

CORPORATE MANUAL
DEPARTMENT OF SOCIAL DEVELOPMENT

Building a Caring Society. Together.



social development

Department
Social Development
REPUBLIC OF SOUTH AFRICA

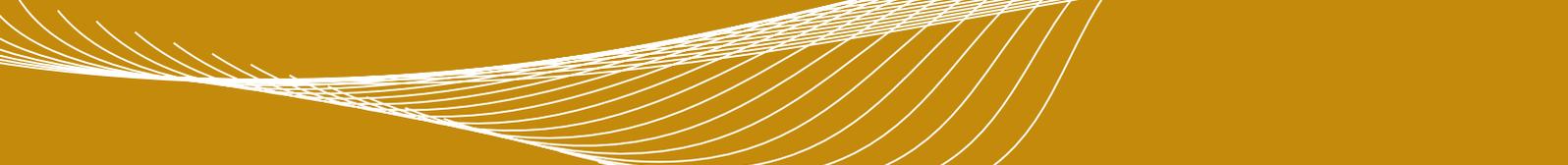


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1. Introduction

Internal communication means all communication endeavours aimed at exchanging information, enhancing understanding and mobilising officials for action individually or in groups, within the department.

Internal Communication contributes towards an improved understanding and the buy in of the strategic direction of the department and government through internal communication and marketing aimed at improving the internal shared understanding of the strategic direction of the department, government and the country.

Internal communication may involve staff members in issues that affect working life and keeps staff informed on important decisions taken by management. Furthermore, when implemented effectively, it can be crucial in a time of crisis, providing employees with not only a strategy to handle a crisis, but the facts surrounding such an event. By maintaining open lines of communication between management and employees, effective internal communications can enhance stronger relationships throughout all levels of the organization and forge a sense of community.

2. Purpose

The purpose of the guideline is to standardize communication within the Department of Social Development. This will guide all the officials in the Department irrespective of their rank. The intention is to improve the culture of effective and efficient written communication and enhance the brand and image of the Department.

The Department communicates with various counter-Departments and external Stakeholders on a multifaceted issue. All officials should understand what is required when writing a response or relaying information, how to structure the information and all supporting documents. The annexure should be clearly labeled.

This guideline strives to set the basis to implement sustainable, sound written communication processes and practices, ensuring that the Department achieves the goals they it out to achieve. The written communication guidelines, will be updated regularly or when necessary.

3. Key Principles to effective internal organisational Communication

3.1 Administrative procedures

- All correspondence should have a file reference number, which is according to the file plan of the department. All correspondence addressed to the Director-General should be referred to the Director-General's Office, the DG will direct where the letter/ correspondence should be referred to for action.
- All supporting documents should be attached as annexure. The annexure should be clearly labeled both in the document and in the covering memo.
- Direct disposal and archival will be signed off by the official referred to.
- Established channels of written communication should be utilized and respected.

- Produce well-researched information based on objective and accurate facts. Check all facts and figures, dates, citations, titles, initials and the spelling of names. Facts should be backed up by evidence that has been verified.
- Always strive for accuracy, brevity and clarity in your writing. Use direct expressions and avoid unnecessary (redundant) words and phrases. Also use the correct word order to avoid ambiguity. Be sure to punctuate sentences correctly.
- Written communication should aim to provide a balanced objective presentation without bias, distortion, undue emphasis or omission. Any defamatory information based either on hearsay, unsubstantiated allegations or claims is prohibited.
- Defamatory, racist, gender-insensitive, discriminatory, blasphemous or offensive information material is prohibited.
- In reporting and commenting, all written communication should be fair, honest and considerate.
- Use short sentences and simple, familiar language that can be understood by everybody. It is advisable to use the Government Communications (GCIS) Plain Language Style Guide and dictionaries/thesaurus as a writing resource.
- To avoid copyright violation, seek permission from the original source before reproducing any written or recorded work. All sources of information, unless stated otherwise, must always be acknowledged.
- The introduction must always be brief and logical – strictly less than 30 words.

DON'T ASSUME YOUR READER UNDERSTAND WHAT YOU KNOW

You must guide your readers through the information you give them and point out what is relevant to them. Don't just refer to graphs, tables or pictures in the document. Your readers won't give them more than a quick glance unless you point out what is relevant, interesting or important to them.

WRITE AS YOU SPEAK

This doesn't mean you should use slang, bad grammar or poor English, but you can use a more personal tone to address your readers. By using words that are familiar to your readers, you won't frighten them off or make them feel inadequate for not understanding complex words.

PLAN BEFORE YOU WRITE

Plan what you are going to write before you start. The more you plan, the more organized and effective your writing will be. Asking questions is a good way to plan. Here are a few examples:
Who am I writing for?

- Who are my readers? – look at factors such as age, gender, culture and education.
- What do they need to know?
- Do I need to address problems they might have with the information?

- Will they understand the technical term I use?
- What is their attitude to the topic?
- Have I answered all their questions?

Why am I writing?

- What am I trying to achieve with my writing?
- Will I be able to achieve my aim with the information I have or do I need to gather more information?
- What do I want my readers to do when they finish reading my document?
- Will my readers be clear about what I want when they finish reading my document? What is the most important point?
- What is the most important thing I want my readers to know?
- Am I clear about the central issue of my document?
- Am I going to overload my readers if I give them all the details of my research?
- Can I cut out some of the information? If my readers forget everything else in my document, what is the one thing I want them to remember?

PRINCIPLES OF PLAIN LANGUAGE WRITING

- Write informative headings.
- Use plain words.
- Avoid jargon and clichés.
- Minimize acronyms and abbreviations. If you want to use an abbreviation or acronym then either write out the word in full and put the contracted term in brackets after it or use a glossary.
- Write short sentences and paragraphs.

3.2 ~~Communication protocol~~

~~Protocol is defined as a special set of rules agreed on, when writing to counter Departments, External Stakeholders that will enhance the communication on behalf of the Department.~~

~~Please note the following communication protocol:~~

- ~~Any letter received from the Minister or Deputy Minister of other departments, a reply thereof should be signed off by the Minister or Deputy Minister of Social Development.~~
- ~~Any letter received from the Provincial Head or any organization addressed to the DG a reply thereof should be signed off by the DG.~~
- ~~Any letter received from a person on the same Level or equivalent to the DDG a reply thereof should be signed by the DDG (the same with other) levels.~~
- ~~A letter that is written to another Minister must be signed by the Minister.~~

- A letter to the MEC must be signed by the Minister.
- A letter to the following should be signed by the DG:
- DG of other government department;
- HODs; and
- CEOs.
- Communication with other international or African States that needs the Minister's interaction must be forwarded to the Director: International Relations to coordinate the processes in a form of a submission to the Director General and to the Minister. Other communication should be forwarded to the Ministers Office, via the DG's office.
- The Deputy Director, Director, Chief Director and Deputy Director General when they write a letter or any form of written communication to external stakeholders such a letter should be forwarded to the Director General in a form of submission requesting the DG to sign off the letter should he concur with the contents thereof. The submission will be forwarded to the Minister if he is the signatory of the letter for approval, once the approval is granted the submission will be forwarded to the Directorate where the submission originates.

3.3 Information flow/ effective communication

- What key messages do you want to convey?
- To whom do you want to convey the key messages (e.g., secretaries/ PA's, all staff, directors, chief directors, DDG'S or Ministry?)
- What's the best approach to reach each key role player, including who/how should the message be conveyed?
- How will you know if you're reaching these role players or not?

4. Guidelines for writing specific documents

4.1 Writing a strategy

The following is the official format for writing a communication strategy:

- Subject
- Background and objectives
- Discussion
- Motivation
- Financial implications
- Legal implication
- Recommendations
- A high level project plan to ensure implementation can be attached as an annexure if necessary

Preferably use decimal numbering in any written communication. Paragraphs should be numbered to provide easy reference where possible. Indent subcategories such as 1.1, with a further indentation for subcategories 1.1.2. After this level, use a, b, c or bullets. This allows for easier reference.

4.2 Writing a submission

A submission is a written communication the department uses to communicate different strategic issues to the DG and the Minister.

Submission Guideline:

- Should be written in Arial point 12, one and half spacing
- Should be clear and analytical instead of descriptive
- The timeframe for submission should be adhered
- Should not be more than five pages
- The appropriate and approved template should be used at all times
- Submissions should be signed before submitted to the Director General. All the information should be captured and annexure should be clearly labeled and attached
- Financial implications should be indicated when necessary
- Communication implications should be indicated when necessary
- Legal implications should be indicated when necessary
- Submission for the Director General, a blue folder should be used at all times
- Submission for the Minister, a green folder should be used at all times

The following is the format of a submission:

- Must indicate the details of the person you are writing to
- The originator where the submission comes from
- Date and telephone extension
- Subject
- Purpose
- Background
- Financial implications/Legal
- Communication implications
- Recommendations
- Signature by the Director: With recommendation supported or not supported followed by relevant managers the last will be the DG, if the submission needs the Minister's approval the Minister will be added last

4.3 Writing reports

A report is always written for a specific reason and has a definite purpose. Reports are most often used to assist in decision-making.

- Report Guidelines:
- Font Arial 12
- Should have clearly defined sections
- Should be clearly and logically written and organized
- Should be objective and use a formal impersonal style
- Should be based on careful research and facts
- Should have labeled annexure attached
- The following should not be used:
- abbreviated grammar
- first-person reporting
- colloquialism
- Opinions.
- The format of a report:
- Subject
- Purpose
- Background
- Discussion
- Findings
- recommendations

4.4 Writing minutes of a meeting

Minutes are not a verbatim account of proceedings, but are a written record of decisions taken. They may serve as a legal document and should therefore be accurate. Minutes ensure that proposed actions and responsibilities are recorded and should have an action and deadline column.

Minutes should be:

- Concise without being too brief, yet cover all the major points discussed. Subjects should be described sufficiently to know what they were about.
- Objective and factual – they should not contain opinions about matter or people.
- Written in the past tense
- Have a list of actions to be taken and by whom, as well as decisions made at the end of the minutes.

The format of the minutes:

- Column for subject matter

- Font Arial 12
- Discussions
- Decisions
- Actions
- Timeframe
- Name of the person or unit that should implement the decision

4.5 Writing letters

Any written communication serves as a legal document. Correspondences include the following:

Business letters:

- Use simple language and short sentences and paragraphs.
- The ideas must flow logically. Give a clear, sensible subject line and put the most important information first.
- Never use jargon, clinches or grammar abbreviations.
- Do not rely on your spellchecker – always read the documents through and check for errors.

The format of a letter:

- Letterhead
- Font Arial 12
- Recipient address
- Heading
- Unnumbered paragraph
- Signature

Acknowledgement letter:

- Use simple language and short sentences and paragraphs.
- The ideas must flow logically. Give a clear, sensible subject line and put the most important information first.
- Never use jargon, clinches or grammar abbreviations.
- Do not rely on your spellchecker – always read the documents through and check for errors.

The format of acknowledgement letter:

- Letterhead
- Font Arial 12
- Recipient address
- Heading
- Unnumbered paragraph
- Signature

Internal Memos:

- Memos are used internally to pass information and request action or serve as a record/reminder
- Follow a fixed format
- Use clear writing and a friendly tone, without being colloquial.
- Use simple language and short sentences and paragraphs.

The following is the format of the internal memo's:

- Must indicate the details of the person you are writing to
- The originator where the memo comes from
- Date and telephone extension
- Subject
- Purpose
- Background
- Discussions
- Motivation
- Financial implications
- Recommendation
- Signatures

DG Task:

- Any correspondence referred to the Department DG's office, from the Minister and Stakeholder
 - The DG's office will forward the correspondence to the line functions responsible for the matter as requested.
 - A yellow paper with the correspondence will be forwarded to the office together with the DG's instructions and the due date
 - Other DG's Task are forwarded for information
- The following is the format of the DG's task:
- Should be written in Arial point 12, one and half spacing.
 - It should be clear and analytical instead of descriptive.
 - Should be responded in a memo format.
 - The DG's task should be always be attached to the memo.

Presentation:

- Presentation should be on the Departmental corporate identity (branded)
- Should be written in Arial point 12, one and half spacing
- It should be clear and analytical instead of descriptive
- Slides not exceeding 8(Eight)

E-mail:

E-mail is an electronic fast, formal and easy communication tool for internal communication purposes. In addition to the Departmental email addresses there is also News-profile and Everyone DSD.

INTERNAL NOTICES may also be sent via the e-mail system but it has to be managed by Internal Communication. Notices can be sent to individual persons, clusters of persons and even to “everyone” connected to the system. This facility is however restricted to Internal Communication and the Directorate Information Technology only. These notices must be prepared by the client directorate and authorized by a member of the senior management service- sms (Director and above) before it is dispatched to Internal Communication for distribution on the email system. The responsibility for factual correctness therefore lies with the relevant sms member and the responsibility for language quality and presentation lies with the Director Internal Communication.

Procedures to consider are the following:

- Give a suitable subject line
- Use full sentences
- Confirm with recipients if they want an attachment e-mailed
- Print all messages that have instructions or policy decisions
- Don't assume people receive or read their e-mails regularly.
- Notification of absence of Senior managers should be e-mailed to Policy Forum Secretaries not the central DSD e-mail
- Chain e-mails are prohibited to Senior Managers.

Intranet

This is an electronic medium of communication which is accessible by internal staff members connected to the network via a computer.

Uses of the intranet are:

- To communicate non-urgent information and consider publishing on-line versions of print publications eg (Policies, Guidelines, Itireleng, Annual reports, Strategic plan etc).
- Marketing tool for departmental events, projects and programmes.
- Information sharing platform for internal staff members e.g free talk, polls, etc.

Library

The library acquires, organises and disseminate information to all internal DSD staff and the public at large.

The library services include information circulation, referencing, interlibrary loans, online and internet searching, awareness, newspapers, photocopying and audio visual room.

The library is accessible to all internal DSD staff members during working hours.

Notice boards/Snapper frames

- The use of notice boards/snapper frames is recommended to communicate messages intended to internal staff members, including those who do not have access to computers for online information.
- The use of 4 developed generic templates for distribution of messages is recommended, namely, Management Speaks, Lets Communicate, Sympathy, Happy Birthday
Full operationalisation and control of notice boards lies with the Directorate: Internal Communication

5. PARLIAMENTARY QUESTIONS

GUIDELINES FOR ANSWERING PARLIAMENTARY QUESTIONS

- 5.1 All parliamentary Questions are addressed to the Minister and must, therefore, be in a green file.
- 5.2 Please place a route form with the signature of all managers on the route to the Director-General and Minister.
- 5.3 Please submit the original referral from the Office of the Director-General with your reply.
- 5.4 Any amendments proposed by any of your supervisors must remain in the file even if the amendments are effected. When the Director-General proposes amendments this, too, must remain in the file so that he can check if the amendments were correctly done according to the original request.
- 5.5 Remember, a reply to any question in Parliament is accessible to the public and media (members of the public have access to this information, as well as all the Political Parties, Stakeholders, etc.) So, the answer must be quality checked by your manager. Generally, Parliamentary Questions should not be delegated to lower than Director Level. However, inputs may be obtained/ requested from all relevant officials.
- 5.6 Please submit the reply to every question in a separate green file.
- 5.7 Please submit supplementary information (background information) with your reply on a separate page. This is important especially for oral replies because members of Parliament are entitled to ask follow up questions. You could pre-empt these follow up questions on the basis of the reply to the original question.
- 5.8 Please indicated the source of information, where this is applicable (viz. Provincial Department, SOCPEN, FMS, Persal, etc.)
- 5.9 Where provincial input is requested, the inputs must be signed off by the Head of the Department in that Province. The co-ordination for this must be at the national Department (specifically, the line function requesting the information from the specific province(s)).
- 5.10 Please follow the numbering in the question. Your answers should be according to the Question asked. Do not introduce your own numbering.

5.11 The answer must also be in simple English. Avoid welfare jargon/speak. Questions that are not clear may generate other questions.

5.12 Please read the question thoroughly. This may seem obvious, but many officials actually don't answer the question! Be precise: do not evade the question, or miss the point.

5.13 Format:

5.13.1 The Director-General's Office will e-mail the question to you together with the hard copy. All you need to do is to put in the reply where it says 'REPLY:'

5.13.2 Please do not write the question out again!

5.13.3 The font of the answers is Arial, 12 point (please see attached Example).

5.13.4 Please do not deviate from this format. If you are in doubt, please ask (Director-General's Office).

5.13.5 Please e-mail your answer and submit the hard copy with the green file. This will eventually be returned to you with the Minister's signature/comments on the hard copy.

5.13.6 Please do not e-mail the answer to the Ministry Parliamentary Officer since the Director-General may make amendments and this will create confusion as to which version is the correct answer.

5.13.7 The Office of the DG will email the answers to the Ministry.

5.14 Deadlines:

5.14.1 Adhere to Director-General deadlines. Remember, the Minister cannot tell the members of Parliament that he had "lot of work to do" and therefore cannot answer the question.

5.14.2 Remember, the Director-General may take action against any official who misses these deadlines.

5.14.3 Generally, if a written question is submitted late, it may be transferred to an oral reply. This also creates embarrassment for the Department and the Minister. It is imperative that you adhere to the Director-General deadlines.

5.14.4 The Ministry deadline is the deadline for the Director-General's Office to consider the reply and submit it to the Minister. So if you submit the questions late, you may make it difficult for the Director-General to meet the Minister deadline.

5.14.5 Also, there may be amendments that the Director General proposes and the questions may need to go back to the line function for these amendments to be effected.

5.15 If you require an Extension:

5.15.1 A request for extension should be done in writing to the Deputy Director: Cluster Coordination and Executive Support.

5.15.2 The reply will be sent to you after consultation with the Parliamentary Officer

5.15.3 If you have missed the deadline, the Office will send you an overdue e-mail.

5.16 How to organise yourself

- 5.16.1 Organize your office in such a way that when the secretary sees a Parliamentary Question, she/he gives it to the relevant manager and treats it as an 'urgent document'.
- 5.16.2 Manage your time such that you are able to prioritize Parliamentary Questions.
- 5.16.3 Remember, a Parliamentary Question is the Minister's obligation to respond to Parliament and constituencies.

6. ELECTRONIC PRESENTATIONS TO CABINET AND ITS COMMITTEES

PowerPoint and other electronic presentations to Cabinet and its Committees have to adhere to the following:

- (a) In order to assist the Secretariat with the allocation of adequate time for the respective meetings they have to be informed 1 day in advance if a Ministry wishes to do a presentation;
- (b) Presentations must be submitted to the Secretariat the day before the meeting to ensure compatibility with the equipment. The Secretariat strives to have the latest presentation technology available, but it is important that they be informed beforehand of any special requirements (such as presentations wanting to link to the internet). If presentations are changed overnight it can be updated in the morning, provided that the presenters arrive in time for it to be done before the meeting;
- (c) The number of presenters must be limited to the minimum. To facilitate access to buildings and venues a list of names and identity numbers must be submitted to the Secretariat at the latest a day before the meeting. If these lists are not submitted, presenters may be refused access by Security Officers. Presenters must also ensure that they have their identification documents with them and that they arrive 30 minutes before the meeting to ensure proper set up of presentations;
- (d) In keeping with a cabinet decision of 16 May 2001, no presentation equipment from outside Cabinet Office may be used to do presentations and all cellular phones and other electronic devices such as laptop computers and Personal Digital Assistants (PDAs) may not be allowed into the venue; and
- (e) All presentations must adhere to the following guidelines:
 - (i) The default PowerPoint font settings of 44 for headings and 32 for paragraphs must be retained to ensure ease of reading over a distance;
 - (ii) Presentations must be limited to a maximum of 12 slides and twenty minutes presentation, bearing in mind that less and shorter will be appreciated;
 - (iii) All presentations must be accompanied by 65 copies for Cabinet meetings and 30 copies for committee meetings. Slide handouts must be printed with a maximum of two slides per page using the "Pure Black and White" setting. If a presentation is text only it must be printed in black and white. If a presentation contains graphs or pie charts etc aimed at assisting with the interpretation of data, it must be printed in colour.

7. GUIDELINES FOR DRAFTING OF CABINET MEMORANDA

7.1 Purpose of the Cabinet Memorandum

As a rule, the Cabinet and its committees base their decisions on information supplied to them in memoranda from the various Government Departments. The manner in which such a memorandum is compiled may simplify or complicate the Cabinet's work and may even influence the quality of the decisions made by the Cabinet.

7.2 Target groups

A Cabinet memorandum has two main target groups, namely Members of the Cabinet and specialised committees of the Cabinet, as well as Departments and other bodies. Both should be borne in mind when compiling such a document.

Members and specialized Committees of the Cabinet

- 7.2.1 All matters submitted to the Cabinet are generally first placed before a Cabinet Committee. The reason is to enable such a (specialized) Committee to consider the matter thoroughly beforehand in order to make a recommendation to the Cabinet.
- 7.2.2 The minutes of the Committees of the Cabinet are submitted to the Cabinet for consideration of the recommendations contained therein. The minutes contain, in short, the background information, motivation for recommendations and the recommendations with regard to each matter dealt with. A Department thus determines to a large extent in which form a matter is motivated when submitted to the Cabinet via the minutes of a Committee.
- 7.2.3 All cabinet memoranda are distributed to all the Members of the Cabinet as well as to Deputy Ministers and Directors General. The memorandum thus provides more information to Members of the Cabinet than is contained in the minutes of the Committee.
- 7.2.4 The needs of the Members of the Cabinet and its Committees are mainly the following:
 - (a) Background and factual information should be such that each Member of the Cabinet may assume co-responsibility for a decision taken. Some Members may have a need for more comprehensive facts, also of a technical nature (where applicable), while other Members may prefer that the essence of the matter be explained in the most understandable (non-technical) way possible. One way to comply with these needs is to restrict the memorandum to an explanation, in lay person's language, of the essence of the matter and to attach a more comprehensive and technical exposition in one or more annexures to the memorandum; and
 - (b) Members of the Cabinet and its Committees find it necessary to read many documents in the shortest possible time. Cabinet memoranda should therefore adhere to a reasonably standardised structure, thus enabling selective reading where desired.

Departments and other bodies

- 7.2.5 Upon receipt of a Cabinet memorandum of another Department, a Minister may decide to refer it for comment to one or more Departments or to another body under his/her jurisdiction. Such comments are usually provided to the Minister or the Deputy Minister before the meeting of a Committee at which the relevant matter is to be discussed. The writer of a memorandum should bear in mind the fact that the National Treasury, the Public Service Commission, the Government Communication and Information System (GCIS) and all other Departments and Government Institutions that have an interest in the matter, are going to seek specific information from the memorandum. It is important to note that the Cabinet expects the writer of a Cabinet memorandum, as a rule, to liaise with all interested parties before submitting the matter to the Cabinet. It should then be pointed out in the memorandum to what extent there are agreements and differences regarding the recommendations made.
- 7.2.6 When the Cabinet reaches a decision based on a Cabinet memorandum, the particulars of the memorandum (title, date, reference number and the name of the department/institution which submitted the memorandum) are fully noted in the minutes. The aim is to enable any person or institution, at a later stage, to refer to the facts that served before the Cabinet or Committee at the time the relevant resolution was taken. It should be possible at any stage in the future to obtain the memorandum from the Department of origin or from the State Archives.

7.3 GUIDELINES

- 7.3.1 Kindly take note of the two target groups and their needs, as set out above.
- 7.3.2 The prescribed structure of a Cabinet memorandum, as set out in item 8.1 below, should be adhered to as far as possible. Annexures should be used to provide additional (non-essential and/or technical) information, if necessary.
- 7.3.3 The language used in a submission to the Head of a Department or a Minister is seldom suitable for a Cabinet memorandum, as the latter is directed to people who are not all familiar with the terminology of the Department concerned:
- (a) Avoid abbreviations which do not appear in an acknowledged dictionary, or define an abbreviation or acronym when using it for the first time by writing the word to be abbreviated in full, followed by the abbreviation in brackets. The abbreviation or acronym should again be defined clearly in the summary and recommendations for the benefit of those who read selectively;
 - (b) Avoid pedantic language. Keep sentences as simple as possible; and
 - (c) Do not assume that the target group is familiar with the background to the matter. Previous Cabinet decisions regarding the matter should be provided in summarised form.
- 7.3.4 The recommendations should be formulated in such a manner that the Cabinet Secretariat may use them, unaltered, in the minutes of a Cabinet Committee. In the recommendations,

references such as “guidelines as set out in paragraph 3.2 of the memorandum” should not be made. Please repeat the relevant paragraph in full in the recommendations, if at all possible.

- 7.3.5 Supply all the information which the National Treasury, the Public Service Commission, the Government Communication and Information System and the Offices on the Status of Women, of Disabled Persons and on Child Rights may possibly require under the headings Financial implications, Organisational and Personnel implications, Communication implications, Implications for the Vulnerable Groups. These organisations may be approached in an effort to prevent the relevant Minister being asked questions to which the answers do not appear in the memorandum.

8. THE COMPOSITION OF THE CABINET MEMORANDUM

The contents of a Cabinet memorandum should be presented strictly according to the following instructions:

8.1 STRUCTURE

- 8.1.1 The framework, as set out in Annexure A, forms the basis of a Cabinet memorandum. Although subheadings are permissible, the prescribed main headings and the order in which they appear should be adhered to. Additional main headings should be avoided.
- 8.1.2 The length of a Cabinet memorandum should be restricted to seven typed pages, typed in a 12-point font with one and a half line spacing. All paragraphs and pages must be numbered and no bullet points must be used.
- 8.1.3 It is often necessary to attach annexures to memoranda, for instance when a report is submitted for information or when a draft bill is submitted for approval. In such cases, the essence of the findings, measures to be taken and/or recommendations appearing in the annexure, should be summarised in the memorandum itself (under the headings “Discussion” and/or “Recommendations”).

8.2 SUBJECT

The subject of a cabinet memorandum is the title under which the matter will be dealt with on the agenda and in the minutes of the Cabinet and of a Committee. A brief description of the theme is required. Shorter is better.

8.3 PURPOSE

The purpose of the memorandum should be explained briefly. Examples are:

- “To obtain approval for ...”;
- “To inform the Cabinet of ...”;
- “To inform the Cabinet of ... “; and
- “To obtain approval for ...”.

8.4 SUMMARY

- (a) The summary should contain the essence of the motivation in the memorandum (see paragraph 7.1.2), and should not be longer than half a typed page. All Cabinet memoranda should contain the above-mentioned summary. This summary should not be confused with the summary referred to in paragraph 8.1.3. The one does not replace the other; and
- (b) A list of annexures referred to in the memorandum should be incorporated where this is appropriate.

8.5 STRATEGIC FOCUS OF THE MEMORANDUM

What is the strategic significance of the matter the cabinet memorandum is raising?

8.6 DISCUSSION

The background to the matter, the formulation of the problem, a discussion of alternative options and motivations for the recommendations are supplied here:

Background

If the matter has already served before the Cabinet or working committee, reference should briefly be made to this. Quoting a previous resolution (item/paragraph and date) is essential. If the historical run of events is of any importance, it should also be dealt with here.

Formulation of the problem

If the problem that has given rise to the memorandum cannot be clearly deduced from the Purpose (paragraph 8.3), it should be discussed briefly.

Discussion of alternatives

Where applicable, alternative solutions to the problem should be mentioned and the advantages and disadvantages of each be discussed briefly.

Motivation

The recommendations, which will follow later in the memorandum, should be motivated.

8.7 IMPLEMENTATION PLAN

An implementation plan relating to the subject matter should be reflected and costed where this is applicable.

8.8 ORGANISATIONAL AND PERSONNEL IMPLICATIONS

8.8.1 Should the proposed Cabinet decision imply that -

- (a) Department undertake new functions;
- (b) Existing allocated functions are re-assigned to another Department, Institution or Body;

- (c) A new Institution or Body which is not a Department comes into being; or
- (d) Improvements in the service conditions of any group of civil service personnel have been introduced,

it should be indicated whether the Public Service Commission was consulted and what its view of the matter is.

8.8.2 Details of the nett increase/decrease in personnel numbers should be furnished if the proposed Cabinet decision implies a nett increase/decrease in personnel numbers, with an indication of the categories, such as “Management Echelon”, “Other schooled personnel” and “General assistants”.

8.9 FINANCIAL IMPLICATIONS

8.9.1 Under this heading, the following should be indicated:

- (a) The effect which the revenue and expenditure flowing from the recommendations will have on the State in the current financial year;
- (b) Costs carried forward to the next financial year; and
- (c) Proposed funding of the expenditure in (a) and (b) above.

8.9.2 See item 9.4 for the procedure in regard to approaching the Treasury Committee.

8.10 COMMUNICATION IMPLICATIONS

Here it should be indicated if the -

- (a) communication/media-implications of the matter were considered;
- (b) implications require a communication/media plan; and
- (c) the Government Communication and Information System has been or should be consulted with regard to the communication implications.

8.11 CONSTITUTIONAL IMPLICATIONS

When submitting certain recommendations for consideration a Department should specifically consider whether the recommendations are consistent with the Constitution. Depending on the nature of the recommendations the opinion expressed may vary from a general opinion to that of a formal legal opinion(s). It would also be preferable if the said opinion could be annexed to the memorandum for the benefit of those Members of the Cabinet who would be interested to study the opinion(s).

8.12 IMPLICATION FOR VULNERABLE GROUPS

Implications for the Status of Women: Ensures that consideration is drawn to the implications of the substance of memoranda to the rights of women, children or disabled people.

8.13 SECURITY IMPLICATIONS

Consideration should be given to possible security implications for the State.

8.14 DEPARTMENTS AND PARTIES CONSULTED, RESPONSES AND COMMENTS

- (a) An indication must be given as to whether the memorandum under consideration resulted from or followed processes related to the relevant Cluster of Directors General in keeping with the Cabinet's approach to integrated decision making. If not, it should briefly be indicated why not; and
- (b) Prior clearance should be obtained from all Departments and Bodies concerned for the recommendations contained in a Cabinet memorandum. Under this heading, the names of the departments/bodies consulted are mentioned. Should any of the bodies concerned disagree fundamentally with the recommendation, it should be briefly mentioned here or annexed to the memorandum.

8.15 RECOMMENDATIONS

Here, the desired decision should be accurately stated. The wording should correspond, as far as possible, with the wording of the Cabinet resolution required. In cases in which a memorandum merely serves for information purposes, the recommendation may read: "That the Cabinet notes ...".

8.16 CONTACT PERSON

As it is sometimes necessary to obtain more detail or clarify some aspects of a memorandum in a relative short period of time. The name, rank and telephone number of a person that could be contacted (preferably the author of the memorandum), should be provided.

8.17 HEAD OF DEPARTMENT

The Head of the Department sponsoring the memorandum.

8.18 AUTHORISATION FOR PROCESSING THE MEMORANDUM

The executing Minister (or Acting Minister) sponsoring the memorandum through the Cabinet system.

9. AN EXCEPTION: MEMORANDA SERVING MERELY FOR INFORMATION PURPOSES

In instances where a memorandum merely serves to bring certain information to the notice of the Cabinet/Cabinet Committee, the headings "Discussion", "Organisational and Personnel Implications", "Financial Implications", "Communication Implications" and "Other Departments/Bodies Consulted" may be replaced by more suitable headings. The prescribed structure of a Cabinet memorandum, as set out in paragraph 1.1, should otherwise still be followed meticulously.

GENERAL REQUIREMENTS

- 9.1 Memoranda dealing with the appointment of Members of Boards:
When submitting names for consideration for appointment to boards, councils or relevant institutions the race and gender of proposed appointments must be indicated and the curricula vitae must be annexed to the memorandum. The curricula vitae should also indicate all other boards, councils or similar institutions the candidates are currently serving on. In the event they are not serving on any, it must also be indicated.
- 9.2 Procedure for the submission of memoranda to the Treasury Committee (TC):
White Papers and other policy related memoranda:
White Papers and other policy related memoranda that have implications of additional expenditure, may in the first place be submitted to the Cabinet for in principle approval of the substantive content. While such specification is required of all Cabinet memoranda, submissions of this nature are particularly required to indicate in precise terms, the financial implications of the proposed new policies, projects or activities. Where the in principle approval of the Cabinet is obtained and the proposal involves additional expenditure in the current financial year, the matter shall then be submitted to the Treasury Committee for it to consider the availability of funds and whether the additional expenditure could be regarded as unforeseen and unavoidable. These submissions to the Treasury Committee shall clearly indicate the in principle approval of the Cabinet. Where the in principle approved policy, projects and activities potentially involve funding in ensuing financial years which is over and above that included in the relevant departmental budget for the current year, the Treasury Committee need not be approached as the matter could then be dealt with through the normal budgetary processes. In all instances, though, Departments are to note that the in principle approval by the Cabinet, would be subject to the eventual availability of funds, and that implementation may not be proceeded with until the required funds had been allocated. It should furthermore be accepted that in the process of determining the availability of funds the Ministry of Finance may have to subject the Cabinet approved projects or activities to further scrutiny with a view to assessing financial viability (refer to item 3.7.1 of the minutes of the Cabinet dated 18 June 1997).
- 9.3 Memoranda dealing with the implementation of large scale projects:
The implementation of large scale projects (such as e.g. the Maputo Corridor) requires consultation with the Department of Health in order to ensure that necessary precautions are taken in regard to health related matters (see item 3.1.9 of the minutes of the Cabinet meeting of 3 September 1997). Memoranda should clearly indicate the said consultation.
- 9.4 Memoranda dealing with International Conferences/Conventions in South Africa:
When considering venues for International Conferences and Conventions, Departments should in all instances consult with the Department of Environmental Affairs and Tourism (refer to item 2.1.2 of the minutes of the Cabinet meeting of 23 June 1997). Such consultation must be clearly indicated in the memorandum.

10. DISTRIBUTION OF CABINET MEMORANDA

- 10.1 A Cabinet memorandum should be approved by the Minister concerned before it is distributed for discussion by the Cabinet or Cabinet Committee. The distribution of a Cabinet memorandum is the responsibility of the Ministry concerned, and the memorandum is usually attached to a letter indicating when and by which body the matter is to be dealt with. The responsibility for notifying the Cabinet Secretariat of the memorandum by fax to ensure that the item is placed on the specific agenda, rests with the relevant Ministry. Ministries must ensure that the required number of copies of the memoranda, including an electronic copy for the Cabinet Secretariat, reach all Ministries and the Cabinet Secretariat by 16:00 on a Wednesday prior to the meeting. A faxed letter of intent does not secure the item on the agenda. If the abovementioned copies are not received by 16:00, the matter will not be included on the agenda.
- 10.2 The Cabinet Secretariat may not place any item requiring a decision on the agenda of the Cabinet or a Cabinet Committee unless the memorandum dealing with the matter has been approved by the relevant Minister, and is distributed by 16:00 on the Wednesday prior to the meeting. Only the President or Deputy President may grant permission for non-adherence to this rule. Requests for permission for the late distribution of memoranda should be addressed to the President and submitted to the Cabinet Secretariat for processing. The Cabinet also resolved that memoranda should not to be submitted directly to the Cabinet for consideration. All memoranda should be submitted to the relevant Cabinet Committees and Members are requested to adhere to the arrangement.
- 10.3 Memoranda submitted to the Treasury Committee must be distributed 9 working days before the meeting.
- 10.4 Other Cabinet resolutions supporting the abovementioned guidelines are contained in item 1.10 of the minutes of the meeting of the Cabinet dated 28 September 1994, paragraph 1.6.1 of the minutes dated 31 May 1995 and item 2.1 of the annexure of the minutes dated 24 January 1996.
- 10.5 Memoranda to be considered by the Cabinet should be distributed according to a distribution list which is made available to Ministries from time to time.
- 10.6 All Cabinet memoranda must carry a security classification of at least "Secret" and be treated accordingly.
- 10.7 Remember all the headings of each paragraph should be numbered. The paragraphs under each heading should also be numbered if they are more than one that includes the paragraph of the annexures. (see attached Cabinet Memorandum format).
- 10.8 The electronic version of the Cabinet Memorandum should be sent with the hard copy (on a CD or memory stick).
- 10.9 The reference number will be provided by the Administrative Secretary: Ministry.

GENERAL COMMUNICATION GUIDELINES

The internal communication mediums are for official use only. Although the system makes it easy for any person to communicate with the next one it does not take away the rules of protocol and etiquette as is applicable to other forms of communication. These must be observed at all times. Classified Information e.g. confidential/restricted/secret may not be circulated/ published/ distributed to general staff or public.

11. CORPORATE IDENTITY OF THE DEPARTMENT OF SOCIAL DEVELOPMENT

Production Services Guidelines

- **Introduction**

The Production Services unit of the Department of Social Development offers production services' support to all Directorates/Line Functions within the Department. It is part of the Sub-directorate: Publications and Production Services. The Sub-directorate falls under the Directorate: Internal Communication.

The functions of the Sub-directorate include: production and development of publicity and marketing materials for the Department; safeguarding and acting as custodians of the brand and corporate image of the Department; production of the administrative and stationery and all other communication materials of the Department.

- **Objectives**

- Promotion of corporate image within and outside the Department
- To outline the production processes of the Production Studio
- Promotion of the new brand of the Department
- To encourage and promote uniformity among Departmental Line functions on all publications and communication materials

- **Background**

EXCO has approved the new corporate identity of the Department. The Department changed its name from Department of Social Welfare to the Department of Social Development. Exco further resolved that:

The new official colour of the Department shall be Earthy Brown, which is the colour on the lower part of the wings of the eagle on the government's coat of arms.

The abbreviation of the name of the Department shall be DSD or national DSD and no longer DosD or Socdev. Note that "national" is not part of the name but just a description, and therefore use of NDSD will be incorrect.

The approved logo of the Department is the following:

This logo should be used on all official communication materials, stationery, business cards, presentations, speeches, brochures, booklets, departmental forms and other promotional materials. Any document or product which carries a different logo cannot be official communication from the Department of Social Development.

The custodian of this Logo of the Department is the Directorate: Internal Communication. The logo can only be sourced from the Production Studio, which falls under the Sub-directorate: Publications and Production Services. Therefore, the logo may not be sourced from anywhere else except from the Production Studio.

Linked with the logo, is a pay-off line, also known as a tag line or slogan of the Department. The new slogan for the Department is: “Building a Caring Society. Together.” no longer: “Building in Partnership a South Africa that truly belongs to all its elderly, women, youth, children and people with disability”.

This new slogan must be used in all Departmental communication correspondences and promotional materials (where necessary).

Internal Communication Directorate intends utilizing Departmental publicity and marketing materials in an effort to successfully implement and sell the Corporate Identity of the Department. These will include using Departmental diaries, brochures, calendars, Christmas cards, internal and external signage, banners, reports, strategic plan, both print & electronic adverts including administration and any other publicity material that bears the name of Department of Social Development .

- **Materials produced by the unit**

The production materials developed in the unit are all below and above the line marketing materials, which include: Banners, Business Cards, Brochures, and Corporate Gifts etc.

- **Estimated Production time and period for each material (Design+ Layout + Print)**

- Banners and Rolla max - design (1 day); Printing 7 days
- Stands – design = 5 days; printing (a month depending on the size)
- Teardrops = full day; print =4 days
- Folders – 2 full weeks (printing included)
- Business Cards - 2 full weeks (printing included)
- Publications/other big documents (depending on the size) = 3 full weeks

- **Rules and Regulations**

Line Functions are prohibited from directly discussing a task/activity/project directly with Graphic Designers before meeting with the Production Manager of the team. This will assist in job flow

control and production schedule.

The manager of production team is the only authorized official to assign an activity/project to a graphic designer.

In the absence of the manager of production team the powers to assign a designer a task shall be ceded to the appointed acting official or the Head of Directorate Internal Communication.

For ad-hoc activities/events, the Line Function is expected to submit the information to the Designing Team as soon as becoming aware of such an event/project to allow smooth production process. Deadlines should be agreed upon.

Information from Line Functions should be sent to the Production studio in an electronic format. On a CD or through the e-mail.

For events that are on the Departmental National Calendar, request and information and instructions from Line Functions are expected to be submitted to Communication 2 months prior to the specific event.

The production work/requirements (designing, layout and printing) from all Directorates/Line Functions within the Department should pass through the Internal Communication Directorate, before they could be handed over to the external Service Provider.

Proofs of produced materials, for all promotional and publicity materials, should be signed off by the Graphic Designer, the Director of the involved Directorate and the Manager of the Production Team and the Director Internal Communication.

Storage of the developed promotional and communication materials is the responsibility of the involved Line Function.

12. INTERNAL EVENTS MANAGEMENT

- Events are strategically planned to achieve a desired result e.g.
- Create awareness, educate about the department, celebrate a milestone
- Raise funds, establish or strengthen relationships etc.
- It is important for the coordinator to understand the brief from the client

Six Important Questions that must be answered before embarking on an event

- Why must we hold the event?
- Who will benefit from the event?
- When will the event take place?
- Where will the event take place?

- What can be expected from the event?
- Approach of the event
- Approval of each event

The memo must clearly outline the following:

- Objectives and how does it link to the strategic plan
- Scope of the event
- Date, suggested venue and guest list
- Proposed programme and financial implication
- Apex leadership's role in the event

Budget

- Custodian of the event provide budget for the event
- Logistical arrangements
- Joint implementation between the event custodian and internal communications

Please see the Annexure Attached:

Cabinet Memorandum

Minutes

Internal Memorandum/Submission

Letters for Minister, Deputy Minister and the DG

Acknowledgement Letter

Parliamentary Question template



(NAME AND ADDRESS OF THE RELEVANT MINISTRY)

CABINET MEMORANDUM NO : ♣ of 2007 (No handwritten numbering and dates please. Also note that all text in red must be responded to and be deleted from the memorandum)
DATE : ♣ 2007
FILE NUMBER : ♣

1. SUBJECT

(Refer to par 8.2 of Guidelines. Do not use undefined acronyms here or anywhere in the document! Also remember: If there is only one paragraph under any heading, you don't have to number it – it will mess up the styles)

2. PURPOSE

2.1 (Never use any bullet points in a document submitted to the Cabinet! It also applies to annexures. Refer to paragraphs 8.1.2 and 8.3 of the Guidelines, as well as paragraphs 8.17 and 8.18 which deal with exceptions and general requirements.)

2.2

SUMMARY

3.1 (Not more than a half page! At this stage you should have studied items 1 to 4 of the Guidelines for the Drafting of Cabinet Memoranda? Also refer to paragraphs 8.4 and 8.1.3 of the Guidelines)

3.2

STRATEGIC FOCUS OF THE MEMORANDUM

(Refer to par 8.6 of the Guidelines)

DISCUSSION

5.1 Refer to par 8.5 of the Guidelines and remember, you are only allowed 7 pages for the whole memorandum! (Also refer to par 7.3 of the guidelines)

5.1.1 (Use this format if you wish to use sub-paragraphs – else stick to the numbering format above)

5.1.2

(a) (See comment above)

(b)

- (c)
 - (i) (See comments above)
 - (ii)

5.2

IMPLEMENTATION PLAN

Refer to paragraph 8.7 of the Guidelines

ORGANISATIONAL AND PERSONNEL IMPLICATIONS

(Refer to paragraph 8.8 of the Guidelines – did you reflect on all aspects?)

FINANCIAL implications

(Refer to par 8.9 of the Guidelines. This section holds the record for the highest number of memoranda referred back for clarification or finalisation!)

COMMUNICATION IMPLICATION

(Refer to par 8.10 of the Guidelines)

CONSTITUTIONAL IMPLICATIONS

(Refer to par 8.11 of the Guidelines)

IMPLICATIONS FOR VULNERABLE GROUPS

(Refer to par 8.12 of the Guidelines)

SECURITY IMPLICATIONS

(Refer to par 8.13 of the Guidelines)

DEPARTMENTS AND PARTIES CONSULTED, RESPONSES AND COMMENTS

13.1 (Refer to par 8.14 of the Guidelines. This section holds the record for the second highest number of memoranda referred back for consultation, or with departments or Ministers indicating that they were not consulted! You may also append responses if appropriate. Remember to indicate below whether the memorandum was finalised in consultation with the relevant Directors General Cluster and if not, why not)

13.2 The memorandum **was/was not** finalised in consultation with the **?????** Cluster because..... (This paragraph lies at the heart of integrated decision making and must be appropriately adapted and appear in all memoranda submitted to Cabinet. If not, it will be returned)

RECOMMENDATIONS

It is recommended that -

- 14.1 (Refer to par 4.15 of the Guidelines. Please note: This section is scrutinised in detail by all and care must be taken in crafting the recommendation(s). Do not use any acronym unless you have already defined it in the recommendation(s) under par 14. Do not ask Cabinet to "input" or to "advise". Submit clear recommendations for consideration. Do not ask Cabinet to approve funds outside the normal budgetary procedure. It won't. This must be consulted with the National Treasury)
- 14.2 (Please note that if at this stage you have gone beyond 7 pages (excluding paragraphs 15 to 17) the Ministry should recommend to the Minister not to approve the memorandum for distribution and that the memorandum be referred back. If for some reason the memorandum is longer than 7 pages or does not adhere to the guidelines and still reaches the Cabinet Office, it will be returned to the Ministry. Refer to par 15 below)

CONTACT PERSONS

(This should preferably not be the Head of Department but the drafter who must be readily available and who can be contacted with regard to queries. The Official must also accept responsibility for the technical correctness of the memorandum and the sentence below must be included in the Memorandum and must not be deleted)

I declare that the memorandum adheres to the guidelines provided by the Cabinet for the drafting of memoranda.

Name:

Designation:

Address::

Telephone:

E-mail:

HEAD OF DEPARTMENT

AUTHORIZATION FOR PROCESSING THE MEMORANDUM

MINISTER (ADD INITIALS AND SURNAME)

Is there a need for an electronic presentation to be done in addition to the memorandum?: Yes or No (Please indicate to assist with time allocation)

(If the answer is yes, kindly note that the maximum time allowed for an electronic presentation is 20 minutes (±12 slides) and also refer to the attached guidelines for electronic presentations to Cabinet)

DEPARTMENT OF SOCIAL DEVELOPMENT



MINUTES

VENUE:

MINUTES OF THE HEAD OF SOCIAL DEVELOPMENT MEETING

1.1 OPENING REMARKS AND WELCOME

1.2 ATTENDANCE AND APOLOGIES

Attendance

Absent with Apology

Absent without Apology

1.3 MINUTES OF THE PREVIOUS MEETING

1.4 ADOPTION OF THE AGENDA



social development

Department:
Social Development
REPUBLIC OF SOUTH AFRICA

ITEMS	DISCUSSIONS/DECISIONS	ACTIONS	TIME FRAMES	RESPONSIBILITY
2. MATTERS ARISING FROM THE MINUTES:				
2.1				
Document:	Decisions:			
3. MATTERS FOR DISCUSSION				
3.1				
Document:	Decisions:			
4. GENERAL ITEMS				
Announcement				
4. COSING AND DATE OF NEXT MEETING				



social development

Department:
Social Development
REPUBLIC OF SOUTH AFRICA

INTERNAL MEMO

Tel:

Fax:

DATE:		FILE NR:	
TO:		FROM:	

SUBJECT:

PURPOSE

BACKGROUND

DISCUSSION

MOTIVATION

FINANCIAL IMPLICATIONS/LEGAL IMPLICATIONS

RECOMMENDATIONS

DIRECTOR: CLUSTER INTERFACE AND EXECUTIVE SUPPORT

DATE:

Support/Not Supported

CHIEF DIRECTOR: CLUSTER INTERFACE AND EXECUTIVE SUPPORT

DATE:

Support/Not Supported

DEPUTY DIRECTOR-GENERAL: SOCIAL POLICY

DATE:

Approved/Not Approved



DIRECTOR-GENERAL

DATE:

Approved/Not Approved

DEPUTY MINISTER OF SOCIAL DEVELOPMENT

DATE:

MINISTER OF SOCIAL DEVELOPMENT

DATE:



social development

Department:
Social Development
REPUBLIC OF SOUTH AFRICA

Private Bag X901 Pretoria, 0001, 134 Pretorius Street, HSRC Building, Pretoria
Tel: +27 312 7500, Toll free line: 0800 60 10 11 www.dsd.gov.za

Yours Sincerely

Director General

Date:

Lefapha la Tihabololo ya Loago* Muhasho wa zwa Mvelaphanda ya Vhathu* ISebe loPhuhliso lweNtlalo yoLuntu* uMnyango wezeNtuthuko yaBantu* Kgoro ya Tihabollo ya Leago* Ndzawulo ya Nhluvuko wa Vanhu* LiTiko leTentfutuko yeBantfu* Lefapha la Ntshetsopele ya Setjhaba* UmNyango weTuthuko kwezokuHlalisana Departement* van Maatskaplike Ontwikkeling*

Building a Caring Society. Together.



social development

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Private Bag X9150, Cape Town, 8000 Tel: +27 21 465 1257, Fax: +27 21 465 6430 e-mail: vusim@dsd.gov.za

Director General

Yours Sincerely

Director General

Date:

Lefapha la Tlhabololo ya Loago* Muhasho wa zwa Mvelaphanda ya Vhathu* ISebe loPhuhliso lweNtlalo yoLuntu* uMnyango wezeNtuthuko yaBantu* Kgoro ya Tlhabollo ya Leago* Ndzawulo ya Nhluvuko wa Vanhu* LiTiko leTentufutuko yeBantfu* Lefapha la Ntshetsopele ya Setjhaba* UmNyango weTuthuko kwezokuHlalisana Departement* van Maatskaplike Ontwikkeling*

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MINISTER
SOCIAL DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

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Private Bag X9153, Cape Town, 8000, Tel: +27 21 465 1267, Fax: +27 21 465 3360, E-mail: minister@dsd.gov.za

Yours Sincerely

Minister of Social Development

Date

Lefapha la Tihabololo ya Loago* Muhasho wa zwa Mvelaphanda ya Vhathu* ISebe loPhuhliso lweNtlalo yoLuntu* uMnyango wezeNtuthuko yaBantu* Kgoro ya Tihabollo ya Leago* Ndzawulo ya Nhluvuko wa Vanhu* LiTiko leTentfutuko yeBantfu* Lefapha la Nishetsopele ya Setjhaba* UmNyango weTuthuko kwezokuHlalisana Departement* van Maatskaplike Ontwikkeling*

Building a Caring Society. Together.



DEPUTY MINISTER
SOCIAL DEVELOPMENT
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Private Bag X9136, Cape Town, 8000, Tel: +27 21 462 2600, Fax: +27 21 465 0054, E-mail: mamokoenam@dsd.gov.za

Yours Sincerely

Minister of Social Development

Date

Lefapha la Tihabololo ya Loago* Muhasho wa zwa Mvelaphanda ya Vhathu* ISebe loPhuhliso lweNtlalo yoLuntu* uMnyango wezeNtuthuko yaBantu* Kgoro ya Tihabollo ya Leago* Ndzawulo ya Nhluvuko wa Vanhu* LiTiko leTentfutuko yeBantfu* Lefapha la Ntshetsopele ya Setjhaba* UmNyango weTuthuko kwezokuHlalisana Departement* van Maatskaplike Ontwikkeling*

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social development

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REPUBLIC OF SOUTH AFRICA

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Tel: +27 312 7500, Toll free line: 0800 60 10 11 www.dsd.gov.za

Date

Address

Fax

Dear (Name)

RE: Subject

Introduction

This serves to confirm receipt of your

Kind Regards,

(TYPE YOUR DETAILS)

Lefapha la Tihabololo ya Loago* Muhasho wa zwa Mvelaphanda ya Vhathu* ISebe loPhuhliso lweNtlalo yoLuntu* uMnyango wezeNtuthuko yaBantu* Kgoro ya Tihabollo ya Leago* Ndzawulo ya Nhluvuko wa Vanhu* LiTiko leTentfutuko yeBantfu* Lefapha la Ntshetsopele ya Setjhaba* UmNyango weTuthuko kwezokuHlalisana Departement* van Maatskaplike Ontwikkeling*

Building a Caring Society. Together.

NATIONAL ASSEMBLY

QUESTION 49/2008
FOR WRITTEN REPLY

Date of publication on internal question paper: September 2008

Internal question paper no:

Mrs J A Semple (DA) to ask the Minister of Social Development:

How many vacant posts existed for qualified social workers in each province in respect of each of the past three years up to the latest specified date for which information is available?

NW2425E

REPLY:





Department of Social Development
Chief Directorate: Communication and DG's Office
Private Bag X901, Pretoria, 0001,
134 Pretorius Street, HSRC Building, Pretoria