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Department of
Social Development

CHILDREN SERVICES POLICY

Prepared by:

Social Development Integrated Policy, Planning and Research (IPPR) Unit

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It is hereby confirmed that this is the Children Services Policy with effect from 2024 (Resolution attached)


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THIS DOCUMENT IS NOT A POLICY INSTRUMENT OF THE CITY OF JOHANNESBURG METROPOLITAN MUNICIPALITY UNTIL A COUNCIL RESOLUTION ON ITS APPROVAL IS PASSED

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PREAMBLE

The Republic of South Africa is partisan to various international paradigms and discourses that seek to address poverty and inequality by seeking to fulfil the Sustainable Development Goals (SDGs). The country also played a critical role in the development of Agenda 2063 (The Africa We Want) in the context of the African continent.

Whereas the Constitution of the Republic of South Africa's Sections 7 – 39 of Chapter 2 outlines the human rights which will be protected within the Republic's jurisdiction.

Whereas Section 153 of the Constitution stipulates that local government is obliged to ensure that sustainable services are provided to communities.

Whereas Section 151(3) of the Constitution stipulates that a municipality has the right to govern the local government affairs of the community, subject to and in terms of national and provincial legislation.

Whereas the Municipal Systems Act 4 (1) stipulates that the council of a municipality has the right to govern on its own initiative the local government affairs of the local community.

Whereas the City of Johannesburg is a category A Municipality according to the criteria applicable by Section 2 of the Municipal Structures Act, read with Section 155 (1) of the Constitution.

Therefore, the City of Johannesburg Department of Social Development, henceforth referred to as DSD, and all its units adopt the Children Services Policy as set out in this document.

1. ACRONYMS AND ABBREVIATIONS

In this Policy, unless the context indicates otherwise, the English text prevails in the event of a conflict in meaning with other texts.

AU	African Union
AYC	African Youth Charter
CBOs	Community-Based Organisations
CoJ	City of Johannesburg Metropolitan Municipality
CoJ-DSD	City of Johannesburg Department of Social Development
DSD	Department of Social Development
DTI	Department of Trade and Industry
ECD	Early Childhood Development
EMS	Emergency Management Services
ESP	Expanded Social Package
LUM	Land Use Management
BDM	Building Development Management
EHP's	Environmental Health Practitioners
FBOs	Faith-Based Organisations
HDS	Human Development Strategy
HIV	Human Immunodeficiency Viruses
IDP	Integrated Development Plan
IPPR	Integrated Policy, Planning and Research
JMPD	Johannesburg Metropolitan Police Department
KPI	Key Performance Indicator
MDCS	Migrant, Displaced Persons and Children Services Unit – Department of Social Development
ME/MEs	Municipal Entity/Municipal Entities
NDP	National Development Plan
NGOs	Non-Governmental Organisations
NGP	National Growth Path
NPC	National Planning Commission
NYDPF	National Youth Development Policy Framework
SAHRC	South African Human Rights Commission
SDBIP	Service Delivery Budget Implementation Plan

SDG's	Sustainable Development Goals
UN	United Nations
UNESCO	United Nations Education, Scientific and Cultural Organisation

2. GLOSSARY OF TERMINOLOGY

Concept	Definition
Accounting Officer	This means the City of Johannesburg Metropolitan Municipality's Municipal Manager, also known as "City Manager".
Children Services	In the CoJ context, Children Services entail Early Childhood Development, Vulnerable Children and Compliance-related matters.
Children with Special Needs	Children who have an impairment, i.e., physical, e.g., loss of a limb; sensory, e.g. loss of hearing and sight; intellectual, e.g. learning difficulty.
City	Means the City of Johannesburg Metropolitan Municipality as established by Provincial Notice 479 of 2000 in terms of section 12 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) and includes an employee or person authorised to perform any function in connection with this Policy;
Convening	Coming together for a meeting or activity.
Early Childhood Development	In terms of the Children's Act, No 38 of 2005, Early Childhood Development means the process of emotional, cognitive, sensory, spiritual, moral, physical, social and communication development of children from birth to school-going age (0-6 years).
Early Childhood Development Centre	Any building or premises maintained or used, whether or not for gain, for the admission, protection and temporary or partial care of more than twelve children away from the parents. Depending on registration, an ECD centre can admit babies, toddlers and/or pre-school-aged children. The term ECD centre can refer to a creche, a daycare centre for young children, a playgroup, pre-school, after-school care etc. ECD centres are sometimes referred to as ECD sites
Early Childhood Development Services	A range of services to facilitate the emotional, intellectual, mental, spiritual, moral, physical and social development and growth of children from birth to 6 years

Early Childhood Development Programmes	These are planned activities designed to promote the emotional, mental, spiritual, moral, physical and social development of children from birth to 6 years.
Early Childhood Development Hub	Provides a hub of different activities including ECD services; training facility; opportunities for sharing; networking and supporting application of the acquired knowledge; mentoring support to all Early Childhood Development service providers, various activities for children within an ECD facility.
Early Childhood Development Practitioner	In terms of the Guidelines for Early Childhood Development Services (2006), the term refers to all ECD education and training development practitioners, that includes educators; trainers; lecturers; caregivers; and development officers, including those qualified by their experience, and who are involved in providing services in home-based ECD, ECD centres and schools.
Empowerment	Refers to the process of endeavouring to make an individual conscious of building critical analytical skills for him/her to gain self-confidence to take control of his/her life.
Expanded Social Package	The ESP programme is a basket of benefits and services the City allocates to individuals and the households in which they live based on their level of poverty and vulnerability.
Fire Safety Certificates	A certificate that the Fire Safety officer issues to an ECD Centre once it becomes compliant with the National Building Regulations
Health Clearance Certificates	A health compliance certificate that is issued by an Environmental Health officer to an ECD centre confirming that they meet the set minimum health standards
Informal settlement	Means the informal occupation of land by persons none of whom are the registered owner of such land, which persons are using the land for primarily residential purposes, with or without the consent of the registered owner and established outside of the provisions of this By-law or any other applicable planning legislation;
Partial Care facility	As per the Children's Act, No 38 of 2005, partial care is: "provided when a person, whether for or without reward, takes care of more than six children on behalf of their parents or caregivers during specific

	hours of the day or night, or for a temporary period, by agreement between the parents or caregivers and the provider of the service, but excludes the care of a child".
Policy	A policy translates the government’s political vision into programmes and actions to deliver outcomes, i.e., desired changes in the real world. It outlines the government’s decision regarding a particular course of action that will be undertaken or an issue that needs to be addressed and provides a broad framework for decision-making and implementation.
Stakeholder	A stakeholder refers to any individual or group with a vested interest who may add value, or contribute towards developing or benefit from, interventions in the Children's Services sector.
Subsidy	Subsidy to ECD services by the Government, including a place of care grant as referred to in Regulations of the Child Care Act, 1983
Vulnerability	Refers to heightened or increased exposure to risk as a result of one’s circumstance. It encompasses of various factors such as poverty, lack of access to education and healthcare, family instability, and exposure to violence or abuse.
Women begging with children at intersections	Women use children as begging baits to gain sympathy from passers-by/community members.
Zoning Certificates	The zoning certificates are issued by Planning and Building Development Management Department when the land is compliant with the City of Johannesburg Zoning Scheme.

3. INTRODUCTION

3.1. Context and Background

It has become common knowledge that the child's linguistic, socio-emotional, and cognitive development depends on the first few years of their life. As a result, in the City of Johannesburg, various programmes are in place, being developed, or being reviewed to address children's age groups ranging from 0 to 18 years. This calls for urgency to lay down a solid foundation for development and growth. The United Nations Education, Scientific and Cultural Organisation (UNESCO) affirms that learning begins at birth, and thus children's development is essential for their future endeavours. In 2015, the United Nations General Assembly (UN) formulated a collection of socioeconomic goals to guide the development of humankind and its economies, the Sustainable Development Goals (SDGs). These are aimed at promoting the global quest to deal with a myriad of issues that are most likely to be faced by vulnerable groups, including children, and thus the focus of this policy document.

The sustainable development narrative, including the implementation of the SDGs, has been peddled for almost a decade, and substantial ground has been covered in this regard. Even though visible strides have been made in bringing children's issues to the fore all over the world, a lot still needs to be done to protect and usher in improvements with regard to children's services as a whole, including Early Childhood Development (ECD), especially among the developing economies. Researchers in several countries and multiple disciplines recognise that ECD contributes towards narrowing socioeconomic inequalities and provides a critical foundation for future social well-being (Lu et al., 2020).

In South Africa, the importance of recognising and paying attention to Children, specifically ECDs, is highlighted by a plethora of planning documents implemented through all three spheres of the government. Several departments, including Health, Education and Social Development, have implemented these. According to Storbeck and Moodley (2010), the implementation of ECD interventions in departments has been hampered by a lack of clarity on how their policies will be implemented. The benefits for young children with disabilities remain questionable.

Through administrative and political buy-in, South Africa upholds children's rights as stipulated in Section 28(2) of the Constitution, which defines that "*a child's best interests are of paramount importance in every matter concerning the child*". Similarly, the City of Johannesburg (CoJ) has

long been on a quest to realise this fundamental human right. Effective intervention in the lives of these children requires an implementable policy for the City coupled with extensive collaboration between various stakeholders encompassing all government spheres, agencies, professional groups, and the general community at large.

4. STRATEGIC INTENT AND DESIRED OUTCOMES

4.1. Policy Problem Statement

International discourse on sustainability and human development culminated in a collection of global goals, which have become the blueprint for achieving a better future for all. However, the City is cognisant of the worldwide gap highlighted by the WHO Guideline Development Group (GDG). As of 2020, more evidence is still needed in specific areas of Children Services, necessitating additional data collection and research (WHO, 2020). In that fashion, the City is in a quest to contribute towards the country's socioeconomic development trajectory by contributing to a host of global goals (the UN SDGs) with a specific focus on Children Services (per this policy definition). The City's contributions would encompass mitigating poverty as stipulated by SDG Goal 1: No poverty. This is coupled with ensuring good health and well-being for children, as pronounced in Goal 3 and Goal 4 on Quality Education. Despite acknowledging and initiating the field of children's services in various sectors of the community, problems pertaining to Children Services still prevail.

In South Africa, ECD is recognized as a key area for development that can assist to reduce socioeconomic inequalities. Various government departments have begun focusing on the specific needs of this age group. However, in accordance with WHO-GDG findings, a shared understanding of family requirements is required, with a consequent absence of a coordinated effort to address the needs within the heterogeneous South African setting. In addition, the lack of a mandated policy for providing Children Services contributes to the fact that intervention within the ECD sector still needs to be formally recognized as a profession in South Africa. This has the effect of placing less emphasis on the need for training, which then ensures that the field remains wanting in sufficient substance (in terms of both the theoretical enhancement of the field and the day-to-day support of the infant and family).

In the City of Johannesburg, this is the first policy being developed to address Children Services in its totality, inclusive of the pillars on Early Childhood Development, Vulnerable Children, and Compliance of Early Childhood Development Centres.

4.2. Policy Purpose (Rational)

This policy is developed to influence the development of knowledge, plans, strategies, and programmes that respond to issues pertaining to Children Services in the City of Johannesburg.

The Children Services will address the following in this policy:

- Early Childhood Development
- Vulnerable Children
- Compliance with Early Childhood Development Centres

The policy provides guidelines for the implementation of Children Services interventions. This Policy:

- a) Serves as an overarching relevant policy for Children Services within the City of Johannesburg's regulated mandate;
- b) Seeks to promote accountability in a coordinated manner amongst Children Service providers;
- c) Provides a broad overview of responsibilities and accountabilities to various stakeholders;
- d) Promotes, protects, and ensures the equal enjoyment of all human rights and fundamental freedoms by children in the City of Johannesburg;
- e) Seeks to promote both internal and external collaborations in terms of services rendered to children; and
- f) Seeks to collect data to contribute towards contextual knowledge areas.

4.3. Policy Goals and Objectives

The overall goal and objective of the policy are to contribute towards the City's aspirations of fulfilling the SDGs, the NDP directives, and other relevant strategies that foster a better quality of life for children. This is done in line with international discourses, ideologies, the Constitution's Bill of Rights and other relevant pieces of legislation, and to further:

- a) Protect and promote the rights of children within the City of Johannesburg municipal jurisdiction.

- b) Outline the scope of practice for the Children Services Unit in the City and the roles and responsibilities of CoJ departments, Municipal Entities (MEs) and departments from different governmental spheres (National and Provincial), as well as external stakeholders, in terms of Early Childhood Development, Vulnerable Children and Compliance of ECD centres.
- c) Outline the process of implementation of the scope of practice and how this relates to all work that relates to Children Services; and
- d) Utilise the Children's policy as the foundation for the City's work regarding children (e.g., development of key areas of performance).

4.4. Policy Statement of Intent – Desired Policy Outcomes

This policy strives to achieve the following objectives:

- a) Improved quality of life for the vulnerable groups in the City of Johannesburg by focusing on Child Development.
- b) Improved stakeholder involvement in Children Services by strengthening the City and relevant organisations capacity to act as agents and proponents of Children Services and make meaningful contributions to vulnerable communities, including vulnerable ECD centres.
- c) Seeks to reduce the vulnerability of ECD centres, which are underdeveloped, through an integrated approach in terms of ECD compliance.
- d) To create a conducive environment for the City and relevant stakeholders to fully participate in addressing vulnerable children's matters by providing various forms of support.
- e) To create sufficient coordination across City departments and other spheres of government.
- f) To create a one-stop-shop for Children Services; through centres of excellence established in the City.
- g) Improved data collection through research, monitoring, and evaluation.
- h) To perpetuate area-based planning through inclusivity programmes and area-based planning; and
- i) To create an exit strategy for children who are about to leave the childcare system.

4.5. Scope and Application of the Policy

The policy is closely aligned with the fulfilment of the SDGs and the NDP, as well as key plans such as the Human Development Strategy (2005). The envisaged alignment of the CoJ IDPs to this policy will ensure clear KPIs relating to Children service development issues within departments and MEs.

4.5.1. Implementing Cohort

- a) Relevant CoJ officials in the Department of Social Development and other relevant CoJ Departments and MEs such as Departments of Health, Community Development, Development Planning, Public Safety, Johannesburg Property Company (JPC), City Parks and Zoo, Joburg Theatre, GICT-Smart City, Tourism, Environment and Infrastructure.
- b) All private sector institutions in Johannesburg that, through their corporate social investment programmes or other such programmes, are meant to deliver relevant work towards Children Services within the CoJ jurisdiction.
- c) All other community-based, faith-based, non-government organisations and organisations that focus on Children's Services in the City.
- d) All other interested parties, volunteers, and stakeholders who participate in the delivery of services to children within Johannesburg; and
- e) All persons involved actively or indirectly in delivering relevant socioeconomic services to this policy.
- f) Relevant National Departments and Gauteng Provincial Departments, such as the National Department of Home Affairs and the Gauteng Departments of Social Development, Health, and Basic Education, are key to the implementing cohort of this policy.

4.5.2. Beneficiaries

This policy applies to all children from birth up to age 18 years; and all organisations, Early Childhood Development practitioners, relevant stakeholders, caregivers, and service providers working in the field of servicing children within the jurisdiction of the City of Johannesburg Metropolitan Municipality.

5. REGULATORY FRAMEWORK

The CoJ is mandated to oversee, support, and regulate operations within the Policy scope by the following fundamental legislative imperatives:

5.1. National and other legislation

Act	Relevance
<p>The Constitution of the Republic of South Africa</p>	<p>The Constitution is the country's supreme law, and it entrenches specific rights and responsibilities that apply to everyone, including children and youth.</p> <p>Chapter 2, Section 9(3) states that <i>“the state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth”</i>;</p> <p>In addition, section 10 states that <i>“everyone has inherent dignity and the right to have their dignity respected and protected”</i>.</p>
<p>Children Act, No 38 of 2005</p>	<p>The Act provides provisions for Early Childhood Development, child and youth care facilities, and drop-in centres.</p> <p>Section 76 of the Act defines partial care as when a person takes care of more than six children on behalf of their parents or caregivers during specific hours of the day or night, or for a temporary period, by agreement between the parents or caregivers and the provider of the service. This can be done for monetary compensation or for free, depending on the circumstances.</p> <p>This Act offers a comprehensive framework for child protection, including a special chapter (6) on Early Childhood Development. It requires formulating a comprehensive plan to provide a well-resourced, integrated, and managed Early Childhood Development system that considers children with disabilities and chronic diseases. It also provides a comprehensive framework for providing social services for children. The Act also provides for interventions for children who are in need of care and protection, as defined in the Act and outlined in Chapter 9 of the Children's Act.</p>

Act	Relevance
	<p>It also provides a comprehensive framework for providing social services for children in South Africa. It includes a dedicated Chapter (8) on prevention and early intervention programmes. Parenting and family support are considered key outcomes of prevention and early intervention programmes, and the provisions recognise Early Childhood Development services as a form of prevention and early intervention.</p> <p>Section 89 of the Act indicates that "every child and youth care centre must undergo a quality assurance process, as required by section 211(1) of the Act and in terms of section 211(2) of the Act, within two years of registration of such centre. The quality assurance process must be repeated periodically, at intervals of not more than three years from the date on which the previous quality assurance process was finalised".</p>
<p>Child Justice Act, No. 75 of 2008</p>	<p>This Act created a new procedural framework for dealing with children that find themselves in conflict with the law. It promotes a rights-based approach to children accused of crimes but also seeks to ensure accountability and respect for the fundamental freedoms of others. It also aims to create special mechanisms, processes, or procedures for dealing with children who conflict with the law and to prevent crime and promote public safety through the use of diversion, alternative sentencing and restorative justice.</p>
<p>Child Justice Amendment Act 28 of 2019</p>	<p>This Act amends the Child Justice Act of 2008; it regulates the minimum age of criminal capacity and provisions relating to the decision to prosecute a child who is 12 years or older but under the age of 14 years.</p>
<p>Municipal Structures Act, No. 117 of 1998</p>	<p>The Act, among other things, sets out to provide for an appropriate division of functions and powers between categories of municipalities; to regulate the internal systems, structures, and office-bearers of municipalities; provide for appropriate electoral systems and provide for matters in connection therewith.</p>

Act	Relevance
Municipal Systems Act, No. 32 of 2000	The Act, among other things, provides for the social and economic upliftment of local communities; universal access to essential services that are affordable to all, the municipality working in partnership with the local community, community participation; an enabling framework for local government, human resource development, empowering the poor and overall social and economic upliftment of communities in harmony with their local natural environment.
National Youth Development Agency (NYDA) Act, No. 54 of 2008	The Act provides for the establishment of the National Youth Development Agency (NYDA) aimed at intensifying youth development services and focus. It mandates the NYDA to develop an Integrated Youth Development Strategy for South Africa and initiate, design, coordinate, evaluate and monitor all programmes aimed at integrating the youth into the economy and society in general. The Act further instructs the Agency to promote a uniform approach by all organs of state, the private sector and non-governmental organisations to matters relating to or involving youth development.
National Youth Development Agency Amendment Bill, 2020	The Bill aims to amend the National Youth Development Agency Act, 2008, to insert new definitions; to amend certain sections that provide for the administration of the Act by the Executive Authority; to amend the provisions relating to the objects of the Agency; to amend provisions relating to reporting by Agency; to amend provisions relating to roles of organs of state in supporting the Agency; to provide for additional board members; to provide for the extension of the term of office for board members; to provide the for the establishment of the Agency at provincial and local levels; and to provide for matters connected therewith.
The Promotion of Equality and Prevention of Unfair Discrimination Act, No. 4 of 2000	The Act provides for the amplification of the constitutional principles of equality and elimination of unfair discrimination.

Act	Relevance
The Intergovernmental Relations Framework Act, No 13 of 2005	The Act provides for national, provincial, and local spheres of government to facilitate cooperation in implementing the policies and legislation, including coherent government, effective provision of services, monitoring, implementation and realisation of national priorities.
White Paper for Social Welfare of 1997	The White Paper for Social Welfare makes provision for youth development. It sets out the needs of youths and the approach the welfare departments will take in addressing those needs. Over and above, it presents a paradigm shift for the nation, which is aimed at addressing societal inequities created by the apartheid system. The document delineates a developmental social welfare approach to ensure service delivery to previously marginalised groups.
The White Paper on Local Government of 1998	The White Paper on Local Government identifies the need for municipalities to ensure that all citizens, regardless of race, gender or sexual orientation, have access to at least a minimum level of services. The paper further states that accessibility is about making services available, easy and convenient. This also applies to children and the youth.
Skills Development Act No. 97 of 1998	<p>This Act is key in building capacity for employability, thereby contributing towards the skills of relevant people who can participate in servicing children. It aims to expand the knowledge and competencies of the labour force to improve productivity and contribution in various sectors, including Children Services. The main aims of the Act also include:</p> <ul style="list-style-type: none"> • To improve productivity in the workplace. • To increase the levels of investment in education and training. • To improve the delivery of services.
National Integrated Early Childhood Development Policy 2015	Provides an overarching framework of Early Childhood Development definitions, responsibilities and role players within which all relevant national and sectoral laws, programmes and strategies must be developed and synergised and where there is a conflict, the latter must be changed (As extracted from the National Integrated Early Childhood Development Policy, 2015)

5.2. Related policies/ strategies (policy instruments)

The South African child development sector is regulated by various policies that provide broad guiding principles and act as a departure point for the design of the CoJ's Children Services Policy.

5.2.1. International Imperatives

Policy instrument	Description
Improving Early Childhood Development: WHO guideline	The WHO guidelines provide recommendations to a wide audience on global evidence to improve ECD. Its objective is to identify feasible interventions that effectively improve ECD outcomes.
Sustainable Development Goals	Adopted in 2015, the United Nations Sustainable Development Goals (SDGs) are goals all 191 UN member states have agreed to achieve by 2030. The UN commits world leaders to combat poverty, hunger, and disease, to name a few. The SDGs are derived from this discourse, and specific targets and indicators have been allocated to each goal. The policy considers the working definition of the term children.
World Programme of Action on Youth 2000 and beyond	The World Programme of Action on Youth for 2000 and beyond was adopted by the United Nations ministers responsible for youth. The 10 (ten) year plan seeks to actively address the challenges faced by youth globally in a practical way. It also contains concrete proposals on how countries should improve the well-being and livelihoods of young people in their respective countries. This policy framework seeks to deliver opportunities to enhance young people's protection and participation in the City and provide practical guidelines for Children Services leading up to youth development.
Commonwealth Youth Charter 2005	The Commonwealth Youth Charter provides the parameters for developing youth policies in all Commonwealth countries. It is focused on creating societies wherein youth are empowered to develop their creativity, skills, and potential as productive and dynamic members of society.
The African Youth Charter of 2006	The African Youth Charter (AYC), adopted in May 2006 and endorsed by AU heads of state in July 2006, is a political and legal document that serves as a strategic framework that gives direction to youth

Policy instrument	Description
	<p>empowerment and development at continental, regional and national levels. The charter is in line with the efforts of the African Union (AU), which seek to provide an avenue for effective youth development.</p> <p>South Africa has signed and ratified the AYC as it is consistent with the South African Constitution. Nearly all its provisions align with the socioeconomic programmes being implemented or envisaged. Effective youth development can only be attained through a robust and practical child services programme.</p>
Skills Development Act, 1998 (Act No. 97 of 1998)	<p>The Act intends to provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce and to integrate those strategies within the National Qualifications Framework contemplated in the South African Qualifications Authority Act, 1995. The Act also provides for leaderships that lead to recognised occupational qualifications and for the financing of skills development utilizing a levy-grant scheme and a National Skills Fund.</p>
Youth Employment Accord 2013 and the Skills Accord 2011	<p>The Youth Employment Accord and the Skills Accord have been acknowledged and ratified by all critical sectors of society, such as government, business, labour, civil society and NGOs. They aim to improve the skills of the youth and the sensitisation of the economy at large to the employment needs of the youth.</p>
United Nations Convention on the Rights of a child	<p>UN Convention on the Rights of Children</p> <p>'The United Nations Convention on the Rights of the Child (UNCRC) is a legally binding international agreement setting out civil, political, economic, social and cultural rights of every child, regardless of their race, religion or abilities'. (As extracted from the United Nations Convention on the Rights of a child)</p>

5.2.2. National, Provincial and Local Imperatives

Local Government is mandated by law to develop a service delivery capacity to meet the basic needs of all South African communities. The following key legislative imperatives provide a mandate to the CoJ to manage, support and regulate activities within the Policy scope:

Policy instrument	Description
City of Joburg Human Development Strategy	The HDS intends to provide a framework for other CoJ policies to accommodate a human development perspective and address conditions such as poverty, inequality, and social exclusion on a City scale.
New Growth Path 2011	The New Growth Path (NGP), released in 2011, articulates a vision to place jobs and decent work at the centre of economic policy. It sets out a target of 5 000 000.00 (five million) new jobs to be created by 2020. It also sets out key job drivers and priority sectors such as infrastructure, the agriculture value chain, the mining value chain, the green economy, the manufacturing sectors, and tourism. It is based on strong, sustained, and inclusive economic growth and the rebuilding of productive sectors of the economy so that all of society, including youth, can benefit.
National Development Plan, 2012	The National Development Plan (NDP) is designed to enhance sector plans, aiming to eliminate poverty and reduce inequality by 2030. It indicates that the elimination of poverty and reduction of inequality can be realised by growing an inclusive economy, building capabilities, enhancing the capacity of the state and promoting leadership and partnership within society.
National Youth Policy 2030	The National Youth Policy for 2020-2030 (NYP 2030) is a cross-sectoral policy aimed at effecting positive youth development outcomes amongst young people at local, provincial and national levels in South Africa. It is developed collaboratively by multiple stakeholders in consultation with young people, for all young people in South Africa, with the intent to redress the wrongs and injustices of the past and to deal decisively with the persistent as well as new and emerging challenges of the country's diverse youth. Pillars of consideration in the policy encompass youth education, economic participation, and physical and mental health.

Policy instrument	Description
National Skills Development Plan, 2030	The NSDP seeks to improve access to occupations in high demand and priority skills aligned to supporting economic growth, employment creation and social development while also addressing systemic considerations.
Integrated Development Plan, 2020/2021	The IDP sets out a commitment to child services, including raising awareness and providing insights to upgrade the City's parks by delivering new equipment for children at local parks. The provisions of this policy will facilitate the IDP's programmatic goals. Furthermore, the development of children is central to building a caring, safe, well-run, and inclusive City and allows youth to access opportunities that improve their lives. In short, youth development is related to all the strategic focus areas of the IDP.
Guidelines for Early Childhood Development Services – Department of Social Development, May 2006	Early Childhood Development services must be holistic and attend to the child's health, nutrition, development, psychosocial and other needs. Parents, communities, non-governmental organisations, and government departments have a role to play in ensuring an integrated service to children. Collaboration between sectors is, therefore, of the utmost importance. Access to basic social services is the right of all children, parents and other primary caregivers. They should have access to as many resources as possible to provide for the needs of young children.

6. PUBLIC CONSULTATION AND POLICY REVIEW

Public consultation for this policy included the identification and selection of participants, instruments designed to collect the necessary data and information, data-gathering processes, data capturing and arrangements, analysis and interpretation, and final data presentation. The public participation approach adopted a qualitative research methodology, driven by the interpretive paradigm and its subjectivist epistemology. To get a thorough grasp of the policy phenomena under consideration, the process used criterion sampling within the context of a purposive sampling strategy.

The public participation was a three-pronged approach across all seven (7) regions: (a) data collection sessions comprising physical focus group sessions, (b) the uploading of the draft Children Services policy for public review and comments; to the City of Johannesburg website and (c) the creation of a central email to capture the responses from participants who wished to convey their views and rationales through emailing services. This was done to expand the involvement of the public by broadening the zone of influence. Public participation sessions commenced during the month of August to September 2022 in all regions of the City of Johannesburg. Beneficiaries, community members, and representatives of community and appropriate support organisations in the CoJ regions were among the invited stakeholders, who eventually constituted a specific reference group for consultation.

The qualitative data gathered through public engagement was compiled and prepared for analysis. In data analysis, inductive reasoning was applied. This strategy allowed the policymakers to concentrate on discovering new occurrences and reconsidering previously researched phenomena. The collected field data was organised and thematically analysed using the ATLAS.ti programme. The programme was used to search for and organise ideas and thoughts, highlighting emerging themes. As the public's voice, these themes were collated and used to inform the new Children Services policy.

The usefulness of thematic analysis in examining this policy stems from its capacity to provide policymakers with the chance and flexibility to detect, analyse, and report on patterns (or themes) arising inside and beyond the data acquired. It also allowed them to minimally organise and describe the dataset in detail. It is worth noting that qualitative data analysis required them to carefully scrutinise the content of the data obtained in a systematic manner in order to ensure that emerging trends, their frequency of occurrence, and the manner in which they are described and captured are accurately reflected in this policy. As a result, the analysis of stakeholder input has been used to inform this policy, as approved by the Council.

7. POLICY INTERVENTIONS AND IMPLEMENTATION (PROVISION AND PROCEDURES OF THE POLICY)

The following interventions have been identified for Children Services in the City. The DSD must be the lead department in developing interventions, but all Departments and Entities must identify their contributions in terms of programs and implementation. The directives and interventions of this policy are organised around three (3) main pillars: Early Childhood Development, Vulnerable Children, and ECD Centres Compliance.

7.1. The strategic intent of the Children Services in the City must be elevated

The mandate of Children Services must be elevated and mainstreamed across all relevant departments and municipal entities. This will allow the Children Services mandate to be positioned where it will command strategic influence, ensuring transversal and inter-departmental coordination, and thus having a better chance to amass resources. This will allow relevant matters such as ECD to be treated with utmost importance.

7.2. Pillar 1: Early Childhood Development Interventions

Investing in Early Childhood Development is essential for building human capital, reducing inequities, and promoting sustainable development in the City. The following are key categories of interventions aimed at improving Early Childhood Development within the City of Johannesburg:

7.2.1. Training of ECD Practitioners

The period of ECD is a critical one since it is during this time that foundational learning and development take place. In this regard, the training must emphasize the following critical areas:

a) Capacity Building Training for ECDs

Training and capacity building are essential to allow ECD practitioners to enhance quality and development within the classroom, and effectively ensure that children can fulfil the appropriate developmental milestones. The interventions must therefore focus on the following:

- i) Provide training for ECD practitioners in collaboration with internal and external stakeholders rendering services in terms of training ECD practitioners. This will ensure that practitioners are competent and have the knowledge and training to deliver ECD programmes.
- ii) In collaboration with internal and external stakeholders, provide the foundational training to ECD practitioners with no education and build on the foundational training with relevant topics pertaining to child development and positive outcomes.
- iii) The City must establish partnerships and collaborate with various stakeholders and institutions to organise formal training (i.e., accredited training).
- iv) Provide guidance, assistance and capacity building to ensure that ECD sites and practitioners comply with registration requirements and children receive high-quality and equitable ECD services.
- v) Develop a database to track progress in the training of practitioners.

b) Curriculum Development

Intervention in curriculum development is intended to be beneficial and must focus on the following:

- i) Provide support towards the development of a standardised curriculum that covers integrated programmes which would encompass developmental areas, including cognitive, physical, psychological, spiritual, and other development areas, which are critical in this foundational phase.

c) ECD Management

As part of improving daily operations within an ECD setting as an organisation, this intervention must focus on training ECD practitioners on elements including the following:

- i) Train ECD practitioners to manage financial, physical assets and human resources at the ECD centres.
- ii) Facilitate the creation of ECD Management tools that are designed to assist ECD practitioners in improving the quality of services provided by ECD centres.
- iii) Provide support for ECD practitioners through training programmes that focus on fundraising, financial management and labour-related matters pertaining to ECDs.

d) Supporting Excellence in ECD

Attaining excellence in ECD education and development services must include the following:

- i) Train ECD centres in the record management and knowledge management systems to enhance effective and cutting-edge competency towards the City's gradual progression and enhancement of ECD performance.
- ii) Broaden access to quality programmes and stirring demand for ECD programs through educational programmes and advocacy of ECD.
- iii) Collaborate with stakeholders to enable access to quality and equitable ECD services and provide support for families to utilise these services.
- iv) Advocacy and promotion of early childhood education
- v) Children of non-affording caregivers and parents must be supported and enabled to access Early Childhood Services through collaborative efforts.

e) Early Childhood Development Support for Children with Disabilities

Support for children with disabilities and special needs interventions must include the following:

- i) Equip ECDs centres, through the provision of information relating to the learning and developmental environment of children with special needs
- ii) In collaboration with key stakeholders within the field, provide specialised training to ECD practitioners in working with children with special needs.
- iii) Establish partnerships with stakeholders to identify and support learners with special needs and render specialist services in the ECDs.
- iv) Provide support towards developing programmes for children with learning and development barriers.

f) Safety and Security Pertaining to ECDs

The safety and security of ECDs, including children and staff within these institutions, is of critical importance, and therefore, within the context of these interventions, efforts must be focused on the following:

- i) Ensure that ECD centres are well maintained, furnished, and safe for children. This includes the ECD undertaking safety measures to protect the children and staff from criminal activities.
- ii) Provide training on safety and security measures within ECD centres in collaboration with internal and external stakeholders.
- iii) Train ECD centres on the importance of safety and oversight within an ECD setting to ensure that children's safety is maintained.

g) Children without Documentation

In terms of interventions for undocumented children, the focus must be on the following:

- i) In collaboration with the Migration Sub-Unit, to provide awareness and educate parents, caregivers, and ECD practitioners on the importance of documentation. This will include working with critical stakeholders (i.e., the Department of Home Affairs and other stakeholders in this field).
- ii) Provide information to support ECD practitioners that seek assistance with undocumented children.

h) Food Supplements and Nutritional Support

ECDs are well-placed to promote adequate, appropriate, and safe nutrition for children. Thus, interventions on food supplements and nutritional support must include the following:

- i) Collaborate with partners to provide food supplements to promote healthy growth and development, improve learning ability, and reduce chronic malnutrition.

- ii) Collaborate with different stakeholders on training staff on food handling, storage, and preparation in the facilities to ensure hygienic behaviour.

7.2.2. Monitoring of ECD sites

Interventions aimed at improving the monitoring of ECDs sites must include the following:

- a) Implement monitoring of ECD sites to provide onsite support, guidance, and assistance to ECD centres. The monitoring process must ensure that ECD sites are implementing developmental programmes.
- b) Monitor various aspects of the ECD centres, including play areas, learning and development materials, fantasy areas, outdoor play, health, and nutrition (including menus for the ECD centres).
- c) Monitor ECD centres on a regular basis by respective departments, such as the Department of Social Development (CoJ), Health, Public Safety and Education, to ensure safe and child-friendly environments that comply with health and safety regulations and by-laws.
- d) As part of the monitoring process, a central database must be developed for all ECDs in collaboration with other key departments, for planning, monitoring, and as part of the ECD knowledge-based system within the City.

7.2.3. Parental Skills Workshop

The parental skills are directed towards sharing information with parents who may find themselves requesting information. This will enhance cooperation, ensure the active involvement of parents, and work alongside other stakeholders on issues of child development. Parents and caregivers are the most important part of a child's life; therefore, they need to be included in all interactions with children. The relationship with parents and the wider community must be strengthened through the following:

- a) Design programmes that are aimed at empowering parents, caregivers and families about the value and importance of ECD and their role in the education of their children.
- b) Implement parental workshops to ensure children's knowledge acquired in the ECD is extended into their home environment to strengthen their social and cognitive development.
- c) Strengthen relationships with external organisations that provide a range of support services for parents concerning child development.

7.2.4. Educational Health Programmes

Educational Health programmes are critical in ensuring children reach their health and developmental milestones. In all health matters and undertakings, parental consent must be provided due to the nature of this intervention. The following interventions must be facilitated to improve the health outcomes of children:

- a) Collaborate with the City's Department of Health and various health organisations to provide supportive services, including education and awareness, immunisation, and other health-related matters. This is directed towards improving the overall health of children and focusing on complete and holistic health as they develop and grow.

7.2.5. Hosting of Regional Forums and Workshops

Interventions in hosting regional forums and workshops must include the following:

- a) Provide ECD forums in all regions with regular information and updates on Early Childhood Development.
- b) Design Regional Forums and Workshops to foster interaction and engagement on matters relating to children.
- c) The Children Services Sub-unit must facilitate regular workshops with all ECD forums across the City.

7.3. Pillar 2: Vulnerable Children Interventions

The following services for vulnerable children must be part of a basket of services to enable holistic support of child development and flourishing children. Implementation of these services will require extensive collaboration with all spheres of government, as per their legislative mandates. This is especially important in the Children's Act 38 of 2005 (Chapter 9), which identifies children needing care and protection, necessitating statutory interventions. Other extensive collaborations are required with key stakeholders within the children's services sector, to work closely with the department to ensure that children reach their optimal developmental levels. Interventions on Vulnerable Children must include the following:

7.3.1. Hosting Sports and Recreation Activities

The hosting of sports and recreational activities must include the following:

- a) Involve children in sporting and recreational activities that would positively contribute to their development.

- b) Establish and implement holiday programmes through various collaborative initiatives for children within various communities, including children living in deprived areas.
- c) Collaborate with key stakeholders to strengthen physical and holistic development in children.

7.3.2. Conceptualisation of Programmes to Promote Arts and Culture

Improving arts and culture interventions must include the following:

- a) Children are creative by nature, the City must elevate their creativity and provide arts and cultural activities for their artistic development.
- b) Support and enable children to showcase their talents through various artistic and creative programmes.

7.3.3. Conceptualisation of Leadership programmes

Leadership programmes must be designed to develop and inculcate leadership values and responsibility at a young age in ways that encourage children to become leaders as they grow.

7.3.4. Library and Information Services for Children

The ECDs must collaborate with the Department of Community Development and the Department of Library to promote reading and literacy development. This is a crucial aspect of society, as it intends to empower children with knowledge.

7.3.5. Technological Programmes for children

The interventions relating to technology programmes must focus on the following:

- a) Enhance the technical proficiency of children across the Regions.
- b) Create programmes that will enable children to advance in the digital arena and participate on a global scale.

7.3.6. Provision of Aftercare Children Support

The provision of aftercare support for children must include the following:

- a) Train caregivers about aftercare support and how it impacts the overall growth and success of children.
- b) Develop aftercare programs to cater for and protect vulnerable children from possible abuse and exploitation.
- c) Through various collaborative processes and with key stakeholders, provide support to strengthen vulnerable children's academic functioning.

- d) Facilitate the provision of nutrition in the afternoon to improve enrolment, attendance, discipline, and learner achievement.

7.3.7. Improve Awareness and Child Protection

Protecting children from violence, abuse, and exploitation is not only a basic value but also an obligation that is set out in Article 28 of the South African Constitution. The activities associated with child protection are geared toward caregivers, parents, and children. These activities include Child Protection Events and awareness sessions on the importance of Child Protection. Interventions must comprise the following components:

- a) Promote the safety and well-being of children and their sense of dignity by working with key stakeholders who advocate for and run programmes to keep children safe and healthy.
- b) Plan effective awareness programmes that promote child protection, healthy parenting practices and child safety skills.
- c) Create awareness of communication structures available for reporting suspected mistreatment of children.
- d) Build community support to address child abuse and risk factors and promote healthy families.
- e) Collaborate with various stakeholders to increase access to counselling (psychosocial support), health care support, and home care.
- f) Use social media to promote and protect vulnerable children from abuse, neglect, and exploitation. Social media will be utilized in a manner that does not endanger the safety of children, or act in a manner that exposes them to further elements of abuse.
- g) Create a database of vulnerable children in consultation with caregivers, parents, civic groups, and local communities for expanded support, including fees, clothing, nutrition, family support, and others.

7.3.8. An Integrated Approach to Child Protection

As part of strengthening interventions for vulnerable children, it is important to facilitate an integrated approach to vulnerable children and child protection, that includes various professionals and professional bodies to collaborate and work jointly in addressing matters relating to Child Protection.

7.4. Pillar 3: ECD Compliance Interventions

Compliance interventions focus on assisting non-compliant ECDs to become compliant with the structural and health requirements. Interventions on compliance must include the following:

7.4.1. Creation of One-stop-shops for ECD Compliance

- a) Establish one-stop-shops in all regions to provide a holistic and integrated office where all relevant Departments responsible for the implementation of ECD compliance, by-law regulations and Acts can be found in one place to assist in ECD's registration processes.
- b) Each Department must have an official to deal with health and safety standards, the requirements thereof, and guidance on obtaining the above.
- c) In addition to ECD compliance interventions, the one-stop shops in the regions must host a toy library, and a book library, and implement child protection events within the community.
- d) Implement training and awareness by all relevant departments regarding the requirements for non-compliant ECDs to become compliant and address issues of non-compliance.
- e) Focus interventions on ECD compliance, information sharing and referral processes.
- f) Ensure that one-stop-shops are supplemented by roadshows held by the Department of Social Development and relevant stakeholders.

7.4.2. The Development of a Digital Application Tool for ECD Compliance

- a) The relevant departments responsible for ECD compliance must develop an integrated digital system to ease the application process for ECDs.
- b) This digital tool must be monitored consistently by key departments (or their nominated representatives) to ensure timely feedback is provided to respective applicants.
- c) This digital tool must be accessible to all communities from various Regions within the City.
- d) Applicants must be kept up to date on the status of their applications using various communication channels.
- e) City and other departments responsible for compliance must have succession plans to ensure continuity when their officials resign, leave, or retire.
- f) Create a shared database to prevent duplication of submitted documents and to identify obstacles, processes and solutions implemented by various units to facilitate registration.

7.4.3. Facilitate Access to Subsidies

Interventions on access to subsidies must include the following:

- a) Collaborate with stakeholders and facilitate access to subsidies, grants, and other resource support by sharing information, providing guidance, and advocacy.

7.4.4. Availing City-Owned Buildings for ECDs Services

City Owned building interventions for Early Childhood Development must include the following:

- a) Identify underutilised buildings in the City that can be used to provide Early Childhood Development Services to the communities. This includes the ECD Training Hub(s), which must be established in all Regions, and these hubs must serve as one-stop-shops.
- b) Assess the suitability of City-owned buildings for the provision of ECD services to communities. This includes adhering to the minimum norms and standards as outlined in the Children's Act.

7.4.5. Availing City-Owned Facilities for ECDs Services

The right to land use is a significant obstacle for vulnerable ECD centres seeking compliance status. City-owned facilities lacking lease agreements and building plans must be addressed through the following interventions:

- a) In consultation with JPC, compile a list of all City-owned facilities with ECD centres, investigate the operation of the ECDs on a case-by-case basis and prioritize those operating without a lease agreement.
- b) Facilitate discussions with relevant stakeholders on the process of lease agreements and access to building plans for vulnerable ECDs.
- c) In consultation with Development Planning, provide support on acquiring an architectural design for City-owned facilities without building plans.

7.5. Conditions and Implementation of the Policy

The successful implementation of this policy rests on the following critical factors:

- a) Providing training, capacity building and sensitisation of Children Services development, specifically on the policy. The first level of sensitisation is within the CoJ's Departments and municipal entities. All departments and entities must be aware of the policy and be enabled to support the planning and implementation processes. This would ensure that Children Services development is mainstreamed into departmental plans and budgets.

- b) Mobilising support for the implementation of this policy. Whilst there has been stakeholder participation in its development, ongoing sensitisation thereof is critical for the successful implementation of this policy.
- c) Endorsement of the policy by all partners and buy-in sourced from all stakeholders, both administratively and politically.
- d) Engagements with the private sector, MEs, donors and other potential role players in implementing this policy.
- e) Linking Children Services to the latest technologies associated with the Fourth Industrial Revolution (4IR), led by Group Information Communication Technology and Information Management and managed by the Department of Social Development.
- f) Functional and effective institutional arrangements meeting the following minimum standards:
 - i. Key stakeholders must be involved and informed at all stages.
 - ii. Multi-sectoral forums must be established and enabled to function effectively at the ward/regional level; and
 - iii. Reporting procedures and mechanisms from ward level to citywide must promote and ensure accountability in utilising funds and meeting the KPIs for Children's development.
- g) Municipal budgeting for Children Services. The approach to children's services development programmes at the ward level requires the allocation of specific budgets and resources. CoJ, in its annual IDP processes, must allocate sufficient resources to:
 - i. Improve its human resource capacity for Children Services; and
 - ii. Ensure that a budget is earmarked for Children Services in line with the City's programmatic priorities.
- h) This policy will come into effect upon approval by the CoJ Council and an action plan for implementation must be developed by the implementing unit, the MDSC Unit (Migrant, Displaced Persons and Children Services Unit) – Department of Social Development, within 6 (six) months thereafter and submitted to the Unit Head. The Unit Head will coordinate a consolidated implementation plan.

8. INSTITUTIONAL ARRANGEMENTS FOR POLICY IMPLEMENTATION- ROLE CLARIFICATION

The institutional arrangements outline the systems, processes and structures used by the CoJ to plan and manage activities to implement this policy efficiently and to effectively coordinate with

others in fulfilling its mandates. Thus, the institutional arrangements outline the responsibilities of the DSD, other CoJ Departments, and external stakeholders.

8.1. Responsibility of CoJ Social Development Department

- a) The CoJ DSD is the custodian of this policy, and all powers are vested in the Accounting Officer (City Manager) to ensure legitimate implementation thereof.
- b) It is the responsibility of the CoJ DSD to design annual implementation programmes and action plans to give effect to this policy. The programmes and action plans will be based on regular feedback from the recipients of the programmes.
- c) The CoJ DSD will be responsible for monitoring this policy and ensuring that adequate training and awareness-raising are provided on this policy.

8.2. Other Departments and Entities

The following internal stakeholders will be consulted on matters relating to the Children's services:

- a) CoJ DSD to work collaboratively with the Departments of Development Planning (Town Planning and Building Control), Public Safety and, Health (Environmental Health) on compliance issues. The following departments will implement the required legislative by-laws:
 - i. Development Planning (Land Use Management and Building Control): Town Planning and Building Control - The development planning department is responsible for matters related to land use, zoning, consent use and the approval of building plans submitted through compliance process. They are also responsible for fast tracking the list of ECD centres in their possession for verification in relation to previous plan submitted. In terms of Land use rules, they are responsible for evaluating applications and assessing under-utilised City-owned buildings eligible for the provision of ECD services.
 - ii. Public Safety (Emergency Services): EMS Disaster Management – emergency and evacuation planning and JMPD - is responsible for assessing the application in accordance with National Building Regulations and Standard Act requirements for Fire Safety clearance and issuance of Fire Safety Certificates. EMS is also responsible for change of occupancy (e.g., using a house or garage for an ECD centre). JMPD – Ensure the safety and Security of children in the ECDs.

- iii. Health Department (Environmental Health) - In addition to evaluating applications and granting health permits, the Health Department is responsible for providing suitable and accessible health care in ECDs.
- b) Joburg Theatre – responsible for the provision of support for children's participation in artistic and cultural activities.
- c) Joburg City Park - responsible for ensuring that children in the City have access to safe, well-maintained playgrounds to assist them to grow emotionally, physically, and mentally. Joburg Zoo - responsible for providing opportunities for children to acquire information and put it into use in a meaningful way that promotes growth in emotional intelligence and social awareness.
- d) Department of Tourism, Events and Marketing: Arts and Culture Programmes, and Events.
- e) Department of Community Development: Sports and Recreation, Library, and Information Services.
- f) The Group Strategy Policy Coordination and Relations office for inclusion in the strategic planning of the CoJ.
- g) Group Communications and Marketing– provide access to communication and information.
- h) Department of Environment & Infrastructure Services – Ensure children can access the physical building and other services provided or open to the public.
- i) Smart City office: creating sophisticated services for children leading up to their youth.
- j) Department of Economic Development for awareness / Entrepreneurship information/skills development for children about to leave the system due to age restrictions.
- k) Group Forensics and Investigating Services – responsible for compliance and integrity of officials who work with children.

8.3. CoJ Inter-Departmental Technical Task Team on ECD Compliance

The CoJ Department of Social Development will be responsible for the coordination and convening of the technical task team. The transversal nature of ECD compliance requires that key departments responsible for enforcing by-laws and regulations form part of the technical task.

Members of the technical task team will be drawn from the Social Development Department (ECD Compliance Project Team) are the conveners, with Departments of Development Planning (Land Use Management and Building Control), Public Safety (EMS, Disaster Management and JMPD) and Health Department (Environmental Health), Department of Housing and Joburg Property

Company (JPC). The Technical Team must meet quarterly to consider and review ECD Compliance matters such as the following:

- a) The enablement of the compliance process to address compliance blockages that are barriers to meeting compliance requirements.
- b) Promoting coordination between all service providers, to plan for the elimination of gaps in the broader service network.
- c) Establishment of a one-stop shop, with representatives from key by-law departments as indicated above, for the registration, monitoring and standard enforcement of the ECD Centres; and
- d) To attend to and address all compliance-related matters.

8.4. External Stakeholders

Providing an integrated and holistic package of services for children is premised on strong and consistent inter-sectoral collaboration and coordination between a wide range of role-players from all sectors of society. The following are strategic external stakeholders:

- a) As the main beneficiaries of the policy, the Children Services coordinators and representative structure of the CoJ are to be engaged through various channels to ensure appropriate and correct child services and development initiatives.
- b) All relevant Gauteng Provincial Departments, i.e., Gauteng Department of Social Development and Department of Health.
- c) Civil Society Organisations (including NGOs, CBOs and FBOs etc.).
- d) All national departments relevant to children's services matter, i.e., the National Department of Social Development and the Department of Health.

The MOUs that will be signed between the City and external stakeholders must guide these strategic partnerships. There must be a clear definition of the nature of collaboration, roles & responsibilities, accountability, and monitoring and evaluation in these MOUs.

9. MONITORING AND EVALUATION

The City of Johannesburg established the "*The City of Johannesburg Monitoring and Evaluation Framework*" in line with the policy framework for the Government-wide Monitoring and Evaluation

(GWM&E) and the National Evaluation Policy Framework (NEPF) in 2012. The City of Johannesburg acknowledged that there had been a shift in the City's policies, procedures, and systems associated with the inter-related areas of performance management, monitoring, evaluation, and reporting. The City has therefore developed its monitoring and evaluation framework to monitor and evaluate the outcomes of the Children Policy.

The framework notes that at a City level, changes to the organisation's institutional model necessitate a complete review of many organisational activities, including how planning, decision-making, monitoring, and evaluation occurs. Thus, based on the above, this policy will be monitored and evaluated continuously to ensure greater transparency and accountability based on evidence-based monitoring and evaluation. Service delivery will be significantly improved through the continuous generation of information for reporting, communication, and service delivery.

The City of Johannesburg shall, in its quest to monitor and evaluate this policy, employ the results-based monitoring and evaluation approach. The indispensability of employing the results-based (or outcome-based) monitoring and evaluation approach is that it goes beyond counting the policy outputs, activities, and resources to enable the City to measure and evaluate the policy results and then provide information for decision-making. Results-based monitoring and evaluation of this policy will provide feedback on the actual outcomes and goals of the City's actions. The monitoring further addresses the goals of the Homelessness policy, how they are being achieved in budgetary, schedule and quality performance and how corrective actions can be done proactively.

Thus, when implementing this Children Services Policy, it is important to track key outcomes to assess the effectiveness of the policy and identify areas for improvement. The following six key outcomes will be tracked.

- a) Access and quality Early Childhood Development Centres: Monitor access to quality ECD services necessary to meet children's mental health and physical development. This involves determining the extent to which children, particularly vulnerable and children with disability, benefit from ECD services.
- b) Strong foundation and school readiness: Monitor children's cognitive and intellectual performance and social interaction, which is needed to prepare them for learning in the school context.
- c) Nutrition: Track the availability of quality nutrition and a well-balanced diet in the ECDs, including adequate provision of appropriate meals, menu planning, food preparation, safety,

and hygiene. This includes ensuring the malnourished children in the ECDs receive nutritional support.

- d) ECD Compliance: Monitor the number of registered ECDs to ensure compliance with norms and standards, and legislative requirements of the Children's Act. Track the number of City-owned buildings made available for ECD services.
- e) ECD training: Monitor the number of ECD staff trained with accredited qualifications, supported and supervised to provide better services for children.
- f) M&E systems: Evaluate information reporting systems and resources allocated to monitor progress and accountability.

It is important to track these outcomes over time and to regularly adjust Children Services Policy based on the results of monitoring and evaluation. This will help ensure that the policy effectively improves the quality of life and well-being of children in the City. The M&E process will be an inherent part of the City's IDPs and designed to enhance accountability. Furthermore, this process will be conducted annually or whenever necessary to keep abreast of best practices and methodological changes and for other corrective actions.

10. CONTRAVENTION OF POLICY

The City of Johannesburg is the custodian of this policy, and all powers are vested in the Accounting Officer (City Manager) to ensure legitimate implementation thereof. The CoJ reserves the right to act in case of breach by any party responsible for the implementation of this policy, and in case of contravention, the CoJ may:

- a) Evaluate the performance of the government officials involved and reserves the right to suspend and/or reinstate until the investigation is completed.
- b) Enforce the law in case of any criminality involved; and
- c) Withdraw partnership agreements in case stakeholders, and beneficiaries breach the terms of this policy.
- d) The Group Legal Department has established procedures for handling policy and by-laws contraventions.

11. DELEGATION OF AUTHORITY

Sections 59 to 65 of the Local Government: Municipal Systems Act 32 of 2000 provide as follows: "59". Delegations – "(1) A municipal council must develop a system of delegations that will

maximise administrative and operational efficiency and provide for adequate checks and balances, and, in accordance with that system, may delegate appropriate powers." In terms thereof Council hereby delegates all powers and duties to the Accounting Officer which are necessary to enable the Accounting Officer:

- a) To discharge the policy responsibilities conferred on Accounting Officers in terms of the Municipal Systems Act 32 of 2000 and this policy.
- b) To maximise administrative and operational efficiency in the implementation of this policy; and
- c) To enforce reasonable and cost-effective measures during implementation of this Policy. These measures must adhere to the National Treasury Guidelines and City's Cost Containment Policy; and
- d) To comply with his or her responsibilities in terms of Section 115 and other applicable provisions of the Municipal Systems Act (Act 32 of 2000).

Provision for sub-delegation:

- a) The Accounting Officer may, in terms of section 79 of the Act, sub-delegate any Children Services powers and duties, including those delegated to the Accounting Officer in terms of this policy. Still, any such sub-delegation must be consistent with herein above.

12. POLICY REVIEW

The policy will be reviewed every 3 (three) years or when advised to do so by the political principals.