

whereas the National Treasury develops the policy for private old age provision. These two environments are not viewed holistically.

The specific areas of social security identified by the Committee as having no clear over-riding policy responsibility or lead Ministry are:

- Old age and retirement
- Disability
- Maternity benefits and support

13.3 Recommendations

13.3.1 Integrated institutional and organisational framework

The Committee recommends that consideration be given to a significant revision of the organisational framework and institutions governing social security (figure 17). This revision should focus on a clarification of roles and responsibilities within the following areas:

- Policy determination
- Organisational framework for social

security and protection

- Governance structures for social insurance funds
- Private sector regulation
- Enforcement.

13.3.2 Social security board and agency

A revised operational framework is required to ensure effective service delivery in both social assistance and social insurance. The key recommendation here is for the implementation of a social security board (reporting to the Minister of Social Development) and agency (reporting to the social security board) to operationalise various social security functions outside of the civil service. Policy development and determination will remain with the Department of Social Development.

The Committee proposes that consideration be given to the following functions of the social security agency (figure 18):

- **Social assistance:** The agency will have the function of managing the non-contributory social assistance fund,

Figure 17
Recommended integrated organisational framework.

