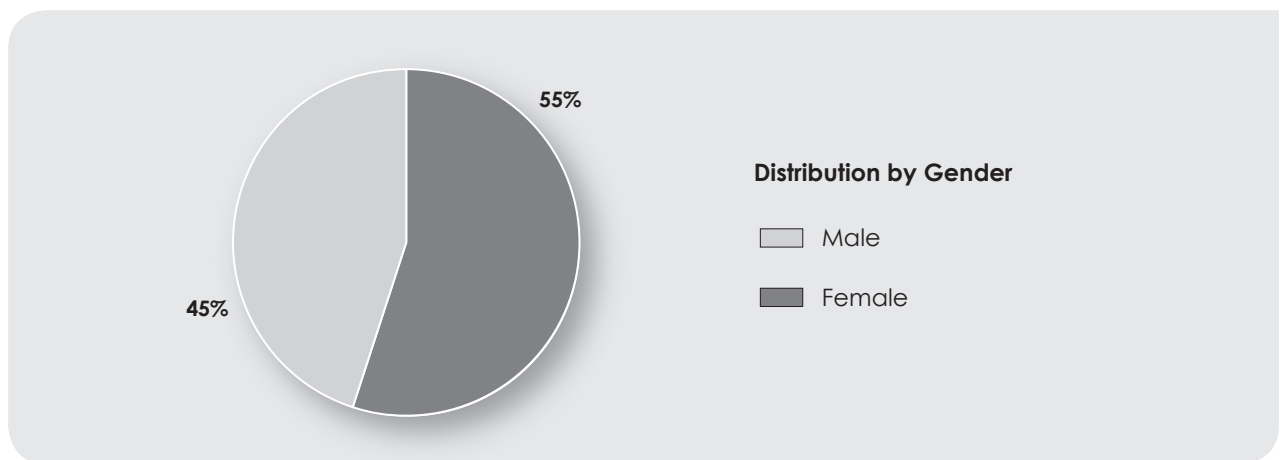
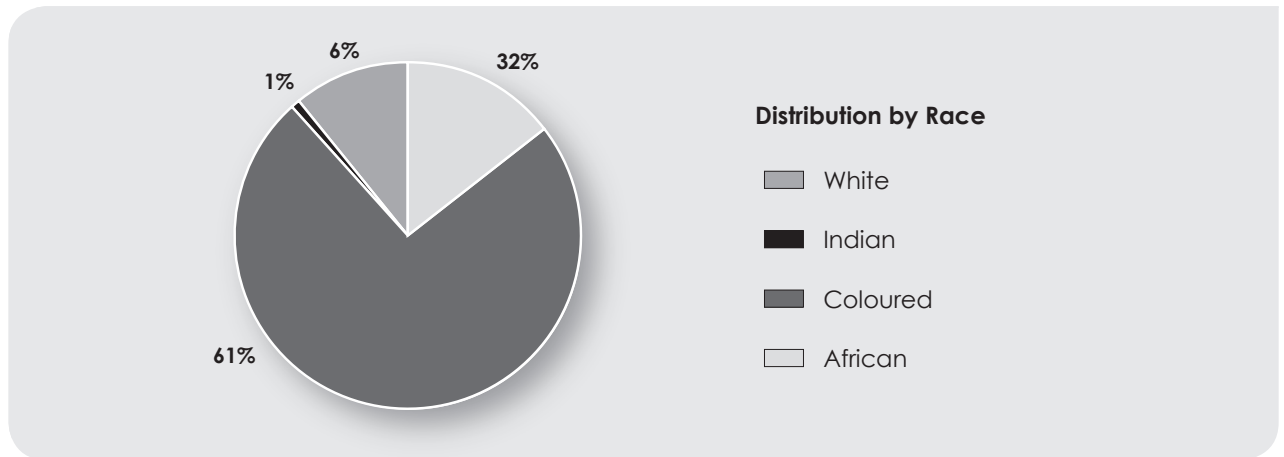
Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	0	0	0	0	0	0	0	0	1	0	1
Senior management (Levels 13-14)	2	2	0	3	1	7	0	5	0	0	20
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	28	76	0	9	48	136	2	38	1	0	338
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	83	189	2	8	163	367	4	43	0	0	859
Semi-skilled and discretionary decision making (Levels 3-5)	102	147	2	4	97	152	1	10	0	0	515
Unskilled and defined decision making (Levels 1-2)	3	8	0	0	4	5	0	0	0	0	20
<b>Total</b>	<b>218</b>	<b>422</b>	<b>4</b>	<b>24</b>	<b>313</b>	<b>667</b>	<b>7</b>	<b>96</b>	<b>2</b>	<b>0</b>	<b>1753</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>218</b>	<b>422</b>	<b>4</b>	<b>24</b>	<b>313</b>	<b>667</b>	<b>7</b>	<b>96</b>	<b>2</b>	<b>0</b>	<b>1753</b>

A = African; C = Coloured; I = Indian; W = White.



**Note:** The figures reflected per occupational levels include all permanent, part-time and contract employees. Furthermore the information is presented by salary level and not post level.

For the number of employees with disabilities, refer to Table 3.5.2.



**Table 3.5.2: Total number of employees (with disabilities only) in each of the following occupational levels, as at 31 March 2013**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Levels 13-14)	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	1	3	0	1	0	2	0	0	0	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	2	2	0	0	2	2	0	1	0	0	9
Semi-skilled and discretionary decision making (Levels 3-5)	1	2	0	1	1	1	0	0	0	0	6
Unskilled and defined decision making (Levels 1-2)	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4</b>	<b>7</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>22</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>4</b>	<b>7</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>22</b>

**A** = African; **C** = Coloured; **I** = Indian; **W** = White.

**Note:** The figures reflected per occupational level include all permanent, part-time and contract employees. Furthermore the information is presented by salary level and not post level.

**Table 3.5.3: Recruitment, 1 April 2012 to 31 March 2013**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Levels 13-14)	0	0	0	0	0	0	0	1	0	0	1
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	0	7	0	3	2	3	0	3	1	0	19
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	11	24	1	0	22	47	1	6	0	0	112
Semi-skilled and discretionary decision making (Levels 3-5)	29	54	0	1	32	44	0	4	0	0	164
Unskilled and defined decision making (Levels 1-2)	1	4	0	0	0	0	0	0	0	0	5
<b>Total</b>	<b>41</b>	<b>89</b>	<b>1</b>	<b>4</b>	<b>56</b>	<b>94</b>	<b>1</b>	<b>14</b>	<b>1</b>	<b>0</b>	<b>301</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>41</b>	<b>89</b>	<b>1</b>	<b>4</b>	<b>56</b>	<b>94</b>	<b>1</b>	<b>14</b>	<b>1</b>	<b>0</b>	<b>301</b>

A = African; C = Coloured; I = Indian; W = White.

**Note:** Recruitment refers to new employees, including transfers into the Department, as per Table 3.4.1.

**Table 3.5.4: Promotions, 1 April 2012 to 31 March 2013**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Levels 13-14)	0	0	0	0	0	1	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	1	3	0	0	2	5	0	1	0	0	12
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	0	1	0	0	1	1	0	0	0	0	3
Semi-skilled and discretionary decision making (Levels 3-5)	2	1	0	0	4	2	0	0	0	0	9
Unskilled and defined decision making (Levels 1-2)	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>9</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>25</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>9</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>25</b>

A = African; C = Coloured; I = Indian; W = White.

**Note:** Promotions refer to the total number of employees promoted within the Department, as per Table 3.4.7.

**Table 3.5.5: Terminations, 1 April 2012 to 31 March 2013**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management (Levels 15-16)	0	0	0	0	0	0	0	0	0	0	0
Senior management (Levels 13-14)	0	0	1	2	0	1	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	4	7	0	3	8	4	0	3	0	0	29
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	7	7	0	2	15	24	0	3	0	0	58
Semi-skilled and discretionary decision making (Levels 3-5)	33	56	0	2	31	54	0	2	0	0	178
Unskilled and defined decision making (Levels 1-2)	5	3	0	0	4	5	0	0	0	0	17
<b>Total</b>	<b>49</b>	<b>73</b>	<b>1</b>	<b>9</b>	<b>58</b>	<b>88</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>286</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>49</b>	<b>73</b>	<b>1</b>	<b>9</b>	<b>58</b>	<b>88</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>286</b>

**A** = African; **C** = Coloured; **I** = Indian; **W** = White.

**Note:** Terminations refer to those employees who have left the employ of the Department, including transfers to other departments, as per Table 3.4.1.

**Table 3.5.6: Disciplinary actions, 1 April 2012 to 31 March 2013**

Disciplinary actions	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Correctional Counselling	0	0	0	0	0	0	0	0	0	0	0
Verbal warning	0	0	0	0	0	0	0	0	0	0	0
Written warning	0	0	0	0	0	0	0	0	0	0	0
Final written warning	2	1	0	1	1	1	0	0	0	0	6
Suspension without pay	2	0	0	1	0	0	0	0	0	0	3
Demotion	0	0	0	0	0	0	0	0	0	0	0
Dismissal/ desertion	4	3	0	0	2	0	0	0	0	0	9
Not guilty	0	0	0	0	0	1	0	0	0	0	1
Case withdrawn	2	1	0	1	2	0	0	0	0	0	6
Other (please specify)	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>10</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>

**A** = African; **C** = Coloured; **I** = Indian; **W** = White.

**Note:** The disciplinary actions total refers to formal outcomes. For further information on the outcomes of the disciplinary hearings and types of misconduct addressed at disciplinary hearings, please refer to Tables 3.12.2 and Table 3.12.3.

**Table 3.5.7: Skills development, 1 April 2012 to 31 March 2013**

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management (Levels 15-16)	0	0	0	0	0	0	0	0	0
Senior management (Levels 13-14)	1	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	4	22	0	3	12	62	0	13	116
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	45	93	0	4	90	225	1	20	478
Semi-skilled and discretionary decision making (Levels 3-5)	31	42	1	0	26	49	0	2	151
Unskilled and defined decision making (Levels 1-2)	6	16	0	0	17	37	0	0	76
<b>Total</b>	<b>87</b>	<b>173</b>	<b>1</b>	<b>7</b>	<b>145</b>	<b>373</b>	<b>1</b>	<b>35</b>	<b>822</b>
Temporary employees	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>87</b>	<b>173</b>	<b>1</b>	<b>7</b>	<b>145</b>	<b>373</b>	<b>1</b>	<b>35</b>	<b>822</b>

**A** = African; **C** = Coloured; **I** = Indian; **W** = White.

**Note:** The above table refers to the total number of personnel who received training, and not the number of training courses attended by individuals. For further information on the actual training provided, please refer to Table 3.13.2.

### 3.6. Signing of performance agreements by SMS members

**Table 3.6.1: Signing of Performance Agreements by SMS Members, as at 31 May 2012**

SMS Level	Number of funded SMS posts per level	Number of SMS members per level	Number of signed Performance Agreements per level	Signed Performance Agreements as % of SMS members per level
Director-General/ Head of Department	1	1	1	100
Salary level 16, but not HOD	0	0	0	0
Salary Level 15	0	0	0	0
Salary Level 14	5	5	4	80
Salary Level 13	16	14	14	100
<b>Total</b>	<b>22</b>	<b>20</b>	<b>19</b>	<b>95</b>

**Note:** The allocation of performance-related rewards (cash bonus) for Senior Management Service members is dealt with later in the report. Please refer to Table 3.8.5.

**Table 3.6.2: Reasons for not having concluded Performance Agreements with all SMS on 31 May 2012**

Reasons for not concluding Performance Agreements with all SMS	1 Chief Director suspended
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**Table 3.6.3: Disciplinary steps taken against SMS Members for not having concluded Performance Agreements on 31 May 2012**

Disciplinary steps taken against SMS Members for not having concluded Performance Agreements	None
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### 3.7. Filling of SMS posts

**Table 3.7.1: SMS posts information, as at 30 September 2012**

SMS Level	Number of funded SMS posts per level	Number of SMS posts filled per level	% of SMS posts filled per level	Number of SMS posts vacant per level	% of SMS posts vacant per level
Director-General/ Head of Department	1	1	100	0	1
Salary level 16, but not HOD	0	0	0	0	0
Salary Level 15	0	0	0	0	0
Salary Level 14	5	4	80	1	5
Salary Level 13	18	15	83.33	3	18
<b>Total</b>	<b>24</b>	<b>20</b>	<b>83.33</b>	<b>4</b>	<b>24</b>

**Table 3.7.2: SMS posts information, as at 31 March 2013**

SMS Level	Number of funded SMS posts per level	Number of SMS posts filled per level	% of SMS posts filled per level	Number of SMS posts vacant per level	% of SMS posts vacant per level
Director-General/ Head of Department	1	0	0	1	1
Salary level 16, but not HOD	0	0	0	0	0
Salary Level 15	0	0	0	0	0
Salary Level 14	5	3	60	2	5
Salary Level 13	19	17	89.47	2	19
<b>Total</b>	<b>25</b>	<b>20</b>	<b>80</b>	<b>5</b>	<b>25</b>

**Table 3.7.3: Advertising and Filling of SMS posts, as at 31 March 2013**

SMS Level	Advertising	Filling of Posts	
	Number of Vacancies per Level Advertised in 6 Months of becoming Vacant	Number of Vacancies per Level Filled in 6 Months after becoming Vacant	Number of Vacancies per Level not Filled in 6 Months but Filled in 12 Months
Director-General/ Head of Department	0	0	0
Salary Level 15	1	0	0
Salary Level 14	1	0	0
Salary Level 13	3	0	0
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>

**Table 3.7.4: Reasons for not having complied with the filling of funded vacant SMS posts – Advertised within 6 months and filled within 12 months after becoming vacant**

SMS Level	Reasons for non-compliance
Director-General/ Head of Department	None
Salary level 16, but not HOD	None
Salary Level 15	None
Salary Level 14	<p><b>Community and Partnership Development</b> As per the Cabinet approved Modernisation Blue Print a new organisational structure for the Department was introduced in November 2010. The Blue Print made provision for the structure to be reviewed after 6 months after implementation to make any further adjustments that might be necessary to optimise operations. During the course of this process the Department is reviewing the role of the CD: Service Delivery Management and Co-ordination. The Department is piloting a model whereby the six regions reports directly to the HoD. As such the Chief Director: Service Delivery Management and Co-ordination has been seconded to the Chief Directorate: Community and Partnership Development. If the Department determines that direct regional reporting to HoD's office is a more effective organisational model the Departmental structure will be amended accordingly, in which case the CD: Service Delivery Management and Co-ordination may be permanently transferred to the CD: Community Development and Partnership. If the model is not successful the Department will proceed to advertise the post.</p>
Salary Level 13	<p><b>Departmental Accounting Service</b> The post became vacant in the previous reporting period and was advertised within the 6 months of becoming vacant. However the Department had to embark on a re-advertising process as the number of suitable candidates was limited. Wider media coverage was used to attract a wider range of potential candidates, but with no success. To address the challenge the Department is currently in a process of following alternative recruitment methods. The Department is confident that the process will ensure successful appointment within the 2013/2014 reporting period.</p> <p><b>Community Development</b> The Department advertised the post but could not find a suitable qualified candidate. The Department is currently in process to re-advertise the post. The Department is confident that the process will ensure successful appointment within the 2013/2014 reporting period.</p>

**Table 3.7.5: Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months**

Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months	None
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### 3.8. Employee performance

To encourage good performance, the Department has granted the following performance rewards allocated to personnel for the performance period 2011/12, but paid in the financial year 2012/13. The information is presented in terms of race, gender, and disability (Table 3.8.3), salary bands (Table 3.8.4 and Table 3.8.5) and critical occupations (Table 3.8.6).

**Table 3.8.1: Notch progressions by salary band, 1 April 2012 to 31 March 2013**

Salary Band	Employees as at 31 March 2012	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	38	19	50
Skilled (Levels 3-5)	724	329	45.4
Highly skilled production (Levels 6-8)	668	400	59.9
Highly skilled supervision (Levels 9-12)	311	237	76.2
Senior management (Levels 13-16)	22	11	50
<b>Total</b>	<b>1763</b>	<b>996</b>	<b>56.5</b>

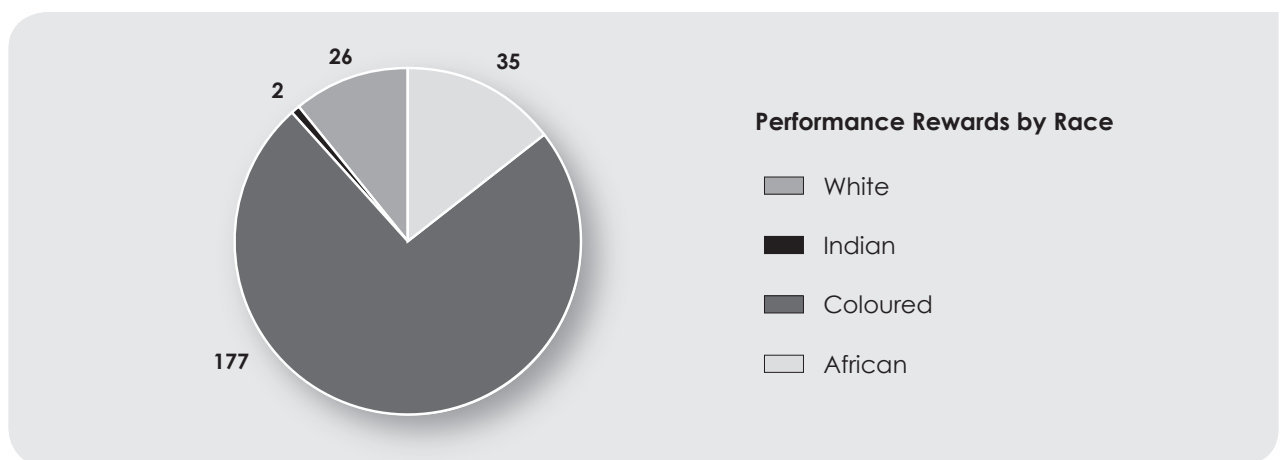
**Table 3.8.2: Notch progressions by critical occupation, 1 April 2012 to 31 March 2013**

Critical Occupation	Employees as at 31 March 2012	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Child and Youth Care Workers	284	44	15.5
Social Workers	632	320	50.6
Senior Management	22	10	45.5
<b>Total</b>	<b>938</b>	<b>374</b>	<b>39.9</b>

**Table 3.8.3: Performance rewards by race, gender, and disability, 1 April 2012 to 31 March 2013**

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group as at 31 March 2012	% of total within group	Cost (R'000)	Average cost per beneficiary
<b>African</b>	<b>35</b>	<b>537</b>	<b>6.5</b>	<b>735</b>	<b>21 015</b>
Male	18	221	8.1	347	19 300
Female	17	316	5.4	388	22 831
<b>Coloured</b>	<b>177</b>	<b>1074</b>	<b>16.5</b>	<b>4 124</b>	<b>23 301</b>
Male	53	409	13	1 262	23 818
Female	124	665	18.6	2 862	23 080
<b>Indian</b>	<b>2</b>	<b>10</b>	<b>20</b>	<b>30</b>	<b>15 139</b>
Male	1	4	25	18	17 975
Female	1	6	16.7	12	12 303
<b>White</b>	<b>26</b>	<b>120</b>	<b>21.7</b>	<b>627</b>	<b>24 104</b>
Male	5	29	17.2	123	24 535
Female	21	91	23.1	504	24 002
<b>Employees with a disability</b>	<b>5</b>	<b>22</b>	<b>22.7</b>	<b>145</b>	<b>28 928</b>
<b>Total</b>	<b>245</b>	<b>1763</b>	<b>13.9</b>	<b>5 661</b>	<b>23 108</b>

**Note:** The above table relates to performance rewards for the performance year 2011/12 and payment effected in the 2012/13 reporting period.



**Table 3.8.4: Performance rewards by salary bands for personnel below Senior Management Service level, 1 April 2012 to 31 March 2013**

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2012	% of total within salary bands	Cost (R'000)	Average cost per beneficiary	Cost as a % of the total personnel expenditure
Lower skilled (Levels 1-2)	3	38	7.9	24	8 150	0
Skilled (Levels 3-5)	55	724	7.6	671	12 195	0.2
Highly skilled production (Levels 6-8)	101	668	15.1	1 968	19 486	0.5
Highly skilled supervision (Levels 9-12)	84	311	27.0	2 928	34 863	0.7
<b>Total</b>	<b>243</b>	<b>1741</b>	<b>14.0</b>	<b>5 591</b>	<b>23 011</b>	<b>1.3</b>

*Note: The cost is calculated as a percentage of the total personnel expenditure for salary levels 1-12, reflected in Table 3.1.2.*

**Table 3.8.5: Performance rewards (cash bonus), by salary band, for Senior Management Service level, 01 April 2012 to 31 March 2013**

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2012	% of total within salary bands	Cost (R'000)	Average cost per beneficiary	Cost as a % of the total personnel expenditure
Senior Management Service Band A (Level 13)	1	16	6.3	51	51 175	0.3
Senior Management Service Band B (Level 14)	1	5	20	18	18 435	0.1
Senior Management Service Band C (Level 15)	0	1	0	0	0	0
Senior Management Service Band D (Level 16)	0	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>22</b>	<b>9.1</b>	<b>69</b>	<b>34 805</b>	<b>0.4</b>

*Note: The cost is calculated as a percentage of the total personnel expenditure for salary levels 13-16, reflected in Table 3.1.2.*

**Table 3.8.6: Performance rewards by critical occupations, 1 April 2012 to 31 March 2013**

Critical Occupation	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2012	% of total within salary bands	Cost (R'000)	Average cost per beneficiary	Cost as a % of the total personnel expenditure
Child and Youth Care Workers	18	284	6.3	275	15 260	0.1
Social Workers	103	632	16.3	2 757	26 772	0.6
Senior Management	2	22	9.1	70	34 805	0
<b>Total</b>	<b>123</b>	<b>938</b>	<b>13.1</b>	<b>3102</b>	<b>25 218</b>	<b>0.7</b>

### 3.9 Foreign workers

The tables below summarise the employment of foreign nationals in the Department in terms of salary bands and by major occupation. The tables also summarise changes in the total number of foreign workers in each salary band and by each major occupation.

**Table 3.9.1: Foreign Workers by salary band, 1 April 2012 to 31 March 2013**

Salary Band	1 April 2012		31 March 2013		Change	
	Number	% change	Number	% change	Number	% change
Lower skilled (Levels 1-2)	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	1	100	1	50	0	0
Senior management (Levels 13-16)	0	0	1	50	1	100
<b>Total</b>	<b>1</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>1</b>	<b>50</b>

**Note:** The table above excludes non-citizens with permanent residence in the Republic of South Africa.

**Table 3.9.2: Foreign Workers by major occupation, 1 April 2012 to 31 March 2013**

Major Occupation	1 April 2012		31 March 2013		Change	
	Number	% change	Number	% change	Number	% change
HoD	0	0	1	50	1	100
Population Analyst	1	100	1	50	0	0
<b>Total</b>	<b>1</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>1</b>	<b>50</b>

**Note:** The table above excludes non-citizens with permanent residence in the Republic of South Africa.

### 3.10. Leave utilisation for the period 1 January 2012 to 31 December 2012

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave (Table 3.10.1) and incapacity leave (Table 3.10.2). In both cases, the estimated cost of the leave is also provided.

**Table 3.10.1: Sick leave, 1 January 2012 to 31 December 2012**

Salary Band	Total days	% days with medical certification	Number of Employees using sick leave	Total number of employees	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	189	86.8	28	31	90.3	7	51
Skilled (Levels 3-5)	2 792	77.1	433	591	73.3	6	1 125
Highly skilled production (Levels 6-8)	5 703	79.6	748	903	82.8	8	3 641
Highly skilled supervision (Levels 9-12)	2 049	76	280	366	76.5	7	2 284
Senior management (Levels 13-16)	136	81.6	17	25	68	8	271
<b>Total</b>	<b>10 869</b>	<b>78.5</b>	<b>1 506</b>	<b>1 916</b>	<b>78.6</b>	<b>7</b>	<b>7 372</b>

**Note:** The three-year sick leave cycle started in January 2010. The information in each case reflects the totals excluding incapacity leave taken by employees. For an indication of incapacity leave taken, please refer to Table 3.10.2.



**Table 3.10.2: Incapacity leave, 1 January 2012 to 31 December 2012**

Salary Band	Total days	% days with medical certification	Number of Employees using incapacity leave	Total number of employees	% of total employees using incapacity leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	29	100	4	31	12.9	7	8
Skilled (Levels 3-5)	254	100	18	591	3	14	105
Highly skilled production (Levels 6-8)	553	100	31	903	3.4	18	367
Highly skilled supervision (Levels 9-12)	902	100	25	366	6.8	36	1142
Senior management (Levels 13-16)	65	100	1	25	4	65	132
<b>Total</b>	<b>1 803</b>	<b>100</b>	<b>79</b>	<b>1 916</b>	<b>4.1</b>	<b>23</b>	<b>1 754</b>

**Note:** The leave dispensation as determined in the "Leave Determination", read with the applicable collective agreements, provides for normal sick leave of 36 working days in a sick leave cycle of three years. If an employee has exhausted his or her normal sick leave, the employer must conduct an investigation into the nature and extent of the employee's incapacity. Such investigations must be carried out in accordance with item 10(1) of Schedule 8 of the Labour Relations Act (LRA).

Incapacity leave is not an unlimited amount of additional sick leave days at an employee's disposal. Incapacity leave is additional sick leave granted conditionally at the employer's discretion, as provided for in the Leave Determination and Policy on Incapacity Leave and Ill-Health Retirement (PILIR).

Table 3.10.3 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the Public Service Commission Bargaining Chamber (PSCBC) in 2000 requires management of annual leave to prevent high levels of accrued leave having to be paid at the time of termination of service.

**Table 3.10.3: Annual Leave, 1 January 2012 to 31 December 2012**

Salary Band	Total days taken	Total number employees using annual leave	Average days per employee
Lower skilled (Levels 1-2)	829	37	22
Skilled (Levels 3-5)	10 323	544	19
Highly skilled production (Levels 6-8)	17 487	888	20
Highly skilled supervision (Levels 9-12)	7 841	356	22
Senior management (Levels 13-16)	458	23	20
<b>Total</b>	<b>36 938</b>	<b>1 848</b>	<b>20</b>

**Table 3.10.4: Capped leave, 1 January 2012 to 31 December 2012**

Salary Band	Total capped leave available as at 31 Dec 2011	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Number of employees with capped leave as at 31 Dec 2012	Total capped leave available as at 31 Dec 2012
Lower skilled (Levels 1-2)	338	3	1	3	19	308
Skilled (Levels 3-5)	3 315	40	8	5	107	3 106
Highly skilled production (Levels 6-8)	9 410	148	22	7	254	8 766
Highly skilled supervision (Levels 9-12)	7 606	80	15	5	201	7 392
Senior management (Levels 13-16)	408	5	1	5	9	254
<b>Total</b>	<b>21 077</b>	<b>276</b>	<b>47</b>	<b>6</b>	<b>590</b>	<b>19 826</b>

Table 3.10.5 summarises payments made to employees as a result of leave that was not taken.

**Table 3.10.5: Leave pay-outs, 1 April 2012 to 31 March 2013**

Reason	Total Amount (R'000)	Number of Incidents per employee	Average payment per employee
Leave pay-outs for 2012/13 due to non-utilisation of leave for the previous cycle	0	0	0
Capped leave pay-outs on termination of service for 2012/13	144	10	14 408
Current leave pay-outs on termination of service 2012/13	64	8	8 010
<b>Total</b>	<b>208</b>	<b>18</b>	<b>11 564</b>

### 3.11. HIV and AIDS & health promotion programmes

**Table 3.11.1: Steps taken to reduce the risk of occupational exposure, 1 April 2012 to 31 March 2013**

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
<p>The nature of the Department's work does not expose employees to increased risk of contracting HIV/AIDS. Despite the very low occupational risk, all employees have been targeted at all levels within the Department.</p>	<p>HIV/AIDS Counselling and Testing [HCT] and Wellness screenings were delivered in general. The outsourced Health and Wellness contract (Employee Health and Wellness Programme [EHWP]) provides employees with their immediate family members [it means the spouse or partner of an employee or children living with an employee] with a range of services. These services include the following:</p> <ul style="list-style-type: none"> <li>• 24/7/365 Telephone counselling</li> <li>• Face to face counselling (6 + 2 session model)</li> <li>• Trauma and critical incident counselling</li> <li>• Training, coaching and targeted interventions where these were required.</li> </ul>

**Table 3.11.2: Details of Health Promotion and HIV and AIDS Programmes, 1 April 2012 to 31 March 2013**

Question	Yes	No	Details, if yes
<p>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.</p>	√		<p>Due to the corporatisation of the Employee Health and Wellness function, the Acting Director: Organisational Behaviour, Denver Heynes (Department of the Premier), fulfilled this role.</p>
<p>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.</p>	√		<p>The Corporate Services Centre (CSC) within the Department of the Premier provides a transversal service to eleven (11) participating departments, including the Department of the Social Development.</p> <p>A designated Employee Health and Wellness unit within the Directorate Organisational Behaviour and the Chief Directorate Organisation Development serves to promote the health and wellbeing of employees in the eleven (11) departments.</p> <p>The unit consists of a Deputy Director, three (3) Assistant Directors, four (4) team members and one (1) intern who has since left the Directorate Organisational Behaviour in the fourth quarter for furthering her studies.</p> <p>Budget : R2,5</p>

Question	Yes	No	Details, if yes
<p>3. Has the department introduced an Employee Assistance or Health Promotion Programme for employees? If so, indicate the key elements/ services of this Programme.</p>	√		<p>The Department has entered into a service level agreement with ICAS [Service Provider] to render an Employee Health and Wellness Service to the eleven departments serviced by the Corporate Services Centre [CSC].</p> <p>The department conducted interventions namely, Managerial Induction, Employee Induction, Stress Management, Abuse and Sexual Health Awareness, Work Life Balance, Employee Advocacy Awareness, Personal Finance, Managerial Referral, Substance Abuse Financial Wellbeing Managerial Referral and Coaching for employees. These interventions were planned based on the trends reported quarterly through the Employee Health and Wellness Programme [EHWP] reports provided by the service provider, ICAS, for the period 2012/13. The reports were based on the utilisation of the EHW services and management information in order to target appropriate interventions to address these trends.</p> <p>The targeted interventions were aimed at improving employee engagement through awareness and educational interventions that promote healthy lifestyles and coping skills. This involves presentations to create awareness and encourage employees to have a proactive approach to limit the impact of these problems in the workplace. The above-mentioned interventions were conducted for the targeted departments, including managers and supervisors.</p> <p>The department also provided information sessions, as requested by various departments in the Western Cape Government [WCG] to inform employees of the EHW service, how to access the Employee Health and Wellness Programme [EHWP]. Promotional material such as pamphlets, posters and brochures were distributed.</p>
<p>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.</p>	√		<p>A new Health and Wellness Steering Committee has been established with members nominated by each department. The Departmental committee member is T Mtheke.</p>

Question	Yes	No	Details, if yes
<p>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.</p>	√		<p>The Transversal Management Framework for Employee Health and Wellness Programmes in the Western Government is in effect and was adopted by the Coordinating Chamber of the PSCBC for the Western Cape Province on 10 August 2005.</p> <p>DPSA has developed several national policy documents in 2007/8 that govern Employee Health and Wellness [EHW] in the Public Service and that coordinate the programmes and services in a uniform manner.</p> <p>In this regard, all employment policies make provision for fair practices, regardless of the HIV status of staff or applicants.</p> <p>During the period under review, the Department of the Premier has developed a Transversal Employee Health and Wellness policy. The draft document is being consulted for ratification.</p> <p>Further to this, the Department of Health has currently approved the Transversal HIV and AIDS/STI Workplace Policy and Programme that will be applicable to all departments of the Western Government. The document is in line with the four pillars of the EHW Strategic Framework 2008.</p>
<p>6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.</p>	√		<p>The Department implemented existing legislative and policy frameworks as well as Monitoring and Evaluation guidelines, which have been developed by DPSA. The overarching aim of these frameworks is to protect HIV-positive employees by advocating the implementation of the Three Zeros in line with the Joint United Nations Programme on HIV &amp; AIDS (UNAIDS). These are Educational programmes and information sessions developed to eradicate stigma and discrimination and to raise awareness through:</p> <ul style="list-style-type: none"> <li>• Zero new HIV, STI and TB infections</li> <li>• Zero deaths associated with HIV and TB</li> <li>• Zero discrimination</li> </ul> <p>The department is conducting the HCT and Wellness screenings to ensure that every employee in the Departments of the Western Cape Government is tested for HIV and screened for TB, at least annually,</p> <p>The aim was to:</p> <ul style="list-style-type: none"> <li>• Reduce HIV and TB discrimination in the workplace. This included campaigns against unfair discrimination and empowerment of employees.</li> <li>• Reduce unfair discrimination in access to services. This included ensuring that Employee Relations Directorate addresses complaints or grievances and provides training to employees.</li> <li>• Other key elements that addressed anti HIV/AIDS discrimination issues were: Wellness Screenings and TB Testing Sessions with specific requests from departments were conducted, posters and pamphlets were distributed, HIV/AIDS counselling [HCT] and TB Testing were conducted, condom programme and spot talks, including [HIV/AIDS speak out programme] were conducted as well.</li> </ul>

Question	Yes	No	Details, if yes
7. Does the department encourage its employees to undergo voluntary counselling and testing (VCT)? If so, list the results that you have you achieved.	√		<p><b>HCT SESSIONS</b></p> <p>The following screening sessions were conducted: Blood pressure, Glucose, Cholesterol, TB, BMI [body mass index] and spot talks.</p> <ul style="list-style-type: none"> <li>• The Department of Social Development participated in <b>20</b> HCT and Wellness screenings.</li> <li>• <b>430</b> Employees were tested and counselled for HIV, Tuberculosis and Sexually Transmitted Infections (STI's).</li> <li>• There were <b>5</b> clinical referrals for TB, HIV or any other STIs.</li> </ul>
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	√		<p>The impact of health promotion programmes is indicated through information provided through the Employee Health and Wellness Contract (external EAP service provider). The Employee Health and Wellness Programme (EHWP) is monitored through Quarterly and Annual reporting. This reporting is provided by the External Service Provider. The most recent annual health review period was 1 April 2012 – 2013.</p> <p>The quarterly and annual review provides a breakdown of the EHWP Human Capital Demographic i.e. age, gender, length of service, dependent utilisation, language utilisation, employee vs. manager utilisation, no. of cases.</p> <p>The review further provides amongst others service utilisation, problem profiling and trending, assessment of employee and organisational risk and the impact thereof on the individual functioning in the work place.</p>

### 3.12. Labour relations

The following collective agreements were entered into with trade unions within the department.

**Table 3.12.1: Collective agreements, 1 April 2012 to 31 March 2013**

<b>Total collective agreements</b>	<b>None</b>
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Table 3.12.2 summarises the outcome of disciplinary hearings conducted within the department for the year under review.

**Table 3.12.2: Misconduct and disciplinary hearings finalised, 1 April 2012 to 31 March 2013**

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	0	0.0
Verbal warning	0	0.0
Written warning	0	0.0
Final written warning	6	24.0
Suspension without pay	3	12.0
Fine	0	0.0
Demotion	0	0.0
Dismissal/ desertion	9	36.0
Not guilty	1	4.0
Case withdrawn	6	24.0
<b>Total</b>	<b>25</b>	<b>100</b>
Percentage of total employment		1.0

**Note:** Outcomes of disciplinary hearings refer to formal cases only.

**Table 3.12.3: Types of misconduct addressed at disciplinary hearings, 1 April 2012 to 31 March 2013**

Type of misconduct	Number	% of total
Misuse of GG Vehicle	5	22.7
Financial Misconduct	4	18.2
Negligence	1	4.5
Assault	2	9.1
Bringing the Department into Disrepute	1	4.5
Falsification/Tampering with Medical Certificates	1	4.5
Loss of Departmental Property	1	4.5
Damage to GG	3	13.6
Sexual Harassment	1	4.5
Unbecoming Conduct	1	4.5
Unauthorised Absenteeism	2	9.1
<b>Total</b>	<b>22</b>	<b>100</b>

**Table 3.12.4: Grievances lodged, 1 April 2012 to 31 March 2013**

Grievances lodged	Number	% of total
Number of grievances resolved	7	33.3
Number of grievances not resolved	14	66.7
<b>Total number of grievances lodged</b>	<b>21</b>	<b>100</b>

**Note:** Grievances lodged refers to cases that were finalised within the reporting period. Grievances not resolved refers to cases finalised, but where the outcome was not in favour of the aggrieved and found to be unsubstantiated.

**Table 3.12.5: Disputes lodged with Councils, 1 April 2012 to 31 March 2013**

Disputes lodged with Councils	Number	% of total
Number of disputes upheld	5	38.5
Number of disputes dismissed	8	61.5
<b>Total number of disputes lodged</b>	<b>13</b>	<b>100</b>

**Note:** Councils refer to the Public Service Coordinating Bargaining Council (PSCBC) and General Public Service Sector Bargaining Council (GPSSBC).

**Table 3.12.6: Strike actions, 1 April 2012 to 31 March 2013**

Strike actions	Number
Total number of person working days lost	0
Total cost (R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	0

**Table 3.12.7: Precautionary suspensions, 1 April 2012 to 31 March 2013**

Precautionary suspensions	Number
Number of people suspended	4
Number of people whose suspension exceeded 30 days	4
Average number of days suspended	306
Cost (R'000) of suspensions	580

**Note:** Precautionary suspensions refer to staff being suspended with pay whilst the case is being investigated.



### 3.13. Skills development

This section highlights the efforts of the Department with regard to skills development. Table 3.13.1 reflect the training needs as at the beginning of the period under review, and Table 3.13.2 the actual training provided.

**Table 3.13.1: Training needs identified, 1 April 2012 to 31 March 2013**

Occupational Categories	Gender	Number of employees as at 1 April 2012	Training needs identified at start of reporting period			Total
			Learner-ships	Skills Programmes & other short courses	Other forms of training	
Legislators, senior officials and managers	Female	11	0	32	0	32
	Male	11	0	21	0	21
Professionals	Female	584	0	830	0	830
	Male	237	0	295	0	295
Technicians and associate professionals	Female	249	0	628	0	628
	Male	284	0	519	0	519
Clerks	Female	156	0	183	0	183
	Male	65	0	51	0	51
Service and sales workers	Female	4	0	0	0	0
	Male	8	0	9	0	9
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	2	0	0	0	0
	Male	21	0	3	0	3
Elementary occupations	Female	39	0	27	0	27
	Male	19	0	30	0	30
<b>Sub Total</b>	Female	<b>1 054</b>	<b>0</b>	<b>1 700</b>	<b>0</b>	<b>1 700</b>
	Male	<b>658</b>	<b>0</b>	<b>928</b>	<b>0</b>	<b>928</b>
<b>Total</b>		<b>1 712</b>	<b>0</b>	<b>2 628</b>	<b>0</b>	<b>2 628</b>
<b>Employees with disabilities</b>	Female	9	0	0	0	<b>0</b>
	Male	13	0	0	0	<b>0</b>

**Note:** The above table identifies the training needs at the start of the reporting period as per the Department's Work Place Skills Plan.

**Table 3.13.2: Training provided, 1 April 2012 to 31 March 2013**

Occupational Categories	Gender	Number of employees as at 31 March 2013	Training provided within the reporting period			Total
			Learner-ships	Skills Programmes & other short courses	Other forms of training	
Legislators, senior officials and managers	Female	13	0	0	0	0
	Male	8	0	0	0	0
Professionals	Female	618	0	278	0	278
	Male	237	0	85	0	85
Technicians and associate professionals	Female	240	0	1171	0	1171
	Male	314	0	413	0	413
Clerks	Female	171	0	290	0	290
	Male	63	0	235	0	235
Service and sales workers	Female	5	0	0	0	0
	Male	5	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	2	0	0	0	0
	Male	17	0	0	0	0
Elementary occupations	Female	25	0	315	0	315
	Male	13	0	115	0	115
<b>Sub Total</b>	Female	<b>1074</b>	<b>0</b>	<b>2054</b>	<b>0</b>	<b>2054</b>
	Male	<b>657</b>	<b>0</b>	<b>848</b>	<b>0</b>	<b>848</b>
<b>Total</b>		<b>1753</b>	<b>0</b>	<b>2902</b>	<b>0</b>	<b>2902</b>
<b>Employees with disabilities</b>	Female	9	0	0	0	<b>0</b>
	Male	13	0	0	0	<b>0</b>

**Note:** The above table identifies the number of training courses attended by individuals during the period under review.

### 3.14. Injury on duty

Table 3.14.1 provides basic information on injury on duty.

**Table 3.14.1: Injury on duty, 1 April 2012 to 31 March 2013**

Nature of injury on duty	Number	% of total
Required basic medical attention only	9	28.1
Temporary disablement	23	71.9
Permanent disablement	0	0
Fatal	0	0
<b>Total</b>	<b>32</b>	<b>100</b>
<b>Percentage of total employment</b>		<b>1.3</b>

### 3.15. Utilisation of consultants

**3.15.1: Report on consultant appointments using appropriated funds, 1 April 2012 to 31 March 2013**

Project Title	Name of Service Provider	Total Number of consultants that worked on project	Duration Work days	Contract value in Rand
Appointment of a service provider to install, implement and roll-out livelink in the department (Head Office, 6 Regions and 45 Service Delivery Areas)	Business Connexion	6	01 October 2012 to 30 September 2015	R9 350 910.00
Appointment of a service provider to provide Project Management Training to the 75 officials of department as follows: 25 x Project Management Course for Beginners; 25 x Project Management Course for Intermediate; and 25 x Advanced Project Management Course	University of Stellenbosch	4	01 March 2013 to 30 June 2013	R402 525.00
Appointment of a service provider to provide Report Writing Course for Social Workers of approximately 100	Faranani Facilitation Services	4	November 2012 To 28 February 2013	R128 820.00
Appointment of a service provider to provide Basic Counselling Skills to 45 officials of the Department	Faranani Facilitation Services	2	February 2013	R89 775.00

Project Title	Name of Service Provider	Total Number of consultants that worked on project	Duration Work days	Contract value in Rand
Appointment of a service provider to provide English Business Writing Skills for non-English speaking officials	Faranani Facilitation Services	4	01 November 2012 To February 2013	R128 820.00
Appointment of a service provider to capture and map social services Welfare Organisations' polygons, provide training of Department of Social Development officials in point and polygon data capturing focussing on users, captures and editors within the 6 Regions and 45 Service Delivery Areas as well as customisation and further development of a Web-based Geo-Database and website for the Department	CSRI	4	1 April 2012 To 31 March 2013	R589 323.00
Appointment of a service provider to undertake an evaluation of family strengthening programmes provided by Non-Governmental Organisations in the Western Cape	Creative Consulting & Development Works	6	01 October 2012 To 31 March 2013	R303 678.90
Appointment of a service provider to conduct/assess population projections for the Western Cape	University of Cape Town	2	1 April 2012 To 30 November 2012	R50 000.00
Appointment of a service provider to conduct Impact Assessment of Disability Programmes provided by funded organisation by the Department of Social Development	Creative Consulting and Development Works	9	01 March 2013 To 31 August 2013	R395 865.00
Appointment of a service provider to conduct analysis of the Western Cape 2011 Census Data and development of graphic profiles to illustrate population and demographic trends in the Western Cape	GAB Consulting	8	01 March 2013 To 31 July 2013	R499 890.00
Appointment of a service provider to conduct programme and process evaluation of the substance abuse treatment facilities, (in and out-patient facilities) funded by the Department of Western Cape	Creative Consulting and Development Works	6	01 January 2013 To 31 August 2013	R427 433.00

Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
11	47	01 April 2012 to 31 March 2013	R12 367 039.90

**Table 3.13.2: Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)**

Project Title	Percentage ownership by HDI groups (Broad Based Black Economic Empowerment Status Contributor)	Number of Consultants from HDI groups that work on the project
Appointment of a service provider to install, implement and roll-out livelink in the department (Head Office, 6 Regions and 45 Service Delivery Areas)	B-BBEE Status of Level 3 Contributor	Nicky Anthony; Ashley Floris; Paul Spagnetti; Andro Groenewald; Aaldert Oosthuizen; Kevin Peeper
Appointment of a service provider to provide Project Management Training to the 75 officials of department as follows: 25 x Project Management Course for Beginners; 25 x Project Management Course for Intermediate; and 25 x Advanced Project Management Course	B-BBEE Status of Level 6 Contributor	Prof. APJ Burger; DN Isaacs; JO Lange; NM Burger
Appointment of a service provider to provide Report Writing Course for Social Workers of approximately 100	B-BBEE Status of Level 3 Contributor	Alicia Davids Dianne Lindemann Evona Rebelo; and Wilfred Reynolds
Appointment of a service provider to provide Basic Counselling Skills to 45 officials of the Department	B-BBEE Status of Level 3 Contributor	Janine Hatting; and Patricia Sterling
Appointment of a service provider to provide English Business Writing Skills for non-English speaking officials	B-BBEE Status of Level 3 Contributor	Simon Banda; Dianne Lindemann; Robin Benjamin; and Evona Rebelo
Appointment of a service provider to capture and map social services Welfare Organisations' polygons, provide training of Department of Social Development officials in point and polygon data capturing focussing on users, captures and editors within the 6 Regions and 45 Service Delivery Areas as well as customisation and further development of a Web-based Geo-Database and website for the Department	B-BBEE Status of Level 2 Contributor	Gerbrand Mans Dave McKelly Millicent Mokgalaka Mawande Njica
Appointment of a service provider to undertake an evaluation of family strengthening programmes provided by Non-Governmental Organisations in the Western Cape	B-BBEE Status of Level 2 Contributor	Caroline Wills Susanna Clarke Paul Dube Inge Wessels Stefanie Shoeline Candice Mitchell
Appointment of a service provider to conduct/assess population projections for the Western Cape	Non-Compliant contributor	Prof. Rob Dorington Prof. Tom Moultrie
Appointment of a service provider to conduct Impact Assessment of Disability Programmes provided by funded organisation by the Department of Social Development	B-BBEE Status of Level 2 Contributor	Kate Alyssa Sherry Helene Combrinck Lindy Brigshaw Caroline Wills Susanna Clarke Paul Dube Candice Mitchell Monique Brand Karin Nandoo

Project Title	Percentage ownership by HDI groups (Broad Based Black Economic Empowerment Status Contributor)	Number of Consultants from HDI groups that work on the project
Appointment of a service provider to conduct analysis of the Western Cape 2011 Census Data and development of graphic profiles to illustrate population and demographic trends in the Western Cape	B-BBEE Status of Level 3 Contributor	Graham Barends T. Darikwa C. Mc Aravey P. Nduru S. Dlamini J. Mogalidi C. Gachiri R. Dzivakwi
Appointment of a service provider to conduct programme and process evaluation of the substance abuse treatment facilities, (in and out-patient facilities) funded by the Department of Western Cape	B-BBEE Status of Level 2 Contributor	Lindy Bringshaw Paul dube Candice Mitchell Sanni Kujula Charlene Yard-West Lindiwe Mtobeni

**Table 3.15.3: Report on consultant appointments using Donor funds, 1 April 2012 to 31 March 2013**

Project Title	Total Number of consultants that worked on the project	Duration Work days	Donor and Contract value in Rand
None			
Total number of projects	Total individual consultants	Total duration Work days	Total contract value in Rand
None			

**Table 3.15.4: Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs), 1 April 2012 to 31 March 2013**

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
None			



# Part E: FINANCIAL INFORMATION





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## 1. GENERAL REVIEW OF THE STATE OF FINANCIAL AFFAIRS

### 1.1 Important policy decisions and strategic issues facing the department

- **The Western Cape Government Policy on the Funding of NGOs for the rendering of Social Welfare Services** was approved by the MEC for Social Development during 2011. The policy is supported by procedure guidelines and tools for implementation. It was piloted during the 2010/11 financial year and fully implemented for the transfer funding application and assessment process for 2011/12. This policy is aligned to the national Policy on Financial Awards. The funding policy was reviewed in the last quarter of the 2012/13 financial year and the new policy was approved for implementation from 1 April 2013.
- **Paid for Communication in the Western Cape** is a new Provincial Cabinet endorsed policy that directs departments to have one consolidated communications plan and budget that has been developed in consultation with the Strategic Communications Directorate of the Department of the Premier to ensure coherence and alignment with the Better Together concept.
- **Green Paper on the Family (2011)**. The main aim of the Green Paper is to foster family well-being, promote and strengthen families and family life and mainstream family issues into government-wide policy-making initiatives.
- The Draft **Provincial Child Protection Strategy** was finalised in 2011/12 and is aimed at securing a properly resourced, co-ordinated and managed child protection system in accordance with the Children's Act 38 of 2005.
- The Draft **Policy on Temporary Safe Care** has been drafted in partnership with key stakeholders in the child protection sector. It provides guidelines on the management of temporary safe care.
- The **Framework for Social Welfare Services (2011)** has been approved by the Executive Management of the National Department of Social Development and seeks to facilitate and guide the implementation of a comprehensive, integrated, rights-based, well-resourced, and quality developmental social welfare services. It is aligned with the Integrated Service Delivery Model (ISDM) and has been approved for implementation by all role-players responsible for the delivery of social welfare services.
- The Framework for Social Welfare Services highlighted the need for the development of norms and standards for social welfare services. The **Norms and Standards for Social Welfare Services (2011)** are based on the developmental approach adopted by the DSD through the White Paper for Social Welfare (1997), and seek to contribute to the achievement of social development goals through developmental social welfare. **Draft Policy for Social Service Practitioners (2012)**: This policy aims to review the current Social Service Professions Act 110 of 1978. The main objectives of the policy are to provide for a regulatory framework for all social service practitioners. This framework will facilitate the professionalisation of human resources in the social development sector.
- The South African Council for Social Service Professions (SACSSP) has developed the **Draft Code of Good Practice and Responsibilities of Employers of Social Service Practitioners (2012)**. Presently only social workers, student social workers and social auxiliary workers are required to register with the SACSSP under the Professional Board for Social Work. However, the ambit of registration may also extend to other practitioners within the social service sector. The document proposes the inclusion of other, but is not limited to child and youth care workers, community development workers, youth workers, criminologists and victimologists. This Policy has been presented to the Professional Board for Social work followed by provincial consultations during the second quarter of the 2012/2013 financial year.
- The **Regulations of Probation Services** as a specialised field in Social Work have been approved by the National Minister of Social Development and published in the Government Gazette as Regulations Gazette No 36159, 15 February 2013, Vol. 572, No 9911.

## 1.2 Significant events

- Commemorate Day of Older Persons – Hanover Park
- Winter Programme in partnership with China Town
- Opening of new facilities – Bonnytoun, Kraaifontein
- Dialogue with the NPO sector
- Youth Day – Stellenbosch
- 16 Days of Activism Campaign – End of the road campaign
- World Autism Awareness Day
- Orientation programme for Social Work graduates
- ECD practitioner graduation ceremony – Gatesville
- Early Childhood Development Awards ceremony in Observatory
- Older Persons Week – Vygieskraal Stadium

## 1.3 Major projects undertaken or completed during the year

- Disability pilot project
- DSD Corporate kit identity
- Opening of Malmesbury and Prince Albert Local Offices
- Four year IT refresh project
- Restructuring and Modernisation of CFO's component
- ECD strategy has been developed and approved by Provincial Cabinet
- Facilitating the establishment of post graduate courses in substance abuse at three Universities in the Province.

## 1.4 Spending trends

An amount of R1,411,512,000 was allocated to the Department for the 2012/13 financial year. During the Adjustment Budget 2012/13 the allocation was reduced by R1,800,000 due to funds shifted to the Department of Education for therapeutic teams relating to children with severe and profound disabilities which resulted in a final allocation of R1,409,702,000.

The Department received no conditional grants for the 2012/13 financial year but has earmarked funding for its EPWP internship programme.

Unspent funds for the financial year amounted to R7,490,000 and was surrendered to the Provincial Revenue Fund in terms of Treasury Regulations.

These unspent funds are mainly due to cost saving methods applied within the area of travelling and subsistence, the suspension of transfer funds to certain Non-profit Organisations and capital projects relating to own facilities that could not be concluded.

A request for roll-over and retention of revenue application was made to Provincial Treasury for the capital projects.

## 1.5 Virements

No virements were applied.

## **2. SERVICE RENDERED BY THE DEPARTMENT**

### **2.1 Services rendered**

The Department renders support services to the South African Social Agency based on a Service level Agreement between the two departments.

### **2.2 Tariff policy**

None of the services rendered by the department were subjected to any tariff adjustments.

### **2.3 Free services**

This department rendered no free services.

## **3. CAPACITY CONSTRAINTS**

Unavailability of accessing BAS for the period December 2012 to March 2013.

## **4. UTILISATION OF DONOR FUNDS**

None to report

## **5. TRADING ENTITIES AND PUBLIC ENTITIES**

None to report

## **6. ORGANISATIONS TO WHOM TRANSFER PAYMENTS HAVE BEEN MADE**

Refer to Annexure B

## **7. PUBLIC PRIVATE PARTNERSHIPS (PPP)**

None to report

## **8. CORPORATE GOVERNANCE ARRANGEMENTS**

The Department approved the Internal Audit Plan for 2012/13 in the following areas:

- Asset management
- Transfer payments
- Substance abuse
- Recruitment and selection

## **9. DISCONTINUED ACTIVITIES / ACTIVITIES TO BE DISCONTINUED**

None to report

## **10. NEW / PROPOSED ACTIVITIES**

- Youth development strategy
- Child protection strategy
- Disability Pilot Project
- A Service Delivery Improvement Plan that focusses on ECD and Foster Care
- Finalising the restructuring of the CFO's unit.

## 11. ASSET MANAGEMENT

All asset details are captured on the Asset Management Register (AMR) and are accurate, reliable and correctly classified and accounted for.

The Department does comply with the minimum requirements in terms of the asset register as indicated hereunder:

- Acquisition (date and amount)
- Identification (description, serial number and unique number)
- Accountability (location and custody)
- Performance (condition and use of life)
- Disposal (useful life)
- Accounting (historic cost, depreciation rate and accumulated depreciation)

There were no heritage assets identified within the Department.

## 12. INVENTORIES

OFFICE	VALUE
Metro South	R38,009.38
Eden-Karoo	R21,017.22
Cape Winelands	R53,024.90
West Coast	R47,862.26
<b>TOTAL</b>	<b>R159,913.76</b>

## 13. EVENTS AFTER THE REPORTING DATE

- Launch of the Disability Project
- The Department of Social Development had 8 cases investigated by the Forensic Investigating Unit of which some may result in irregular expenditure. The total amounts involved and the classification, are currently being determined and once validated will be disclosed in the AFS for the 2013/2014 financial year.

## 14. INFORMATION ON PREDETERMINED OBJECTIVES

A further challenge, which has faced the department for some years now, is the management, validation and auditing of Non-Financial Data related to social work services. These services are often inherently difficult to measure and monitor, both in terms of outputs and outcomes. During the year under review, the department's expenditure has been measured against some 130 predetermined objectives, most of which have been set by the National Department of Social Development and National Treasury. In the case of transfer funding to NPOs, data to support reporting of expenditure against these objectives has not always been easy to verify, particularly where NPOs experience challenges with book keeping or basic administration. This year the department embarked on an intensive process with the Auditor General in order to try and rectify these weaknesses in Non-Financial Data, but many indicators remain unverifiable. On a positive note, however, the predetermined objectives for the 2013/2014 financial year have been refined by the National Department of Social Development in consultation with Treasury, and reduced in number to 70. We hope that this improvement, together with new, more specific contractual and reporting tools introduced by the Department, and clearer reporting lines for monitoring purposes under establishment in the reviewed organisation design for the department, will improve our performance on NFD in the 2013/2014 audit process.

## 15. SCOPA RESOLUTIONS

Background /Concerns	Resolutions	Action Date	Progress On Implementation Of Resolutions
	<b>5.1 The Committee resolved that:</b>		
<p><b>Page:</b> 51 of the Annual Report.</p> <p><b>Heading:</b> "The Effectiveness of Internal Control (Paragraph 3)".</p> <p><b>Description:</b> Of importance to the Committee is that M&amp;E does not only include the analysis of compliance requirements of social stakeholders, but should include the analysis of the rendering of quality services by the NPOs it funds.</p>	<p>7.1.2 The Department ensures that the scope of responsibility of the Monitoring and Evaluation Directorate within the Department is extended and properly funded to include the evaluation of the quality of services being rendered by the stakeholders, and that it prepares a presentation to this Committee relating to this matter, to be scheduled by SCOPA;</p>	<p>By 15 April 2013.</p>	<ol style="list-style-type: none"> <li>1. Presentation on the collection, verification and collation of performance information and the plan for the provision of M&amp;E capacity for programmes was made to the SCOPA on 13 February 2013.</li> <li>2. Onsite rapid assessments were conducted with over 1 231 NPOs who had not had onsite visits during the previous and current financial year and 149 NPOs were the subject of in-depth assessments – lasting between 2 and 3 days. All assessments were completed by March 2013 and all reports were loaded onto the Department's electronic content management system.</li> <li>3. This information was used for selection of currently funded (12/13) NPOs for continued funding in the 13/14 financial year.</li> <li>4. Onerous reporting requirements of NPOs have been reduced. Quarterly as opposed to monthly reports are required. Reporting template detailing the reporting requirements has been provided as part of the transfer payment agreement NPOs enter into with the Department. The TPA thus provides NPOs with their compliance requirements. In addition, the TPAs are clear on the fact that payments are contingent upon the provision of accurate reports that are verifiable i.e. will be accompanied by source documentation or evidence.</li> <li>5. The provision of dedicated monitoring support to all sub-programmes will enable M&amp;E officials to specialize in the particular sector and will thus assist in the evaluation of quality of the service being provided by the NPO. This process was completed in May 2013.</li> <li>6. The number of programme performance indicators has been substantially decreased in the 2013/14 APP (from approximately 130 to approximately 70) without compromising the nature and measurability of the data to be collected in order to determine progress towards objective attainment.</li> </ol>

Background /Concerns	Resolutions	Action Date	Progress On Implementation Of Resolutions
			<p>7. Transfer payment agreement (TPA) has been revised with legal services. The sub-programme budget holder will enter to the TPA with the NPO to ensure accountability for sub-programme implementation and reporting. Reports from NPOs will go directly to sub-programme managers and not via the regional offices thus there is now only one point of entry for reports as opposed to the three that existed previously namely – NPO to Region to M&amp;E Directorate to sub-programmes. This will go a long way to ensuring that information is received speedily and non-compliance dealt with timeously.</p> <p>8. Indicator(s) that the NPO is required to report on together with the source document(s) that must accompany the report will be specified in the TPA annexure dealing with the progress report.</p> <p>9. The TPA contains information on the dates on which reports must be provided to the Department as well as the specific official to whom the reports must be sent on a quarterly basis.</p> <p>10. In order to execute this process, a programme office has been created and resourced within the Chief Directorate: Social Welfare Services. The office contains the administrative support for the management of performance information and is staffed by officials from the Department's funding unit. In addition, M&amp;E staff has been seconded to each sub-programme as well as the community and partnership chief directorate. These additional human resources enable the sub-programme budget holder to control the timing and scope of onsite monitoring, the building of specialist monitoring and the management of programme performance information and centralizes responsibility and accountability for programme performance management in the hands of budget holders. All seconded officials will be in place by the end of May 2013.</p>



Background /Concerns	Resolutions	Action Date	Progress On Implementation Of Resolutions
			<p>11. The 2012/13 management of performance information framework is in the process of being adapted to accommodate the institutional changes in terms of the secondment of M&amp;E officials to programmes and the verification, validation and reporting against predetermined objectives. It will also include a process whereby the Department's internal control unit will conduct verifications of the data during the course of the financial year to ensure audit readiness. The framework including the standard operating procedure will be tested during the course of the 2013/14 financial year.</p> <p>12. By 1 July 2013, the indicator descriptions currently provided in the 2013/14 will be complimented by an indicator description manual that will clarify any anomalies with respect to indicator descriptions, source documents and calculation methods that may exist.</p>
<p><b>Page:</b> 52 of the Annual Report.</p> <p><b>Heading:</b> "Internal Audit"</p> <p><b>Description:</b> The Committee shares the concern expressed by the Audit Committee, the Minister and HOD's of all departments that further audit coverage is required and that there is a need for additional capacity, particularly financial, to support the increased coverage of high risk areas. The audit coverage for the 2011/12 financial year is at 50%, compared to 26,09% for the 2010/11 financial year.</p>	<p>7.1.3 The Minister and HOD continue to engage with Cabinet and Provincial Treasury in this regard with the view of significantly increasing audit coverage over the medium term, in order to reduce the negative impact on future audit outcomes, service delivery and on the achievement of predetermined objectives, particularly in high risk areas;</p>		<p>The Department has met with the Internal Audit and together prioritized the auditable areas for the remainder of the MTEF within its current capacity.</p>

Background /Concerns	Resolutions	Action Date	Progress On Implementation Of Resolutions
<p><b>Page:</b> 54 of the Annual Report.</p> <p><b>Heading:</b>“1.3 Major projects undertaken or completed during the year”.</p> <p><b>Description:</b> The Department has highlighted the Major Projects that it has undertaken or completed during the 2011/12 financial year but provided no further detail. The Committee expressed great interest in the projects highlighted.</p>	<p>7.1.4 The Department prepares a presentation for this Committee providing further detail on the main successes and concerns experienced with each of the major projects, with relevant details provided regarding costs, the organisation's timeframes, and the key concerns/ outcomes;</p>	<p>To be scheduled by SCOPA.</p>	<p>The Department is waiting on the dates from the committee to present the Major Projects undertaken.</p>
<p><b>Page:</b> 55 of the Annual Report.</p> <p><b>Heading:</b> “3. Capacity Constraints (bullet 3)”.</p> <p><b>Description:</b> The Committee shares the Department's concerns that among the challenges currently experienced by the Department, the lack of suitable availability of government owned buildings that could be used as local offices in highly populated urban centres such as Khayelitsha, Philippi, Delft amongst others, as well as in specific rural areas such as Clanwilliam, Knysna, Ladysmith and Ceres has a negative impact on the Department's ability to render services closer to communities. <i>(as cross referenced from page 16, Paragraph 4 of the Annual Report).</i></p>	<p>7.1.5 The Department prepares a presentation to this Committee, in collaboration with the Department of Transport and Public Works, on the extent of lack of suitable availability of government owned buildings and by when and how it will be resolved;</p>	<p>To be scheduled by SCOPA.</p>	<p>The Department is scheduled to present to the Committee on the 27 July 2013.</p>

Background /Concerns	Resolutions	Action Date	Progress On Implementation Of Resolutions
<p><b>Pages:</b> 56 of the Annual Report.</p> <p><b>Heading:</b> "11: Asset Management"</p> <p><b>Description:</b> The Committee is concerned that no policy or register exists within the Department and the office of the Minister that manages heritage assets in terms of their identification, promotion, protection, conservation and value.</p>	<p>7.1.6 The Department drafts and adopts such a heritage assets policy and compiles such a register, in collaboration with the Western Cape Provincial Parliament, and Heritage Western Cape where necessary. The Committee resolved further that the Department tracks and monitors all movement relating to heritage assets including details, with costs, of acquisition, damage, disposal and loss of heritage assets, and that all such details be included in its future annual report;</p>	<p>By 15 April 2013.</p>	<p>There were no heritage assets identified within the Department.</p>
<p><b>Pages:</b> 57-59 of the Annual Report.</p> <p><b>Heading:</b> "Scopa Resolutions".</p> <p><b>Description:</b> The Committee thanks the Department for addressing the Committee's resolutions in the previous year and for including these in your annual report for the period under review.</p>	<p>7.1.7 A new report template be designed relating to the Departments actions on SCOPA Resolutions and requests that the Department replaces the old report template with this for the 2012/13 annual report onwards, once received;</p> <p>7.1.8 The Department ensures that it fully implements all resolutions arising from the 2012/13 financial year and the 2011/12 financial year;</p>	<p>By 15 April 2013.</p>	<p><b>7.1.7.</b> The reporting template on SCOPA resolutions includes a section in the form of an additional column in which the Department provides information on the progress that it has taken in implementing SCOPA resolutions including when it envisages completion of specific action plans. This template has been included in the Department's 2012/13 Annual Report.</p> <p><b>7.1.8</b> As can be noted in this schedule, the Department is in the process and has also completed implementing the resolutions from the previous two financial years. Its progress has been detailed per resolution in this schedule.</p>

Background /Concerns	Resolutions	Action Date	Progress On Implementation Of Resolutions
<p><b>Page:</b> 59 of the Annual Report.</p> <p><b>Heading:</b> "Scopa Resolutions (Heading No. 2)".</p> <p><b>Description:</b> The Committee is concerned that the Department failed to conduct personal oversight to monitor compliance and quality from Non Profit Organisations and institutions which receives funding from the Department. This is a repeated concern which was raised in the previous financial year.</p>	<p>7.1.9 The Department develops and implements 1) a Service Level Agreement and 2) a mechanism that will ensure that the Department regularly communicates with all NPOs which it funds; that it visits these NPOs at least once per year; and that it develops a register of the concerns, challenges and/or opportunities arising out of each visit and logs its response thereto;</p>	<p>By 15 April 2013.</p>	<p>A new transfer payment agreement (TPA) has been developed in conjunction with the DotP's Legal Services Chief Directorate. The TPA has been approved by the Department's senior management and Executive Authority and will be implemented in the 2013/14 financial year.</p> <p>The Chief Directorate: Social Welfare Services is in the process of developing its sub-programme NPO monitoring plans and strategy. This implementation plan will be concluded by the end of June 2013 and will include line monitoring as per norms and standards of relevant regulations of specific Acts, risk assessments at NPO as identified and compliance assessments. A package of various monitoring tools will be used by M &amp; E officials and Project Office staff. All NPOs will be visited at least once a year by means of visits and stakeholder engagements. Stakeholder meetings are planned for 2 times a year.</p>
<p><b>Page:</b> 64 of the Annual Report.</p> <p><b>Heading:</b> "Usefulness and reliability of information" (Paragraphs 14 and 15).</p> <p><b>Description:</b> The Committee notes with concern the findings raised by the Auditor-General that:</p> <p>(i) 2% of the indicators relevant to programme 2 social welfare services were not verifiable in that valid processes and systems that produce the information on actual performance did not exist. This was due to the lack of the implementation of key controls in the relevant systems of collection, collation and verification of actual performance, and that</p>	<p>7.1.10 The Department implements comprehensive corrective actions to address these concerns, and prepares a presentation to the Committee detailing this plan;</p>	<p>By 15 April 2013</p> <p>To be scheduled by SCOPA</p>	<p>Presentation to SCOPA was held in February 2013.</p> <p>The Department implemented a special non-financial data (NFD) project in January 2013 in order to ensure that the indicator data available is valid and verifiable and that sufficient and appropriate audit evidence is available as to the validity, accuracy and completeness of the actual performance information. This project was completed by May 2013. The lessons learnt will be incorporated into the performance information management framework and standard operating procedure.</p> <p>An internal audit of NFD was completed in March 2013 and the findings are currently being implemented namely, that the indicator description manual be completed and approved by 1 July 2013.</p> <p>Sub-programme budget holders have been authorized to enter into TPAs with NPOs and there is one line of reporting between the NPO and the Department. This provides one point of accountability for the overall management of the transfer payments for the specific sub-programme. In addition, the performance agreements of staff will</p>

Background /Concerns	Resolutions	Action Date	Progress On Implementation Of Resolutions
<p>(ii) The Auditor-General was unable to obtain sufficient, appropriate audit evidence to satisfy myself as to the validity, accuracy and completeness of the actual performance reported in the annual performance report. This was due to a lack of source information that is sufficiently detailed, or reconciled to reported outputs. In addition source information was not filed in a form and content that is consistent and easily retrievable. There was also no evidence to confirm that validation of performance information was performed in order to support the reported outputs.</p> <p>The Committee notes the Departments own "disclaimers" expressed at several indicators as reasons for variance from planned performance.</p> <p>The Committee notes further on the Auditor-General's finding that Leadership did not hold staff involved in the process of reporting on performance accountability for non-compliance with requirements in respect of performance information.</p> <p>(Refer also to Paragraph 20 (page 13) and 21 (page 14) of the Auditor's General Final Management Report).</p>			<p>clearly indicate their individual responsibilities with respect to the reporting of performance information and verifiable NFD. This will then be used as a basis for the PERMIS scores of individual staff members. In this way, staff will be held accountable in instances where they do not comply with their specific duties and responsibilities. All performance agreements will be finalized by 31 May 2013.</p>

Background /Concerns	Resolutions	Action Date	Progress On Implementation Of Resolutions
<p><b>Page:</b> 65-66 of the Annual Report.</p> <p><b>Heading:</b> "Investigations" (Paragraphs 22 and 23).</p> <p><b>Description:</b> The Committee thanks the Department for taking disciplinary actions against officials who have acted in ways deemed contrary to laws and regulations, etc., but notes that deterrence mechanisms can improve.</p>	<p>7.1.11 The Department updates the Committee with the status of all its FIU, SAPS and HAWKS cases, including the finalisation of all old cases (some which dates back to 2006);</p>	<p>To be scheduled by SCOPA.</p>	<p>The Department is scheduled to present to the committee on the 27 July 2013. FIU will do the presentation.</p>
<p><b>Page:</b> 65 of the Annual Report.</p> <p><b>Heading:</b> "Financial and Performance Management (Paragraphs 20 and 21)".</p> <p><b>Description:</b> The Committee shares the Auditor-General's concerns regarding its findings that at some NPOs visited during the audit process:</p> <ul style="list-style-type: none"> <li>(i) Insufficient on-site visits by the department</li> <li>(ii) Service delivery norms and standards in respect of early childhood development were not uniformly adhered to</li> <li>(iii) Large and unusual cash withdrawals at some NPOs</li> <li>(iv) Lack of servicing of fire extinguishers at some institutions</li> <li>(v) No first aid kits at some institutions</li> <li>(vi) Unhygienic ablution facilities at some institutions, and</li> </ul>	<p>7.1.12 The Department implements comprehensive corrective actions to address all of these concerns, and prepares a presentation to the Committee detailing this plan;</p> <p>7.1.13 The Department develops and implements (a) a Service Level Agreement and (b) a mechanism that will ensure that the Department regularly communicates with all NPOs that it funds; that it visits these NPOs at least once per year; and that it develops a register of the concerns, challenges and/or opportunities arising out of each visit and logs its response thereto;</p>	<p>By 15 April 2013.</p> <p>To be scheduled by SCOPA.</p> <p>By 15 April 2013.</p>	<p>A transfer payment agreement has been developed in conjunction with Legal Services and has been approved for implementation by the Department's management and Executive Authority for implementation in the 2013/14 financial year.</p> <p>With respect to the issues raised in the background/concerns column:</p> <ul style="list-style-type: none"> <li>• In February 2013 the Department presented information to SCOPA on the issues raised by the AG listed on page 65 of the 2011/12 Annual Report.</li> <li>• In addition, by the end of March 2013, the Department's M&amp;E directorate had conducted 1 231 onsite visits using a rapid assessment monitoring tool and 149 NPOs that were not part of the 1 321 were sampled for in-depth on site monitoring. In total, the M&amp;E directorate conducted onsite monitoring of 1 380 NPOs during the second half of the 2012/13 financial year. These were in addition to the line monitoring conducted by the sub-programmes in the social welfare services chief directorate.</li> <li>• The Department has streamlined its operations to ensure that resources are available for the monitoring and review of NPOs. It has established a programme office in the chief directorate: social welfare services that reports directly to the chief director. In addition, monitoring and evaluation officials have been seconded to</li> </ul>

Background /Concerns	Resolutions	Action Date	Progress On Implementation Of Resolutions
<p>(vii) a lack of review of progress reports from the NPOs as the department does not have adequate capacity in place to manage and monitor the related NPO function.</p> <p>The Committee notes the Auditor-General's findings that although policies and procedures in respect of performance information have been updated, these have not been uniformly implemented, institutionalised and monitored at Non-Profit Institutional ("NPI") level and that the assessment and effectiveness of the Department's roadshows with these NPI's had not been informed.</p>			<p>each sub-programme. This will enable each sub-programme to develop a monitoring and evaluation plan that suits its needs and that there is one point at which performance information will be collected, collated, verified and validated. This means that there is also no time delay between the provision of reports by NPOs and reporting of the status of individual NPO performance to sub-programmes. All seconded officials will be in place by 31 May 2013.</p> <ul style="list-style-type: none"> <li>• In preparation for the 2013/14 funding cycle, the Department distributed an information circular on 18 December 2012 to all currently funded organisations informing them of the criteria that would be used in preparation for the allocation of funding for the 2013/14 financial year as well as the process that would be followed. The circular contained the contact details of officials should they require additional information. All programmes also communicated with the NPOs within their sector in this regard. In March 2013 the Department advertised a call for proposals with respect to its service delivery gaps in local/community and the mainstream print media.</li> <li>• All NPOs will be communicated with through circulars, individual visits and group engagements. The road shows are planned to engage NPI on funding processes, reporting and NFD compliance matters and general challenges.</li> </ul>
<p><b>Pages:</b> 78-83 of the Annual Report.</p> <p><b>Heading:</b> "Accounting Policies".</p> <p><b>Description:</b> The Committee is concerned that the Department is not complying with generally accepted creditor-payment periods and legislated requirements for payment of creditors within 30 days of receipt of invoice.</p>	<p>7.1.14 The Department drafts a clause to be inserted into the Accounting Policies of the Department confirming its commitment to complying with generally accepted creditor-payment periods and legislated requirements for payment of creditors within 30 days of receipt of invoice;</p>	<p>By 15 April 2013.</p>	<p>The Department implemented a formal process to prevent payments made after 30 days; through the following circulars: Provincial Treasury circular 68/2011. DSD 003/2011/12 dated 07 June 2011.</p> <p>Monthly reconciliations occurred on payments made. Investigations are performed and Disciplinary issued to ensure that Departmental staff complies.</p> <p>Monthly certificates are issued to Provincial Treasury reporting on the status of payments not made within 30 days; also on payments not yet made which will not be paid within 30 days, with the relevant reasons.</p> <p>A presentation in this regard will be compiled. Awaiting presentation date from the committee.</p>



Background /Concerns	Resolutions	Action Date	Progress On Implementation Of Resolutions
<p><b>Page:</b> 86 of the Annual Report.</p> <p><b>Heading:</b> "4.3 Consultants, contractors and agency/outsourced services".</p> <p><b>Description:</b> The Committee notes the alluding of the Consultants, contractors and agency/ outsourced services which were rendered to the Department for the 2011/12 financial year.</p>	<p>7.1.15 The Department includes a complete list of the names of all companies utilised, a description of the nature of the work performed, the amounts spent and the HDI status of these companies, in all future annual reports;</p>		<p>Consultants, contractors and agency/ outsourced services which were rendered to the Department such information has been included in the Annual Report for 2012/2013 under Part D paragraph 3.13 as required</p>
<p><b>Page:</b> 100 of the Annual Report.</p> <p><b>Heading:</b> "Statement of gifts, donations and sponsorships made" (Annexure 1C-Example).</p> <p><b>Description:</b> The Committee is concerned that the Department does not have a policy that guides the receipt, assessment and awarding or refusal of applications for gifts, donations and sponsorships to be made.</p>	<p>7.1.16 The Department drafts and adopts a policy that guides the HOD regarding the receipt, assessment and awarding or refusal of applications for gifts, donations and sponsorships to be made, and that it presents this to the Committee for deliberation; further that the Department includes more details relating to this in future annual reports; and By 15 April 2013.</p>	<p>By 15 April 2013.</p>	<p>Gifts and donations policy as issued by Provincial Treasury 3/3/1/1/4 dated 26 November 2011 is a transversal document and does not require Departmental Policies. The aforementioned circular included the Directive on the acceptance and declaration of gifts. The afore mentioned circular clearly assist with the following:</p> <ol style="list-style-type: none"> <li>1. Gift register</li> <li>2. Declaration criteria and forms</li> <li>3. PSA 103/1994</li> <li>4. PSC 2001</li> <li>5. Constitution of 1996</li> </ol> <p>Awareness was created throughout the Department for the year under review. The Department's Delegations (Del 19) was amended to include the various categories with regard to NTR 21.1 &amp; 21.2 section 76.1 of PFMA.</p> <p>Quarterly reporting on gifts and donations are done to Provincial Treasury via IFS.</p>
<p><b>Page:</b> 112 of the Annual Report.</p> <p><b>Heading:</b> "Table 4.3.1: Employment and vacancies by programme, as at 31 March 2012</p> <p><b>Description:</b> The Committee is concerned that the Department has a 19% social worker vacancy rate.</p>	<p>7.1.17 The Department prepares a presentation to the Committee detailing the nature, extent and impact of this challenge and its plan to address it.</p>	<p>To be scheduled by SCOPA.</p>	<p>The Department will present the progress on this resolution on the 27 July 2013</p>



## 16. PRIOR MODIFICATIONS TO AUDIT REPORTS

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
<b>REPORTING AND DATA INTEGRITY</b>		
<p>1. Section 38 (1) (d) of the PFMA implemented, in terms of the safeguarding of assets, and compliance monitored.</p> <p>2. Proper safeguarding mechanisms are put in place to manage assets within the Department and its regions.</p>	2011-12 Management report	The Provincial Government: Supply Chain Management Narrative report submitted to Provincial Treasury, dated 22 April 2013 has reference.
<b>PG ACCOUNTING</b>		
Controls are in place to ensure that invoices are managed in terms of TR 8.2.3.	Issues identified by Department	Department implemented formal systems to detect non-compliance and continuously monitor all invoices on a monthly basis. Monthly certificates to Provincial Treasury are submitted to report on non-compliance.
<b>PREDETERMINED OBJECTIVES</b>		
<p>1. Accuracy: Amounts, numbers and other data relating to reported performance have been recorded and reported correctly. Full compliance to National Treasury Framework on SP and APP development.</p> <p>Statutory and regulatory requirements adhered to (Strategic Plan, Annual Performance Plan, Annual Report and Quarterly Performance Report. Submission on time and adhere to Guidelines).</p>	2011-12 Management report	<p>Performance Agreements of SMS amended to include provision for performance evaluation based on verified performance information.</p> <p>Department concluded on 4th quarter QPR. 100% compliance was performed during the last quarter of the financial year to ensure that data are accurate. The Department developed and piloted a Standard Operating Procedure as well as a M&amp;E framework</p>
<p>2. Greater accountability needs to be assumed by leadership for delegated tasks to subordinates. Proper reporting templates need to be developed and implemented for performance reporting. Accountability for source documentation that is reliable and verifiable and can be agreed to performance outcomes needs to be assumed at all levels of the department.</p> <p>Adequate review and integrity checks need to be performed by all levels of management to ensure that reported performance information is a true reflection of actual performance.</p>	2011-12 Management report	<p>Performance Agreements of SMS amended to include provision for performance evaluation based on verified performance information.</p> <p>Department concluded on 4th quarter QPR. 100% compliance was performed during the last quarter of the financial year to ensure that data are accurate. The Department developed and piloted a Standard Operating Procedure as well as a M&amp;E framework.</p>
<p>3. Adequate review and integrity checks need to be performed by all levels of management to ensure that reported performance information is a true reflection of actual performance.</p>	2011-12 Management report	<p>Performance Agreements of SMS amended.</p> <p>Department concluded on 4th quarter QPR. 100% compliance was performed during the last quarter of the financial year to ensure that data are accurate. The Department developed and piloted a Standard Operating Procedure as well as a M&amp;E framework.</p>

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
<p>4. Leadership should enforce strict levels of accountability for verification of reported performance information and perform proper follow ups for those tasks delegated to lower levels of management. Accountability should either resort at regional or programme level to ensure that discrepancies on performance reporting and the validation thereof are resolved before final consolidation occurs. The collation process needs to be consistent across all regions. Sign off of targets needs to be performed on each and every level. Standardised templates should be used to ensure consistency across all regions. The data needs to be reconciled to supporting source information and be able to be broken down per region per indicator and per area of responsibility. These need to be reviewed at all levels before submission to Treasury.</p>	<p>2011-12 Management report</p>	<p>Performance Agreements of SMS amended. Department concluded on 4th quarter QPR. 100% compliance was performed during the last quarter of the financial year to ensure that data are accurate. The Department developed and piloted a Standard Operating Procedure as well as a M&amp;E framework.</p>
<p>5. Leadership should enforce strict levels of accountability for verification of reported performance information and perform proper oversight of reviews for those tasks delegated to lower levels of management. Accountability should either resort at regional or programme level to ensure that discrepancies on performance reporting and the validation thereof are resolved before final consolidation occurs.</p> <p>Management report of Western Cape Department of Social Development</p> <p>The collation process needs to be consistent across all regions. Sign off of targets needs to be performed on each and every level. Standardised templates with frozen formulae should be used to ensure consistency across all regions. The data needs to be reconciled to supporting source information and be able to be broken down per region per indicator and per area of responsibility. These need to be reviewed at all levels before submission to Treasury.</p>	<p>2011-12 Management report</p>	<p>Performance Agreements of SMS amended. Department concluded on 4th quarter QPR. Special Project: NFD-Audit Readiness</p>
<p>6. Greater accountability needs to be assumed by management for delegated tasks to subordinates. Proper reporting templates need to be developed and implemented over performance reporting. Adequate review and integrity checks need to be performed by all levels of management to ensure that reported performance information is a true reflection of actual performance.</p>	<p>2011-12 Management report</p>	<p>The Department developed a Standard Operating Procedure Manual and a M&amp;E framework, which speaks to the various levels of accountability and responsibility. This was subjected to an Internal Audit assessment, before implementation.</p>

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
<p>7. Leadership should enforce strict levels of accountability for verification of recorded performance information and perform proper oversight of reviews for those tasks delegated to lower levels of management. If changes to planned targets occur these must be disclosed and explained.</p>	<p>2011-12 Management report</p>	<p>Performance Agreements of SMS amended to include provision for performance evaluation based on verified performance information.</p> <p>The Department developed a Standard Operating Procedure Manual and a M&amp;E framework, which speaks to the various levels of accountability and responsibility. This was subjected to an Internal Audit assessment, before implementation.</p>
<p>8. Capacity building needs to occur at regional office level and within the monitoring and evaluation department.</p> <p>Quality control checklist covering leadership, financial management and governance at NPOs should be developed and executed at the NPO level.</p> <p>A work plan for regular on-site inspections by trained departmental officials should be developed.</p> <p>Action plans to be developed at regional office levels for NPO management and tracked at Head office level and follow up on issues identified in action plans on a periodic basis. These action plans should be cross pollinated amongst the regions to ensure best practices are shared.</p>	<p>2011-12 Management report</p>	<p>Monitoring plan in place. Currently a total of 1404 NPOs visited. M&amp;E tools amended to include on-going monitoring of norms &amp; standards.</p>
<p>9. It is recommended that follow ups on all norms and standards that are critical to safekeeping of NPO clients occur and these are included in funding arrangement criteria. Where a partnership exists between the department and other role players it is essential that norms and standards are adhered to before further funding can be made.</p>	<p>2011-12 Management report</p>	<p>Matter was resolved with NPO. M&amp;E tools amended to include on-going monitoring of norms &amp; standards.</p>
<p>10. It is recommended that management perform a follow up of the institutions identified and develop an action plan to address the risks identified by audit. These need to be considered as part of the overall risk assessment process for ECDs.</p>	<p>2011-12 Management report</p>	<p>M&amp;E tools amended to include on-going monitoring of norms &amp; standards. Training of 125 Social Workers of NPOs currently in place.</p>
<p>11. An investigation should be lodged to ascertain as to whether the principal can account for these and other large cash or cheque withdrawals. The outcome of the investigation needs to be communicated to audit. Supervisory and monitoring controls should be instituted to capacitate NPOs with regard to financial disciplines to reduce the risk of misappropriation of funds. Management comment is noted. Audit will track the actions planned implemented by management as well as the outcome of the investigation in the next key control quarterly visit.</p>	<p>2011-12 Management report</p>	<p>M&amp;E tools amended to include on-going monitoring of norms &amp; standards. Internal control has investigated the cases referred to, and found that the principals could account in each case for the withdrawals. As a standard procedure, where unusual or very large cash withdrawals are detected, cases are handed over to Internal Control, or, if necessary, the Forensic Investigations Unit at the Department of the Premier.</p>

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
<p>12. A consistent approach to monitoring and evaluation should be followed at regional office level. The responsibility of reviewing and analysing these data should be enforced upon the regional managers responsible for monitoring as part of the organisational wide performance management process.</p> <p>In addition management should perform spot checks to determine if monitoring and evaluation is taking place at regional level.</p>	2011-12 Management report	M&E tools amended to include on-going monitoring of norms & standards. Monitoring of own services against Predetermined Objectives now included as a requirement in Regional Directors' Performance Agreements and Operational Plans.
<p>13. A compliance investigation needs to be conducted to determine if the department is satisfied that the rights of the children in the homes are upheld and that standards are acceptable for institutions funded by the department.</p>	2011-12 Management report	M&E tools amended to include on-going monitoring of norms & standards. Training of 125 Social Workers of NPOs currently in place.
<p>14. It is recommended that management develop an action plan/ strategy to address the social worker shortage, by increasing the number of bursary students. In addition the matching and placing process should be finalised as a matter of urgency and the department embark on an aggressive recruitment process to ensure that all vacant positions are filled.</p>	2011-12 Management report	The Department has fast-tracked the process of filling vacancies. Very few social worker vacancies remain.
<b>CE-I DEPT SPECIFIC</b>		
<p><b>Payment File:</b> Bas payment file: A comma separated values (CSV) file is generated from SMS and updated onto the payment system (Nedbank's Cash focus) for electronic fund transfer to the beneficiaries. The CSV file is easily modifiable and can therefore be tampered with; which could lead to result unauthorised payments. However we noted the existence of compensating controls (preverification and verification) and management is aware of the issue and has already identified this as a high-risk area and is planning to implement an electronic interface between SMS and BAS to address the issue, but until then this remains a potential risk.</p>	2011-12 Management report	SMS not in use. Department intend to make use of Logis as from 2013/14 financial year.
<b>FINANCIAL GOVERNANCE</b>		
<p><b>1. Leadership:</b> Although an action plan was formulated and monitored and it addressed the weaknesses, it was found to lack detail with regard to the implementation of the processes involved in the data collection and as a result the findings in this regard have recurred. Validation of performance data did not occur in all instances as roles and responsibilities were not adequately enforced by programme managers and chief directors to ensure accountability is taken to guarantee the performance data is valid, accurate and complete and that an adequate audit trail exists, enabling confirmation to occur.</p>	2011-12 Management report	SOP and Framework in draft. Engagements to request Internal Audit to assess the procedures before implementation 01 April 2013. Performance Agreements of SMS amended.

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
<p><b>2. Financial and performance management:</b>            Pertinent information was not identified and captured in a form and timeframe that support performance reporting as the lower level staff had different ways of capturing data that did not effectively and efficiently filter into the performance report. Furthermore, processes were not sufficiently detailed to facilitate the preparation of the performance reports resulting in data that was not a true reflection of actual outcomes. Accuracy of the combined results that were received had not been confirmed and it was not possible to obtain confirmed, validated data in the timeframes that enabled audit reporting as required.</p> <p>There was a lack of a system to determine if all departmental officials had completed the approvals to perform other remunerative work and review thereof was not centrally initiated. In addition employees did not ensure that they obtain prior approval from the Accounting Officer before trading with other state institutions.</p>	2011-12 Management report	Department has embarked on an extensive process to ensure that all employees have declared Remunerative Work Outside of the Public Service, and these declarations have been collected, signed and filed. FIU has investigated all potential conflicts of interest and the report in this regard has been submitted to the office of the Head of Department. Recommendations contained therein are being implemented. SOP and Framework in draft. Engagements to request Internal Audit to assess the procedures before implementation 01 April 2013. Performance Agreements of SMS amended.

## 17. EXEMPTIONS AND DEVIATIONS RECEIVED FROM THE NATIONAL TREASURY

The PFMA prohibits borrowing by the Provincial Departments. The National Treasury Regulations (NTR) makes it clear that finance leases are deemed to be borrowings and are therefore not permitted

In terms of section 66 of the PFMA, read with Practice Note 5 of 2006/07, the Minister of Finance, Economic Development and Tourism in the Western Cape has granted approval for all finance lease commitments in respect of GG vehicle expenditure that has been entered into or will be entered into that exceeds 60 months.

In terms section 79 of the PFMA, the National Treasury approved a departure from the disclosure of amortisation tables for finance lease expenditure in respect of GG vehicles as required in terms of the Departmental Reporting Framework Guide. Steps were implemented to ensure full disclosure of GG vehicle expenditure as finance leases.

## 18. INTERIM FINANCIAL STATEMENTS

The Department submitted four Interim Financial Statements during the 2012/13 financial year to Provincial Treasury. Their recommendations were incorporated in the Annual Financial Statements.

## 19. OTHER

The Department operates a library.

The Department does not have any Agency or Principle activities.

## 20. APPROVAL

The Annual Financial Statements set out on pages 123 to 196 have been approved by the Accounting Officer.



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Dr Robert Macdonald

ACTING: HEAD OF DEPARTMENT

31 July 2013

## ACCOUNTING OFFICER'S STATEMENT OF RESPONSIBILITY

### STATEMENT OF RESPONSIBILITY FOR THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

The Accounting Office is responsible for the preparation of the department's 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 designed to provide reasonable assurance as to the integrity and reliability of the annual financial statements.

In my opinion, the financial statements fairly reflects the operations of the department for the financial year ended 31 March 2013.

The external auditors are engaged to express an independent opinion on the AFS of the department.

The Department of Social Development AFS for the year ended 31 March 2013 have been examined by the external auditors and their report is presented on page 145.

The Annual Financial Statements of the Department set out from page 123 to page 196 have been approved.



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Dr Robert Macdonald

ACCOUNTING OFFICER

Social Development

30 August 2013

### REPORT OF THE AUDITOR-GENERAL TO THE WESTERN CAPE PROVINCIAL PARLIAMENT ON VOTE 7: WESTERN CAPE DEPARTMENT OF SOCIAL DEVELOPMENT

#### REPORT OF THE FINANCIAL STATEMENTS

##### Introduction

1. I have audited the financial statements of the Western Cape Department of Social Development, set out on pages 149 to 190, which comprise the appropriation statement, the statement of financial position as at 31 March 2013, the statement of financial performance, statement of changes in net assets and the cash flow statement for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

##### Accounting Officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation of these financial statements in accordance with the *Departmental financial reporting framework* 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, 2012 (Act No. 5 of 2012) (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.

##### Auditor-general's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and International Standards on Auditing. Those standards required that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedure selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

##### Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Western Cape Department of Social Development as at 31 March 2013, and its financial performance and cash flows for the year then ended in accordance with the *Departmental financial reporting framework* prescribed by the National Treasury and the requirements of the PFMA and DoRA.



## Additional matters

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

## Unaudited supplementary schedules

8. The supplementary information set out on pages 191 to 195 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

## Financial reporting framework

9. The financial reporting framework prescribed by the National Treasury and applied by the department is a compliance framework. The wording of my opinion on a compliance framework should reflect that the financial statements have been prepared in accordance with this framework and not that they "present fairly". Section 20(2)(a) of PAA, however, requires me to express an opinion on the fair presentation of the financial statements. The wording of my opinion therefore reflects this requirement.

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

10. In accordance with the PAA and the general notice issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

## Predetermined objectives

11. I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages 22 to 61 of the annual report.
12. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability for the programme selected for auditing. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury's annual reporting principles and whether the reported performance is consistent with a planned objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the National Treasury *Framework for managing programme performance information*.  
  
The reliability of the information in respect of the selected programmes is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).
13. There were no material findings on the annual performance report concerning the usefulness of the information.
14. The material finding on the reliability of information are as follows:

## Reliability of information

15. The National Treasury *Framework for managing programme performance information* (FMPPPI) requires that institutions should have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets  
  
The reported performance information as a whole of Social Welfare Services is materially misstated due to the cumulative effect of numerous individually immaterial uncorrected misstatements in the targets relevant to the selected programme.

This was due to the lack of standard operating procedures for the accurate recording of actual achievements, monitoring of the completeness of source documentation in support of actual achievements, and frequent review of validity of reported achievements against source documentation. In addition, the reasonability of the variances from budgeted results was not verified on a quarterly basis and fluctuations were not investigated and corrected timeously.

### **Additional matter**

16. We draw attention to the following matter below. This matter does not have an impact on the predetermined objectives audit findings reported above.

### **Material adjustments to the annual performance report**

17. Material audit adjustments in the annual performance report were identified during the audit, of which some were corrected by management and those that were not corrected have been reported on accordingly.

### **Compliance with laws and regulations**

18. I performed procedures to obtain evidence that the entity had complied with applicable laws and regulations regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations, as set out in the general notice issued in terms of the PAA, are as follows:

### **Transfer of funds**

19. The accounting officer did not maintain appropriate measures to ensure that transfers and subsidies to entities were applied for their intended purposes, as required by Treasury Regulation 8.4.1.

### **Internal control**

20. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with laws and regulations. The matters reported below under the fundamentals of internal control are limited to the significant deficiencies that resulted in the findings on the annual performance report and the findings on compliance with laws and regulations included in this report.

### **Leadership**

21. Leadership did not implement and monitor the action plan to address the internal control deficiencies that were identified in the previous financial periods. With regard to action plans, service delivery was not perceived as relating directly to financial and performance reporting. Leadership did not provide a strong governance platform for all activities in the department. Focused monitoring of actions throughout the department is not always present, which could result in the department not completely achieving its mandate. In addition, leadership did not create an environment that will enforce accountability on the part of staff who fail to fulfil their duties and responsibilities.

### **Financial and performance management**

22. The department did not compile an annual performance report consistently supported by accurate and reliable information as a result of processes not being robust enough to detect weaknesses in record management and transaction processing. Compliance with laws and regulations was not sufficiently monitored, resulting in the finding recorded in the current year.

## OTHER REPORTS

### Investigations

#### Investigations in progress

23. Eleven investigations were being conducted during the year. Nine cases relate to financial irregularities, one case relates to alleged conflict of interest and one case relates to alleged theft.

#### Investigations complete

24. Fourteen investigations were completed during the year. Thirteen cases related to financial irregularities, while one case related to non-compliance.

#### Performance audit

25. A performance audit was conducted on the readiness of government to report on its performance. The focus of the audit was on how government institutions are guided and assisted to report on their performance, as well as the systems and processes that they have put in place. The management report was issued during this year.

*Auditor-General*

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Cape Town

31 July 2013



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

APPROPRIATION PER PROGRAMME									
	2012/13							2011/12	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>1. ADMINISTRATION</b>									
Current payment	173 443	(1 798)	-	171 645	166 409	5 236	96.9%	163 453	152 247
Transfers and subsidies	421	593	-	1 014	1 014	-	100%	293	293
Payment for capital assets	8 790	1 116	-	9 906	9 906	-	100%	32 850	31 615
Payment for financial assets	-	89	-	89	89	-	100%	28	28
	<b>182 654</b>	<b>-</b>	<b>-</b>	<b>182 654</b>	<b>177 418</b>	<b>5 236</b>		<b>196 624</b>	<b>184 183</b>
<b>2. SOCIAL WELFARE SERVICES</b>									
Current payment	411 770	8 955	-	420 725	420 725	-	100%	379 703	379 704
Transfers and subsidies	752 107	(3 995)	-	748 112	745 986	2 126	99.7%	707 897	707 896
Payment for capital assets	16 337	(4 985)	-	11 352	11 352	-	100%	5 949	5 948
Payment for financial assets	-	25	-	25	25	-	100%	-	-
	<b>1 180 214</b>	<b>-</b>	<b>-</b>	<b>1 180 214</b>	<b>1 178 088</b>	<b>2 126</b>		<b>1 093 549</b>	<b>1 093 548</b>
<b>3. DEVELOPMENT AND RESEARCH</b>									
Current payment	28 214	(1 345)	-	26 869	26 768	101	99.6%	15 846	13 150
Transfers and subsidies	18 588	1 329	-	19 917	19 895	22	99.9%	26 101	26 100
Payment for capital assets	42	16	-	58	58	-	100%	21	21
	<b>46 844</b>	<b>-</b>	<b>-</b>	<b>46 844</b>	<b>46 721</b>	<b>123</b>		<b>41 968</b>	<b>39 271</b>
<b>Total</b>	<b>1 409 712</b>	<b>-</b>	<b>-</b>	<b>1 409 712</b>	<b>1 402 227</b>	<b>7 485</b>	<b>99.5%</b>	<b>1 332 141</b>	<b>1 317 002</b>

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

	2012/13			2011/12	
	Final Appropriation	Actual Expenditure		Final Appropriation	Actual Expenditure
	R'000	R'000		R'000	R'000
<b>TOTAL (brought forward)</b>	<b>1 409 712</b>	<b>1 402 227</b>		<b>1 332 141</b>	<b>1 317 002</b>
<b>Reconciliation with Statement of Financial Performance</b>					
<b>ADD</b>					
Departmental receipts	3 312			3 335	
<b>Actual amounts per Statement of Financial Performance (Total Revenue)</b>	<b>1 413 024</b>			<b>1 335 476</b>	
<b>Actual amounts per Statement of Financial Performance (Total Expenditure)</b>		<b>1 402 227</b>			<b>1 317 002</b>

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

APPROPRIATION PER ECONOMIC CLASSIFICATION									
	2012/13							2011/12	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>									
Compensation of employees	449 289	5 559	-	454 848	453 684	1 164	99.7%	402 423	398 813
Goods and services	164 138	253	-	164 391	160 218	4 173	97.5%	156 270	145 999
Interest and rent on land	-	-	-	-	-	-		310	288
<b>Transfers and subsidies</b>									
Departmental agencies and accounts	-	24	-	24	24	-	100%	-	-
Non-profit institutions	767 445	(1 694)	-	765 751	764 378	1 373	99.8%	727 841	727 840
Household	3 671	(403)	-	3 268	2 493	775	76.3%	6 449	6 449
<b>Payments for capital assets</b>									
Machinery and equipment	25 169	(3 853)	-	21 316	21 316	-	100%	38 820	37 585
<b>Payments for financial assets</b>	-	114	-	114	114	-	100%	28	28
<b>Total</b>	<b>1 409 712</b>	<b>-</b>	<b>-</b>	<b>1 409 712</b>	<b>1 402 227</b>	<b>7 485</b>	<b>99.5%</b>	<b>1 332 141</b>	<b>1 317 002</b>

# APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

## DETAIL PER PROGRAMME 1: ADMINISTRATION FOR THE YEAR ENDED 31 MARCH 2013

Detail per Sub-Programme	2012/13							2011/12	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>1.1 OFFICE OF THE MEC</b>									
Current payment	5 203	198	-	5 401	5 401	-	100%	4 661	4 633
Transfers and subsidies	-	135	-	135	135	-	100%	223	223
Payment for capital assets	109	85	-	194	194	-	100%	122	122
<b>1.2 CORPORATE MANAGEMENT SERVICES</b>									
Current payment	123 796	(1 386)	-	122 410	118 765	3 645	97%	108 133	103 894
Transfers and subsidies	419	405	-	824	824	-	100%	26	26
Payment for capital assets	5 426	892	-	6 318	6 318	-	100%	23 090	23 090
Payment for financial assets	-	89	-	89	89	-	100%	6	6
<b>1.3 DISTRICT MANAGEMENT</b>									
Current payment	44 444	(610)	-	43 834	42 243	1 591	96.4%	50 659	43 720
Transfers and subsidies	2	53	-	55	55	-	100%	44	44
Payment for capital assets	3 255	139	-	3 394	3 394	-	100%	9 638	8 403
Payment for financial assets	-	-	-	-	-	-	-	22	22
<b>Total</b>	<b>182 654</b>	<b>-</b>	<b>-</b>	<b>182 654</b>	<b>177 418</b>	<b>5 236</b>	<b>97.1%</b>	<b>196 624</b>	<b>184 183</b>

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

### STATUTORY APPROPRIATION PER ECONOMIC CLASSIFICATION

Programme 1 Per Economic Classification	2012/13							2011/12	
	Adjusted Appropriation	Shifting of Funds	Vire- ment	Final Appropriation	Actual Expenditure	Vari- ance	Expen- diture as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>									
Compensation of employees	130 853	(544)	-	130 309	129 182	1 127	99.1%	112 844	111 334
Goods and services	42 590	(1 254)	-	41 336	37 227	4 109	90.1%	50 427	40 753
Interest and rent on land	-	-	-	-	-	-	-	182	160
<b>Transfers and subsidies</b>									
Departmental agencies and accounts	-	6	-	6	6	-	100%	-	-
Households	421	587	-	1 008	1 008	-	100%	293	293
<b>Payments for capital assets</b>									
Machinery and equipment	8 790	1 116	-	9 906	9 906	-	100%	32 850	31 615
<b>Payments for financial assets</b>									
	-	89	-	89	89	-	100%	28	28
<b>Total</b>	<b>182 654</b>	<b>-</b>	<b>-</b>	<b>182 654</b>	<b>177 418</b>	<b>5 236</b>	<b>97.1%</b>	<b>196 624</b>	<b>184 183</b>



## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

### DETAIL PER PROGRAMME 2: SOCIAL WELFARE SERVICES FOR THE YEAR ENDED 31 MARCH 2013

Detail per Sub-Programme	2012/13							2011/12	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>2.1 PROFESSIONAL AND ADMINISTRATIVE SUPPORT</b>									
Current payment	259 723	8 673	-	268 396	268 396	-	100%	232 414	232 415
Transfers and subsidies	13	122	-	135	135	-	100%	26	26
Payment for capital assets	8 249	1 119	-	9 368	9 368	-	100%	4 400	4 399
Payment for financial assets	-	18	-	18	18	-	100%	-	-
<b>2.2 SUBSTANCE ABUSE, PREVENTION AND REHABILITATION</b>									
Current payment	31 591	751	-	32 342	32 342	-	100%	31 620	31 620
Transfers and subsidies	45 771	145	-	45 916	45 916	-	100%	35 411	35 411
Payment for capital assets	368	(107)	-	261	261	-	100%	242	242
<b>2.3 CARE AND SERVICE TO OLDER PERSONS</b>									
Transfers and subsidies	156 302	-	-	156 302	155 716	586	99.6%	189 371	189 371

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

### DETAIL PER PROGRAMME 2: SOCIAL WELFARE SERVICES FOR THE YEAR ENDED 31 MARCH 2013

Detail per Sub-Programme	2012/13							2011/12	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>2.4 CRIME PREVENTION AND SUPPORT</b>									
Current payment	120 456	(469)	-	119 987	119 987	-	100%	115 669	115 669
Transfers and subsidies	7 390	89	-	7 479	7 479	-	100%	6 631	6 631
Payment for capital assets	7 720	(5 997)	-	1 723	1 723	-	100%	1 307	1 307
Payment for financial assets	-	7	-	7	7	-	100%	-	-
<b>2.5 SERVICES TO PERSONS WITH DISABILITIES</b>									
Transfers and subsidies	73 832	1 133	-	74 965	74 965	-	100%	70 608	70 608
<b>2.6 CHILD CARE AND PROTECTION SERVICES</b>									
Transfers and subsidies	415 038	(1 495)	-	413 543	412 004	1 539	99.6%	351 443	351 442
<b>2.7 VICTIM EMPOWERMENT</b>									
Transfers and subsidies	11 054	2 952	-	14 006	14 006	-	100%	11 951	11 951

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

### DETAIL PER PROGRAMME 2: SOCIAL WELFARE SERVICES FOR THE YEAR ENDED 31 MARCH 2013

Detail per Sub-Programme	2012/13							2011/12	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>2.8 HIV AND AIDS</b> Transfers and subsidies	-	-	-	-	-	-	-	8 682	8 682
<b>2.9 SOCIAL RELIEF</b> Transfers and subsidies	12	58	-	70	70	-	100%	375	375
<b>2.10 CARE AND SUPPORT SERVICES TO FAMILIES</b> Transfers and subsidies	42 695	(6 999)	-	35 696	35 695	1	100%	33 399	33 399
<b>Total</b>	<b>1 180 214</b>	<b>-</b>	<b>-</b>	<b>1 180 214</b>	<b>1 178 088</b>	<b>2 126</b>	<b>99.8%</b>	<b>1 093 549</b>	<b>1 093 548</b>

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

STATUTORY APPROPRIATION PER ECONOMIC CLASSIFICATION									
Programme 2 Per Economic Classification	2012/13							2011/12	
	Adjusted Appropriation	Shifting of Funds	Vire- ment	Final Appropriation	Actual Expenditure	Vari- ance	Expen- diture as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>									
Compensation of employees	307 133	6 193	-	313 326	313 326	-	100%	277 556	277 555
Goods and services	104 637	2 762	-	107 399	107 399	-	100%	102 024	102 024
Interest and rent on land	-	-	-	-	-	-	-	124	124
<b>Transfers and subsidies</b>									
Departmental agencies and accounts	-	18	-	18	18	-	100%	-	-
Non-profit institutions	748 980	(2 793)	-	746 187	744 835	1 352	99.8%	701 740	701 740
Households	3 127	(1 220)	-	1 907	1 133	774	59.4%	6 156	6 156
<b>Payments for capital assets</b>									
Machinery and equipment	16 337	(4 985)	-	11 352	11 352	-	100%	5 949	5 949
<b>Payments for financial assets</b>	-	25	-	25	25	-	100%	-	-
<b>Total</b>	<b>1 180 214</b>	<b>-</b>	<b>-</b>	<b>1 180 214</b>	<b>1 178 088</b>	<b>2 126</b>	<b>99.8%</b>	<b>1 093 549</b>	<b>1 093 548</b>

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

### DETAIL PER PROGRAMME 3: DEVELOPMENT AND RESEARCH FOR THE YEAR ENDED 31 MARCH 2013

Detail per Sub-Programme	2012/13							2011/12	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>3.1 PROFESSIONAL AND ADMINISTRATIVE SUPPORT</b>									
Current payment	8 176	22	-	8 198	8 183	15	99.8%	10 102	8 153
Transfers and subsidies	5 847	862	-	6 709	6 709	-	100.0%	2 028	2 028
Payment for capital assets	42	(22)	-	20	20	-	100.0%	21	21
<b>3.2 YOUTH DEVELOPMENT</b>									
Current Payment	13 619	(678)	-	12 941	12 941	-	100.0%	-	-
Transfers and subsidies	7 944	(109)	-	7 835	7 835	-	100.0%	2 140	2 139
<b>3.3 SUSTAINABLE LIVELIHOOD</b>									
Current payment	-	-	-	-	-	-	-	8	8
Transfers and subsidies	3 528	576	-	4 104	4 104	-	100.0%	20 833	20 833
<b>3.4 INSTITUTIONAL CAPACITY BUILDING AND SUPPORT</b>									
Transfers and subsidies	1 267	-	-	1 267	1 246	21	98.3%	1 100	1 100

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

### DETAIL PER PROGRAMME 3: DEVELOPMENT AND RESEARCH FOR THE YEAR ENDED 31 MARCH 2013

Detail per Sub-Programme	2012/13							2011/12	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>3.5 RESEARCH AND DEMOGRAPHY</b>									
Current payment	5 782	(689)	-	5 093	5 024	69	98.6%	4 831	4 084
Transfers and subsidies	2	-	-	2	1	1	50.0%	-	-
Payment for capital assets	-	38	-	38	38	-	100.0%	-	-
<b>3.6 POPULATION CAPACITY DEVELOPMENT AND ADVOCACY</b>									
Current Payment	637	-	-	637	620	17	97.3%	905	905
<b>Total</b>	<b>46 844</b>	<b>-</b>	<b>-</b>	<b>46 844</b>	<b>46 721</b>	<b>123</b>	<b>99.7%</b>	<b>41 968</b>	<b>39 271</b>

## APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

### STATUTORY APPROPRIATION PER ECONOMIC CLASSIFICATION

Programme 3 Per Economic Classification	2012/13							2011/12	
	Adjusted Appropriation	Shifting of Funds	Vire- ment	Final Appropriation	Actual Expenditure	Vari- ance	Expen- diture as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>									
Compensation of employees	11 303	(90)	-	11 213	11 176	37	99.7%	12 023	9 924
Goods and services	16 911	(1 255)	-	15 656	15 592	64	99.6%	3 819	3 222
Interest and rent on land	-	-	-	-	-	-	-	4	4
<b>Transfers and subsidies</b>									
Non-profit institutions	18 465	1 099	-	19 564	19 543	21	99.9%	26 101	26 100
Household	123	230	-	353	352	1	99.7%	-	-
<b>Payments for capital assets</b>									
Machinery and equipment	42	16	-	58	58	-	100%	21	21
<b>Total</b>	<b>46 844</b>	<b>-</b>	<b>-</b>	<b>46 844</b>	<b>46 721</b>	<b>123</b>	<b>99.7%</b>	<b>41 968</b>	<b>39 271</b>

## NOTES TO THE APPROPRIATION STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

### 1. Detail of transfers and subsidies as per Appropriation Act (after Virement):

Detail of these transactions can be viewed in the note on Transfers and subsidies, disclosure notes and Annexure 1 (A-D) to the Annual Financial Statements.

### 2. Detail of specifically and exclusively appropriated amounts voted (after Virement):

Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the Annual Financial Statements.

### 3. Detail on payments for financial assets

Detail of these transactions per programme can be viewed in the note to Payments for financial assets to the Annual Financial Statements.

### 4. Explanations of material variances from Amounts Voted (after Virement):

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
<b>4.1 Per programme</b>				
<b>Programme 1: Administration</b>	182 654	177 418	5 236	97%
The under spending was mainly due to the non-filling of vacancies, a reduction in subsistence & travelling and low spending on training and development.				
<b>Programme 2: Social Welfare</b>	1 180 214	1 178 088	2 126	99.8%
The under spending was due to the suspension of non-compliant Non Profit Organisations funded by the Department, a decrease in payments of Safety Parent fees and capital projects at own facilities not completed.				
<b>Programme 3: Development and Research</b>	46 844	46 721	123	99.7%
The under spending was due to research projects not concluded by year end.				
<b>4.2 Per economic classification</b>				
<b>Current payments</b>				
Compensation of employees	454 848	453 684	1 164	99.7%
Goods and services	164 391	160 218	4 173	97.5%
<b>Transfers and subsidies</b>				
Departmental agencies and accounts	24	24	-	100%
Non-profit Institutions	765 751	764 378	1 373	99.8%
Household	3 268	2 493	775	76.3%
<b>Payment for capital assets</b>				
Machinery and equipment	21 316	21 316	-	100%
<b>Payment for financial assets</b>	114	114	-	100%
The under spending was mainly due to the non-filling of vacancies, a reduction in subsistence and travelling, low spending on training and development, suspension of funds to non-compliant NGO's and a reduction in spending Safety Parent fees.				



## STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 MARCH 2013

PERFORMANCE	Notes	2012/13 R'000	2011/12 R'000
<b>REVENUE</b>			
Annual appropriation	1	1 409 712	1 332 141
Departmental revenue	2	3 312	3 335
<b>Total Revenue</b>		<b>1 413 024</b>	<b>1 335 476</b>
<b>EXPENDITURE</b>			
<b>Current expenditure</b>			
Compensation of employees	3	453 684	398 813
Goods and services	4	160 218	142 592
Interest and rent on land	5	-	289
<b>Total current expenditure</b>		<b>613 902</b>	<b>541 694</b>
<b>Transfers and subsidies</b>			
Transfers and subsidies	7	766 895	734 289
<b>Total transfers and subsidies</b>		<b>766 895</b>	<b>734 289</b>
<b>Expenditure for capital assets</b>			
Tangible capital assets	8	21 316	40 991
<b>Total expenditure for capital assets</b>		<b>21 316</b>	<b>40 991</b>
<b>Payments for financial assets</b>	6	<b>114</b>	<b>28</b>
<b>Total Expenditure</b>		<b>1 402 227</b>	<b>1 317 002</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>10 797</b>	<b>18 474</b>
<b>Reconciliation of Net Surplus/(Deficit) for the year</b>			
Voted funds		7 485	15 139
Departmental revenue and NRF Receipts	13	3 312	3 335
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>10 797</b>	<b>18 474</b>

## STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 31 MARCH 2013

POSITION	Notes	2012/13 R'000	2011/12 R'000
<b>ASSETS</b>			
<b>Current assets</b>		<b>10 962</b>	<b>54 080</b>
Cash and cash equivalents	9	3 551	48 015
Prepayments and advances	10	201	130
Receivables	11	7 210	5 935
<b>Total Assets</b>		<b>10 962</b>	<b>54 080</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>		<b>10 344</b>	<b>53 398</b>
Voted funds to be surrendered to the Revenue Fund	12	7 485	15 139
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	13	2 813	400
Bank overdraft	14	-	37 350
Payables	15	46	509
<b>Total Liabilities</b>		<b>10 344</b>	<b>53 398</b>
<b>NET ASSETS</b>		<b>618</b>	<b>682</b>
<b>Represented by:</b>			
Recoverable revenue		618	682
<b>TOTAL</b>		<b>618</b>	<b>682</b>

## STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>NET ASSETS</b>			
<b>Recoverable revenue</b>			
Opening balance		682	880
Transfers:		(64)	(198)
Debts revised		(5)	(31)
Debts recovered (included in departmental receipts)		39	(220)
Debts raised		(98)	53
Closing balance		618	682
<b>TOTAL</b>		<b>618</b>	<b>682</b>

## CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>		<b>1 413 617</b>	<b>1 336 041</b>
Annual appropriated funds received	1.1	1 409 712	1 332 141
Departmental revenue received	2	3 905	3 900
Net (increase)/decrease in working capital		(1 809)	1 346
Surrendered to Revenue Fund		(16 631)	(17 947)
Current payments		(613 902)	(541 694)
Payments for financial assets		(114)	(28)
Transfers and subsidies paid		(766 895)	(734 289)
<b>Net cash flow available from operating activities</b>	16	<b>14 266</b>	<b>43 429</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for capital assets	8	(21 316)	(40 991)
<b>Net cash flows from investing activities</b>		<b>(21 316)</b>	<b>(40 991)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
(Decrease) in net assets		(64)	(198)
<b>Net cash flows from financing activities</b>		<b>(64)</b>	<b>(198)</b>
Net (decrease) in cash and cash equivalents		(7 114)	2 240
Cash and cash equivalents at beginning of period		10 665	8 425
<b>Cash and cash equivalents at end of period</b>	17	<b>3 551</b>	<b>10 665</b>

The Financial Statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the Financial Statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the Act and the Division of Revenue Act, Act 5 of 2012.

### **1. PRESENTATION OF THE FINANCIAL STATEMENTS**

#### **1.1 Basis of preparation**

The financial statements have been prepared on a modified cash basis of accounting.

Under this basis, the effects of transactions and other events are recognised in the financial records when the resulting cash is received or paid. The "modification" results from the recognition of certain near-cash balances in the financial statements as well as the revaluation of foreign investments and loans and the recognition of resulting revaluation gains and losses.

In addition supplementary information is provided in the disclosure notes to the financial statements where it is deemed to be useful to the users of the financial statements.

#### **1.2 Presentation currency**

All amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.

#### **1.3 Rounding**

Unless otherwise stated all financial figures have been rounded to the nearest one thousand Rand (R'000).

#### **1.4 Comparative figures**

Prior period comparative information has been presented in the current year's financial statements. Where necessary, figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.

#### **1.5 Comparative figures - Appropriation Statement**

A comparison between actual amounts and final appropriation per major classification of expenditure is included in the Appropriation Statement.

## 2. REVENUE

### 2.1 Appropriated funds

Appropriated funds comprises of departmental allocations as well as direct charges against revenue fund (i.e. statutory appropriation).

Appropriated funds are recognised in the financial records on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the financial records on the date the adjustments become effective.

Unexpended appropriated funds are surrendered to the National/Provincial Revenue Fund. Any amounts owing to the Provincial Revenue Fund at the end of the financial year are recognised as payable in the statement of financial position.

Any amount due from the Provincial Revenue Fund at the end of the financial year is recognised as a receivable in the statement of financial position.

### 2.2 Departmental revenue

All departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the Provincial Revenue Fund, unless stated otherwise.

Any amount owing to the Provincial Revenue Fund at the end of the financial year is recognised as a payable in the statement of financial position.

No accrual is made for amounts receivable from the last receipt date to the end of the reporting period. These amounts are however disclosed in the disclosure notes to the annual financial statements

## 3. EXPENDITURE

### 3.1 Compensation of employees

#### 3.1.1 Salaries and wages

Salaries and wages are expensed in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

Other employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements at its face value and are not recognised in the statement of financial performance or position.

Employee costs are capitalised to the cost of a capital project when an employee spends more than 50% of his/her time on the project. These payments form part of expenditure for capital assets in the statement of financial performance.

#### 3.1.2 Social contributions

Employer contributions to post employment benefit plans in respect of current employees are expensed in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the National Revenue Fund and not in the financial statements of the employer department.

Employer contributions made by the department for certain of its ex-employees (such as medical benefits) are classified as transfers to households in the statement of financial performance.

### 3.2 Goods and services

Payments made during the year for goods and/or services are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

The expense is classified as capital if the goods and/or services were acquired for a capital project or if the total purchase price exceeds the capitalisation threshold (currently R5, 000). All other expenditures are classified as current.

Rental paid for the use of buildings or other fixed structures is classified as *goods and services* and not as *rent on land*.

### 3.3 Interest and rent on land

Interest and rental payments are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year). This item excludes rental for the use of buildings or other fixed structures. If it is not possible to distinguish between payment for the use of land and the fixed structures on it, the whole amount should be recorded under goods and services.

### 3.4 Payments for financial assets

Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or underspending of appropriated funds. The write off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts but an estimate is included in the disclosure notes to the financial statements.

All other losses are recognised when authorisation has been granted for the recognition thereof.

### 3.5 Transfers and subsidies

Transfers and subsidies are recognised as an expense when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

### 3.6 Unauthorised expenditure

When confirmed unauthorised expenditure is recognised as an asset in the statement of financial position until such time as the expenditure is either approved by the relevant authority, recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

Unauthorised expenditure approved with funding is derecognised from the statement of financial position when the unauthorised expenditure is approved and the related funds are received.

Where the amount is approved without funding it is recognised as expenditure in the statement of financial performance on the date stipulated in the Act.

### 3.7 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is recognised as expenditure in the statement of financial performance according to the nature of the payment and not as a separate line item on the face of the statement. If the expenditure is recoverable it is treated as an asset until it is recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

### 3.8 Irregular expenditure

Irregular expenditure is recognised as expenditure in the statement of financial performance. If the expenditure is not condoned by the relevant authority it is treated as an asset until it is recovered or written off as irrecoverable.

### 3.9 Payment of Creditors within 30 days of receipt of Invoice

It is recognised as expenditure in the statement of financial performance according to the nature of the payment and not a separate line item on the face of the statement, until such time as the investigation determine otherwise. Interest due to late payments is recognised as an expense in the statement of financial performance. If the interest is not condoned by the relevant authority, it is treated as an asset until it is recovered.

## 4. ASSETS

### 4.1 Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost.

Bank overdrafts are shown separately on the face of the statement of financial position.

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

### 4.2 Other financial assets

Other financial assets are carried in the statement of financial position at cost.

### 4.3 Prepayments and advances

Amounts prepaid or advanced are recognised in the statement of financial position when the payments are made and are derecognised as and when the goods/services are received or the funds are utilised.

Prepayments and advances outstanding at the end of the year are carried in the statement of financial position at cost.

### 4.4 Receivables

Receivables included in the statement of financial position arise from cash payments made that are recoverable from another party (including departmental employees) and are derecognised upon recovery or write-off.

Receivables outstanding at year-end are carried in the statement of financial position at cost plus any accrued interest. Amounts that are potentially irrecoverable are included in the disclosure notes.

### 4.5 Investments

Capitalised investments are shown at cost in the statement of financial position.

Investments are tested for an impairment loss whenever events or changes in circumstances indicate that the investment may be impaired. Any impairment loss is included in the disclosure notes.

### 4.6 Loans

Loans are recognised in the statement of financial position when the cash is paid to the beneficiary. Loans that are outstanding at year-end are carried in the statement of financial position at cost plus accrued interest.

Amounts that are potentially irrecoverable are included in the disclosure notes.



### 4.7 Inventory

Inventories that qualify for recognition must be initially reflected at cost. Where inventories are acquired at no cost, or for nominal consideration, their cost shall be their fair value at the date of acquisition.

All inventory items at year-end are reflected using the weighted average cost or FIFO cost formula.

### 4.8 Capital assets

#### 4.8.1 Movable assets

##### Initial recognition

A capital asset is recorded in the asset register on receipt of the item at cost. Cost of an asset is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the movable capital asset is stated at fair value. Where fair value cannot be determined, the capital asset is included in the asset register at R1.

All assets acquired prior to 1 April 2002 are included in the register at R1.

##### Subsequent recognition

Subsequent expenditure of a capital nature is recorded in the statement of financial performance as "expenditure for capital assets" and is capitalised in the asset register of the department on completion of the project.

Repairs and maintenance is expensed as current "goods and services" in the statement of financial performance.

## 5. LIABILITIES

### 5.1 Payables

Recognised payables mainly comprise of amounts owing to other governmental entities. These payables are carried at cost in the statement of financial position.

### 5.2 Contingent liabilities

Contingent liabilities are included in the disclosure notes to the financial statements when it is possible that economic benefits will flow from the department, or when an outflow of economic benefits or service potential is probable but cannot be measured reliably.

### 5.3 Contingent assets

Contingent assets are included in the disclosure notes to the financial statements when it is probable that an inflow of economic benefits will flow to the entity.

### 5.4 Commitments

Commitments are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

### 5.5 Accruals

Accruals are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

### 5.6 Employee benefits

Short-term employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements. These amounts are not recognised in the statement of financial performance or the statement of financial position.

### 5.7 Lease commitments

#### Finance lease

Finance leases are not recognised as assets and liabilities in the statement of financial position. Finance lease payments are recognised as a capital expense in the statement of financial performance and are not apportioned between the capital and the interest portions. The total finance lease payment is disclosed in the disclosure notes to the financial statements.

#### Operating lease

Operating lease payments are recognised as an expense in the statement of financial performance. The operating lease commitments are disclosed in the disclosure notes to the financial statement.

### 5.8 Impairment

The department tests for impairment where there is an indication that a receivable, loan or investment may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. An estimate is made for doubtful loans and receivables based on a review of all outstanding amounts at year-end. Impairments on investments are calculated as being the difference between the carrying amount and the present value of the expected future cash flows / service potential flowing from the instrument.

### 5.9 Provisions

Provisions are disclosed when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the obligation can be made.

## 6. NET ASSETS

### 6.1 Recoverable revenue

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.

## 7. RELATED PARTY TRANSACTIONS

Specific information with regards to related party transactions is included in the disclosure notes.

## 8. KEY MANAGEMENT PERSONNEL

Compensation paid to key management personnel including their family members where relevant, is included in the disclosure notes.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

### 1. ANNUAL APPROPRIATION

Included are funds appropriated in terms of the Appropriation Act (and the Adjustments Appropriation Act) for National Departments (Voted funds) and Provincial Departments:

	Final Appropriation 2012/13 R'000	Actual Funds Received R'000	Appropriation Received 2011/12 R'000
Administration	182 654	182 654	196 624
Social Welfare Services	1 180 214	1 180 214	1 093 549
Development and Research	46 844	46 844	41 968
<b>Total</b>	<b>1 409 712</b>	<b>1 409 712</b>	<b>1 332 141</b>

	Notes	2012/13 R'000	2011/12 R'000
<b>2. DEPARTMENTAL REVENUE</b>			
Sales of goods and services other than capital assets	2.1	662	568
Interest, dividends and rent on land	2.2	23	25
Transactions in financial assets and liabilities	2.3	3 220	3 307
Total revenue collected		<b>3 905</b>	<b>3 900</b>
Less: Own revenue included in appropriation	13	593	565
<b>Departmental revenue collected</b>		<b>3 312</b>	<b>3 335</b>

#### 2.1 Sales of goods and services other than capital assets

Sales of goods and services produced by the department	2	<b>662</b>	<b>568</b>
Sales by market establishment (Rent for housing at facilities)		348	289
Other sales (commission on insurance, etc.)		314	279
<b>Total</b>		<b>662</b>	<b>568</b>

#### 2.2 Interest, dividends and rent on land

Interest on debt accounts	2	23	25
<b>Total</b>		<b>23</b>	<b>25</b>

#### 2.3 Transactions in financial assets and liabilities

Other Receipts including Recoverable Revenue	2	3 220	3 307
<b>Total</b>		<b>3 220</b>	<b>3 307</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>3. COMPENSATION OF EMPLOYEES</b>			
<b>3.1 Salaries and Wages</b>			
Basic salary		318 388	282 187
Performance award		4 676	1 341
Service Based		1 833	1 016
Compensative/circumstantial*		8 746	6 764
Periodic payments**		8 166	5 049
Other non-pensionable allowances		52 982	49 068
<b>Total</b>		<b>394 791</b>	<b>345 425</b>
* Allowances to employees as compensation for cost as a result of work requirements.			
** Non-pensionable periodic payments to interns.			
<b>3.2 Social contributions</b>			
<b>Employer contributions</b>			
Pension		37 299	33 365
Medical		21 538	19 967
Bargaining council		56	56
<b>Total</b>		<b>58 893</b>	<b>53 388</b>
<b>Total compensation of employees</b>		<b>453 684</b>	<b>398 813</b>
Average number of employees		1 768	1 720

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>4. GOODS AND SERVICES</b>			
Administrative fees		110	264
Advertising		958	920
Assets less than R5,000	4.1	2 530	2 269
Bursaries (employees)		2 271	3 437
Catering		4 863	4 291
Communication		7 736	7 110
Computer services	4.2	1 643	1 386
Consultants, contractors and agency/outsourced services	4.3	80 686	65 618
Entertainment		233	160
Audit cost – external	4.4	3 048	4 270
Inventory	4.5	8 268	7 563
Property payments	4.6	20 896	19 474
Rental and hiring		2 384	1 338
Transport provided as part of the departmental activities		259	177
Travel and subsistence	4.7	21 081	22 545
Venues and facilities		616	402
Training and staff development		2 036	871
Other operating expenditure	4.8	600	497
<b>Total</b>		<b>160 218</b>	<b>142 592</b>
<b>4.1 Assets less than R5,000</b>			
Tangible assets	4		
Machinery and equipment		2 520	2 269
Transport assets		10	-
<b>Total</b>		<b>2 530</b>	<b>2 269</b>
<b>4.2 Computer services</b>			
SITA computer services	4	1 590	936
External computer service providers*		53	450
<b>Total</b>		<b>1 643</b>	<b>1 386</b>

\* External services decrease due to the more usage of SITA services

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>4.3 Consultants, contractors and agency/outsourced services</b>	4		
Business and advisory services*		7 795	5 653
Legal costs		623	537
Contractors		2 730	2 269
Agency and support/outsourced services**		69 538	57 159
<b>Total</b>		<b>80 686</b>	<b>65 618</b>
* Increase due to new contract with vendor for Electronic Content Management system (Livelink).			
** Increase in expenditure included food parcels paid to MOD Centres.			
<b>4.4 Audit cost – External</b>	4		
Regularity audits		2 881	4 147
Computer audits		167	123
<b>Total</b>		<b>3 048</b>	<b>4 270</b>
<b>4.5 Inventory</b>	4		
Learning and teaching support material		20	21
Food and food supplies		404	156
Fuel, oil and gas		70	54
Other consumables*		2 468	1 734
Materials and supplies		612	367
Stationery and printing		4 600	4 775
Medical supplies		9	13
Medicine		85	443
<b>Total</b>		<b>8 268</b>	<b>7 563</b>
*Item includes protective uniforms, linen and household consumables.			
<b>4.6 Property payments</b>	4		
Municipal services		3 622	4 159
Other (Services for security, cleaning and gardening)		17 274	15 315
<b>Total</b>		<b>20 896</b>	<b>19 474</b>
<b>4.7 Travel and subsistence</b>	4		
Local		21 043	22 545
Foreign		38	-
<b>Total</b>		<b>21 081</b>	<b>22 545</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>4.8 Other operating expenditure</b>	4		
Resettlement costs		281	318
Gifts		28	-
Other (Courier services, drivers licenses & storage)		291	179
<b>Total</b>		<b>600</b>	<b>497</b>

	Notes	2012/13 R'000	2011/12 R'000
<b>5. INTEREST AND RENT ON LAND</b>			
Interest paid on Finance leases*		-	289
<b>Total</b>		<b>-</b>	<b>289</b>

\* All finance charges (interest) are included in capital (Finance lease) assets as from the 2012/13 financial year.

	Notes	2012/13 R'000	2011/12 R'000
<b>6. PAYMENTS FOR FINANCIAL ASSETS</b>			
Material losses through criminal conduct		1	1
Theft	6.3	1	1
Other material losses written off	6.1	-	17
Debts written off	6.2	113	10
<b>Total</b>		<b>114</b>	<b>28</b>
<b>6.1 Other material losses written off</b>	6		
<b>Nature of losses</b>			
GG cars (accident, theft, damages)		-	17
<b>Total</b>		<b>-</b>	<b>17</b>
<b>6.2 Debts written off</b>	6		
Staff debt relating ex-workers		113	10
<b>Total debt written off</b>		<b>113</b>	<b>10</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>6.3 Details of theft</b>	6		
<b>Nature of theft</b>			
Cash		1	-
Assets (Laptop charger & camera)		-	1
<b>Total</b>		<b>1</b>	<b>1</b>

	Notes	2012/13 R'000	2011/12 R'000
<b>7. TRANSFERS AND SUBSIDIES</b>			
Departmental agencies and accounts	Annex 1A	24	-
Non-profit institutions	Annex 1B	764 378	727 840
Households	Annex 1C	2 493	6 449
<b>Total</b>		<b>766 895</b>	<b>734 289</b>

\* Increase in expenditure mainly due to an adjustment in tariffs and increased funding to residential facilities to comply with norms and standards.

	Notes	2012/13 R'000	2011/12 R'000
<b>8. EXPENDITURE FOR CAPITAL ASSETS</b>			
<b>Tangible assets</b>			
Machinery and equipment		21 316	40 991
<b>Total</b>		<b>21 316</b>	<b>40 991</b>

	Voted Funds R'000	Total R'000
<b>8.1 Analysis of funds utilised to acquire capital assets – 2012/13</b>		
<b>Tangible assets</b>		
Machinery and equipment	21 316	21 316
<b>TOTAL</b>	<b>21 316</b>	<b>21 316</b>

	Voted Funds R'000	Total R'000
<b>8.2 Analysis of funds utilised to acquire capital assets – 2011/12</b>		
<b>Tangible assets</b>		
Machinery and equipment	40 991	40 991
<b>TOTAL</b>	<b>40 991</b>	<b>40 991</b>



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>9. CASH AND CASH EQUIVALENTS</b>			
Consolidated Paymaster General Account*		3 510	-
Cash on hand		41	30
Cash with commercial banks (Local)		-	47 985
<b>Total</b>		<b>3 551</b>	<b>48 015</b>

\* The cash in the Department's bank account was sufficient to cover all expenditure. Cash with commercial banks form part of the Consolidated Paymaster General Account.

	Notes	2012/13 R'000	2011/12 R'000
<b>10. Prepayments and advances</b>			
Travel and subsistence		201	130
<b>Total</b>		<b>201</b>	<b>130</b>

### 11. RECEIVABLES

	Note	2012/13				2011/12
		R'000 Less than one year	R'000 One to three years	R'000 Older than three years	R'000 Total	R'000 Total
Claims recoverable	11.1	1 199	-	212	1 411	1 633
Staff debt	11.2	87	4	-	91	278
Other debtors	11.3	2 860	863	1 985	5 708	4 024
<b>Total</b>		<b>4 146</b>	<b>867</b>	<b>2 197</b>	<b>7 210</b>	<b>5 935</b>

	Notes	2012/13 R'000	2011/12 R'000
<b>11.1 Claims recoverable</b>	11		
National departments		1 184	1 297
Provincial departments		227	336
<b>Total</b>		<b>1 411</b>	<b>1 633</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>11.2 Staff debt</b>	11		
Salary tax debt*		4	31
Private telephone*		31	12
Salary Deductions Disallowance CA*		56	235
<b>Total</b>		<b>91</b>	<b>278</b>

\* In service debt being deducted from the official's salaries

	Notes	2012/13 R'000	2011/12 R'000
<b>11.3 Other debtors</b>	11		
Disallowance: Damages and Losses		1 015	744
Debt Account Social Development		1 606	1 439
Disallowance Miscellaneous*		3 087	1 841
<b>Total</b>		<b>5 708</b>	<b>4 024</b>

\* This ledger account reflects matters from which the outcome was not yet finalised by the end of the financial year.

	Notes	2012/13 R'000	2011/12 R'000
<b>12. VOTED FUNDS TO BE SURRENDERED TO THE REVENUE FUND</b>			
Opening balance		15 139	11 634
Transfer from statement of financial performance		7 485	15 139
Paid during the year		(15 139)	(11 634)
<b>Closing balance</b>		<b>7 485</b>	<b>15 139</b>

	Notes	2012/13 R'000	2011/12 R'000
<b>13. DEPARTMENTAL REVENUE AND NRF RECEIPTS TO BE SURRENDERED TO THE REVENUE FUND</b>			
Opening balance		400	2 813
Transfer from Statement of Financial Performance		3 312	3 335
Own revenue included in appropriation		593	565
Paid during the year		(1 492)	(6 313)
<b>Closing balance</b>		<b>2 813</b>	<b>400</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>14. BANK OVERDRAFT</b>			
Consolidated Paymaster General Account *		-	37 350
<b>Total</b>		<b>-</b>	<b>37 350</b>

\* Refer to note 9. No bank overdraft.

	Notes	2012/13 R'000	2011/12 R'000
<b>15. PAYABLES – CURRENT</b>			
Clearing accounts	15.1	46	509
<b>Total</b>		<b>46</b>	<b>509</b>

### 15.1 Clearing accounts

15

#### Description

Salary Income Tax	-	479
Sal : ACB Recalls:CA	34	-
Sal: Pens Fund:CL	-	22
Sal: Medical aid:CL	-	2
Sal: Garnishee order:CL	5	4
Sal: Finance Other Institutions	3	2
Sal: Bargain Council	4	-
<b>Total</b>	<b>46</b>	<b>509</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>16. NET CASH FLOW AVAILABLE FROM OPERATING ACTIVITIES</b>			
Net surplus/(deficit) as per Statement of Financial Performance		10 797	18 474
Add back non cash/cash movements not deemed operating activities		3 469	24 955
(Increase)/Decrease in receivables – current		(1 275)	862
(Increase)/Decrease in prepayments and advances		(71)	6
Increase/(Decrease) in payables – current		(463)	478
Expenditure on capital assets		21 316	40 991
Surrenders to Revenue Fund		(16 631)	(17 947)
Own revenue included in appropriation		593	565
<b>Net cash flow generated by operating activities</b>		<b>14 266</b>	<b>43 429</b>

	Notes	2012/13 R'000	2011/12 R'000
<b>17. RECONCILIATION OF CASH AND CASH EQUIVALENTS FOR CASH FLOW PURPOSES</b>			
Consolidated Paymaster General account		3 510	(37 350)
Cash on hand		41	30
Cash with commercial banks (Local)		-	47 985
<b>Total</b>		<b>3 551</b>	<b>10 665</b>

## DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

These amounts are not recognised in the Annual Financial Statements and are disclosed to enhance the usefulness of the Annual Financial Statements.

	Notes	2012/13 R'000	2011/12 R'000
<b>18. CONTINGENT LIABILITIES AND CONTINGENT ASSETS</b>			
<b>18.1 Contingent Liabilities</b>			
<b>Liable to</b>	<b>Nature</b>		
Housing loan guarantees	Employees	Annex 2A	17
Intergovernmental payable (unconfirmed balances)		Annex 4	346
<b>Total</b>			<b>363</b>
			<b>65</b>

1. JR De Vries LT/166/2007 - A potential liability of R1 150 000 relating to an injury incurred in an accident of a departmental driver. Currently the merits are not favourable. The State Attorney awaits a trial date in the High Court on this matter.
2. R Erasmus LT/183/2008 - A potential liability of R60 060 relating to the review of an arbitration award.
3. T Elef LT/139/2009- A potential liability of R147 000 relating to the review of an arbitration award.
4. CC Barley and R Barley LY/86/2011 – A potential liability of R430 000 relating to the alleged negligent death of a baby at "Daycare Centre".
5. H Julius LT/288/2011-12 – A potential claim of R22 491 relating to a motor vehicle accident.
6. Setali LT/336/2010 – A potential liability of R49 679 relating to a claim for outstanding salary.
7. Portia Mbude-Mutshekwane LT/169/2011 – Claim of R179 895.25 relates to contract of employment.
8. Lesley B Joubert LT/167/2012 – Claim of R10 975.46 relates to motor vehicle accident.
9. LT/389/2012 – Investigation into alleged fraud (FIU 57/2012/2013). Amount R25 581.22.
10. WIETS Transport LT/411/2012 – Amount R1 667.40.

### 18.2 Contingent Assets

The Department has the following case currently with State Attorney's Office:  
 Ubuntu Farmers Union LT/107/2010 – A potential asset relating to a claim by the Department for damages and breach of the Transfer Payment Agreement.

## DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>19. COMMITMENTS</b>			
<b>Current expenditure</b>			
Approved and contracted		80 980	86 360
<b>Total</b>		<b>80 980</b>	<b>86 360</b>
<b>Total Commitments</b>		<b>80 980</b>	<b>86 360</b>

### Commitments for longer than one year

Beneficiary	Area	Commitment (years)	End Date	Remaining Balance
Bosasa Youth Centre	Clanwilliam Place of Safety	5	Sep-13	R 3,690,150.00
Route 66 Management Solutions	Bonnytown House	3	Jul-13	R 664,197.60
Route 66 Management Solutions	Tenderden	3	Apr-13	R 50,537.37
Route 66 Management Solutions	Vredelus	3	Apr-13	R 312,953.92
Route 66 Management Solutions	Lindelani	3	Apr-13	R 85,654.26
Feedem-Pitseng	De Novo Treatment Centre	3	Apr-13	R 106,098.57
Ikapa Caterers	Outeniekwa House	3	Jul-13	R 326,930.48
Bosasa Youth Centre	Horizon Place of Safety	5	Oct-14	R 35,013,948.09
Lukhanyo Clinic	Rosendal House	3	Aug-13	R 3,411,655.00
Lukhanyo Clinic	Kensington Treatment Centre	3	Dec-15	R 24,087,954.00
Business Connexion (livelink)	Departmental	3	Sep-15	R 7,792,440.00

## DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>20. ACCRUALS</b>			
<b>Listed by economic classification</b>			
		<b>30 Days</b>	<b>30+ Days</b>
		<b>Total</b>	<b>Total</b>
Goods and services		5 103	142
<b>TOTAL</b>		<b>5 103</b>	<b>142</b>
<b>Listed by programme level</b>			
Administration		2 558	2 620
Social Welfare services		2 683	1 288
Development and Research		4	54
<b>TOTAL</b>		<b>5 245</b>	<b>3 962</b>
Confirmed balances with departments	Annex 4	2 879*	8
<b>Total</b>		<b>2 879</b>	<b>8</b>

	Notes	2012/13 R'000	2011/12 R'000
<b>21. EMPLOYEE BENEFITS</b>			
Leave entitlement		15 811	11 202
Service bonus (Thirteenth cheque)		13 028	11 424
Performance awards		6 805	5 982
Capped leave commitments		16 025	15 809
Other		1 403	1 605
<b>Total</b>		<b>53 072</b>	<b>46 022</b>

\* R828 thousand credit included in leave entitlement for leave taken in advance as at 31 March 2013

## DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

### 22. LEASE COMMITMENTS

#### 22.1 Finance leases expenditure \*\*

	Machinery and equipment R'000
<b>2012/13</b>	
Not later than 1 year	2 661
Later than 1 year and not later than 5 years	1 914
<b>Total lease commitments</b>	<b>4 575</b>
<b>2011/12</b>	
Not later than 1 year	2 234
Later than 1 year and not later than 5 years	1 511
<b>Total lease commitments</b>	<b>3 745</b>
LESS: finance costs	206
<b>Total present value of lease liabilities</b>	<b>3 539</b>

\* Finance lease commitments for office machinery and equipment for example cell phones and photo copiers. A separate lease register is kept for all the finance leases. The value of these assets is not included in note 28

#### 22.2 Finance lease expenditure for Motor Government Transport

	Machinery and equipment R'000
<b>2012/13</b>	
Not later than 1 year	15 948
Later than 1 year and not later than 5 years	57 878
Later than five years	15 383
<b>Total lease commitments</b>	<b>89 209</b>
<b>2011/12</b>	
Not later than 1 year	12 380
Later than 1 year and not later than 5 years	30 002
Later than five years	7 271
<b>Total lease commitments</b>	<b>49 653</b>

\* The Department leased 393 vehicles from Government Motor Transport (GMT) during 2012/13 and 353 during 2011/12 financial years. Daily tariffs are payable on a monthly basis, covering the operational costs, capital costs of replacement of vehicles, and the implicit finance costs in this type of arrangement.



## DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

	Notes	2012/13 R'000	2011/12 R'000
<b>23. IRREGULAR EXPENDITURE</b>			
<b>23.1 Reconciliation of irregular expenditure</b>			
Opening balance			
Add: Irregular expenditure – relating to current year		14 879	3 406
Less: Amounts condoned		(14 879)	(3 406)
<b>Irregular expenditure awaiting condemnation</b>		-	-

\* Practice Note 5 of 2006/07 issued by the Office of the Accounting-General provided blanket approval for any irregular expenditure incurred as a result of finance leases entered into by Departments.

## 24. RELATED PARTY TRANSACTIONS

**During the year the Department received services from the following related parties that are related to the Department as indicated:**

### **The Department of Transport and Public Works (Accommodation)**

The Department occupied buildings in Cape Town, Gugulethu, Khayelitsha, Worcester, Langa, Piketberg, Kraaifontein, Koelen Hof, George, Wynberg, Elsies River, Goodwood, Bredasdorp, Athlone, Grassy Park, Beaufort West and Mossel Bay, operated by the Department of Transport and Public Works, free of charge

### **The Department of Transport and Public Works (Government Motor Transport)**

A related party relationship exists between the Department and Government Motor Transport (GMT) with regard to the management of government motor vehicles of the Department. This relationship is based on an arm's length transaction in terms of tariffs approved by Provincial Treasury.

### **The Department of Transport and Public Works (Parking)**

The Department occupies a building free of charge managed by the Department of Transport and Public Works. Parking space is also provided for government officials at an approved fee that is not market related.

### **The Department of Premier**

The Department received free corporate services from the Department of the Premier via the Corporate Services Centre in respect of the following service areas:

- a) Information Technology related infrastructure and services
- b) Human Resource Management services
- c) Organisational Development services
- d) Transversal Provincial Training
- e) Enterprise Risk Management support
- f) Internal Audit services
- g) Forensic Investigative services
- h) Legal Services
- i) Corporate Communication services

### **The Department of Community Safety**

The Department received access control data from the Department of Community Safety free of charge. The Department also received Security Advisory Services and Security Operations from the abovementioned Department.

## DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

### The following officials are related to parties outside of this Department:

#### Hewu MJ (Chief Director)

Brimston Inv - no transactions with the Department during the 2012/13 year.  
 Sharp move trading - no transactions with the Department during the 2012/13 year.  
 Southern Ambition - no transactions with the Department during the 2012/13 year.  
 Kayamnandi Investments - no transactions with the Department during the 2012/13 year.  
 Onyx Financial Services - no transactions with the Department during the 2012/13 year.  
 Amahlathi Logistics - no transactions with the Department during the 2012/13 year.

#### Ras DG (Chief Director)

GR & Associates Labour – no transactions with the Department during the 2012/13 year.  
 Local Government Investments - no transactions with the Department during the 2012/13 year.

#### Mcnamara DHH (Chief Director)

Keep the Dream – no transactions with the Department during the 2012/13 year.

#### CE Jordan (Director)

Meadow Brookes – no transactions with the Department during the 2012/13 year.

#### Gaba MW (Director)

Bright Idea Projects – no transactions with the Department during the 2012/13 year.  
 Intsikizi - no transactions with the Department during the 2012/13 year.

	No. of Individuals	2012/13 R'000	2011/12 R'000
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### 25. KEY MANAGEMENT PERSONNEL

Political office bearers (provide detail below)

Officials:

Level 15 to 16	3	2 823	2 595
Level 14 (incl. CFO if at a lower level)	6	4 000	4 217
<b>Total</b>		<b>6 823</b>	<b>6 812</b>

	Notes	2012/13 R'000	2011/12 R'000
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### 26. IMPAIRMENTS

Debtors		269	-
<b>Total</b>		<b>269</b>	<b>-</b>

\* All debtor files were perused and cases identified for write-offs. Criteria include debt that will be uneconomical to collect, debtors untraceable and debt already prescribed.

	Notes	2012/13 R'000	2011/12 R'000
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### 27. PROVISIONS

Debtors		-	232
<b>Total</b>		<b>-</b>	<b>232</b>

## DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

### 28. MOVABLE TANGIBLE CAPITAL ASSETS

Movement in movable tangible capital assets per asset register for the year ended 31 March 2013:

	Opening balance	Curr Year Adjust- ments to prior year balances	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
<b>Machinery and Equipment</b>	<b>68 531</b>	<b>2 575</b>	<b>25 381</b>	<b>16 158</b>	<b>80 329</b>
Transport assets	38 747	-	20 934	10 397	49 284
Computer equipment	23 242	1 605	4 032	5 685	23 194
Furniture and office equipment	4 697	716	82	48	5 447
Other machinery and equipment	1 845	254	333	28	2 404
<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>68 531</b>	<b>2 575</b>	<b>25 381</b>	<b>16 158</b>	<b>80 329</b>

#### 28.1 Additions

Additions to movable tangible capital assets per asset register for the year ended 31 March 2013:

	Cash	Non- cash	(Capital Work in Progress current costs and finance lease payments)	Received current, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
<b>Machinery and Equipment</b>	<b>21 317</b>	<b>20 934</b>	<b>(16 140)</b>	<b>(730)</b>	<b>25 381</b>
Transport assets	11 884	20 934	(11 884)	-	20 934
Computer equipment	4 762	-	-	(730)	4 032
Furniture and office equipment	82	-	-	-	82
Other machinery and equipment	4 589	-	(4 256)	-	333
<b>TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>21 317</b>	<b>20 934</b>	<b>(16 140)</b>	<b>(730)</b>	<b>25 381</b>

\* Work in progress relates to Capital works at Spes Bona, Riversdal, Caledon and other offices amount to R1,3 million, R3 million for machinery and equipment and R11,9 million for Government Motor Transport.

## DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

### 28.2 Disposal of movable tangible capital assets per asset register for year ended 31 March 2013:

	Sold for cash	Transfer out or destroyed or scrapped	Total disposals
	R'000	R'000	R'000
<b>Machinery and Equipment</b>	<b>3 755</b>	<b>12 403</b>	<b>16 158</b>
Transport assets	-	10 397	10 397
Computer equipment	3 730	1 955	5 685
Furniture and office equipment	13	35	48
Other machinery and equipment	12	16	28
<b>TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>3 755</b>	<b>12 403</b>	<b>16 158</b>

\* The total value is in respect of the cost value of the product and not the proceeds of sales.

### 28.3 Movable Tangible Capital Assets

	Opening balance	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000
<b>Machinery and Equipment</b>	<b>63 329</b>	<b>22 058</b>	<b>16 856</b>	<b>68 531</b>
Transport assets	33 251	16 036	10 540	38 747
Computer equipment	23 769	5 578	6 105	23 242
Furniture and office equipment	4 464	350	117	4 697
Other machinery and equipment	1 845	94	94	1 845
<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>63 329</b>	<b>22 058</b>	<b>16 856</b>	<b>68 531</b>

## DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

### 28.4 Minor assets

#### Movement in minor assets per the asset register for the year ended as at 31 March 2013

	Machinery and equipment R'000
Opening balance	23 507
Curr Year Adjustment to Prior Year Balances	767
Additions	2 626
Disposal	(1 699)
<b>Total minor assets</b>	<b>25 201</b>
Number of minor assets at cost	21 203
<b>TOTAL NUMBER OF MINOR ASSETS</b>	<b>21 203</b>

#### Movement in minor assets per the asset register for the year ended as at 31 March 2012

	Machinery and equipment R'000
Opening balance	23 966
Additions	5 334
Disposal	(5 793)
<b>Total minor assets</b>	<b>23 507</b>
Number of minor assets at cost	19 945
<b>TOTAL NUMBER OF MINOR ASSETS</b>	<b>19 945</b>

**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED  
31 MARCH 2013**

**ANNEXURE 1A**

**STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS**

DEPARTMENT/ AGENCY/ ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2011/12
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfers	% of Available funds Transferred	Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
Licences – Radio and TV	-	-	24	24	24	100%	-
<b>Total</b>	-	-	<b>24</b>	<b>24</b>	<b>24</b>		-

# ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

## ANNEXURE 1B

### STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS

NON-PROFIT INSTITUTIONS	TRANSFER ALLOCATION				EXPENDITURE		2011/12
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfers	% of Available funds Transferred	Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
<b>Transfers</b>							
Youth Development	7 944	-	(109)	7 835	7 835	100%	2 139
Institutional capacity building and support	1 267	-	-	1 267	1 246	98%	1 100
HIV/AIDS	-	-	-	-	-	-	8 682
Sustainable livelihood	3 528	-	576	4 104	4 104	100%	20 833
Social Relief	-	-	-	-	-	-	100
WSS: Professional & Admin Support	5 726	-	632	6 358	6 358	100%	2 028
	<b>18 465</b>	<b>-</b>	<b>1 099</b>	<b>19 564</b>	<b>19 543</b>		<b>34 882</b>
<b>Subsidies</b>							
Substance abuse, prevention and rehabilitation	45 742	-	121	45 863	45 863	100%	35 062
Care and services to older persons	156 302	-	-	156 302	155 716	100%	189 371
Crime prevention and support	7 305	-	-	7 305	7 305	100%	6 624
Services to persons with disabilities	73 832	-	1 133	74 965	74 965	100%	70 608
Child care and protection services	412 050	-	-	412 050	411 285	100%	345 942
Victim empowerment	11 054	-	2 952	14 006	14 006	100%	11 951
Care and support services to families	42 695	-	(6 999)	35 696	35 695	100%	33 400
	<b>748 980</b>	<b>-</b>	<b>(2 793)</b>	<b>746 187</b>	<b>744 835</b>		<b>692 958</b>
<b>Total</b>	<b>767 445</b>	<b>-</b>	<b>(1 694)</b>	<b>765 751</b>	<b>764 378</b>		<b>727 840</b>

## ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

### ANNEXURE 1C

STATEMENT OF TRANSFERS TO HOUSEHOLDS							
HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2011/12
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfers	% of Available funds Transferred	Appropriation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000

#### Transfers

Social benefits	522	-	790	1 312	1 311	100%	451
Claims against the state	149	-	14	163	163	100%	223
Escort Fees (Accompany Foster children)	2 988	-	(1 495)	1 493	719	48%	5 500
Social Security	-	-	230	230	230	100%	275
Social Relief	12	-	58	70	70	100%	-
<b>Total</b>	<b>3 671</b>	<b>-</b>	<b>(403)</b>	<b>3 268</b>	<b>2 493</b>		<b>6 449</b>

### ANNEXURE 1D

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE AND REMISSIONS, REFUNDS AND PAYMENTS MADE AS AN ACT OF GRACE		
NATURE OF GIFT, DONATION OR SPONSORSHIP	2012/13 R'000	2011/12 R'000

(Group major categories but list material items including name of organisation)

#### Remissions, refunds, and payments made as an act of grace

Funeral assistance	17	-
<b>Total</b>	<b>17</b>	<b>-</b>



## ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

### ANNEXURE 2A

#### STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2013 – LOCAL

GUARANTOR INSTITUTION	Guarantee in respect of	Opening balance 1 April 2012	Guarantees repayments/ cancelled/ reduced/ released during the year	Closing balance 31 March 2013
		R'000	R'000	R'000
<b>Housing</b>				
Absa Bank		13	13	-
First Rand Bank		13	13	-
Standard Bank		17	-	17
<b>Total</b>		<b>43</b>	<b>26</b>	<b>17</b>

### ANNEXURE 3

#### CLAIMS RECOVERABLE

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2013	31/03/2012	31/03/2013	31/03/2012	31/03/2013	31/03/2012
	R'000	R'000	R'000	R'000	R'000	R'000
<b>Department</b>						
National Department of Social Development	-	19	458	271	458	290
National Department of Correctional Services	30	-	-	-	30	-
NC Department of Social Development	-	-	11	-	11	-
Department of Justice & Constitutional Development	-	-	50	-	50	-
WC Department of Transport and Public Works	227	43	-	-	227	43
WC Department of Health	-	104	-	-	-	104
Gauteng Department of Health	148	-	-	-	148	-
WC Department of the Premier	-	90	-	-	-	90
WC Provincial Treasury	-	39	-	-	-	39
WC Provincial Parliament	-	-	-	2	-	2
National Social Security Agency (SASSA)	-	819	487	246	487	1 065
<b>Total</b>	<b>405</b>	<b>1 114</b>	<b>1 006</b>	<b>519</b>	<b>1 411</b>	<b>1 633</b>

## ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

### ANNEXURE 4

INTER-GOVERNMENT PAYABLES						
GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2013	31/03/2012	31/03/2013	31/03/2012	31/03/2013	31/03/2012
	R'000	R'000	R'000	R'000	R'000	R'000

#### Department

##### Current

Department of Transport and Public works	2 763	-	302	-	3 065	-
Department of the Premier	116	-	21	3	137	3
Government Printing Works	-	7	1	8	1	15
Department of Provincial Treasury	-	-	18	-	18	-
South African Police Services	-	1	4	11	4	12
<b>Total</b>	<b>2 879</b>	<b>8</b>	<b>346</b>	<b>22</b>	<b>3 225</b>	<b>30</b>

### ANNEXURE 5

INVENTORY					
	Note	Quantity	2012/13	Quantity	2011/12
		R'000	R'000	R'000	R'000

#### Inventory

Opening balance		4 702	89	11 865	116
Add/(Less): Adjustments to prior year balance		(1)	-	-	
Add: Additions/Purchases - Cash		61 090	1 421	29 743	535
Add: Additions - Non-cash		5 003	88	1 327	19
(Less): Issues		(59 560)	(1 427)	(31 213)	(543)
Add/(Less): Adjustments		(268)	(11)	(7 020)	(38)
<b>Total</b>		<b>10 966</b>	<b>160</b>	<b>4 702</b>	<b>89</b>

## ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2013

### ANNEXURE 6

#### MOVEMENT IN CAPITAL WORK IN PROGRESS FOR THE YEAR ENDED 31 MARCH 2013

BUILDINGS AND OTHER FIXED STRUCTURES	Opening balance	Current Year Capital WIP	Completed Assets	Closing balance
	R'000	R'000	R'000	R'000
Other fixed structures	-	1 260	-	1 260
<b>Total</b>	-	<b>1 260</b>	-	<b>1 260</b>

## ANNEXURE A

## Service delivery improvement plan

Two service delivery improvement plans (SDIP) were compiled and signed off on the 20th April 2010: Khayelitsha (urban) and Vredenburg district office (rural). The timeframe for these interventions were from 2010 to 2013. These district offices were reconfigured into local offices through the modernisation process.

The mission for these specific SDIPs were to improve the accessibility and the social value of services rendered by Khayelitsha and Vredenburg Local Offices through conducting a customer satisfaction survey and developing and implementing interventions.

The tables below highlight the service delivery plan and the achievements to date:

## Main services provided and standards

Main Services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
<b>Rendering of Social Development services at Khayelitsha District Office</b>	Customers and beneficiaries of the Khayelitsha District	Poor and vulnerable of the Khayelitsha District	2 Monitoring and Evaluation Reports  1 Impact Assessment conducted	Front Office Reform assessment report completed in October 2012.  An effectiveness and efficiency survey was outsourced and completed in 2010.
<b>Rendering of Social Development services at Vredendal District Office</b>	Customers and beneficiaries of the Vredendal District	Poor and vulnerable of the Vredendal District	2 Monitoring and Evaluation Reports  1 Impact Assessment conducted	Front Office Reform assessment report completed in October 2012.  An effective and efficiency survey was outsourced and completed in 2010.

## Consultation arrangements with customers

Main Services	Actual customers	Potential customers	Actual achievement against standards
<p><b>Rendering of Social Development services at Khayelitsha District Office</b></p> <p>a) Public Participation Fora at Khayelitsha Local Office</p> <p>b) Community meetings</p> <p>c) Stakeholder meetings</p> <p>d) Evaluation forms</p> <p>e) Door-to-door</p> <p>f) Focus groups (Youth focal groups; probation services and HIV groups)</p> <p>g) Interviews conducted by Customer Care Officer; Service Provider; Social Auxiliary Workers; Managers with beneficiaries and employees (clients, NGOs)</p> <p>h) Suggestion boxes</p> <p>i) Internal e-mails</p> <p>j) Telephone</p> <p>k) Sample group survey in reception area</p> <p>l) Workshop (relevant stakeholders)</p>	<p>Customers and beneficiaries of the Khayelitsha District</p>	<p>Poor and vulnerable of the Khayelitsha District</p>	<p>a) Weekly meetings (Monday) with the Departmental /Social Development sector of The Khayelitsha Development forum in terms of sector developments in the area.</p> <p>b) Monthly stakeholders meetings are held at the Khayelitsha police station.</p> <p>c) Four stakeholder meetings were held with <i>inter alia</i>, Justice, Community Safety etc.</p> <p>d) Evaluation forms are available in reception area (three official languages – English, Afrikaans &amp; Xhosa).</p> <p>e) Door to door campaigns were held around the services of the Department as well as the Modernisation process and service delivery points.</p> <p>f) The youth focal point assisted approximately 1200 youth for the past year with computer skills training, drafting of CV's as well as job seeking facilitation.</p> <p>g) The customer Care officials interviewed approximately 7200 clients over the past year. Manager at SDA1 and 2 conducted around 50 individuals e.g. complaints, assistance etc. over the past year.</p> <p>h) Suggestion box in place.</p> <p>i) Internal e-mails facilities available to all staff.</p> <p>j) Telephonic complaints were speedily dealt with.</p> <p>k) One survey was conducted in February 2013 in Tsepe-Tsepe during a Road-show.</p> <p>l) Workshop held with relevant stakeholders in Harare and Kuyasa on 16 February 2013.</p> <p><b>Additional consultation arrangement</b></p> <ul style="list-style-type: none"> <li>• Radio timeslot (approved communication).</li> <li>• Utilised Community newspapers for important messages to the communities.</li> <li>• Developed questionnaire to conduct surveys in the office and in certain communities.</li> </ul>

Main Services	Actual customers	Potential customers	Actual achievement against standards
<b>Rendering of Social Development services at Vredendal District Office</b>	Customers and beneficiaries of the Vredendal District	Poor and vulnerable of the Vredendal District	
<ul style="list-style-type: none"> <li>a) Public Participation Fora</li> <li>b) Community meetings</li> <li>c) Stakeholder meetings</li> <li>d) Evaluation forms</li> <li>e) Door-to-door</li> <li>f) Focus groups (Youth focal groups; probation services and HIV groups)</li> <li>g) Interviews conducted by Customer Care Officer; Service Provider; Social Auxiliary Workers; Managers with beneficiaries and employees (clients, NGOs)</li> <li>h) Suggestion boxes</li> <li>i) Internal e-mails</li> <li>j) Telephone</li> <li>k) Sample group survey in reception area</li> <li>l) Workshop (relevant stakeholders)</li> <li>m) Operational Plans</li> <li>n) Annual Performance Plan</li> <li>o) Annual Report</li> </ul>			<ul style="list-style-type: none"> <li>a) Public Participation Fora.</li> <li>b) Community Meetings conducted. Thusong mobiles in different communities.</li> <li>c) Stakeholder meetings conducted.</li> <li>d) Evaluation forms were drafted for clients to measure and evaluate programmes and services.</li> <li>e) Door to door was not conducted but a needs analysis was conducted in 1012/13 in the Saldanha and Matzikama service delivery areas by Head Office as a research project.</li> <li>f) Youth Focal Groups. Probation Services and HIV/AIDS groups.</li> <li>g) Interviews conducted by Customer Care Officer, Service provider, Social Auxiliary workers, Managers with beneficiaries and employees (clients, NGO's). Sample group survey in reception area.</li> <li>h) Suggestion boxes are available at the Regional and Local offices.</li> <li>i) Internal Emails are regularly used to inform staff of services delivered internally and externally to and for the clients, as well as for the staff.</li> <li>j) Telephone procedure was drafted and workshop held with all staff. Information is conveyed during emergency consultation.</li> <li>k) Sample group survey in reception area Malmesbury, Piletberg, Vredenburg.</li> <li>l) Invitations are send out to stakeholders for workshops to discuss relevant information.</li> <li>m) Operational Plan is available to the public.</li> <li>n) Annual Performance Plan is available to the public.</li> <li>o) Annual Report is available to the public.</li> </ul> <p><b>Additional consultation arrangement</b></p> <ul style="list-style-type: none"> <li>p) Radio timeslot (approved communication).</li> <li>q) Utilised Community newspapers for important messages to the communities.</li> <li>r) Developed questionnaire to conduct surveys in the office and in certain communities.</li> <li>s) Workshop (relevant stakeholders).</li> </ul>

## Consultation arrangements with customers

Service Strategy	Actual achievement
<p><b>Rendering of Social Development services at Khayelitsha Local Office</b></p> <p>a) 1 Julius Tsolo Street, Khayelitsha            b) Union House, 14 Queen Victoria Street, Cape Town            c) Service Point, Site C</p>	<p>a) Site operates as a Local Office for Khayelitsha SDA.            b) Site operates as Head Office.            c) The service point in Site C is still operational.</p>
<p><b>Rendering of Social Development services at Vredendal District Office</b></p> <p>a) Corner of Waterkant and Tuin Street, Vredendal            b) Union House, 14 Queen Victoria Street, Cape Town</p>	<p>a) Site operates as a Local Office for Matzikama SDA.            b) Site operates as Head Office.</p> <p><b>Additional access strategy</b></p> <p>c) Services are rendered throughout the West Coast region:</p> <ul style="list-style-type: none"> <li>• Saldanha SDA;</li> <li>• Bergriver SDA;</li> <li>• Swartland SDA;</li> <li>• Cederberg SDA;</li> <li>• Matzikama SDA.</li> </ul>

## Service information tool

Types of information tool	Actual achievement
<b>Rendering of Social Development services at Khayelitsha District Office</b>	
<ul style="list-style-type: none"> <li>a) Public Participation Fora</li> <li>b) Community meetings</li> <li>c) Stakeholder meetings</li> <li>d) Evaluation forms</li> <li>e) Door-to-door</li> <li>f) Focus groups (Youth focal groups; probation services; HIV groups)</li> <li>g) Interviews conducted by Customer Care Officer, Service Provider; Social Auxiliary Workers; Managers with beneficiaries and employees (clients, NGOs)</li> <li>h) Suggestion boxes</li> <li>i) Internal e-mails</li> <li>j) Telephone</li> <li>k) Sample group survey in reception area</li> <li>l) Workshop (relevant stakeholders)</li> <li>m) Operational plans</li> <li>n) Annual Performance Plans</li> <li>o) Annual Report</li> <li>p) Marketing material and corporate branding</li> <li>q) 5 Year Strategic Plan</li> <li>r) Information Desk</li> </ul>	<ul style="list-style-type: none"> <li>a) The office attended weekly meetings (Monday) with the Departmental /Social Development sector of The Khayelitsha Development forum i.t.o. sector developments in the area.</li> <li>b) Monthly stakeholders meetings are held at the Khayelitsha police station.</li> <li>c) Four stakeholder meetings were held with <i>inter alia</i>, Justice, Community Safety etc.</li> <li>d) Evaluation forms are available in reception area.</li> <li>e) 2 door- to- door campaigns were held around the services of the Department as well as the Modernisation process and service delivery points.</li> <li>f) The youth focal point assisted around 1200 youth for the past year with computer skills training, drafting of CV's as well as job Seeking facilitation.</li> <li>g) The customer Care officials interviewed approximately 7200 clients over the past year. Manager at SDA1 and 2 conducted around 50 individuals e.g. complaints, assistance etc. over the past year.</li> <li>h) Suggestion box in place.</li> <li>i) Internal e-mails facilities available to all staff.</li> <li>j) Telephone enquiries are attended too.</li> <li>k) Conducted Sample group survey in reception area.</li> <li>l) One stakeholder's workshop held in the first quarter.</li> <li>m) Operational Plan in place.</li> <li>n) Annual Performance Plans in place.</li> <li>o) Annual Report finalised.</li> <li>p) Marketing and corporate branding are distributed and displayed at program events.</li> <li>q) Operational plan of the SDA is drawn from the 5 year strategic plan of the Department.</li> <li>r) Information desk in place to render client services.</li> </ul>



Types of information tool	Actual achievement
<b>Rendering of Social Development services at Vredendal District Office</b>	
<ul style="list-style-type: none"> <li>a) Public Participation Fora</li> <li>b) Community meetings</li> <li>c) Stakeholder meetings</li> <li>d) Evaluation forms</li> <li>e) Door-to-door</li> <li>f) Focus groups (Youth focal groups; probation services; HIV groups)</li> <li>g) Interviews conducted by Customer Care Officer; Service Provider; Social Auxiliary Workers; Managers with beneficiaries and employees (clients, NGOs)</li> <li>h) Suggestion boxes</li> <li>i) Internal e-mails</li> <li>j) Telephone</li> <li>k) Sample group survey in reception area</li> <li>l) Workshop (relevant stakeholders)</li> <li>m) Operational plans</li> <li>n) Annual Performance Plans</li> <li>o) Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>a) Site operates as a Local Office for Matzikama SDA.</li> <li>a) Public Participation Fora: Thusong mobiles in different communities attended.</li> <li>b) Community meetings conducted.</li> <li>c) Stakeholders meeting Conducted.</li> <li>d) Evaluation Forms were drafted for Clients to measure and evaluate programmes and services.</li> <li>e) Door-to-door not conducted but a needs analysis was conducted in 2012/13 in the Saldanha and Matzikama service delivery areas where done by Head Office for a research project.</li> <li>f) Youth Focal Groups, Probation services conducted.</li> <li>g) Interviews conducted by Customer Care Officer.</li> <li>h) Commentary/complaints/suggestion box is available in reception area.</li> <li>i) Internal e-mails are regularly used to inform staff of services delivered internally and externally to and for the clients, as well as to and for the staff.</li> <li>j) Telephone was drafted and workshop held with all staff. Information is conveyed during emergency consultation.</li> <li>k) Sample Group survey in reception area Malmesbury, Piketberg, Vredenburg.</li> <li>l) Workshop (relevant stakeholders) Invitations are sent out to relevant stakeholders. Relevant workshops are held with relevant stakeholders, to share and discuss relevant information.</li> <li>m) Operational Plan is available to the Public.</li> <li>n) Annual Performance plan is available to the Public.</li> <li>o) Annual Report is available to the Public.</li> </ul>

## Complaints mechanism

Types of information tool	Actual achievement
Referral letters	Referral letters were drafted and provided to regions to assist with referring customer complaints to local offices.
Customer Service Charter	A customer care service charter is approved and available on the western cape departmental website which explains the rights and responsibilities of citizens and provide a guideline to customer care standards.
Customer Care Manual	A draft customer care manual was currently being consulted which will be made available to the public on the Departmental website which will focus on providing a guideline to customer service protocols and standards.
Suggestion boxes	Suggestion boxes are available in all local offices where citizens can provide comments on the level of services and make suggestions for improvements.
Call centre	The Department has a call centre that is a mechanism for customer care complaints and enquiries. The Nr is toll free (0800250220). Enquiries and complaints are forwarded to regions where the call centre is not able to respond. Furthermore e-mail enquiries and Presidential Hotline complaints are dealt with at a provincial call centre and referred to relevant departments to respond to the public.
Local Offices	The Department has currently 36 functional local offices and various NGO partners that assist customers with complaints.
Ministerial Complaints	The Department has developed a protocol for dealing with citizens that complaint directly to the Minister. Components must respond within 6 days to complaints.

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## **ANNEXURE B**

### **Transfer Payments**

Refer to the enclosed CD

## ANNEXURE C

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