



women, children & people with disabilities

Department:
Women, Children and People with Disabilities
REPUBLIC OF SOUTH AFRICA

STRATEGIC PLAN For the Fiscal years 2012/13 – 2016/17





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Minister's Foreword

The Department of Women, Children and People with Disabilities (DWCPD) is mandated to mainstream gender, disability and child rights considerations into all programmes of government and the rest of society. The Department coordinates and monitors compliance with country and global obligations to address challenges relating to socio-economic, political and cultural marginalisation of women, children and people with disabilities.

To deliver on our mandate to the women, children and people with disabilities, we have crafted this strategic plan for the period 2012/13-2016/17. It translates our Constitutional mandate into a very clear set of strategic interventions that has to be implemented across the three spheres of Government, the private sector and across civil society.

This strategic plan provides a framework for a simultaneous mainstreaming and integration of gender, children and disability considerations into the day to day work of Government. The intention is to make the concerns and experiences of women, children and people with disabilities an integral part of the design, implementation, monitoring and evaluation of legislation, policies and programmes, and to assess the impact of these on the lives of the vulnerable and targeted groups to ensure a better life for all.

South Africa is signatory to several international instruments on advancing and promoting the interests of the targeted groups. When domesticated at the national level, these instruments find alignment and synergy with Government's

results and rights based mainstreaming and empowerment approaches to delivery on its electoral mandate. This mandate has also been taken into account in developing this strategic plan of the DWCPD.

Strategic planning in Government is currently guided by the Medium Term Strategic Framework (MTSF) which reflects political outcome priorities. In line with changes in Government's approach to planning, monitoring and evaluation, the Department is focusing on short, medium and long-term planning initiatives, aimed at translating the Government's electoral mandate into reality. The Strategic Plan is therefore aligned with the five national priorities and 12 delivery outcomes of Government.

The Department will, during this delivery period, place particular emphasis on the three vulnerable groups within rural areas, in poverty situations, seek to address their vulnerability to crime and violence, support efforts to eliminate maternal mortality, advance infant and child survival and to foster and encourage economic empowerment for women and people with disabilities.

As the executive authority mandated to champion the promotion, protection, advancement and development of women, children and people with disabilities, I fully endorse this strategic plan for the period 2012/13 to 2016/17 and pledge my full support for and commitment to ensure its implementation to better the lives of women, children and people with disabilities in our country.

Ms. Lulu Xingwana, MP
Executive Authority for Department of
Women, Children and People with Disabilities



Deputy Minister's Foreword

This Strategic Plan reaffirms our collective assurance and unwavering resolve to work relentlessly towards a better life for women, children and people with disabilities. It is our roadmap as we proceed on our mission towards a fully inclusive society based on equality for all, where diversity informs our planning, implementation, monitoring and evaluation towards the attainment of equal opportunities for all. It is one of the key instruments through which our people and Members of Parliament will hold us accountable.

The Department of Women, Children and People with Disabilities, through its interventions in addressing the challenges posed by the lack of Universal Access for people with disabilities, impact of HIV and AIDS and poverty on women, children and people with disabilities, will achieve this through a set of commitments and targets in the realization of our mandate.

Central to this is our adherence to the principles of universal access, compliance with other measures as determined in any national, regional and international, instruments that we are party to, as a country.

In the implementation of the above, we endeavor to establish partnerships with various stakeholders in the public and private sector and all spheres of government.



**Working together
towards an
inclusive society
for all.**

Ms. Hendrietta Bogopane-Zulu, MP
Deputy Minister, Department of Women,
Children and People with Disabilities



Overview of the Director-General

disabilities and children. These budgets therefore constitute a concrete expression of stakeholders' commitment to achieving the rights, equality, empowerment and dignity of women, children and people with disabilities.

Subsequently the critical implication is that:

- At a country-wide level, individual sectors, organisations and institutions, both private and public, will have to develop gender, disability and children specific policies and guidelines and create the necessary institutional arrangements that will provide the enabling environment for their implementation.
- At the DWCPD level, the Department will be expected to:
 - undertake a stakeholder analysis to ensure that the Strategic Plan is based on actual needs and concerns rather than on assumptions of what these are about;
 - develop sector specific "legislative framework related indicators", consult and agree on them in the three sectors, as well as popularise agreed indicators;
 - facilitate mainstreaming of indicators in key delivery structures of Government and society;
 - monitor delivery towards the realisation of agreed indicators;
 - report comprehensively on implementation; and
 - advocate emerging issues through established partnerships and collaboration with different role-players.
- At the stakeholder analysis level, the process must take cognisance of any disaggregated understandings of the needs and concerns of different groups to ensure that the Strategic Plan remains relevant to these needs. As a result, it is necessary that relevant indicators for the evaluation of the impact of interventions and measuring changes in baseline circumstances of marginalised and vulnerable groups should be developed.

I am confident that this strategic plan will move us forward in advancing, promoting, protecting and developing women, children and people with disabilities, and help to foster a better life for all.

The overall goal of the 2012/13-2016/17 Strategic Plan is to promote the achievement of equality and eradication of discrimination against women, children and people with disabilities in South Africa. The intention of this plan is to outline a strategic approach to address current challenges experienced within the three sectors and to accelerate efforts of mainstreaming gender, disability and children's considerations across all organs and spheres of government, the private sector, civil society and development agencies.

Towards this end, it remains critical that such processes are supported by progressive policies and guidelines on the establishment of appropriate and sustainable institutional mechanisms and the development of an effective service delivery model designed to ensure a transformed, non-discriminatory and fully inclusive society, which reflects the Constitutional values of non-sexism, non-racialism and non-discrimination.

The strategic plan is aligned to Government's priorities, the outcomes approach and a rights-based approach to gender, disability and children. It creates the strategic opportunity for collaboration with a broad range of stakeholders and partners for implementation.

It is the responsibility of government departments to integrate gender, children and disability perspectives into government programmes and the 12 national outcomes. This will require government departments and entities to devise relevant implementation plans that are responsive to gender, children's rights and disability issues.

Government departments and other relevant stakeholders are expected to ensure that their budgets are gender, children and disability responsive – that is, the extent to which the budget addresses the needs and demands of women, people with

Dr Nonhlanhla Mkhize
Director-General



Official Sign-Off

It is hereby certified that this Strategic Plan:

- was developed by the management of the DWCPD under the guidance of Dr Nonhlanhla Mkhize, Director-General for the Department;
- takes into account all the relevant policies, legislation and other mandates for which the DWCPD is responsible; and
- accurately reflects the strategic outcome-oriented goals and objectives which the DWCPD will endeavour to achieve over the period 2012/13 – 2016/17.

Ms. Bahumi Matebesi
Chief Financial Officer

Signature:

Ms. Val Mathobela
Chief Director: Strategic Management

Signature:

Dr. Nonhlanhla Mkhize
Accounting Officer

Signature:

Ms. Hendrietta Bogopane-Zulu, MP
Deputy Minister

Signature:

Approved by:

Ms. Lulu Xingwana, MP
Minister

Signature:



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Part A : Strategic Overview

1. Vision

The vision of the Department of Women, Children and People with Disabilities is:

“A fully inclusive society free from unfair discrimination, inequality, abuse and exploitation.”

This means that all efforts of the Department, and the manner in which it coordinates with relevant stakeholders in the public sector, private sector, corporate world and civil society, as well as the manner in which it provides oversight on gender, disability and children's issues in the country, will be geared towards ensuring a society that is non-sexist, non-racist, inclusive, human rights-based and conducive to the advancement, development, promotion and protection of women, children and people with disabilities.

2. Mission

To drive Government's equity, equality and empowerment agenda for women, children and people with disabilities through an integrated approach to accelerate the realisation of their human rights.

3. Values

The following are Batho Pele based values that will guide the approach of work in the DWCPD:

- performance excellence;
- integrity;
- equality;
- fairness;
- consultation;
- empowerment;
- accountability;
- social justice; and
- redress.

The DWCPD will strive towards the empowerment of women and people with disabilities, as well as the promotion of the development of the human potential of children with commitment, dedication and perseverance. The Department will seek to ensure that the recognition and entrenchment of the rights of targeted groups, access to service delivery and new development opportunities and human rights are availed through service delivery systems in government departments.

4. Mandate

The mandate of the department is to promote, facilitate, coordinate and monitor the realization of the rights of women, children and people with disabilities.



4.1 Constitutional Mandate

When the President announced the Ministry for Women, Children and People with Disabilities in May 2009 and proclaimed the establishment of the department in July 2009, he emphasised the need for equity and access to development opportunities for the vulnerable groups in our society.

In terms of section 7(5)(a) of the Public Service Act, 1994 (promulgated under Proclamation No. 103 of 1994, 6 July 2009) the national department of women, children and people with disabilities was instituted to “*monitor other government departments to ensure the mainstreaming of gender, children’s rights and disability considerations into all programmes of government and other sectors. This will help government to respond to issues of these targeted groups in an integrated and coherent manner*” (2009 National Women’s Day celebrations the President made this statement).

The President further reiterated, in his State of the Nation Address in February 2010, that the need to integrate gender equity measures into government’s programmes of action to ensure that women, children and persons with disabilities can access developmental opportunities.

The Bill of Rights in the Constitution enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom. The overall goal of the departmental Strategic Plan is to promote the achievement of equality and eradicate discrimination against women, children and people with disabilities and links directly to the rights protected under the Bill of Rights. All the activities of the department’s programmes will aim at giving effect to those democratic values.

4.2 Legislative mandates/Framework

The work of the DWCPD is not governed by any singular Act of Parliament. It is informed by a range of national laws that inform equality, empowerment, human rights and human dignity processes.

The DWCPD in execution of its mandate draws on and informs, where necessary, a range of legislation pertaining to the three (3) sectors:

- Public Service Act 1994;
- Labour Relations Act (Act 56 of 1995);
- Choice of Termination of Pregnancy Act (Act 92 of 1996);
- Commission on Gender Equality Act (Act 39 of 1996);
- Divorce Amendment Act (Act 95 of 1996);
- Employment Equity Act (Act 55 of 1996);
- Promotion of Equality and Prevention of Unfair Discrimination Act (Act 39 of 1996);
- Basic Conditions of Employment Act (Act 75 of 1997);
- Domestic Violence Act (Act 116 of 1998);
- Maintenance Act (Act 4 of 1998);
- Recognition of Customary Marriages Act (Act 120 of 1998);
- Skills Development Act (Act 97 of 1998);
- Preferential Procurement Policy Framework Act (Act 5 of 2000);
- Broad Based Black Economic Empowerment Act (Act 53 of 2003);
- National Health Act (Act 61 of 2003);
- Children’s Act (Act 38 of 2005);
- Civil Union Act (Act 17 of 2006);
- Social Assistance Act (Act 6 of 2008); and
- Child Justice Act (Act 75 of 2008).

The mandate derived from these various pieces of legislation above is comprehensively outlined and is available as Annexure D.



4.3 Policy Mandates

A range of national policies inform equality, empowerment, human rights and human dignity processes. These include, among others, the following:

- White Paper on the Transformation of the Public Service, 1995;
- White Paper on Affirmative Action in the Public Service, 1997;
- White Paper on Integrated National Disability Strategy, 1997;
- South African National Policy Framework for Women's Empowerment and Gender Equality, 2000;
- White Paper 6 on Special Needs Education, 2001;
- White Paper on Corrections, 2004;
- Technical Assistance Guidelines on the Employment of People with Disabilities, 2007;
- South African International Relations and Cooperation Framework; and
- White Paper on Special Needs Education.

4.4 Regional, Continental and International Agreements, Protocols and Conventions

South Africa is signatory to a number of sub-regional, continental and international instruments and agreements on the promotion, protection and advancement of women, children and people with disabilities. These include, among others, the following:

4.4.1 At the Regional and Continental Levels

- AU Heads of States Solemn Declaration on Gender Equality in Africa, 2004;
- SADC Protocol on Gender and Development, 2008;
- AU Decade for African Women 2010-2020;
- AU Charter for the Rights and Welfare of the Child;
- AU Plan of Action for Children;
- AU Member States Participation Protocols; and
- African Decade of Persons with Disabilities, extended until 2019.

4.4.2 At the International Level

- Beijing Declaration and its Platform of Action, 1995;
- Millennium Development Goals, 2000;
- ILO Conventions, especially C100 on Equal Remuneration for Work of Equal Value;
- ILO Convention on Domestic Workers;
- International Conference on Population Development (ICPD);
- UN Convention for the Elimination of all forms of Discrimination against Women (CEDAW);
- UN Convention on the Rights of the Child and related protocols;
- UN Convention on the Rights of Persons with Disabilities; and
- UN Member States' Participation Protocols.



4.5 Relevant Court Rulings

No relevant court rulings for which the department is directly responsible for, however, the following examples of court rulings directly affect the rights of the targeted groups:

The Willem Bosch judgment (2005) and Esthe Muller judgement (2004) upheld that, the courts and police stations be made accessible to people with disabilities. The underlying principle of accessibility is generally accepted and promoted through policy and legislation. However, implementation for environmental transformation to create universal accessibility is not happening fast enough. Seven years after the Esthe Muller judgement and six years after the Willem Bosch judgement, the police stations and courts still remain inaccessible.

In the Western Cape, the Intellectual Disability Forum judgment (2010), the Department of Education was directed to take reasonable measures to give effect to the right to education for children with severe and profound intellectual disability. Furthermore, the Kyle Springate judgement (2009) directed the Department of Basic Education to include sign language in the curriculum.

4.6 Planned Policy Initiatives

While the list of legislative and policy mandates above is not exhaustive, the Department's strategic and operational plans are rooted in this legislative framework. Related critical implications in this regard are that the Department also needs to:

- develop sector specific “legislative framework related indicators”;
- consult and agree on indicators in the sectors for women, children and people with disabilities, as well as popularise agreed indicators;
- facilitate mainstreaming of indicators in key delivery structures of Government and society;
- monitor delivery towards the realisation of agreed indicators; and
- report comprehensively on implementation.



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A number of policies are to be developed or reviewed.

The DWCPD intends to undertake, initiate or continue with the following policy initiatives in the period covered by the plan:

- review of the South African National Policy Framework of 2000 for Women's Empowerment and Gender Equality;
- finalise the Women's Empowerment and Gender Equality Policy;
- promulgate the Women Empowerment and Gender Equality Bill which will encapsulate the women empowerment and gender parity issue across all sectors of South African society;
- review of the National Policy for the Advancement of Children's Rights' Delivery in South Africa;
- review of the National Plan of Action for Children in South Africa (1995);
- review of the National Disability Policy and implementation guidelines;
- continue with the promotion of gender parity or 50/50 representation of women in senior management service of the Public Service across all levels;
- promote the acceleration of meeting all targets for women, children and people with disabilities, among others in BBBEE, PPPFA, SETA's, Skills Development and career guidance;
- continue with the promotion of the 2% minimum employment target for people with disabilities in the Public Service;
- domestication of the UNCRPD;
- develop a gender, disability and children's rights mainstreaming strategy;
- initiate programmes for the development of women, children and people with disabilities in rural areas;
- develop a monitoring and evaluation (M&E) framework for gender, disability and children's rights;
- develop a Stakeholder Coordination Framework;
- domestication of plans aligned with the SADC Protocol on Gender and Development and UN Conventions for women, children and people with disabilities;
- partner with the Department of Labour for the ratification and domestication of the ILO Convention on Domestic Workers 2011; and
- partner with the Department of Labour for the ratification and domestication of the ILO Maternity Protection Convention, 2000.

The Department remains committed to fostering economic empowerment, job creation and decent work for women and people with disabilities, with a particular focus on the three sectors in rural areas.

5 SITUATIONAL ANALYSIS

The Constitution defines in detail the vision of a society that the country strives towards – the “*creation of a united, democratic, non-racial, non-sexist and prosperous South Africa*”. The Constitution guarantees equal and inalienable rights to men and women and provides the mandate for both Government and civil society to uphold the values of equality and remedy the heritage of “*gender inequality, discrimination and oppression that continue to shape new and old forms of inequality in our society*” (Hicks J, 2010). It is within this context that the empowerment, advancement and development of women, children and people with disabilities and the achievement of equality and human rights is situated.

Equality refers to the equal enjoyment of rights and access to opportunities and outcomes, including resources, by women, men, girls and boys, and people with disabilities. It implies a fair distribution of resources between men and women, the redistribution of power and care responsibilities, and freedom from violence. It entails that the underlying causes of discrimination are systematically identified and removed in order to give women and men, girls and boys and people with disabilities equal opportunities. It takes into account women's existing subordinate positions within social relations and aims at the restructuring of society so as to eradicate unfair gender domination.



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Since 1994, South Africa has made significant progress in putting in place a comprehensive and multidimensional legislative and policy framework for advancing human rights, equality and empowerment for women, children and people with disabilities. Through the Constitution and a range of other statutory provisions, South Africa has sought to protect and promote these human rights and thereby foster human dignity for women, children and people with disabilities. The statutory and policy architecture for the sectors for women, children and people with disabilities in the country is comprehensive and multi-dimensional. While progress has been made on a number of fronts, including *de jure* equality (equality through law), there has at the same time been a consistent and growing unease with a range of matters regarding the institutionalisation of the transformation agenda for women, children and people with disabilities and the inalienable realisation of their human rights.

At a broad country level, South Africa has translated the attainment of equality chiefly through the achievement of equity. The DWCPD has concentrated on the latter especially through policy and legislative measures and programmatic interventions. However, as a country, we are still to realise full *de facto* equality or substantive (true) equality in practice. While several gains and many milestones have been achieved in this process, many challenges nevertheless remain in the creation of a woman, child and disabled people-friendly environment - and a society which is capable of eradicating the many practices that constrain the advancement and empowerment of women, children and people with disabilities.

Historically, women have experienced multiple levels of discrimination, racism, underdevelopment and persisting patriarchal attitudes and prejudices. In addressing these, South Africa has ratified international, continental, regional and sub-regional commitments aimed at promoting gender equality, such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action, the SADC protocol on Gender and Development and the Millennium Development Goals (MDGs). The MDGs call for the eradication of extreme poverty and hunger, the achievement of universal primary education and attainment of gender equality and empowerment of women. All eight goals impact on women's empowerment and gender equality. As a result, the attainment of all MDG targets will achieve women's empowerment and gender equality. At a national level, these commitments are being supported by comprehensive legislation and the continuous development and integration of gender-sensitive policies and practices.

Women currently constitute 52% of the country's population. This has important implications for the status of women, as changes in the demographic profile determine current and future needs of the population and are therefore likely to impact on government priorities. An imbalance and inequity gap exists between men and women in the country. The 2010/11 Employment Equity Report indicates that only 18% of females are in top management positions as compared to approximately 30% of their male counterparts. More females (28%) are unemployed compared to males (22.5%).

Women headed households are more likely to live below R570 a month than households with adult males. Government is creating an enabling environment for women to improve their participation in economic independence and income generating activities - and has set a 50/50 parity target in the public sector to be reached by 2014. Furthermore, Government also encourages female owned companies to provide services to government entities through the preferential procurement framework. Most notably, progress has been made in the representation of women in executive political positions. There has been a gradual increase in the number of women holding senior positions in both the public and private sectors.

Although Government has greatly improved access to affordable health care at public hospitals and clinics, the broader health care system still mirrors the large inequalities found in contemporary society. South Africa still has a high women mortality rate. A substantially larger proportion of females (56%) over the age of 60 years suffer from chronic conditions than their male counterparts (44%). However the general life expectancy of women remains higher than that of men. While males are generally more likely to be members of medical aid schemes than females, Government's proposed National Health Insurance will be most beneficial to women.



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Violence against women and children has become a scourge in the country. Crime statistics indicate that the murder of adult women increased by 5.6% during the 2010/2011 reporting period and over 4 000 cases of child neglect were reported over the same reporting period. Social contact crimes committed against adult women include common assault (46.9% of cases), followed by assault through grievous bodily harm. Sexual offences remain unacceptably high, crime statistics show that such offences against children have increased from 43.8% in 2006/2007 to 51.9% by end of 2010/11.

Significant progress has been made since the end of apartheid in 1994 in fulfilling the rights of children in South Africa. New laws, progressive public spending and reorganisation of administrative systems have contributed towards accelerating the fulfilment of rights. For example, millions of children are benefiting from the Child Support Grant through the extension of the age of eligibility and an extensive outreach programme by the state. Recent changes in Government's response to HIV have also been far reaching, including state provision of treatment for all HIV-infected infants at government-run health facilities, and provision of treatment and care to HIV-positive pregnant women earlier in their pregnancies to prevent new paediatric infections. Near-universal access to primary education has been achieved and government is increasingly focusing on the improvement of the quality of education. The Children's Act (Act 38 of 2005) and the Child Justice Act (Act 27 of 2008) provide a solid foundation for advancing child protection in the country. In addition, there has been significant progress in fulfilling children's rights to social security, particularly through the dramatic expansion of social grants. This has contributed to the moderate decline in child poverty. The eligibility age range for the Child Support Grant has gradually been extended from 0–6 years in 1999 to 0–17 years from 2012 onwards.

Altogether, progressive policies by Government in the last sixteen years have led to the expansion of many services for children, especially poor children. Yet South Africa remains one of the most unequal societies in the world and income inequality, as measured by the Gini coefficient, appears to have increased since 1993. Compared to a child growing up in the richest 20% of households, a child in the poorest 20% of households is twice less likely to have access to adequate sanitation and water, twice less likely to be exposed to early childhood development programmes, three times less likely to complete secondary education, seventeen times more likely to experience hunger and twenty-five times less likely to be covered by a medical scheme.

The existence of large disparities in children's access to some of the essentials of life points to a critical policy challenge - a challenge that requires a more accelerated drive to redress inequities from the past as well as confronting the substantial barriers that the poorest children still face today.

A lack of reliable and relevant information on the nature and prevalence of disability in South Africa remains a challenge. Historically this has been due to a variety of reasons, such as the diverse definitions of disability, failure to mainstream disability into government statistical processes, use of divergent survey methodologies, negative attitudes towards people with disabilities and poor infrastructure which impede data collection. Despite these challenges and difficulties, there is some information on the prevalence of impairments in South Africa. The National Census, 2001, estimated that approximately 2.3 million people reported a serious disability - namely an impairment that prevented their full participation in life activities such as socialising, education and work. The 2001 Census estimated the disability prevalence to be 5% of the total population.

The Community Survey of 2007 estimated that only 29.9% (389 013 out of 1 393 236) of children with disabilities attended ECD facilities in 2007. The number of children with disabilities of school going age who were out of school in 2007 was estimated to be as high as 33.5% (467 005). This indicates an increase of 20 005 from the 260 000 learners who were estimated to be out of school in 2001. The Community Survey of 2007 further showed that 44 847 children aged between 7-18 years indicated that they did not attend school because of their disabilities. The Department of Education has indicated that the number of public special schools in the country increased from 375 to 392 between 2002 and 2009, despite the adoption of an education policy that focuses on inclusive education.



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The enrolment into public special schools increased from 77 700 learners in 2002 to 104 633 in 2010. The number of learners with disabilities in ordinary schools increased from 116 000 in 2007 to only 124 535 in 2009. Of the 124 535 learners in ordinary schools, 21 976 were in special classes and 102 559 in mainstream classes. 872 learners with disabilities wrote matric in special schools in 2009, of which 697 learners passed their matric. Support services for students with disabilities are available at only 11 Higher Education Institutions. In 2010, 43 135 learners with disabilities, constituting 7.2% of the total enrolment, benefited through the KhaRiGude Adult Literacy Campaign.

Cabinet had set a minimum equity target of 2% for the employment of people with disabilities to be achieved by 2010. The 11th Commission on Employment Equity Report 2010-11 reports that employees with disabilities in both the private and public sector constitutes only 0.83% (up from 0.7% in 2006 and 2008). A total of only 43 133 people with disabilities were in formal employment against the target of 89 998 set by employers for this period. It should also be noted that 60% of the 43 913 employees with disabilities were employed in semi, unskilled and temporary positions, and that the majority of employees with disabilities were in the white male category. The Department of Labour placed 598 people with disabilities into the formal and informal sector, including placement in training during 2008/09, against 812 during 2009/10. 271 people with disabilities were trained in 2008/09 in short skills development programmes and 123 in 2009/10. Twelve Sheltered Employment Factories (SEFs) employed 1 100 people with disabilities in 2010, and the 260 Protective Workshops provided employment for 6 585 people with disabilities in 2010. The Department of Public Works' EPWP report for the period April–September 2011 indicates that people with disabilities employed through EPWP opportunities across all sectors constituted only 0.2% of the work force at national and provincial level, and 0.17% at municipal level, which implies that only 1.371 people with disabilities benefited from income and training opportunities through the EPWP.

Social security assistance in the form of social grants has been highly effective in reducing poverty and promoting social development among people with disabilities. According to SASSA, there has been an increase in provision of disability grants from 711 629 in 1996/97 to over 1 306 771 disability grant recipients in 2009/10. Similarly, access to care dependency grants has seen an increase from 2 707 in 1996/97 to 110 593 in April 2011. Grant-in-Aid uptake was 59 395 in April 2011. 181 housing subsidies for people with disabilities were allocated countrywide in 2009/10.

It remains a fact that in South Africa women, children and people with disabilities continue to bear the burden of inequality, which is compounded by poverty, the HIV and AIDS pandemic, inadequate access to health care and health care systems, and exacerbated by gender based violence and violence perpetrated against women, children and people with disabilities. Limited access to decision-making, both in the public and private spheres, together with the limitations experienced in terms of economic independence, educational empowerment, employment opportunities and wealth creation, intensify the complexity and nature of inequality.

The heightening of income inequality, joblessness and economic slow-down is matched by increasing vulnerabilities amongst women, children and people with disability. The Department is expected to make an impact on these issues directly. However, as it is not a service delivery institution, the Department needs to work through other government agencies to influence, monitor and evaluate how these impacts are being made.

In doing so, a key challenge will be to coordinate with other role-players, internally in the Department as well as externally in government and with civil society organisations, to ensure that resources are effectively aligned to achieve optimal impact.

Dealing with the legacy of discrimination against women, children and people with disabilities means that the Department must look at how it works towards transforming society - in particular the transformation of power relations between women and men, institutions and laws. This is fundamental to building an inclusive, progressive and prosperous society. Hence a collective effort is needed towards addressing oppression, domination, subjugation, subordination and exclusivity. This must create a conducive environment which enables women, children and people with disabilities to assert their rights, enjoy their freedoms, and live a better quality of life.



5.1 Performance Environment

In fast-tracking and accelerating the advancement, empowerment and development of all women, children and people with disabilities in the country, the DWCPD has undertaken to facilitate, foster and drive the mainstreaming of women, children and people with disabilities, as well as equality considerations for women and people with disabilities into Government's policies, governance processes and programmes. To achieve this, institutional mechanisms needed to be strengthened where they existed and established where they did not exist. Overarching all of these processes is the monitoring of compliance by Government with the commitments made at the national and global levels on the promotion and protection of the rights of women, children and people with disabilities. Towards this end, the DWCPD has commenced with the coordination of, among others, an update of the National Plan of Action for Children, development of the National Disability Policy and domestication of the UN Convention on the Rights of Persons with Disabilities, and development of a draft National Policy for Women's Empowerment and Gender Equality which will ultimately lead to the development of the Women's Empowerment and Gender Equality Bill.

The DWCPD has been able to determine the future agenda for the equality and empowerment of women, children and people with disabilities through broad consultations with these sectors across the spectrum of South African society. The platform thus created has enabled women, people with disability and the children's sector to articulate their concerns, needs and challenges while several key commitments have been made by Government to redress these challenges.

The DWCPD is also collaborating with key strategic partners on infusing the current monitoring and evaluation framework of Government with indicators responsive to issues of empowerment and equality for women, children and people with disabilities. In this regard, the DWCPD acknowledges that certain social campaigns are critical if there is to be a positive impact on the lives of women, children and people with disabilities in the country, especially to raise awareness, lobby and advocate on persisting and emerging issues that continue to keep these sectors subjugated, unequal and impoverished.

The DWCPD is also responsible for the overall coordination of the celebration of national and international days significant to women, children and people with disabilities.

One of the priorities identified is addressing violence against women, children and people with disabilities includes the establishment of an inclusive high-level National Council against Gender-Based Violence and the coordination of a comprehensive and integrated 365 days National Action Plan to address violence against women, children and people with disabilities through the Council. Working with men, boys, traditional and religious leaders and women, children and disability organisations, the Department intends to address the root causes of violence inhibiting the advancement, empowerment and equality of women and children. This includes addressing aspects such as physical, emotional, psychological and economic violence. It also necessitates the acknowledgement of the inter-linkages between HIV and AIDS and gender-based violence.

Monitoring the exclusion of children from quality education and the development of integrated intervention strategies to remove barriers and increase equal access, remains a priority for the DWCPD. Particular attention must be paid to children with disabilities, children in need of care and protection, children living on the streets, children in conflict with the law and children living on farms, in rural areas and informal settlements.

Given the emphasis on the national priority of employment, job creation and decent work, the Department has been collaborating with key partners on increasing access for women and people with disabilities to employment and decent work opportunities. One of the priorities of the Department has been promoting the responsiveness of the New Growth Path Framework and the Jobs Fund to women and people with disabilities.



The DWCPD plays a significant role in ensuring that the commitments made by Government through ratification of international instruments advancing the protection, empowerment and equality of children, women and people with disabilities, are met. In this regard, the Department has facilitated the adoption and ratification of the SADC Protocol on Gender and Development which is an instrument that legally binds the country on meeting the numerous targets contained therein. The Department is also responsible for mainstreaming and coordinating the development and submission of Country Reports on the CEDAW, CRC and CRPD.

Government departments, provincial governments, municipalities, the private sector and organs of civil society are increasingly calling on the DWCPD for support in strengthening internal and inter-sectoral institutional mechanisms, accelerating internal mainstreaming processes, and intervening where service delivery challenges to these targeted sectors are experienced. These demands have placed increased challenges on the internal capacity of the Department, in particular the development of an integrated and responsive monitoring and evaluation system.

5.2 Organisational Environment

An enabling structure was approved by the Minister for Public Service and Administration in December 2010-to facilitate the establishment of the Department. The purpose of the Department was determined as driving the Government's equity, equality and empowerment agenda of marginalised groups and historically disadvantaged communities in each of the sectors for women, children and people with disabilities.

Whereas the initial intention was that the Department would oversee the *implementation* of supporting programmes, the evolution of the mandate of the Department has subsequently clarified that the Department is not a service delivery institution, and rather engaged in the advocacy and mainstreaming, institutional support and capacity building, and monitoring and evaluation of considerations related to the equality and empowerment of women, children and people with disabilities. The budget programme and sub-programme structure of the Department has subsequently been aligned to the main areas of its service-delivery responsibilities for the purposes of the 2012 Estimates of National Expenditure.

The Department is currently in the process of reviewing its organisational structure and related post establishment to ensure alignment between its developing strategic goals and objectives and service delivery model, and that it is capable of meeting the expanded expectations to fulfil its mandate. A redesign is required to make the structure more responsive to the demands being required of the Department, particularly with regard to the equal recognition of services to promote, protect and respect the equality and empowerment of women, children and people with disabilities within an inclusive and responsive framework. This realignment will also have to consider support to the Secretariat for the National Council against Gender Based Violence, the creation of additional posts in Financial and Supply Chain Management to institutionalise internal controls and the segregation of functions, and the establishment of capacity to manage service delivery improvement, employee health and wellness, reception and telecom services for which provision had not previously been made.

In addition to the above and based on the particular nature of the mandate and functions of the Department and its commitment to ensure reasonable accommodation in the workplace, provision will also be made for assistive guides for employees and clients who require such services.

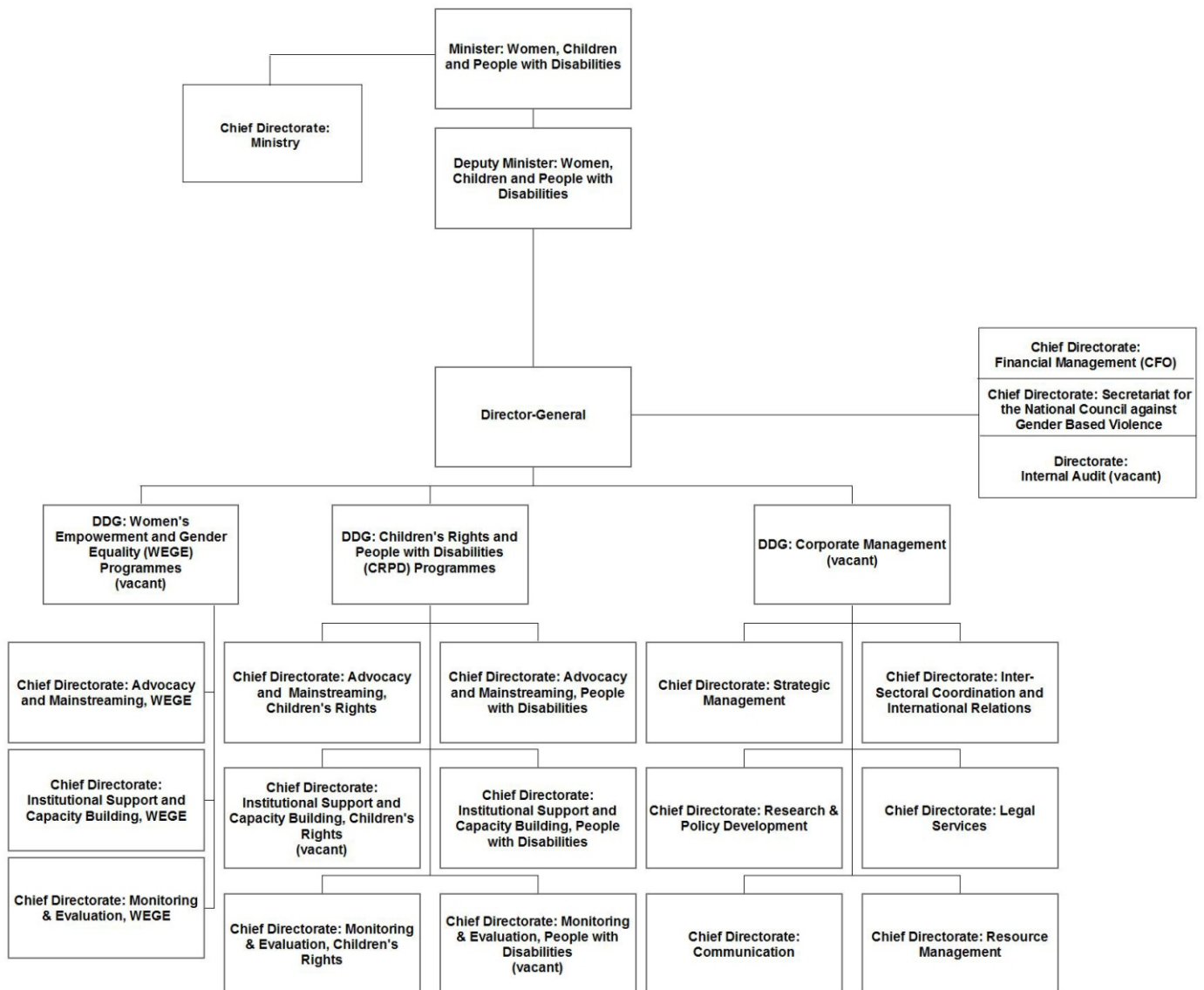
For the 2011/12 financial year, the Department has a vacancy rate of 15.8% of funded posts which are in the process of being filled. However, 28.6% of the establishment remains unfunded due to budgetary constraints and is dependent on additional funding being allocated prior to being filled in 2012/13. An incremental approach will be adopted in filling prioritised vacant posts on the basis of available funding.



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The Department's core and support functions have been clustered into the units depicted in the following organisational structure:





5.3 Description of the strategic planning process

The Department's strategic plan is informed by political directives and vigorous and robust engagement with the national machineries for gender, children and disability. It has been drafted in the context of key national priorities, 12 critical outcomes and the MTSF.

The Department developed this strategic plan with very clear goals. Objectives and deliverables have been designed to ensure the mainstreaming of gender, disability and children's rights in all the outcomes. The Department has collaborated with the Department of Performance Monitoring and Evaluation and the National Planning Commission in The Presidency, the Technical Assistance Unit of National Treasury, provincial offices of Premiers, and civil society organisations in developing this Strategic Plan.

Strategic planning sessions were held to undertake situational analyses using the strengths, weaknesses, opportunities, and threats (SWOT) methodology. These were linked to a results-based-approach workshop in order to determine the impact outcome for the Department. A session for the review of the strategic plan was also held to enable the leadership and management of the Department to contribute towards the Strategic Plan.

The Department is mobilising both human and financial resources to deliver on its mandate through monitoring and evaluating the mainstreaming of gender, disability and children's rights considerations in policies and programmes.

6 STRATEGIC OUTCOME ORIENTED GOALS OF THE INSTITUTION

This 2012/13-2016/17 Strategic Plan rests on three critical pillars, namely:

- an outcomes-based approach vested within a results-driven process;
- a rights-based approach; and
- a mainstreaming and empowerment approach.

All three pillars rest on the foundation of the Constitution and legislative framework of the country. There is a close interdependency between all three pillars with huge implications for women, children and people with disabilities. The entire framework is impacted by the continental and international instruments to which the country is signatory. This can be depicted diagrammatically as follows:

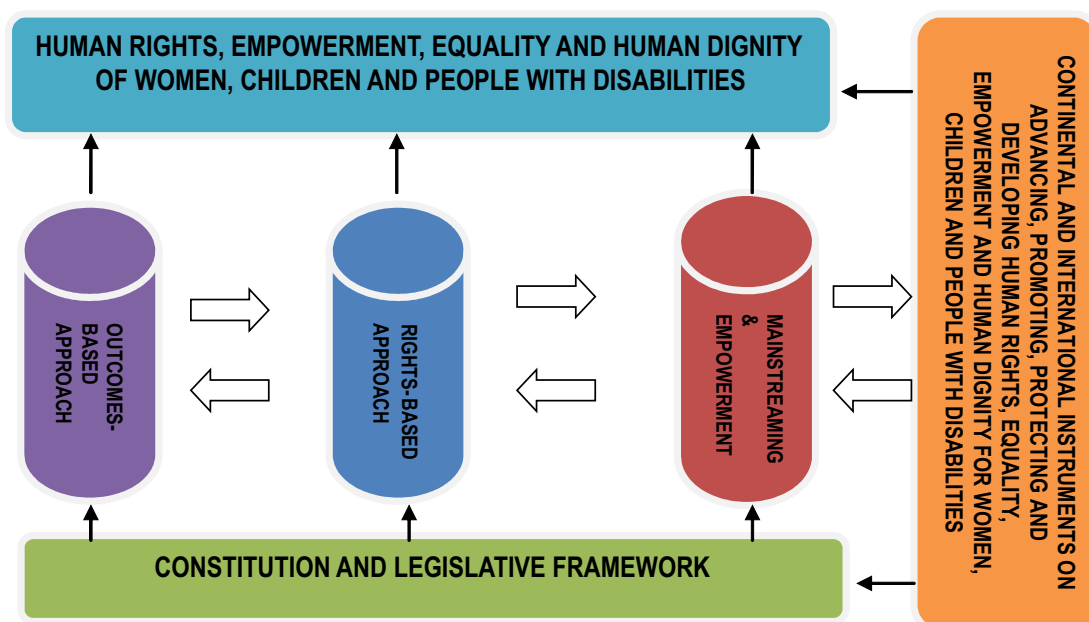


Figure 1: Three Key Pillars of the 2012/13-2016/17 Strategic Plan



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The DWCPD will play a facilitative role by ensuring that all relevant partners and stakeholders receive the necessary information required to affect the envisaged activities and achieve the desired changes. The DWCPD has designed a facilitative toolkit on the outcomes approach for results-based management on rights, equality, empowerment and dignity for women, children and people with disabilities which can be used by relevant stakeholders in designing their programmes and activities.

Consequently, a key role for the DWCPD will be to facilitate problem analysis, improved co-ordination and evidence-driven change for the major, prioritised role players and ensure effective NGOs receive the support they require. Other important roles of the DWCPD are to:

- research, monitor, evaluate and provide feedback on what is working/ what is not;
- target key role players to influence what they focus on and how they do it; and
- ensure all the key causal factors are being addressed.

6.1 Strategic Goals

Following the pronouncement by the President of the Republic of South Africa in his State of the Nation Address in February 2010 that equity measures must be mainstreamed across the work of Government, the 2012/13-2016/17 Strategic Plan becomes critical and significant for measuring progress, assessing governance and planning with regard thereto. In addition, mainstreaming the national priorities will be based on ensuring that gender, children and disability responsive actions and indicators are integrated into the 12 outcomes for government departments. This Strategic Plan seeks to ensure that across the entire policy spectrum:

- the analysis of issues and the formulation of policy options are informed by a consideration of gender differences, rights of children and people with disabilities;
- opportunities are sought to narrow gaps and support greater equality, inclusivity, protection and respect for human rights and dignity; and
- the alignment of the needs of the three targeted groups with the outcomes and deliverables of Government's programmes.

This requires that explicit, systematic attention is paid to relevant perspectives in all areas of work as outlined in the five national priorities of Government and especially in the 12 delivery outcomes for the improvement of the state's performance in service delivery. The overall goal of the 2012/13-2016/17 Strategic Plan is to promote the achievement of equality and the eradication of discrimination against women, children and people with disabilities. The DWCPD derives this mandate from the Constitution of the Republic of South Africa, Act 108 of 1996, and the legislative and policy framework for the country. The Constitution gives clear guidance regarding the state's position on the rights, equality, empowerment, and human dignity of women, children and people with disabilities. It also states that legislative and other measures may be taken in order to achieve these and to protect or advance all people who were historically disadvantaged by discriminatory practices.

6.2 Strategic Priorities

The mission of the DWCPD is to drive Government's equity, equality and empowerment agenda for marginalised groups and historically disadvantaged communities in each of the three sectors and cuts across all 12 key outcomes that have been identified by Cabinet.

Against this background the DWCPD has identified the following key priorities:

- advocating for the promotion and protection of the rights of women, children and people with disabilities;
- monitoring and evaluating gender, disability and children's rights by ensuring that the national compendium of macro-indicators integrate targets for women, children and people with disabilities;
- ensuring that mainstreaming of gender, disability and children's rights happens at Cabinet, FOSAD, cluster, departmental, provincial and local government levels, as well as public funded institutions, the private sector and the community at large;
- strengthening institutional capacity to deliver quality service; and
- strengthening participation in strategic bilateral and multilateral initiatives that contribute to the empowerment and equality for women, children and people with disabilities.



Key Outcomes for DWCPD

Government Outcome	Key priorities of government	Strategic outcome orientated goals of the DWCPD	Outcome Indicators	Baseline	Targets (by 2016)	Programme
Improved quality of basic education	Education	All children in South Africa are enrolled and receive quality basic education	Number of Advocacy campaigns for enrolment for children in basic education Number of monitoring reports on education for disadvantaged children	There are children who do not access school due to structural and system related barriers to education An estimated 46 003 children with disabilities are out of school in 2007 (Community Survey 2007)	A monitoring and evaluation system to trace children excluded from inclusive education is in place An intervention system for facilitating access to quality basic education for those identified as excluded, is in place	1, 3, 4
		Revised National Integrated Plan on ECD coordinated and monitored	Number of Monitoring reports on the implementation of the integrated ECD plan produced	Two diagnostic review processes currently underway (conducted by DPME and DSD)	3 reports on the monitoring of the integrated ECD plan	3, 4
A long and healthy life for all South Africans	Health	Decreased maternal and child mortality rate	Number of programmes advancing maternal and child survival facilitated	1 programme currently in place Maternal mortality rate of 650 per 100 000 live births	5 programmes for advancing maternal and child survival	2, 3, 4
		The survival rate of women & children increased and the burden of disease from preventable illnesses is decreased	Number of partnerships built to strengthen integrated institutional mechanisms to facilitate access to health & ECD Number of reports monitoring participation of relevant department in joint planning & monitoring processes	Partnerships currently in place (health MOU) Current morbidity & /survival rate of women and children Current level of burden of disease There is a great need to improve the benefits of integrated government planning and coordination for primary child health child care and development	9 partnerships to strengthen integrated institutional mechanisms to facilitate access to health & ECD 4 monitoring reports on participation of relevant departments in joint planning & monitoring processes	2, 3, 4



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Government Outcome	Key priorities of government	Strategic outcome orientated goals of the DWCPD	Outcome Indicators	Baseline	Targets (by 2016)	Programme
		<p>People with disabilities live independently through access to appropriate assistive devices and comprehensive rehabilitation services</p>	<p>Number of reports compiled on advocacy and monitoring of procurement and distribution of assistive devices</p> <p>Number of Initiatives on procurement and distribution of assistive devices</p> <p>Inter-sectoral structures on institutional mechanisms for coordination of procurement and distribution of assistive devices established</p> <p>Number of specialised and community based rehabilitation centres budgeted for</p>	<p>Community based rehabilitation (CBR) programmes and services are uncoordinated and not integrated into the rehabilitation continuum of services; Lack of an integrated inter-sectoral CBR plan of action</p> <p>The 2011 backlog for wheelchairs was 26 777 and for hearing aids 32 039</p> <p>Specialised rehabilitation services, e.g. for people with spinal cord injuries, head injuries and people requiring alternative augmentative communication services not available outside the main metropolitan areas</p>	<p>5 Initiatives/plans approved and implemented</p> <p>10 inter-sectoral structures established</p>	1.4
All people in South Africa are and feel safe	The fight against crime and corruption	All women, children and people with disabilities are and feel safe	Number of protective measures on violence against women, children and people with disabilities facilitated, coordinated and monitored	Crime Statistics	4 protective measures on violence against women, children and people with disabilities established	2.3.4
Decent employment through inclusive economic growth	Economic growth, decent work and sustainable livelihoods	<p>People with disabilities constitute 2% of the workforce and women 50% of the workforce</p> <p>Women and people with disabilities enjoy equal access to all enterprise development and financing support services</p>	<p>% workforce</p> <p>Number of people with disabilities accessing enterprise development and financing services</p>	Employment equity figure for people with disabilities was 0.83% for both the public and private sector (up from 0.7% in 2006 and 2008)	5 Initiatives to increase access to economic opportunity for women and people with disabilities	1.2.4



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Government Outcome	Key priorities of government	Strategic outcome orientated goals of the DWCPD	Outcome Indicators	Baseline	Targets (by 2016)	Programme
A skilled and capable workforce to support an inclusive growth path	Economic growth, decent work and sustainable livelihoods	All women and people with disabilities reach their full potential and have equal and universal access to training and economic opportunities	Number of programmes promoting access to training and economic opportunities for women and people with disabilities coordinated and monitored	Disaggregated data shows that women comprise mainly unskilled and lowly skilled workers in low paying jobs	9 programmes on training and economic opportunities coordinated and monitored	1,2,4
An efficient, competitive and responsive economic infrastructure network	Economic growth, decent work and sustainable livelihoods	Women, children and people with disabilities are empowered through accessible infrastructure development programmes to create jobs thereby ensuring greater participation	Number of women and disabled people owned business in Tourism, Mining, Agriculture, Construction, ICT, Road Works and Engineering Number of children accessing career opportunities in Mining, Agriculture, Construction, ICT, Road Works and Engineering	Fewer women and people with disabilities own businesses in infrastructure development No sustainable programme for career guidance in job shadowing in Science and Technology sector	Minimum of 30% women working in or owning businesses in infrastructure development Minimum of 5% of people with disabilities working in or owning business in infrastructure development A minimum of 16 000 children accessing career guidance in Science and Technology sector	2,3,4
Vibrant, equitable and sustainable rural communities with food security for all	Rural development, food security and land reform	Rural women, children and people with disabilities capacitated and empowered for economic participation	Number of partnership programmes targeting rural women, children and people with disabilities facilitated, coordinated and monitored	Rural women are most vulnerable to poverty and inequality	12 inclusive partnership programmes targeting rural women, children and people with disabilities	1, 2, 3, 4
Sustainable human settlements and improved quality of household life	Rural development, food security and land reform	Women, children and people with disabilities have adequate and accessible housing	Number of partnership programmes for women, children and people with disabilities receiving adequate and accessible housing facilitated and monitored	Backlog on building and allocation of houses for women children and people with disabilities Homeless, informal settlements and waiting span for allocation of houses is a persistent challenge	4 partnership programmes on adequate and accessible housing for women children and people with disabilities	1, 2, 3, 4
Environmental assets and natural resources that is well protected and continually enhanced	Economic growth, decent work and sustainable livelihoods; Rural development, food security and land reform	Climate change policies, strategies and interventions measures are responsive to gender, disability and children's rights	Number of climate change interventions responsive to women, children and people with disabilities facilitated and monitored	Too few women, children and people with disabilities are actually involved in environmental issues and resource management	2 interventions responsive to women, children and people with disabilities facilitated and monitored	1, 2, 3, 4



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Government Outcome	Key priorities of government	Strategic outcome orientated goals of the DWCPD	Outcome Indicators	Baseline	Targets (by 2016)	Programme
Create a better South Africa and contribute to a better and safer Africa and World	Education; Economic growth, decent work and sustainable livelihoods; Rural development, food security and land reform	South Africa providing leadership on advancing realization of the rights of women, children and people with disabilities regionally, continentally and internationally	Number of initiatives on international, regional, and continental commitments undertaken Number of periodic reports on progress on the advancement of the rights of women, children and people with disabilities submitted	40% of all SA peace keeping troops are women South Africa is globally looked up to in terms of its leadership on gender equality issues, and on the efforts and progress made in advancing women in the country	9 initiatives on international, regional, and continental commitments undertaken 6 reports on progress on the advancement of the rights of women children and people with disabilities	2,3,4
An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Education; Economic growth, decent work and sustainable livelihoods	An effective, efficient and accountable department	Implementation and monitoring of effective, efficient and accountable management and administrative support systems	Systems are not fully capacitated to adequately provide qualitative and timeous support	Fully effective, integrated and compliant management and administrative support systems	1
		A gender, children and disability responsive and transformed public service and citizenship	Number of gender, children and disability responsive partnership interventions promoted and monitored	Gender, children and disability mainstreaming are poorly understood in the Public Service and therefore poorly implemented	6 gender, children and disability responsive partnership interventions promoted and monitored	1,2,3,4



Part B : Strategic Objectives

7 Programmes

Programme 1: Administration

Purpose of Programme

The purpose of this programme is to provide effective leadership, management and administrative support services.

Brief description of the Programme

The Ministry provides overall political leadership to the Department and the sectors for women, children and people with disabilities. In addition the programme also provides management and organisational support services enabling the Department to carry out its responsibilities within an effective and accountable governance system. Under the Management sub-programme, responsibilities include services related to strategic planning, research and policy development, inter-sectoral coordination and international relations, and internal audit. The Corporate Services sub-programme relates to legal services, communication, financial management, supply chain management, human resource management, information technology, and security management. Office Accommodation ensures the provision and maintenance of office accommodation, lease administration and manages cleaning services.

7.1 Strategic Objectives

The following Sub-Programmes fall under Programme 1:

- Ministry
- Management
- Corporate Services
- Office Accommodation

7.1.1 Sub-Programme: Ministry

Strategic objective	Provide political leadership to the Department to promote a fully inclusive society free from unfair discrimination, inequality, abuse and exploitation.
Objective statement	To provide an oversight role in ensuring that the key priorities and outcomes of Government are implemented and achieved in the sectors for women, children and people with disabilities.
Baseline	Limited legislative authority and programme support exists for the promotion of equity and empowerment of women, children and people with disabilities. Strong reliance on advocacy for the promotion of rights of women, children and people with disabilities.

7.1.2 Sub-Programme: Management

Strategic objective	Provide comprehensive and integrated strategic leadership, management and governance support to ensure that the goals and objectives of the Department are effectively executed.
Objective statement	To provide strategic leadership, management, research and policy development, and inter - sectoral coordination and international support to ensure the equality and empowerment of women, children and people with disabilities, and manage internal auditing and risk management for the Department.
Baseline	Due to its relatively recent establishment, the Department has not fully implemented effective and integrated governance systems. The internal audit function has not yet been capacitated or activated.



7.1.3 Sub-Programme: Corporate Services

Strategic objective	Provide corporate services to the Department.
Objective statement	To adequately and appropriately provide, secure and maintain the financial and non-financial resources and equipment that the Department requires for the execution of its mandate, and to market the corporate image and identity of the Department.
Baseline	The Department is not capacitated to fully develop, implement and maintain effective corporate systems. Inadequate funding is available for the filling of all vacant posts. Adequate internal controls have yet to be institutionalised. The labour relations function has not yet been capacitated or activated. No employee health and wellness services are being provided. The department's bargaining chamber was only established on 2011-11-01.

7.1.4 Sub-Programme: Office Accommodation

Strategic objective	Provide safe, healthy and accessible accommodation for the Department.
Objective statement	To ensure the availability, health and safety and accessibility of adequate, safe and appropriate accommodation and facilities for all employees and services provided by the Department through the implementation of occupational health and safety measures, reasonable accommodation, and adequate and effective signage and way finding.
Baseline	Available space is limited in terms of office accommodation and storage space. Due to financial constraints, the building is not adequately secure and limited access control is in place.

7.2 Resource Considerations

Programme 1: Administration	2012/13 R'000	2013/14 R'000	2014/15 R'000
Ministry	18 950	21 434	23 744
Management	14 416	17 397	19 893
Corporate Services	22 802	26 973	31 188
Office Accommodation	7 874	8 292	8 790
TOTAL	63 772	74 096	83 615

Expenditure Trends Summary

Compensation – This program has the largest proportion of approved posts on the establishment, primarily due to many cross-cutting departmental functions being structured under Administration. In addition, this programme also includes the Offices of the Minister, Deputy Minister and Director-General which support their principals to provide political and strategic leadership to the line functions of the Department.

Due to financial constraints, not all vacancies can be filled in the 2011/12 financial year, but will be addressed as additional funding is made available. These vacancies will be prioritised in terms of their relevance in ensuring adequate segregation of functions, improving internal control and compliance, and supporting the incremental growth of the Department.



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Goods and Services – The goods and services budget will increase hugely during the 2012/13 financial year due to the increased appointment of staff. This will, however, normalise during the 2013/14 financial year and the MTEF inputs will be adjusted during the relevant periods.

Capital Expenditure – Most of the capital expenditure incurred during the 2011/12 and 2012/13 financial years has been to ensure that office furniture and information technology equipment are procured to enable effective service delivery. Spending on office furniture has been centralised for the Department under this programme.

Non-financial resources

The current organisational structure of the Department differs from the enabling structure that was approved by the Minister for Public Service and Administration at the time of the establishment of the Department. This can be attributed to the growth and evolution of the services provided by the Department since its inception, together with the appointment of the Deputy Minister by the President on 24 October 2011. Consultations are being conducted for the approval of these variances.

Presently, 160 posts have been allocated to this programme. Of these, 60% are filled while 6.9% of the funded vacancies are in the process of being filled in the 2011/12 financial year. 33.1% of the allocated posts are unfunded and will be filled in 2012/13 if additional funding is made available.

The allocation of posts is projected to increase by 6.3% in 2013/14 as indicated in the organisational analysis, in support of the institutionalisation of internal controls and the segregation of functions, and the establishment of capacity to manage service delivery improvement, employee health and wellness, reception and telecom services.

Trends in the numbers of key staff in Programme 1: Administration

Staff	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Minister		1	1	1	1	1
Deputy Minister		0	1	1	1	1
Special Advisor		1	1	1	1	1
DG		1	1	1	1	1
DDG		0	1	1	1	1
Chief Director		2	9	8	8	8
Director		6	18	20	22	22
Deputy Director		3	13	17	28	28
Assistant Director		1	7	8	17	24
Administrative		8	49	51	69	81

- Growth dependent on the outcomes of the organisational redesign process.



7.3 Risk Management

Programme	Identified Risk	Risk Mitigation
1. Administration	Insufficient budgetary allocations.	Motivate for additional funding while continuing to utilise the current budget allocation.
		Use of the current budget allocation.
	Lack of appropriate equipment and infrastructure.	Ensure that units timeously sign-off invoices indicating that services have been rendered satisfactorily.
	Non payment of suppliers within 30 days.	Improve on turn-around times within SCM for the payment of services.

8. Programme 2: Women Empowerment and Gender Equality (WEGE)

Purpose of Programme

The purpose of the Women's Empowerment and Gender Equality programme is to facilitate the translation of national and international commitments into empowerment and socio-economic development programmes - as well as to oversee and report comprehensively on the national realisation of women's rights and the progressive realisation of equality.

Description of Programme

The Constitution provides for the promotion, protection, advancement and empowerment of women and fosters the attainment of gender equality. In this regard, redress of persisting gender inequalities, patriarchal practices and negative stereotypes is necessary to give effect to these constitutional imperatives. Consequently, this Programme accelerates the development, advancement and empowerment of women in the country. It does this through coordination and facilitation of mainstreaming, advocating, lobbying and raising awareness, monitoring compliance, assessing impact, strengthening institutional mechanisms, providing technical support, building capacity development and training on women's empowerment and gender equality issues. It seeks to achieve this through collaboration with key strategic partners and stakeholders in Government, civil society, the private sector, development partners and the international community.

8.1 Strategic Objectives

8.1.1 Sub-Programme: Advocacy and Mainstreaming

Strategic objective	Advocacy and Mainstreaming to empower women and achieve gender equality.
Objective statement	To facilitate and coordinate women's empowerment and gender equality through mainstreaming in all Government's policies, programmes and governance processes as well as advocating, lobbying and awareness raising.
Baseline	A draft document aimed at the provision of a mainstreaming framework has been developed and the Department is working towards the development of a Gender Equity Bill. SA National Policy on Women's Empowerment and Gender Equality (Draft 2011) ; PEPUDA; EEA; BCEA; BBBEE; New Growth Path Framework; Green Paper on Land Reform; Rural Development Strategies.



8.1.2 Sub- Programme: Institutional Support and Capacity Development

Strategic objective	Institutional support and capacity development for women's empowerment and gender equality.
Objective statement	To facilitate and coordinate skills development programmes and promote fully functioning institutional mechanisms for women's empowerment and gender equality at all levels of Government, the private sector and civil society.
Baseline	SA National Policy on Women's Empowerment and Gender Equality (Draft 2011).

8.1.3 Sub-Programme: Monitoring and Evaluation

Strategic objective	Monitor and evaluate progress on women's empowerment and gender equality.
Objective statement	To monitor compliance and conduct impact assessments on women's empowerment and gender equality as well as compile reports to meet national, continental and international commitments.
Baseline	The following documents provide baseline information with regards to monitoring progress made towards women's empowerment and gender equality: <ul style="list-style-type: none"> • SADC Protocol on Gender and Development reports; • CEDAW reports; • reports on the AU Solemn Declaration for Gender Equality in Africa; • Beijing +5; +10 and +15 Reports; • Commonwealth Reports; • 10 Year and 15 Year Review Reports ; and • MDG +5 and +10 Country Reports.

8.2 Resource Considerations

Programme 2: Women's Empowerment and Gender Equality (WEGE)	2012/13 R'000	2013/14 R'000	2014/15 R'000
Monitoring and Evaluation	9 292	11 076	12 740
Gender Mainstreaming and Advocacy	5 956	6 767	7 363
Institutional Support and Capacity Development	5 685	6 734	7 666
Commission for Gender Equality	58 530	61 746	65 443
TOTAL	79 463	86 323	93 212

Expenditure Trends Summary

As part of the programmes and projects highlighted in the Strategic Plan, the funding needs will increase during the 2012/13–2016/17 financial years. Many of the programmes and projects will only be starting during the 2012/13 financial year as the Department must finalise the establishment of all the supporting units.

Goods and services are mainly used to fund awareness campaigns, consultative meetings, and production of materials - all of which focus on engaging stakeholders on advocacy, mainstreaming, capacity development and monitoring and evaluation.



Trends in the numbers of key staff in Programme 2: Women, Empowerment and Gender Equality

Staff	2010/11	2011/12	2012/13	2013/14	2014/15
DDG	0	0	1	1	1
Chief Director	1	3	4	4	4
Director	0	0	3	5	7
Deputy Director	3	3	5	6	6
Assistant Director	0	0	2	1	1
Administrative	2	3	5	8	9

- Growth dependent on the establishment of the Secretariat for the National Council against Gender Based Violence.

8.3 Risk Management

Programme	Identified Risk	Risk Mitigation
Women's Empowerment and Gender Equality	Insufficient budgetary allocations.	Motivate for additional funding while continuing to work with departments and development partners.
	Lack of compliance and accountability.	Accelerate the promulgation of gender equality legislation.
	Lack of skills and capacity.	Recruit appropriately skilled staff but also look at training of existing staff as well as source external technical expertise.

9. Programme 3: Children's Rights and Responsibilities (CRR)

Purpose of Programme:

To promote, advocate and monitor the progressive realisation of children's rights through Government's policies and programmes.

Description of the Programme

South Africa's fourth democratic elections held in April 2009, gave Government an increased mandate to continue with the country's transformation process towards a non-racial, non-sexist, democratic and prosperous society. It, however, also seriously asserted that the children's rights delivery programme must be intensified. Towards this end, the Department is committed to the survival, growth, development, protection and participation of all children. Specifically, the Department is charged with the responsibility to coordinate, facilitate and monitor the mainstreaming of the rights and well-being of children into Government's policies, programmes and governance processes. To give effect to this mandate, the children's rights programme is implemented through its three strategic objectives and sub – programmes, namely monitoring and evaluation, mainstreaming and advocacy, and institutional support and capacity building, in close collaboration with government departments and other strategic partners.



Strategic objectives

9.1 Strategic objectives

9.1.1 Sub-Programme: Advocacy and Mainstreaming

Strategic Objective	Advocacy and mainstreaming of children's rights.
Objective statement	To facilitate and coordinate the mainstreaming and advocacy of children's rights considerations into Government's policies and governance processes through the development and promotion of the National Plan of Action for Children and annual advocacy campaigns in partnership with Government and other stakeholders.
Baseline	Children's rights considerations are not adequately mainstreamed into relevant government policies, programmes and strategies.

9.1.2 Sub-Programme: Institutional Support and Capacity Building

Strategic Objective	Institutional support and capacity building for children's rights.
Objective statement	To coordinate and facilitate an integrated approach to the provision of capacity building and institutional support to enable key stakeholders in the sector to participate and contribute more efficiently and effectively in the mainstreaming and monitoring of children's rights at all levels of government and civil society.
Baseline	The institutional mechanisms for delivering on children's rights and wellbeing are currently fragmented and under capacitated.

9.1.3 Sub-Programme: Monitoring and Evaluation

Strategic Objective	Monitoring and evaluation of the realisation of children's rights into Government's policies and programmes.
Objective statement	To monitor, evaluate and report annually on the realisation of children's rights in line with the Constitution, national, continental and international obligations.
Baseline	There is currently not a comprehensive child rights monitoring and evaluation strategy in place. Such a strategy would enhance integrated planning, coordination and monitoring of governments policies and programmes aimed at reducing child poverty and exclusion. South Africa is currently lagging behind in terms of its international treaty reporting obligations.

9.2 Resource Considerations

Sub-Programme : Children's Rights and Responsibilities (CRR)	2012/13 R'000	2013/14 R'000	2014/15 R'000
Advocacy and Mainstreaming	4 108	4 841	5 211
Monitoring and Evaluation	5 249	6 209	6 642
Institutional Support and Capacity Development	4 168	4 944	5 286
TOTAL	13 525	15 994	17 139



Expenditure Trends Summary

As part of the programs and projects that are highlighted in the Strategic Plan, the funding needs will increase during the 2012/13–2016/17 financial years. It is expected that the programmatic implementation will increase and begin to reflect a more realistic projection of demand and resources than the past year. During the 2012/13 financial year there will be greater emphasis on the implementation of the key sub-programmes.

Trends in the numbers of key staff in Programme 3: Children's Rights and Responsibilities

Staff	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
DDG		0	Shared with PwD	1	1	1
Chief Director		0	3	3	3	3
Director		1	1	3	3	3
Deputy Director		2	2	2	4	4
Assistant Director		1	0	2	3	3
Administrative		3	4	7	7	7

9.3 Risk Management

Programme	Identified Risk	Risk Mitigation
Children's Rights and Responsibility	Insufficient budgetary allocations.	Motivate for additional funding while continuing to work with departments and development partners.
	Lack of compliance and accountability.	Accelerate the monitoring of the implementation of the National Plan of Action for Children.
	Lack of skills and capacity.	Recruit appropriately skilled staff and capacity building of existing staff.



10. Programme 4: Rights of People with Disabilities (PwD)

Purpose of the Programme

To facilitate the translation of national and international instruments into empowerment and socio-economic development programmes, and to oversee and comprehensively report on the realisation of the rights of people with disabilities to equality.

Description of the Programme

People with disabilities continue to experience exclusion and discrimination from development opportunities and service delivery after 17 years since the first democratic elections due to attitudinal, physical and communication barriers. This is despite the extensive political and socio-economic rights guaranteed in the Constitution, publishing of the White Paper on an Integrated National Disability Strategy in 1997, and the ratification of the UN Convention on the Rights of Persons with Disabilities in 2007. The DWCPD is charged with the responsibility to coordinate, facilitate and monitor the mainstreaming of the rights of people with disabilities into Government's policies, programmes and governance processes. It does this through the establishment and support of machinery that includes government departments, provinces, the disability sector as well as private sector, through awareness campaigns, advocacy and support for mainstreaming initiatives as well as monitoring and evaluation of the impact of these efforts on the progressive realisation of the rights of people with disabilities.

10.1 Strategic Objectives

10.1.1 Sub-Programme: Advocacy and Mainstreaming

Strategic objective	Advocacy and mainstreaming to promote the rights of people with disabilities.
Objective statement	To contribute to the progressive realisation of the rights of people with disabilities by raising awareness of the status and rights of people with disabilities, and by developing and popularising norms and standards for mainstreaming of disability considerations into legislation, policies and programmes through consultative processes.
Baseline	<p>The adoption of the Constitution, publishing of the White Paper on an Integrated National Disability Strategy in 1997, passing of the PEPUDA and Employment Equity Act, and ratification of the UN Convention on the Rights of Persons with Disabilities in 2007, collectively contributed significantly in laying the foundation for an enabling legislation and policy environment.</p> <p>Key sectors such as education, social development, social security, health, skills development and formal employment have developed very inclusive and progressive legislation, policies and programmes.</p> <p>The National Disability Awareness Month and International Day of Persons with Disabilities have been institutionalised as an annual event on the events calendar of South Africa.</p>



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10.1.2 Sub-Programme: Institutional Support and Capacity Building

Strategic objective	Institutional support and capacity development for equal access and opportunities for people with disabilities.
Objective statement	To enable public and private sector institutions to progressively deliver on the realisation of the rights of people with disabilities by establishing institutional mechanisms, as well as by facilitating and/or providing institutional support and training.
Baseline	The National Disability Machinery, consisting of disability focal points in national government departments and provinces, the South African Disability Alliance and private sector, meets infrequently. PALAMA has designed courses focusing on Diversity Management and Disability Mainstreaming.

10.1.3 Sub-Programme: Monitoring and Evaluation

Strategic objective	Monitor, evaluate and report on the status of the equalisation of opportunities for people with disabilities.
Objective statement	To monitor, evaluate and report on progress and impact made on the progressive realisation of rights of people with disabilities through an integrated monitoring and evaluation system.
Baseline	The DWCPD accesses statistics and data through sector departments, provinces, research institutions and StatsSA. The information is not integrated, as the Department lacks a central database on the status of people with disabilities across sectors. Capacity is also currently lacking to do verification and analysis of data as it pertains to changes in the status of people with disabilities.

10.2 Resource Considerations

Programme: Rights of People with Disabilities (PwD)	2012/13 R'000	2013/14 R'000	2014/15 R'000
Advocacy and Mainstreaming	4 017	5 009	5 402
Monitoring and Evaluation	5 764	7 479	8 139
Institutional Support & Capacity Development	5 650	6 623	7 360
TOTAL	15 431	19 111	20 901

Expenditure Trends Summary

As part of the programmes and projects that are highlighted in the Strategic Plan, the funding needs will increase during the 2012/13 – 2016/17 financial years. Many of the programmes and projects will only be starting during the 2012/13 financial year as the Department must finalise the establishment of all the supporting units.

Goods and services are mainly used to fund campaigns, workshops, meetings and events, production of materials, all of which focus on engaging stakeholders on advocacy, mainstreaming, capacity development and monitoring and evaluation.



Trends in the numbers of key staff in Programme 4: Rights of People with Disabilities

Staff	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
DDG			1	1	1	1
Chief Director		1	3	3	3	3
Director		1	2	3	3	3
Deputy Director		2	2	2	4	4
Assistant Director		1	2	3	3	3
Administrative		1	4	7	7	7

- Growth dependent on the outcomes of the organisational redesign process.

10.3 Risk Management

Programme	Identified Risk	Risk Mitigation
Rights of People with Disabilities	Lack of integration between programmes within the Department.	Establishment of Cluster working groups.
	Lack of skills and capacity.	Strengthen performance management system.
	Insufficient budgetary allocations.	Recruit appropriately skilled staff and consider training of existing staff as well as sourcing external technical expertise.
	Disunity among stakeholders.	Motivate for additional funding while continuing to work with departments and development partners.
	Lack of compliance and accountability.	Strengthen partnerships, sign MOUs and strengthen machinery.
		Accelerate the finalisation of the National Disability Policy, legislation audit and domestication of the UNCRPD.



Part C : Links to other plans

11. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

The department has not planned any long term infrastructure transactions. The department however, because it's still building its own internal capacity, has plans to purchase additional office furniture and office equipment as and when the human capacity increases.

12. RISK MANAGEMENT PLAN

An entity-wide approach to risk management is adopted by the department of Women, Children and People with Disabilities, which means that every key risk in each part of the department will be included in a structured and systematic process of risk management. DWCPD is in the process of embedding the risk management processes into the department's systems and processes, ensuring that our responses to risks remain current and dynamic. All risk management efforts will be focused on supporting the departmental objectives. Equally, they shall ensure compliance with relevant legislation, and fulfil the expectations of employees, communities and other stakeholders in terms of corporate governance.

The DWCPD subscribe to the fundamental principles that all resources will be applied economically to ensure:

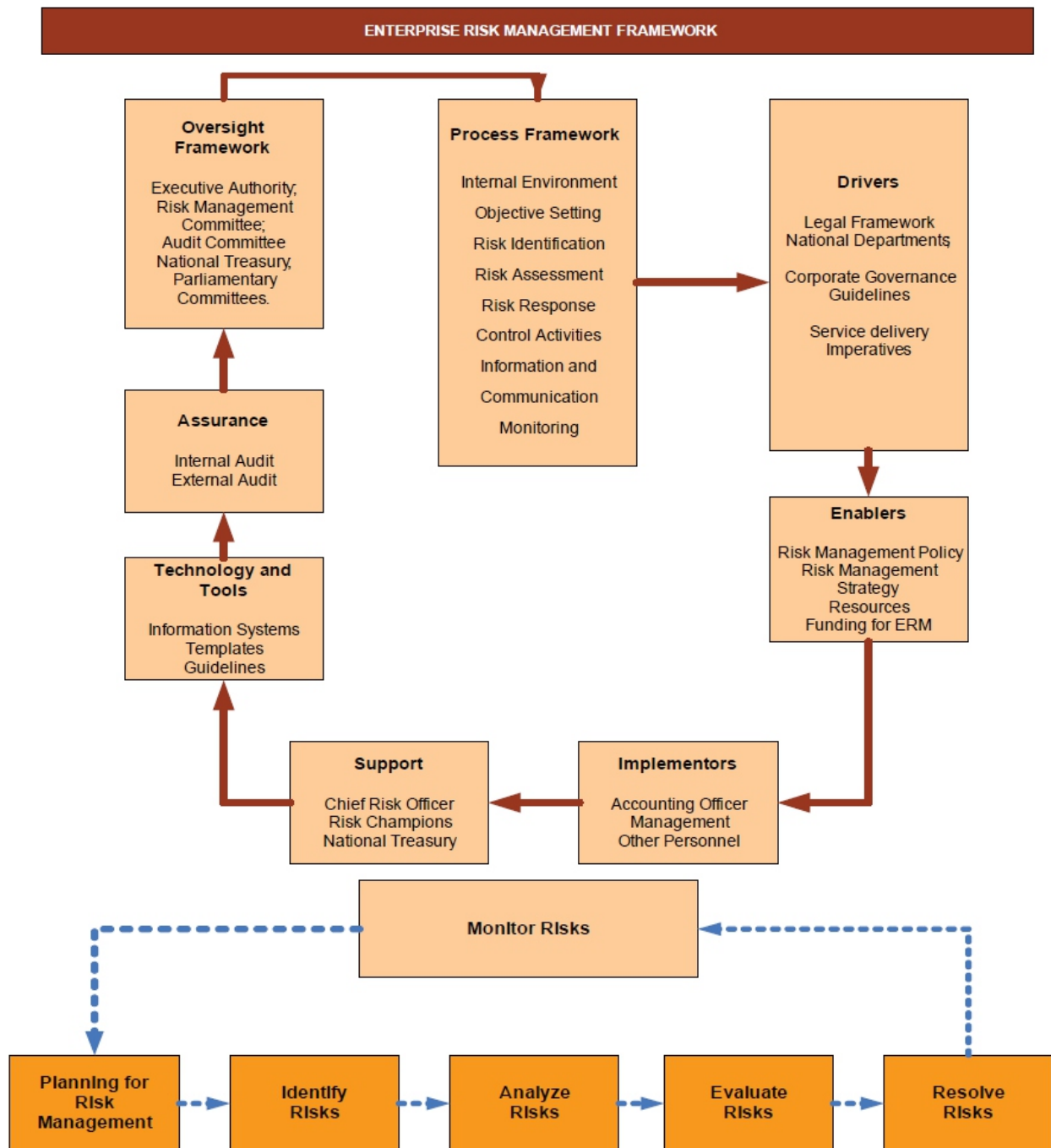
- The highest standards of service delivery;
- A management system containing the appropriate elements aimed at minimising risks and costs in the interest of all stakeholders;
- Education and training of all our staff to ensure continuous improvement in knowledge, skills and capabilities which facilitate consistent conformance to the stakeholders expectations; and
- Maintaining an environment, that promotes the right attitude and sensitivity towards internal and external stakeholder satisfaction.



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The Department thus adopts a systematic and formalised process of identifying, assessing, managing and monitoring risks:



All programmes and sub-programmes are currently in the process of assessing both strategic and operational objectives. This will then culminate in the programmes' risk plans, which will then be analyzed and consolidated into an annual DWCPD risk assessment report during the first quarter of the 2012/2013 financial year and ongoing years. Monitoring of progress in respect of risk management will be undertaken by the Risk Management Unit located in the Office of the DG, and reporting will be done regularly to the Executive Authority and Audit Committee.



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13. CONDITIONAL GRANTS

The department is not currently receiving any conditional grants.

14. PUBLIC ENTITIES

The Commission for Gender Equality is currently located with the department's budget vote – vote 8. The department is therefore responsible for the oversight of allocation of funding to the CGE. However, given that it is a Chapter 9 institution and is governed by an Act of Parliament, it therefore does not fall within the department's operational framework.

15. PUBLIC-PRIVATE PARTNERSHIPS

The department will be initiating such partnerships in the future and will undertake to formalize and sign MOUs with key partners and stakeholders. The department is currently collaborating with various stakeholders and partners on a very much ad hoc basis.



List of Acronyms

AU	African Union	NPA	National Prosecuting Authority
BBBEE	Broad Based Black Economic Empowerment	NSIP	National Strategy Implementation Plan
CC	Constitutional Court	NSP	National Strategic Plan
CD	Chief Directorate	NT	National Treasury
CEDAW	UN Convention for the Elimination of all forms of Discrimination against Women	ODA	Official Donor Assistance
CFO	Chief Financial Officer	PALAMA	Public Administration Leadership and Management Academy
CGE	Commission for Gender Equality	PFMA	Public Finance Management Act
COBIT	Control Objectives for Information and related Technology	PMDS	Performance Management and Development Strategy
CRR	Children's Rights and Responsibilities	PoA	Programme of Action
DG	Director-General	PPPFA	Preferential Procurement Policy Framework Act
DHA	Department of Home Affairs	PwD	People with Disabilities
DoJ	Department of Justice	SADA	South African Disability Alliance
DPO	Disabled People's Organisation	SADC	Southern African Development Community
DSD	Department of Social Development	SAHRC	South African Human Rights
DTI	Department of Trade and Industry	SAPS	South African Police Services
DWCPD	Department of Women, Children and People with Disabilities	SCM	Supply Chain Management
ECOSOC	Economic and Social Committee/Council	SASSA	South African Social Services Agency
FIFA	Federal International Football Association	SETA	Sector Education and Training Authority
GITOC	Government IT Officers Council	SLA	Service Level Agreement
HRM	Human Resource Management	SMS	Senior Management Service
ICDP	International Conference on Population Development	SWOT	Strengths, Weaknesses, Opportunities and Threats
ICT	Information, Communication and Technology	UNAIDS	United Nations Programme on HIV/Aids
IGR	Inter-governmental Relations	UNCRPD	United Nations Convention on the Rights of Persons with Disabilities
ILO	International Labour Organisation	UNCSW	United Nations Commission on the Status of Women
M&E	Monitoring and Evaluation	UNDP	United Nations Development Programme
MOU	Memorandum of Understanding	UNFPA	United Nations Fund for Population Activities
MTEC	Medium Term Expenditure Committee	UNICEF	United Nations International Children's Emergency Fund
MTEF	Medium Term Expenditure Framework	UNIFEM	United Nations Development Fund for Women
MTSF	Medium Term Strategic Framework		
NEDLAC	National Economic Development and Labour Council		
NGO	Non-Government Organisations		

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