



Western Cape  
Government

Social Development

# Annual Report

## 2016/17



**Western Cape  
Government**

Social Development

**BETTER TOGETHER.**

**DEPARTMENT OF SOCIAL  
DEVELOPMENT  
PROVINCE OF THE  
WESTERN CAPE  
VOTE NO. 07  
ANNUAL REPORT  
2016/2017**

## **DISCLAIMER**

The English version of this Annual Report is regarded as the official text. Afrikaans and isiXhosa versions of this publication are available on request.

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

Should there be any mistranslations that may occur during translation of this document, the English version as source language would prevail.

This Annual Report was compiled by the Business Planning and Strategy Chief Directorate, Department of Social Development.

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## **PART A: GENERAL INFORMATION**

## **PART A: GENERAL INFORMATION**

### **1. DEPARTMENT'S GENERAL INFORMATION**

#### **DEPARTMENT OF SOCIAL DEVELOPMENT**

**PHYSICAL ADDRESS:** 14 Queen Victoria Street  
Cape Town  
8001

**POSTAL ADDRESS:** Private Bag X9112  
Cape Town  
  
8000  
South Africa

#### **To obtain additional copies of this document please contact:**

**Tel:** +27-21-4835121  
**Fax:** +27-21-4836824  
**E-mail:** [Mishkaah.Sallies@westerncape.gov.za](mailto:Mishkaah.Sallies@westerncape.gov.za)

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## 2. ACRONYMS

ACRONYM	EXPANSION
AGSA	Auditor-General South Africa
AOS	Accounting Officers System
APP	Annual Performance Plan
AR	Annual Report
ASC	After School Care
CCPS	Child Care and Protection Services
CFCS	Cluster Foster Care Schemes
CGRO	Corporate Governance Review and Outlook
CoE	Compensation of Employees
CSC	Corporate Service Centre
CYCC	Child and Youth Care Centres
DoH	Department of Health
DotP	Department of Premier
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
ECD	Early Childhood Development
EHW	Employee Health and Wellness
EHWP	Employee Health and Wellness Programme
EPWP	Expanded Public Works Programme
ERM	Enterprise Risk Management
ERMCO	Enterprise Risk Management Committee
GAP	Governance Action Plan
GG	Government Garage
HOD	Head of Department of Social Development
HR	Human Resources
HWSETA	Health and Welfare Sector Education Training Authority
ICB	Institutional Capacity Building
ICT	Information and Communication Technology
IDM	Indicator Description Manual
IT	Information Technology
M&E	Monitoring and Evaluation
MEC	Member of Executive Council
MOD centre programme	Mass participation, Opportunity and access; Development and growth centre programme
MOU	Memorandum of Understanding
MPAT	Management Performance Assessment Tool
MTEC	Medium Term Expenditure Committee
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NDSD	National Department of Social Development
NEET	Not in Employment, Education, and or Training
NPO	Non-Profit Organisation
NT	National Treasury
NTR	National Treasury Regulations
OD	Organisational Development
PFMA	Public Finance Management Act
PSG	Provincial Strategic Goals
PSP	Provincial Strategic Plan
PT	Provincial Treasury
PYDS	Provincial Youth Development Strategy
ROAR	Reception Observation Assessment and Referral
SACSSP	South African Council for Social Service Professions
SAPS	South African Police Service
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SCOPA	Standing Committee On Public Accounts

<b>ACRONYM</b>	<b>EXPANSION</b>
SDIP	Service Delivery Improvement Plan
SLA	Service Level Agreement
SMS	Senior Management Services
SOP	Standard Operating Procedure
Stats SA	Statistics South Africa
TPA	Transfer Payment Agreement
WC	Western Cape
WCED	Western Cape Department of Education
WCG	Western Cape Government

### 3. FOREWORD BY THE MINISTER



**Adv. Albert Fritz**  
**Provincial Minister: Social Development**

As the Western Cape Minister of Social Development, I am proud to have seen through another financial year leading a department which continues to grow its services and expand its reach, in a sustainable and stable manner.

The ever tougher economic and fiscal climate has meant that the Department had to increasingly work smarter, and most importantly prioritise delivery on key services. As the political head, I have placed an imperative that the Department's service delivery always demonstrates measurable impact on communities, as a means of ensuring that the Department of Social Development (DSD) can continuously monitor effectiveness, and continuously improve.

Of course, measuring impact is also easier when the Department itself is guided by a set of clear, coherent and measurable strategic outcomes, which assists the Department to deliver on its many legislative and policy directives. In this regard, the 5 Provincial Strategic Goals (PSG), specifically PSG 2, which calls on the Department to: improve education outcomes and opportunities for youth development, and PSG 3 which mandates us to: increasing wellness, safety, and tackle social ills, is key. This Annual Report allows DSD to evaluate just how much progress the Department has made in this regard. PSG 2 required that DSD direct its services toward supporting, and where necessary, protecting young children in order to help them prepare for and stay in school, and realise their rights to safety and adequate care.

In this regard, I am proud of the work that DSD has put in to train our social workers in different specialised provisions of the Children's Act. In particular:

- 26 social workers were trained on the Safety and Risk Assessment Tool;
- 34 social workers were trained on adoptions as a permanent placement option for children in need of care and protection; and
- 14 social workers were trained on mediation by the Family Mediators' Association of the Cape.

Given the challenges that have plagued the Department in relation to the administration of the foster care system, I am proud to note that progress has been made. The appointment of a Foster Care Manager will go a long way in ensuring that we continuously improve this aspect of the Department's delivery.

The Department's Child and Youth Care Centres (CYCCs) have improved their efficiency. The centralised admissions system for children to CYCCs has also contributed to the more effective management and placement of children.

PSG 2 further directed the Department to place emphasis on supporting youth beyond their school years, to help bridge the gap from education into financial independence. Read in conjunction with the Provincial Youth Development Strategy (PYDS), the Department achieved some notable developments this year.

The establishment of Youth Cafés remain a key priority for the Department. The Youth Cafés have proven to be very successful in providing targeted and meaningful services, opportunities and support to thousands of young people across the province. The sixth Youth Café was opened in Vrygrond in 2016. A total of six Youth Cafés have been established in the province since 2014 and I am proud to report that all are currently fully operational and delivering on their mandates. The Ministerial Youth Excellence Awards were held this year with a total of 21 organisations being honoured for their outstanding contribution to youth development, and five individuals for being role models to other youth. Extending opportunities to youth was a big focus area this year. I am proud of the 61 young people who were part of the Youth Skills Transfer programme, and who progressed to eventually graduate from the Business Incubation Programme. The programme included a Youth Business Expo hosted by the Ministry.

PSG 3 required, among other things, that DSD provide psycho-social support services to reduce harms related to social ills in the province. The Department focused on improving treatment and related interventions for substance abuse. The defining feature in the Department's fight against substance abuse was the expansion of various services. The Department expanded the following:

- Outpatient treatment programme in CYCCs;
- Adolescent matrix programme at schools in Kuilsriver, Eerste River, Steenberg, Lavender Hill, Hout Bay and Elsie's River;
- Opioid replacement programme; and
- Community-based treatment programmes in Atlantis, Beaufort West and Ceres.

The Department's interventions to protect older persons from abuse or neglect received a major boost this year. I am proud to announce that DSD has established an Inspectorate, which will tackle issues of elder abuse, and address human rights issues. The Department continued to prioritise the residential care facilities for frail older persons, and has made substantial progress with the mandatory registration of funded and private residential facilities and thus compliance with norms and standards in terms of the Older Persons Act. The Department's care and support for victims of domestic violence received a boost this year, with the establishment of the province's 16<sup>th</sup> shelter for victims of abuse. Our shelters continue to cater for victims of human trafficking.

These are just some of our achievements, and in this regard I would like to thank the Head of Department (HOD), Dr Robert Macdonald, for his outstanding leadership of the Department. Most importantly, as we look back on this financial year, I would like to thank every official in the Department and our Non-Profit Organisation (NPO) partners, who work on the ground in service of those most in need of our services.

As a Department, we remain committed to play our part and deliver to all people. As the economy and fiscal climate continues to deteriorate, DSD will continue to build partnerships and innovate. We can achieve more if we continue to work 'Better Together'.



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**PROVINCIAL MINISTER OF SOCIAL DEVELOPMENT**

**Adv. A Fritz**

**Date: 31 Aug 2017**

## 4. REPORT OF THE ACCOUNTING OFFICER



**Dr Robert Macdonald**  
**Accounting Officer: Social Development**

### Overview of the operations of the Department

For the last few years, the Department has been operating within an environment of increasing resource constraints due to a reduced fiscal base and growing demand for essential services. The Department has been applying austerity measures since 2013 and prioritising funding toward direct service delivery. An ongoing challenge that the Department has experienced was to realise value for money via funding NPO services without compromising the viability of these organisations. It has worked towards this objective by increasing the subsidy allocation for the salaries of social workers, social work supervisors and social work managers at funded NPOs in the previous financial year and the provision of a 3% below inflationary rate increase, as opposed to no increase, to funded NPOs. The increased financial pressure required further reduction of non-statutory services and prioritisation of statutory services such as child protection.

Child protection is the single most important priority of the Department and is especially necessary in light of the escalating violence against children. The Department is working to ensure that all children in need of care and protection receive quality services through improving the capabilities of its social work staff. To this end effort has been directed at ensuring the existence of a 24-hour child protection service, implementing the Strategy for Improvement of Child Care and Protection Services 2015 (CCPS), ensuring that all social work staff are kept abreast of new developments in the field of child protection and are trained to implement the Children's Act. This included the development of approved plans, Standard Operating Procedures (SOPs) and accompanying training programmes in order to assist social work staff with the implementation of their statutory duties. Provision of psycho-social support and counselling services to families, very young mothers, boys and fathers, and at risk parents continued.

A special Early Childhood Development (ECD) programme for English language and cognitive development where school readiness is poor was launched in April 2016, was piloted at ten ECD sites in Khayelitsha, Delft and Philippi, and will be rolled out to a further 50 sites – including rural areas - in 2017/18. It includes a mobile messaging application which provides parenting and practitioner support programme at these sites. Two media campaigns focused on raising awareness of ECD. The First 1000 Days mobile friendly site (a platform that facilitates ease of access from any mobile device) was launched in collaboration with the Department of Health (DoH) and highlighted the importance of the child's development during the period from conception until their second birthday. The second ECD campaign highlighted the importance of partial care facility registration and its benefits for children and parents'/caregivers.

The Department has taken the lead in the development of a Provincial Framework for Persons with Intellectual Disabilities, to provide role clarity between the DSD, DoH and the Western Cape Department of Education (WCED). A Disability Mainstreaming Strategy to promote integration across the sector and the province was approved. A residential care facility for children and adults with multiple disabilities was transferred from the DoH to the DSD on 1 April 2016. A multi-pronged awareness campaign targeting persons with disabilities, their families and caregivers was implemented using digital media, print media and radio focusing on available services.

The Department has received an increase in unit costs from Provincial Treasury (PT) for frail older persons in residential facilities, however the funding requirements for frail care are disproportionately high in relation to the subsidy allocation and is therefore not sufficient to cater for their needs. Care for older persons, especially the expansion of independent and assisted living, frail care and appropriate community-based interventions remain a priority for the Department. This is effected through the funding of service centres, assisted living facilities and residential care facilities. A database for unfunded Community-based Care and Support Services (service centres) was established to enable a holistic view of services, assist in identifying gaps in the service delivery areas as well as addressing priority areas for the allocation of future funding.

The Department has continued to focus on victim support; shelters for homeless adults especially women and children, and special accommodation for victims of human trafficking; probation services and diversion programmes. A review of the Diversion Accreditation Policy Framework commenced, while the system for tracking and monitoring all children in conflict with the law who are in detention was implemented, thereby enabling the Department to identify and address systemic and procedural blockages. Five national diversion programmes are operational and four provincial diversion programmes were accredited in the year under review. Accreditation of level two diversion programmes for girls at Vredelus CYCC is in process in order to provide for this need. A project in Hanover Park, Manenberg and Lavender Hill that implements an intervention model with the aim of transforming communities devastated by psychological and economic challenges, has yielded the following results in the year under review: A counselling project (258 new clients); the men's mentoring project (173 new clients), an aftercare project (184 children in three primary schools) and the youth in action project (209 youth and children).

Fully functioning quality assurance based on a three year approved plan was implemented as part of a comprehensive performance management system ensuring compliance with norms and standards for CYCCs. The Western Cape is the leading province in terms of full registration of CYCCs providing secure care programmes to children and youth in accordance with the Child Justice Act. Implementation of risk plans for all centres and an effective quality assurance process assisted in monitoring compliance with norms and standards for secure care centres. A Crisis Communication and Reportable Incident Protocol has been rolled out to funded NPO CYCCs that has assisted NPOs in the field to identify trends, training needs and to proactively manage the protection of children through special investigations and corrective/ development plans. The structured interventions within Western Cape DSD CYCCs for awaiting trial and sentenced youth are now used as a benchmark for the Draft National Policy on gang management within secure care centres.

The Department has prioritised the upgrade of security at shelters for victims of crime and violence, and has expanded services in areas where gang violence occurs. To ensure implementation of the Prevention and Combatting of Human Trafficking Act, an internal Human Trafficking Task Team has been established to assist with the implementation of the Act. The Department will develop a plan for roll out of the National Gender-Based Violence Command Centre - a 24-hour helpline operated by social workers to assist victims of gender-based violence to access services. Support services to victims of crime in the Lesbian Gay

Bisexual Transgender and Intersex community were expanded, educational workshops for men were conducted in areas with high prevalence of domestic violence, and therapeutic and psycho-social victim support services were expanded to victims of gang violence. A referral protocol has been developed to ensure that services to victims are coordinated. Shelter space for male victims of domestic violence was piloted to develop a baseline for the need for male shelters in Cape Town. The Department also piloted the first shelter in South Africa specifically for adult victims of human trafficking and their children. Three shelters in the Western Cape received recognition awards from the National DSD for the quality service that they are rendering.

Progress in the field of substance abuse included the expansion of an adolescent school-based outpatient programme in Elsies River; outpatient programmes in the rural areas of Beaufort West and Ceres thereby expanding service delivery and improving accessibility; a government-run inpatient substance abuse treatment centre for 30 female clients in Kensington; provision of an inpatient substance abuse programme to 20 male adults and 16 males (age group: 16 – 17) at the Kraaifontein Reception Observation Assessment and Referral (ROAR) Treatment Centre; and an inpatient treatment centre for 10 boys (age group: 13 – 15) and 8 girls (age group: 13 – 17) at the Lindelani CYCC. Furthermore, subsidised bed space was increased at two inpatient treatment facilities to improve accessibility, and a community-based treatment model was implemented in all CYCCs supported by inpatient units at Lindelani for children and De Novo youth centre. The Department has provided bursary opportunities to a number of students from funded NPOs for a post-graduate degree in substance abuse care with the objective of building the skills base and expertise in the field. The digital substance abuse campaign that focussed on the myths and facts of substance abuse, and how to access help extended its reach by broadening the target audience, refining channels, and building on the preceding year's campaign. A dedicated substance abuse mobile friendly site was also developed.

Interventions aligned to the Alcohol Harms Reduction Game Changer include the development of an internal referral pathway for case management at DSD local offices which is currently being piloted in Metro East, Metro South and Cape Winelands. This will assist communities to access alcohol-related early intervention and preventative services. In addition, a SOP for high risk alcohol users has been developed in order to standardise interventions in the three pilot regions. Memoranda of Understanding (MOUs) were signed with two schools in Metro East (Town Two Khayelitsha pilot site) cementing collaboration on preventative strategies regarding harms related to alcohol abuse. The Department and the DoH have developed a composite resource directory of the three pilot sites to market the alcohol-related services provided by various stakeholders in the area.

The Department finalised the Destitute Persons Burial Assistance Guide to provide a framework for the Department to assist poor and vulnerable families who cannot bury their loved ones. A DSD Disaster Management Plan 2017/18 was developed in collaboration with the Western Cape Disaster Centre to clarify roles and responsibilities regarding disasters.

## Overview of the financial results of the Department

### Departmental receipts

**Table A: Departmental receipts**

Departmental Receipts	2016/17			2015/16		
	Estimates	Actual Amount Collected	(Over)/Under Expenditure	Estimate	Actual Amount Collected	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Tax Receipts	-	-	-	-	-	-
Casinos	-	-	-	-	-	-
Horse Racing taxes	-	-	-	-	-	-
Liquor licenses	-	-	-	-	-	-
Motor vehicle licenses	-	-	-	-	-	-
Sale of goods and services other than capital assets	686	804	(118)	668	911	(243)
Transfers received	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-
Interest, dividends and rent on land	32	129	(97)	30	91	(61)
Sale of capital assets	-	-	-	-	-	-
Financial transactions in assets and liabilities	245	1 145	(900)	217	1 182	(965)
<b>Total</b>	<b>963</b>	<b>2 078</b>	<b>(1 115)</b>	<b>915</b>	<b>2 184</b>	<b>(1 269)</b>

### Departmental receipts

Own revenue generated by the Department amounts to 0.1% of the total budget. The Department's main sources of revenue are:

- Collection of debts owing to the Department;
- Bad debts affecting own revenue amounted to R128 thousand and was due to the uneconomical recovery, debts prescribed and undue hardships;
- Commission on insurance and garnishee order deductions;
- Parking and official accommodation fees as per Department of Transport and Public Works (DTPW) policy; and
- Recovery of unspent transfer payment funds of the previous financial years.

The over collection of revenue for the 2016/17 financial year is R1, 115 million and is mainly due to the following:

- Increases in recovery of debts;
- Funds paid back by Government Motor Transport and SASSA telephone accounts in respect of previous financial year accounts.

### Programme Expenditure

**Table B: Programme Expenditure**

Programme Name	2016/17			2015/16		
	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
<b>Administration</b>	185 987	185 987	-	174 273	174 273	
<b>Social Welfare Services</b>	770 481	768 382	2 099	725 708	719 877	5 831
<b>Children and Families</b>	611 481	611 241	240	601 873	601 064	809
<b>Restorative Services</b>	345 823	344 612	1 211	319 202	318 985	217
<b>Development and Research</b>	50 092	49 771	321	77 873	77 873	-
<b>Total</b>	<b>1 963 864</b>	<b>1 959 993</b>	<b>3 871</b>	<b>1 898 929</b>	<b>1 892 072</b>	<b>6 857</b>

#### Programme 1:

The Programme has spent 100% of its R185,987 million budget for the 2016/17 financial year.

#### Programme 2:

The Programme has spent 99.7% of its R768,382 million budget for the 2016/17 financial year. The unspent funds of R2,099 million relate to an underspending in Compensation of Employees (CoE) due to not finding suitable candidates in the recruitment process, internal promotions and staff exits.

#### Programme 3:

The Programme has spent 99.99% of its R611,481 million budget for the 2016/17 financial year. The unspent funds of R240 thousand relate to the After School Game Changer under NPOs.

#### Programme 4:

The Programme has spent 99.6% of its R345,823 million budget for the 2016/17 financial year. The unspent funds of R1, 211 million relate to an underspending in CoE due to not finding suitable candidates in the recruitment process, internal promotions and staff exits.

### **Programme 5:**

The Programme has spent 99.4% of its R50,092 million budget for the 2016/17 financial year. The unspent funds of R321 thousand relate to an underspending in CoE due to not finding suitable candidates in the recruitment process, internal promotions and staff exits.

### **Virements**

- The underspending on Goods and Services in Sub-programme 1.2 is due to the accrued expense for the March account for Auditor-General fees only being paid in April 2017, travel and subsistence due to further austerity measures on air travel, accommodation and staff training due to the budget being supplemented by the Health and Welfare Sector Education Training Authority (HWSETA). The funds will be utilised to augment the shortfall within Sub-programme 4.2 for clothing and uniforms to clients and staff in DSD CYCCs, property payments, agency and outsourced services at Horizon and Clanwilliam;
- The underspending on CoE in Sub-programme 2.1 is due to internal promotions, not finding suitable candidates and filling of prioritised posts in Sub-programme 3.3 and 3.4.
- The underspending on Transfers and Subsidies in Sub-programme 2.3 is due to non-compliant NPOs (non-submission of audited financial statements). The funds will be used to offset the shortfall in Sub-programme 4.2 for agency and outsourced services for Horizon and Clanwilliam; and
- The underspending on Transfers and Subsidies in Sub-programme 3.4 is due to non-compliant NPOs (non-submission of progress reports and/or audited financial statements). The funds will be utilised to augment the shortfall within Sub-programme 4.2 for agency and outsourced services for Horizon and Clanwilliam, Sub-programme 4.4 for maintenance and repairs at own facilities from the Goods and Services budget and Sub-programme 5.6 for Transfer and Subsidies for Youth interventions.

### **Rollovers**

- The Department applied for roll over and the retention of revenue amounting to R1,355 million. This will be utilised as follows:
  - The roll-over of R240 thousand is for the After School Game Changer where funds were only committed once the post audit follow up process was completed. The aim was to ensure standardisation of attendance monitoring systems for after school facilities and Mass participation; Opportunity and access; Development and growth (MOD) centres. Much effort was placed on ensuring a working biometric system. As the system proved to be challenging for MOD centres, the DSD biometrics project was cancelled and the funds were reprioritised for training and capacity building, hence the submission and contract with Partners Afterschool Care Projects (PASCAP) service organisation. The funds will be spent in the 2017/18 financial year.
- The application for the retention of revenue of R1, 115 million is for the purpose of providing funding to 3 NPOs as listed below:
  - Western Cape Forum for Intellectual Disability: To facilitate first aid training for 203 staff, facilitate the acquisition of police clearance certificates and facilitate accredited home based care training;
  - Carel Du Toit Trust Fund: To purchase audiometric equipment for improved and quick access for an early intervention service for deaf children; and
  - Vukani Centre for Children with special needs: Vehicle repairs for the transportation of children to and from the centre.

## **Reasons for unauthorised, fruitless and wasteful expenditure and the amounts involved as well as steps taken to address and prevent a recurrence**

None to report.

### **Future plans of the Department**

In line with our determination to continuously improve the implementation of service delivery related statutory requirements, the Department will support and increase opportunities for children and youth. In this regard the Department will continue to roll out the Provincial Early Childhood Development Strategy. This strategy has already seen the development of a ground-breaking pilot special ECD programme for English language and cognitive development, set to grow in the next financial year. The Department will also continue to be involved in the After School Game Changer which will provide the spaces children need to engage in positive developmental activities.

Through the PYDS, the Department will ensure that programmes for young people are sustainable and have a meaningful impact on their lives, especially as it relates to reducing youth unemployment. In terms of the Departmental mandate, the strategic focus is to ensure that the needs of the most vulnerable and at risk young people in the province are prioritised while also providing services, opportunities and support to a cross section of young people. To this end Departmental initiatives are aimed at improving the quality of youth development outcomes, particularly by ensuring that all of DSD youth targeted programmes are geared towards channelling young people into opportunities that improve their job prospects, skills levels and overall life chances. The Department will seek to build on and improve the quality of all programmes that target young people, particularly programmes such as the Youth Cafés. In this regard the Department will pay attention to ensuring that the Expanded Public Works Programme (EPWP) is more efficiently utilised as a source of economic opportunity and skills development for young people. The Department will also focus on the inclusion of youth with disabilities, with specific emphasis on creating improved linkages to economic opportunities and better quality services for youth with disabilities.

A transversal approach is important as the economic climate continues to place pressure on the Department's resources and ability to deliver. The Department will continue to focus on strengthening the family through the 'Family-at-Risk' project. The project will focus on essential services to families at greatest risk, and move toward services aimed more at medium risk cases as these essential cases/services are stabilised. Execution of this project is partially dependent on external stakeholders in the Child Care and Protection, and Family Law systems, including the Family Court, Children's Court, the South African Police Service (SAPS), and the Office of the Family Advocate. The Department will work on building cooperation with these role players.

The Departmental focus regarding the Alcohol Harms Reduction Game Changer will be on expanding the community-based model for substance abuse treatment and rehabilitation. Our major focus, in partnership with the DoH, will be to establish a Brief Motivational Intervention (BMI) at emergency centres in the targeted areas, providing high risk users that have an alcohol-related injury with the necessary support and assistance. The BMI service will have a concrete referral pathway process to ensure that once high risk users are discharged from health facilities, they are able to access appropriate social services. In this regard, we will coordinate our community programmes, and streamline the referral systems amongst all our partners within all spheres of government and NPO sectors. In addition, the Department will continue the work of growing the number of rehabilitation services aimed at addressing the psycho-social effects of alcohol and drugs.

### **Public Private Partnerships**

None to report.

## Discontinued activities

- The closure of the state run Level 2 Tenderten CYCC for children aged 5 – 12 years. The reasons for closure are as follows:
  - Level 2 care according to the Strategy on the Provision of Child and Youth Care Centres falls within the ambit of an NPO CYCC; and
  - The over-provision of these CYCCs in the Metro South area.
- All staff have been re-deployed within the Department as directed in the union agreement. Final matching and placing is in process and all residents have been placed within the adequate level of care at NPO CYCCs.
- The funding that was made available because of this reprioritisation was used to establish additional needed secure care (Level 3) bedspace at Lindelani and the provisioning of the Kraaifontein ROAR and Treatment Centre.

## New or proposed activities

- New activities for this reporting period are as follows:
  - Establishment of the Kraaifontein ROAR and Treatment Centre;
  - Increased secure care bedspace at Lindelani; and
  - The transfer of the Sivuyile facility for persons with intellectual disabilities from the DoH as of 1 April 2016.
- The need for an increase in secure care bed-space was required due to more children on the streets and escalating social issues such as gang violence etc. Therefore, Lindelani, which was previously a ROAR centre, now also became a secure care centre for children with challenging behaviour and a ROAR centre for boys was established at the Kraaifontein ROAR and Treatment Centre;
- Sivuyile was transferred to the Department as per the approved Cabinet Submission of 2015 and related to the Right to Education Court Case for People with Intellectual Disabilities. The Department is responsible for coordination and facilitation on issues of intellectual disabilities; and
- There was no additional cost regarding the establishment of the Kraaifontein ROAR centre and increased secure care bed-space at Lindelani since the budget that became available with the closure of Tenderten was re-prioritised for the purposes of establishing the ROAR centre. In the case of Sivuyile, the DoH transferred the budget and in addition all staff (including the nursing staff) were absorbed.

## Supply Chain Management (SCM)

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

The Department has not concluded any unsolicited bid proposal agreements during the year under review.

### SCM processes and systems in place to prevent irregular expenditure

The Accounting Officers System (AOS) that regulates SCM and movable asset management functions is in place. This policy speaks to and sets out the policy aspects. It regulates institutional and administrative actions in day-to-day SCM operations.

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

Monitoring the implementation of the AOS has been a challenge. With the advent of the supply chain governance, the Department has performed assessments to determine the extent to which it has adhered to prescribed SCM practices for supply chain performance in

the Department. Special interventions were conducted to address gaps that were identified. Capacity building forms part of the plan to improve performance and adherence to legislative requirements or prescripts.

The implementation of strategic sourcing has generated some benefits. However, it had its own distinct challenges inter alia budget constraints and change in business strategies.

**Table C: Gifts and Donations received in kind from non-related parties**

Area in Department	Nature of the Gift (Goods & Services)	Donated by (Company / person)	Relationship with Department	Value
Chief Directorate: Community and Partnership Development	Bed sheets, gowns, pillow cases, lost items, shoes, books	R Daniels: Taj Hotel	Business partner	R35 000.00
Chief Directorate: Community and Partnership Development	150 pairs of slippers	R van der Merwe	Business partner	R5 860.50
Ministry	Jazz festival tickets	R Dunne: SA Breweries	Business	R2 430.00
Directorate: Facility Management and Quality Monitoring	Hot water urn, toiletries, second hand clothes	Ebson Ndlovo: church group	None	R2 999.00
Directorate: Facility Management and Quality Monitoring	Toiletries, food, consumables	A Olivier: De Maio Foundation	Parent support group to Sivuyile residents	R8 072.34
Regional Office Metro North	Linen, towels, curtains	M Cronje: Commodore Hotel	None	R3 000.00
Regional Office Metro North	Linen, bedding, curtains	M Cronje: Legacy Hotels	Professional	R3 000.00
Directorate: Facility Management and Quality Monitoring	900 packs of sanitary towels	J Venter: Good Earth Warehousing	None	R14 000.00
Chief Directorate: Community and Partnership Development	Slippers	Cape Grace Hotel	Business partner	R6 212.13
Directorate: Facility Management and Quality Monitoring	Toiletries, clothing	D Dreyer	Support group	R2 500.00
Chief Directorate: Community and Partnership Development	Jazz festival tickets	Metropolitan	Stakeholder	R6 000.00
Chief Directorate: Community and Partnership Development	Jazz festival tickets	R Rohm: Sanlam	Stakeholder	R6 000.00
Chief Directorate: Community and Partnership Development	Linen, gowns, pillow cases, face cloths, bathmats	C Sander	Business partner	R89 962.72
<b>TOTAL</b>				<b>R185 036.69</b>

### **Exemptions and deviations received from the National Treasury (NT):**

None

### **Events after the reporting date**

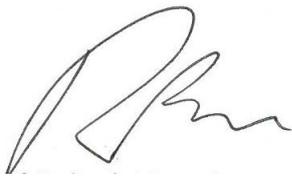
None.

### **Other**

No events after the reporting date have been submitted that require further comment.

### **Appreciation and Conclusion**

On behalf of the senior management of the Department, I would like to thank all DSD staff, particularly those working at the coalface of service delivery, for their ongoing dedication to serving the public. I would also like to thank all 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 state funding and corporate social investment from the private sector.



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**Dr Robert Macdonald**  
**Accounting Officer**  
**Department of Social Development**  
**Date: 31 Aug 2017**

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

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

All information and amounts disclosed in the annual report is consistent.

The annual report is complete, accurate and is free from any omissions.

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

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

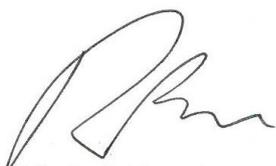
The Accounting Officer is responsible for the preparation of the annual financial statements and for the judgements made in this information.

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

The external auditors are engaged to express an independent opinion on the annual financial statements.

In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the Department for the financial year ended 31 March 2017.

Yours faithfully



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**Dr Robert Macdonald**  
**Accounting Officer**  
**Date: 31 Aug 2017**

## 6. STRATEGIC OVERVIEW

### 6.1 Vision

A self-reliant society.

### 6.2 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.

### 6.3 Values

The core values of the Western Cape Government (WCG), to which the Department subscribes, are as follows:



Caring

To care for those we serve and work with



Competence

The ability and capacity to do the job we are appointed to do



Accountability

We take responsibility



Integrity

To be honest and do the right thing



Innovation

To be open to new ideas and develop creative solutions to problems in a resourceful way



Responsiveness

To serve the needs of our citizens and employees

The Department of Social Development is committed to the following **key service delivery principles**:

### **Working differently**

The Department will endeavour to explore and test different and innovative ways of working in order to achieve maximum results in the shortest possible time without compromising quality.

### **Consultation and inclusion**

We will pay on-going attention to meaningful engagement with our partners and stakeholders as defined in the Intergovernmental Relations Framework Act.

### **Accessibility**

Accessibility of services to those who need it is essential. The Department will continue modernising its structure and processes where necessary over the Medium Term Expenditure Framework (MTEF) period.

### **Accountability and transparency**

Institutionalise good corporate governance through the implementation of results-based monitoring, evaluation and reporting, sound business processes, policies and enhancement of compliance in order to improve accountability and performance.

## **7. LEGISLATIVE AND OTHER MANDATES**

### **7.1 Constitutional Mandates**

<b>Legislation</b>	<b>Impact on DSD functionality</b>
<b>Constitution of the Republic of South Africa, 1996</b>	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 that the detention of children is a measure of last resort.
<b>Constitution of the Western Cape, 1997 No. 1 of 1998</b>	Section 78 of the Constitution sets out the duties of the Commissioner for Children who must assist the WCG in promoting and protecting the children of the Western Cape and refers to Welfare Service in particular.

### **7.2 Legislative Mandates**

<b>Legislation</b>	<b>Impact on DSD functionality</b>
<b>Prevention and Combatting of Trafficking in Persons Act, No. 7 of 2013</b>	<ul style="list-style-type: none"> <li>● The Act gives effect to the United Nations (UN) Protocol to prevent, suppress and punish trafficking in persons, especially women and children, supplementing the UN convention against transnational organised crime.</li> </ul>
<b>Sexual Offences and Related Matters Amendment Act, No. 6 of 2012</b>	<ul style="list-style-type: none"> <li>● The Act amends 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>
<b>National Youth Development Agency Act No. 54 of 2008:</b>	<ul style="list-style-type: none"> <li>● The aim of the Act is to create and promote coordination in youth development matters.</li> </ul>

Legislation	Impact on DSD functionality
<b>Prevention and Treatment for Substance Abuse Act, No. 70 of 2008</b>	<ul style="list-style-type: none"> <li>● The Act provides for the implementation of comprehensive and integrated service delivery in the field of substance abuse 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>
<b>Child Justice Act, No. 75 of 2008</b>	<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>
<b>Older Persons Act, No. 13 of 2006</b>	<ul style="list-style-type: none"> <li>● The Act which was operationalised by Presidential Proclamation on 1 April 2010, aims at the empowerment and protection of older persons including their status, rights, wellbeing, safety, security and the combating of abuse against older persons.</li> <li>● The Act promotes a developmental approach that acknowledges the: <ul style="list-style-type: none"> <li>● wisdom and skills of older persons;</li> <li>● older persons' participation within community affairs;</li> <li>● regulating the registration of older persons' services; and</li> <li>● establishment and management of services and facilities for older persons.</li> </ul> </li> <li>● Unlike the Aged Persons Act, No. 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> </ul>
<b>The Intergovernmental Relations Framework Act, No. 13 of 2005</b>	<ul style="list-style-type: none"> <li>● The Act aims to facilitate greater engagement among the three spheres of government in order to promote a stable and responsive system of governance which enhances the values and principles of public administration.</li> </ul>
<b>Children's Act, No. 38 of 2005</b>	<ul style="list-style-type: none"> <li>● The Act was operationalised by Presidential Proclamation on 1 April 2010 and defines: <ul style="list-style-type: none"> <li>● The rights and responsibility of children;</li> <li>● Parental responsibilities and rights;</li> <li>● Principles and guidelines for the protection of children;</li> <li>● The promotion of the wellbeing of children; and</li> <li>● The consolidation of the laws relating to the welfare and protection of children and, also, for incidental matters.</li> </ul> </li> <li>● The primary focus of the second review of the Children's Act was the finding of the South Gauteng High Court dated April 2011 regarding the correct interpretation of Section 150(1)(a) of the Act. The court found that: <ul style="list-style-type: none"> <li>● A caregiver who owes a legal duty of care (in this case a grandmother) may be appointed as a foster parent; and</li> <li>● Neither the Children's Act nor the Social Assistance Act or its Regulations require an examination of the foster parent's income, therefore the financial situation of the children found to be in need of care and protection must be taken into account and not that of the foster parent. Where foster parents who have a legal duty of support are not by the</li> </ul> </li> </ul>

Legislation	Impact on DSD functionality
	financial means to do, they should be able to apply for a foster care grant.
<b>Probation Services Amendment Act, No.35 of 2002</b>	<ul style="list-style-type: none"> <li>● Its purpose is to amend the Probation Services Act, 1991, so as to insert certain definitions to: <ul style="list-style-type: none"> <li>● Make further provision for programmes aimed at the prevention and combatting of crime;</li> <li>● Extend the powers and duties of probation officers;</li> <li>● Provide for the duties of assistant probation officers;</li> <li>● Provide for the mandatory assessment of arrested children;</li> <li>● Provide for the establishment of a probation advisory committee; and</li> <li>● Provide for the designation of family finders and; to provide for matters connected therewith.</li> </ul> </li> </ul>
<b>Social Service Professions Act, No. 110 of 1978; Amended 1995, 1996 &amp; 1998</b>	<ul style="list-style-type: none"> <li>● The Act established the South African Council for Social Work Professions (SACSSP) and defines the power and functions of the social services board and profession.</li> </ul>
<b>Domestic Violence Act, No. 116 of 1998</b>	<ul style="list-style-type: none"> <li>● The purpose of this Act is to afford victims of domestic violence maximum protection from domestic abuse.</li> </ul>
<b>Non-Profit Organisations Act, No. 71 of 1997</b>	<ul style="list-style-type: none"> <li>● The purpose of this Act is to support NPOs by establishing an administrative and regulatory framework within which NPOs can conduct their affairs.</li> </ul>

### 7.3 Core functions of the Department

The Department is committed to the following two core functions:

- A Social Welfare Service to the poor and vulnerable in partnership with stakeholders and civil society organisations; and
- A Community Development Service that provides sustainable development programmes, which facilitate empowerment of communities.

### 7.4 Policy Mandates

- **Western Cape Provincial Strategy for the Provision of Child and Youth Care Centres 2016:** This strategy governs the provision of an adequate spread of residential care for children through CYCCs across the continuum of care and relevant centre-based programmes throughout the province, aligned with the province's specific needs, circumstances, budgetary allocations and infrastructure availability.
- **Western Cape Department of Social Development Standard Operating Procedure for Social Welfare Services 2016:** The SOP serves as an overall generic guide to strengthen, standardise and enhance current practices relating to the entry and exit of clients and to ensure integration between the different programme interventions on an operational level in the Department. The SOP Manual is not intended to replace current SOPs and tools that are used for the execution of legislative social work practice.
- **Department of Social Development Western Cape Strategy for Improvement of Child Care and Protection Services 2015:** The strategy was developed to mitigate the risks associated with the implementation of the statutory requirements, norms and standards of the

Children's Act. The strategy identifies the root causes of the problem and the interventions to deal with these issues.

- **Quality Assurance Framework for performance monitoring of social welfare and community development service delivery 2015:** This provincial framework is aligned to the national Quality Assurance Framework for Social Welfare (2013) and proposes comprehensive performance monitoring through a quality assurance approach for community development and social welfare services in the Department as well as the NPO sector in this province. It also focuses on quality improvement in service delivery and defines the standards of service excellence and how it should be monitored and managed.
- **The Quality Assurance Strategy for Child and Youth Care Centres 2015:** This strategy ensures quality assurance is conducted at CYCCs as mandated by Section 211 and regulation 89 of the Children's Act.
- **Enhanced provision of Multi-programme Centres Strategy 2015:** The development and management of a strategy to ensure an appropriate spread of properly resourced, coordinated and managed CYCCs in the province, providing the required range of residential care programmes as contemplated in Section 192 of the Children's Act.
- **National Early Childhood Development Policy 2015:** This policy is aimed at transforming early childhood development service delivery in South Africa, in particular to address critical gaps and to ensure the provision of a comprehensive, age and developmental stage-appropriate quality ECD programme, accessible to all infants, young children and their caregivers as envisioned in the NDP.
- **Western Cape Department of Social Development Standard Operating Procedure for the Removal of Street Children to a Place of Safety and Subsequent Processes 2015:** The SOP was developed as a step-by-step guide on how to proceed when removing a street child in need of care and protection to a place of safety. It outlines the roles and responsibilities of the Department's staff members and other stakeholders in the NPO and policing sectors. The SOP details: timeframes which must be adhered to; provides definitions of street children; who the procedure applies to; highlights applicable legislation; and contains contact numbers of the relevant role-players.
- **National Youth Policy 2020, (2015):** The goal is to consolidate youth initiatives that enhance the capabilities of young people to transform the economy and society through addressing their needs; promoting positive outcomes, opportunities, choices and relationships; and providing the support necessary to develop them.
- **Department of Social Development Policy on the Funding of Non-Government Organisations for the Provision of Social Welfare and Community Development Services 2013 (Amended October 2015):** The policy ensures that transfer payments are managed in a manner that promotes transparency, accountability, efficient administration, clear performance requirements, and the principles of administrative justice. This policy is aligned to the National Policy on Financial Awards.
- **Provincial Strategic Plan (PSP) 2014-2019:** The PSP is a five-year plan that sets out the WCG strategies and plans for the next five years. The WCG has identified five strategic goals in its aim to contribute to the realisation of the aims and objectives of the NDP over the next five years.

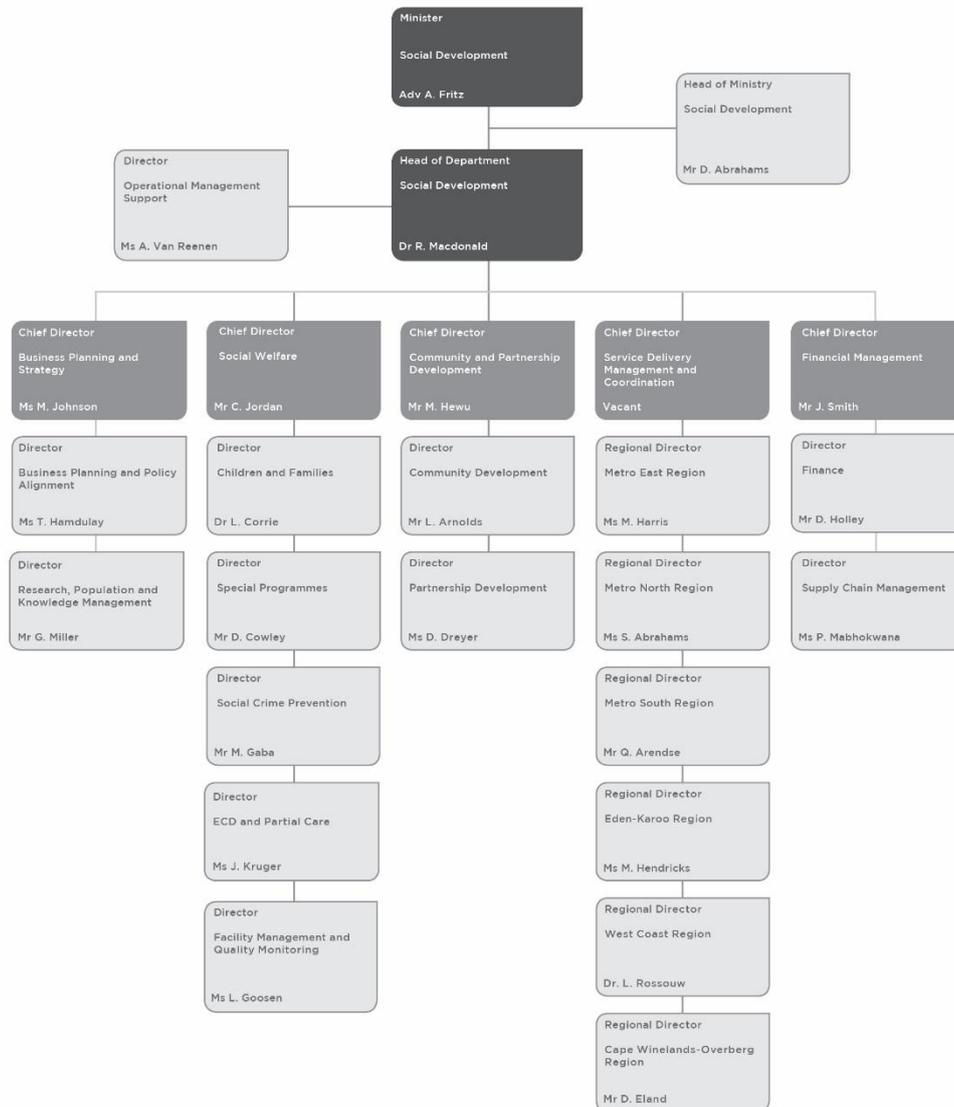
- **The White Paper on the Family 2013:** The main purpose of the White Paper is to foster family wellbeing, promote and strengthen families, family life and mainstream family issues into government-wide policy-making initiatives. The Department has developed a provincial plan for implementing the White Paper on the Family that was adopted by the Family Services Forum on 16 September 2016.
- **The Regulations of Probation Services 2013:** These regulations published in the Regulations Gazette No. 36159, 15 February 2013, Vol. 572, No. 9911 are aimed at regulating and improving probation services.
- **Quality Assurance Framework for Social Welfare 2013:** This national framework provides a consistent system and clear standards for evaluating the effectiveness and providing continuous improvement with respect to social welfare services.
- **Department of Social Development Youth Strategy 2013:** To guide, inform and direct the Department's youth development programming and priorities and to bring a strong measure of institutional and programmatic predictability. It serves as a critical planning tool which is aimed at addressing the needs of young people of the Western Cape Province.
- **Western Cape Youth Development Strategy 2013:** "The purpose of the (provincial) youth development strategy (is) to create more support, opportunities and services for all young people to better engage with their environment and successfully transition into responsible, independent, and stable adults. It focuses on young people in the pre-youth phase between 10 and 14 years of age and the 'youth' phase between 15 and 24".<sup>1</sup>
- **National Policy on the Provision of Social Development Services to Persons with Disabilities 2013:** The main purpose is to guide and coordinate the provision of mainstreamed social development services to persons with disabilities. Its aim is to ensure that the dignity and rights of all persons with disabilities is preserved and met, through the provision of relevant socio-economic programmes and services that ensure their inclusion.
- **National Development Plan (NDP) 2012:** The National Planning Commission published the "National Development Plan: Vision for 2030" on 11 November 2011 as a step to charting a new path for South Africa which seeks to eliminate poverty and reduce inequality by 2030. The updated "National Development Plan 2030: Our future – make it work" was published during 2012.
- **OneCape2040: From Vision to Action 2012:** The WCG adopted this vision in October 2012. It aims at stimulating a transition towards a more inclusive and resilient economic future for the Western Cape. It articulates a vision on how the people of the Western Cape can work together to develop their regional economy and society at large, by so doing, guiding planning and action to promote a common commitment and accountability towards sustained long-term progress.
- **The Generic Norms and Standards for Social Welfare Services 2011:** Provide the benchmarks for the provision of quality social welfare services and form part of the Framework for Social Welfare Services.

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<sup>1</sup> Extract from the Foreword of Western Cape Youth Development Strategy 2013, by Premier Helen Zille.

- **The Supervision Framework for the Social Work Profession in South Africa 2011:** Provides the framework for the effective supervision of social workers, student social workers, social auxiliary workers, learner social auxiliary workers, social work specialists and private practitioners in order to ensure competent professional social work practices that serve the best interests of service users in the South African social sector.
- **National Drug Master Plan 2008:** The plan enables the coordination of departments and local authorities in line with the Prevention and Treatment for Substance Abuse Act, No. 70 of 2008. Its purpose is to ensure that the country has a uniform response to substance abuse.
- **The White Paper for Social Welfare 1997:** The White Paper serves as the foundation for social welfare after 1994 by providing guiding principles, policies and programmes for developmental social welfare systems.

## 8. ORGANISATIONAL STRUCTURE



## 9. ENTITIES REPORTING TO THE MINISTER/MEC

Not applicable.

## **PART B: PERFORMANCE INFORMATION**

## **PART B: PERFORMANCE INFORMATION**

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

The Auditor-General South Africa (AGSA) currently performs certain audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the Predetermined Objectives (PDOs) heading in the Report on other legal and regulatory requirements section of the auditor's report.

Refer to page 156 of the Report of the Auditor-General, published as Part E: Financial Information.

## 2. OVERVIEW OF DEPARTMENTAL PERFORMANCE

### 2.1 Service Delivery Environment

The Western Cape has an estimated population of 6,3 million citizens<sup>2</sup>, 1,93 million households and has grown at a rate of 1,57% since the 2011 Census. The 2016 Community Survey conducted by Statistics South Africa (Stats SA) estimates the average household size to be 3,25 members. Risk factors such as unemployment<sup>3</sup>, crime and substance abuse, threaten the wellbeing of children and families in the province.

In addressing immediate risks to families, the Department facilitated access to temporary social relief of distress services and temporary work opportunities through its EPWP and targeted feeding initiatives. In addition, it rendered services to families at risk ensuring that the provincial government meets its statutory obligations to these families in terms of Section 28 of the Constitution, thereby reducing harms associated with family dysfunction. CCPS and policy development are among the Department's key statutory/legislative mandates. Primarily the Department will ensure that existing statutory obligations are met regarding Children's Court processes, alternative care, adoptions, reunification processes, family mediation, parenting plans, parenting rights and responsibilities, marriage counselling and parenting skills (PSG 3).

The Western Cape has approximately 570 370 children aged 0 to 4 years. Despite negligible projected growth in this population cohort over the next five years, issues of safety, cognitive development, and nutrition will increasingly become the focus of ECD interventions. The Department also contributes to the provincial After School Game Changer through its funding of after school partial care facilities and seeks to improve the quality of programmes, creating a safe and enabling environment and unlocking resources through collaborative efforts. The purpose of the Game Changer is to provide quality after school programmes to approximately 20% of learners in no and low fee schools in the Western Cape.

Community Survey 2016 reports a total of 1 929 700 children between the ages of 0 and 17 years in the Western Cape. Research indicates a high incidence of child maltreatment, and it is evident that child protection strategies must be intensified. Primary challenges are that child protection NPOs are often unable to fill social worker vacancies, retain social work staff, and provide transport for their social workers to perform their functions. Where such situations arise, the Department's regional and local service delivery offices assist with service delivery to ensure full coverage in the province. The Department has implemented a multi-pronged approach in managing this situation that included increasing the subsidy allocation for the salaries of social workers, social work supervisors and social work managers at funded NPOs in the previous financial year, and focusing on building the capacity of service providers with respect to improved reporting, financial management, good governance and, the contract management of service providers as defined in their transfer payment agreements (TPAs) with the Department.

In the 2011 Census, 1 041 553 persons reported that they have some form of disability. Of these, 190 929 persons reported that they are unable to care for themselves. The Department has continued with its redress interventions through its leadership of a PSG 3 project with the purpose of mainstreaming opportunities, providing support and promoting the rights, wellbeing and socio-economic empowerment of Persons with Disabilities, their families and caregivers.

The ageing of the Western Cape population is reflected in the 48% growth in the number of persons in the category 60 years and older. According to Census 2011, the Western Cape has

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<sup>2</sup> 2016 Mid-year population estimates published by Statistics South Africa (Stats SA).

<sup>3</sup> 20,5% narrow definition and 23,6% expanded definition (Q4 2016).

520 785 persons aged 60 years and older. Recent population projections indicate that the population of persons older than 60 will grow by a further 35% between 2011 and 2020. The fastest growing population of older persons is in areas that traditionally did not have a large proportion of older persons. There is therefore a mismatch between where services for older persons are located and where the growing need is. The 73% growth in the older persons aged 85 years and older has significant implications for the provisioning and support of frail care services for older persons. Care for older persons, especially the expansion of independent and assisted living, frail care and appropriate community-based interventions remain a priority for the Department. This is effected through the funding of service centres, assisted living facilities and residential care facilities. Research regarding an evaluation of service centres for older persons concluded in the previous year presented valuable insight for the potential development of an integrated community-based care model within the continuum of care.

The Western Cape is home to 2,1 million youth between the ages of 15 and 34 years. Using the Census 2011 data, it has been calculated that 13% of these youth (approximately 277 160) can be classified as 'not in employment, education or training' (NEETs). In addition, more than 60% of the unemployed youth have less than a Matric standard of education. Key findings of the research regarding NEETs in the province highlight the negative impact of violent crime, substance abuse and gangsterism on the socialisation of young people. This coupled with the weak South African economy and the lack of employment opportunities has led to high demand for services to youth, but little in the way of exit strategies for youth in skills programmes. Therefore, key priorities of the Department over the MTEF period are to ensure that all Departmental youth-focused programmes are aligned with the long-term outcomes of the PYDS and that there is a strategic focus on NEETs. In addition, the Department has strived, in conjunction with the youth sector, to align NPO youth-targeted programmes with PYDS outcomes. Likewise, the Department in collaboration with the Department of the Premier (DotP) has worked towards ensuring the transversal alignment and implementation of youth-targeted programmes across all provincial departments.

The PYDS has been implemented and six Youth Cafés are operational and designed to provide vibrant, positive spaces where young people are afforded opportunities to access skills development programmes, training workshops, seminars, and entrepreneurial opportunities. Further opportunities for youth were also provided by the EPWP and during the reporting year, 1 425 EPWP youth opportunities were created.

The incidence of social crime in the Western Cape remains a priority issue owing to its deleterious impact on the province's social and economic wellbeing. The most significant increase in reported crime in the province occurred in the drug related crime category, with an increase of 156,3% in the period between 2005 and 2015. These and other social ills continue to increase at a faster rate than the growth of the population. A clearer picture of the incidence of drug related crimes in the Western Cape emerges when it is examined by ratio of the population. At 1 431 per 100 000 persons for the period 2014/15, the Western Cape was the province with the highest rate of drug related crime. In the same year, the province's incidence rate was 292% higher than the national incidence rate of 490 per 100 000. Departmental research on reported cases of domestic violence indicates an 18% increase between 2007 and 2010. In line with its mandate, the Department has continued to focus on interventions such as its victim support services; shelters for homeless adults, especially women and children; special accommodation for victims of human trafficking; probation services and diversion programmes.

In response to the province's escalating youth substance abuse challenge, drug treatment services continued in all DSD secure child and youth care centres, as well as the school-based drug treatment programmes in 10 high risk schools. The Department has participated in the Alcohol Harms Reduction (AHR) Game Changer for which the Department is responsible for Lever 3: Enhancing the quality of governmental and non-governmental alcohol and social services. Alcohol abuse is prevalent among the youth and it is critical to engage school going youth to make them aware of the dangers relating to alcohol. This lever ensures that alcohol

abuse is addressed in the life orientation sessions within the school curriculum and during after school programmes.

Geographic Information Systems technology was used to map its client population (and future population based on projection data) against current service delivery and a socio-economic index. The latter is a measure used to identify the potential target population of greatest need. The spatial analysis indicates whether Departmental service delivery resources are appropriately dispersed within the catchment area of the targeted population. The Department uses these indices and tools to enable more effective targeting of its service delivery.

## 2.2 Service Delivery Improvement Plan

The Department has completed a Service Delivery Improvement Plan (SDIP). The tables below highlight the service delivery plan and the achievements to date.

### Main services and standards

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
<b>Child Protection Services</b>	Children in need of care and protection, their families and / or caregivers	a) The Department of Social Development Western Cape Strategy for Improvement of Child Care and Protection Services (developed and consulted in 2015)	a) 30% Compliance with priorities detailed in The Department of Social Development Western Cape Strategy for Improvement of Child Care and Protection Services	<p>30% Compliance achieved with priorities detailed in the Department of Social Development Western Cape Strategy for Improvement of Child Care and Protection Services</p> <p><b>The following is the supporting information:</b></p> <p><b>Completed Standard Operating Procedures (SOP)</b></p> <ul style="list-style-type: none"> <li>● The SOP for Social Welfare Services was finalised and approved in June 2016</li> <li>● The draft SOP on the removal of Children to Temporary Safe Care was developed in the reporting year - awaiting final approval</li> <li>● Draft SOP for Canalisation completed in the reporting year - awaiting final approval</li> <li>● SOP for Extension of Child and Youth Care Centres (CYCCs) orders was developed and approved in March 2017</li> </ul> <p><b>Content package</b></p> <ul style="list-style-type: none"> <li>● One content package has been developed with respect to social worker's role in the Children's Court</li> </ul> <p><b>Communication of the completed SOPs</b></p> <ul style="list-style-type: none"> <li>● The SOP for Social Welfare Services, and the SOP for Extension of CYCCs orders has been distributed to all funded NPOs and DSD staff and placed on the policy register and the DSD website</li> </ul>

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
				<p><b>Implement training with regards to the completed SOPs</b></p> <ul style="list-style-type: none"> <li>● Training on the SOP for Social Welfare Services has been completed with all 6 regions</li> <li>● Training on the safety and risk assessment tool was completed in five of the six regions</li> <li>● Training was provided to designated NPOs on the SOP for Extension of CYCC orders</li> <li>● An Organisation Development (OD) investigation into the corporate services at regional level was concluded</li> <li>● An OD functional analysis was done to clarify the responsibilities around implementation of key pieces of legislation</li> </ul> <p><b>Procurement of resources required to implement the strategy</b> Two additional cars per region (12 cars) were procured</p>
		<p>a) The Provincial Quality Assurance Framework (developed, consulted and approved in 2015)</p>	<p>b) 30% Compliance with Provincial Quality Assurance Framework</p>	<p>b) 30% Compliance with Provincial Quality Assurance Framework</p> <p><b>The following is the supporting information:</b></p> <p><b>Phased in implementation</b></p> <ul style="list-style-type: none"> <li>● The Quality Assurance Framework was phased in by the Child Protection programme as an initial pilot and will be carried through over the next five years</li> </ul> <p><b>Training of M&amp;E staff and social policy developers</b></p> <ul style="list-style-type: none"> <li>● Refresher training and training of new M&amp;E staff and policy developers conducted</li> <li>● The Directorate: Children and Families incorporated quality assurance into their monitoring plans</li> </ul> <p><b>Develop tracking systems, tools and processes to monitor performance against prioritised norms and standards and practice guidelines of the Children's Act</b></p> <ul style="list-style-type: none"> <li>● A database was developed to track progress on the implementation of M&amp;E processes in funded NPOs</li> </ul>

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
				<ul style="list-style-type: none"> <li>The draft SOP on Canalisation that was developed will formalise the monitoring of the implementation of the Children's Act and its processes</li> </ul>
		c) Supervision training on the supervision framework and supervision practice	c) Review current supervision status by March 2017	<p>c) Current supervision status reviewed by March 2017</p> <p><b>The following is the supporting information:</b></p> <p>Implementation of the supervision framework is monitored on a 6-monthly basis and encapsulated in a report provided to the national DSD. The following aspects are the elements that were reviewed and monitored:</p> <ul style="list-style-type: none"> <li>Use of standardised supervision process forms</li> <li>Training undergone by supervisors</li> <li>Workload management - this includes the ratio of social worker to social work supervisor against norms and standards</li> <li>Establishment and institutionalisation of regional supervision forums</li> <li>Supervision status - frequency of supervision sessions, number of supervisors per region, the ratio of supervisors versus other categories of staff</li> <li>Training on the Supervision Framework and practice continued in the reporting year and covered all six regions. A training report has been completed</li> <li>The Supervision Framework was duly covered during the stakeholder engagements with funded NPOs and regions</li> </ul>
			d) Render services in alignment with the prioritised legislative norms and standards, the priorities detailed in the Department of Social Development Western Cape Strategy for	d) The DSD plans and implements its work in compliance with these policy mandates. Services are rendered in alignment with the prioritised legislative norms and standards, the priorities detailed in the Department of Social Development Western Cape Strategy for Improvement of Child Care and Protection Services, provincial Quality Assurance Framework and the supervision improvement plan

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
			Improvement of Child Care and Protection Services, provincial Quality Assurance Framework and the supervision improvement plan	
<b>Foster Care Management</b>	Children in need of care and protection who have placed in foster care and have access to an alternative safe environment where they can grow and develop	a) A Foster Care Management Plan is in draft form	a) Draft Foster Care Management Plan completed and consulted by March 2017	<p>a) Provincial Foster Care Management Plan completed was consulted, and approved by the HOD in March 2017</p> <p><b>The following is the supporting information:</b></p> <ul style="list-style-type: none"> <li>● The Foster Care Management Plan addresses the recruitment and training of special foster parents to care for children with special needs. Training is planned for the next financial year</li> <li>● Review was conducted on a monthly basis. (Regions update and submit portfolio of evidence of updated foster care orders - monthly consolidation). Consolidated summary report is approved by HOD on bi-monthly basis</li> <li>● The Foster Care Management Plan addresses the recruitment and training of special foster parents to care for children with special needs. Training is planned for the next financial year</li> </ul>

**Batho Pele arrangements with beneficiaries**

Current/actual arrangements	Desired arrangements	Actual achievements
<p><b>Child Protection Services</b></p> <p><b>Consultation:</b></p> <p>a) Quarterly Provincial Child Protection Forum</p>	<p><b>Consultation:</b></p> <p>a) Quarterly Provincial Child Protection Forum (inclusive of foster care)</p>	<p><b>Consultation:</b></p> <p>a) The quarterly Provincial Child Protection Committee Forum (inclusive of foster care) has been integrated with the Families Sub-programme as from September 2016 for better co-ordination. The forum is renamed Provincial Children and Families Forum. Four quarterly forum meetings have been held during 2016/17 financial year.</p>
<p>b) Six-monthly regional engagements with DSD staff and funded organisations in the Children &amp; Families sector</p>	<p>b) Six-monthly regional engagements with DSD staff and funded organisations in the Children &amp; Families sector</p>	<p>b) Six-monthly regional and funded NPOs engagements was conducted to strengthen relationships, give feedback on previous regional engagements (such as legal processes, changes to legislation, new policy mandates) and service delivery gaps</p>
<p>c) Bi-monthly adoption panels</p>	<p>c) Bi-monthly adoption panels</p>	<p>c) Bi-monthly adoption panels. The adoption panels were centralised to the HOD within this reporting year</p>
<p>d) Brochure on DSD website on programme content and contact details of relevant officials</p>	<p>d) Brochure on DSD website on programme content and contact details of relevant officials</p>	<p>d) There is a brochure on DSD website on programme content and contact details of relevant officials and members of the public make use of these details as evidenced by the number of direct calls received from the public. In addition to the service delivery booklets there is a specific child protection brochure in all three languages on the website. The hard copies were distributed to all regions for further distribution to the public</p>

Current/actual arrangements	Desired arrangements	Actual achievements
<p>e) Quarterly public education/training sessions regarding child protection matters (inclusive of foster care), location of services and how to access them</p>	<p>e) Quarterly public education/training sessions regarding child protection matters (inclusive of foster care), location of services and how to access them</p>	<p>e) Conducted quarterly public education/training sessions regarding child protection matters (inclusive of foster care) in line with the outputs in NPOs TPAs.</p>
<p><b>Access:</b></p> <p>a) Six regional offices b) 33 local offices</p> <p>c) Service delivery points</p>	<p><b>Access:</b></p> <p>a) Six regional offices b) 33 local offices</p> <p>c) Service delivery points</p>	<p><b>Access:</b></p> <p>a) Six regional offices b) 38 local offices – (DSD found premises and relocated offices that were operating in one office) c) Service delivery points</p>
<p><b>Courtesy:</b></p> <p>a) None</p>	<p><b>Courtesy:</b></p> <p>a) Implementation of Code of Conduct b) Customer care training (10)</p>	<p><b>Courtesy:</b></p> <p>a) Implementation of Code of Conduct b) 17 Customer care officials were trained on various aspects during the reporting period. (Provincial Training Institution made available more training relevant to customer care officers)</p> <p><b>Additional Information:</b></p> <p>Customer care officers and customer care assistants placed at regions, facilities and head office to maintain norms and standards ascribed to customer care</p>

Current/actual arrangements	Desired arrangements	Actual achievements
<p><b>Openness and Transparency:</b></p> <p>a) Annual Performance Plan</p> <p>b) Annual Report</p> <p>c) Brochure on DSD website on programme content and contact details of relevant officials</p>	<p><b>Openness and Transparency:</b></p> <p>a) Annual Performance Plan</p> <p>b) Annual Report</p> <p>c) Brochure on DSD website on programme content and contact details of relevant officials</p>	<p><b>Openness and Transparency:</b></p> <p>a) Annual Performance Plan</p> <p>b) Annual Report</p> <p>c) DSD website exists and updated with programme content and details of relevant officials</p> <p><b>Additional tools used:</b></p> <ul style="list-style-type: none"> <li>● Citizens' Report</li> <li>● Service Charters</li> <li>● Departmental website</li> <li>● Partial care database</li> <li>● Pamphlets, brochures, flyers</li> </ul>
<p><b>Value for money:</b></p> <p>a) In alignment with legislative requirement</p> <p>b) SOPs</p>	<p><b>Value for money:</b></p> <p>a) In alignment with legislative requirement</p> <p>b) SOPs</p>	<p><b>Value for money:</b></p> <p>a) In alignment with legislative requirement</p> <p>b) SOPs</p> <p><b>Additional Information:</b></p> <p>The programme also monitors the funded child protection organisations quarterly through the desktop assessment of quarterly reports and in line with planned performance monitoring plans; a SDIP is developed and monitored quarterly.</p>
<p><b>Foster Care Management</b></p> <p><b>Consultation:</b></p> <p>a) Quarterly Provincial Child Protection Forum (Provincial Children and Families forum)</p>	<p><b>Consultation:</b></p> <p>a) Quarterly Provincial Child Protection Forum (Provincial Children and Families forum)</p>	<p><b>Consultation:</b></p> <p>a) The quarterly Provincial Child Protection Committee Forum (inclusive of foster care) has been integrated with the Families sub programme</p>

Current/actual arrangements	Desired arrangements	Actual achievements
		<p>with effect from September 2016 in an attempt to bring the stakeholders for child protection and families together for better coordination. The forum is renamed Provincial Children and Families forum.</p> <p><b>Additional Information:</b>                      Training session with newly registered Cluster Foster Care Schemes (CFCS) on the prescripts of the Act regarding the management of CFCS's (example Acres of Love CFCS and Elonwabeni CFCS)</p> <p>SASSA officials, Canalisation officers from the DSD Regional offices and the seven registered CFCS's trained on how to access foster child grants for children placed within the CFCS's</p>
<p>b) Six-monthly regional engagements with DSD staff and funded organisations in the Children and Families sector</p>	<p>b) Six-monthly regional engagements with DSD staff and funded organisations in the Children and Families sector</p>	<p>b) Six-monthly regional and funded NPO engagements were conducted to strengthen relationships, give feedback on previous regional engagements (such as legal processes, changes to legislation, new policy mandates) and service delivery gaps</p>
<p>c) Bi-monthly adoption panels</p>	<p>c) Bi-monthly adoption panels</p>	<p>c) Bi-monthly adoption panels</p> <p><b>Additional Information:</b>                      The adoption panels were centralised to the HOD within this reporting year</p>

Current/actual arrangements	Desired arrangements	Actual achievements
<p>d) Brochure on the DSD website on programme content and contact details of relevant officials</p>	<p>d) Brochure on the DSD website on programme content and contact details of relevant officials</p>	<p>d) There is a brochure on the DSD website on programme content and contact details of relevant officials and members of the public make use of these details as evidenced by the number of direct calls received from the public</p> <p><b>Additional Information:</b></p> <p>In addition to the service delivery booklets there is a specific child protection brochure in all three languages on the website. The hard copies were distributed to all regions for further distribution to the public</p>
<p>e) Quarterly public education/training sessions regarding child protection matters (inclusive of foster care), location of services and how to access them</p>	<p>e) Quarterly public education/training sessions regarding child protection matters (inclusive of foster care), location of services and how to access them</p>	<p>e) Conducted quarterly public education/training sessions regarding child protection matters (inclusive of foster care) in line with the outputs in NPOs TPAs</p>
<p><b>Access:</b></p> <p>a) Six regional offices b) 33 local offices</p> <p>c) Service delivery points</p>	<p><b>Access:</b></p> <p>a) Six regional offices b) 33 local offices</p> <p>c) Service delivery points</p>	<p><b>Access:</b></p> <p>a) Six regional offices b) 38 local offices (more local offices identified to accommodate those that were operating in other offices) c) Service delivery points</p>

Current/actual arrangements	Desired arrangements	Actual achievements
<p><b>Courtesy:</b></p> <p>a) None</p>	<p><b>Courtesy:</b></p> <p>a) Implementation of Code of Conduct b) Customer care training (10)</p>	<p><b>Courtesy:</b></p> <p>a) Implementation of Code of Conduct b) 17 Customer care officials were trained on various aspects during the reporting period</p> <p><b>Additional Information:</b> Customer care officers and customer care assistants placed at regions, facilities and head office to maintain norms and standards ascribed to customer care</p>
<p><b>Openness and Transparency:</b></p> <p>a) Annual Performance Plan b) Annual Report c) Brochure on DSD website on programme content and contact details of relevant officials</p>	<p><b>Openness and Transparency:</b></p> <p>a) Annual Performance Plan b) Annual Report c) Brochure on DSD website on programme content and contact details of relevant officials</p>	<p><b>Openness and Transparency:</b></p> <p>a) Annual Performance Plan b) Annual Report c) DSD website exists and updated with programme content and details of relevant officials</p> <p><b>Additional Information:</b></p> <ul style="list-style-type: none"> <li>● Citizens' Report</li> <li>● Service Charters</li> <li>● Departmental website</li> <li>● Partial Care database</li> <li>● Pamphlets, brochures, flyers</li> </ul>
<p><b>Value for money:</b></p> <p>a) In alignment with legislative requirement b) SOPs</p>	<p><b>Value for money:</b></p> <p>a) In alignment with legislative requirement b) SOPs</p>	<p><b>Value for money:</b></p> <p>a) In alignment with legislative requirement b) SOPs</p> <p><b>Additional Information:</b> The programme also monitors the funded child protection organisations quarterly through the desktop assessment of quarterly reports and in line with planned performance monitoring plans; a SDIP is developed and monitored quarterly</p>

### Service delivery information tool

Current/actual information tools	Desired information tools	Actual achievements
<b>Child Protection Services</b>		
a) Annual Report b) Citizens' Report c) Service Charters d) Departmental website e) Partial Care database f) Pamphlets, brochures, flyers	a) Annual Report b) Citizens' Report c) Service Charters d) Departmental website e) Partial Care database f) Pamphlets, brochures, flyers	a) Annual Report b) Citizens' Report c) Service Charters d) Departmental website e) Partial Care database f) Pamphlets, brochures, flyers
<b>Foster Care Management</b>		
a) Annual Report b) Citizens' Report c) Service Charters d) Departmental website e) Partial Care database f) Pamphlets, brochures, flyers	a) Annual Report b) Citizens' Report c) Service Charters d) Departmental website e) Partial Care database f) Pamphlets, brochures, flyers	a) Annual Report b) Citizens' Report c) Service Charters d) Departmental website e) Partial Care database f) Pamphlets, brochures, flyers

### Complaints mechanism

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
<b>Child Protection Services</b>		
a) Toll-free telephone line b) Correspondence to Minister/HOD/Regional Director c) Customer care officials	a) Toll-free telephone line b) Correspondence to Minister/HOD/Regional Director c) Customer care officials	a) Toll-free telephone line b) Correspondence to Minister/HOD/Regional Director c) Customer care officials
<b>Foster Care Management</b>		
a) Toll-free telephone line b) Correspondence to Minister/HOD/Regional Director c) Customer care officials	a) Toll-free telephone line b) Correspondence to Minister/HOD/Regional Director c) Customer care officials	a) Toll-free telephone line b) Correspondence to Minister/HOD/Regional Director c) Customer care officials

## 2.3 Organisational environment

The Social Welfare and Business Planning and Strategy chief directorates, together with the corporate services units of the Department's six regional offices, were the subject of organisational design processes during 2016/17. Implementation is scheduled to begin in the next financial year. With respect to the former, the focus was on the creation of additional capacity within the Directorate: Special Programmes to deliver services for Persons with Disabilities, specifically those with severe intellectual disability in light of the transfer of this function from the DoH and; the provision of additional capacity in the form of a quality assurance unit in the Directorate: Facility Management and Quality Monitoring. This will ensure that services provided within departmental and NPO funded CYCCs are delivered according to statute. In the case of the Chief Directorate: Business Planning and Strategy, its microstructure was subject to the organisational design process to provide for more effective policy alignment, knowledge management and corporate governance of ICT services within the Department.

The organisational redesign of the six regional office corporate services units, coupled with the implementation of the Departmental Strategy for the Improvement of Child Care and Protection Services will result in the provision of additional administration support at service delivery office level. This will free up social service professionals for more intensive social work supervision and thus effective grassroots service delivery and will enable the Department to meet its statutory obligations regarding Children's Court processes, alternative care, adoptions, family preservation and reunification, family mediation, parenting plans, parenting rights and responsibilities, marriage counselling and parenting skills – all of which are critical social work interventions.

### Business Processes

The Departmental Strategy for the Improvement of Child Care and Protection Services in the Western Cape was approved in the previous year and interventions within the strategy include the development of SOPs for the implementation of statutory social work services. This will ensure that the Department fulfils its statutory mandates, thereby mitigating in part the risk of litigation. This coupled with the SOP for Social Welfare Services, which is aligned to the Generic Norms and Standards for Social Welfare Services, ensures that social work practitioners implement a uniform and standardised approach to service delivery across all regions, thereby ensuring the quality of service delivery. This is underpinned by continuous training and the implementation of the 2011 Supervision Framework for the Social Work Profession in South Africa.

With respect to its support services, the Department continued to refine its performance information management processes through the piloting of a second level performance information quality assurance process; continuous training in the implementation of the Performance Information SOP and the Indicator Description Manual (IDM). The successes of these measures are evidenced by the fact that over the past MTEF period, the Auditor-General South Africa (AGSA) reported an unqualified conclusion on the usefulness and reliability of the Department's reported performance information.

With respect to its SCM processes, the Department continued to implement strategic sourcing - a collaborative and structured process that critically analyses its spending and using the information to make effective business decisions about acquiring commodities and services – in response to the NDP's differentiated approach to procurement. This coupled with the review of the Department's SCM structure and concise guidelines for implementation will ensure an efficient well-resourced SCM system.

Finally, the Department will continue with the implementation of service schedules as the mechanism for operationalising the Service Level Agreement (SLA) it has with the DotP Corporate Services Centre (CSC). It will also continue with the implementation and refinement of SOPs for its own service schedules dealing with the handling of disciplinary procedures, leave management and staff recruitment and selection.

## **HUMAN RESOURCE MANAGEMENT**

### **Employment and Vacancies**

The Department is currently in the process of filling the remaining funded vacant posts within the approved organisational structure for the Chief Directorates: Social Welfare and, Community and Partnership Development and has appointed a number of social work graduates who were holders of National Department of Social Development (NDSD) social work bursaries. Social work graduates working back their bursary obligations make up the majority of the appointments in the posts filled additional to the staff establishment. The remainder is largely as a result of previous restructuring processes that saw the outsourcing of non-essential services such as cleaning and security. The vacancies of Director: Children and Families and the Regional Director: Cape Winelands/Overberg were filled on 1 September 2016.

During this performance cycle the Department aligned the organisational structure of all Secure Care Centre's (Chief Director Social Welfare, Directorate Facility Management and Quality Monitoring) with the relevant norms and standards. The consultation process with Labour will be concluded during the 2017-2018 financial year. The Department is also currently busy with the review of the Corporate units of the six regions to ensure sufficient support staff which will also be concluded during the new financial year.

### **Staff training**

During this financial year the Department has invested heavily in the training of its staff and exceeded the legislative requirement (1%). The Department was able to complete its learnership programme for 194 child and youth care workers through funding from the HWSETA and are awaiting the results from the HWSETA to enable them to register with the SACSSP.

A total of 29 new bursaries have been allocated to internal staff members in specialised fields where a skills deficit exists such as probation services, addiction care, child and family studies, as well as forensic and clinical social work. 101 social work scholarships have been awarded through funding provided from the NDSD to assist with the provisioning of social workers in the labour market. 17 Addiction Care bursaries have also been awarded to people external to the Department in order to strengthen the availability of qualified professionals in this area.

Other learning programmes rolled out for social work related professionals and support staff include training in the legislation applicable to their specific social work fields of practice, mentoring and coaching. Senior Management Service (SMS) training included Public Service Induction for SMS Members; Facilitation Mentoring and Coaching; and Regulatory Impact Assessment training. The provision of training opportunities cannot be over emphasised as it is through capacity building interventions that skills are enhanced and service delivery quality improved.

### **Technological environment**

IT systems play a vital part in the efficient operation of the Department. To this end the Department continues to ensure that ICT governance and systems administration processes and procedures are in place and operational. Bi-monthly meetings of its IT Steering Committee ensures that the Department's ICT equipment, software and services allocation process complies with WCG standards, and that its procurement and disposal process complies with

the State Information Technology Agency (SITA) Act No. 88 of 1998 as amended by the SITA Act No. 38 of 2002, and the WCG ICT standards.

The DSD ICT policy approved in 2016 provides officials with a process for the application, approval and procurement of ICT equipment thereby ensuring good governance with respect to ICT procurement – this includes ensuring compliance with the WCG ICT standards including compatibility with and support on the WCG network. System administration support is also provided to national ICT systems that include the Victim Empowerment Programme and Older Persons Abuse Register (VEPOPAP), Probation Case Management System, Child and Youth Care Application (CYCA) and provincially to BAS, LOGIS, Electronic Content Management (ECM).

The Strategic ICT Plan 2015-20 is reviewed on an annual basis. Priorities over the MTEF period remain the development of a case management system for own services and a Departmental NPO Management System for outsourced services. With respect to the former, business analysis is underway and in the case of the latter the first two phases have been completed i.e. the NPO database and system to manage the compliance requirements for payment have been built and tested. The system is expected to improve efficiencies in the payment of transfer funding to NPOs by automating compliance checking of payment documents such as approved NPO reports, financial statements and TPAs. In addition, management information relating to spread of funded services coupled with information on the location of vulnerable groups served by the Department enables focused service delivery. The NPO Management System will replace many manual procedures, reduce duplication caused by the current manual system and replace many MS Excel based reports and databases currently in use for reporting and compliance checking purposes.

A challenge in the technological environment is the constrained fiscal environment in the province and Department. The Department will continue to implement measures to mitigate some of the effects of the provincial budget cuts envisaged over the MTEF period, by extending its ICT refresh beyond the DSD mandatory five-year period, and accessing potential sources of funding within PT and the national department.

Finally, the implementation of generic email addresses, enables the Department to better manage electronic communication and ensure that all records are filed and secured according to the applicable legislation. This was first rolled out to the Department's programmes and Communications Unit and will be expanded to the Directorate Facility Management and Quality Monitoring during 2017, thereby ensuring that all directorates and units within the Department who deal with the public are more accessible.

## **2.4 Key policy developments and legislative changes**

None.

### 3. STRATEGIC OUTCOME ORIENTED GOALS

The Departmental strategic planning process re-affirmed the five strategic goals as contained in the Strategic Plan for the fiscal years 2015 - 2020. These are:

<b>Strategic Outcome Orientated Goal 1</b>	<b>Improved Corporate Governance</b>
	<b>Goal statement:</b> The Department implements effective and efficient business processes, including research, planning, knowledge, performance management and thereby improves its performance in the social sector.
	<b>Justification:</b> To increase the integrity of business processes through transparent, inclusive decision-making and focussed implementation based on social research, as well as monitoring and reporting. 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 the PSG 5: "Embed good governance and integrated service delivery through partnerships and spatial alignment." It also links closely to The NDP 2030 outcome: "Building a capable and developmental state" and "Fighting corruption" and the MTSF 2019 outcome: "An efficient, effective and development-oriented public service."
	<b>Progress with respect to the Strategic Plan:</b> <ul style="list-style-type: none"> <li>● The Department has worked towards the goal of modernisation and improving governance through its business processes, systems and structures. This is in line with the National Outcome regarding an efficient, effective and development orientated public service as described in Chapter 15 of the NDP.</li> <li>● Continuous training in the implementation of the Performance Information SOP and Indicator Description Manual (IDM). The success of these measures is evidenced by the unqualified conclusion on the usefulness and reliability of the Department's reported performance information.</li> <li>● Implementation of strategic sourcing - a collaborative and structured process that critically analyses its spending, using the information to make effective business decisions about acquiring commodities and services. The AOS that regulates supply chain management and movable asset management functions is in place.</li> <li>● MPAT results have been maintained at a level 4 in terms of Strategic Plan, Annual Performance Plan, ICT, Financial Management and SCM standards.</li> <li>● The DSD vacancy rate stands at 2,5% based on funded, filled posts (excluding interns) which is well below the DPSA target/norm of 10%.</li> <li>● Ensured that ICT governance through its IT Policy, systems administration processes and procedures are in place and operational. The Strategic ICT Plan 2015-20 is reviewed on an annual basis and priorities over the MTEF remain the development of a case management system for own services and a Department NPO Management System for outsourced services.</li> </ul>

<b>Strategic Outcome Orientated Goal 2</b>	<b>Enhance social functioning of poor and vulnerable persons through social welfare services</b>
	<b>Goal statement:</b> Enhance social functioning of poor and vulnerable people through appropriate developmental social welfare interventions which support and strengthen individuals and families, in partnership with stakeholders.
	<b>Justification:</b> This programme aims to render a continuum of developmental social welfare services to all vulnerable individuals and groups with specific reference to persons with disabilities, older persons and those experiencing undue hardships.
	<b>Links:</b> This goal links to PSG 3: "Increase wellness, safety and tackle social ills". It also links to National Outcome 2: "A long and healthy life for all South Africans", National Outcome 11: "Creating a better South Africa and contributing to a better and safer Africa in a better world" and National Outcome 13: "An inclusive and responsive social protection system".
	<b>Progress with respect to the Strategic Plan:</b> (Please note that the achievements under this programme are closely linked to the desired outcomes of Chapter 11 of the NDP). <ul style="list-style-type: none"> <li>● The Department has prioritised the residential care facilities for frail older persons, alternative care and support models such as day care centres, service centres, senior clubs, respite care, independent living and home-based care and has revisited the funding levels to ensure the care and support for older persons in residential facilities and community-based care support centres is maintained and support existing social welfare services for older persons in the province.</li> <li>● Introduced the registration of community-based care and support services (service centres) with the aim of enhancing the standard of services to older persons.</li> <li>● Substantial improvement in the reporting compliance of funded NPOs which reflect greater accountability by service providers.</li> <li>● The Department has continued maintaining and providing support to existing social welfare infrastructure for the provision of integrated programmes and services aimed at promoting the rights, well-being and socio-economic empowerment of people with disabilities and their families.</li> <li>● Approval of Disability Mainstreaming Strategy by the Department's Executive Management.</li> <li>● Training of social workers on Mental Disability and Uniform Referral Pathway for holistic assessment and appropriate referral of persons with disabilities.</li> <li>● Parent Support Structures were established in George, Witzenberg, Kraaifontein and Atlantis areas in partnership with DSD and the Disabled Children Action Group- an NPO run and managed by the parents of children with disabilities and some local municipalities;</li> <li>● Expansion of Peer Support Programme services in the following areas: Stellenbosch, Knysna and Beaufort West.</li> <li>● The Department finalised the Destitute Persons Burial Assistance Guide to provide a framework for DSD to assist poor and vulnerable families who cannot bury their loved ones. A DSD Disaster Management Plan 2017/18 was developed in collaboration with the Western Cape Disaster Centre to clarify roles and responsibilities regarding disasters. The plan will be subject to annual review.</li> </ul>

<b>Strategic Outcome Orientated Goal 3</b>	<b>Comprehensive child, family care and support services to protect the rights of children and promote social wellness</b>
	<b>Goal statement:</b> Appropriate child and family care and support services and interventions which protects, support and facilitate the development of children and families, in partnership with stakeholders.
	<b>Justification:</b> This programme aims to render a continuum of developmental social welfare services to all vulnerable children and families in order to preserve the family structure.
	<b>Links:</b> This goal links to PSG 2: "Improving education outcomes and opportunities for youth development" and PSG 3: "Increase wellness, safety and tackle social ills." Furthermore, it links to National Outcome 2: "A long and healthy life for all South Africans," National Outcome 11: "Creating a better South Africa and contributing to a better and safer Africa in a better world" and National Outcome 13: "An inclusive and responsive Social Protection service."
	<b>Progress with respect to the Strategic Plan:</b> <ul style="list-style-type: none"> <li>● The Department is in the process of implementing the DSD Strategy for Improvement of CCPS (2015) developed to mitigate the risks associated with the implementation of statutory requirements, norms and standards.</li> <li>● To further improve child protection services the DSD will implement the new provincial Foster Care Management Plan approved in March 2017 and the finalisation of the draft SOP for Canalisation that encompasses the administrative management of children in the statutory child protection system.</li> <li>● Institutionalisation of foster care management meetings with the Department of Social Development (DSD) and the South African Social Security Agency (SASSA) to address blockages and ultimately the foster care backlog.</li> <li>● Seven clustered foster care schemes and an accompanying draft foster care plan was approved which will assist in managing foster care schemes. The safety and risk assessment tool training was rolled out to social work staff at five of the six regions to further increase their assessment of children at risk capabilities. A high number of child abuse matters were reported through the NPOs and DSD regions through the mandatory child abuse register which assists the DSD with appropriate planning of child protection services in specific areas.</li> <li>● Performance monitoring visits were conducted to funded child protection organisations to monitor compliance with the norms and standards thus ensuring effective and efficient service delivery. The performance monitoring is inclusive of quality assurance, which is a comprehensive form of performance monitoring that also affords the NPOs an opportunity to do their self-assessment.</li> <li>● The Department rendered services to families at risk ensuring that the provincial government meets its statutory obligations to these families in terms of Section 28 of the Constitution, thereby reducing harms associated with family dysfunction.</li> <li>● In collaboration with the City of Cape Town emphasis has been on reunifying homeless adults with their families and this has improved adult reunification services.</li> <li>● The establishment of a special ECD programme for English language and cognitive development where school readiness is poor was launched in April 2016. Ten sites were piloted in Khayelitsha, Delft and Philippi and will be rolled out to 50 sites – including rural areas - in 2017/18. A mobile messaging application which includes parenting and practitioner support programmes, was implemented at these sites.</li> <li>● A campaign on the registration of ECD Partial Care was launched with a web page highlighting the importance of partial care registration and the benefits for children and parents/care givers.</li> </ul>

<b>Strategic Outcome Orientated Goal 4</b>	<b>Address social ills by rendering a comprehensive social Crime Prevention and Substance Abuse Prevention and Rehabilitation Programme</b>
	<b>Goal statement:</b> Reduce social ills through the provision of social crime prevention, probation and substance abuse services that reduce risk factors and develop responsible, resilient and productive members of society.
	<b>Justification:</b> This programme aims to provide a continuum of specialised probation services to persons in conflict with the law and their victims, and to enhance their resilience to social crime risk factors.
	<b>Links:</b> This goal links to PSG 2: "Improving education outcomes and opportunities for youth development" and PSG 3: "Increase wellness, safety and tackle social ills." Furthermore, it links to National Outcome 2: "A long and healthy life for all South Africans", National Outcome 11: "Creating a better South Africa and contributing to a better and safer Africa in a better world" and National Outcome 13: "An inclusive and responsive Social Protection service."
	<b>Progress with respect to the Strategic Plan:</b> (Please note that the achievements under this programme are closely linked to the desired outcomes of Chapter 11 of the NDP): <ul style="list-style-type: none"> <li>● A review of the Diversion Accreditation Policy Framework commenced, while the system for tracking and monitoring all children in conflict with the law who are in detention was implemented enabling the Department to identify and address systemic and procedural blockages.</li> <li>● A reintegration and aftercare pilot project was implemented to strengthen the continuum of services to recipients of probation services. This integrated initiative solidifies socio-economic interventions to reduce recidivism.</li> <li>● The Western Cape is the leading province in terms of full registration of CYCCs providing secure care programmes to children and youth in terms of the Child Justice Act. Implementation of risk plans for all centres and an effective quality assurance process assisted in monitoring compliance with norms and standards for secure care centres. It includes registered Adult Education Centres at all centres managed by qualified education staff.</li> <li>● To ensure implementation of the Prevention and Combatting of Human Trafficking Act the Department established an internal Human Trafficking Task Team to assist with the implementation of the Act.</li> <li>● Educational workshops for men were conducted in areas with high prevalence of domestic violence, and therapeutic as well as psycho-social victim support services were expanded to victims of gang violence. A referral protocol has been developed to ensure that services to victims are coordinated.</li> <li>● Shelter space for male victims of violence and crime was piloted to develop a baseline for the need for male shelters in Cape Town. The Department piloted the first shelter in South Africa, specifically for adult victims of human trafficking and their children and three shelters in the Western Cape received recognition awards by NDSD for the quality service that they are rendering.</li> <li>● Progress in the field of substance abuse included the expansion of an adolescent school-based outpatient programme in Elsie's River and outpatient programmes in the rural areas of Beaufort West and Ceres to expand service delivery and improve accessibility.</li> <li>● The digital substance abuse campaign extended its reach by broadening the target audience, refining channels, and the introduction of new elements. A dedicated substance abuse mobile friendly site was also developed. The focus of this campaign was the myths and facts with regards to substance abuse, and how to access help.</li> </ul>

<b>Strategic Outcome Orientated Goal 5</b>	<b>Create opportunities through community development services</b>
	<p><b>Goal statement:</b> Creating opportunities for individuals and communities to develop increased social and economic empowerment and resilience based on empirical research.</p>
	<p><b>Justification:</b> This programme 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.</p>
	<p><b>Links:</b> This goal links to PSG 2: "Improving education outcomes and opportunities for youth development", PSG 3: "Increase wellness, safety and tackle social ills" and PSG 5: "Embed good governance and integrated service delivery through partnerships and spatial alignment". This goal links to National Outcome 11: "Creating a better South Africa and contributing to a better and safer Africa in a better world".</p>
	<p><b>Progress with respect to the Strategic Plan:</b></p> <ul style="list-style-type: none"> <li>● The provincial NPO Help Desk continued to assist NPOs with registration and compliance, to ensure service and organisational sustainability as well as intensive mentoring and training interventions were conducted with 12 at-risk NPOs.</li> <li>● Several regional officials attended the accredited training course Facilitation and Mentoring to enhance the Department's ability to support NPOs.</li> <li>● The increased National Incentive Grant (NIG) enabled the DSD to establish a relationship with the Education, Training and Developmental Practices Sector Education Training Authority (ETDP SETA) in collaboration with New Venture Creation (SMME) to build the capacity of people with disabilities by providing accredited training.</li> <li>● A draft Sustainable Livelihoods Operations Procedure Manual was developed.</li> <li>● All Departmental youth-focused programmes are aligned with the long-term outcomes of the PYDS and there is a strategic focus on NEETs.</li> <li>● The Population Unit focused on the mapping of areas of operation for NPOs providing Child Care and Protection services in the Western Cape Province to identify service delivery gaps/overlaps in each of the DSD Service Delivery Areas (SDAs).</li> <li>● Estimates of the Western Cape fertility rates at sub-provincial level utilising Census, Statistics, South Africa's live births data, health and other fertility related data sources available in the province was compiled at district and municipal levels to develop the provincial and municipal 5-year strategic planning.</li> <li>● Research regarding an evaluation of service centres for older persons concluded in the previous year presented valuable insight for the potential development of an integrated community-based care model within the continuum of care.</li> </ul>

## 4. PERFORMANCE INFORMATION BY PROGRAMMES

**Please note that Sector indicators not reported by Western Cape DSD are reflected in Annexure C.**

### 4.1 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 CSC is vested in the DotP<sup>4</sup>.

#### **Sub-programmes**

- 1.1. Office of the MEC
- 1.2. Corporate Management Services
- 1.3. District Management

#### **Strategic objectives**

To provide strategic support services in order to promote good governance and quality service delivery.

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<sup>4</sup> The Corporate Service Centre provides the following support services to the Department: Human Resource Management, e-Innovation, Organisational Development, Provincial Training, Corporate Assurance, Legal Services, and Corporate Communication.

**STRATEGIC OBJECTIVE INDICATORS**

<b>SUB-PROGRAMME 1.2 CORPORATE SERVICES</b>							
<b>To provide strategic support services in order to promote good governance and quality service delivery</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Unqualified audit opinion without matters of emphasis and no material findings on financial matters and the usefulness and reliability of the reported performance information	Clean audit	Clean audit	Clean audit	Clean audit	Clean audit	-	-

**PERFORMANCE INDICATORS**

<b>SUB-PROGRAMME 1.2 CORPORATE SERVICES</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>PROVINCIAL PERFORMANCE INDICATORS</b>							
Number of training interventions for social work and social work related occupations	41	34	25	25	25	-	-
Number of graduate/under graduate interns	146	185	115	52	57	5	Over performance as a result of availability of additional funding.

<b>SUB-PROGRAMME 1.2 CORPORATE SERVICES</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of Premier Advancement of Youth (PAY) interns	60	20	20	20	20	-	-
MPAT level for the Management Standard: Strategic Plans	-	New Indicator	4	4	4	-	-
MPAT level for the Management Standard: Annual Performance Plans	-	New Indicator	3.5	4	4	-	-
MPAT level for the Management Standard: Corporate Governance of ICT	-	New Indicator	4	4	4	-	-
MPAT level for the Performance Area: Supply Chain Management <sup>5</sup>	MPAT: 3 CGRO: 3	MPAT: Level 4 CGRO:3	4	3	4	1	SCM consolidated and maintained the previous year's systematic process improvements, and succeeded in maintaining the high governance rating (4) achieved for 2015-16.
MPAT level for the Performance Area: Financial Management <sup>6</sup>	MPAT: 3 CGRO: 3+	MPAT: 3.8 CGRO:3+	4	4	4	-	-

<sup>5</sup> Level of performance for all four Management Performance Assessment Tool (MPAT) standards needs to be attained for this performance area as detailed in the Indicator Description Manual (IDM).

<sup>6</sup> Level of performance for all five MPAT standards needs to be attained for this performance area as detailed in the IDM.

## **Programme achievements**

- MPAT results have been maintained at a level 4 in terms of the Strategic Plan, Annual Performance Plan, ICT, Financial Management and SCM standards.
- The DSD achieved a vacancy rate of 2,5% based on funded, filled and vacant posts (excluding interns) which is below the DPSA target of 10%;
- The following social and evaluation research reports were completed:
  - Social and Demographic Trends Analysis of the Western Cape;
  - Evaluation of the Investigation Process in respect of Allegations of Child Maltreatment in The Western Cape and Evaluation of the Safety Parent Programme;
  - An Evaluation of the Diversion Programme for Child Offenders - Phase 1;
  - An Evaluation of Psycho-Social Services for Victims of Sexual Offences at Thuthuzela Care Centres in the Western Cape;
  - Estimates of Fertility and Evaluation of the West Coast District Municipality and its local municipalities' Integrated Development Plans (IDPs);
  - Mapping of services for child protection.

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

None

## **Changes to planned targets**

None.

## **Linking performance with budgets**

The Programme has spent 100% of its R185,987 million budget for the 2016/17 financial year compared to a 100% spend in the 2015/16 financial year.

**Table D: Sub-programme expenditure**

	2016/17			2015/16		
Sub-Programme Name	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
Administration	R'000	R'000	R'000	R'000	R'000	R'000
Office of the MEC	6 418	6 418	-	5 864	5 864	-
Corporate Management Services	122 274	122 274	-	114 989	114 989	-
District Management	57 295	57 295	-	53 420	53 420	-
<b>Total</b>	<b>185 987</b>	<b>185 987</b>	<b>-</b>	<b>174 273</b>	<b>174 273</b>	<b>-</b>

## 4.2 PROGRAMME 2: SOCIAL WELFARE SERVICES

### Purpose

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

### Sub-programmes

Sub-programme 2.1:	Management and Support
Sub-programme 2.2:	Services to Older Persons
Sub-Programme 2.3:	Services to Persons with Disabilities
Sub-Programme 2.4:	HIV and AIDS
Sub-Programme 2.5:	Social Relief

### Strategic objectives

- 2.2 Ensure access to quality social development services for poor and vulnerable older persons.
- 2.3 Provision of integrated programmes and services to people with disabilities and their families/caregivers.
- 2.4 A policy decision has been taken that HIV/Aids interventions and budget will be integrated into the Child Care and Protection Programme.
- 2.5 To facilitate access to immediate and temporary social relief of distress services to those affected by undue hardship and disasters.

**STRATEGIC OBJECTIVE INDICATORS**

<b>SUB-PROGRAMME 2.2 SERVICES TO OLDER PERSONS</b>							
<b>Ensure access to quality social development services for poor and vulnerable older persons</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of vulnerable older persons accessing quality social development services in the province	32 292 <sup>7</sup>	22 625	22 845	24 931	24 471	-460	The under performance is due to the residential care and assisted and independent living facilities that could not afford to fill the vacancies as the state pensions and subsidies are lower than actual costs.

**PERFORMANCE INDICATORS**

<b>SUB-PROGRAMME 2.2 SERVICES TO OLDER PERSONS</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>SECTOR PERFORMANCE INDICATORS</b>							
Number of older persons accessing residential facilities	9 606	8 988	8 419	9 000	8 693	-307	Under performance is as a result of vacancies due to mortality and declared empty bed spaces. The facilities could not afford to fill the vacancies as the subsidies are lower than actual costs.

<sup>7</sup> This figure includes services to abused persons, clients attending dementia support groups and clients provided with active ageing services.

<b>SUB-PROGRAMME 2.2 SERVICES TO OLDER PERSONS</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of older persons accessing community-based care and support services	13 303	13 302	13 805	15 000	15 121	121	Recruitment drives over the past year resulted in increased membership and hence over performance.
<b>PROVINCIAL PERFORMANCE INDICATORS</b>							
Number of older persons accessing assisted and independent living facilities funded by DSD	391	335	621	931	656	-275	The facilities could not afford to fill the vacancies as the subsidies are lower than actual costs.

**Programme achievements:**

- Introduced the registration of community-based care and support services (service centres) with the aim of enhancing the standard of services to older persons.
- Substantial improvement in the reporting compliance of funded NPOs which reflect greater accountability by service providers.
- Capacity building on norms and standards and improved monitoring and reporting process has resulted in increased NPO compliance.

**Strategy to overcome areas of under performance**

- Requested additional funds for frail care from PT - this was received for the 2017/18 year.
- Request additional funds to improve assisted and independent living facilities for the 2018/19 financial year.

**STRATEGIC OBJECTIVE INDICATORS**

<b>SUB-PROGRAMME 2.3 SERVICES TO THE PERSONS WITH DISABILITIES</b>							
<b>Provision of integrated programmes and services to people with disabilities and their families/ caregivers</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of people with disabilities, their families/ caregivers accessing developmental social welfare services	58 830	59 870	85 475	79 261	97 977	18 716	Over performance due to a high demand for specialised support services.

**PERFORMANCE INDICATORS**

<b>SUB-PROGRAMME 2.3 SERVICES TO THE PERSONS WITH DISABILITIES</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>SECTOR PERFORMANCE INDICATORS</b>							
Number of residential facilities for persons with disabilities	-	-	33	34	34	-	-
Number of persons with disabilities accessing residential facilities	1 422	1 414	1 421	1 643	1 702	59	Over performance due to an increase in the number of residents managed by NPOs.

<b>SUB-PROGRAMME 2.3 SERVICES TO THE PERSONS WITH DISABILITIES</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of persons with disabilities accessing services in funded protective workshops	2 393	2 530	2 815	2 885	2 813	-72	Reasons for not attaining target is due to transport challenges, ill health, obtaining permanent employment, and deaths.
<b>PROVINCIAL PERFORMANCE INDICATORS</b>							
Number of persons with disabilities in DSD funded community-based day care programmes	535	603	874	861	831	-30	Under performance is as a result of absenteeism by people with disabilities because of ill health, hospitalisation due to nature and extent of disability, and transport challenges.
Number of people accessing DSD funded NPO specialised support services	54 480	55 323	80 365	73 872	92 632	18 760	Over performance is as a result of increased demand for services.

## Programme Achievements

- Approval of Disability Mainstreaming Strategy by the Department's executive management.
- Training of social workers on Mental Disability and Uniform Referral Pathway for holistic assessment and appropriate referral of persons with disabilities.
- Parent support structures were established in George, Witzenberg, Kraaifontein and Atlantis areas in partnership with DSD and the Disabled Children Action Group (an NPO run and managed by the parents of children with disabilities), and some local municipalities.
- Expansion of Peer Support Programme services in the following areas: Stellenbosch, Knysna and Beaufort West.
- Capacity building on norms and standards and improved monitoring and reporting process has resulted in increased NPO compliance.

### Strategy to overcome areas of under performance

Focus will be on recruiting to fill the vacancies in protective workshops in the next financial year.

### Changes to planned targets

None.

SUB-PROGRAMME 2.4: HIV AND AIDS
This function is being addressed in the Child Care and Protection Programme

### STRATEGIC OBJECTIVE INDICATORS

SUB-PROGRAMME 2.5 SOCIAL RELIEF							
To facilitate access to immediate and temporary social relief of distress services to those affected by undue hardship and disasters							
Strategic objective performance Indicators	Actual Achievement 2013/14	Actual Achievement 2014/15	Actual Achievement 2015/16	Planned Target 2016/17	Actual Achievement 2016/17	Deviation from planned target to Actual Achievement 2016/17	Comment on deviations
Number of disaster and undue hardship cases (households) assessed and referred to SASSA for social relief of distress benefits	36 800	Not verifiable	3 556	3 000	3 504	504	More people applied for undue hardship benefits due to the weak economic climate and high unemployment rate. The number of disaster cases referred depends on the number of disaster incidents.

## PERFORMANCE INDICATORS

<b>SUB-PROGRAMME 2.5 SOCIAL RELIEF</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>PROVINCIAL PERFORMANCE INDICATORS</b>							
Number of undue hardship cases (households) assessed and referred to SASSA for social relief of distress benefits	5 768	Not verifiable	2 256	1 589	1 616	27	Referrals are dependent on the number of applications received.
Number of disaster cases (households) assessed and referred to SASSA for social relief of distress benefits	13 728	Not verifiable	1 300	1 411	1 888	477	Performance is dependent on the number of disaster incidents.

### Programme achievements

- The Department finalised the Destitute Persons Burial Assistance Guide to provide a framework for DSD to assist poor and vulnerable families who cannot afford to bury their loved ones.
- A DSD Disaster Management Plan 2017/18 was developed in collaboration with the Western Cape Disaster Centre to clarify roles and responsibilities regarding disasters. The plan will be subject to annual review.

### Strategy to overcome areas of under performance

None

### Changes to planned targets

None

## Linking performance with budgets

The Programme has spent 99.7% of its R770,481 million budget for the 2016/17 financial year. The unspent funds of R2,099 million relates to an underspending in CoE due to not finding suitable candidates in the recruitment process, internal promotions and staff exits. In the 2015/16 financial year, the Programme managed to spend 99.2% of its R725,708 million budget and the minimal unspent funds of R5,831 million related to an underspending in CoE due to not finding suitable candidates in the recruitment process, internal promotions and staff exits.

**Table E: Sub-programme expenditure**

Sub-Programme Name	2016/17			2015/16		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
Social Welfare Services	R'000	R'000	R'000	R'000	R'000	R'000
Management and Support	411 871	409 787	2 084	394 245	388 516	5 729
Services to Older Persons	206 082	206 067	15	195 523	195 523	-
Services to Persons with Disabilities	150 454	150 454	-	134 232	134 130	102
Social Relief	2 074	2 074	-	1 708	1 708	-
<b>Total</b>	<b>770 481</b>	<b>768 382</b>	<b>2 099</b>	<b>725 708</b>	<b>719 877</b>	<b>5 831</b>

## 4.3 PROGRAMME 3: CHILDREN AND FAMILIES

### Purpose

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

### Sub-programmes

Sub-programme 3.1:	Management and Support
Sub-programme 3.2:	Care and Services to Families
Sub-Programme 3.3:	Child Care and Protection
Sub-Programme 3.4:	ECD and Partial Care
Sub-Programme 3.5:	Child and Youth Care Centres
Sub-Programme 3.6:	Community-Based Care Services to Children

### Strategic objectives

- 3.2 Integrated and targeted interventions focusing on building resilient families.
- 3.3 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.
- 3.4 Facilitate a nurturing, caring and safe environment for children to survive, be physically healthy, mentally alert, emotionally secure, socially competent and be able to learn.
- 3.5 Facilitate the provision of alternative care and support programmes for children found to be in need of care and protection.
- 3.6 Facilitate the provision of community based child and youth care services to improve access by more vulnerable children.

**STRATEGIC OBJECTIVE INDICATORS**

<b>SUB-PROGRAMME 3.2 CARE AND SERVICES TO FAMILIES</b>							
<b>Integrated and targeted interventions focusing on building resilient families</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
The number of families accessing developmental social welfare services that strengthens families and communities	26 262	23 490	24 143	20 142	22 284	2 142	Over performance was a direct result of a high demand for mainly family preservation services.

**PERFORMANCE INDICATORS**

<b>SUB-PROGRAMME 3.2 CARE AND SERVICES TO FAMILIES</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>SECTOR PERFORMANCE INDICATORS</b>							
Number of families participating in Family Preservation services	14 548	14 160	14 931 <sup>8</sup>	11 976	14 010	2 034	Over performance was a direct result of a high demand for family preservation services.

<sup>8</sup> This indicator in 2015/16 counted "Number of families participating in family preservation programmes".

<b>SUB-PROGRAMME 3.2 CARE AND SERVICES TO FAMILIES</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of family members reunited with their families	422	422	412	425	647	222	Emphasis was placed on reunifying street people with their families, in collaboration with the City of Cape Town.
Number of families participating in parenting skills programmes	11 292	8 908	8 800	7 741	7 627	-114	Under performance is largely due to the personal circumstances of parents such as working hours and seasonal employment.
<b>PROVINCIAL PERFORMANCE INDICATORS</b>							
Number of government subsidised beds in shelters for homeless adults	1 389	1398	1 368	1 388	1 371	-17	Under performance is as a result of one NPO who did not achieve their target.

### Programme achievements

- Collaboration with the City of Cape Town around reunification
- Capacity building on norms and standards and an improved monitoring and reporting process has resulted in increased NPO compliance.

### Strategy to overcome areas of under performance

- Relook at the scheduled times and duration of the parenting skills programmes to accommodate working hours of parents and those who are seasonal workers.
- Continuous monitoring and capacity building of funded NPOs.

## Changes to planned targets

None

## STRATEGIC OBJECTIVE INDICATORS

<b>SUB-PROGRAMME 3.3 CHILD CARE AND PROTECTION</b>							
<b>Facilitate the provision of a continuum of services that promote the wellbeing of children and build the resilience of families and communities to care for and protect their children</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of children and families in the Province who access care and protection services	101 197	11 435	7 573	7 807	7 503	-304	The underperformance regarding the three new indicators can be attributed to lack of a baseline. Underperformance regarding parent education and training programmes is due to difficulties with attendance and completion of training in most areas.

## PERFORMANCE INDICATORS

<b>SUB-PROGRAMME 3.3 CHILD CARE AND PROTECTION</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>SECTOR PERFORMANCE INDICATORS</b>							
Number of children placed in foster care	3 243	3 507	3 702	3 200	4 121	921	Over performance is a result of continued high demand for foster care placements and completion of foster care backlog cases.
<b>PROVINCIAL PERFORMANCE INDICATORS</b>							
Number of children reunified	366	416	413	397	387	-10	The reunification process is long and difficult and achievement

<b>SUB-PROGRAMME 3.3 CHILD CARE AND PROTECTION</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
with their families or alternative caregivers							depends on the readiness of the children and their families.
Number of parents and caregivers that have completed parent education and training programmes	4 374	5 721	3 458	4 210	2 995	-1 215	Under performance is as a result of difficulties with attendance and completion of training programmes by parents in most areas.
Number of Children's Court inquiries opened	-	-	New Indicator	3 555	1 883	-1 672	This is a new indicator and no previous baseline existed. The performance is dependent on the number of court orders and number of statutory interventions required.
Number of Form 38 reports submitted by designated social workers to the Children's Court	-	-	New Indicator	3 555	2 624	-931	This is a new indicator and no previous baseline existed. Under performance is due to the complexity of the process, and outstanding documents from external organisations.
Number of Children's Court inquiries completed	-	-	New Indicator	3 555	2 806	-749	This is a new indicator and no previous baseline existed. The children's court proceedings have been concluded but the court orders may not have been correctly issued. Allocation of court dates impacts on the date of completion in the reporting period.

## Programme achievements

- Performance monitoring visits were conducted to funded child protection organisations to monitor compliance with the norms and standards thus ensuring effective and efficient service delivery. The performance monitoring includes quality assurance, which is a comprehensive form of performance monitoring that also affords the NPOs an opportunity to do self-assessment.
- 40 monitoring and evaluation officials (15 new and 25 existing) were trained on the Quality Assurance Framework.
- The SOP for Social Welfare Services was finalised and approved in June 2016.
- The SOP for Extension of Child and Youth Care Centres orders was developed and approved in March 2017.
- A Provincial Foster Care Management Plan was approved in March 2017.
- Capacity building on norms and standards and an improved monitoring and reporting process has resulted in increased NPO compliance.

## Strategy to overcome areas of under performance

- The draft SOP on the Removal of Children to Temporary Safe Care was developed in the reporting year and awaiting final approval.
- A draft SOP for Canalisation was completed in the reporting year and awaiting final approval.
- Strategic planning workshops with programmes and regions to review programme performance and make strategic decisions around revised targets and reprioritisation of service delivery.

## Changes to planned targets

None

## STRATEGIC OBJECTIVE INDICATORS

<b>SUB-PROGRAMME 3.4 ECD AND PARTIAL CARE</b>							
<b>Facilitate a nurturing, caring and safe environment for children to survive, be physically healthy, mentally alert, emotionally secure, socially competent and be able to learn</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of children in the province who access ECD and after school care services	101 197	83 871	86 294	87 000	75 285	-11 715	Under performance was as a result of partial care facilities that experienced challenges with requirements for re-registration and NPO non-compliance.

**PERFORMANCE INDICATORS**

<b>SUB-PROGRAMME 3.4 ECD AND PARTIAL CARE</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>PROVINCIAL PERFORMANCE INDICATORS</b>							
Number of children in funded ECD programmes and services	83 857	77 649	78 359	80 000	68 887	-11 113	Annual target not met due to: <ul style="list-style-type: none"> <li>ECD facilities that experienced challenges with requirements for re-registration;</li> <li>Non-compliance of facilities;</li> <li>Double counting because of duplicate identity documents (IDs) and names of children; and</li> <li>Attendance registers not correctly completed.</li> </ul>
Number of children in ASC programmes	6 735	6 222	7 935	7 000	6 398	-602	Annual target not met due to: <ul style="list-style-type: none"> <li>ASC facilities that experienced challenges with requirements for re-registration;</li> <li>Non-compliance of facilities;</li> <li>Double counting because of duplicate IDs and names of children; and</li> <li>Attendance registers not correctly completed.</li> </ul>
Number of registered partial care sites	1 697	1 909	1 708	1 850	1 872	22	Over performance is due to a high demand for registration of sites.

## Programme achievements

- A campaign on the registration of ECD Partial Care sites was launched with a web page highlighting the importance of partial care registration and the benefits for children and parents /care givers.
- The establishment of a special ECD programme for English language, cognitive development and a pilot programme was implemented at ten of these sites. A mobile messaging application which includes parenting and practitioner support programmes was implemented.
- Through the After School Game Changer project, 87 DSD funded After School Partial Care facilities were externally audited following a self-audit process and this has enabled the identification of specific sites for targeted capacity building.

## Strategy to overcome areas of under performance

A new registration model was introduced by NDSD (that will categorise facility registration as bronze, silver or gold) looking at relaxation of some of the municipal requirements and conditionally register/re-register facilities. This conditional registration will enable these ECD facilities to continue rendering a service while in the process of becoming fully compliant.

## Changes to planned targets

None

## STRATEGIC OBJECTIVE INDICATORS

<b>SUB-PROGRAMME 3.5 CHILD AND YOUTH CARE CENTRES</b>							
<b>Facilitate the provision of alternative care and support programmes for children found to be in need of care and protection</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of children found in need of care and protection who are in residential care	724	453	603	3 136	3 431	295	Over performance as a result of high demand for placement in temporary safe care, as well as final placements in terms of the Children's Act.

## PERFORMANCE INDICATORS

<b>SUB-PROGRAMME 3.5 CHILD AND YOUTH CARE CENTRES</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>PROVINCIAL PERFORMANCE INDICATORS</b>							
Number of children in need of care and protection placed in funded CYCCs	724	277	358	2 880	2 875	-5	Under performance as a result of dependency on availability of bedspace.
Number of children in need of care and protection placed in terms of the Children's Act in own and outsourced facilities	New Indicator	176	245	256	556	300	Over performance as a result of a high demand for placement in temporary safe care, as well as final placements in terms of the Children's Act.

### Programme achievements

- A Crisis Communication and Reportable Incident Protocol has been rolled out to funded NPO CYCCs that has assisted to identify trends, training needs, and to proactively manage protection of children through special investigations and corrective/development plans.

### Strategy to overcome areas of under performance

None

### Changes to planned targets

None

**STRATEGIC OBJECTIVE INDICATORS**

<b>SUB-PROGRAMME 3.6 COMMUNITY-BASED CARE SERVICES FOR CHILDREN</b>							
<b>Facilitate the provision of community-based child and youth care services to improve access by more vulnerable children</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of community-based Child and Youth Care Workers trained to provide Isibindi programme to vulnerable children	95	123	102	75	75	-	-

**PERFORMANCE INDICATORS**

<b>SUB-PROGRAMME 3.6 COMMUNITY-BASED CARE SERVICES FOR CHILDREN</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>SECTOR PERFORMANCE INDICATORS</b>							
Number of Child and Youth Care Worker trainees who received training through Isibindi model	95	123	102	75	75	-	-

**Programme achievements**

None to report.

## Strategy to overcome areas of under performance

None

## Changes to planned targets

None

## Linking performance with budgets

The Programme has spent 99.99% of its R611,481 million budget for the 2016/17 financial year. The unspent funds of R240 thousand relates to the After School Game Changer. The programme spent 99.9% of its R601,873 million budget for the 2015/16 financial year and the minimal unspent funds of R809 thousand related to an underspending in CoE due to not finding suitable candidates in the recruitment process, internal promotions and staff exits.

**Table F: Sub-programme expenditure**

Sub-Programme Name	2016/17			2015/16		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
Children and Families	R'000	R'000	R'000	R'000	R'000	R'000
Management and Support	1 577	1 577	-	2 016	2 016	-
Care and Services to Families	44 149	44 149	-	44 218	43 790	428
Child Care and Protection	184 642	184 642	-	175 034	174 653	381
ECD and Partial Care	285 404	285 164	240	286 689	286 689	-
Child and Youth Care Centres	95 709	95 709	-	93 916	93 916	-
<b>Total</b>	<b>611 481</b>	<b>611 241</b>	<b>240</b>	<b>601 873</b>	<b>601 064</b>	<b>809</b>

## 4.4 PROGRAMME 4: RESTORATIVE SERVICES

### Purpose

Provide integrated developmental social crime prevention and anti-substance abuse services to the most vulnerable in partnership with stakeholders and civil society organisations.

### Sub-programmes

Sub-programme 4.1:	Management and Support
Sub-programme 4.2:	Crime Prevention and Support
Sub-Programme 4.3:	Victim Empowerment
Sub-Programme 4.4:	Substance Abuse, Prevention and Rehabilitation

### Strategic objectives

- 4.2 Reduce recidivism through an effective probation service to all vulnerable children and adults by 2020.
- 4.3 All victims of violence with a special emphasis on women and children have access to a continuum of services.
- 4.4 Improve match between the demand for substance abuse services for individuals, families and communities, the departmental supply of services, and improve overall outcomes of services.

**STRATEGIC OBJECTIVE INDICATORS**

<b>SUB-PROGRAMME 4.2 CRIME PREVENTION AND SUPPORT</b>							
<b>Reduce recidivism through an effective probation service to all vulnerable children and adults by 2020</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of Children and Adults benefiting from recidivism reduction interventions	22 477	19 983	19 274	18 370	21 355	2 985	Over performance regarding adults in conflict with the law due to increased court ordered diversions.

**PERFORMANCE INDICATORS**

<b>SUB-PROGRAMME 4.2 CRIME PREVENTION AND SUPPORT</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>SECTOR PERFORMANCE INDICATORS</b>							
Number of children in conflict with the law assessed	9 456	9 508	8 261	8 700	8 159	-541	Performance depends on arrest and referrals.
Number of children in conflict with the law referred to diversion programmes	3 788	3 880	3 555	3 270	3 460	190	More children were found suitable by the courts for diversion, and more diversion programmes were accredited.
Number of children in conflict with the law who completed	2 205	2 355	2 384	2 474	1 970	-504	Under performance was as a result of the dropout rates that are a problem in the

<b>SUB-PROGRAMME 4.2 CRIME PREVENTION AND SUPPORT</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
diversion programmes							rural areas and holiday periods.
<b>PROVINCIAL PERFORMANCE INDICATORS</b>							
Number of adults in conflict with the law diverted	9 233	10 255	10 895	9 530	13 017	3 487	Over performance due to courts that have referred more adults for diversions.
Number of adults in conflict with the law who completed diversion programmes	5 808	6 891	7 568	6 355	9 147	2 792	Over performance due to an increase in the number of court ordered diversions.
Number of children sentenced in terms of the Child Justice Act in own and outsourced facilities	New Indicator	197	192	140	179	39	Over performance due to increased demand for court ordered placements in CYCCs.
Number of children in conflict with the law awaiting trial in secure care centers	1 831	1 566	1 401	1 705	1 265	-440	Under performance due to the slow movement of children in the criminal justice system.

## Programme achievements

- Reintegration and aftercare pilot project to strengthen continuum of services to recipients of probation services. This integrated initiative solidifies socio-economic interventions to reduce recidivism.
- The Western Cape is the leading province in terms of full registration of CYCCs providing secure care programmes to children and youth in terms of the Child Justice Act. Implementation of risk plans for all centres and an effective quality assurance process assisted in monitoring compliance with norms and standards for secure care centres. It includes registered Adult Education Centres at all facilities, managed by qualified education staff.
- Capacity building on norms and standards, and improved monitoring and reporting process has resulted in increased NPO compliance.

## Strategy to overcome areas of under performance

- Stakeholder engagements with Department of Justice, National Prosecuting Authority, SAPS and individual magistrates with the objective of unblocking the slow movement of children in the system.

## Changes to planned targets

None

## STRATEGIC OBJECTIVE INDICATORS

<b>SUB-PROGRAMME 4.3 VICTIM EMPOWERMENT</b>							
<b>All victims of violence with a special emphasis on women and children have access to a continuum of services</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of people reached that has access to victim support services	18 163	19 879	25 330	19 096	19 962	866	Over performance due to an increased demand for services.

## PERFORMANCE INDICATORS

<b>SUB-PROGRAMME 4.3 VICTIM EMPOWERMENT</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>SECTOR PERFORMANCE INDICATORS</b>							
Number of victims of crime and violence accessing services from funded Victim Empowerment Programme service centres <sup>9</sup>	17 108	17 533	25 330	19 096	19 962	866	Over performance due to an increased demand for services.

### Programme achievements

- Three shelters in the Western Cape received recognition awards by NDSD for the quality service that they are rendering.
- Capacity building on norms and standards, and an improved monitoring and reporting process has resulted in increased NPO compliance.

### Strategy to overcome areas of under performance

None

### Changes to planned targets

None

<sup>9</sup> In 2015/16 the indicator counted "Number of victims of crime and violence in funded VEP service sites".

## STRATEGIC OBJECTIVE INDICATORS

<b>SUB-PROGRAMME 4.4 SUBSTANCE ABUSE, PREVENTION AND REHABILITATION</b>							
<b>Improve match between the demand for substance abuse services for individuals, families and communities, the Departmental supply of services, and improve overall outcomes of services</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of clients accessing substance abuse services	10 703	10 542	13 084	11 395	11 876	481	Over performance due to the demand for substance abuse services.

## PERFORMANCE INDICATORS

<b>SUB-PROGRAMME 4.4 SUBSTANCE ABUSE, PREVENTION AND REHABILITATION</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>SECTOR PERFORMANCE INDICATORS</b>							
Number of service users who accessed inpatient treatment services at funded treatment centers <sup>10</sup>	566	1 350	1 303	1 315	1 164	-151	Reasons for underperformance are: <ul style="list-style-type: none"> <li>● Premature exits of people who voluntarily admitted themselves for treatment.</li> <li>● Gang violence that impacted intake at one NPO.</li> </ul>

<sup>10</sup> In 2015/16 this indicator counted "Number of service users who completed inpatient treatment services at funded and Departmental treatment centres".

<b>SUB-PROGRAMME 4.4 SUBSTANCE ABUSE, PREVENTION AND REHABILITATION</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of service users who accessed outpatient based treatment services	2 803	New indicator	2 909	3 000	3 624	624	Over performance due to the high demand for this service.
<b>PROVINCIAL PERFORMANCE INDICATORS</b>							
Number of drug prevention programmes implemented for youth (19-35)	4	3	3	3	3	0	-
Number of clients that have received early intervention services for substance abuse	6 347	6 842	8 872	7 080	7 088	8	Performance is dependent on referrals for interventions.
Number of clients that have received aftercare and reintegration services for substance abuse	3 108	2 510	1 983	2 440	1 961	-479	Performance depends on referrals, and cooperation of clients who choose not to attend after care programmes.

### Programme achievements

- During the reporting period the Department registered 13 inpatient treatment centres, three halfway houses and nine community-based service organisations.
- Developed a SOP for Registration of Substance Abuse Facilities in terms of Sections 14; 19 and 21 of The Prevention of and Treatment for Substance Abuse Act. The purpose of the SOP is to provide a clear step-by-step guide in line with relevant legislation.
- Increased subsidised bedspace.
- Capacity building on norms and standards and an improved monitoring and reporting process has resulted in increased NPO compliance.

### Strategy to overcome areas of under performance

- Development of an active early detection system to target movement of clients.
- A uniform admission process for funded inpatient treatment centres will be developed over the MTEF.

### Changes to planned targets

None

### Linking performance with budgets

The programme spent 99.6% of its R345,823 million budget for the 2016/17 financial year. The unspent funds of R1, 211 million relates to an underspending in CoE due to not finding suitable candidates in the recruitment process, internal promotions and staff exits. In the 2015/16 financial year, the programme spent 99.9% of its R319,202 million budget for the 2015/16 financial year. The unspent funds of R217 thousand relates to an underspending in CoE due to not finding suitable candidates in the recruitment process, internal promotions and staff exits.

**Table E: Sub-programme expenditure**

Sub-Programme Name	2016/17			2015/16		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
Restorative Services	R'000	R'000	R'000	R'000	R'000	R'000
Management and Support	3 298	3 298	-	3 382	3 165	217
Crime Prevention and Support	217 352	216 141	1 211	194 506	194 506	-
Victim Empowerment	30 167	30 167	-	28 740	28 740	-
Substance Abuse, Prevention and Rehabilitation	95 006	95 006	-	92 574	92 574	-
<b>Total</b>	<b>345 823</b>	<b>344 612</b>	<b>1 211</b>	<b>319 202</b>	<b>318 985</b>	<b>217</b>

## 4.5 PROGRAMME 5: DEVELOPMENT AND RESEARCH

### Purpose

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

### Sub-programmes

Sub-Programme 5.1:	Management and Support
Sub-Programme 5.2:	Community Mobilisation
Sub-Programme 5.3:	Institutional Capacity Building (ICB) and Support for NPOs
Sub-Programme 5.4:	Poverty Alleviation and Sustainable Livelihoods
Sub-Programme 5.5:	Community Based Research and Planning
Sub-Programme 5.6:	Youth Development
Sub-Programme 5.7:	Women Development
Sub-Programme 5.8:	Population Policy Promotion

### Strategic objectives

- 5.3 Capacity development and support services to identified funded NPOs and indigenous civil society organisations.
- 5.4 Promoting social inclusion and poverty alleviation through providing nutritional support and facilitating EPWP opportunities for the most vulnerable in the Province.
- 5.6 Access to appropriate social development services for youth.
- 5.8 To facilitate, conduct and manage population research, population advocacy; population capacity building in respect of demographic dynamics and population trends, and monitor and evaluate the implementation of policy in the province.

#### SUB-PROGRAMME 5.2 COMMUNITY MOBILISATION

These interventions are managed transversally within the sub-programmes

## STRATEGIC OBJECTIVE INDICATORS

<b>SUB-PROGRAMME 5.3 INSTITUTIONAL CAPACITY BUILDING (ICB) AND SUPPORT FOR NPOs</b>							
<b>Capacity development and support services to identified funded NPOs and indigenous civil society organisations</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of NPOs that receive capacity enhancement and support services	2 318	1 724	2 340	1 147	1 605	458	Over performance is due to the high demand for capacity building services and NPO registration services.

## PERFORMANCE INDICATORS

<b>SUB-PROGRAMME 5.3 INSTITUTIONAL CAPACITY BUILDING (ICB) AND SUPPORT FOR NPOs</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>SECTOR PERFORMANCE INDICATORS</b>							
Number of NPOs capacitated according to the capacity building guideline <sup>11</sup>	740	620	1 148	475	712	237	Over performance is due to the high demand for capacity building services to funded NPOs.
<b>PROVINCIAL PERFORMANCE INDICATORS</b>							
Number of NPOs assisted with registration	1 533	1 059	1 179	660	881	221	Over performance is due to the high demand for services.
Number of NPOs that indicated in	45	45	13	12	12	-	-

<sup>11</sup> In 2015/16 this indicator counted "Number of NPOs capacitated according to the capacity building framework".

<b>SUB-PROGRAMME 5.3 INSTITUTIONAL CAPACITY BUILDING (ICB) AND SUPPORT FOR NPOs</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
pre- and post-assessment that their knowledge has improved after undergoing governance supporting training							
Number of at-risk NPOs who have undergone a mentoring programme whose knowledge, systems and capabilities have improved	45	45	0	12	12	-	-

**Programme achievements**

- The provincial NPO Help Desk assisted over 850 NPOs with registration and compliance. To ensure service and organisational sustainability, an intensive mentoring and training intervention was conducted with 12 at-risk organisations.
- Several regional officials attended the accredited training course Facilitation and Mentoring, and this will enhance the department's ability to support NPOs.

**Strategy to overcome areas of under performance**

None

**Changes to planned targets**

None

## STRATEGIC OBJECTIVE INDICATORS

<b>SUB-PROGRAMME 5.4 POVERTY ALLEVIATION AND SUSTAINABLE LIVELIHOODS</b>							
<b>Promoting social inclusion and poverty alleviation through providing nutritional support and facilitating EPWP opportunities for the most vulnerable in the Province</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of individuals receiving food security interventions	34 685	2 463	3 687	3 940	4 946	1 006	Over performance is as a result of additional beneficiaries at the Drakenstein Violence Prevention through Urban Upgrade sites who received meals.
Number of EPWP work opportunities created	New indicator	483	761	1 425	1 332	-93	Under performance is due to the high vacancy rate as a result of participants exiting the project for better work opportunities.

## PERFORMANCE INDICATORS

<b>SUB-PROGRAMME 5.4 POVERTY ALLEVIATION AND SUSTAINABLE LIVELIHOODS</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>PROVINCIAL PERFORMANCE INDICATORS</b>							
Number of qualifying beneficiaries receiving meals at Department funded feeding sites	6 951	2 643	3 687	3 940	4 946	1 006	Over performance is as a result of additional beneficiaries at the Drakenstein Violence Prevention through Urban Upgrade sites who received meals.
Number of EPWP work opportunities created	New indicator	483	761	1 425	1 332	-93	Under performance is due to the high vacancy rate as a result of participants exiting the project for better work opportunities.

### Programme achievements

- Increased National Incentive Grant (NIG) from R9.9 million to R15.9million for 2017/18 financial year due to improved EPWP programme performance.
- Established a relationship with the ETP SETA in collaboration with New Venture Creation (SMME) to build the capacity of the Persons with Disabilities by providing accredited training.
- Feeding site verification tools were developed to improve monitoring outcomes and general compliance.

### Strategy to overcome areas of under performance

- Timeously filling of vacancies when EPWP participants leave;
- Address internal policies and processes of NPOs to avoid delays in the starting time of projects which also negatively impact on work opportunities and Full-time Equivalent (FTEs).

### Changes to planned targets

None

### STRATEGIC OBJECTIVE INDICATORS

<b>SUB-PROGRAMME 5.6 YOUTH DEVELOPMENT</b>							
<b>Access to appropriate social development services for youth.</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of youth accessing social development programmes	16 286	14 810	16 785	14 210	27 800	13 590	Over performance linked to special regional projects and structured youth development outreach programmes.

## PERFORMANCE INDICATORS

<b>SUB-PROGRAMME 5.6 YOUTH DEVELOPMENT</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>SECTOR PERFORMANCE INDICATORS</b>							
Number of youth participating in skills development programmes <sup>12</sup>	11 759	11 540	12 140	11 000	22 197	11 197	The high achievement was due to special outreach programmes that was implemented in the reporting year.
<b>PROVINCIAL PERFORMANCE INDICATORS</b>							
Number of youth linked to job and other skills development opportunities from own services	4 440	3 270	4 645	3 210	5 603	2 393	Over performance is linked to special regional projects and structured youth development outreach programmes that were implemented.
Number of Youth Cafés operational	-	New indicator	5	6	6	-	-

### Programme achievements

- The draft SOP for Youth Cafés as well as norms and standards for youth development services was completed.

### Strategy to overcome areas of under performance

None

<sup>12</sup> In 2015/16 this indicator counted "Number of youth participating in Department funded skills development programmes".

## Changes to planned targets

None

<b>SUB-PROGRAMME 5.7 WOMEN DEVELOPMENT</b>
These interventions are managed transversally within the sub-programmes.

## STRATEGIC OBJECTIVE INDICATORS

<b>SUB-PROGRAMME 5.8 POPULATION POLICY PROMOTION</b>							
<b>To facilitate, conduct and manage population research, population advocacy; population capacity building in respect of demographic dynamics and population trends, and monitor and evaluate the implementation of policy in the Province</b>							
<b>Strategic objective performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
Number of Population Research Projects and demographic profiles completed	61	8	7	8	8	-	-

## PERFORMANCE INDICATORS

<b>SUB-PROGRAMME 5.8 POPULATION POLICY PROMOTION</b>							
<b>Performance Indicators</b>	<b>Actual Achievement 2013/14</b>	<b>Actual Achievement 2014/15</b>	<b>Actual Achievement 2015/16</b>	<b>Planned Target 2016/17</b>	<b>Actual Achievement 2016/17</b>	<b>Deviation from planned target to Actual Achievement 2016/17</b>	<b>Comment on deviations</b>
<b>SECTOR PERFORMANCE INDICATORS</b>							
Number of research projects completed	New indicator	2	1	2	2	-	-
Number of demographic profiles completed	61	6	6	6	6	-	-

### **Programme achievements**

- The Population Unit focused on the mapping of areas of operation for NPOs providing child care and protection services in the Western Cape Province. This was done to assist the Department in identifying gaps/overlaps in service delivery in each of the SDAs.
- Estimates of the Western Cape fertility rates at sub-provincial level utilising census, statistics, South Africa's live births data, health and other fertility related data sources available in the province were compiled at district and municipal levels to develop provincial and municipal strategic planning.

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

None

### **Changes to planned targets**

None

## Linking performance with budgets

The Programme spent 99.4% of its R50,092 million budget for the 2016/17 financial year. The unspent funds of R321 thousand relates to an underspending in CoE due to not finding suitable candidates in the recruitment process, internal promotions and staff exits. In the 2015/16 financial year, the Programme spent 100% of its R77,873 million budget.

**Table F: Sub-programme expenditure**

Sub-Programme Name	2016/17			2015/16		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
Development and Research	R'000	R'000	R'000	R'000	R'000	R'000
Management and Support	6 257	6 257	-	5 331	5 331	-
Institutional Capacity Building and Support for NPOs	768	768	-	941	941	-
Poverty Alleviation and Sustainable Livelihoods	25 085	24 764	321	56 783	56 783	-
Youth Development	15 520	15 520	-	12 010	12 010	-
Population Policy Promotion	2 462	2 462	-	2 808	2 808	-
<b>Total</b>	<b>50 092</b>	<b>49 771</b>	<b>321</b>	<b>77 873</b>	<b>77 873</b>	<b>-</b>

## **5. TRANSFER PAYMENTS**

### **5.1 Transfer payments to public entities**

Not applicable

### **5.2 Transfer payments to all organisations other than public entities**

Please see enclosed CD.

#### **The Department monitors the transfer payment process in the following ways:**

- Each programme has a monitoring plan for each NPO that it funds which include site visits;
- Compliance is monitored according to the TPA which contains all the targets and the funding conditions;
- Funding meetings have been institutionalised as an additional tool to monitor programme TPAs; and
- The performance information management processes (including reporting templates, SOPs and an indicator description manual) have been revised to ensure that the data collected is reliable, valid and that the data sets are complete.

The major challenge and difficulty experienced with the transfer payment process is that the Department previously transferred funds on a quarterly basis to the NPOs. On instruction from the Provincial Treasury, payments have been processed monthly since September 2016 in order to project cash flows more accurately. Processing monthly payments to more than 2 000 NPOs has caused a tremendous administrative burden for the Department and this has led to some NPOs not receiving payments on time.

With the development and implementation of the NPO Management System the Department should be able to address these issues.

## 6. CONDITIONAL GRANTS

### 6.1 Conditional grants and earmarked funds paid

None to report

### 6.2 Conditional grants and earmarked funds received

The Department was allocated R 9.9 million for the 2016/17 financial year. The allocation is for the creation of the EPWP work opportunities among existing and new programmes.

#### The total amount of actual expenditure on all allocations

100% of grants received have been spent during the 2016/17 financial year.

#### Confirmation that all transfers were deposited into the accredited bank account of the Provincial Treasury

Receipts totalling R 9.9 million were received from the National Department of Public Works.

#### Conditional Grant: EPWP

<b>Department who transferred the grant</b>	National Department of Public Works
<b>Purpose of the grant</b>	To create meaningful employment to unemployed youth
<b>Expected outputs of the grant</b>	426 full-time equivalents created
<b>Actual outputs achieved</b>	180 work opportunities were created in the ECD sector 101 work opportunities were created in the disability sector 90 work opportunities were created for women. 55 work opportunities were created within the youth sector.
<b>Amount per amended DORA</b>	N/A
<b>Amount received (R'000)</b>	R 9.9 million
<b>Reasons if amount as per DORA was not received</b>	The full amount received
<b>Amount spent by the department (R'000)</b>	R 9.9 million
<b>Reasons for the funds unspent by the entity</b>	N/A
<b>Reasons for deviations on performance</b>	N/A
<b>Measures taken to improve performance</b>	N/A
<b>Monitoring mechanism by receiving department</b>	Signed in – year monitoring and spending reports were submitted to PT and National Public Works. Line Monitoring /On site Assessments were conducted

## **7. DONOR FUNDS**

None to report.

## **8. CAPITAL INVESTMENT**

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

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

The Department's capital investments mainly comprise of movable assets in respect of computer equipment, furniture, motor vehicles and other equipment. The asset register is updated immediately with acquisitions, disposals and any other movement of assets. Information technology assets include a three-year warranty in the event that an asset breaks down.

#### **Infrastructure projects (current and in progress)**

Projects completed during this financial year were at Langa SDA, Beaufort West SDA and 8<sup>th</sup> Floor Union House (Head Office). The 4<sup>th</sup> and 6<sup>th</sup> floors at Union House are in their final stages of completion.

The following projects are currently in progress:

- Union House 2<sup>nd</sup>, 5<sup>th</sup>, and 10<sup>th</sup> floors are in the construction phase.
- Mossel Bay SDA - design planning phase completed and the tender process will start within the next financial year.
- George SDA (York Park) - design phase completed and the tender process will follow.

#### **Plans to close down or downgrade any current facilities**

Tenderten CYCC was closed down during the period under review.

#### **Progress made on the maintenance of infrastructure**

Maintenance and infrastructure issues were dealt with by the DTPW.

#### **Developments relating to the above that are expected to impact on the Department's current expenditure**

None

### Changes regarding asset holdings

- The Department's total capital asset holdings was R 105 844 315.32, at cost, as at 31 March 2017.
- The annual stock-take on allocated assets was completed on 31 March 2017, with the exception of Metro North Region which was concluded before the submission of the annual financial statements (by 31 May 2017).
- Khayelitsha SDA1 could not be verified due to non-accessibility as the site is currently undergoing renovations.
- All asset details were captured on the asset register and were accurate, reliable, correctly classified and accounted for.
- All obsolete, unserviceable and damaged assets were disposed of regularly and in a transparent manner.
- A total of 103 assets have been disposed of during the 2016/2017 financial year.
- A total of 0 assets have been written off during the 2016/2017 financial year.

**Table G: The breakdown of the major (capital) asset holding is as follows:**

Store	Cost Price
Head Office	R13 125 680.66
Metro South Region	R5 657 456.49
Metro East Region	R4 771 035.56
Metro North Region	R4 613 676.29
Eden-Karoo Region	R3 721 098.51
Cape Winelands Region	R4 475 047.40
West Coast Region	R2 943 607.30
Facilities	R10 627 536.11
Departmental Vehicles (GG vehicles)	R55 909 177.00
<b>TOTAL</b>	<b>R105 844 315.32</b>

### Assets disposed in the 2016/17 financial year

The total value of assets disposed of in the 2016/17 financial year was R3 408 401.72. The assets disposed of related to 16 government vehicles, which were replaced by Government Motor Transport and 86 other capital assets which were disposed of in the ordinary course of business.

### Measures taken to ensure that the Department's asset register remained up-to-date

Assets are being recorded on the date of receipt and in addition to this, monthly reconciliations are performed between asset expenditure and the asset register. Cost Centres are also required to perform monthly spot checks of assets under their control and to report any changes identified during the process, as this allows for the immediate update of the register. The annual asset verification is further performed to ensure that the asset register is complete and accurate.

### The current state of the Department's capital assets

20% of assets are in good (usable) condition, 75% of are in a fair (usable) condition and the remaining 5% of assets are in a poor condition.

**Major maintenance projects that have been undertaken**

None

**Progress made in addressing the maintenance backlog**

Progress in addressing the maintenance backlog has been hampered due to lack of resources (human resources and budget) that the DTPW is experiencing. The DSD has engaged with the DTPW to reprioritise the maintenance backlog.

**Table I: Infrastructure Projects**

Infrastructure projects	2016/17			2015/16		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/ Under Expenditure R'000
New and replacement assets	-	-	-	-	-	-
<b>Existing infrastructure assets</b>						
- Upgrades and additions	-	-	-	-	-	-
- Rehabilitation, renovations and refurbishments	-	-	-	-	-	-
- Union House – 4 <sup>th</sup> , 6 <sup>th</sup> and 8 <sup>th</sup> floors	12,923,000	16,901,000	(3,978,000)	10,000,000	3,296,000	6,704,000
- Union House – 2 <sup>nd</sup> , 5 <sup>th</sup> and 10 <sup>th</sup> floors	5,200,000	4,255,000	945,000	1,500,000	402,000	1,098,000
- Langa	13,095,000	11,912,000	1,183,000	2,504,000	967,000	1,537,000
- Dan De Villiers	14,131,000	13,471,000	660,000	3,930,000	839,000	3,091,000
- Goulburn Centre	3,608,000	0	3,608,000	3,600,000	2,698,000	902,000
- Maintenance and repairs		4,649,056				
<b>Infrastructure transfer</b>						
- Current	-	-	-	-	-	-
- Capital	-	-	-	-	-	-
<b>Total</b>	<b>48 957 000</b>	<b>51188 056</b>	<b>2 418 000</b>	<b>21 534 000</b>	<b>8 202 000</b>	<b>13 332 000</b>

## **PART C: GOVERNANCE**

## **PART C: GOVERNANCE**

### **1. INTRODUCTION**

Commitment by the Department to maintain the highest standards of governance is fundamental to the management of public finances and resources. Users want assurance that the Department has good governance structures in place to effectively, efficiently and economically utilise the state resources, which are funded by the tax payer.

### **2. RISK MANAGEMENT**

The Accounting Officer (AO) for the Department of Social Development takes responsibility for implementing Enterprise Risk Management (ERM) in accordance with the National Treasury Public Sector Risk Management Framework (PSRMF) and the Directorate Enterprise Risk Management (D:ERM) in the Department of the Premier (DotP) provides a centralised strategic support service to the Department.

In compliance with the National Treasury Public Sector Risk Management Framework (PSRMF) and to further embed risk management within the Department, the Western Cape Government (WCG) has adopted an ERM Policy Statement which sets out the WCG's overall intention with regard to ERM. The Department adopted an ERM Policy for the period 2016/17 – 2017/18, approved by the Accounting Officer on 15 April 2016; and an ERM Strategy and Implementation Plan for 2016/17, approved by the Accounting Officer on 15 April 2016. The ERM Implementation Plan gave effect to the departmental ERM Policy and Strategy and outlines the roles and responsibilities of management and staff in embedding risk management in the department.

The Department assessed significant risks that could have an impact on the achievement of its objectives, both strategically and on a programme level, on a quarterly basis. Risks were prioritised based on its likelihood and impact (inherently and residually) and additional mitigations were agreed upon to reduce risks to acceptable levels. New/emerging risks were identified during the quarterly review processes.

The Department established an Enterprise Risk Management Committee (ERMCO) to assist the Accounting Officer in executing his responsibilities relating to risk management. The Committee operated under a Terms of Reference approved by the Accounting Officer on 04 April 2016. ERMCO in the main evaluated the effectiveness of the mitigating strategies implemented to address the risks of the department and recommended further action where relevant.

The Social Cluster Audit Committee furthermore monitors the risk management process independently as part of its quarterly review of the Department.

### 3. FRAUD AND CORRUPTION

Fraud and corruption represent significant potential risks to the Department's assets and can negatively impact on service delivery efficiency and the Department's reputation.

The Western Cape Government (WCG) adopted an Anti-Corruption Strategy which confirms the Province's zero tolerance stance towards fraud and corruption. In line with this strategy the Department is committed to zero-tolerance with regard to corrupt or fraudulent activities, whether internal or external, and vigorously pursues and prosecutes by all legal means available, any parties who engage in such practices or attempt to do so.

The Department has an approved Fraud Prevention Plan and a Fraud Prevention Implementation Plan which gives effect to the Fraud Prevention Plan.

Various channels for reporting allegations of fraud and corruption exist and these are described in detail in the Provincial Anti-Corruption Strategy and the Departmental Fraud Prevention Plan. Each allegation received by the Provincial Forensic Services (PFS) 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 and generating statistics for the Province and Department.

Employees who blow the whistle on suspicions of fraud, corruption and theft are protected if the disclosure is a protected disclosure (i.e. meets statutory requirements e.g. was made in good faith). In this regard a transversal Whistle-blowing Policy was approved on 24 February 2016 to provide guidelines to employees on how to raise concerns with the appropriate line management, specific designated persons in the WCG or external institutions, where they have reasonable grounds for believing that offences or improprieties have been or are being perpetrated within the WCG. 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. In all such instances, the WCG representative initiating the disciplinary proceedings is required to recommend dismissal of the employee concerned. Where *prima facie* evidence of criminal conduct is detected, a criminal matter is reported to the South African Police Services.

For the year under review, the PFS issued a Case Movement Certificate for the Department noting the following:

Open cases as at 1 April 2016	1
New cases (2016/17)	4
Closed cases (2016/17)	(4)
Open cases as at 31 March 2017	1

The following table further analyses the closed cases indicated above:

Outcome of cases closed	
Outcome	Number
Allegations substantiated	1
Only preliminary investigation with no adverse findings	3

## 4. MINIMISING CONFLICT OF INTEREST

A high standard of professional ethics must be promoted and maintained in the public service. To this effect, all members of the SMS are required to disclose to the executive authority particulars of all their registerable interests in accordance with Chapter 2 of the Public Service Regulations, 2016. The objective of Chapter 2 is to identify any conflicts of interest in order to promote just and fair administrative actions of officials in senior positions and thereby to protect the public service from actions that may be detrimental to its functioning. Such disclosures take place annually. Should any conflict of interest arise it will be dealt with, in accordance with the Public Service Regulations, 2016 and related prescripts.

In terms of section 30 of the Public Service Act, (as amended), employees in the public service may perform other remunerative work outside their employment in the relevant department, provided that they have written permission from the Executing Authority. Furthermore, Regulation 13(c) of the Public Service Regulations, 2016 which came into effect on 1 August 2016 directs that "an employee shall not conduct business with any organ of state or be a director of a public or private company conducting business with an organ of state, unless such employee is in an official capacity a director of a company listed in schedule 2 and 3 of the Public Finance Management Act." Employees who have not obtained the necessary approval to perform other remunerative work outside the public service (RWOPS) will be disciplined.

With the introduction of the new Public Service Regulations, 2016 Annexure 1 (Transitional Arrangements), read in conjunction with section 30 of the Public Service Act greater emphasis is being placed on employees who are doing business with an organ of state. Transitional measures according to Annexure 1 of the Public Service Regulations, 2016 specifically require:

- "(1) All approvals and deemed approvals granted to employees in terms of section 30 of the Act prior to the coming into effect of the determination contemplated in regulation 24 shall terminate with effect from six months after the commencement thereof.
- (2) An employee, who at the time of the coming into effect of these Regulations, conducts business with an organ of state or is a director of a company which conducts business with an organ of state, other than an employee who is in his or her official capacity a director of company listed in schedule 2 or 3 of the Public Finance Management Act, shall -
- (a) within one month, disclose that the employee is conducting business with an organ of state or is a director of a company that conducts business with an organ of state;
  - (b) within six months:
    - (i) cease conducting business with an organ of state or resign as an employee;
    - (ii) resign as a director of a company that conducts business with an organ of state or resign as an employee;
  - (c) if the employee does not resign within the six month period, the employee must submit proof that the employee has ceased conducting business or has resigned as a director of a company that conducts business with an organ of state within a month of doing so."

Identified cases of employees who appear on the Central Supplier Database are addressed with the relevant employees, requesting them to exercise their decision as contemplated in transitional measures, above, and to provide the Department with the necessary documentary evidence of their decision.

Employees who wish to perform other RWOPS, must apply in accordance with section 30 of the Public Service Act and use the regulatory framework established by the Minister of Public Service and Administration (MPSA), which includes an amended application form, to be submitted to the appointed Ethics Officer to support and/or indicate a reason(s) when not supporting the application, before approval is granted by the Executing Authority or Delegated Authority. Upon approval the Executing Authority or Delegated Authority issues a Certificate: Approval of Other Remunerative Work, informing the applicant that approval has been granted. The certificate clearly highlights what other remunerative work outside the

public service the person can perform including the period. The certificate specifies that if it is to be discovered that there is non-compliance or adherence to government prescripts regulating other remunerative work, including not conducting business with an organ of state, permission will be withdrawn and disciplinary steps, in-line with the Disciplinary Code and Procedures for the Public Service, will be instituted. Mention is also made that if a person wishes to continue with other remunerative work after the expiry of the approved date, a further application must be submitted.

All applications must be in writing and must, amongst others, address the nature and extent of remunerative work to be performed, including the times/hours of duty and relation thereof (possible conflict of interest or areas of concern) to the normal duties that the employee performs in the public service. Such applications are then subject to review. Employees must apply annually prior to the expiry of the period approved by the Executing Authority or Delegated Authority. Quarterly newsflashes, highlighting the procedure around performing RWOPS is distributed to all internal staff to improve their understanding and compliance with the regulatory framework.

Furthermore, ethics officers were appointed by the Executive Authority to monitor compliance regarding disclosures. To minimise the conflict of interest in SCM processes, SCM practitioners and Bid Committee members were made aware of their ethical obligations including the signing of Codes of Conduct, by Bid Committee members and SCM practitioners. During the consideration, acceptance or allocation of bids or any offer a declaration of interest form is completed and signed by all members where they commit that as members of the committee, they will not deliberately favour or prejudice anybody in the decision-making process of the committee.

To ensure compliance to the Public Service Act, (as amended) and Public Service Regulations, 2016 a Transversal Gift Policy and the Departmental Gift and Donations Register and written declarations are applied. The Research Ethics Committee, established in 2009, ensures the promotion of ethically-based research in the Department. The development of a Research Ethics Policy culminates in providing ethical guidelines for undertaking research.

## **5. CODE OF CONDUCT**

The Code of Conduct for the Public Service, as included in Chapter 2 of the Public Service Regulations is the "adopted" code. The Code of Conduct prescribes norms and standards in promoting integrity, and efficient and effective delivery of services to the public; is a set of standards describing the behaviour we expect from our employees; guides employees as to what is expected of them ethically, both in their individual conduct and in their relationships with others; and all employees are expected to comply with the code of conduct.

Awareness about the Code of Conduct was raised through induction training for new employees, interns as well as staff members and reinforced through newsflashes communicated to all staff. The Disciplinary Code and Procedures for the Public Service are used to promote acceptable conduct, and to avert and correct unacceptable conduct.

## 6. HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

### **Occupational Health and Safety:**

During the 2016/17 financial year, the Departmental Occupational Health and Safety Committee, which is constituted by members from the Department's head office, regions, local offices and facilities, convened all the planned quarterly meetings. In order to streamline communication and develop internal incident report protocol, the Department issued a circular, which prescribed reporting procedures for the occurrence of safety and security related incidents.

In order to continuously develop and build the capacity of the designated officials, floor marshalling, fire-fighting and first aid training was provided. Sixty officials benefitted from these interventions.

Three local offices of the Department were inspected by the Department of Labour (DoL) for compliance regarding occupational health and safety. The faults identified were due to the poor maintenance service received from the DTPW and these offices were threatened with closure. Negotiations with the DoL continued until year end. Despite these challenges, it is worth noting that the Department scored very well during the OHS audit performed by the Department of Community Safety during this period.

### **Security**

The Department continuously conveys the message to all employees that security is not the sole responsibility of the departmental Security Committee, but it is the business of everyone.

The Department has a functional Security Committee. In June 2016, the Committee received the results of the information security appraisal conducted by the State Security Agency in September 2015. The recommendations made by the appraisal are currently being implemented taking into account all the constraints imposed by shrinking budgets.

The Security Committee has improved its performance from 86% to 92% as per the security audit conducted in October 2016 by the SAPS. Some of the structural recommendations of the audit will be addressed by the renovations of Union House that are currently underway. The renovations, which began in the third quarter of the reporting period, compromised our security due to the number of building contractor employees on site. All employees at Union House have been advised to take extra measures to protect both their belongings and the assets of the department in order to mitigate security risks.

The renovations at Union House have forced the department to put on hold certain aspects of the Business Continuity Plan that were due for testing. It is hoped that such testing will resume during the third quarter of 2017/18.

As part of the commitment to safety and information security preparedness, after each audit and information security appraisals conducted by the relevant agencies, the Department participates in the annual corrective plan conducted by Department of Community Safety. These action plans contribute to the improvement of Departmental performance.

As indicated in the previous annual report, although DSD prioritises the vetting of designated categories of staff, the challenges experienced by the State Security Agency in speeding up the vetting process compromises the ability of the Department to be fully compliant in this regard. The State Security Agency is trying its best to assist DSD to speedily vet its employees.

During the period under review, the Departmental Security Manager and a support staff member participated in the accredited training offered by the Private Security Industry Regulatory Authority (PSIRA) and received grading E – A.

As per the Security Committee obligations, all the Departmental safety and security related policies were reviewed and approved.

## 7. PORTFOLIO COMMITTEES

Date	Issue	Departmental Response	Standing Committee
12 April 2016	<p>During the briefing the Standing Committee resolved that the Department provide them with the following documents:</p> <ul style="list-style-type: none"> <li>● The child protection report by Human Science Research Council;</li> <li>● The Department's 2013 Report on Children and Families;</li> <li>● The monitoring and evaluation report of Creating Effective Families by the Department for the past three years; and</li> <li>● The total funding allocation of Creating Effective Families and a breakdown of programmes that are funded by the Department.</li> </ul>	The requested information was submitted to the Committee coordinator on 3 June 2016.	Community Development
23 August 2016	<p>During the briefing the Standing Committee resolved that the Department provide them with the following documents:</p> <ul style="list-style-type: none"> <li>● A list of the MOD Centres that did not receive the nutrition support from the Department during the 2014/15 financial year;</li> <li>● Reasons for the decline in the number of community-based child and youth care workers trained to provide the Isibindi programme;</li> <li>● A breakdown list of substance abuse programmes that are rendered in the metropolitan areas versus in rural areas;</li> <li>● Number of NPOs in the province that are providing substance abuse interventions and outpatient rehabilitation programmes; and</li> <li>● Number of children that are awaiting trial.</li> </ul>	The requested information was submitted to the Committee coordinator on 12 September 2016.	Community Development
21 October 2016	<p>During the briefing the Standing Committee made the following recommendations to the Department:</p> <ul style="list-style-type: none"> <li>● The Department should raise awareness about the rights of older persons through education pamphlets that can be made available at all SASSA payout centres;</li> <li>● The Minister of Social Development interacts with the Minister of Human Settlements and Minister of Local Government to look at the state of houses and sanitary challenges that are affecting the elderly persons in the province, with specific reference to toilets that are still outside. The Minister of Human Settlements should provide the plan of action in addressing this challenge; and</li> </ul>	The Department acknowledged the recommendations made by the Committee.	Community Development

Date	Issue	Departmental Response	Standing Committee
	<ul style="list-style-type: none"> <li>The Department conducts in-depth research on challenges of social ills in the province. This will assist the Department in allocating funding to NPOs based on the demand of the service.</li> </ul>		
	<p>During the briefing the Standing Committee resolved to invite the Department in 2017 to brief it on:</p> <ul style="list-style-type: none"> <li>The effectiveness of the disability programmes in the province;</li> <li>The different population projection models with specific reference to children between the ages of 0-4 years old;</li> <li>The establishment of a special ECD programme at 100 sites to improve English and cognitive development; and</li> <li>The Performance Management System of the Department.</li> </ul>	The Department briefed the Committee on 31 January 2017	
	<p>During the briefing the Standing Committee resolved that the Department provide them with the following documents:</p> <ul style="list-style-type: none"> <li>The details of the NPO that offers the PHARPHET project;</li> <li>A report on the research projects that were not finalised during the 2015/2016 financial year;</li> <li>A detailed breakdown of information on the teenage mothers in the province between the ages of 14-17 years, the geographic areas of these teenage mothers be included;</li> <li>A breakdown according to regions of foster care backlog in the province;</li> <li>A copy of the standard performance contract of social workers; and</li> <li>A copy of the Community-Based Model for older persons.</li> </ul>	The requested information was submitted to the Committee coordinator on 3 February 2017.	
25 November 2016	<p>During the briefing the Standing Committee resolved that the Department provide them with the following documents:</p> <ul style="list-style-type: none"> <li>A list of the NPOs that are non-compliant and the reasons for their non-compliance. The list should include the corrective measures and interventions that the Department has recommended to these NPOs; and</li> <li>A list of all funded posts that are not filled by the Department.</li> </ul>	The requested information was submitted to the Committee coordinator on 3 February 2017.	Community Development
31 January 2017	During the briefing the Standing Committee made the following recommendations to the Department:	The Department acknowledged the recommendations	Community Development

Date	Issue	Departmental Response	Standing Committee
	<ul style="list-style-type: none"> <li>● The Disability Desk needs to be strengthened, more funding be allocated and more staff members should be appointed; and</li> <li>● The Department should consider securing the Dapper Muis in Laingsburg and use it as a day care centre.</li> </ul> <p>During the briefing the Standing Committee resolved that the Department provide them with the following documents:</p> <ul style="list-style-type: none"> <li>● A list of 221 disability facilities that were funded during the 2016/2017 financial year;</li> <li>● A copy of the Western Cape Disability Mainstreaming Strategy;</li> <li>● A copy of the monitoring and evaluation report conducted in the 10 sites identified for the ECD pilot project (the report should be submitted when available on Monday, 1 May 2017);</li> <li>● A breakdown on how the additional R35 000 000 budget for the disability programmes was spent;</li> <li>● A list of prospective workshops for persons with disabilities in the province;</li> <li>● A 2011 vs 2016 situational analysis statistics of children attending special care centres and living at residential care facilities;</li> <li>● A detailed situational analysis report of all regions in the province; and</li> <li>● A copy of the implementation strategy for the Western Cape Policy Framework, Services to persons with intellectual disability.</li> </ul>	<p>made by the Committee.</p> <p>The requested information was submitted to the Committee coordinator on 10 March 2017.</p>	
13 March 2017	<p>During the briefing the Standing Committee made the following recommendations to the Department:</p> <ul style="list-style-type: none"> <li>● Should review the decision of clustering small NPOs under the umbrella of big NPOs in order to reduce funds spent on administrative feeds;</li> <li>● Should engage the Department of Local Government when drafting its Disaster Management Plan;</li> <li>● Develop a sustainable plan for Youth Cafés in the province;</li> <li>● Provide more information on women's development programmes in the province; and</li> <li>● Should consider empowering and utilising NPOs in rural areas to provide services in their communities.</li> </ul>	The Department acknowledged the recommendation made by the Committee.	Community Development

Date	Issue	Departmental Response	Standing Committee
	<p>During the briefing the Standing Committee resolved that the Department provide them with the following documents:</p> <ul style="list-style-type: none"> <li>● A detailed report on the 150 ECDs that will be funded by the Department in the 2017/2018 financial year. The report should include a breakdown of the geographic spread of these ECDs and the areas they are operating from;</li> <li>● A detailed report/breakdown on the annual operational cost of the Youth Cafés in the province;</li> <li>● Provide a report on the effectiveness of Youth Cafés in the province;</li> <li>● The Quarterly Reports for the Monitoring and Evaluation of NPOs that provide services to persons with disabilities in the province;</li> <li>● A detailed report on the breakdown of home- and community-based services for substance abuse that are funded by the Department, and the geographic areas where these services are rendered; and</li> <li>● Information on community-based carers for Persons with Disabilities, their total number in the province, their allocation in terms of geographic areas and the funding for the programme.</li> </ul>	<p>The requested information was submitted to the Committee coordinator on 7 April 2017.</p>	

## 8. SCOPA RESOLUTIONS

None during this reporting period.

## 9. 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
<ul style="list-style-type: none"> <li data-bbox="193 351 778 660"> <p>● <b>Unqualified conclusion on usefulness and reliability</b></p> <p><b>Audit Opinion:</b> Unqualified conclusion on usefulness and reliability of the reported performance information - Programme 2: Social Welfare Services</p> <p><b>Nature of the Emphasis:</b> Predetermined objectives</p> </li> <li data-bbox="193 667 778 1025"> <p>● <b>Unqualified conclusion on usefulness and reliability</b></p> <p>The reported performance information of Social Welfare Services is useful and reliable, in all material respects, in accordance with the identified performance management and reporting framework.</p> <p><b>Audit Opinion:</b> Unqualified conclusion on usefulness and reliability of the reported performance information - Programme 3: Children and Families.</p> <p><b>Nature of the Emphasis:</b> Predetermined objectives</p> </li> <li data-bbox="193 1032 778 1391"> <p>● <b>Unqualified conclusion on usefulness and reliability</b></p> <p>The reported performance information of Programme 3: Children and Families is useful and reliable, in all material respects, in accordance with the identified performance management and reporting framework.</p> <p><b>Audit Opinion:</b> Unqualified conclusion on usefulness and reliability of the reported performance information - Programme 4: Restorative Services.</p> <p><b>Nature of the Emphasis:</b> Predetermined objectives</p> </li> <li data-bbox="193 1397 778 2011"> <p>● <b>Unqualified conclusion on usefulness and reliability</b></p> <p>The reported performance information of Programme 4: Restorative Services is useful and reliable, in all material respects, in accordance with the identified performance management and reporting framework.</p> <p><b>Audit Opinion:</b> Unqualified conclusion on usefulness and reliability of the reported performance information - Programme 5: Development and Research.</p> </li> </ul>	2015/16	-

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>Nature of the Emphasis:</b> Predetermined objectives</p> <ul style="list-style-type: none"> <li>● <b>Unqualified conclusion on usefulness and reliability</b> The reported performance information of Programme 5: Development and Research is useful and reliable, in all material respects, in accordance with the identified performance management and reporting framework.</li> <li>● <b>Achievement of planned targets</b> The Auditor-General identified material misstatements in the annual performance report submitted for auditing on the reported performance information of Programme 5: Development and Research</li> </ul>		<p>As management subsequently corrected the misstatements the Auditor-General did not raise any material findings on reliability of the reported performance information</p>

## 10. 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.

### Good Governance

The Department performed the following functions with regard to internal controls:

- Implementation of a fully web-based system or E-GAP application (Electronic Governance Action Plan) which will allow for historical data reports and trending from the system, as well as a central information library allowing for swift turnaround time, knowledge sharing and improved processes.
- Monitoring of the implementation of internal and external audit recommendations as well as those of the MPAT.
- Coordination of the ERMCO meetings.
- Recognition of the following stakeholders, namely, the Audit Committee, Internal Audit, PT and the Auditor-General of South Africa in finalising matters.
- A Special intervention programme was conducted in September 2016 and February 2017 with the regional offices and the facilities on new developments in Internal Control.
- Three Finance Forums were held with the regional offices and facilities.

### Assurance Services

For the year under review, the following were performed in the Department:

- One financial inspection at the Metro North Regional Office, one at the HUB and facilities.
- Verification of payments after processing in order to ensure validity and accuracy - audit readiness.
- All documents were scanned for safekeeping and as a measure to prevent misplacements or duplicate payments.

### Loss Control and Fraud

- The Department utilises the ORACLE Loss Control system to manage losses due to theft, damages etc.
- The Department recognises the following stakeholders, namely, the SAPS, CSC – Legal Services, Government Motor Transport and PT in finalising matters.
- For the period under review 89 (Government Garage (GG) vehicle accidents and damages) cases were finalised and written off.

## 11. INTERNAL AUDIT AND AUDIT COMMITTEES

Internal Audit provides management with independent, objective assurance and consulting services designed to add value and to continuously improve the operations of the Department. It assists the Department to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of Governance, Risk Management and Control processes. The following key activities are performed in this regard:

- Assess and make appropriate recommendations for improving the governance processes in achieving the department's objectives;
- Evaluate the adequacy and effectiveness and contribute to the improvement of the risk management process;
- Assist the Accounting Officer in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement.

The following assurance engagements were approved in the 2016/17 Internal Audit Plan:

- Youth Development
- Public Administration and Management Delegations
- Child Care and Protection – Metro East Region
- Customer Care
- Child Care and Protection – Metro South Region
- Transfer Payments
- Substance Abuse
- Sustainable Livelihoods

The Audit Committee is established as an oversight body, providing independent oversight over governance, risk management and control processes in the Department, which include oversight and responsibilities relating to:

- Internal Audit function;
- External Audit function (Auditor General of South Africa - AGSA);
- Departmental Accounting and reporting;
- Departmental Accounting Policies;
- Review of AGSA management and audit report;
- Review of Departmental In year Monitoring;
- Departmental Risk Management;
- Internal Control;
- Pre-determined objectives;
- Ethics and Forensic Investigations.

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

<b>Name</b>	<b>Qualifications</b>	<b>Internal or external</b>	<b>If internal, position in the department</b>	<b>Date appointed</b>	<b>Date Resigned</b>	<b>No. of Meetings attended</b>
Mr Ameen Amod	MBA, BCOM, CIA, CGAP, CRMA, CD(SA)	External	N/a	01 January 2016	N/a	8
Mr Mervyn Burton	CA(SA); CFP; B Compt (Hons); B Compt;	External	N/a	01 January 2015 (2 <sup>nd</sup> term)	N/a	8
Ms Judy Gunther	CIA; AGA; CRMA; Masters in Cost Accounting; BCompt	External	N/a	01 January 2016 (2 <sup>nd</sup> term)	N/a	8
Mr Francois Barnard	MComm (Tax); CA(SA); Postgrad Diploma in Auditing; CTA BCompt (Honours); BProc	External	N/a	01 January 2016 (2 <sup>nd</sup> term)	N/a	8

## **12. AUDIT COMMITTEE REPORT**

We are pleased to present our report for the financial year ended 31 March 2017.

### **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 3.1.13. 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**

In line with the PFMA and Treasury Regulations, Internal Audit provides the Audit Committee and Management with reasonable assurance that the internal controls are adequate and effective. This is achieved by an approved 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 audit work was completed during the year under review:

- Youth Development
- Public Administration and Management Delegations
- Child Care and Protection – Metro East Region
- Customer Care
- Child Care and Protection – Metro South Region
- Transfer Payments
- Substance Abuse
- Sustainable Livelihoods

The areas for improvement, as noted by internal audit during performance of their work, were agreed to by management. The Audit committee monitors the implementation of the agreed actions on a quarterly basis.

### **In-Year Management and Monthly/Quarterly Report**

The Audit Committee is satisfied with the content and quality of the quarterly in-year management and performance reports issued during the year under review by the Accounting Officer of the Department in terms of the National Treasury Regulations and the Division of Revenue Act.

### **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 Auditor-General South Africa (AGSA) and the Accounting Officer;
- reviewed the AGSA's Management Report and Management's responses thereto;
- reviewed changes to accounting policies and practices as reported in the Annual Financial Statements; and
- reviewed material adjustments resulting from the audit of the Department.

## **Compliance**

- The Audit Committee has reviewed the Department's processes for compliance with legal and regulatory provisions.

## **Provincial Forensics Services**

The Provincial Forensic Services (PFS) presented us with statistics. The Audit Committee Monitors the progress of the PFS reports on a quarterly basis. There were no matters brought to our attention that required further reporting by the Audit Committee.

## **Performance Information**

The Audit Committee has reviewed the information on predetermined objectives as reported in the Annual Report.

## **Report of the Auditor-General South Africa**

The Audit Committee has, on a quarterly basis, reviewed the Department's implementation plan for audit issues raised in the prior year. 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 raised by the AGSA are monitored by the Audit Committee on a quarterly basis.

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

The Audit Committee commends the Department for maintaining an unqualified audit opinion with no material findings.

## **Appreciation**

The Audit Committee wishes to express its appreciation to the Management of the Department, the Auditor-General South Africa and the WCG Corporate Assurance Branch for the co-operation and information they have provided to enable us to compile this report.



**Ameen Amod**  
**Chairperson of the Social Cluster Audit Committee**  
**Department of Social Development**  
**Date: 11 August 2017**

## **PART D: HUMAN RESOURCE MANAGEMENT**

## **PART D: HUMAN RESOURCE MANAGEMENT**

### **1 INTRODUCTION**

Our unique contribution to the work of the WCG is largely ascribed to the persistent, and often selfless, efforts of the people within the Department. Building a new service delivery trajectory and successfully directing the collective efforts of our team is not without its own challenges. The modern people management landscape has shifted significantly in recent years and requires complex navigation between a range of competing variables.

Apart from the fact that these variables are interdependent and interrelated, they are also governed by stringent rules and regulations, which prove difficult when retention and attraction initiatives are explored. These include balancing service delivery imperatives, the attraction and retention of critical and scarce skills, workforce empowerment, career management, succession planning, employment equity and creating an enabling environment where employees are able to thrive. Further to this, the Department is required to function within an austere environment, which demands that managers consider the impact of “doing more with less”.

Despite this, the consistent hard work of our people, amidst the ever-challenging circumstances, has resulted in remarkable achievements and service delivery improvement during the year under review.

#### **Vacancy rate**

In order to effect ongoing service delivery efforts in the public service, DPSA launched a strategy in 2011 to reduce the vacancy rate in departments to a national standard below 10%. Compliance with the strategy is monitored by the Forum for South African Directors General (FOSAD) as well as the Department of Planning Monitoring and Evaluation (DPME) through the MPAT.

At the end of the 2016/17 financial year, the Department had an overall vacancy rate of 2,5%. This is an improvement on the 5,4% vacancy rate during the 2015/16 review period. In the critical occupations category, the vacancy rate was also below the 10% norm at 3%.

#### **Internship Programmes**

The Department created learning opportunities for 20 unemployed matriculants through the Premier's Advancement of Youth (PAY) Internship Programme and provided 13 graduate interns with work-related experience. A further 30 interns gained experiential learning as part of their course work and 15 social auxiliary work interns received in-service training as part of their programme. The 78 interns comprised 3% of the total workforce remunerated over the period.

## 2 STATUS OF PEOPLE MANAGEMENT AT THE DEPARTMENT

### 2.1. Departmental Workforce Planning Priorities

HR Planning Priorities	Outcomes
<b>Organisational Design</b>	<ul style="list-style-type: none"> <li>Improved service delivery/Improved processes in terms of relevant PSG (Organisational Design investigation; Uniform funding cycle process)</li> <li>Implementation Plan (implementation plan of legislative mandate, with specific reference to Children's Act including staffing issues, budget, etc.)</li> <li>More favourable ratio between social workers and population numbers</li> </ul>
<b>Recruitment/ Staffing/Retention</b>	<ul style="list-style-type: none"> <li>Reduced time frames to fill advertised posts (Recruitment plan)</li> <li>Reduced vacancy rate and more efficient Recruitment &amp; Selection process (Recruitment plan)</li> <li>Reduced the turn-around for filling of posts (E-recruitment system)</li> <li>Improved staff stability/reduced turn-over (Reduce the number of contract workers appointed against permanent posts)</li> <li>Shared values and culture alignment contributing to staff retention (Implement and roll-out the "On-Boarding Programme" to successfully integrate new employees)</li> </ul>
<b>Career management inclusive of Training and Development</b>	<ul style="list-style-type: none"> <li>A competent workforce</li> <li>Availability of a pool of competent employees ready to take up vacant positions</li> <li>Reduced entropy levels as employees become more productive</li> <li>Increase in identified staff groupings and adherence to national targets (learnerships: 2% and internships: 3%)</li> <li>Availability of specialised/ scarce/critical skills</li> <li>Training needs sufficiently addressed</li> <li>Efficient skills transfer and preservation of institutional memory</li> </ul>
<b>Knowledge Management</b>	<ul style="list-style-type: none"> <li>Institutional memory available to inform sound decision-making</li> </ul>
<b>Promotion of Employment Equity</b>	<ul style="list-style-type: none"> <li>A diverse workforce with equal opportunities for all</li> <li>Compliance with EE targets in SMS (Gender 50/50)</li> </ul>
<b>Institutionalise Change Navigation within the Department (inclusive of values, ethics and organisational culture)</b>	<ul style="list-style-type: none"> <li>Entropy (energy wasted on unproductive tasks) reduced to acceptable levels</li> <li>Sound employee relations</li> <li>Increased resilience levels.</li> </ul>

### 2.2. Employee Performance Management

One of the cornerstones of the Staff Performance Management System (SPMS) 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 and business / operational plans. Rewards and incentives are therefore only granted for work that qualitatively and quantitatively surpasses work for which employees are remunerated.

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.

The framework also seeks to promote a positive workplace culture that encourages formal and informal discussions about performance quality, lead practice and continuous individual improvement.

This system sets the framework in which both the employer and employee can equally realise their goals and objectives to ensure the achievement of PSG 5, namely to “Embed good governance and integrated service delivery through partnerships and spatial alignment.”

### **2.3. 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 (EHW) Programme 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-hour 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 and advocacy).

A quarterly report is prepared by the Directorate: Organisational Behaviour within the CSC that provides a trend analysis of utilisation, risk identification and its impact on productivity. Furthermore, on-going reporting to the DPSA is a requirement and such reporting focuses on four areas namely, HIV/AIDS, Health and Productivity, Wellness Management and Safety Health Environment and Quality.

### 3 PEOPLE MANAGEMENT OVERSIGHT STATISTICS

#### 3.1 Personnel related expenditure

The following tables summarise final audited expenditure by programme (Table 3.1.1) and by salary bands (Table 3.1.2).

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 the total expenditure reflected on these systems.

**The key in the table below is a description of the Programmes within the Department. Programmes will be referred to by their number from this point forward.**

Programme	Programme Designation
Programme 1	Administration
Programme 2	Social Welfare Services
Programme 3	Children and Families
Programme 4	Restorative Services
Programme 5	Development & Research

**Table 3.1.1: Personnel expenditure by programme, 2016/17**

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
Programme 1	184,085	142,377	3,398	32,046	77.34	322	442
Programme 2	768,382	361,045	0	54,440	46.99	336	1,073
Programme 3	611,241	23,865	0	784	3.90	379	63
Programme 4	344,612	136,181	0	106,556	39.52	240	568
Programme 5	49,771	13,280	0	728	26.68	474	28
<b>Total</b>	<b>1,958,091</b>	<b>676,748</b>	<b>3,398</b>	<b>194,554</b>	<b>34.56%</b>	<b>311</b>	<b>2,174</b>

**Note:** The number of employees refers to all individuals remunerated during the reporting period, including interns, but excluding the Minister. The number of employees is accumulative and not a snapshot as at a specific date.

**Table 3.1.2: Personnel expenditure by salary band, 2016/17**

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)	4 778	0.7	50	95
Skilled (Levels 3-5)	139 119	20.4	186	747
Highly skilled production (Levels 6-8)	321 380	47.2	294	1093
Highly skilled supervision (Levels 9-12)	189 021	27.8	505	374
Senior management (Levels 13-16)	26 604	3.9	1 023	26
<b>Total</b>	<b>680 900</b>	<b>100.0</b>	<b>292</b>	<b>2 335</b>

**Note:** The number of employees refers to all individuals remunerated during the reporting period, including interns, but excluding the Minister. The number of employees is accumulative and not a snapshot as at a specific date.

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. These tables do not make provision for other expenditure such as pensions, performance bonus and other allowances, which make up the total personnel expenditure. In each case, the table provides an indication of the percentage of the personnel expenditure that was used for these items.

**Table 3.1.3: Salaries, Overtime, Housing Allowance and Medical Assistance by programme, 2016/17**

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	100 910	14.8	802	0.1	4 367	0.6	7 225	1.1
Programme 2	260 489	38.3	2 620	0.4	10 855	1.6	17 706	2.6
Programme 3	17 916	2.6	59	0.008	516	0.1	1 138	0.2
Programme 4	96 263	14.1	452	0.1	6 344	0.9	8 008	1.2
Programme 5	10 050	1.5	0	0.0	321	0.05	557	0.1
<b>Total</b>	<b>485 627</b>	<b>71.3</b>	<b>3 934</b>	<b>0.6</b>	<b>22 404</b>	<b>3.3</b>	<b>34 634</b>	<b>5.1</b>

**Table 3.1.4: Salaries, Overtime, Housing Allowance and Medical Assistance by salary band, 2016/17**

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)	4 010	0.6	24	0.003	106	0.02	89	0.01
Skilled (Levels 3-5)	95 147	14.0	484	0.1	7 911	1.2	10 295	1.5
Highly skilled production (Levels 6-8)	231 708	34.0	2 565	0.4	10 579	1.6	17 456	2.6
Highly skilled supervision (Levels 9-12)	138 027	20.3	860	0.1	3 474	0.5	6 464	0.9
Senior management (Levels 13-16)	16 736	2.5	0	0.0	334	0.05	331	0.05
<b>Total</b>	<b>485 627</b>	<b>71.3</b>	<b>3 934</b>	<b>0.6</b>	<b>22 404</b>	<b>3.3</b>	<b>34 634</b>	<b>5.1</b>

### 3.2 Employment and vacancies

The following tables summarise the number of active posts on the establishment, the number of employees (excluding interns and the Minister), and the percentage active vacant posts as at the end of the financial year. This information is presented in terms of three key variables, namely: Programme (Table 3.2.1), Salary Band (Table 3.2.2) and Critical Occupations (Table 3.2.3). All information in this section is provided as a snapshot as at the end of the financial year under review.

**Table 3.2.1: Employment and vacancies by programme, as at 31 March 2017**

Programme	Number of active posts	Number of posts filled	Vacancy rate %
Programme 1	411	406	1.2
Programme 2	1 089	1 065	2.2
Programme 3	64	63	1.6
Programme 4	590	565	4.2
Programme 5	27	27	0.0
<b>Total</b>	<b>2 181</b>	<b>2 126</b>	<b>2.5</b>

**Table 3.2.2: Employment and vacancies by salary band, as at 31 March 2017**

Salary Band	Number of active posts	Number of posts filled	Vacancy rate %
Lower skilled (Levels 1-2)	26	26	0.0
Skilled (Levels 3-5)	927	902	2.7
Highly skilled production (Levels 6-8)	942	923	2.0
Highly skilled supervision (Levels 9-12)	261	250	4.2
Senior management (Levels 13-16)	25	25	0.0
<b>Total</b>	<b>2181</b>	<b>2126</b>	<b>2.5</b>

**Table 3.2.3: Employment and vacancies by critical occupation, as at 31 March 2017**

Critical Occupations	Number of active posts	Number of posts filled	Vacancy rate %
Child Youth Care Worker	414	396	4.3
Social Auxiliary Worker	191	185	3.1
Social Worker	768	750	2.3
<b>Total</b>	<b>1374</b>	<b>1331</b>	<b>3.1</b>

**Note:** Critical occupations - refer to occupations that are critical for service delivery. If these occupations are not present in the department, the function/services will collapse.

### 3.3 Job evaluation

Job evaluation was introduced as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executing authorities are required to evaluate each new post in his or her organisation or re-evaluate any post where the post mandate or content has significantly changed. This job evaluation process determines the grading and salary level of a post. It should be understood that Job Evaluation and Staff Performance Management differ in the sense that Job Evaluation refers to the value/weighting of the activities that are associated with the post and Staff Performance Management refers to the review of an individual's performance.

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 2016 to 31 March 2017**

Salary Band	Total number of posts as at 31 March 2017	Number of posts evaluated	% of posts evaluated	Posts Upgraded		Posts Downgraded	
				Number	Posts upgraded as a % of total posts	Number	Posts downgraded as a % of total posts
Lower skilled (Levels 1-2)	26	0	0.0	0	0.0	0	0.0
Skilled (Levels 3-5)	927	95	4.4	2	0.1	0	0.0
Highly skilled production (Levels 6-8)	942	43	2.0	0	0.0	0	0.0
Highly skilled supervision (Levels 9-12)	261	46	2.1	0	0.0	0	0.0
Senior Management Service Band A (Level 13)	20	0	0.0	0	0.0	0	0.0
Senior Management Service Band B (Level 14)	4	0	0.0	0	0.0	0	0.0
Senior Management Service Band C (Level 15)	1	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>2181</b>	<b>184</b>	<b>8.4</b>	<b>2</b>	<b>0.1</b>	<b>0</b>	<b>0.0</b>

**Note:** The Number of posts evaluated per Salary Band reflects the Final Approved Post Level after Job Evaluation.

**Table 3.3.2: Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2016 to 31 March 2017**

Beneficiaries	African	Indian	Coloured	White	Total
Female	0	0	1	0	1
Male	0	0	1	0	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>
<b>Employees with a disability</b>					<b>0</b>

**Note:** Table 3.3.2 is a breakdown of posts upgraded in table 3.3.1.

Table 3.3.3 summarises the number of cases where salary levels exceeded the grade determined by job evaluation or where higher notches awarded to employees within a particular salary level. Each salary level consists of 12 notches. 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 major occupation, 1 April 2016 to 31 March 2017**

Major Occupation	Number of employees	Job evaluation level	Remuneration on a higher salary level	Remuneration on a higher notch of the same salary level	Reason for deviation
Assistant Director	1	9	-	11 notch increment	Attraction
<b>Total</b>					<b>1</b>
				<b>0.05</b>	

**Table 3.3.4: Profile of employees who have been granted higher salaries than those determined by job evaluation, 1 April 2016 to 31 March 2017**

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

**Note:** Table 3.3.4 is a breakdown of table 3.3.3 by race and gender.

### 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 occupation (Table 3.4.2). This section does not include intern information.

**Table 3.4.1: Annual turnover rates by salary band, 1 April 2016 to 31 March 2017**

Salary Band	Number of employees as at 31 March 2016	Turnover rate % 2015/16	Appointments into the Department	Transfers into the Department	Terminations out of the Department	Transfers out of the Department	Turnover rate % 2016/17
Lower skilled (Levels 1-2)	27	8.0	1	0	3	0	11.1
Skilled (Levels 3-5)	883	5.7	72	11	28	2	3.4
Highly skilled production (Levels 6-8)	923	10.3	115	12	141	9	16.3
Highly skilled supervision (Levels 9-12)	246	11.1	14	3	18	3	8.5
Senior Management Service Band A (Level 13)	18	5.6	1	0	1	0	5.6
Senior Management Service Band B (Level 14)	4	0.0	0	0	0	0	0.0
Senior Management Service Band C (Level 15)	1	0.0	0	0	0	0	0.0
<b>Total</b>	<b>2102</b>	<b>8.4</b>	<b>203</b>	<b>26</b>	<b>191</b>	<b>14</b>	<b>9.8</b>
			<b>229</b>		<b>205</b>		

**Note:** "Transfers" refer to the lateral movement of employees from one Public Service Department to another (both provincially and nationally). The turnover rate is determined by calculating the total exits as a percentage of the baseline (number of employees as at 31 March 2016).

**Table 3.4.2: Annual turnover rates by critical occupation, 1 April 2016 to 31 March 2017**

Critical Occupation	Number of employees as at 31 March 2016	Turnover rate % 2015/16	Appointments into the Department	Transfers into the Department	Terminations out of the Department	Transfers out of the Department	Turnover rate % 2016/17
Child Youth Care Worker	386	4.9	34	0	11	0	2.8
Social Auxiliary Worker	178	3.6	8	0	1	0	0.6
Social Worker	727	9.5	91	0	63	4	9.2
<b>Total</b>	<b>1290</b>	<b>7.4</b>	<b>133</b>	<b>0</b>	<b>75</b>	<b>4</b>	<b>6.1</b>
			<b>133</b>		<b>79</b>		

**Note:** "Transfers" refer to the lateral movement of employees from one Public Service Department to another (both provincially and nationally). The turnover rate is determined by calculating the total exits as a percentage of the baseline (number of employees as at 31 March 2016).

**Table 3.4.3: Staff leaving the employ of the Department, 1 April 2016 to 31 March 2017**

Exit Category	Number	% of total exits	Number of exits as a % of total number of employees as at 31 March 2016
Death	2	1.0	0.1
Resignation *	140	68.3	6.7
Expiry of contract	3	1.5	0.1
Dismissal – operational changes	0	0.0	0.0
Dismissal – misconduct	14	6.8	0.7
Dismissal – inefficiency	0	0.0	0.0
Discharged due to ill-health	5	2.4	0.2
Retirement	26	12.7	1.2
Employee initiated severance package	1	0.5	0.04
Transfers to Statutory	0	0.0	0.0
Transfers to other Public Service departments	14	6.8	0.7
<b>Total</b>	<b>205</b>	<b>100.0</b>	<b>9.8</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 2016 to 31 March 2017**

Resignation Reasons	Number	% of total resignations
Work/Life Balance	2	1.4
Better remuneration	9	6.4
Contract to permanent *	79	56.4
Family/personal circumstances	10	7.1
Interpersonal relationships	1	0.7
Lack of promotional opportunity	4	2.9
Need for career change	15	10.7
No reason provided	7	5.0
Personal health	6	4.3
Pursuing fulltime studies	4	2.9
Starting own business	3	2.1
<b>Total</b>	<b>140</b>	<b>100.0</b>

**Note:** \* Social Work graduates appointed in permanent posts via a formal recruitment and selection process.

**Table 3.4.5: Different age groups of staff who resigned, 1 April 2016 to 31 March 2017**

Age group	Number	% of total resignations
Ages <19	0	0.0
Ages 20 to 24	3	2.1
Ages 25 to 29	61	43.6
Ages 30 to 34	24	17.1
Ages 35 to 39	15	10.7
Ages 40 to 44	12	8.6
Ages 45 to 49	9	6.4
Ages 50 to 54	7	5.0
Ages 55 to 59	4	2.9
Ages 60 to 64	5	3.6
Ages 65 >	0	0.0
<b>Total</b>	<b>140</b>	<b>100.0</b>

**Table 3.4.6 Employee initiated severance packages.**

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

**Table 3.4.7: Promotions by salary band, 1 April 2016 to 31 March 2017**

Salary Band	Number of Employees as at 31 March 2016	Promotions to another salary level	Promotions as a % of total employees	Progressions to another notch within a salary level	Notch progressions as a % of total employees
Lower skilled (Levels 1-2)	27	0	0.0	7	25.9
Skilled (Levels 3-5)	883	4	0.5	233	26.4
Highly skilled production (Levels 6-8)	923	18	2.0	370	40.1
Highly skilled supervision (Levels 9-12)	246	13	5.3	155	63.0
Senior management (Levels 13-16)	23	2	8.7	19	82.6
<b>Total</b>	<b>2102</b>	<b>37</b>	<b>1.8</b>	<b>784</b>	<b>37.3</b>

**Note:** Promotions reflect the salary level of an employee after he/she was promoted. Employees who do not qualify for notch progressions include those who are on probation, as well as poor performing employees. Furthermore, employees within the Occupation Specific Dispensation (OSD) do not receive notch progressions annually.

**Table 3.4.8: Promotions by critical occupation, 1 April 2016 to 31 March 2017**

Critical Occupation	Number of Employees as at 31 March 2016	Promotions to another salary level	Promotions as a % of total employees in critical occupations	Progressions to another notch within a salary level	Notch progressions as a % of total employees in critical occupations
Child Youth Care Worker	386	4	1.0	63	16.3
Social Auxiliary Worker	178	0	0.0	36	20.2
Social Worker	727	7	1.0	136	18.7
<b>Total</b>	<b>1290</b>	<b>11</b>	<b>0.9</b>	<b>235</b>	<b>18.2</b>

**Note:** Promotions reflect the salary level of an employee after he/she was promoted. Employees who do not qualify for notch progressions include those who are on probation, as well as poor performing employees. Furthermore, employees within the Occupation Specific Dispensation (OSD) do not receive notch progressions annually.

### 3.5. Employment equity

**Table 3.5.1: Total number of employees (including employees with disabilities) in each of the following occupational levels, as at 31 March 2017**

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	1	0	0	0	0	0	0	1
Senior management (Levels 13-14)	2	6	0	3	1	6	0	6	0	0	24
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	25	75	0	10	53	155	3	32	0	0	353
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	87	191	1	14	219	448	5	49	0	0	1014
Semi-skilled and discretionary decision making (Levels 3-5)	118	197	1	6	134	250	0	10	0	0	716
Unskilled and defined decision making (Levels 1-2)	5	4	0	0	4	5	0	0	0	0	18
<b>Total</b>	<b>237</b>	<b>473</b>	<b>2</b>	<b>34</b>	<b>411</b>	<b>864</b>	<b>8</b>	<b>97</b>	<b>0</b>	<b>0</b>	<b>2126</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>237</b>	<b>473</b>	<b>2</b>	<b>34</b>	<b>411</b>	<b>864</b>	<b>8</b>	<b>97</b>	<b>0</b>	<b>0</b>	<b>2126</b>

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

**Note:** The figures reflected per occupational levels include all permanent, part-time and contract employees, but exclude interns. 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 2017**

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	<b>0</b>
Senior management (Levels 13-14)	0	1	0	0	0	0	0	0	0	0	<b>1</b>
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	1	1	0	1	1	2	0	1	0	0	<b>7</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	2	2	0	2	3	4	0	1	0	0	<b>14</b>
Semi-skilled and discretionary decision making (Levels 3-5)	2	1	0	0	1	0	0	0	0	0	<b>4</b>
Unskilled and defined decision making (Levels 1-2)	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>26</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Grand total</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>26</b>

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

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

**Table 3.5.3: Recruitment, 1 April 2016 to 31 March 2017**

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	<b>0</b>
Senior management (Levels 13-14)	0	0	0	0	0	0	0	1	0	0	<b>1</b>
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	1	1	0	2	2	9	1	1	0	0	<b>17</b>
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	8	15	0	0	45	52	1	6	0	0	<b>127</b>
Semi-skilled and discretionary decision making (Levels 3-5)	12	23	0	1	12	32	0	3	0	0	<b>83</b>
Unskilled and defined decision making (Levels 1-2)	0	1	0	0	0	0	0	0	0	0	<b>1</b>
<b>Total</b>	<b>21</b>	<b>40</b>	<b>0</b>	<b>3</b>	<b>59</b>	<b>93</b>	<b>2</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>229</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Grand total</b>	<b>21</b>	<b>40</b>	<b>0</b>	<b>3</b>	<b>59</b>	<b>93</b>	<b>2</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>229</b>

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

**Note:** Recruitment refers to the appointment of new employees to the staff establishment of the Department, but exclude interns. The totals include transfers from other government departments and / or institutions, as per Table 3.4.1.

**Table 3.5.4: Promotions, 1 April 2016 to 31 March 2017**

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	2	0	0	0	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	2	3	0	0	2	5	1	0	0	0	13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	1	2	0	0	4	11	0	0	0	0	18
Semi-skilled and discretionary decision making (Levels 3-5)	0	2	0	0	0	2	0	0	0	0	4
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>9</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>18</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>3</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>18</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37</b>

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

**Note:** Promotions refer to the total number of employees who have advanced to a higher post level within the Department, as per Table 3.4.7.

**Table 3.5.5: Terminations, 1 April 2016 to 31 March 2017**

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)	3	3	0	1	1	8	0	5	0	0	21
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	11	28	0	0	40	68	2	1	0	0	150
Semi-skilled and discretionary decision making (Levels 3-5)	4	12	0	0	3	10	0	1	0	0	30
Unskilled and defined decision making (Levels 1-2)	2	1	0	0	0	0	0	0	0	0	3
<b>Total</b>	<b>20</b>	<b>44</b>	<b>0</b>	<b>1</b>	<b>44</b>	<b>86</b>	<b>2</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>205</b>
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>20</b>	<b>44</b>	<b>0</b>	<b>1</b>	<b>44</b>	<b>86</b>	<b>2</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>205</b>

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

**Note:** Terminations refer to those employees (excluding interns) 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 2016 to 31 March 2017**

Disciplinary actions	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Dismissal	4	2	0	0	0	2	0	0	0	0	8
Not Guilty	0	1	0	0	0	0	0	0	0	0	1
Abscondment	0	1	0	0	2	3	0	0	0	0	6
Written Warning	0	1	0	0	0	0	0	0	0	0	1
Suspension without pay coupled with a Final Written Warning	0	3	0	0	1	0	0	0	0	0	4
<b>TOTAL</b>	<b>4</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>

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

**Note:** The disciplinary actions total refers to formal outcomes only and not headcount. For further information on the outcomes of the disciplinary hearings and the types of misconduct addressed at disciplinary hearings, refer to Tables 3.12.2 and Table 3.12.3.

**Table 3.5.7: Skills development, 1 April 2016 to 31 March 2017**

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)	0	1	0	0	0	1	0	1	3
Professionally qualified and experienced specialists and mid-management (Levels 9-12)	10	22	0	1	42	84	1	21	181
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents (Levels 6-8)	40	100	0	6	104	318	1	29	598
Semi-skilled and discretionary decision making (Levels 3-5)	97	176	0	5	123	183	0	6	590
Unskilled and defined decision making (Levels 1-2)	2	2	0	0	3	8	0	0	15
<b>Total</b>	<b>149</b>	<b>301</b>	<b>0</b>	<b>12</b>	<b>272</b>	<b>594</b>	<b>2</b>	<b>57</b>	<b>1387</b>
Temporary employees	0	0	0	0	0	0	0	0	0
<b>Grand total</b>	<b>149</b>	<b>301</b>	<b>0</b>	<b>12</b>	<b>272</b>	<b>594</b>	<b>2</b>	<b>57</b>	<b>1387</b>

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

**Note:** The above table refers to the total number of employees who have received training during the period under review, and not the number of training interventions attended by individuals. For further information on the actual training provided, 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 2016**

SMS Post Level	Number of active 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
Head of Department	1	1	1	100.0
Salary Level 14	4	4	4	100.0
Salary Level 13	20	19	19	100.0
<b>Total</b>	<b>25</b>	<b>24</b>	<b>24</b>	<b>100.0</b>

**Note:** This table refers to employees who are appointed as SMS members only. Employees who are remunerated higher than a SL12, but who are not SMS members have been excluded. Furthermore, the table reflects post salary details and not the individual salary level of employees. The allocation of performance-related rewards (cash bonus) for SMS members is dealt with later in the report. Refer to Table 3.8.5 in this regard.

**Table 3.6.2: Reasons for not having concluded Performance Agreements with all SMS Members on 31 May 2016**

Reasons for not concluding Performance Agreements with all SMS
N/A

**Table 3.6.3: Disciplinary steps taken against SMS Members for not having concluded Performance Agreements on 31 May 2016**

Disciplinary steps taken against SMS Members for not having concluded Performance Agreements
None required

### 3.7. Filling of SMS posts

The tables in this section provide information on employment and vacancies as it relates to members of the SMS by salary level. It also provides information of advertising and the filling of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken in cases of non-compliance.

**Table 3.7.1: SMS posts information, as at 30 September 2016**

SMS Level	Number of active 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
Head of Department	1	1	100.0	0	0.0
Salary Level 14	4	4	100.0	0	0.0
Salary Level 13	20	20	100.0	0	0.0
<b>Total</b>	<b>25</b>	<b>25</b>	<b>100.0</b>	<b>0</b>	<b>0.0</b>

**Table 3.7.2: SMS posts information, as at 31 March 2017**

SMS Level	Number of active 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
Head of Department	1	1	100.0	0	0.0
Salary Level 14	4	4	100.0	0	0.0
Salary Level 13	20	20	100.0	0	0.0
<b>Total</b>	<b>25</b>	<b>25</b>	<b>100.0</b>	<b>0</b>	<b>0.0</b>

**Table 3.7.3: Advertising and Filling of SMS posts, as at 31 March 2017**

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
Head of Department	0	0	0
Salary Level 14	0	0	0
Salary Level 13	0	2	1
<b>Total</b>	<b>0</b>	<b>2</b>	<b>1</b>

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

SMS Level	Reasons for non-compliance
Head of Department	N/A
Salary Level 14	N/A
Salary Level 13	N/A

**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
None Required

### 3.8. Employee performance

The following tables note the number of staff by salary band (table 3.8.1) and staff within critical occupations (3.8.2) who received a notch progression as a result of performance management (i.e. qualifying employees who scored between 3 – 5 in their performance ratings).

**Table 3.8.1: Notch progressions by salary band, 1 April 2016 to 31 March 2017**

Salary Band	Employees as at 31 March 2016	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	27	7	25.9
Skilled (Levels 3-5)	883	233	26.4
Highly skilled production (Levels 6-8)	923	370	40.1
Highly skilled supervision (Levels 9-12)	246	155	63.0
Senior management (Levels 13-16)	23	19	82.6
<b>Total</b>	<b>2 102</b>	<b>784</b>	<b>37.3</b>

**Table 3.8.2: Notch progressions by critical occupation, 1 April 2016 to 31 March 2017**

Critical Occupations	Employees as at 31 March 2016	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Child Youth Care Worker	386	63	16.3
Social Auxiliary Worker	178	36	20.2
Social Worker	727	136	18.7
<b>Total</b>	<b>1 291</b>	<b>235</b>	<b>18.2</b>

To encourage good performance, the Department has granted the following performance rewards to employees for the performance period 2015/16, but paid in the financial year 2016/17. 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 3.8.3: Performance rewards by race, gender, and disability, 1 April 2016 to 31 March 2017**

Race and Gender	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group as at 31 March 2016	% of total within group	Cost (R'000)	Average cost per beneficiary (R)
<b>African</b>	<b>39</b>	<b>623</b>	<b>6.3</b>	699	<b>17 922</b>
Male	12	231	5.2	180	15 033
Female	27	392	6.9	519	19 206
<b>Coloured</b>	<b>172</b>	<b>1 322</b>	<b>13.0</b>	3 393	<b>19 729</b>
Male	65	472	13.8	1 295	19 923
Female	107	850	12.6	2 098	19 611
<b>Indian</b>	<b>2</b>	<b>10</b>	<b>20.0</b>	43	<b>21 560</b>
Male	0	2	0.0	0	0
Female	2	8	25.0	43	21 560
<b>White</b>	<b>24</b>	<b>119</b>	<b>20.2</b>	679	<b>28 292</b>
Male	9	27	33.3	280	31 102
Female	15	92	16.3	399	26 606
Employees with a disability	<b>7</b>	<b>28</b>	<b>25.0</b>	182	<b>26 054</b>
<b>Total</b>	<b>244</b>	<b>2 102</b>	<b>11.6</b>	<b>4 997</b>	<b>20 479</b>

**Table 3.8.4: Performance rewards (cash bonus), by salary bands for personnel below Senior Management Service level, 1 April 2016 to 31 March 2017**

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2016	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of the total personnel expenditure
Lower skilled (Levels 1-2)	2	27	7.4	18	8 937	0.0
Skilled (Levels 3-5)	61	883	6.9	832	13 638	0.1
Highly skilled production (Levels 6-8)	108	923	11.7	1 849	17 116	0.3
Highly skilled supervision (Levels 9-12)	63	246	25.6	1 818	28 859	0.3
<b>Total</b>	<b>234</b>	<b>2 079</b>	<b>11.3</b>	<b>4 517</b>	<b>19 301</b>	<b>0.7</b>

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

**Table 3.8.5: Performance rewards (cash bonus), by salary band, for Senior Management Service level, 01 April 2016 to 31 March 2017**

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2016	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of the total personnel expenditure
Senior Management Service Band A (Level 13)	8	18	44.4	361	45 153	1.4
Senior Management Service Band B (Level 14)	1	4	25.0	54	54 230	0.2
Senior Management Service Band C (Level 15)	1	1	100.0	65	64 975	0.2
<b>Total</b>	<b>10</b>	<b>23</b>	<b>43.5</b>	<b>480</b>	<b>48 043</b>	<b>1.8</b>

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

**Table 3.8.6: Performance rewards (cash bonus) by critical occupation, 1 April 2016 to 31 March 2017**

Critical Occupation	Beneficiary Profile			Cost		
	Number of beneficiaries	Total number of employees in group as at 31 March 2016	% of total within salary bands	Cost (R'000)	Average cost per beneficiary (R)	Cost as a % of total personnel expenditure
Child Youth Care Worker	19	386	4.9	253	13 290	0.04
Community Development Worker	6	24	25.0	120	19 930	0.02
Occupational Therapist	1	2	50.0	20	20 371	0.003
Social Auxiliary Worker	29	178	16.3	401	13 843	0.06
Social Worker	78	727	10.7	1 746	22 386	0.3
<b>Total</b>	<b>133</b>	<b>1 317</b>	<b>10.1</b>	<b>2 540</b>	<b>19 098</b>	<b>0.4</b>

### 3.9 FOREIGN WORKERS

The tables below summarise the employment of foreign nationals in the Department in terms of salary bands (Table 3.9.1) and major occupation (Table 3.9.2). 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 2016 to 31 March 2017**

Salary Band	1 April 2016		31 March 2017		Change	
	Number	% of total	Number	% of total	Number	% change
None						

**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 2016 to 31 March 2017**

Major Occupation	1 April 2016		31 March 2017		Change	
	Number	% of total	Number	% of total	Number	% change
None						

**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 2016 to 31 December 2016

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 instances, the estimated cost of the leave is also provided.

**Table 3.10.1: Sick leave, 1 January 2016 to 31 December 2016**

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)	196	90.8	16	21	76.2	12	70
Skilled (Levels 3-5)	6 839	80.9	669	747	89.6	10	3 575
Highly skilled production (Levels 6-8)	10 548	79.1	1 005	1 093	91.9	10	9 052
Highly skilled supervision (Levels 9-12)	3 240	77.9	335	374	89.6	10	4 875
Senior management (Levels 13-16)	186	75.3	23	26	88.5	8	482
<b>Total</b>	<b>21 009</b>	<b>79.6</b>	<b>2 048</b>	<b>2 261</b>	<b>90.6</b>	<b>10</b>	<b>18 054</b>

**Note:** The three-year sick leave cycle started in January 2016 and ends in December 2018. The information in each case reflects the totals excluding incapacity leave taken by employees. For an indication of incapacity leave taken, refer to Table 3.10.2.

**Table 3.10.2: Incapacity leave, 1 January 2016 to 31 December 2016**

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)	129	100.0	1	21	4.8	129	49
Skilled (Levels 3-5)	729	100.0	15	747	2.0	49	401
Highly skilled production (Levels 6-8)	837	100.0	25	1 093	2.3	33	698
Highly skilled supervision (Levels 9-12)	228	100.0	7	374	1.9	33	329
Senior management (Levels 13-16)	0	0.0	0	26	0.0	0	0
<b>Total</b>	<b>1 923</b>	<b>100.0</b>	<b>48</b>	<b>2 261</b>	<b>2.1</b>	<b>40</b>	<b>1 477</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: Annual Leave, 1 January 2016 to 31 December 2016**

Salary Band	Total days taken	Total number employees using annual leave	Average number of days taken per employee
Lower skilled (Levels 1-2)	357	18	20
Skilled (Levels 3-5)	14 347	715	20
Highly skilled production (Levels 6-8)	23 254	1 067	22
Highly skilled supervision (Levels 9-12)	9 447	365	26
Senior management (Levels 13-16)	652	26	25
<b>Total</b>	<b>48 057</b>	<b>2 191</b>	<b>22</b>

**Table 3.10.4: Capped leave, 1 January 2016 to 31 December 2016**

Salary Band	Total capped leave available as at 31 Dec 2015	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 2015	Total capped leave available as at 31 Dec 2016
Lower skilled (Levels 1-2)	99	0	0	0	4	99
Skilled (Levels 3-5)	2 040	58	3	19	82	1 982
Highly skilled production (Levels 6-8)	6 893	133	14	10	224	6 760
Highly skilled supervision (Levels 9-12)	6 774	60	13	5	181	6 714
Senior management (Levels 13-16)	345	6	3	2	12	339
<b>Total</b>	<b>16 152</b>	<b>257</b>	<b>33</b>	<b>8</b>	<b>503</b>	<b>15 895</b>

**Note:** It is possible for the total number of capped leave days to increase as employees who were promoted or transferred into the Department, retain their capped leave credits, which form part of that specific salary band and ultimately the departmental total.

Table 3.10.5 summarises capped- and annual leave payments made to employees as a result of non-utilisation.

**Table 3.10.5: Leave pay-outs, 1 April 2016 to 31 March 2017**

Reason	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave pay-outs during 2016/17 due to non-utilisation of leave for the previous cycle	135	5	27 036
Capped leave pay-outs on termination of service for 2016/17	1 449	26	55 741
Current leave pay-outs on termination of service 2016/17	1 043	76	13 723
<b>Total</b>	<b>2 627</b>	<b>107</b>	<b>24 555</b>

### 3.11. Health promotion programmes, including HIV and AIDS

**Table 3.11.1: Steps taken to reduce the risk of occupational exposure, 1 April 2016 to 31 March 2017**

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 &amp; AIDS. Despite the very low occupational risk, all employees have been targeted at all levels within the Department.</p>	<p>HIV &amp; AIDS Counselling and Testing (HCT) and Wellness screenings were conducted in general. The outsourced Health and Wellness contract for the EHWP provides employees and 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-hour telephone counselling;</li> <li>● Face to face counselling (4 session model);</li> <li>● Trauma and critical incident counselling;</li> <li>● Advocacy on HIV&amp;AIDS awareness, including online E-Care services; and</li> <li>● Training, coaching and targeted Interventions where these were required.</li> </ul>

**Table 3.11.2: Details of Health Promotion including HIV & AIDS Programmes, 1 April 2016 to 31 March 2017**

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>Ms Reygana Shade, Director: Organisational Behaviour, (DotP).</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 CSC within DotP provides a transversal service to the 11 departments, including DSD</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 11 client departments.</p> <p>The unit consists of a Deputy Director, three Assistant Directors, and two EHW Practitioners.</p> <p>Budget: R2.65 m</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 (external service provider) to render an Employee Health and Wellness Service to the eleven departments of the CSC.</p> <p>The Department conducted interventions namely, Awareness Session (EHW Services, Nutrition Awareness, E-Care Profiling and Information, and Exercise Demonstration), Stress &amp; Work-life Balance, Conflict Management, Relationship Enrichment, Self-Development, Mental Health Awareness, Financial Management, Trauma Management, Juicy Parenting, Addictive Behaviour and Stress and Resilience and Coaching for employees.</p> <p>These interventions were planned based on the trends reported quarterly through the EHWP reports provided by the service provider, ICAS, for the period 2016/17. 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, managers and supervisors as well as executive coaching for SMS members.</p> <p>The Department also provided information sessions, as requested by various departments in the WCG, to inform employees of the EHW service, and how to access the 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>The Provincial Employee Health and Wellness Steering Committee has been established with members nominated by each department.</p> <p>The Department is represented by T Mtheku and L George.</p>
<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 WCG is in effect and was adopted by the Co-ordinating Chamber of the PSCBC for the Western Cape Province on 10 August 2005.</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 DoP has developed four Provincial Employee Health and Wellness Policies which were ratified and approved on 8 March 2016. One of the policies, HIV &amp; AIDS and TB Management, responds to the prevention of discrimination against employees affected and infected by HIV &amp; AIDS and TB in the workplace.</p> <p>Further to this, the DoH, the lead department for HIV &amp; AIDS, has approved the Transversal HIV and AIDS/STI Workplace Policy and Programme that is applicable to all departments of the WCG. The document is in line with the four pillars of the EHW Strategic Framework 2008.</p>

Question	Yes	No	Details, if yes
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>The Department implemented the Provincial Strategic Plan on HIV &amp; AIDS, Sexually Transmitted Infections (STIs) and TB 2012-2016 to mainstream HIV and TB and its gender and rights-based dimensions into the core mandates to reduce HIV-related stigma.</p> <p>The overarching aim of the said Provincial Strategic Plan 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; and</li> <li>● Zero discrimination.</li> </ul> <p>The Department conducted HCT and Wellness screenings to promote testing for HIV/AIDS and screening for TB by all employees in the department 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; and</li> <li>● Reduce unfair discrimination in access to services. This included ensuring that the Directorate Employee Relations addresses complaints or grievances relating to unfair discrimination and provides training to employees.</li> </ul> <p>Other key elements that addressed anti-HIV &amp; AIDS discrimination issues were:</p> <ul style="list-style-type: none"> <li>● conducting Wellness and TB Screenings with specific requests from departments;</li> <li>● distributing posters and pamphlets;</li> <li>● providing HCT and TB Screenings, condom distribution and spot talks; and</li> <li>● commemoration of World AIDS Day and Wellness events.</li> </ul>
7. Does the Department encourage its employees to undergo HIV counselling and testing (HCT)? If so, list the results that you have you achieved.	√		<p><b>HCT sessions:</b></p> <p>The following screening sessions were conducted:</p> <p>Blood pressure, glucose, cholesterol, TB, BMI [body mass index] and spot talks.</p> <p>The Department participated in one HCT and Wellness screening session.</p> <p>70 employees were tested and counselled for HIV, tuberculosis and sexually transmitted infections (STIs).</p> <p>There were no clinical referrals for TB, HIV or any other STIs.</p>

Question	Yes	No	Details, if yes
8. Has the Department developed measures/indicators to monitor and 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 service provider).</p> <p>The EHWP is monitored through Quarterly and Annual reporting. This reporting is provided by ICAS. The most recent annual health review period was 1 April 2016 to 31 March 2017.</p> <p>The quarterly and annual review provides a breakdown of the EHWP Demographic i.e. age, gender, length of service, dependent utilisation, language utilisation, employee vs. manager utilisation, number of cases, etc.</p> <p>The review further provides, amongst others, details pertaining to service utilisation, problem profiling and trending, assessment of employee and organisational risk and the impact thereof on the individual functioning in the workplace.</p>

### 3.12. LABOUR RELATIONS

The following provincial collective agreements were entered into with trade unions for the period under review.

**Table 3.12.1: Collective agreements, 1 April 2016 to 31 March 2017**

<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 period.

**Table 3.12.2: Misconduct and disciplinary hearings finalised, 1 April 2016 to 31 March 2017**

<b>Outcomes of disciplinary hearings</b>	<b>Number of cases finalised</b>	<b>% of total</b>
Dismissal	8	40.0
Desertion	6	30.0
Written Warning	1	5.0
Suspension without pay coupled with a Final Written Warning	4	20.0
Not Guilty	1	5.0
<b>Total</b>	<b>20</b>	<b>100.0</b>
<b>Percentage of total employment</b>		<b>0.9</b>

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

**Table 3.12.3: Types of misconduct addressed at disciplinary hearings, 1 April 2016 to 31 March 2017**

<b>Type of misconduct</b>	<b>Number</b>	<b>% of total</b>
Gross negligence and abuse of government property	1	5.0
Allegations of recruitment irregularities	1	5.0
Misuse of GG vehicle	4	20.0
Sexual harassment	2	10.0
Poor performance	1	5.0
Misutilisation of sick leave	1	5.0
Withholding information relating to Recruitment and Selection	1	5.0
Abscondment	6	30.0
Unauthorised absenteeism	1	5.0
Dereliction of duty	1	5.0
Criminal record	1	5.0
<b>Total</b>	<b>20</b>	<b>100.0</b>

**Table 3.12.4: Grievances lodged, 1 April 2016 to 31 March 2017**

Grievances lodged	Number	% of total
Number of grievances resolved	53	44.2
Number of grievances not resolved	67	55.8
<b>Total number of grievances lodged</b>	<b>120</b>	<b>100.0</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 2016 to 31 March 2017**

Disputes lodged with Councils	Number	% of total
Number of disputes upheld	3	25.0
Number of disputes dismissed	9	75.0
<b>Total number of disputes lodged</b>	<b>12</b>	<b>100.0</b>

**Note:** Councils refer to the Public Service Coordinating Bargaining Council (PSCBC) and General Public Service Sector Bargaining Council (GPSSBC). When a dispute is "upheld", it means that the Council endorses the appeal as legitimate and credible in favour of the aggrieved. When a dispute is "dismissed", it means that the Council is not ruling in favour of the aggrieved.

**Table 3.12.6: Strike actions, 1 April 2016 to 31 March 2017**

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

**Note:** In terms of the settlement between labour and the Department the employer agreed to conduct a verification process prior to the implementation of the deductions on no work no pay related to the strike. The Department is currently busy with this process and therefore the information is not reflected in the Annual Report.

**Table 3.12.7: Precautionary suspensions, 1 April 2016 to 31 March 2017**

Precautionary suspensions	Number
Number of people suspended	3
Number of people whose suspension exceeded 30 days	2
Average number of days suspended	42
Cost (R'000) of suspensions	340 245.41

**Note:** Precautionary suspensions refer to staff who were suspended with full pay, whilst the case was 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 2016 to 31 March 2017**

Occupational Categories	Gender	Number of employees as at 1 April 2016	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	13	0	2	0	<b>2</b>
	Male	10	0	0	0	<b>0</b>
Professionals	Female	714	0	710	0	<b>710</b>
	Male	276	0	206	0	<b>206</b>
Technicians and associate professionals	Female	311	0	148	0	<b>148</b>
	Male	321	0	82	0	<b>82</b>
Clerks	Female	329	0	85	0	<b>85</b>
	Male	103	0	33	0	<b>33</b>
Service and sales workers	Female	4	0	1	0	<b>1</b>
	Male	4	0	0	0	<b>0</b>
Skilled agriculture and fishery workers	Female	0	0	0	0	<b>0</b>
	Male	0	0	0	0	<b>0</b>
Craft and related trades workers	Female	0	0	0	0	<b>0</b>
	Male	0	0	0	0	<b>0</b>
Plant and machine operators and assemblers	Female	1	0	0	0	<b>0</b>
	Male	23	0	6	0	<b>6</b>
Elementary occupations	Female	23	0	0	0	<b>0</b>
	Male	16	0	0	0	<b>0</b>
Sub Total	Female	<b>1 395</b>	<b>0</b>	<b>946</b>	<b>0</b>	<b>946</b>
	Male	<b>753</b>	<b>0</b>	<b>327</b>	<b>0</b>	<b>327</b>
<b>Total</b>		<b>2 148</b>	<b>0</b>	<b>1 273</b>	<b>0</b>	<b>1 273</b>
<b>Employees with disabilities</b>	Female	13	0	0	0	<b>0</b>
	Male	15	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 Workplace Skills Plan.

**Table 3.13.2: Training provided, 1 April 2016 to 31 March 2017**

Occupational Categories	Gender	Number of employees as at 31 March 2017	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	13	0	2	0	<b>2</b>
	Male	12	0	1	0	<b>1</b>
Professionals	Female	750	0	1 128	0	<b>1 128</b>
	Male	279	0	307	0	<b>307</b>
Technicians and associate professionals	Female	330	0	119	0	<b>119</b>
	Male	327	0	130	0	<b>130</b>
Clerks	Female	257	0	137	0	<b>137</b>
	Male	88	0	45	0	<b>45</b>
Service and sales workers	Female	9	0	0	0	<b>0</b>
	Male	3	0	0	0	<b>0</b>
Skilled agriculture and fishery workers	Female	0	0	0	0	<b>0</b>
	Male	0	0	0	0	<b>0</b>
Craft and related trades workers	Female	0	0	0	0	<b>0</b>
	Male	0	0	0	0	<b>0</b>
Plant and machine operators and assemblers	Female	1	0	1	0	<b>1</b>
	Male	23	0	9	0	<b>9</b>
Elementary occupations	Female	20	0	0	0	<b>0</b>
	Male	14	0	0	0	<b>0</b>
Sub Total	Female	<b>1 380</b>	<b>0</b>	<b>1 387</b>	<b>0</b>	<b>1 387</b>
	Male	<b>746</b>	<b>0</b>	<b>492</b>	<b>0</b>	<b>492</b>
<b>Total</b>		<b>2 126</b>	<b>0</b>	<b>1 879</b>	<b>0</b>	<b>1 879</b>
<b>Employees with disabilities</b>	Female	13	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 (IOD)

Table 3.14.1 provides basic information on injuries sustained whilst being on official duty.

**Table 3.14.1: Injury on duty, 1 April 2016 to 31 March 2017**

Nature of injury on duty	Number	% of total
Required basic medical attention only	66	93.0
Temporary disablement	5	7.0
Permanent disablement	0	0.0
Fatal	0	0.0
<b>Total</b>	<b>71</b>	<b>100.0</b>
Percentage of total employment		<b>3.3</b>

**Note:** The above table identifies the number of IODs approved by the commissioner during the review period

### 3.15. UTILISATION OF CONSULTANTS

**Table 3.15.1: Report on consultant appointments using appropriated funds, 1 April 2016 to 31 March 2017**

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
None			
<b>Total number of projects</b>	<b>Total individual consultants</b>	<b>Total duration: Work days</b>	<b>Total contract value in Rand</b>
None			

**Table 3.15.2: Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs), 1 April 2016 to 31 March 2017**

Project Title	Percentage ownership by HDI groups (Broad Based Black Economic Empowerment (B-BBEE) Status Contributor)	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
None			

**Table 3.15.3: Report on consultant appointments using Donor funds, 1 April 2016 to 31 March 2017**

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

**Table 3.15.4: Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs), 1 April 2016 to 31 March 2017**

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**

## **PART E: FINANCIAL INFORMATION**

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## **1 REPORT OF THE AUDITOR GENERAL**

### **Report of the auditor-general to the Western Cape Provincial Parliament on vote no. 7: Western Cape Department of Social Development**

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

##### **Opinion**

1. I have audited the financial statements of the Western Cape Department of Social Development set out on pages 161 to 225, which comprise the appropriation statement, the statement of financial position as at 31 March 2017, and the statement of financial performance, statement of changes in net assets and cash flow statement, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. 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 2017, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standard 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, 2016 (Act No. 3 of 2016) (DoRA).

##### **Basis for opinion**

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

##### **Other matter**

6. I draw attention to the matter below. My opinion is not modified in respect of this matter.

##### **Unaudited supplementary schedules**

7. The supplementary information set out on pages 226 to 236 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.

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

8. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Modified Cash Standard prescribed by National Treasury and the requirements of the PFMA and DORA and for such internal control as the accounting officer determines is necessary to enable the preparation of

financial statements that are free from material misstatement, whether due to fraud or error.

9. In preparing the financial statements, the accounting officer is responsible for assessing the Western Cape Department of Social Development's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the intention is to liquidate the department or cease operations, or there is no realistic alternative but to do so.

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

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

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

### **Introduction and scope**

12. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof I have a responsibility to report material findings on the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify findings but not to gather evidence to express assurance.
13. My procedures address the reported performance information, which must be based on the approved performance planning documents of the department. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
14. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programmes presented in the annual performance report of the department for the year ended 31 March 2017:

<b>Programmes</b>	<b>Pages in the annual performance report</b>
Programme 2 – social welfare services	60 – 67
Programme 3 – children and families	68 – 78
Programme 4 – restorative services	79 – 86

15. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

16. I did not raise any material findings on the usefulness and reliability of the reported performance information for the following programmes:

- Programme 2 – social welfare services
- Programme 3 – children and families
- Programme 4 – restorative services

### **Other matters**

17. I draw attention to the matters below.

### **Achievement of planned targets**

18. Refer to the annual performance report on pages 61 to 66; 69 to 78 and 80 to 86 for information on the achievement of planned targets for the year and explanations provided for the underachievement of a number of targets.

### **Unaudited supplementary information**

19. The supplementary information set out on pages 33 to 54 and 96 to 100 does not form part of the annual performance report and is presented as additional information. I have not audited these schedules and, accordingly, I do not report on them.

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

#### **Introduction and scope**

20. In accordance with the PAA and the general notice issued in terms thereof I have a responsibility to report material findings on the compliance of the department with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance. I did not identify any instances of material non-compliance in respect of the compliance criteria for the applicable subject matters.

#### **Other information**

21. The Western Cape Department of Social Development's accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported in the auditor's report.

22. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.

23. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed on the other information obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact.

## Internal control deficiencies

I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. I did not identify any significant deficiencies in internal control.

*Auditor-General*

Cape Town  
31 July 2017



**AUDITOR - GENERAL**  
**SOUTH AFRICA**

*Auditing to build public confidence*

## **Annexure – auditor-general’s responsibility for the audit**

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements, and the procedures performed on reported performance information for selected programmes and on the department's compliance with respect to the selected subject matters.

### **Financial statements**

2. In addition to my responsibility for the audit of the financial statements as described in the auditor's report, I also:
  - identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
  - obtain an understanding of internal control relevant to the audit 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 department's internal control
  - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
  - conclude on the appropriateness of the accounting officer's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Western Cape Department of Social Development's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. My conclusions are based on the information available to me at the date of the auditor's report. However, future events or conditions may cause a department to cease operating as a going concern
  - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

### **Communication with those charged with governance**

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also confirm to the accounting officer that I have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on my independence and where applicable, related safeguards.

**WESTERN CAPE PROVINCE  
DEPARTMENT OF SOCIAL DEVELOPMENT  
VOTE 7**

**APPROPRIATION STATEMENT  
for the year ended 31 March 2017**

**2 ANNUAL FINANCIAL STATEMENTS**

Appropriation per programme										
	2016/17							2015/16		
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000	
<b>Voted funds and Direct charges</b>										
<b>Programme</b>										
1. ADMINISTRATION	187 185	-	(1 198)	185 987	185 987	-	100.0	174 273	174 273	
2. SOCIAL WELFARE SERVICES	771 773	-	(1 292)	770 481	768 382	2 099	99.7	725 708	719 877	
3. CHILDREN AND FAMILIES	616 536	-	(5 055)	611 481	611 241	240	100.0	601 873	601 064	
4. RESTORATIVE SERVICES	339 138	-	6 685	345 823	344 612	1 211	99.6	319 202	318 985	
5. DEVELOPMENT AND RESEARCH	49 232	-	860	50 092	49 771	321	99.4	77 873	77 873	
<b>Programme sub total</b>	1 963 864	-	-	1 963 864	1 959 993	3 871	99.8	1 898 929	1 892 072	
<b>Statutory Appropriation</b>										
<b>Total</b>	1 963 864	-	-	1 963 864	1 959 993	3 871	99.8	1 898 929	1 892 072	
<b>Reconciliation with Statement of Financial Performance</b>										
<b>Add:</b>										
Departmental receipts				1 115				1 269		
<b>Actual amounts per Statement of Financial Performance (Total Revenue)</b>				1 964 979				1 900 198		
<b>Actual amounts per Statement of Financial Performance Expenditure</b>					1 959 993				1 892 072	

**WESTERN CAPE PROVINCE  
DEPARTMENT OF SOCIAL DEVELOPMENT  
VOTE 7**

**APPROPRIATION STATEMENT  
for the year ended 31 March 2017**

Appropriation per programme									
Economic classification	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>	872 485	(491)	4 841	876 835	873 204	3 631	99.6	806 875	800 018
Compensation of employees	682 438	(144)	(13)	682 281	678 650	3 631	99.5	627 127	620 270
Salaries and wages	588 379	(767)	(116)	587 496	583 914	3 582	99.4	541 880	535 818
Social contributions	94 059	623	103	94 785	94 736	49	99.9	85 247	84 452
Goods and services	190 047	(347)	4 854	194 554	194 554	-	100.0	179 748	179 748
Administrative fees	81	139	-	220	220	-	100.0	98	98
Advertising	1 644	(333)	-	1 311	1 311	-	100.0	1 361	1 361
Minor assets	1 265	516	-	1 781	1 781	-	100.0	1 751	1 751
Audit costs: External	4 982	(177)	(582)	4 223	4 223	-	100.0	4 823	4 823
Bursaries: Employees	773	434	-	1 207	1 207	-	100.0	950	950
Catering: Departmental activities	663	51	-	714	714	-	100.0	1 521	1 521
Communication (G&S)	8 400	(141)	-	8 259	8 259	-	100.0	7 452	7 452
Computer services	2 061	(313)	-	1 748	1 748	-	100.0	1 103	1 103
Consultants: Business and advisory services	844	(119)	-	725	725	-	100.0	1 431	1 431
Legal services	814	(130)	-	684	684	-	100.0	371	371
Contractors	2 341	97	216	2 654	2 654	-	100.0	2 050	2 050
Agency and support / outsourced services	78 093	(637)	4 912	82 368	82 368	-	100.0	74 497	74 497
Entertainment	124	(21)	-	103	103	-	100.0	95	95
Fleet services (including government motor transport)	20 523	(1 058)	-	19 465	19 465	-	100.0	19 002	19 002
Consumable supplies	3 951	263	698	4 912	4 912	-	100.0	4 408	4 408
Consumable: Stationery, printing and office supplies	3 175	452	-	3 627	3 627	-	100.0	3 150	3 150
Operating leases	3 243	573	-	3 816	3 816	-	100.0	4 787	4 787
Property payments	45 049	(61)	239	45 227	45 227	-	100.0	36 680	36 680
Transport provided: Departmental activity	65	(8)	-	57	57	-	100.0	117	117
Travel and subsistence	5 030	(207)	(171)	4 652	4 652	-	100.0	5 411	5 411
Training and development	3 856	-	(458)	3 398	3 398	-	100.0	5 310	5 310
Operating payments	2 463	284	-	2 747	2 747	-	100.0	2 808	2 808
Venues and facilities	591	61	-	652	652	-	100.0	546	546
Rental and hiring	16	(12)	-	4	4	-	100.0	26	26
<b>Transfers and subsidies</b>	1 062 136	584	(4 841)	1 057 879	1 057 639	240	100.0	1 063 154	1 063 154
Departmental agencies and accounts	37	(4)	-	33	33	-	100.0	32	32
Departmental agencies (non- business entities)	37	(4)	-	33	33	-	100.0	32	32
Non-profit institutions	1 053 302	(1 076)	(4 854)	1 047 372	1 047 132	240	100.0	1 052 555	1 052 555
Households	8 797	1 664	13	10 474	10 474	-	100.0	10 567	10 567
Social benefits	2 303	511	13	2 827	2 827	-	100.0	2 144	2 144
Other transfers to households	6 494	1 153	-	7 647	7 647	-	100.0	8 423	8 423
<b>Payments for capital assets</b>	29 243	(1 330)	-	27 913	27 913	-	100.0	27 779	27 779
Machinery and equipment	29 243	(1 330)	-	27 913	27 913	-	100.0	27 766	27 766
Transport equipment	21 078	(1 606)	-	19 472	19 472	-	100.0	19 122	19 122
Other machinery and equipment	8 165	276	-	8 441	8 441	-	100.0	8 644	8 644
Software and other intangible assets	-	-	-	-	-	-	-	13	13
<b>Payment for financial assets</b>	-	1 237	-	1 237	1 237	-	100.0	1 121	1 121
<b>Total</b>	<b>1 963 864</b>	<b>-</b>	<b>-</b>	<b>1 963 864</b>	<b>1 959 993</b>	<b>3 871</b>	<b>99.8</b>	<b>1 898 929</b>	<b>1 892 072</b>

**WESTERN CAPE PROVINCE  
DEPARTMENT OF SOCIAL DEVELOPMENT  
VOTE 7**

**APPROPRIATION STATEMENT  
for the year ended 31 March 2017**

<b>Programme 1: ADMINISTRATION</b>									
	<b>2016/17</b>							<b>2015/16</b>	
	<b>Adjusted Appropriation R'000</b>	<b>Shifting of Funds R'000</b>	<b>Virement R'000</b>	<b>Final Appropriation R'000</b>	<b>Actual Expenditure R'000</b>	<b>Variance R'000</b>	<b>Expenditure as % of final appropriation %</b>	<b>Final Appropriation R'000</b>	<b>Actual Expenditure R'000</b>
<b>Sub programme</b>									
1. OFFICE OF THE MEC	6 450	(32)	-	6 418	6 418	-	100.0	5 864	5 864
2. CORPORATE MANAGEMENT SERVICES	123 146	326	(1 198)	122 274	122 274	-	100.0	114 989	114 989
3. DISTRICT MANAGEMENT	57 589	(294)	-	57 295	57 295	-	100.0	53 420	53 420
<b>Total</b>	<b>187 185</b>	<b>-</b>	<b>(1 198)</b>	<b>185 987</b>	<b>185 987</b>	<b>-</b>	<b>100.0</b>	<b>174 273</b>	<b>174 273</b>

**WESTERN CAPE PROVINCE  
DEPARTMENT OF SOCIAL DEVELOPMENT  
VOTE 7**

**APPROPRIATION STATEMENT  
for the year ended 31 March 2017**

Economic classification	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>	177 775	(239)	(121)	176 325	176 325	-	100.0	161 715	161 715
Compensation of employees	144 324	(45)	-	144 279	144 279	-	100.0	128 648	128 648
Salaries and wages	124 612	(59)	-	124 453	124 453	-	100.0	111 467	111 467
Social contributions	19 712	14	-	19 826	19 826	-	100.0	17 181	17 181
Goods and services	33 451	(194)	(121)	32 046	32 046	-	100.0	33 067	33 067
Administrative fees	69	34	-	103	103	-	100.0	93	93
Advertising	1549	(380)	-	1 169	1 169	-	100.0	1 214	1 214
Minor assets	1125	478	-	1 603	1 603	-	100.0	862	862
Audit costs: External	4 982	(177)	(582)	4 223	4 223	-	100.0	4 823	4 823
Bursaries: Employees	773	434	-	1 207	1 207	-	100.0	950	950
Catering: Departmental	282	(70)	-	212	212	-	100.0	234	234
Communication (G&S)	1413	(14)	-	1 399	1 399	-	100.0	1 364	1 364
Computer services	2 061	(313)	-	1 748	1 748	-	100.0	1 103	1 103
Consultants: Business and advisory services	799	(137)	-	662	662	-	100.0	900	900
Legal services	814	(130)	-	684	684	-	100.0	371	371
Contractors	415	(8)	-	407	407	-	100.0	441	441
Agency and support / outsourced services	465	(11)	-	454	454	-	100.0	392	392
Entertainment	122	(20)	-	102	102	-	100.0	94	94
Fleet services (including government motor transport)	4 477	(422)	-	4 055	4 055	-	100.0	3 750	3 750
Consumable supplies	446	(5)	-	441	441	-	100.0	517	517
Consumable: Stationery, printing and office supplies	1419	149	-	1 568	1 568	-	100.0	1 652	1 652
Operating leases	778	43	-	821	821	-	100.0	1 236	1 236
Property payments	4 645	89	-	4 734	4 734	-	100.0	4 512	4 512
Travel and subsistence	1 571	16	(171)	1 416	1 416	-	100.0	1 593	1 593
Training and development	3 856	-	(458)	3 398	3 398	-	100.0	5 301	5 301
Operating payments	820	179	-	999	999	-	100.0	1 229	1 229
Venues and facilities	570	71	-	641	641	-	100.0	429	429
Rental and hiring	-	-	-	-	-	-	-	7	7
<b>Transfers and subsidies</b>	720	12	13	845	845	-	100.0	1 802	1 802
Departmental agencies and accounts	17	(13)	-	4	4	-	100.0	12	12
Departmental agencies (no-business entities)	17	(13)	-	4	4	-	100.0	12	12
Households	703	125	13	841	841	-	100.0	1 790	1 790
Social benefits	703	66	13	782	782	-	100.0	790	790
Other transfers to households	-	59	-	59	59	-	100.0	1 000	1 000
<b>Payments for capital</b>	8 690	(110)	-	7 580	7 580	-	100.0	9 635	9 635
Machinery and equipment	8 690	(110)	-	7 580	7 580	-	100.0	9 622	9 622
Transport equipment	3 764	(261)	-	3 503	3 503	-	100.0	3 362	3 362
Other machinery and equipment	4 926	(849)	-	4 077	4 077	-	100.0	6 260	6 260
Software and other intangible	-	-	-	-	-	-	-	13	13
<b>Payment for financial assets</b>	-	1 237	-	1 237	1 237	-	100.0	1 121	1 121
<b>Total</b>	<b>187 185</b>	<b>-</b>	<b>(1 198)</b>	<b>185 987</b>	<b>185 987</b>	<b>-</b>	<b>100.0</b>	<b>174 273</b>	<b>174 273</b>

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<b>Subprogramme: 1.1: OFFICE OF THE MEC</b>									
Economic classification	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>	6 193	30	-	6 223	6 223	-	100.0	5 655	5 655
Compensation of employees	5 170	(6)	-	5 164	5 164	-	100.0	4 782	4 782
Goods and services	1023	36	-	1 059	1059	-	100.0	873	873
<b>Transfers and subsidies</b>	-	6	-	6	6	-	100.0	-	-
Households	-	6	-	6	6	-	100.0	-	-
<b>Payments for capital</b>	257	(68)	-	189	189	-	100.0	209	209
Machinery and equipment	257	(68)	-	189	189	-	100.0	209	209
<b>Total</b>	<b>6 450</b>	<b>(32)</b>	<b>-</b>	<b>6 418</b>	<b>6 418</b>	<b>-</b>	<b>100.0</b>	<b>5 864</b>	<b>5 864</b>

<b>Subprogramme: 1.2: CORPORATE MANAGEMENT SERVICES</b>									
Economic classification	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>	16 431	(170)	(121)	115 050	115 050	-	100.0	106 170	106 170
Compensation of employees	92 480	189	-	92 669	92 669	-	100.0	82 990	82 990
Goods and services	23 951	(359)	(121)	22 381	22 381	-	100.0	23 180	23 180
<b>Transfers and subsidies</b>	555	74	13	642	642	-	100.0	364	364
Departmental agencies and accounts	5	(1)	-	4	4	-	100.0	3	3
Households	550	75	13	638	638	-	100.0	361	361
<b>Payments for capital</b>	6 160	(85)	-	5 345	5 345	-	100.0	7 334	7 334
Machinery and equipment	6 160	(85)	-	5 345	5 345	-	100.0	7 321	7 321
Software and other intangible	-	-	-	-	-	-	-	13	13
<b>Payment for financial</b>	-	1237	-	1 237	1 237	-	100.0	121	121
<b>Total</b>	<b>123 146</b>	<b>326</b>	<b>(1 198)</b>	<b>122 274</b>	<b>122 274</b>	<b>-</b>	<b>100.0</b>	<b>114 989</b>	<b>114 989</b>

<b>Subprogramme: 1.3: DISTRICT MANAGEMENT</b>									
Economic classification	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>	55 151	(99)	-	55 052	55 052	-	100.0	49 890	49 890
Compensation of employees	46 674	(228)	-	46 446	46 446	-	100.0	40 876	40 876
Goods and services	8 477	129	-	8 606	8 606	-	100.0	9 014	9 014
<b>Transfers and subsidies</b>	165	32	-	197	197	-	100.0	1438	1438
Departmental agencies and accounts	12	(12)	-	-	-	-	-	9	9
Households	153	44	-	197	197	-	100.0	1429	1429
<b>Payments for capital</b>	2 273	(227)	-	2 046	2 046	-	100.0	2 092	2 092
Machinery and equipment	2 273	(227)	-	2 046	2 046	-	100.0	2 092	2 092
<b>Total</b>	<b>57 589</b>	<b>(294)</b>	<b>-</b>	<b>57 295</b>	<b>57 295</b>	<b>-</b>	<b>100.0</b>	<b>53 420</b>	<b>53 420</b>

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<b>Programme 2: SOCIAL WELFARE SERVICES</b>									
<b>Sub programme</b>	<b>2016/17</b>							<b>2015/16</b>	
	<b>Adjusted Appropriation R'000</b>	<b>Shifting of Funds R'000</b>	<b>Virement R'000</b>	<b>Final Appropriation R'000</b>	<b>Actual Expenditure R'000</b>	<b>Variance R'000</b>	<b>Expenditure as % of final appropriation %</b>	<b>Final Appropriation R'000</b>	<b>Actual Expenditure R'000</b>
1. MANAGEMENT AND SUPPORT	412 815	(89)	(855)	411 871	409 787	2 084	99.5	394 245	388 516
2. SERVICES TO OLDER PERSONS	205 685	397	-	206 082	206 067	15	100.0	195 523	195 523
3. SERVICES TO THE PERSONS WITH DISABILITIES	151 118	(227)	(437)	150 454	150 454	-	100.0	134 232	134 130
5. SOCIAL RELIEF	2 155	(81)	-	2 074	2 074	-	100.0	1 708	1 708
<b>Total</b>	<b>771 773</b>	<b>-</b>	<b>(1 292)</b>	<b>770 481</b>	<b>768 382</b>	<b>2 099</b>	<b>99.7</b>	<b>725 708</b>	<b>719 877</b>

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Economic classification	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>	418 871	(432)	(855)	417 584	415 485	2 099	99.5	388 799	382 968
Compensation of employees	364 054	(55)	(855)	363 144	361 045	2 099	99.4	342 665	336 834
Salaries and wages	314 585	(405)	(855)	313 325	311 226	2 099	99.3	297 096	291 638
Social contributions	49 469	350	-	49 819	49 819	-	100.0	45 569	45 196
Goods and services	54 817	(377)	-	54 440	54 440	-	100.0	46 134	46 134
Administrative fees	1	49	-	50	50	-	100.0	2	2
Advertising	62	(7)	-	55	55	-	100.0	104	104
Minor assets	56	(15)	-	41	41	-	100.0	113	113
Catering: Departmental activities	257	112	-	369	369	-	100.0	1 098	1 098
Communication (G&S)	5 927	(161)	-	5 766	5 766	-	100.0	5 133	5 133
Consultants: Business and advisory services	7	-	-	7	7	-	100.0	-	-
Contractors	422	(130)	-	292	292	-	100.0	499	499
Agency and support / outsourced services	5 057	(351)	-	4 706	4 706	-	100.0	2 337	2 337
Fleet services (including government motor transport)	11 847	(224)	-	11 623	11 623	-	100.0	11 669	11 669
Consumable supplies	591	(98)	-	493	493	-	100.0	176	176
Consumable: Stationery, printing and office supplies	874	125	-	999	999	-	100.0	808	808
Operating leases	2 028	585	-	2 613	2 613	-	100.0	2 980	2 980
Property payments	24 364	(161)	-	24 203	24 203	-	100.0	17 737	17 737
Transport provided: Departmental activity	65	(8)	-	57	57	-	100.0	117	117
Travel and subsistence	2 062	(198)	-	1 864	1 864	-	100.0	2 023	2 023
Operating payments	1 161	127	-	1 288	1 288	-	100.0	1 222	1 222
Venues and facilities	21	(11)	-	10	10	-	100.0	99	99
Rental and hiring	15	(11)	-	4	4	-	100.0	17	17
<b>Transfers and subsidies</b>	335 790	575	(437)	335 928	335 928	-	100.0	321 680	321 680
Departmental agencies and accounts	-	7	-	7	7	-	100.0	-	-
Departmental agencies (non-business entities)	-	7	-	7	7	-	100.0	-	-
Non-profit institutions	335 135	169	(437)	334 867	334 867	-	100.0	320 964	320 964
Households	655	399	-	1 054	1 054	-	100.0	716	716
Social benefits	655	399	-	1 054	1 054	-	100.0	697	697
Other transfers to households	-	-	-	-	-	-	-	19	19
<b>Payments for capital assets</b>	17 112	(143)	-	16 969	16 969	-	100.0	15 229	15 229
Machinery and equipment	17 112	(143)	-	16 969	16 969	-	100.0	15 229	15 229
Transport equipment	14 941	(1 241)	-	13 700	13 700	-	100.0	13 381	13 381
Other machinery and equipment	2 171	1 098	-	3 269	3 269	-	100.0	1 848	1 848
<b>Total</b>	<b>771 773</b>	<b>-</b>	<b>(1 292)</b>	<b>770 481</b>	<b>768 382</b>	<b>2 099</b>	<b>99.7</b>	<b>725 708</b>	<b>719 877</b>

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<b>Subprogramme: 2.1: MANAGEMENT AND SUPPORT</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
<b>Current payments</b>	395 120	(41)	(855)	394 224	392 140	2 084	99.5	378 507	372 778
Compensation of employees	348 209	-	(855)	347 354	345 270	2 084	99.4	332 726	326 997
Goods and services	46 911	(41)	-	46 870	46 870	-	100.0	45 781	45 781
<b>Transfers and subsidies</b>	655	98	-	753	753	-	100.0	510	510
Departmental agencies and accounts	-	7	-	7	7	-	100.0	-	-
Households	655	91	-	746	746	-	100.0	510	510
<b>Payments for capital assets</b>	17 040	(146)	-	16 894	16 894	-	100.0	15 228	15 228
Machinery and equipment	17 040	(146)	-	16 894	16 894	-	100.0	15 228	15 228
<b>Total</b>	<b>412 815</b>	<b>(89)</b>	<b>(855)</b>	<b>411 871</b>	<b>409 787</b>	<b>2 084</b>	<b>99.5</b>	<b>394 245</b>	<b>388 516</b>

<b>Subprogramme: 2.2: SERVICES TO OLDER PERSONS</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
<b>Current payments</b>	7 170	(80)	-	7 090	7 075	15	99.8	4 719	4 719
Compensation of employees	7 013	(84)	-	6 929	6 914	15	99.8	4 559	4 559
Goods and services	157	4	-	161	161	-	100.0	160	160
<b>Transfers and subsidies</b>	198 514	477	-	198 991	198 991	-	100.0	190 804	190 804
Non-profit institutions	198 514	169	-	198 683	198 683	-	100.0	190 804	190 804
Households	-	308	-	308	308	-	100.0	-	-
<b>Payments for capital assets</b>	1	-	-	1	1	-	100.0	-	-
Machinery and equipment	1	-	-	1	1	-	100.0	-	-
<b>Total</b>	<b>205 685</b>	<b>397</b>	<b>-</b>	<b>206 082</b>	<b>206 067</b>	<b>15</b>	<b>100.0</b>	<b>195 523</b>	<b>195 523</b>

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<b>Subprogramme: 2.3: SERVICES TO THE PERSONS WITH DISABILITIES</b>									
Economic classification	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>	14 427	(231)	-	14 196	14 196	-	100.0	3 873	3 771
Compensation of employees	6 719	111	-	6 830	6 830	-	100.0	3 721	3 619
Goods and services	7 708	(342)	-	7 366	7 366	-	100.0	152	152
<b>Transfers and subsidies</b>	136 621	-	(437)	136 184	136 184	-	100.0	130 358	130 358
Non-profit institutions	136 621	-	(437)	136 184	136 184	-	100.0	130 160	130 160
Households	-	-	-	-	-	-	-	198	198
<b>Payments for capital assets</b>	70	4	-	74	74	-	100.0	1	1
Machinery and equipment	70	4	-	74	74	-	100.0	1	1
<b>Total</b>	<b>151 118</b>	<b>(227)</b>	<b>(437)</b>	<b>150 454</b>	<b>150 454</b>	<b>-</b>	<b>100.0</b>	<b>134 232</b>	<b>134 130</b>

<b>Subprogramme: 2.5 : SOCIAL RELIEF</b>									
Economic classification	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>	2 154	(80)	-	2 074	2 074	-	100.0	1 700	1 700
Compensation of employees	2 113	(82)	-	2 031	2 031	-	100.0	1 659	1 659
Goods and services	41	2	-	43	43	-	100.0	41	41
<b>Transfers and subsidies</b>	-	-	-	-	-	-	-	8	8
Households	-	-	-	-	-	-	-	8	8
<b>Payments for capital assets</b>	1	(1)	-	-	-	-	-	-	-
Machinery and equipment	1	(1)	-	-	-	-	-	-	-
<b>Total</b>	<b>2 155</b>	<b>(81)</b>	<b>-</b>	<b>2 074</b>	<b>2 074</b>	<b>-</b>	<b>100.0</b>	<b>1 708</b>	<b>1 708</b>

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<b>Programme 3: CHILDREN AND FAMILIES</b>									
<b>Sub programme</b>	<b>2016/17</b>							<b>2015/16</b>	
	<b>Adjusted Appropriation R'000</b>	<b>Shifting of Funds R'000</b>	<b>Virement R'000</b>	<b>Final Appropriation R'000</b>	<b>Actual Expenditure R'000</b>	<b>Variance R'000</b>	<b>Expenditure as % of final appropriation %</b>	<b>Final Appropriation R'000</b>	<b>Actual Expenditure R'000</b>
1. MANAGEMENT AND SUPPORT	1 546	31	-	1 577	1 577	-	100.0	2 016	2 016
2. CARE AND SERVICES TO FAMILIES	44 512	(363)	-	44 149	44 149	-	100.0	44 218	43 790
3. CHILD CARE AND PROTECTION	183 882	136	624	184 642	184 642	-	100.0	175 034	174 653
4. ECD AND PARTIAL CARE	291 201	(118)	(5 679)	285 404	285 164	240	99.9	286 689	286 689
5. CHILD AND YOUTH CARE CENTRES	95 395	314	-	95 709	95 709	-	100.0	93 916	93 916
<b>Total</b>	<b>616 536</b>	<b>-</b>	<b>(5 055)</b>	<b>611 481</b>	<b>611 241</b>	<b>240</b>	<b>100.0</b>	<b>601 873</b>	<b>601 064</b>

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Economic classification	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>	23 871	(64)	842	24 649	24 649	-	100.0	20 937	20 128
Compensation of employees	23 023	-	842	23 865	23 865	-	100.0	20 091	19 282
Salaries and wages	19 818	(34)	739	20 523	20 523	-	100.0	17 069	16 682
Social contributions	3 205	34	103	3 342	3 342	-	100.0	3 022	2 600
Goods and services	848	(64)	-	784	784	-	100.0	846	846
Administrative fees	1	23	-	24	24	-	100.0	-	-
Minor assets	31	(23)	-	8	8	-	100.0	27	27
Catering: Departmental activities	71	5	-	76	76	-	100.0	99	99
Communication (G&S)	19	(6)	-	13	13	-	100.0	2	2
Contractors	-	-	-	-	-	-	-	2	2
Agency and support / outsourced services	-	7	-	7	7	-	100.0	-	-
Entertainment	1	(1)	-	-	-	-	-	-	-
Consumable supplies	29	(20)	-	9	9	-	100.0	8	8
Consumable: Stationery, printing and office supplies	89	21	-	110	110	-	100.0	96	96
Operating leases	81	(16)	-	65	65	-	100.0	98	98
Travel and subsistence	414	(70)	-	344	344	-	100.0	438	438
Operating payments	112	15	-	127	127	-	100.0	74	74
Venues and facilities	-	1	-	1	1	-	100.0	-	-
Rental and hiring	-	-	-	-	-	-	-	2	2
<b>Transfers and subsidies</b>	592 664	60	(5 897)	586 827	586 587	240	100.0	580 934	580 934
Non-profit institutions	586 037	(1 034)	(5 897)	579 106	578 866	240	100.0	573 317	573 317
Households	6 627	1 094	-	7 721	7 721	-	100.0	7 617	7 617
Social benefits	133	-	-	133	133	-	100.0	213	213
Other transfers to households	6 494	1 094	-	7 588	7 588	-	100.0	7 404	7 404
<b>Payments for capital assets</b>	1	4	-	5	5	-	100.0	2	2
Machinery and equipment	1	4	-	5	5	-	100.0	2	2
Other machinery and equipment	1	4	-	5	5	-	100.0	2	2
<b>Total</b>	<b>616 536</b>	<b>-</b>	<b>(5 055)</b>	<b>611 481</b>	<b>611 241</b>	<b>240</b>	<b>100.0</b>	<b>601 873</b>	<b>601 064</b>

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<b>Subprogramme: 3.1: MANAGEMENT AND SUPPORT</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
<b>Current payments</b>	1 546	31	-	1 577	1 577	-	100.0	1 808	1 808
Compensation of employees	1 517	23	-	1 540	1 540	-	100.0	1 781	1 781
Goods and services	29	8	-	37	37	-	100.0	27	27
<b>Transfers and subsidies</b>	-	-	-	-	-	-	-	208	208
Households	-	-	-	-	-	-	-	208	208
<b>Total</b>	<b>1 546</b>	<b>31</b>	<b>-</b>	<b>1 577</b>	<b>1 577</b>	<b>-</b>	<b>100.0</b>	<b>2 016</b>	<b>2 016</b>

<b>Subprogramme: 3.2: CARE AND SERVICES TO FAMILIES</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
<b>Current payments</b>	4 717	(401)	-	4 316	4 316	-	100.0	4 920	4 492
Compensation of employees	4 555	(382)	-	4 173	4 173	-	100.0	4 783	4 355
Goods and services	162	(19)	-	143	143	-	100.0	137	137
<b>Transfers and subsidies</b>	39 795	36	-	39 831	39 831	-	100.0	39 298	39 298
Non-profit institutions	39 795	36	-	39 831	39 831	-	100.0	39 298	39 298
<b>Payments for capital assets</b>	-	2	-	2	2	-	100.0	-	-
Machinery and equipment	-	2	-	2	2	-	100.0	-	-
<b>Total</b>	<b>44 512</b>	<b>(363)</b>	<b>-</b>	<b>44 149</b>	<b>44 149</b>	<b>-</b>	<b>100.0</b>	<b>44 218</b>	<b>43 790</b>

<b>Subprogramme: 3.3: CHILD CARE AND PROTECTION</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
<b>Current payments</b>	5 386	16	624	6 026	6 026	-	100.0	4 967	4 586
Compensation of employees	5 045	-	624	5 669	5 669	-	100.0	4 591	4 210
Goods and services	341	16	-	357	357	-	100.0	376	376
<b>Transfers and subsidies</b>	178 496	119	-	178 615	178 615	-	100.0	170 066	170 066
Non-profit institutions	172 002	(975)	-	171 027	171 027	-	100.0	162 662	162 662
Households	6 494	1 094	-	7 588	7 588	-	100.0	7 404	7 404
<b>Payments for capital assets</b>	-	1	-	1	1	-	100.0	1	1
Machinery and equipment	-	1	-	1	1	-	100.0	1	1
<b>Total</b>	<b>183 882</b>	<b>136</b>	<b>624</b>	<b>184 642</b>	<b>184 642</b>	<b>-</b>	<b>100.0</b>	<b>175 034</b>	<b>174 653</b>

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<b>Subprogramme: 3.4: ECD AND PARTIAL CARE</b>									
Economic classification	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>	12 222	290	218	12 730	12 730	-	100.0	9 242	9 242
Compensation of employees	11 906	359	218	12 483	12 483	-	100.0	8 936	8 936
Goods and services	316	(69)	-	247	247	-	100.0	306	306
<b>Transfers and subsidies</b>	278 978	(409)	(5 897)	272 672	272 432	240	99.9	277 446	277 446
Non-profit institutions	278 845	(409)	(5 897)	272 539	272 299	240	99.9	277 441	277 441
Households	133	-	-	133	133	-	100.0	5	5
<b>Payments for capital assets</b>	1	1	-	2	2	-	100.0	1	1
Machinery and equipment	1	1	-	2	2	-	100.0	1	1
<b>Total</b>	<b>291 201</b>	<b>(118)</b>	<b>(5 679)</b>	<b>285 404</b>	<b>285 164</b>	<b>240</b>	<b>99.9</b>	<b>286 689</b>	<b>286 689</b>

<b>Subprogramme: 3.5: CHILD AND YOUTH CARE CENTRES</b>									
Economic classification	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Transfers and subsidies</b>	95 395	314	-	95 709	95 709	-	100.0	93 916	93 916
Non-profit institutions	95 395	314	-	95 709	95 709	-	100.0	93 916	93 916
<b>Total</b>	<b>95 395</b>	<b>314</b>	<b>-</b>	<b>95 709</b>	<b>95 709</b>	<b>-</b>	<b>100.0</b>	<b>93 916</b>	<b>93 916</b>

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<b>Programme 4: RESTORATIVE SERVICES</b>									
<b>Sub programme</b>	<b>2016/17</b>							<b>2015/16</b>	
	<b>Adjusted Appropriation R'000</b>	<b>Shifting of Funds R'000</b>	<b>Virement R'000</b>	<b>Final Appropriation R'000</b>	<b>Actual Expenditure R'000</b>	<b>Variance R'000</b>	<b>Expenditure as % of final appropriation %</b>	<b>Final Appropriation R'000</b>	<b>Actual Expenditure R'000</b>
1. MANAGEMENT AND SUPPORT	3 300	(2)	-	3 298	3 298	-	100.0	3 382	3 165
2. CRIME PREVENTION AND SUPPORT	211 377	126	5 849	217 352	216 141	1 211	99.4	194 506	194 506
3. VICTIM EMPOWERMENT	30 605	(438)	-	30 167	30 167	-	100.0	28 740	28 740
4. SUBSTANCE ABUSE, PREVENTION AND REHABILITATION	93 856	314	836	95 006	95 006	-	100.0	92 574	92 574
<b>Total</b>	<b>339 138</b>	<b>-</b>	<b>6 685</b>	<b>345 823</b>	<b>344 612</b>	<b>1 211</b>	<b>99.6</b>	<b>319 202</b>	<b>318 985</b>

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Economic classification	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>	237 615	268	6 065	243 948	242 737	1 211	99.5	222 315	222 098
Compensation of employees	137 423	(31)	-	137 392	136 181	1 211	99.1	123 802	123 585
Salaries and wages	117 439	(153)	-	117 286	116 075	1 211	99.0	105 745	105 528
Social contributions	19 984	122	-	20 106	20 106	-	100.0	18 057	18 057
Goods and services	100 192	299	6 065	106 556	106 556	-	100.0	98 513	98 513
Administrative fees	10	16	-	26	26	-	100.0	3	3
Advertising	33	5	-	38	38	-	100.0	43	43
Minor assets	53	74	-	127	127	-	100.0	748	748
Catering: Departmental activities	16	7	-	23	23	-	100.0	58	58
Communication (G&S)	1 030	40	-	1 070	1 070	-	100.0	940	940
Consultants: Business and advisory services	-	19	-	19	19	-	100.0	81	81
Contractors	1 504	232	216	1 952	1 952	-	100.0	1 107	1 107
Agency and support / outsourced services	72 571	(282)	4 912	77 201	77 201	-	100.0	71 768	71 768
Entertainment	1	-	-	1	1	-	100.0	-	-
Fleet services (including government motor transport)	4 199	(412)	-	3 787	3 787	-	100.0	3 583	3 583
Consumable supplies	2 876	391	698	3 965	3 965	-	100.0	3 698	3 698
Consumable: Stationery, printing and office supplies	685	182	-	867	867	-	100.0	487	487
Operating leases	302	(48)	-	254	254	-	100.0	418	418
Property payments	16 040	11	239	16 290	16 290	-	100.0	14 431	14 431
Travel and subsistence	540	104	-	644	644	-	100.0	895	895
Operating payments	331	(39)	-	292	292	-	100.0	253	253
Rental and hiring	1	(1)	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	98 090	(192)	620	98 518	98 518	-	100.0	93 976	93 976
Departmental agencies and accounts	20	2	-	22	22	-	100.0	20	20
Departmental agencies (non-business entities)	20	2	-	22	22	-	100.0	20	20
Non-profit institutions	97 267	(226)	620	97 661	97 661	-	100.0	93 512	93 512
Households	803	32	-	835	835	-	100.0	444	444
Social benefits	803	32	-	835	835	-	100.0	444	444
<b>Payments for capital assets</b>	3 433	(76)	-	3 357	3 357	-	100.0	2 911	2 911
Machinery and equipment	3 433	(76)	-	3 357	3 357	-	100.0	2 911	2 911
Transport equipment	2 373	(104)	-	2 269	2 269	-	100.0	2 379	2 379
Other machinery and equipment	1 060	28	-	1 088	1 088	-	100.0	532	532
<b>Total</b>	<b>339 138</b>	<b>-</b>	<b>6 685</b>	<b>345 823</b>	<b>344 612</b>	<b>1 211</b>	<b>99.6</b>	<b>319 202</b>	<b>318 985</b>

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<b>Subprogramme: 4.1: MANAGEMENT AND SUPPORT</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
Current payments	3 250	(1)	-	3 249	3 249	-	100.0	3 203	2 986
Compensation of employees	3 078	19	-	3 097	3 097	-	100.0	2 984	2 767
Goods and services	172	(20)	-	152	152	-	100.0	219	219
Payments for capital assets	50	(1)	-	49	49	-	100.0	179	179
Machinery and equipment	50	(1)	-	49	49	-	100.0	179	179
<b>Total</b>	<b>3 300</b>	<b>(2)</b>	<b>-</b>	<b>3 298</b>	<b>3 298</b>	<b>-</b>	<b>100.0</b>	<b>3 382</b>	<b>3 165</b>

<b>Subprogramme: 4.2: CRIME PREVENTION AND SUPPORT</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
Current payments	195 588	84	5 849	201 521	200 310	1 211	99.4	178 721	178 721
Compensation of employees	107 269	(60)	-	107 209	105 998	1 211	98.9	97 151	97 151
Goods and services	88 319	144	5 849	94 312	94 312	-	100.0	81 570	81 570
Transfers and subsidies	13 053	(6)	-	13 047	13 047	-	100.0	13 459	13 459
Departmental agencies and accounts	18	2	-	20	20	-	100.0	18	18
Non-profit institutions	12 572	(120)	-	12 452	12 452	-	100.0	13 172	13 172
Households	463	112	-	575	575	-	100.0	269	269
Payments for capital assets	2 736	48	-	2 784	2 784	-	100.0	2 326	2 326
Machinery and equipment	2 736	48	-	2 784	2 784	-	100.0	2 326	2 326
<b>Total</b>	<b>211 377</b>	<b>126</b>	<b>5 849</b>	<b>217 352</b>	<b>216 141</b>	<b>1 211</b>	<b>99.4</b>	<b>194 506</b>	<b>194 506</b>

<b>Subprogramme: 4.3: VICTIM EMPOWERMENT</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
Current payments	3 667	(331)	-	3 336	3 336	-	100.0	2 879	2 879
Compensation of employees	3 581	(343)	-	3 238	3 238	-	100.0	2 772	2 772
Goods and services	86	12	-	98	98	-	100.0	107	107
Transfers and subsidies	26 936	(106)	-	26 830	26 830	-	100.0	25 860	25 860
Non-profit institutions	26 936	(106)	-	26 830	26 830	-	100.0	25 860	25 860
Payments for capital assets	2	(1)	-	1	1	-	100.0	1	1
Machinery and equipment	2	(1)	-	1	1	-	100.0	1	1
<b>Total</b>	<b>30 605</b>	<b>(438)</b>	<b>-</b>	<b>30 167</b>	<b>30 167</b>	<b>-</b>	<b>100.0</b>	<b>28 740</b>	<b>28 740</b>

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<b>Subprogramme: 4.4: SUBSTANCE ABUSE, PREVENTION AND REHABILITATION</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
<b>Current payments</b>	35 110	516	216	35 842	35 842	-	100.0	37 512	37 512
Compensation of employees	23 495	353	-	23 848	23 848	-	100.0	20 895	20 895
Goods and services	11 615	163	216	11 994	11 994	-	100.0	16 617	16 617
<b>Transfers and subsidies</b>	58 101	(80)	620	58 641	58 641	-	100.0	54 657	54 657
Departmental agencies and accounts	2	-	-	2	2	-	100.0	2	2
Non-profit institutions	57 759	-	620	58 379	58 379	-	100.0	54 480	54 480
Households	340	(80)	-	260	260	-	100.0	175	175
<b>Payments for capital assets</b>	645	(122)	-	523	523	-	100.0	405	405
Machinery and equipment	645	(122)	-	523	523	-	100.0	405	405
<b>Total</b>	<b>93 856</b>	<b>314</b>	<b>836</b>	<b>95 006</b>	<b>95 006</b>	<b>-</b>	<b>100.0</b>	<b>92 574</b>	<b>92 574</b>

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<b>Programme 5: DEVELOPMENT AND RESEARCH</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
1. MANAGEMENT AND SUPPORT	6 267	(10)	-	6 257	6 257	-	100.0	5 331	5 331
3. INSTITUTIONAL CAPACITY BUILDING AND SUPPORT FOR NPOS	718	50	-	768	768	-	100.0	941	941
4. POVERTY ALLEVIATION AND SUSTAINABLE LIVELIHOODS	25 432	(347)	-	25 085	24 764	321	98.7	56 783	56 783
6. YOUTH DEVELOPMENT	14 350	310	860	15 520	15 520	-	100.0	12 010	12 010
8. POPULATION POLICY PROMOTION	2 465	(3)	-	2 462	2 462	-	100.0	2 808	2 808
<b>Total</b>	<b>49 232</b>	<b>-</b>	<b>860</b>	<b>50 092</b>	<b>49 771</b>	<b>321</b>	<b>99.4</b>	<b>77 873</b>	<b>77 873</b>

	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Current payments</b>	14 353	(24)	-	14 329	14 008	321	97.8	13 109	13 109
Compensation of employees	13 614	(13)	-	13 601	13 280	321	97.6	11 921	11 921
Salaries and wages	11 925	(16)	-	11 909	11 637	272	97.7	10 503	10 503
Social contributions	1 689	3	-	1 692	1 643	49	97.1	1 418	1 418
Goods and services	739	(11)	-	728	728	-	100.0	1 188	1 188
Administrative fees	-	17	-	17	17	-	100.0	-	-
Advertising	-	49	-	49	49	-	100.0	-	-
Minor assets	-	2	-	2	2	-	100.0	1	1
Catering: Departmental activities	37	(3)	-	34	34	-	100.0	32	32
Communication (G&S)	11	-	-	11	11	-	100.0	13	13
Consultants: Business and advisory services	38	(1)	-	37	37	-	100.0	450	450
Contractors	-	3	-	3	3	-	100.0	1	1
Entertainment	-	-	-	-	-	-	-	1	1
Consumable supplies	9	(5)	-	4	4	-	100.0	9	9
Consumable: Stationery, printing and office supplies	108	(25)	-	83	83	-	100.0	107	107
Operating leases	54	9	-	63	63	-	100.0	55	55
Travel and subsistence	443	(59)	-	384	384	-	100.0	462	462
Training and development	-	-	-	-	-	-	-	9	9
Operating payments	39	2	-	41	41	-	100.0	30	30
Venues and facilities	-	-	-	-	-	-	-	18	18
<b>Transfers and subsidies</b>	34 872	29	860	35 761	35 761	-	100.0	64 762	64 762
Non-profit institutions	34 863	15	860	35 738	35 738	-	100.0	64 762	64 762
Households	9	14	-	23	23	-	100.0	-	-
Social benefits	9	14	-	23	23	-	100.0	-	-
<b>Payments for capital assets</b>	7	(5)	-	2	2	-	100.0	2	2
Machinery and equipment	7	(5)	-	2	2	-	100.0	2	2
Other machinery and equipment	7	(5)	-	2	2	-	100.0	2	2
<b>Total</b>	<b>49 232</b>	<b>-</b>	<b>860</b>	<b>50 092</b>	<b>49 771</b>	<b>321</b>	<b>99.4</b>	<b>77 873</b>	<b>77 873</b>

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<b>Subprogramme: 5.1: MANAGEMENT AND SUPPORT</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
<b>Current payments</b>	6 266	(10)	-	6 256	6 256	-	100.0	5 330	5 330
Compensation of employees	5 880	-	-	5 880	5 880	-	100.0	4 874	4 874
Goods and services	386	(10)	-	376	376	-	100.0	456	456
<b>Payments for capital assets</b>	1	-	-	1	1	-	100.0	1	1
Machinery and equipment	1	-	-	1	1	-	100.0	1	1
<b>Total</b>	<b>6 267</b>	<b>(10)</b>	<b>-</b>	<b>6 257</b>	<b>6 257</b>	<b>-</b>	<b>100.0</b>	<b>5 331</b>	<b>5 331</b>

<b>Subprogramme: 5.3: INSTITUTIONAL CAPACITY BUILDING AND SUPPORT FOR NPOS</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
<b>Current payments</b>	708	51	-	759	759	-	100.0	941	941
Compensation of employees	670	56	-	726	726	-	100.0	904	904
Goods and services	38	(5)	-	33	33	-	100.0	37	37
<b>Transfers and subsidies</b>	9	-	-	9	9	-	100.0	-	-
Households	9	-	-	9	9	-	100.0	-	-
<b>Payments for capital assets</b>	1	(1)	-	-	-	-	-	-	-
Machinery and equipment	1	(1)	-	-	-	-	-	-	-
<b>Total</b>	<b>718</b>	<b>50</b>	<b>-</b>	<b>768</b>	<b>768</b>	<b>-</b>	<b>100.0</b>	<b>941</b>	<b>941</b>

<b>Subprogramme: 5.4: POVERTY ALLEVIATION AND SUSTAINABLE LIVELIHOODS</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
<b>Current payments</b>	3 429	(17)	-	3 412	3 091	321	90.6	2 799	2 799
Compensation of employees	3 302	(6)	-	3 296	2 975	321	90.3	2 661	2 661
Goods and services	127	(11)	-	116	116	-	100.0	138	138
<b>Transfers and subsidies</b>	22 001	(329)	-	21 672	21 672	-	100.0	53 983	53 983
Non-profit institutions	22 001	(329)	-	21 672	21 672	-	100.0	53 983	53 983
<b>Payments for capital assets</b>	2	(1)	-	1	1	-	100.0	1	1
Machinery and equipment	2	(1)	-	1	1	-	100.0	1	1
<b>Total</b>	<b>25 432</b>	<b>(347)</b>	<b>-</b>	<b>25 085</b>	<b>24 764</b>	<b>321</b>	<b>98.7</b>	<b>56 783</b>	<b>56 783</b>

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**APPROPRIATION STATEMENT  
for the year ended 31 March 2017**

<b>Subprogramme: 5.6: YOUTH DEVELOPMENT</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
<b>Current payments</b>	1 485	(31)	-	1 454	1 454	-	100.0	1 231	1 231
Compensation of employees	1 401	(81)	-	1 320	1 320	-	100.0	1 172	1 172
Goods and services	84	50	-	134	134	-	100.0	59	59
<b>Transfers and subsidies</b>	12 862	344	860	14 066	14 066	-	100.0	10 779	10 779
Non-profit institutions	12 862	344	860	14 066	14 066	-	100.0	10 779	10 779
<b>Payments for capital assets</b>	3	(3)	-	-	-	-	-	-	-
Machinery and equipment	3	(3)	-	-	-	-	-	-	-
<b>Total</b>	<b>14 350</b>	<b>310</b>	<b>860</b>	<b>15 520</b>	<b>15 520</b>	<b>-</b>	<b>100.0</b>	<b>12 010</b>	<b>12 010</b>

<b>Subprogramme: 5.8: POPULATION POLICY PROMOTION</b>									
	2016/17							2015/16	
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
<b>Economic classification</b>									
<b>Current payments</b>	2 465	(17)	-	2 448	2 448	-	100.0	2 808	2 808
Compensation of employees	2 361	18	-	2 379	2 379	-	100.0	2 310	2 310
Goods and services	104	(35)	-	69	69	-	100.0	498	498
<b>Transfers and subsidies</b>	-	14	-	14	14	-	100.0	-	-
Households	-	14	-	14	14	-	100.0	-	-
<b>Total</b>	<b>2 465</b>	<b>(3)</b>	<b>-</b>	<b>2 462</b>	<b>2 462</b>	<b>-</b>	<b>100.0</b>	<b>2 808</b>	<b>2 808</b>

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**NOTES TO THE APPROPRIATION STATEMENT  
for the year ended 31 March 2017**

**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-C) 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 on Payments for financial assets to the Annual Financial Statements.

**4. Explanations of material variances from Amounts Voted (after virement):**

**4.1 Per programme**

<b>Per programme:</b>	<b>Final Appropriation R'000</b>	<b>Actual Expenditure R'000</b>	<b>Variance R'000</b>	<b>Variance as a % of Final Approp. %</b>
Programme 1: Administration	185 987	185 987	-	-
Programme 2: Social Welfare Services	770 481	768 382	2 099	0.3
Underspending for Compensation of Employees due to not finding suitable candidates, internal promotions and staff exits.				
Programme 3: Children and Families	611 481	611 241	240	-
Underspending due to revision of the After School Game Changer project from a biometric system to training and capacity building.				
Programme 4: Restorative Services	345 823	344 612	1 211	0.4
Underspending for Compensation of Employees due to not finding suitable candidates, internal promotions and staff exits.				
Programme 5: Development and Research	50 092	49 771	321	0.6
Underspending for Compensation of Employees due to not finding suitable candidates, internal promotions and staff exits.				

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**NOTES TO THE APPROPRIATION STATEMENT  
for the year ended 31 March 2017**

**4.2 Per economic classification**

Per economic classification:	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Variance as a % of Final Approp. %
<b>Current expenditure</b>				
Compensation of employees	682 281	678 650	3 631	0.5
Goods and services	194 554	194 554	-	-
<b>Transfers and subsidies</b>				
Departmental agencies and accounts	33	33	-	-
Non-profit institutions	1 047 372	1 047 132	240	-
Households	10 474	10 474	-	-
<b>Payments for capital assets</b>				
Machinery and equipment	27 913	27 913	-	-
<b>Payments for financial assets</b>	1 237	1 237	-	-

Underspending for Compensation of Employees due to not finding suitable candidates, internal promotions and staff exits.

**4.3 Per conditional grant**

Per conditional grant	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Variance as a % of Final Approp. %
EPWP Social Sector Conditional Grant	9 916	9 916	-	-

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**STATEMENT OF FINANCIAL PERFORMANCE  
for the year ended 31 March 2017**

	Note	2016/17 R'000	2015/16 R'000
<b>REVENUE</b>			
Annual appropriation	1	1 963 864	1 898 929
Departmental revenue	2	1 115	1 269
<b>TOTAL REVENUE</b>		<b>1 964 979</b>	<b>1 900 198</b>
<b>EXPENDITURE</b>			
<b>Current expenditure</b>			
Compensation of employees	3	678 649	620 270
Goods and services	4	194 555	179 748
<b>Total current expenditure</b>		<b>873 204</b>	<b>800 018</b>
<b>Transfers and subsidies</b>			
Transfers and subsidies	6	1 057 639	1 063 154
<b>Total transfers and subsidies</b>		<b>1 057 639</b>	<b>1 063 154</b>
<b>Expenditure for capital assets</b>			
Tangible assets	7	27 913	27 766
Intangible assets	7	-	13
<b>Total expenditure for capital assets</b>		<b>27 913</b>	<b>27 779</b>
<b>Payments for financial assets</b>	5	1 237	1 121
<b>TOTAL EXPENDITURE</b>		<b>1 959 993</b>	<b>1 892 072</b>
<b>SURPLUS FOR THE YEAR</b>		<b>4 986</b>	<b>8 126</b>
<b>Reconciliation of Net Surplus for the year</b>			
Voted Funds		3 871	6 857
Departmental revenue and PRF Receipts	12	1 115	1 269
<b>SURPLUS FOR THE YEAR</b>		<b>4 986</b>	<b>8 126</b>

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**STATEMENT OF FINANCIAL POSITION  
as at 31 March 2017**

	Note	2016/17 R'000	2015/16 R'000
<b>ASSETS</b>			
<b>Current Assets</b>		<b>5 754</b>	<b>5 908</b>
Cash and cash equivalents	8	3 508	4 267
Prepayments and advances	9	257	-
Receivables	10	1 989	1 641
<b>Non-Current Assets</b>		<b>2 064</b>	<b>2 158</b>
Receivables	10	2 064	2 158
<b>TOTAL ASSETS</b>		<b>7 818</b>	<b>8 066</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>		<b>6 556</b>	<b>7 217</b>
Voted funds to be surrendered to the Revenue Fund	11	3 871	6 857
Departmental revenue and NRF Receipts to be surrendered to the Revenue Fund	12	340	284
Payables	13	2 345	76
<b>TOTAL LIABILITIES</b>		<b>6 556</b>	<b>7 217</b>
<b>NET ASSETS</b>		<b>1 262</b>	<b>849</b>
<b>Represented by:</b>			
Recoverable revenue		1 262	849
<b>TOTAL</b>		<b>1 262</b>	<b>849</b>

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**STATEMENT OF CHANGES IN NET ASSETS  
as at 31 March 2017**

	Note	2016/17 R'000	2015/16 R'000
<b>NET ASSETS</b>			
<b>Recoverable revenue</b>			
Opening balance		849	664
Transfers		<b>413</b>	<b>185</b>
Irrecoverable amounts written off	5.2	(46)	(128)
Debts revised		(178)	(9)
Debts recovered (included in departmental receipts)		(785)	(577)
Debts raised		1 422	899
Closing balance		<b>1 262</b>	<b>849</b>
<b>TOTAL</b>		<b>1 262</b>	<b>849</b>

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**CASH FLOW STATEMENT  
for the year ended 31 March 2017**

	Note	2016/17 R'000	2015/16 R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>		<b>1 965 942</b>	<b>1 901 113</b>
Annual appropriated funds received	1.1	1 963 864	1 898 929
Departmental revenue received	2	1 949	2 093
Interest received	2.2	129	91
Net decrease in working capital		1 758	852
Surrendered to Revenue Fund		(8 879)	(25 988)
Current payments		(873 204)	(800 018)
Payments for financial assets		(1 237)	(1 121)
Transfers and subsidies paid		(1 057 639)	(1 063 154)
<b>Net cash flow available from operating activities</b>	<b>14</b>	<b>26 741</b>	<b>11 684</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for capital assets	7	(27 913)	(27 779)
<b>Net cash flows from investing activities</b>		<b>(27 913)</b>	<b>(27 779)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Increase in net assets		413	185
<b>Net cash flows from financing activities</b>		<b>413</b>	<b>185</b>
Net (decrease) in cash and cash equivalents		(759)	(15 910)
Cash and cash equivalents at beginning of period		4 267	20 177
<b>Cash and cash equivalents at end of period</b>	<b>15</b>	<b>3 508</b>	<b>4 267</b>

**WESTERN CAPE PROVINCE  
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**ACCOUNTING POLICIES  
for the year ended 31 March 2017**

**Summary of significant accounting policies**

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. Management has concluded that the financial statements present fairly the department's primary and secondary information.

The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation. 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 (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.

**1. Basis of preparation**

The financial statements have been prepared in accordance with the Modified Cash Standard.

**2. Going concern**

The financial statements have been prepared on a going concern basis.

**3. Presentation currency**

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

**4. Rounding**

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

**5. Foreign currency translation**

Cash flows arising from foreign currency transactions are translated into South African Rands using the spot exchange rates prevailing at the date of payment/receipt.

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**ACCOUNTING POLICIES  
for the year ended 31 March 2017**

**6. Comparative information**

**6.1 Prior period comparative information**

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.

**6.2 Current year comparison with budget**

A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.

**7. Revenue**

**7.1 Appropriated funds**

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

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

The net amount of any appropriated funds due to/from the relevant revenue fund at the reporting date is recognised as a payable/receivable in the statement of financial position.

**7.2 Departmental revenue**

Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the relevant revenue fund, unless stated otherwise.

Any amount owing to the relevant revenue fund at the reporting date is recognised as a payable in the statement of financial position.

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**ACCOUNTING POLICIES  
for the year ended 31 March 2017**

**8. Expenditure**

**8.1 Compensation of employees**

**8.1.1 Salaries and wages**

Salaries and wages are recognised in the statement of financial performance on the date of payment.

**8.1.2 Social contributions**

Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment.

Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment.

**8.2 Other expenditure**

Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment. The expense is classified as a capital expense if the total consideration paid is more than the capitalisation threshold.

**8.3 Accrued expenditure payable**

Accrued expenditure payable is recorded in the notes to the financial statements when the goods are received or, in the case of services, when they are rendered to the department or in the case of transfers and subsidies when they are due and payable.

Accrued expenditure payable is measured at cost.

**8.4 Leases**

**8.4.1 Operating leases**

Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment.

The operating lease commitments are recorded in the notes to the financial statements.

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**ACCOUNTING POLICIES  
for the year ended 31 March 2017**

**8.4.2 Finance leases**

Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment.

The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.

Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of:

- Cost, being the fair value of the asset; or
- The sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.

**9. Cash and cash equivalents**

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

Bank overdrafts are shown separately on the face of the statement of financial position as a current liability.

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.

**10. Prepayments and advances**

Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash.

Prepayments and advances are initially and subsequently measured at cost.

**11. Loans and receivables**

Loans and receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off. Write-offs are made according to the department's write-off policy.

**12. Financial assets**

**12.1 Financial assets (not covered elsewhere)**

A financial asset is recognised initially at its cost plus transaction costs that are directly attributable to the acquisition or issue of the financial asset.

At the reporting date, a department shall measure its financial assets at cost, less amounts already settled or written-off, except for recognised loans and receivables, which are measured at cost plus accrued interest, where interest is charged, less amounts already settled or written-off.

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**ACCOUNTING POLICIES  
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**12.2 Impairment of financial assets**

Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.

**13. Payables**

Loans and payables are recognised in the statement of financial position at cost.

**14. Capital Assets**

**14.1 Immovable capital assets**

Immovable capital assets are initially recorded in the notes to the financial statements at cost. Immovable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.

Where the cost of immovable capital assets cannot be determined reliably, the immovable capital assets are measured at R1 unless the fair value of the asset has been reliably estimated, in which case the fair value is used.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Immovable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure that is of a capital nature is added to the cost of the asset at the end of the capital project unless the immovable asset is recorded by another department in which case the completed project costs are transferred to that department.

**14.2 Movable capital assets**

Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.

Where the cost of movable capital assets cannot be determined accurately, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure that is of a capital nature is added to the cost of the asset at the end of the capital project unless the movable asset is recorded by another department/entity in which case the completed project costs are transferred to that department.

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**ACCOUNTING POLICIES  
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**14.3 Intangible assets**

Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.

Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project.

Where the cost of intangible assets cannot be determined accurately, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1.

All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.

Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.

Subsequent expenditure that is of a capital nature is added to the cost of the asset at the end of the capital project unless the intangible asset is recorded by another department/entity in which case the completed project costs are transferred to that department.

**15. Provisions and Contingents**

**15.1 Provisions**

Provisions are recorded in the notes to the financial statements 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 or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.

**15.2 Contingent liabilities**

Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably.

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**ACCOUNTING POLICIES  
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**15.3 Contingent assets**

Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.

**15.4 Commitments**

Commitments are recorded at cost in the notes to the financial statements when there is a contractual arrangement or an approval by management in a manner that raises a valid expectation that the department will discharge its responsibilities thereby incurring future expenditure that will result in the outflow of cash.

**16. Unauthorised expenditure**

Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either:

- Approved by Parliament or the Provincial Legislature with funding and the related funds are received; or
- Approved by Parliament or the Provincial Legislature without funding and is written off against the appropriation in the statement of financial performance; or
- Transferred to receivables for recovery.

Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.

**17. Fruitless and wasteful expenditure**

Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred.

Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables for recovery.

Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.

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**18. Irregular expenditure**

Irregular expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the value of the irregular expenditure incurred unless it is impracticable to determine, in which case reasons therefore are provided in the note.

Irregular expenditure is removed from the note when it is either condoned by the relevant authority, transferred to receivables for recovery or not condoned and is not recoverable.

Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.

**19. Changes in accounting policies, accounting estimates and errors**

Changes in accounting policies that are effected by management have been applied retrospectively in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the change in policy. In such instances the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

Changes in accounting estimates are applied prospectively in accordance with MCS requirements.

Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.

**20. 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 National/Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.

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**ACCOUNTING POLICIES  
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**21. Related party disclosures**

**21.1 Related party transactions**

A related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party. Related party transactions are recorded in the notes to the financial statements when the transaction is not at arm's length.

**21.2 Key management personnel**

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the department. The number of individuals and their full compensation is recorded in the notes to the financial statements.

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 March 2017**

**1. Appropriation**

**1.1 Annual Appropriation**

Programmes	2016/17			2015/16	
	Final Appropriation R'000	Actual Funds Received R'000	Funds not requested/ not received R'000	Final Appropriation R'000	Appropriation Received R'000
ADMINISTRATION	185 987	185 987	-	174 273	174 273
SOCIAL WELFARE SERVICES	770 481	770 481	-	725 708	725 708
CHILDREN AND FAMILIES	611 481	611 481	-	601 873	601 873
RESTORATIVE SERVICES	345 823	345 823	-	319 202	319 202
DEVELOPMENT AND RESEARCH	50 092	50 092	-	77 873	77 873
<b>Total</b>	<b>1 963 864</b>	<b>1 963 864</b>	<b>-</b>	<b>1 898 929</b>	<b>1 898 929</b>

**1.2 Conditional grants**

	Note	2016/17 R'000	2015/16 R'000
Total grants received	29	9 916	1 866
Provincial grants included in Total Grants received		<b>9 916</b>	<b>1 866</b>

National conditional grant: Social Sector EPWP Incentive Grant for Provinces.

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	Note	2016/17 R'000	2015/16 R'000
<b>2. Departmental Revenue</b>			
Sales of goods and services other than capital assets	2.1	804	911
Interest, dividends and rent on land	2.2	129	91
Transactions in financial assets and liabilities	2.3	1 145	1 182
<b>Total revenue collected</b>		<b>2 078</b>	<b>2 184</b>
Less: Own revenue included in appropriation	12	963	915
<b>Departmental revenue collected</b>		<b>1 115</b>	<b>1 269</b>
<b>2.1 Sales of goods and services other than capital assets</b>	<b>2</b>		
Sales of goods and services produced by the department		<b>798</b>	<b>911</b>
Sales by market establishment		190	352
Other sales		608	559
Sales of scrap, waste and other used current goods		6	-
<b>Total</b>		<b>804</b>	<b>911</b>
<p>Other sales mainly relates to commission on insurance and garnishee deductions. Sale of scrap, waste and other used current goods relates to assets that was sold during the financial year. Prior year was included under 2.3 Transactions in financial assets and liabilities and amounted to R9 thousand.</p>			
<b>2.2 Interest, dividends and rent on land</b>	<b>2</b>		
Interest		129	91
<b>Total</b>		<b>129</b>	<b>91</b>
<b>2.3 Transactions in financial assets and liabilities</b>	<b>2</b>		
Other Receipts including Recoverable Revenue		1 145	1 182
<b>Total</b>		<b>1 145</b>	<b>1 182</b>
<p>Other Receipts including Recoverable Revenue mainly relates to prior years debt recovered.</p>			

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	Note	2016/17 R'000	2015/16 R'000
<b>3. Compensation of employees</b>			
<b>3.1 Salaries and wages</b>			
Basic salary		486 653	446 965
Performance award		5 142	4 021
Service Based		1 051	901
Compensative/circumstantial		11 610	9 209
Other non-pensionable allowances		79 457	74 722
<b>Total</b>		<b>583 913</b>	<b>535 818</b>
<b>3.2 Social contributions</b>			
<b>Employer contributions</b>			
Pension		59 913	53 058
Medical		34 662	31 237
Bargaining council		161	157
<b>Total</b>		<b>94 736</b>	<b>84 452</b>
<b>Total compensation of employees</b>		<b>678 649</b>	<b>620 270</b>
Average number of employees		2 156	2 129

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	Note	2016/17 R'000	2015/16 R'000
<b>4. Goods and services</b>			
Administrative fees		220	98
Advertising		1 311	1 361
Minor assets	4.1	1 781	1 751
Bursaries (employees)		1 207	950
Catering		714	1 521
Communication		8 259	7 452
Computer services	4.2	1 748	1 103
Consultants: Business and advisory services		725	1 431
Legal services		684	371
Contractors		2 654	2 050
Agency and support / outsourced services		82 368	74 497
Entertainment		103	95
Audit cost – external	4.3	4 223	4 823
Fleet services		19 465	19 002
Consumables	4.4	8 540	7 558
Operating leases		3 816	4 787
Property payments	4.5	45 227	36 680
Rental and hiring		4	26
Transport provided as part of the departmental activities		57	117
Travel and subsistence	4.6	4 652	5 411
Venues and facilities		652	546
Training and development		3 398	5 310
Other operating expenditure	4.7	2 747	2 808
<b>Total</b>		<b>194 555</b>	<b>179 748</b>

Communication relates mainly to telephone, data and postal services. Agency and support/outsourced services relates mainly to catering at secure care facilities, hiring of nursing staff and switchboard operators and services in respect of the Clanwilliam and Horizon secure care facilities.

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	Note	2016/17 R'000	2015/16 R'000
<b>4.1 Minor assets</b>	2		
<b>Tangible assets</b>		<b>1 781</b>	<b>1 751</b>
Machinery and equipment		1 781	1 751
<b>Total</b>		<b>1 781</b>	<b>1 751</b>
<b>4.2 Computer services</b>	2		
SITA computer services		1 171	1 035
External computer service providers		577	68
<b>Total</b>		<b>1 748</b>	<b>1 103</b>
External computer service providers include funds utilized for development of NPO subsidy management system.			
<b>4.3 Audit cost – external</b>	2		
Regularity audits		3 854	4 690
Computer audits		369	133
<b>Total</b>		<b>4 223</b>	<b>4 823</b>
<b>4.4 Consumables</b>	2		
Consumable supplies		4 914	4 408
Uniform and clothing		2 291	1 665
Household supplies		1 324	1 456
Building material and supplies		577	527
IT consumables		146	141
Other consumables		576	619
Stationery, printing and office supplies		3 626	3 150
<b>Total</b>		<b>8 540</b>	<b>7 558</b>
Other consumables mainly relates to fuel supplies, medical kits, gifts and awards.			

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	Note	2016/17 R'000	2015/16 R'000
<b>4.5 Property payments</b>	2		
Municipal services		5 595	4 690
Other		39 632	31 990
<b>Total</b>		<b>45 227</b>	<b>36 680</b>

Other mainly relates to cleaning and safeguard and security services at the Head office, Regional/Local offices and Facilities.

<b>4.6 Travel and subsistence</b>	2		
Local		4 501	5 361
Foreign		151	50
<b>Total</b>		<b>4 652</b>	<b>5 411</b>

Travel & Subsistence Foreign relates to the MEC attending a conference at Rutgers University and high level engagements regarding youth development and other Provincial initiatives.

<b>4.7 Other operating expenditure</b>	2		
Resettlement costs		546	476
Other		2 201	2 332
<b>Total</b>		<b>2 747</b>	<b>2 808</b>

Other mainly relates to printing and publications.

<b>5. Payments for financial assets</b>			
Other material losses written off	5.1	823	826
Debts written off	5.2	414	295
<b>Total</b>		<b>1 237</b>	<b>1 121</b>

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	Note	2016/17 R'000	2015/16 R'000
<b>5.1 Other material losses written off</b>	2		
<b>Nature of losses</b>			
Damages and Losses		823	826
<b>Total</b>		<b>823</b>	<b>826</b>
Damages and Losses mainly relates to Government vehicle damages for which the employees did not forfeit their state cover.			
<b>5.2 Debts written off</b>	2		
<b>Nature of debts written off</b>			
<b>Recoverable revenue written off</b>			
Staff debt relating to ex-employees		8	128
Departmental debts		38	-
<b>Total</b>		<b>46</b>	<b>128</b>
<b>Other debt written off</b>			
Staff debt relating to ex-employees		277	167
Non Government Organisation (NGO) debt		91	-
<b>Total</b>		<b>368</b>	<b>167</b>
<b>Total debt written off</b>		<b>414</b>	<b>295</b>
<b>6. Transfers and Subsidies</b>			
Departmental agencies and accounts	ANNEXURE 1A	33	32
Non-profit institutions	ANNEXURE 1B	1 047 132	1 052 555
Households	ANNEXURE 1C	10 474	10 567
<b>Total</b>		<b>1 057 639</b>	<b>1 063 154</b>

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	Note	2016/17 R'000	2015/16 R'000
<b>7. Expenditure for capital assets</b>			
<b>Tangible assets</b>		<b>27 913</b>	<b>27 766</b>
Machinery and equipment	25	27 913	27 766
<b>Intangible assets</b>	26	-	13
Software		-	13
<b>Total</b>		<b>27 913</b>	<b>27 779</b>

**7.1 Analysis of funds utilised to acquire capital assets - 2016/17**

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
<b>Tangible assets</b>	<b>27 913</b>	-	<b>27 913</b>
Machinery and equipment	27 913	-	27 913
<b>Total</b>	<b>27 913</b>	-	<b>27 913</b>

**7.2 Analysis of funds utilised to acquire capital assets - 2015/16**

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
<b>Tangible assets</b>	<b>27 766</b>	-	<b>27 766</b>
Machinery and equipment	27 766	-	27 766
<b>Intangible assets</b>	<b>13</b>	-	<b>13</b>
Software	13	-	13
<b>Total</b>	<b>27 779</b>	-	<b>27 779</b>

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		2016/17 R'000	2015/16 R'000				
<b>7.3 Finance lease expenditure included in Expenditure for capital assets</b>							
<b>Tangible assets</b>							
Machinery and equipment		22 051	21 265				
<b>Total</b>		<b>22 051</b>	<b>21 265</b>				
	<b>Note</b>	<b>2016/17 R'000</b>	<b>2015/16 R'000</b>				
<b>8. Cash and Cash Equivalents</b>							
Consolidated Paymaster General Account		3 434	4 208				
Disbursements		-	2				
Cash on hand		74	57				
<b>Total</b>		<b>3 508</b>	<b>4 267</b>				
<b>9. Prepayments and Advances</b>							
Advances paid (Not expensed)	9.1	257	-				
<b>Total</b>		<b>257</b>	<b>-</b>				
<b>9.1 Advances paid (Not expensed)</b>							
Public entities	Annex 6A	257	-				
<b>Total</b>		<b>257</b>	<b>-</b>				
<b>10. Receivables</b>							
		<b>2016/17</b>	<b>2015/16</b>				
	<b>Note</b>	<b>Current R'000</b>	<b>Non-current R'000</b>	<b>Total R'000</b>	<b>Current R'000</b>	<b>Non-current R'000</b>	<b>Total R'000</b>
Claims recoverable	10.1	512	158	670	268	157	425
Recoverable expenditure	10.2	348	-	348	760	370	1 130
Staff debt	10.3	709	1 374	2 083	441	1 208	1 649
Other debtors	10.4	420	532	952	172	423	595
<b>Total</b>		<b>1 989</b>	<b>2 064</b>	<b>4 053</b>	<b>1 641</b>	<b>2 158</b>	<b>3 799</b>

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	Note	2016/17 R'000	2015/16 R'000
<b>10.1 Claims recoverable</b>	10		
National departments		670	255
Provincial departments		-	170
<b>Total</b>		<b>670</b>	<b>425</b>
<b>10.2 Recoverable expenditure (disallowance accounts)</b>	10		
Disallowance Damages and Losses		342	861
Disallowance Miscellaneous		-	220
Private Telephone		5	3
Sal:Reversal Control		-	28
Sal:Tax Debts		1	18
<b>Total</b>		<b>348</b>	<b>1 130</b>

Damages and Losses mainly relates to Government vehicle damages currently under investigation.

<b>10.3 Staff debt</b>	10		
Debt Account: Ex-employee & employee		2 083	1 649
<b>Total</b>		<b>2 083</b>	<b>1 649</b>

Debt Account: consist of 243 cases of which 112 relates to in service employees.

	Note	2016/17 R'000	2015/16 R'000
<b>10.4 Other debtors</b>	10		
Debt Account:Suppliers & NGO's		590	595
Departmental debts		362	-
<b>Total</b>		<b>952</b>	<b>595</b>
<b>10.5 Impairment of receivables</b>			
Estimate of impairment of receivables		830	1 392
<b>Total</b>		<b>830</b>	<b>1 392</b>

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**11. Voted Funds to be surrendered to the Revenue Fund**

Opening balance	6 857	23 826
As restated	6 857	23 826
Transfer from statement of financial performance (as restated)	3 871	6 857
Paid during the year	(6 857)	(23 826)
<b>Closing balance</b>	<b>3 871</b>	<b>6 857</b>

**12. Departmental revenue and PRF Receipts to be surrendered to the Revenue Fund**

Opening balance	284	262
As restated	284	262
Transfer from Statement of Financial Performance (as restated)	1 115	1 269
Own revenue included in appropriation	963	915
Paid during the year	(2 022)	(2 162)
<b>Closing balance</b>	<b>340</b>	<b>284</b>

**13. Payables – current**

Advances received	13.1	1 847	76
Clearing accounts	13.2	28	-
Other payables	13.3	470	-
<b>Total</b>		<b>2 345</b>	<b>76</b>

	<b>Note</b>	<b>2016/17</b>	<b>2015/16</b>
		<b>R'000</b>	<b>R'000</b>

**13.1 Advances received**

National departments	13 Annex 6B	1 847	76
<b>Total</b>		<b>1 847</b>	<b>76</b>

Funds received from the Health and Welfare Sector Education and Training Authority (SETA) in respect of social auxiliary worker training and appointment of community development interns.

**13.2 Clearing accounts**

Salary: Income Tax	10	28	-
<b>Total</b>		<b>28</b>	<b>-</b>

**13.3 Other payables**

Re-issue of funds	10	470	-
<b>Total</b>		<b>470</b>	<b>-</b>

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**14. Net cash flow available from operating activities**

Net surplus as per Statement of Financial Performance	4 986	8 126
Add back non cash/cash movements not deemed operating activities	<b>21 755</b>	<b>3 558</b>
(Increase)/decrease in receivables	(254)	1 087
(Increase)/decrease in prepayments and advances	(257)	25
Increase/(decrease) in payables – current	2 269	(260)
Expenditure on capital assets	27 913	27 779
Surrenders to Revenue Fund	(8 879)	(25 988)
Own revenue included in appropriation	963	915
<b>Net cash flow generated by operating activities</b>	<b>26 741</b>	<b>11 684</b>

	Note	2016/17 R'000	2015/16 R'000
<b>15. Reconciliation of cash and cash equivalents for cash flow purposes</b>			
Consolidated Paymaster General account		3 434	4 208
Disbursements		-	2
Cash on hand		74	57
<b>Total</b>		<b>3 508</b>	<b>4 267</b>

**16. Contingent liabilities and contingent assets**

**16.1 Contingent liabilities**

Liable to	Nature		2016/17 R'000	2015/16 R'000
Housing loan guarantees	Employees	Annex 2A	17	17
Claims against the department		Annex 2B	5 994	3 652
Intergovernmental payables (unconfirmed balances)		Annex 4	235	147
<b>Total</b>			<b>6 246</b>	<b>3 816</b>

Claims against the Department refers to cases currently being dealt with by the State Attorney.

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**16.2 Contingent assets**

**Nature of contingent asset**

Breach of contract	-	57
<b>Total</b>	<b>-</b>	<b>57</b>

Breach of contract refers to Kasteel Rentals (Pty) Ltd (case number 75/2014-15). The matter has prescribed and closed accordingly.

17 PILIR cases must still be concluded and cannot be measured as at 31 March 2017.

	Note	2016/17 R'000	2015/16 R'000
<b>17. Commitments</b>			
<b>Current expenditure</b>			
Approved and contracted		230 348	265 029
Approved but not yet contracted		-	7 114
		<b>230 348</b>	<b>272 143</b>
<b>Capital Expenditure</b>			
Approved and contracted		339	158
Approved but not yet contracted		-	-
		<b>339</b>	<b>158</b>
<b>Total Commitments</b>		<b>230 687</b>	<b>272 301</b>

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**Commitments longer than one year**

<i><b>Beneficiary</b></i>	<i><b>Area/Sites</b></i>	<i><b>Commitment (Years)</b></i>	<i><b>End Date</b></i>	<i><b>Remaining Balance R'000</b></i>
Bosasa Youth Centre	Clanwilliam Place of Safety	5	Oct-18	17 298
Comwezi Security Service	Outeniekwa	3	Mar-18	1 367
Distinctive Choice Security	Tenterden, Vredelus, Lindelani, Bonnytoun and De Novo	3	Mar-18	8 502
Distinctive Choice Security	Cape Winelands, Overberg	3	Mar-18	2 862
Byers Security Service	Metro East Region	3	Mar-18	2 778
Distinctive Choice Security	Metro North Region	3	Mar-18	5 346
Byers Security Service	Metro South Region	3	Mar-18	5 613
Greystone Trading 389CC	Eden Karoo Region	2.5	Mar-18	1 453
Greystone Trading 389CC	Eden Karoo Region (Beaufort West and surroundings)	2.5	Mar-18	1 108
Greystone Trading 389CC	West Coast Region	2.4	Mar-18	2 025
Feedem Pitseng	Institutions and Facilities	5	Dec-22	40 680
Bosasa Youth Centre	Horizon Place of Safety	5	May-20	136 613
Masibambane Recruitment	Sivuyile	0.8	May-17	841

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			2016/17 R'000	2015/16 R'000
<b>18. Accruals and payables not recognised</b>				
<b>18.1 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	5 492	1 211	6 703	10 534
Transfers and subsidies	1 107	804	1 911	1 162
Capital assets	1 833	206	2 039	1 588
<b>Total</b>	<b>8 432</b>	<b>2 221</b>	<b>10 653</b>	<b>13 284</b>

	Note	2016/17 R'000	2015/16 R'000
<b>Listed by programme level</b>			
Administration		3 411	1 406
Social Welfare Services		3 705	3 056
Children and Families		1 873	1 202
Restorative Services		1 648	7 597
Development and Research		16	23
<b>Total</b>		<b>10 653</b>	<b>13 284</b>

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		<b>2016/17 R'000</b>		<b>2015/16 R'000</b>
<b>18.2 Payables not recognised</b>				
<b>Listed by economic classification</b>	<b>30 days</b>	<b>30+ days</b>	<b>Total</b>	<b>Total</b>
Goods and services	16	15	31	3 810
Transfers and subsidies	3	58	61	130
Capital assets	-	-	-	384
Other	-	-	-	1 329
<b>Total</b>	<b>19</b>	<b>73</b>	<b>92</b>	<b>5 653</b>

	<b>Note</b>	<b>2016/17 R'000</b>		<b>2015/16 R'000</b>
<b>Listed by programme level</b>				
Administration		1		941
Social Welfare Services		9		1 349
Children and Families		60		191
Restorative Services		22		3 162
Development and Research		-		10
<b>Total</b>		<b>92</b>		<b>5 653</b>

**Included in the above totals are the following:**

Confirmed balances with departments	Annex 4	3 805		3 616
<b>Total</b>		<b>3 805</b>		<b>3 616</b>

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	Note	2016/17 R'000	2015/16 R'000
<b>19. Employee benefits</b>			
Leave entitlement		20 478	16 829
Service bonus (Thirteenth cheque)		19 395	17 914
Performance awards		11 008	10 219
Capped leave commitments		16 250	17 191
Other		2 234	836
<b>Total</b>		<b>69 365</b>	<b>62 989</b>

Leave entitlement as per detail report on 31 March 2017 includes R1,485 million credit for leave taken in advance. Adjustments after 31 March 2017 includes R2,287 million credit in respect of leave captured late and R146 thousand for leave captured early.

Other relates to long service awards payable in 2017/18 and compensation of employee payables, previously disclosed under the note Payables not recognised.

At this stage the department is not able to reliably measure the long term portion of the long service awards. Employee related accruals was previously disclosed under Payables.

**20. Lease commitments**

**20.1 Operating leases expenditure**

	Specialised military assets R'000	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
<b>2016/17</b>					
Not later than 1 year	-	-	-	2 600	2 600
Later than 1 year and not later than 5 years	-	-	-	1 781	1 781
<b>Total lease commitments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4 381</b>	<b>4 381</b>

	Specialised military assets R'000	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
<b>2015/16</b>					
Not later than 1 year	-	-	-	2 870	2 870
Later than 1 year and not later than 5 years	-	-	-	1 779	1 779
<b>Total lease commitments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4 649</b>	<b>4 649</b>

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**20.2 Finance leases expenditure**

	Specialised military assets R'000	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
<b>2016/17</b>					
Not later than 1 year	-	-	-	20 799	20 799
Later than 1 year and not later than 5 years	-	-	-	37 605	37 605
<b>Total lease commitments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>58 404</b>	<b>58 404</b>

	Specialised military assets R'000	Land R'000	Buildings and other fixed structures R'000	Machinery and equipment R'000	Total R'000
<b>2015/16</b>					
Not later than 1 year	-	-	-	21 065	21 065
Later than 1 year and not later than 5 years	-	-	-	58 333	58 333
<b>Total lease commitments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>79 398</b>	<b>79 398</b>

	Note	2016/17 R'000	2015/16 R'000
<b>21. Irregular expenditure</b>			
<b>21.1 Reconciliation of irregular expenditure</b>			
Opening balance		2 335	-
As restated		2 335	-
Add: Irregular expenditure - relating to prior year		829	-
Add: Irregular expenditure - relating to current year		1 131	2 335
Less: Prior year amounts condoned		(702)	-
Less: Current year amounts condoned		(395)	-
Less: Amounts not condoned and not recoverable		(1 998)	-
<b>Irregular expenditure awaiting condonation</b>		<b>1 200</b>	<b>2 335</b>
<b>Analysis of awaiting condonation per age classification</b>			
Current year		736	2 335
Prior years		464	-
<b>Total</b>		<b>1 200</b>	<b>2 335</b>

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**21.2 Details of irregular expenditure – added current year (relating to current and prior years)**

		2016/17 R'000
<b>Incident</b>	<b>Disciplinary steps taken/criminal proceedings</b>	
Incorrect bidding process followed < R500 000	To be confirmed by the relevant Manager	16
Incorrect delegatee making award	To be confirmed by the relevant Manager	16
Contract extended without approval	To be confirmed by the relevant Manager	929
Used invalid contract	To be confirmed by the relevant Manager	10
Quotation incorrectly awarded	To be confirmed by the relevant Manager	223
Incorrect specifications used	To be confirmed by the relevant Manager	74
Insufficient proof for following the emergency process	To be confirmed by the relevant Manager	20
Local content not applied	To be confirmed by the relevant Manager	230
Passovers not properly documented	To be confirmed by the relevant Manager	442
<b>Total</b>		<b>1 960</b>

**21.3 Details of irregular expenditure condoned**

		2016/17 R'000
<b>Incident</b>	<b>Condoned by (condoning authority)</b>	
Incorrect bidding process followed < R500 000	Accounting Officer	5
Contract extended without approval	Accounting Officer	588
Quotation Incorrectly awarded	Accounting Officer	414
Incorrect specifications used	Accounting Officer	74
Incorrect delegatee making award	Accounting Officer	16
<b>Total</b>		<b>1 097</b>

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**21.4 Details of irregular expenditure not recoverable (not condoned)**

		<b>2016/17 R'000</b>
<b>Incident</b>	<b>Not condoned by (condoning authority)</b>	
Local content not applied	National Treasury	1 998
<b>Total</b>		<b>1 998</b>

**21.5 Details of irregular expenditure under investigation (not included in the main note)**

	<b>2016/17 R'000</b>
<b>Incident</b>	
Local Content	1 819
Passovers not properly documented	254
Specifications on IPS includes Name Brands	24
Supplier tax certificate not valid/attached	15
Supplier suspended on WCSD	26
Less than 3 quotes obtained (no reason provided)	38
Extension more than 15%	13
Amount paid in excess of approved/quoted amount	34
Contract expired	39
<b>Total</b>	<b>2 262</b>

**21.6 Prior period error**

	<b>2015/16 R'000</b>
<b>Prior period error</b>	
Relating to 2015/16	-
Contract extended without approval	301
Contract extended without approval (Condoned 16 January 2016)	(301)
<b>Total</b>	<b>-</b>

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	Note	2016/17 R'000	2015/16 R'000
<b>22. Fruitless and wasteful expenditure</b>			
<b>22.1 Reconciliation of fruitless and wasteful expenditure</b>			
Opening balance		84	-
As restated		84	-
Fruitless and wasteful expenditure – relating to current year		-	84
Less: Amounts resolved		(84)	-
<b>Closing balance</b>		<b>-</b>	<b>84</b>
<b>22.2 Analysis of awaiting resolution per economic classification</b>			
Current		-	84
<b>Total</b>		<b>-</b>	<b>84</b>

**22.3 Analysis of Current Year's Fruitless and wasteful expenditure**

R45 thousand relates to a Missing PABX. Progressive disciplinary steps were taken against the officials.  
R28 thousand relates to the rental for months June'15 to October'15. Progressive disciplinary steps were taken against the officials.  
R11 thousand relates to a waste bin disposal service for 9 months. Progressive disciplinary steps were taken against the officials.

**23. Related party transactions**

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

**The Department of Transport and Public Works**

The Department occupied buildings in Cape Town, Gugulethu, Khayelitsha, Worcester, Langa, Piketberg, Kraaifontein, Eerste River, Kensington, Clanwilliam, Koelen Hof, George, Wynberg, Elsies River, Murraysburg, Goodwood, Bredasdorp, Athlone, Grassy Park, Beaufort West & Mossel Bay free of charge.

Parking space is also provided for government officials at an approved fee that is not market related.

The Department makes use of government motor vehicles managed by Government Motor Transport (GMT), based on tariffs approved by the Department of the Provincial Treasury.

**The Department of the Premier**

The Department received corporate services from Corporate Services Centre of the Department of the Premier in the Western Cape Province, with effect from 1 November 2010, in respect of the following service areas:

- a) Information and Communication Technology
- b) Human Resource Management services
- c) Organisational Development services
- d) Provincial Training (transversal)

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- e) Enterprise Risk Management
- f) Internal Audit
- g) Forensic Investigative Services
- h) Legal Services
- i) Corporate Communication

**The Department of Community Safety**

The Department received access control data from the Department of Community Safety (free of charge), as well as Security Advisory Services and Security Operations.

**24. Key management personnel**

	No. of Individuals	2016/17 R'000	2015/16 R'000
Political office bearers (provide detail below)	1	1 933	2 015
Officials:			
Level 15	1	1 552	1 408
Level 14 (incl. CFO if at a lower level)	4	4 875	4 546
<b>Total</b>		<b>8 360</b>	<b>7 969</b>

**25. Movable Tangible Capital Assets**

**MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017**

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing balance R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>100 728</b>	<b>-</b>	<b>8 325</b>	<b>3 552</b>	<b>105 501</b>
Transport assets	55 862	-	2 473	2 345	55 990
Computer equipment	31 793	-	4 121	871	35 043
Furniture and office equipment	7 085	-	1 487	41	8 531
Other machinery and equipment	5 988	-	244	295	5 937
<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>100 728</b>	<b>-</b>	<b>8 325</b>	<b>3 552</b>	<b>105 501</b>

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**Movable Tangible Capital Assets under investigation**

	Number	Value R'000
<b>Included in the above total of the movable tangible capital assets per the asset register are assets that are under investigation:</b>		
Machinery and equipment	116	1 275

A total of 116 capital assets originally purchased at R1,275 million which represents 1.21% of the capital asset value (with an cumulative depreciated value of R133 thousand as at 31 March 2017) could not be verified between 2010 and 2016.

The necessary investigative processes are in progress.

**Additions**

**25.1 ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017**

	Cash R'000	Non-cash R'000	(Capital work- in-progress current costs and finance lease payments) R'000	Received current, not paid (Paid current year, received prior year) R'000	Total R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>27 913</b>	<b>2 813</b>	<b>(22 051)</b>	<b>(350)</b>	<b>8 325</b>
Transport assets	19 472	2 473	(19 472)	-	2 473
Computer equipment	4 143	-	-	(22)	4 121
Furniture and office equipment	1 475	340	-	(328)	1 487
Other machinery and equipment	2 823	-	(2 579)	-	244
<b>TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>27 913</b>	<b>2 813</b>	<b>(22 051)</b>	<b>(350)</b>	<b>8 325</b>

An amount of R350 thousand has been disclosed under Received current, not paid (Paid current year, received prior year) for the period ending 31 March 2016. Therefore it is not included as part of cash additions. The value of R45 thousand is included in the non-cash, this relates to a S42 transfer from Transport and Public Works (Ref: 2017-154) which was received by 31 March 2017.

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**Disposals**

**25.2 DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017**

	Sold for cash R'000	Non-cash disposal R'000	Total disposals R'000	Cash received Actual R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>367</b>	<b>3 185</b>	<b>3 552</b>	-
Transport assets	-	2 345	2 345	-
Computer equipment	31	840	871	-
Furniture and office equipment	41	-	41	-
Other machinery and equipment	295	-	295	-
<b>TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>367</b>	<b>3 185</b>	<b>3 552</b>	-

Transport Assets includes a RAV 4 (R144 thousand) that was transferred by the United Nations to the National Department of Social Development and subsequently transferred by the National Department of Social Development to the department. Ownership pertaining to this vehicle was never transferred to department.

**25.3 Movement for 2015/16**

**MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016**

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing balance R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>94 638</b>	<b>14</b>	<b>17 077</b>	<b>11 001</b>	<b>100 728</b>
Transport assets	53 957	-	9 799	7 894	55 862
Computer equipment	29 148	18	5 566	2 939	31 793
Furniture and office equipment	6 744	(7)	412	64	7 085
Other machinery and equipment	4 789	3	1 300	104	5 988
<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>94 638</b>	<b>14</b>	<b>17 077</b>	<b>11 001</b>	<b>100 728</b>

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<b>Prior period error</b>	<b>Note</b>	<b>2015/16 R'000</b>
Nature of prior period error		
Relating to 2015/16 (affecting the opening balance)		14
Price corrections		(10)
Prior year write-off		(6)
Surplus Assets identified verification		30
<b>Total</b>		<b>14</b>

The value of R10 thousand is in respect of price adjustment. The value of R6 thousand is in respect of an asset written off in the 2015/2016 financial year.  
The R30 thousand was in respect of assets that were not previously on the asset register.

**25.4 Minor assets**

**MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017**

	<b>Specialised military assets R'000</b>	<b>Intangible assets R'000</b>	<b>Heritage assets R'000</b>	<b>Machinery and equipment R'000</b>	<b>Biological assets R'000</b>	<b>Total R'000</b>
Opening balance	-	-	-	30 656	-	30 656
Additions	-	-	-	5 270	-	5 270
Disposals	-	-	-	1 061	-	1 061
<b>TOTAL MINOR ASSETS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34 865</b>	<b>-</b>	<b>34 865</b>

	<b>Specialised military assets</b>	<b>Intangible assets</b>	<b>Heritage assets</b>	<b>Machinery and equipment</b>	<b>Biological assets</b>	<b>Total</b>
Number of minor assets at cost	-	-	-	26 394	-	26 394
<b>TOTAL NUMBER OF MINOR ASSETS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26 394</b>	<b>-</b>	<b>26 394</b>

**Minor Capital Assets under investigation**

	<b>Number</b>	<b>Value R'000</b>
<b>Included in the above total of the minor capital assets per the asset register are assets that are under investigation:</b>		
Machinery and equipment	395	426

A total of 395 minor assets originally purchased at R426 thousand, which represents 1.21% of the minor asset value (with an cumulative depreciated value of approximately R1 thousand as at 31 March 2017) could not be verified between 2010 and 2016. The necessary investigative processes are in progress.

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**Minor assets**

**MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED  
31 MARCH 2016**

	Specialised military assets R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Opening balance	-	-	-	30 105	-	30 105
Prior period error	-	-	-	106	-	106
Additions	-	-	-	2 012	-	2 012
Disposals	-	-	-	1 567	-	1 567
<b>TOTAL MINOR ASSETS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30 656</b>	<b>-</b>	<b>30 656</b>

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
Number of minor assets at cost	-	-	-	24 463	-	24 463
<b>TOTAL NUMBER OF MINOR ASSETS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24 463</b>	<b>-</b>	<b>24 463</b>

Prior period error	Note	2015/16 R'000
<b>Nature of prior period error</b>		
Relating to 2015/2016 (affecting the opening balance)		106
Price corrections		(3)
Surplus Assets identified during verification		116
Asset reclassified to consumables		(7)
<b>Total</b>		<b>106</b>

<p>The value of R7 thousand is respect of assets being reclassified from minor to consumables.</p> <p>Assets to the value of R116 thousand was identified as not previously recorded on the asset register.</p> <p>The value of R3 thousand is in respect of price corrections.</p>
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**25.5 Movable assets written off**

**MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2016**

	Specialised military assets R'000	Intangible assets R'000	Heritage assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	-	1 863	-	1 863
<b>TOTAL MOVABLE ASSETS WRITTEN OFF</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1 863</b>	<b>-</b>	<b>1 863</b>

**25.6 S42 Movable Capital Assets**

**MAJOR ASSETS SUBJECTED TO TRANSFER IN TERMS OF S42 OF THE PFMA - 31 MARCH 2017**

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
No of Assets	-	-	-	53	-	53
Value of the asset (R'000)	-	-	-	739	-	739

**MINOR ASSETS SUBJECTED TO TRANSFER IN TERMS OF S42 OF THE PFMA - 31 MARCH 2017**

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
No of Assets	-	-	-	1 641	-	1 641
Value of the asset (R'000)	-	-	-	3 486	-	3 486

Assets awaiting for transfer (S42) from the Department of Health in respect of the Sivuyile Facility. To be concluded during the 2017/18 financial year.
--

**MAJOR ASSETS SUBJECTED TO TRANSFER IN TERMS OF S42 OF THE PFMA - 31 MARCH 2016**

	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
No of Assets	-	-	-	1	-	1
Value of the asset (R'000)	-	-	-	173	-	173

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**26. Intangible Capital Assets**

**MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017**

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing balance R'000
SOFTWARE	13	-	-	-	13
<b>TOTAL INTANGIBLE CAPITAL ASSETS</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13</b>

**Movement for 2015/16**

**26.1 MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016**

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing balance R'000
SOFTWARE	13	-	-	-	13
<b>TOTAL INTANGIBLE CAPITAL ASSETS</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13</b>

**27. Immovable Tangible Capital Assets**

**MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2017**

	Opening balance R'000	Value adjustments R'000	Additions R'000	Disposals R'000	Closing balance R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	<b>330</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>330</b>
Non-residential buildings	330	-	-	-	330
<b>TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>330</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>330</b>

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**Movement for 2015/16**

**27.1 MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2016**

	Opening balance R'000	Prior period error R'000	Additions R'000	Disposals R'000	Closing balance R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	<b>330</b>	-	-	-	<b>330</b>
Non-residential buildings	330	-	-	-	330
<b>TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>330</b>	-	-	-	<b>330</b>

**28. Prior period errors**

	Note	2015/16 R'000
<b>Assets</b>		
Movable Tangible Capital Assets - refer to note 25.3		14
Minor Assets - refer to note 25.4		106
<b>Net effect</b>		<b>120</b>
<b>Other: (e.g. Irregular expenditure, fruitless and wasteful expenditure, etc.)</b>		
Contract extended without approval - refer to note 21.6 (R301 000 - R301 000)	Note	2015/16 R'000
		-

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**29. Statement of Conditional Grants received**

NAME OF GRANT	GRANT ALLOCATION					SPENT				2015/16	
	Division of Revenue Act/Provincial Grants R'000	Roll Overs R'000	DORA Adjustments R'000	Other Adjustments R'000	Total Available R'000	Amount received by department R'000	Amount spent by department R'000	Under / (overspending) R'000	% of available funds spent by dept %	Division of Revenue Act R'000	Amount spent by department R'000
National conditional grant:	9 916	-	-	-	9 916	9 916	9 916	-	100%	1 866	1 866
Social Sector EPWP											
Incentive Grant for Provinces											
	<b>9 916</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9 916</b>	<b>9 916</b>	<b>9 916</b>	<b>-</b>		<b>1 866</b>	<b>1 866</b>

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
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**ANNEXURE 1A**

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

DEPARTMENT/AGENCY/ ACCOUNT	TRANSFER ALLOCATION				TRANSFER		2015/16
	Adjusted appropriation R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available funds %	Appro- priation Act R'000
Licences - Radio and TV	37	-	(4)	33	33	100%	32
<b>Total</b>	<b>37</b>	<b>-</b>	<b>(4)</b>	<b>33</b>	<b>33</b>		<b>32</b>

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**ANNEXURE 1B**

**STATEMENT OF TRANSFERS TO NON-PROFIT INSTITUTIONS**

	TRANSFER ALLOCATION				EXPENDITURE		2015/16
	Adjusted appropriation Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available funds transferred %	Appropriation Act R'000
<b>NON-PROFIT INSTITUTIONS</b>							
<b>Transfers</b>							
Youth Development	12 862	-	1 204	14 066	14 066	100%	10 779
Poverty Alleviation and Sustainable Livelihoods	22 001	-	(329)	21 672	21 672	100%	53 983
<b>Subtotal</b>	<b>34 863</b>	<b>-</b>	<b>875</b>	<b>35 738</b>	<b>35 738</b>		<b>64 762</b>
<b>Subsidies</b>							
Substance Abuse, Prevention and Rehabilitation Care and Services to Older Persons	57 759	-	620	58 379	58 379	100%	54 480
Crime Prevention and Support	198 514	-	169	198 683	198 683	100%	190 804
Services to Persons with Disabilities	12 572	-	(120)	12 452	12 452	100%	13 172
Child Care and Protection Services	136 621	-	(437)	136 184	136 184	100%	130 160
ECD and Partial Care	172 002	-	(975)	171 027	171 027	100%	162 662
Child and Youth Care Centres	278 845	-	(6 306)	272 539	272 299	100%	277 441
Victim Empowerment	95 395	-	314	95 709	95 709	100%	93 916
Care and Services to Families	26 936	-	(106)	26 830	26 830	100%	25 860
	39 795	-	36	39 831	39 831	100%	39 298
<b>Subtotal</b>	<b>1 018 439</b>	<b>-</b>	<b>(6 805)</b>	<b>1 011 634</b>	<b>1 011 394</b>		<b>987 793</b>
<b>Total</b>	<b>1 053 302</b>	<b>-</b>	<b>(5 930)</b>	<b>1 047 372</b>	<b>1 047 132</b>		<b>1 052 555</b>

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
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**ANNEXURE 1C**

**STATEMENT OF TRANSFERS TO HOUSEHOLDS**

HOUSEHOLDS	TRANSFER ALLOCATION				EXPENDITURE		2015/16
	Adjusted appropriation Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available funds transferred %	Appropriation Act R'000
<b>Transfers</b>							
Social benefits	2 303	-	524	2 827	2 827	100%	2 144
Placement of children	6 494	-	1 094	7 588	7 588	100%	7 404
Claims against the state	-	-	53	53	53	100%	1 011
Social Relief	-	-	6	6	6	100%	8
	8 797	-	1 677	10 474	10 474		10 567
<b>Total</b>	<b>8 797</b>	<b>-</b>	<b>1 677</b>	<b>10 474</b>	<b>10 474</b>		<b>10 567</b>

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
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**ANNEXURE 1D**

**STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED**

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2016/17 R'000	2015/16 R'000
<b>Received in kind</b>			
Lindelani Place of safety	Knitted squares	-	2
Tenderten Facility Management	Canned foods project	-	5
Bosasa Group	Catering: choir festival	-	10
Facility Management & Quality Monitoring	Furniture	-	25
Ministerial	Concert tickets	-	3
Community and Partnership Development	Jazz Festival tickets	-	6
Community and Partnership Development	Linen, gowns, shoes and books	35	-
Community and Partnership Development	150 Pairs of slippers	6	-
Ministerial	Jazz Festival tickets	2	-
Sivuyile Residential Facility	Urn, toiletries and clothes	3	-
Social Worker Supervisor at Metro North	Linen, towel, bedding and curtains	6	-
Lindelani Place of safety	Toiletries	14	-
Community and Partnership Development	Slippers	6	-
Sivuyile Residential Facility	Toiletries & clothes	3	-
Chief Director	Jazz Festival tickets	12	-
The Taj Hotel	Linen, gowns, pillow case, face cloths	90	-
<b>Subtotal</b>		177	51
<b>TOTAL</b>		177	51

Only amounts in excess of R2 000 is disclosed.

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
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**ANNEXURE 2A**

**STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2017 - LOCAL**

<b>GUARANTOR INSTITUTION</b>	<b>Guarantee in respect of</b>	<b>Original guaranteed capital amount R'000</b>	<b>Opening balance 1 April 2016 R'000</b>	<b>Guarantees draw downs during the year R'000</b>	<b>Guaranteed repayments/ cancelled/ reduced/ released during the year R'000</b>	<b>Revaluations R'000</b>	<b>Closing balance 31 March 2017 R'000</b>	<b>Guaranteed interest for year ended 31 March 2017 R'000</b>	<b>Realised losses not recoverable i.e. claims paid out R'000</b>
Standard Bank	Housing	-	17	-	-	-	17	-	-
	<b>Total</b>	-	17	-	-	-	17	-	-

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
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**ANNEXURE 2B**

**STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2017**

NATURE OF LIABILITY	Opening balance 1 April 2016 R'000	Liabilities incurred during the year R'000	Liabilities paid/ cancelled/ reduced during the year R'000	Liabilities recoverable (Provide details hereunder) R'000	Closing balance 31 March 2017 R'000
<b>Claims against the department</b>					
LT/166/2007 - JR De Vries - Injury on duty	1 150	-	-	-	1 150
LT/86/2011 - CC & R Barley - Alleged negligence at daycare	1 640	-	-	-	1 640
LT/288/2011 - H Julius - Motor vehicle accident	22	-	-	-	22
57/2013-14 - ZL Kasner - Rescission of order granted by the Court	19	-	-	-	19
77/2013-14 - C Van Rensburg - Civil Claim	500	-	-	-	500
LT/455/2014-15 - Mr Stanley Molefi - Unpaid salary	21	-	-	-	21
LT/356/2015-16 - J du Preez - Claim for damages	300	-	-	-	300
LT/139/2016-17 - MN Bailey - Letter of demand received	-	570	-	-	570
LT/192/2015-16 - Ms R Naidoo - Damages	-	172	-	-	172
LT/211/2016 - SC Williams - Damages	-	950	-	-	950
LT/399/2016-17 - S Dyubhele - Damages	-	650	-	-	650
<b>TOTAL</b>	<b>3 652</b>	<b>2 342</b>	<b>-</b>	<b>-</b>	<b>5 994</b>

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
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**ANNEXURE 3**

**CLAIMS RECOVERABLE**

	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2016/17	
	31/03/2017 R'000	31/03/2016 R'000	31/03/2017 R'000	31/03/2016 R'000	31/03/2017 R'000	31/03/2016 R'000	Receipt date up to six (6) working days after year end	Amount R'000
<b>GOVERNMENT ENTITY</b>								
<b>DEPARTMENTS</b>								
National Department of Social Development	-	71	158	184	158	255	-	-
South African Social Security Agency (SASSA)	502	-	10	-	512	-	-	-
WC Department of Education	-	53	-	-	-	53	-	-
WC Department of Health	-	117	-	-	-	117	-	-
<b>TOTAL</b>	<b>502</b>	<b>241</b>	<b>168</b>	<b>184</b>	<b>670</b>	<b>425</b>	<b>-</b>	<b>-</b>

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
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**ANNEXURE 4**

**INTER-GOVERNMENT PAYABLES**

	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2016/17	
	31/03/2017	31/03/2016	31/03/2017	31/03/2016	31/03/2017	31/03/2016	Payment date up to six (6) working days before year end	Amount
<b>GOVERNMENT ENTITY</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>		<b>R'000</b>
<b>DEPARTMENTS</b>								
<b>Current</b>								
WC Department of Transport and Public Works (GMT)	3 593	3 284	-	131	3 593	3 415	-	-
WC Department of Health	212	-	230	-	442	-	-	-
South African Police Services	-	-	-	14	-	14	-	-
WC Department of the Premier	-	332	5	2	5	334	-	-
<b>TOTAL</b>	<b>3 805</b>	<b>3 616</b>	<b>235</b>	<b>147</b>	<b>4 040</b>	<b>3 763</b>	<b>-</b>	<b>-</b>

Amounts paid before 31 March 2017 were not included in the above totals.

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
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**ANNEXURE 5**

**MOVEMENT IN CAPITAL WORK-IN-PROGRESS**

**MOVEMENT IN CAPITAL WORK-IN-PROGRESS FOR THE YEAR ENDED 31 MARCH 2016**

	Opening balance R'000	Prior period errors R'000	Current Year Capital WIP R'000	Completed Assets R'000	Closing balance R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	-	-	843	-	843
Non-residential buildings	-	-	843	-	843
<b>TOTAL</b>	-	-	<b>843</b>	-	<b>843</b>

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
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**ANNEXURE 6A**

**INTER-ENTITY ADVANCES PAID (Note 9)**

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2017 R'000	31/03/2016 R'000	31/03/2017 R'000	31/03/2016 R'000	31/03/2017 R'000	31/03/2016 R'000
<b>PUBLIC ENTITIES</b>						
Eskom	-	-	257	-	257	-
<b>TOTAL</b>	-	-	<b>257</b>	-	<b>257</b>	-

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**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS  
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**ANNEXURE 6B**

**INTER-ENTITY ADVANCES RECEIVED (Note 13)**

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2017 R'000	31/03/2016 R'000	31/03/2017 R'000	31/03/2016 R'000	31/03/2017 R'000	31/03/2016 R'000
<b>NATIONAL DEPARTMENTS</b>						
<b>Current</b>						
Tirelo Bosha project from Department of Public Service and Administration (DPSA)	-	76	-	-	-	76
The Health and Welfare Sector Education and Training Authority (SETA)	1 847	-	-	-	1 847	-
<b>TOTAL</b>	<b>1 847</b>	<b>76</b>	<b>-</b>	<b>-</b>	<b>1 847</b>	<b>76</b>
<b>Current</b>	1 847	76	-	-	1 847	76
<b>Non-current</b>	-	-	-	-	-	-

# ANNEXURES

## **ANNEXURE A: Transfer payments to all organisations other than public entities**

*Please see enclosed CD.*

## ANNEXURE B: Contact Details

Ministry of Social Development			
Office of the Minister		Tel. No	E-mail Address
Provincial Minister	<b>Adv. A Fritz</b> Private Bag X 9112 Cape Town 8000	021 483 5208	Albert.Fritz@westerncape.gov.za
Private Secretary	Ms. A Abrahams	021 483 5208	Alexandra.Abrahams@westerncape.gov.za
Head of Ministry	Mr. D Abrahams	021 483 6400	<a href="mailto:David.Abrahams@westerncape.gov.za">David.Abrahams@westerncape.gov.za</a>
Media Liaison Officer	Mr. S Ngobese	021 483 9217	<a href="mailto:Sihle.Ngobese@westerncape.gov.za">Sihle.Ngobese@westerncape.gov.za</a>

Head Office		Tel. No.	E-mail Address
Head of Department	<b>Dr. R Macdonald</b> Private Bag X 9112 Cape Town, 8000	021 483 3083	Robert.Macdonald@westerncape.gov.za
Director: Operational Management Support	Ms. A Van Reenen	021 483 9392	Annemie.vanReenen@westerncape.gov.za
<b>Chief Director: Business Planning &amp; Strategy</b>	Ms. M Johnson	021 483 3781	Marion.Johnson@westerncape.gov.za
Director: Business Planning & Policy Alignment	Ms. T Hamdulay	021 483 4829	Tughfa.Hamdulay@westerncape.gov.za
Director: Research, Population and Knowledge Management	Mr. G Miller	021 483 4595	Gavin.Miller@westerncape.gov.za
<b>Chief Director: Social Welfare</b>	Mr. C Jordan	021 483 2197	Charles.Jordan@westerncape.gov.za
Director: Children and Families	Dr. L Corrie	021 483 4016	<a href="mailto:Lesley.Corrie@westerncape.gov.za">Lesley.Corrie@westerncape.gov.za</a>
Director: Special Programmes	Mr. D Cowley	021 483 4236	Denzil.Cowley@westerncape.gov.za
Director: Social Crime Prevention	Mr. M Gaba	021 483 8904	Mzukisi.Gaba@westerncape.gov.za
Director: ECD and Partial Care	Ms. J Kruger	021 483 4556	<a href="mailto:Julinda.Kruger@westerncape.gov.za">Julinda.Kruger@westerncape.gov.za</a>
Director: Facility Management and Quality Monitoring	Ms. L Goosen	021 987 1038	<a href="mailto:Leana.Goosen@westerncape.gov.za">Leana.Goosen@westerncape.gov.za</a>
<b>Chief Director: Community and Partnership Development</b>	Mr. M Hewu	021 483 4765	Mzwandile.Hewu@westerncape.gov.za
Director: Community Development	Mr. L Arnolds	021 483 8227	Lionel.Arnolds@westerncape.gov.za
Director: Partnership Development	Ms. D Dreyer	021 483 3924	Deborah.Dreyer@westerncape.gov.za
<b>Chief Director: Financial Management (Chief Financial Officer)</b>	Mr. J Smith	021 483 8678	Juan.Smith@westerncape.gov.za
Director: Finance	Mr. D Holley	021 483 4276	Denver.Holley@westerncape.gov.za
Director: Supply Chain Management	Ms. P Mabhokwana	021 483 8438	Patience.Mabhokwana@westerncape.gov.za
<b>Chief Director: Service Delivery Management &amp; Coordination</b>	Vacant		

Regional Office Managers		Tel. No.	E-mail Address
Metro East	Ms. M Harris	021 812 0915	Martha.Harris@westerncape.gov.za
Metro South	Mr. Q Arendse	021 763 6206	Quinton.Arendse@westerncape.gov.za
Metro North	Ms. S Abrahams	021 483 7673	Soraya.Abrahams@westerncape.gov.za
Eden-Karoo	Ms. M Hendricks	081 484 6794	Marie.Hendricks@westerncape.gov.za
West Coast	Dr. L Rossouw	022 713 2272	Lynette.Rossouw@westerncape.gov.za
Winelands-Overberg	Mr. D Eland	023 348 5300	Dirk.Eland@westerncape.gov.za

Facility Office Managers		Tel. No.	E-mail Address
Kraaifontein ROAR and Treatment Centre	Mr. D Muller	021 988 1130	Dawid.Muller@westerncape.gov.za
Bonnytown Child Youth Care Centre	Mr. E Buys (Acting)	021 986 9100	Elroy.Buys@westerncape.gov.za
Lindelani Place of Safety	Ms. M Jonkerman	021 865 2636	Marshionette.Jonkerman@westerncape.gov.za
Outeniekwa Secure Care Centre	Ms. B Nicholas (Acting)	044 803 7548	Barbara.Nicholas@westerncape.gov.za
Vredelus Secure Care Centre	Mr. M Benting (Acting)	021 931 0233	Marowaan.Benting@westerncape.gov.za
Sivuyile	Dr. W du Toit	021 919 2292	Willem.duToit@westerncape.gov.za
Kensington Treatment Centre	Ms. C Fledermaus	021 511 9169	Charmaine.Fledermaus@westerncape.gov.za

## ANNEXURE C: SECTOR INDICATORS NOT REPORTED BY WC DSD

### Programme 1 Administration

#### Sector performance indicator

Number of social worker bursary holders that graduated.  
 Number of social worker bursary holder graduates employed by DSD.  
 Number of EPWP work opportunities created.<sup>13</sup>  
 Number of learners on learnership programmes.

### Programme 2 Social Welfare Services

#### Sector performance indicator

Number of residential facilities for older persons.  
 Number of organisations trained on social and behaviour change programmes.  
 Number of beneficiaries reached through social and behaviour change programmes.  
 Number of beneficiaries receiving psycho-social support services.

### Programme 3 Children and Families

#### Sector performance indicator

Number of orphans and vulnerable children receiving psycho-social support services  
 Number of children awaiting foster care placement.  
 Number of fully registered ECD centres.  
 Number of fully registered ECD programmes.  
 Number of conditionally registered ECD centres.  
 Number of conditionally registered ECD programmes.  
 Number of children accessing registered ECD programmes.  
 Number of subsidised children accessing registered ECD programmes.  
 Number of ECD practitioners in registered ECD programmes.  
 Number of child and youth care centres.  
 Number of children in need of care and protection in funded Child and Youth Care Centres  
 Number of children accessing services through the Isibindi model.

### Programme 4 Restorative Services

#### Sector performance indicator

Number of children in conflict with the law awaiting trial in secure care centres.  
 Number of sentenced children in secure care centres.  
 Number of funded Victim Empowerment Programme service centres.  
 Number of victims of human trafficking identified  
 Number of human trafficking victims who accessed social services.  
 Number of children 18 years and below reached through substance abuse prevention programmes.  
 Number of people (19 and above) reached through substance abuse prevention programmes.

<sup>13</sup> This Sector indicator is reported under Programme 5.4: Poverty Alleviation and Sustainable Livelihoods.

## Programme 5 Development and Research

### Sector performance indicator

Number of people reached through community mobilisation programmes  
Number of funded NPOs.  
Number of poverty reduction initiatives supported.  
Number of people benefitting from poverty reduction initiatives.  
Number of households accessing food through DSD food security programmes.  
Number of people accessing food through DSD feeding programmes (centre-based).  
Number of households profiled.  
Number of communities profiled in a ward.  
Number of community based plans developed.  
Number of youth development structures supported.  
Number of youth participating in youth mobilisation programmes.  
Number of women participating in empowerment programmes.  
Number of population capacity development sessions conducted.  
Number of individuals who participated in population capacity development sessions.  
Number of Population Advocacy, Information, Education and Communication (IEC) activities implemented.  
Number of Population Policy Monitoring and Evaluation reports produced.

Western Cape Government: Department of Social Development  
Private Bag X 9112  
Cape Town  
8000  
South Africa  
Toll-free no: +27 800 220 250

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**Western Cape  
Government**

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