



STRATEGIC PLAN

2025 - 2030



social development

Department:
Social Development
NORTHERN CAPE
REPUBLIC OF SOUTH AFRICA

Disclaimer

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This Strategic Plan was compiled by the Corporate Service Chief Directorate of the Department of Social Development.

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Executive Authority Statement



The 30-year review of South Africa's democracy (1994 - 2024) noted that structural features that perpetuate poverty and inequality have not been sufficiently transformed and although poverty levels have reduced; it remains high. To this end, it identifies the need to reform and optimise social protection policy space to (i) reduce ad hoc responses and to boost resilience against existential shocks and losses; (ii) ensure universality of coverage and efficiency; and (iii) enhance policy coherence and implementation. It further identified the need to finalise and implement new policies to optimise social protection.

These include:

1. Finalise the White Paper on Social Development, including elaboration on developmental social welfare and its components in the context of South Africa.
2. Define the Social Protection Floor (SPF) as guided by the Bill of Rights of the Constitution.
3. Finalise the White Paper on Comprehensive Social Security and resultant sub policies to cover social security gaps, legislation and develop requisite regulations and minimum norms and standards.
4. Develop a Policy on Homelessness: A new policy framework is needed that takes a developmental approach to homelessness rather than a punitive one and must be designed around the specific needs of people experiencing different types of homelessness.

In response to these and other developmental challenges, in his State of the Nation Address (2024), President Ramaphosa identified three government priorities that would define the government's work in terms of the 2024–2029 Medium-Term Development Plan (MTDP) for the next five years. This includes:

1. Strategic Priority 1: to drive inclusive growth and job creation;
2. Strategic Priority 2: to reduce poverty and tackle the high cost of living; and
3. Strategic Priority 3: to build a capable, ethical, and developmental state.

President Ramaphosa also emphasised the need to ensure proposed strategies are outcomes-based with demonstrable causal pathways and theory of change to NDP goals and the need to develop a coherent results framework with focused interventions and programmes supported by appropriate indicators, baselines, and targets. To this end, the Department of Social Development has reviewed its strategic outcomes and adopted the following outcomes; namely:

1. Increased employment and work opportunities;
2. improved provisioning of statutory services for children, the elderly, women, and people with disabilities;
3. reduced levels of vulnerability to social ills;
4. reduced poverty and improve livelihoods; and
5. enhanced needs-based service delivery.

As part of improving the provisioning of statutory services for the children, the elderly, women, and people with disabilities. Over the next five years we will be ensuring the appointment of ward-based social workers, therefore ensuring one social worker for at most two wards, we will be linking child and youth care workers with all schools for the delivery of school-based awareness, prevention and early intervention programmes. As well as linking social workers with clinics, hospitals, and police stations. This will go a long way in ensuring the proactive delivery of social welfare services.

In terms of 'reduced level of vulnerability in terms of food insecurity,' we are in the final stages of the finalisation of the Northern Cape Provincial Integrated Food Security Plan to ensure coherence, integration, and coordination of food security and nutrition interventions across the



province and to improve access to and the quality of interventions.

Lastly, given the constrained fiscus and the urgency with which government needs to deliver services, the need for evidence-based decision-making cannot be overemphasised. To this end, research will be an important and integral part of our approach to ensure a full appreciation of the nature, size and dynamics of the problem at hand and the institutionalisation of evaluation to determine the impact of interventions. All of this is part of interventions to ensure 'enhanced needs-based service delivery'.

Key to our interventions during the next five years will be the need to assess the effectiveness of our modes of delivery and implementation. Furthermore, working together with stakeholders, we remain resolute to ensuring we:

1. Improve our interventions and partnerships to ensure an integrated and coordinated approach to address food insecurity in the Northern Cape;

2. Improve our interaction with our citizens, placing them and their feedback at the centre of our interventions to meet their basic needs, create jobs, and improve access to social protection;
3. Improve our capacity to deliver on our mandate; and
4. Build an inclusive economy and ensure full participation of women, youth, and people with disabilities.

The Departmental Annual Performance Plans (APP) 2025/26 to 2029/2030 will outline clear goals and include specific, measurable objectives and a roadmap for achieving these outcomes. The APPs will be properly aligned with the budget, which will support the implementation of these outcomes. The Strategic Plan 2025/2030 represents our firm commitment to the ideals of the Constitution of ensuring the progressive realisation of comprehensive social protection for those unable to support themselves and their dependants.



Ms. Nontobeko E Vilakazi, MPL

Executive Authority of Northern Cape Department Social Development



Accounting Officer Statement



The National Development Plan asserts "employment is the best form of social protection." However, too few people in the Northern Cape have work, and the levels of poverty and inequality are very high and rooted in structural challenges within the labour market. There is general consensus that it will take

time to fix the economy and address structural challenges within the labour market. However, although there are efforts underway to address these challenges, Section 27(1) of the Constitution reminds us that "everyone has the right to have access to social security." Section 27(2) enjoins the State to take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of each of these rights.

The need for comprehensive social protection is now more than ever before important, especially bearing in mind that 37.7% of the people in the Northern Cape experience inadequate (and severe inadequate) access to food. This is compounded by the 27.4% (as at the end of Quarter 4 of 2024) unemployment rate if one considers the official unemployment rate. This goes up to 39.7% if one considers the expanded definition of unemployment. This means that 39.7% of the people in our province have no means to provide for their livelihood, hence the need for the Department to take reasonable legislative and other measures to achieve the progressive realization of comprehensive social protection. Hence the need for us to rethink our service delivery model in order to ensure efficiency and effectiveness in terms of service delivery. On the one hand, it requires a different approach in terms of funding of strategic priorities, especially transversal priorities such as youth development and food security interventions. On the other hand, it requires the review of current interventions to determine the efficacy of such interventions in an attempt to enhance the impact of our services.

Furthermore, key to the realisation of the government's mandate as set out in Section 27 is the need for the enhancement of our coordination mechanisms and the need to strengthen integrated planning, monitoring, and evaluation. This will enable not only evidence-based decision-making, but also the delivery of tailored interventions to the most deprived whilst ensuring value for money.

The MTDP (2024-2029), identified critical success factors, if government is to be successful in realising the objectives of the MTDP, this include but are not limited to; (1) a "whole of government approach" to improve coordination (including policy, planning) and implementation; (2) Digital transformation and innovation as a key enabler to improve efficiency and effectiveness, with interdepartmental coordination supported by Office of the Presidency (and in the case of the Province, Office of the Premier); (3) focus on impact and results, this is to avoid dissipating efforts across too many objectives. Hence the need to prioritise the most important and impactful actions. These are not the only critical success factors, but they are what is key to the work of the Department.

To this end, the three key strategic priorities government adopted are all relevant to the work of the Department, because '*inclusive economic growth and job creation*' will as a consequence improve government's constrained fiscus and improve tax collection for redistribution in terms of the social wage, whilst at the same time reduce the number of people dependent on government in terms of social protection. Therefore, we have adopted an Outcome, namely: '*increased employment and work opportunities*' linked to Strategic Priority 1 which will be implemented via our income support programme in terms of the Expanded Public Works Programme. Furthermore, the strategic priority places skills development in terms of a demand-led approach to skills development and locate workplace-based placements and work integrated learning opportunities as part of the core interventions to develop and empower the unemployed and improve their skills set.



The Department derive its service delivery mandate from Chapter 11 of the National Development Plan which serves as the basis for Strategic Priority 2: *'to reduce poverty and tackle the high cost of living'*. To this end The MTDP (DPME 2025:16) outlines the need for an integrated and comprehensive poverty alleviation strategy to provide support to the most vulnerable in society and to provide pathways into employment and other economic activity, especially for the youth.

In an effort to optimise social protection, we have identified the finalisation of the Northern Cape Multi-Pronged Integrated Anti-Poverty Strategy as our comprehensive poverty alleviation strategy to provide protection for the poor and vulnerable. Furthermore, the Strategy will go a long way to link social assistance with other forms of support to lift our people out of poverty as it will be aligned to the Provincial Growth and Development Plan / Strategy to provide pathways into employment and other economic activity, especially for the youth, women and persons with disabilities

Furthermore, the Food Security Strategy will also go a long way to ensure coordination and mainstreaming of all food security interventions to address the high level of food insecurity in the province.

Achieving the first two Strategic Priorities will require *'a capable state'* that can deliver on the country's developmental objectives, hence Strategic Priority 3: *'to build a capable, ethical, and developmental state'*. The MTDP (DPME 2025:40) acknowledges that 'effective medium-term indicators, targets and resource allocation are essential for building a capable state'.

To this end, we have identified four key priority interventions to strengthen not only the work of the Department, but to ensure we are focused on impact and results. This includes;



Ms. Shouneez Kimmie-Wookey

Accounting Officer of Northern Cape Department of Social Development

1. Child care and protection, placing children at the centre of our social protection programme;
2. Services to families, restoring the role of the family as a basic unit and integral part of addressing social ills, such as substance abuse, gender-based violence and femicide, etc;
3. Skills development, aimed at women, youth and persons with disabilities, thus ensuring we remove the social, economic, cultural and other barriers to ensure their full participation in the economy; and lastly,
4. Food security, because of the high levels of food insecurity in the province and the impact of food insecurity on the province' health outcomes and people's ability to work and earn a living.

These interventions are not the only interventions to be implemented however, these will constitute our apex priorities to be implemented over the next five years (2025-2030). At an organisational level, we will be conducting institutional reviews and skills audit to ensure that we are execution driven in line with our mandate. Furthermore, targeted data improvement activities will be ongoing to better track results, identify challenges and direct corrective actions as mandated by the MTDP.

The Strategic Plan 2025/2030 represents our firm commitment to the ideals of the Constitution of ensuring the progressive realisation of comprehensive social protection for those unable to support themselves and their dependants.



Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the Management of the Department of Social Development under the guidance of Executive Authority, Ms. Nontobeko E Vilakazi, MPL.
- Consider all the relevant policies, legislation and other mandates for which the Department of Social Development is responsible.
- Accurately reflects the Impact and Outcomes which the Northern Cape Department of Social Development will endeavour to achieve over the period 2025 - 2030.

Ms. Portia Qondani

Chief Director: Social Welfare Services (Acting)

Signature:



Ms. Phyllis G Saul

Chief Director: Development and Research

Signature:



Mr. Ichabod D Manyane

Chief Director: District Coordination and Institutional Support

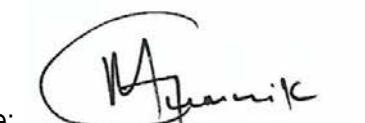
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Mr. Godfrey M'zwandile Munnik

Chief Director: Corporate Management Service

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Ms. Sharon Crouch

Head Official responsible for Planning (Acting)

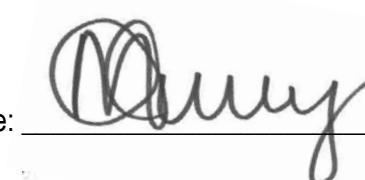
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Chief Financial Officer

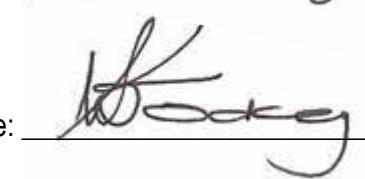
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Accounting Officer

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Ms. Nontobeko Vilakazi, MPL

Executive Authority

Signature:



Part A: Our Mandate



Part A: Our Mandate

1. Constitutional mandate

Legislation	Impact on DSD functionality
Constitution of the Republic of South Africa, 1996	<ul style="list-style-type: none">The rights of access to social security and social assistance as contained in section 27 and 28 of the Constitution.

2. Legislative and policy mandates

Legislation	Impact on DSD functionality
Children's Act (Act 38 of 2005), as amended	<ul style="list-style-type: none">The Act give effect to the rights of children as contained in the Constitution and set out principles relating to the care and protection of children.
Child Justice Act (Act 75 of 2008)	<ul style="list-style-type: none">The Act provides for the establishment of a criminal justice system for children who are in conflict with the law and aims to protect the rights of children.
Older Persons Act (13 of 2006)	<ul style="list-style-type: none">The Act establishes a framework for the care and protecting older persons, and promoting and maintaining their status, rights, well-being, safety and security and the combating of abuse against older persons.
Probation Services Act (Act 116 of 1991), as amended	<ul style="list-style-type: none">The Act outlines the duties and functions of Probation Officers and Assistant Probation officers. It also provides for the establishment and implementation of programmes aimed at combating crime and for the rendering of assistance to and treatment of certain persons involved in crime.
Prevention of and Treatment for Substance Abuse Act (Act 70 of 2008)	<ul style="list-style-type: none">The Act provides for the implementation of comprehensive and integrated service delivery in the field of substance abuse amongst all government departments. The main emphasis of this Act is the promotion of community-based and early intervention programmes.
Prevention and Combatting of Trafficking in Persons Act (Act 7 of 2013)	<ul style="list-style-type: none">The Act gives effect to the United Nations (UN) Protocol to prevent, suppress and punish trafficking in persons, especially women and children, supplementing the UN convention against transnational organised crime.
Domestic Violence Act no 116 1998	<ul style="list-style-type: none">The purpose of this Act is to afford victims of domestic violence maximum protection from domestic abuse.The Act makes it possible for a court to exclude a known or alleged perpetrator of domestic violence from a child's home or restrict other forms of access by him/her.
Prevention of Family Violence Act no 133 of 1993	<ul style="list-style-type: none">This Act requires that any person in a position of responsibility for a child to report any reasonable suspicion that the child has been abused to a police official, commissioner of child welfare or a social worker in a designated organization.
Social Assistance Act, no. 13 of 2004	<ul style="list-style-type: none">This Act regulates the administration and the payment of social grants. It says who is eligible for grants and ensures that there are minimum standards for the delivery of social assistance.This Act also provides for the mechanism for the rendering of such assistance; the establishment of an inspectorate for social assistance; and to provide for other related matters.
The Criminal Law (Sexual Offences and Related Matters) Amendment Act, Act 32 of 2007, also referred to as the Sexual Offences Act	<ul style="list-style-type: none">The Act reformed and codified the law relating to sexual offences. It provides for various services to the victims of sexual offences. It also created the National Register for Sex Offenders, which records the details of those convicted of sexual offences against children or people who are mentally disabled.



Legislation	Impact on DSD functionality
Criminal Law (Sexual Offences and Related Matters) Amendment Act (Act 6 of 2012)	<ul style="list-style-type: none"> The Act amends the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007, to expressly provide that the imposition of penalties in respect of certain offences contained in the Act is left to the discretion of the courts; and to provide for matters connected therewith.
Non-Profit Organisations Act (71/1997)	<ul style="list-style-type: none"> The purpose of this Act is to support NPOs by establishing an administrative and regulatory framework within which NPOs can conduct their affairs.
Social Service Professions Act (Act 110 of 1978), as amended	<ul style="list-style-type: none"> The Act established the South African Council for Social Services Professions (SACSSP) and defines the power and functions of the social services board and profession.
National Youth Development Agency Act (Act 54 of 2008)	<p>The aim of the Act is to create and promote coordination in youth development matters.</p>
Disaster Management Act (Act 57 of 2002)	<ul style="list-style-type: none"> This Act provides for an integrated and coordinated disaster management policy (focusing on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery); the establishment of national, provincial and municipal disaster management centres; disaster management volunteers; and other incidental matters.
Intergovernmental Relations Framework Act (13/2005)	<ul style="list-style-type: none"> The Act aims to facilitate greater engagement among the three spheres of government in order to promote a stable and responsive system of governance, which enhances the values, and principles of public administration.
Public Finance Management Act (PFMA) No. 01 of 1999 as amended.	<ul style="list-style-type: none"> To regulate financial management in the national government and provincial governments; to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in those governments; and to provide for matters connected therewith.
National Development Plan 2030 (2012)	<ul style="list-style-type: none"> The Development Plan: Vision for 2030 seeks to eliminate poverty and reduce inequality by 2030.
Medium-Term Development Plan (2024 -2029)	<ul style="list-style-type: none"> This Medium-Term Development Plan (MTDP) is Government's strategic plan for the 2024-2029 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTDP sets out the actions Government will take and targets to be achieved. The aim of the MTDP is to ensure coherence, alignment and coordination across government plans as well as alignment with budgeting processes.
White Paper on Families (2013)	<ul style="list-style-type: none"> The main purpose of the White Paper is to foster family well-being, promote and strengthen families, family life and mainstream family issues into government-wide policy-making initiatives.
White Paper for Social Welfare (1997)	<ul style="list-style-type: none"> The White Paper serves as the foundation for social welfare after 1994 by providing guiding principles, policies and programmes for developmental social welfare systems.
White Paper on the Rights of Persons with Disabilities (2016)	<ul style="list-style-type: none"> The White Paper endorses a mainstreaming trajectory for realising the rights of Persons with Disabilities through the creation of a free and just society inclusive of Persons with Disabilities as equal citizens. It guides and encourages self-representation of persons with disabilities. It broadly outlines the responsibilities and accountabilities through nine strategic pillars which task stakeholders with the responsibility of eradicating the persistent systemic discrimination and exclusion experienced by Persons with Disabilities.
National Youth Policy 2020-2030 (NYP 2030)	<ul style="list-style-type: none"> The NYP 2030 is a cross-sectoral policy aimed at effecting positive youth development outcomes for young people at local, provincial and national levels in South Africa.



3. Institutional Policies and Strategies over the five-year planning period

The 2025-2030 Strategic Plan outlines the Department's commitment to the national and provincial government priorities to empower the poor, the vulnerable and those with special needs. These priorities are informed by the NDP (2030), as outlined in Strategic Priority 2 of the MTDP 2024-2029 namely, "Reduce poverty and tackle the high cost of living". The MTDP will continue to align to the goals and objectives of the NDP and Programme of Priorities of the Government of National Unity.

Institutional Policy / Strategy	Impact on DSD functionality
Northern Cape Integrated Food Security Plan	<ul style="list-style-type: none">The Northern Cape Integrated Food Security Plan will guide all food security interventions across the spheres of government in the province, to ensure the provision of comprehensive, targeted and coordinated food security interventions focussing on the poorest of the poor and most vulnerable, the most food insecure.
Northern Cape Integrated Youth Development Strategy	<ul style="list-style-type: none">The Provincial Integrated Youth Development Strategy seek to place youth at the centre of meaningful interventions in the province that will shape them to feed the new economic trajectory.
Integrated Anti-Poverty Strategy for the Northern Cape Province.	<ul style="list-style-type: none">The Northern Cape Multi-Pronged Integrated Anti-Poverty Strategy intend to guide all anti-poverty interventions across the spheres of government in the province, to ensure the provision of comprehensive, targeted and coordinated interventions focussing on the poorest of the poor and most vulnerable.

4. Relevant Court Rulings

- None



Part B: Our Strategic Focus



Part B: Our Strategic Focus

Department of Social Development provides social protection services and leads government efforts to forge partnerships through which vulnerable individuals, groups and communities become capable and active participants in society and in their own development.

5. Vision

A caring and self-reliant society.

6. Mission

Provision of integrated comprehensive and sustainable social development services.

7. Values

The following values and ethos have been identified for Social Development:

- **Human dignity** is a fundamental human right that must be protected in terms of the Constitution of South Africa and facilitates freedoms, justice and peace.
- **Respect** is showing regard for one another and the people we serve and is a fundamental value for the realization of development goals.
- **Integrity** is ensuring that we are consistent with our values, principles, actions, and measures and thus generate trustworthiness amongst ourselves and with our stakeholders.
- **Fairness** expresses our commitment to providing services to all South Africans without prejudice based on race, gender, religion or creed.
- **Equality**- we seek to ensure equal access to services, participation of citizens in the decisions that affect their lives and the pursuit of equity imperatives where imbalances exist.

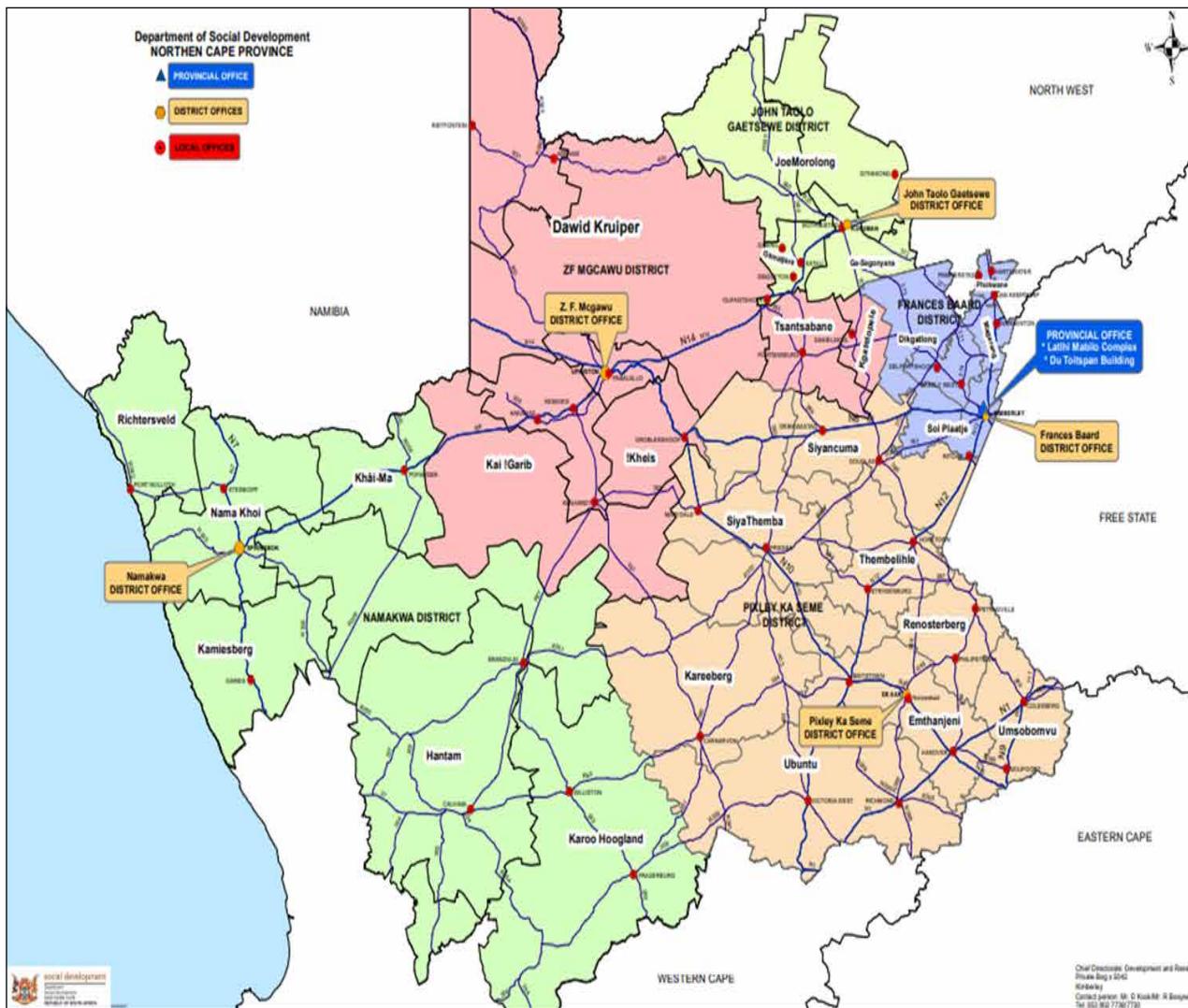


8. Situational Analysis

8.1 External Environment Analysis

The socio-economic impact of COVID-19 on communities served by the Department has been significant, with changes to the population and social dynamics of the province as well as the structure of households observed. The medium- and long- term impact of the pandemic thus presents heightened socio-economic challenges, to which the Department must respond within a constrained economic and fiscal environment.

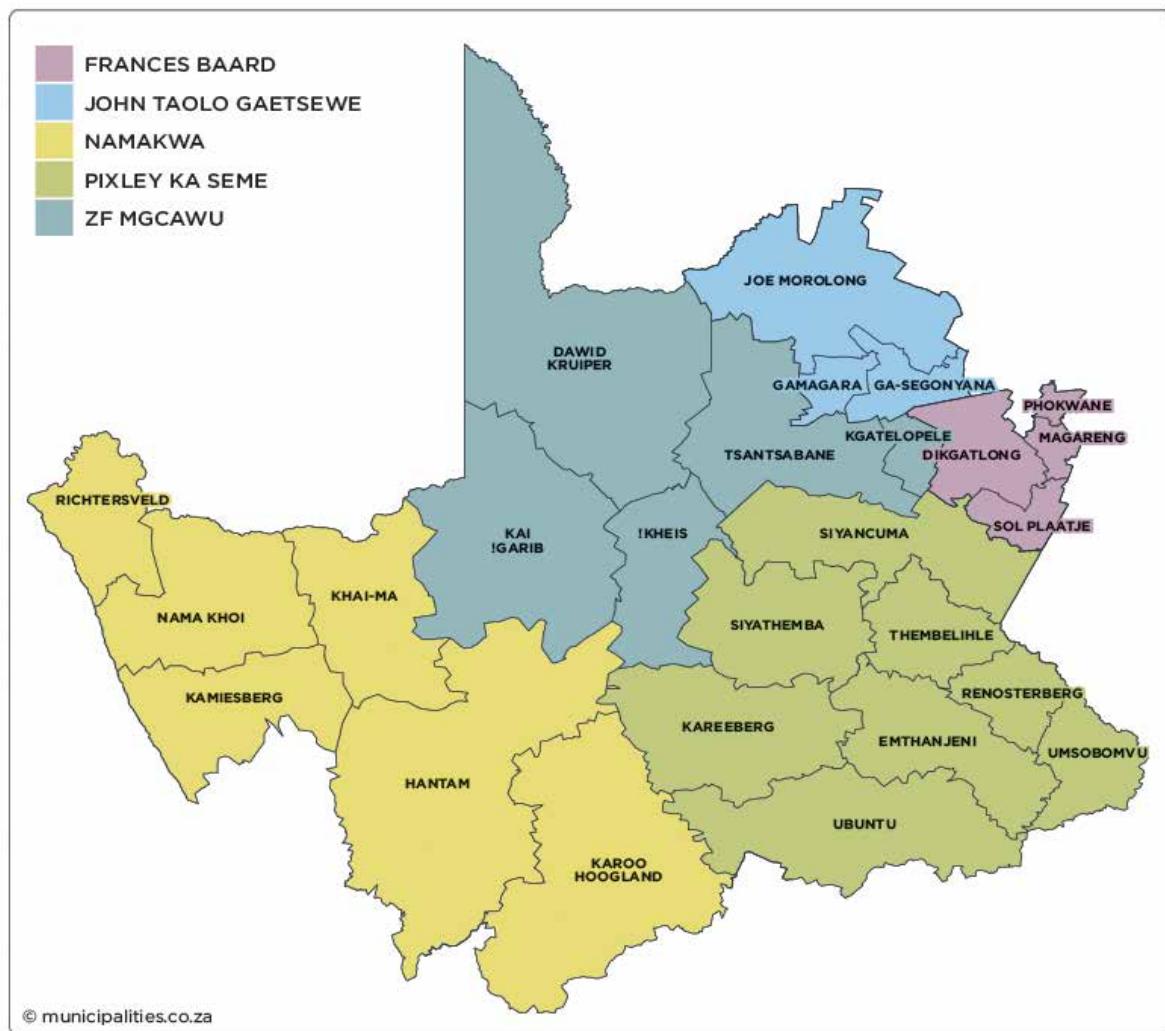
Figure 1: Service Delivery Areas in the Northern Cape



8.1.1. Population of the Northern Cape

The Northern Cape is the largest province by land area yet the smallest by population size in the country. Afrikaans is the most spoken language in the province (54.6%), followed by Setswana (35.7%) and IsiXhosa (4.5%). The Northern Cape is known for its vast desert landscapes, unique flora and fauna, and rich mining history. It is home to the “Big Hole” which is in the city of Kimberley and is an open-pit diamond mine that was once the largest in the world. The province has a dry, arid climate with very little rainfall¹.

Figure 2: Northern Cape per local municipality

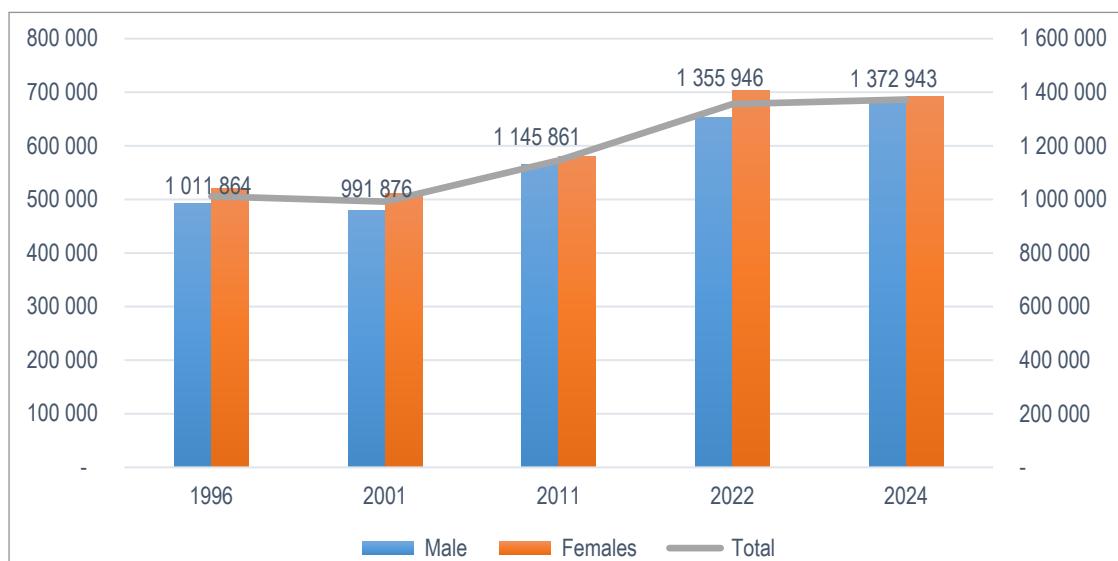


According to Statistics South Africa's 2024 Mid-year Population Estimates (StatsSA 2024:vii), the Northern Cape boast a population of 1 372 943 people residing in 380 000 (StatsSA 2024:3) households, resulting in an average household size of 4.1 people. The following figure (3) gives an indication of the population growth over the Census years (1996, 2001, 2011 and 2022) and the 2024 Mid-year Population Estimates.

¹ <https://census.statssa.gov.za/#/province/3/2>



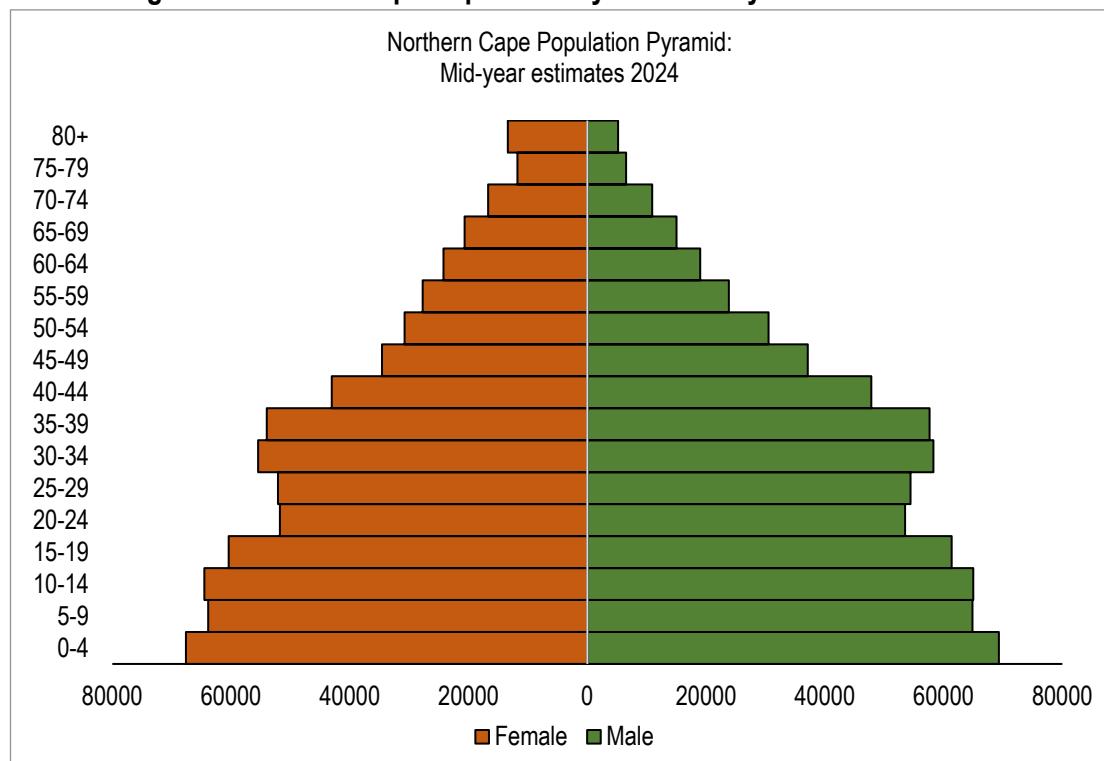
Figure 3: Northern Cape population over the Census 1996, 2001, 2011, 2022 and 2024 Mid-year Population Estimates



Overall, the population in this province, has been increasing, with the biggest increase seen between 2011 and 2022, representing an exponential growth rate of 1.6% per annum². The Northern Cape was the only province in South Africa, which recorded a negative change between 1996 and 2001.

The Northern Cape population increased from 1 011 864 in 1996 to 1 355 946 in 2022 and to 1 372 943 in 2024. The female population remains slightly higher than the male population, across the Census years, including the Mid-year Population Estimates (2024). In 2024, the Northern Cape had 680 363 males (49.5% of total population) and 692 580 females (50.5% of total population).

Figure 4: Northern Cape Population Pyramid: Mid-year Estimates 2024



² Municipal Fact Sheet, Statistics South Africa, Report no. 03-0-82



Table 1: Population in the Northern Cape per age group and gender: 2024 (StatsSA 2024:23)

Age Groups	Male	Female	Total	% Male	% Female	% Total
0-4	69 321	67 609	136 930	10,19%	9,76%	9,97%
5-9	64 853	63 859	128 712	9,53%	9,22%	9,37%
10-14	64 997	64 503	129 500	9,55%	9,31%	9,43%
15-19	61 360	60 407	121 767	9,02%	8,72%	8,87%
20-24	53 526	51 780	105 306	7,87%	7,48%	7,67%
25-29	54 437	52 110	106 547	8,00%	7,52%	7,76%
30-34	58 293	55 454	113 748	8,57%	8,01%	8,28%
35-39	57 626	53 978	111 604	8,47%	7,79%	8,13%
40-44	47 817	43 046	90 863	7,03%	6,22%	6,62%
45-49	37 111	34 569	71 680	5,45%	4,99%	5,22%
50-54	30 511	30 768	61 279	4,48%	4,44%	4,46%
55-59	23 839	27 743	51 582	3,50%	4,01%	3,76%
60-64	19 005	24 225	43 230	2,79%	3,50%	3,15%
65-69	15 025	20 660	35 685	2,21%	2,98%	2,60%
70-74	10 934	16 698	27 632	1,61%	2,41%	2,01%
75-79	6 535	11 786	18 321	0,96%	1,70%	1,33%
80+	5 173	13 386	18 559	0,76%	1,93%	1,35%
Total	680 363	692 580	1 372 943	100,00%	100,00%	100,00%

Table 1 indicates that the older age groups have less people than the younger age groups. Thus, indicating a youthful province. The figures for the age groups 0-4 to 10-14 years are similar in number. There is a steady decline in numbers from the 10-14-year age group upwards. From the 35-39-year age group the numbers per age group steadily decreases. Although the male population is larger in the younger age groups (0-39 years), the female population in the older age groups (40-80+ years) are larger than the male population.

There is a significant difference in numbers in the 65-69 years to 80+ years age groups, where the male population is much smaller than the female population. The table above (Table 1) indicates that, with the exception of the 15-24-year age group, male children, youth and young adults (0-49 years) were slightly more than their female counterparts. However, the situation changes from 50 years and older whereby the females become significantly more than the males. This is in line with the projected life expectancy of both males and females.

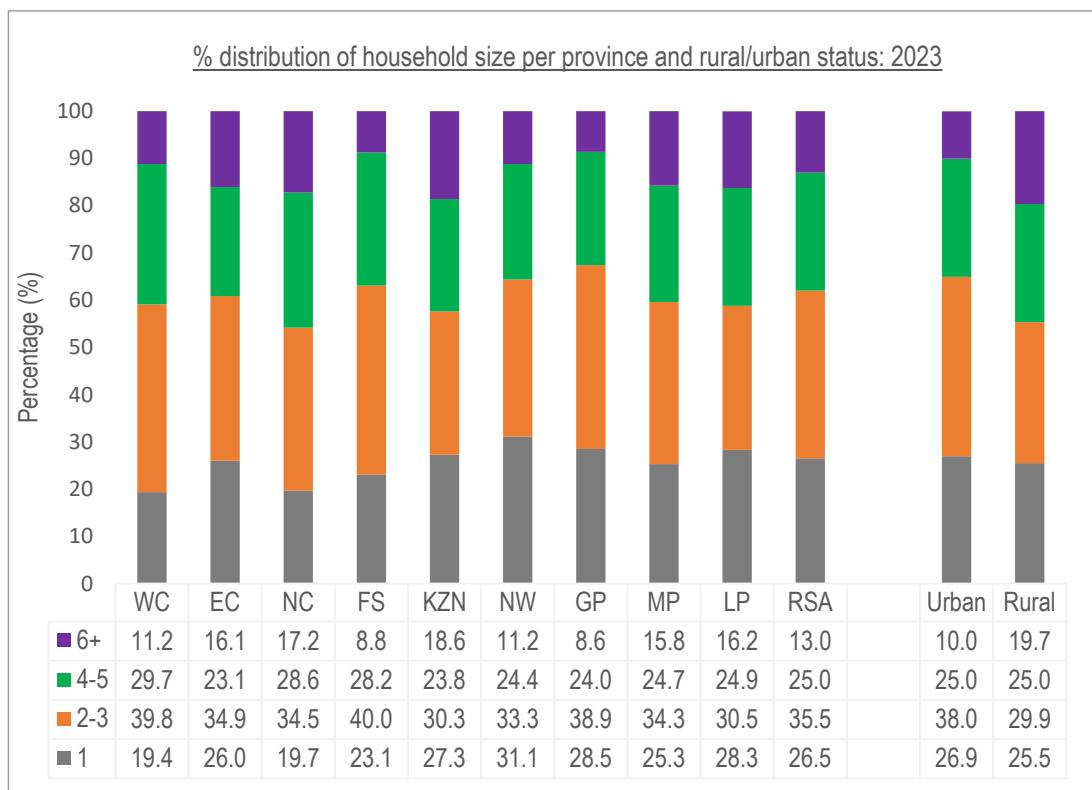
8.1.1.1. Households in the Northern Cape

According to the StatsSA (2024:3)'s General Household Survey (2023), there are 380 000 households in the Northern Cape. Of these households, 164 160 (43.2%) were headed by females³. Nearly one-fifth (19,2%) of all children in the Northern Cape lived with neither their parents while 35.2% lived with both parents. 48.3% of all children lived with their mothers while only 1.9% lived with their fathers.

³ Stats SA: General Household Survey 2023



Figure 5: Percentage distribution of household size per province and rural/urban status - GHS 2023



Source: StatsSA 2023

Based on the Figure (5) above 19.7% of households consisted of a single person in 2023. 45.8% of the households comprised of four (4 - 5 28.6%) to more than six (17.2%) people (StatsSA 2023).

8.1.1.2. Vulnerable groups in terms of population demographic information

8.1.1.2.1. Older persons

Table 2: Distribution of older persons

Gender	Male	Female	Total	% Male	% Female	% Total
Northern Cape	56 672	86 755	143 427	39.51%	60.49%	100.0%

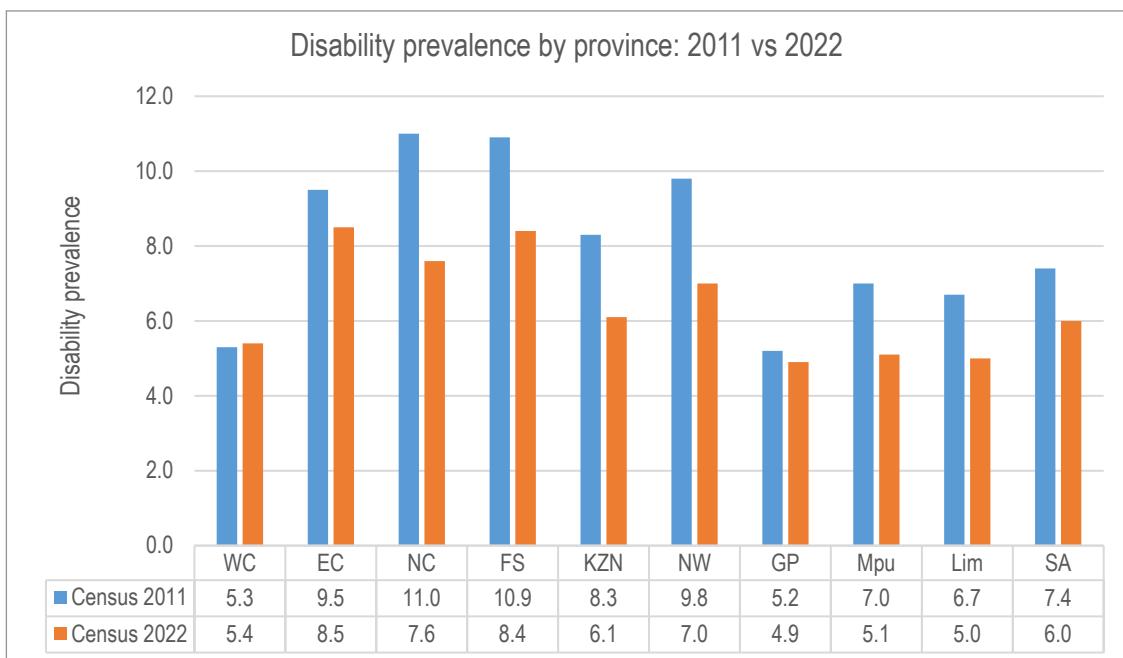
Based on the Mid-year Population Estimates (2024) Northern Cape had an elderly population of 143 427 people. Older persons accounted for 10.44% of the total population in the Northern Cape. If compared against the 100 911 older persons, it means that 70.3% of the total older persons in the Northern Cape are grant beneficiaries as at end of February 2025. It is important to note, there might be slightly more older persons compared to the 143 427 highlighted in this document if one considers the fact that the stats is based on StatsSA's 2024 Mid-Year Population Estimates.

8.1.1.2.2. Persons with disabilities

It is evident from the following histogram, that the Northern Cape recorded the highest disability prevalence in 2011 (11.0%) followed by the Free State (10.9). However, this has since changed, Figure 6 shows that Northern Cape had the highest decrease of 3.4 percentage points from 11.0% in 2011 to 7.6% in 2022. This represents the biggest percentage point decrease if compared with the other eight provinces. The reason for this significant drop offers an area for exploration in terms of research.



Figure 6: Disability prevalence by province: 2011 vs 2022



Source: StatsSA 2023

The 7.6% disability prevalence constitutes 104 343 people in the Northern Cape. If one compare this with the 53 013 grant beneficiaries, this translates into 50.8% coverage in terms of disability grant coverage. This suggests that there is a significant number of people with disabilities who might be outside of the system in terms of social protection.

8.1.1.2.3. Children

According to the 2024 Mid-year Population Estimates, there are 469 628 children aged 00 - 17 years of age. This represents 34.20% of the total female population in the Northern Cape.

Table 3: Number of children living in households that reported hunger per province

Province	2019	2020	2021	2022	2023
Eastern Cape	140 885	210 217	212 702	137 105	150 208
Free State	108 261	130 294	102 559	142 010	104 182
Gauteng	328 529	461 671	464 539	452 806	471 655
KwaZulu-Natal	383 103	344 463	415 527	424 218	472 264
Limpopo	73 238	56 579	60 945	60 754	72 475
Mpumalanga	129 741	185 058	185 975	148 283	144 156
North West	119 125	165 512	119 667	135 835	158 131
Northern Cape	52 525	65 446	63 735	68 527	74 217
Western Cape	188 350	279 422	268 681	232 513	282 914
Total	1 523 757	1 898 663	1 894 330	1 802 051	1 930 202

Source: Stats SA General Household Survey; Data note: 2019 to 2023

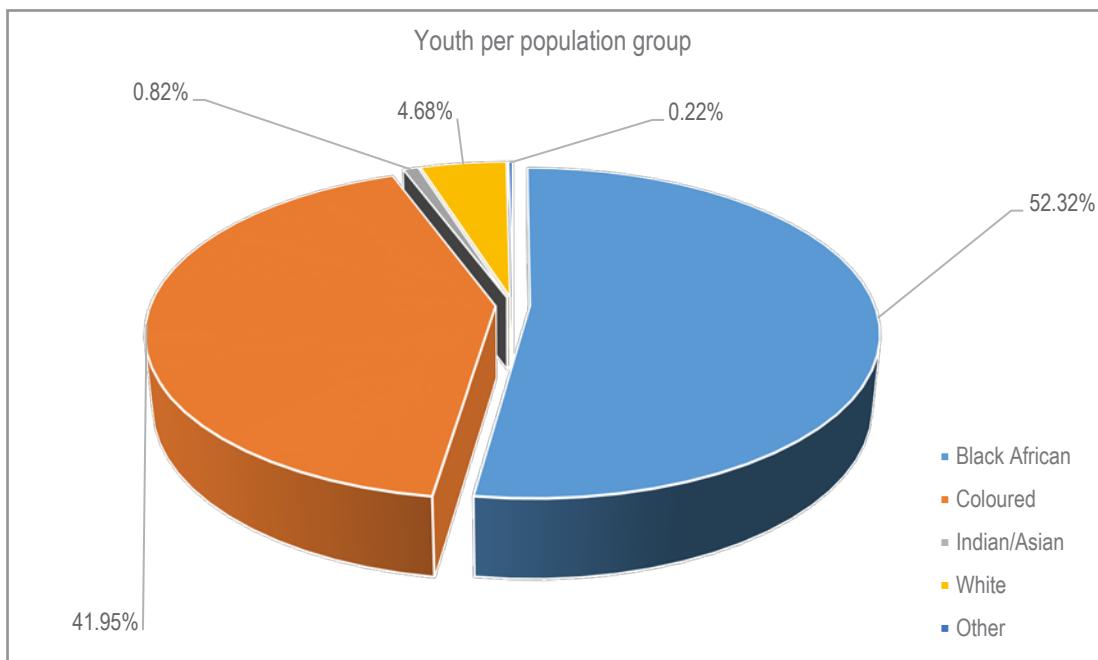
The total number of children living in households that reported hunger increased by 21 692 over the period of 2019 to 2023 which translates into 29.2%.



8.1.1.2.4. Youth

There are currently 447 368 (StatsSA 2024:3) young people between the ages of 15 - 34. This translates in 32.58% of the total population in the Northern Cape.

Figure 7: Youth by population group



Youth aged 15-24 years were slightly more than youth aged 25-34 years in the Northern Cape, i.e. 53.11% and 46.89%, respectively. Since Northern Cape is the smallest province in the country, it also contributes the smallest share (2%) to the national youth population, which is an estimated 21.6 million.

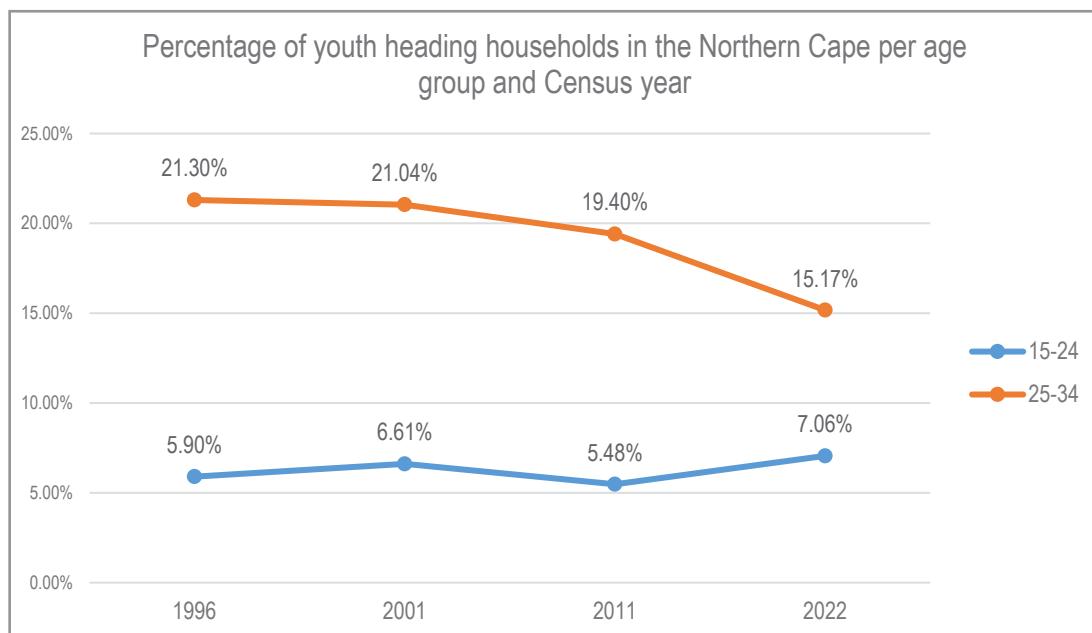
8.1.1.2.4.1. Youth Headed households

In the Northern Cape, youth between the ages of 15- and 24-years heading households, has increased since 1996 from 5.90% to 7.06% in 2022 (of the total number of households), whereas the older youth age category (i.e. 25-34 years) has decreased from 21.3% in 1996 to 15.17% in 2022⁴, as can be seen in the following graph:

⁴ Data Source: Census 2001, 2011 and 2022
Census 2001: Primary tables Northern Cape – Census '96 and 2001 compared



Figure 8: Percentage of households headed by youth aged 15-24 and 25-34 years for 1996, 2001, 2011 and 2022 in the Northern Cape



8.1.1.3. Migration

Gauteng and Western Cape received the highest number of in-migrants for all periods. The Eastern Cape, Limpopo and Gauteng experienced the largest number of outflow of migrants. Gauteng, Mpumalanga, Northern Cape, North West and Western Cape provinces received positive net migration over all three periods.

Table 4: Projected migration patterns in the Northern Cape: 2001-2026

Northern Cape	Out-migrants	In-migrants	Net migration	Difference between periods		
				Out-migrants	In-migrants	Net migration
2006 - 2011	67 734	76 205	8 470			
2011 - 2016	72 001	82 856	10 854	4 267	6 651	2 384
2016 - 2021	76 632	88 320	11 688	4 631	5 465	833
2021 - 2026	81 065	90 675	9 609	4 433	2 355	-2 078

If the net flow of migrants is outward, then the net migration is reflected as a negative number, and vice versa. Thus, it is evident that more people were moving into the province between the periods 2011-2016 and 2016-2021. However, it is projected that less people will move into the Northern Cape during 2021-2026 than during the previous period, i.e. 2016-2021.

Based on the table above, the estimated migration streams for the Northern Cape for the 2021-2026 period is thus projected as follows:

- 81 065 out-migrants (4 433 more than during the 2016-2021 period)
- 90 675 in-migrants (2 355 more than during the 2016-2021 period)
- 9 609 net migration (2 079 less than during the 2016-2021 period)



8.1.1.4. Employment and Unemployment

According to the Quarterly Labour Force Survey, Quarter 4:2024, Statistics South Africa, 843 000 people in the Northern Cape are within the economically active age group (i.e. 15-64). Of this economically active age group, only 355 000 people are reported to be employed.

Table 5: Employment & Unemployment in the Northern Cape, Quarter 1 of 2020 to Quarter 4 of 2024

	2020				2021				2022				2023				2024				
	Q1	Q2	Q3	Q4																	
Northern Cape																					
Population 15-64 yrs	808	810	812	816	815	817	819	821	823	825	827	829	831	833	834	836	838	840	841	843	
Labour Force	460	341	373	431	409	357	366	352	428	417	440	431	462	441	446	447	462	461	461	484	488
Employed	336	255	287	308	313	256	275	264	321	318	324	336	339	322	328	327	331	314	337	355	
Unemployed	124	86	86	124	96	100	91	88	107	99	116	95	123	118	117	120	131	147	147	134	
Not economically active	348	469	439	384	406	461	453	469	395	408	508	398	368	392	389	389	376	378	357	354	
Rates (%)																					
Unemployment rate	27.0	25.1	23.1	28.7	23.4	28.1	24.9	25.0	29.4	23.7	26.4	22.1	26.6	26.9	26.3	26.9	28.3	32.0	30.4	27.4	
Employed / population ratio (Absorption)	41.6	31.5	35.3	37.7	38.4	31.4	33.6	32.2	39.0	38.6	39.2	40.5	40.8	38.7	39.4	39.1	39.5	37.4	40.1	42.1	
Labour force participation rate	56.9	42.1	45.9	52.9	50.2	43.6	44.7	42.9	52.0	50.5	53.2	51.9	55.7	52.9	53.4	53.5	55.1	54.9	57.6	57.9	



The unemployment rate in the Northern Cape has seen a decline on a year-on-year basis from 2020, 2021 to 2022, from 28.7%, 25.0% and 22.1%, respectively. However, things changed during quarter one of 2023 the unemployment rate increased to 26.6% and increased by 0.3% to 26.9% during the second quarter, it dropped slightly during quarter 3 to 26.3 and has ever since been increasing to 26.9% during the last quarter of 2023. For 2024 it increased during the first two quarters from 26.9% during the last quarter of 2023 to 28.3% during quarter 1 of 2024 and 32.0 during quarter 2. However, it decreased to 30.4% during quarter 3 and further decreased to 27.4%. This represents an increase in the number of employed persons by 18 000.

8.1.2. Youth unemployment

Poverty is most often associated with the lack of employment, which provides income through wage labour⁵. According to StatsSA's Marginalised Groups Series VII: The Social Profile of the Youth (2024) "nationally, unemployment rate for the youth increased from 36.8% in 2014 to 45.5% in 2024. Northern Cape's youth unemployment rate increased from 42.8% to 44.7% between 2014 and 2024".

8.1.3. Poverty

Poverty is about not having enough money to meet basic needs including food, clothing and shelter. However, poverty is much more than just not having enough money. The World Bank describes poverty in this way:⁶

"Poverty is hunger. Poverty is lack of shelter. Poverty is being sick and not being able to see a doctor. Poverty is not having access to school and not knowing how to read. Poverty is not having a job, is fear for the future, living one day at a time. Poverty has many faces, changing from place to place and across time, and has been described in many ways. Most often, poverty is a situation people want to escape. So, poverty is a call to action -- for the poor and the wealthy alike -- a call to change the world so that many more may have enough to eat, adequate shelter, access to education and health, protection from violence, and a voice in what happens in their communities."

Consequently, there is no one cause of poverty, and the results of it are different in every case. Poverty varies depending on the situation. Feeling poor in Kimberley is different from living in poverty in Van Wyksvlei or Heuningvlei.

Despite the many definitions, poverty is a complex and multidimensional societal issue. A common way of measuring poverty is to use a poverty line, which is the minimum amount of money that a household or individual needs to survive. The poverty line, which is also sometimes called the poverty threshold, is the smallest amount of money a person or a family needs to live on; to buy what is needed. People who are below this line are classified as poor. South Africa employs an internationally recognised approach - the cost-of-basic-needs approach - to produce three poverty lines, namely:⁷ the food poverty line (FPL), the lower-bound poverty line (LBPL), and the upper-bound poverty line (UBPL).

- *Food poverty line - R 796* (in May 2024 prices) per person per month. This refers to the amount of money that an individual will need to afford the minimum required daily energy intake. This is also commonly referred to as the "extreme" poverty line;

⁵ Situation Analysis of Children in South Africa, April 2009, The Presidency: Republic of South Africa

⁶ World Bank cited in Government of New Brunswick (2017) What is poverty? [Online]. Available from: http://www2.gnb.ca/content/gnb/en/departments/esic/overview/content/what_is_poverty.html

⁷ StatsSA (2023) National Poverty Lines (p3), P031012023



- *Lower-bound poverty line* - **R 1 109** (in May 2024 prices) per person per month. This refers to the food poverty line plus the average amount derived from non-food items of households whose total expenditure is equal to the food poverty line; and
- *Upper-bound poverty line* - **R 1 634** (in May 2024 prices) per person per month. This refers to the food poverty line plus the average amount derived from non-food items of households whose food expenditure is equal to the food poverty line.

These lines capture different degrees of poverty and allow the country to measure and monitor poverty at different levels.⁸ Households/individuals whose incomes fall below a given poverty line are classified as poor.

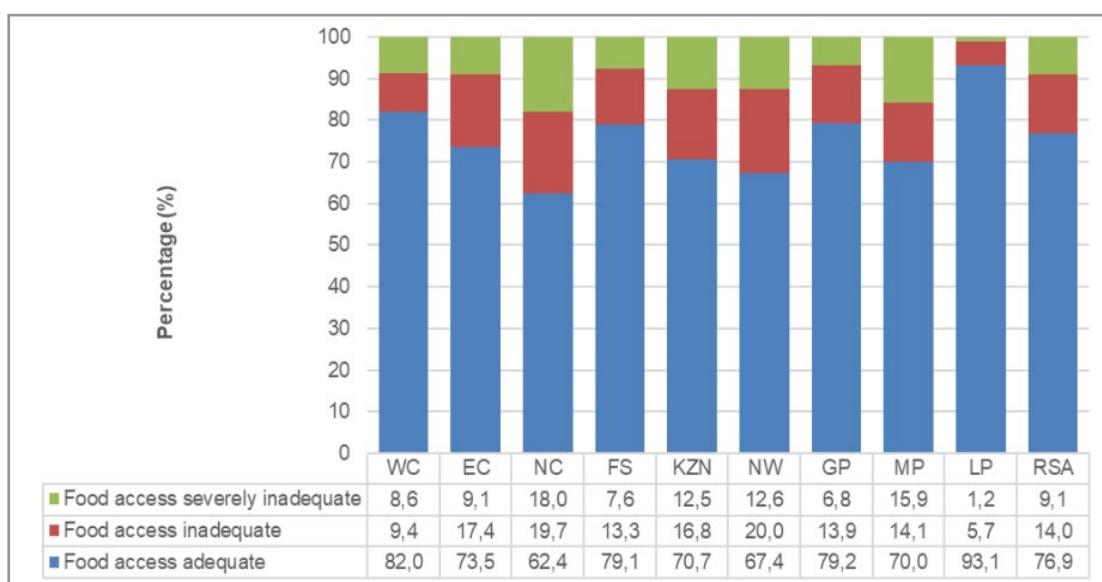
According to the upper-bound poverty line of 2022, 65.3% of households in South Africa were poor in 2022, and in the Northern Cape 69.3% were poor. This means that about 257 557 Northern Cape households were living in poverty in 2022 i.e. these households could not purchase both adequate food and non-food items⁹.

When looking at the food poverty line, 47.7% of households in South Africa were poor in 2022, and 50.7% in the Northern Cape were poor. This is 188 377 of the 371 466 households in the Northern Cape that could not afford the required daily energy intake.¹⁴

8.1.4 Food (in)Security in the Northern Cape

According to the General Household Survey of 2023, the Northern Cape of the 380 000 households, 37.7% of the households were experiencing inadequate (19.7%) or severely inadequate (18%) access to food, accounting for 143 260 households in the Northern Cape. 62.4% of the households had adequate access to food. However, there is a general decline in the number of households who have adequate access to food if one compares the 67.4% of households that had adequate access to food during 2022.

Figure 9: Household levels of accessing food



The Northern Cape had the lowest percentage of households with adequate food access, i.e. 62.4%. This is 14.5 percentage points lower than the national percentage of 76.9%. Twenty-nine percent (28.64% or 106 372) of the 380 000 Northern Cape households reported that they ran out of food in the twelve (12) months prior to the 2022 General Household Survey.¹⁰

⁸ In October 2015, the World Bank updated the international poverty line to \$1.90 a day.

⁹ StatsSA (2023) GHS 2022, SuperWeb

¹⁰ Stats SA: GHS 2022 (extracted from Superweb)



8.1.5. Child hunger

Child hunger refers to a child experiencing food insecurity rather than just missing a meal. Food insecurity means going without food consistently, which results in a child becoming undernourished or malnourished. In households with children, insufficient food access has been linked to a range of adverse development consequences, including social and behavioural problems¹¹.

During the General Household Survey, 2022, it was found that the Northern Cape had 111 675 households with at least one child younger than 5 years old. Of the 111 675 households with children younger than 5 years, 31.62% (35 316) reported that they have experienced hunger.

8.1.6. Social Grants

The following table gives a breakdown of the different social grants disbursed in the Northern Cape since 2011, per type of grant:

Table 6: Northern Cape grant recipients 2011-2025 compared to national number of grant recipients 2025¹²

Financial Year End	Old Age	War Veteran	Disability	Grant in Aid	Care Dependency	Foster Child	Child Support	TOTAL	Total child grants	Total adult grants	Annual increase/decrease
2011	70 458	41	47 756	3 739	4 094	14 999	246 233	387 320	265 326	121 994	
2012	71 721	26	47 920	4 092	4 236	14 456	262 488	404 939	281 180	123 759	17 619
2013	74 919	17	50 012	4 214	4 485	14 342	277 835	425 824	296 662	129 162	20 885
2014	77 081	12	48 201	4 755	4 610	14 307	275 849	424 815	294 766	130 049	-1 009
2015	79 080	9	50 787	6 587	4 787	14 513	290 497	446 260	309 797	136 463	21 445
2016	81 241	8	49 580	7 311	5 020	14 075	297 280	454 515	316 375	138 140	8 255
2017	83 914	4	50 386	8 761	5 987	13 657	303 199	465 908	322 843	143 065	11 393
2018	86 180	3	50 859	10 655	6 020	12 294	308 452	474 463	326 766	147 697	8 555
2019	89 126	3	48 572	13 006	5 959	11 970	314 069	482 705	331 998	150 707	8 242
2020	91 826	1	46 675	17 267	6 042	11 211	321 597	494 619	338 850	155 769	11 914
2021	93 726	1	48 228	18 296	5 782	9 882	326 810	502 725	342 474	160 251	8 106
2022	93 362	1	47 226	21 162	5 774	9 443	331 140	508 108	346 357	161 751	5 383
2023	98 309	1	55 943	36 395	6 012	7 300	332 168	536 128	345 480	190 648	28 020
2024	98 902	0	54 152	37 746	6 102	8 392	336 346	541 640	350 840	190 800	5 512
2025 (February)	100 911	0	53 013	41 967	6 322	7 173	336 951	546 337	350 446	195 891	4 697
Distribution of Northern Cape grants as at end February 2025	18.47%	0.00%	9.70%	7.68%	1.15%	1.31%	61.67%	100.00%	64.15%	35.85%	
2024 SA Grants	4 148 975	7	1 052 579	515 553	172 459	213 425	13 122 931	19 225 929	13 508 815	5 717 114	
% of NC of SA 2025	2.43%	0.00%	5.03%	8.14%	3.66%	3.36%	2.56%	2.84%	2.59%	3.42%	

¹¹ D Gallegos et al, 2021: Food Insecurity and Child Development: A State-of-the-Art Review

¹² Data source: SASSA. [Online]. Available from: <https://www.sassa.gov.za/Pages/Statistical-Reports.aspx>



As at February 2025, 546 337 beneficiaries in the Northern Cape, were in receipt of a social grant. This constitutes 39.79% of the total population of the Northern Cape. 64.15% Of all social grants are aimed at children as the main beneficiary, 18.25% aimed at older persons and 16.95% aimed at persons with disabilities and persons receiving a grant (grant-in aid).

The following table (7) illustrates the distribution in the number of children by age receiving social grants in the Northern Cape in comparison with StatsSA's 2024 Mid-Year Population Estimates results. As at 28 February 2025, there were 349 784 or 74.48% of Northern Cape's children in receipt of a social grant. It furthermore indicates that the bulk of the grants (i.e. Care Dependency, Child Support and Foster Care Grants), are paid for Child Support Grant.

Table 7: Distribution of child grants per age and as a percentage of the total number of children¹³ in the Northern Cape: February 2025

Age	CDG	CSG	FCG	Total	Population - per age	% Total
0	24	12 836	10	12 870	27 935	46,07
1	99	17 965	48	18 112	27 531	65,79
2	138	19 351	66	19 555	27 301	71,63
3	208	20 076	116	20 400	27 112	75,24
4	224	20 347	137	20 708	27 050	76,55
5	231	20 050	162	20 443	26 425	77,36
6	280	20 003	166	20 449	25 819	79,20
7	318	19 084	187	19 589	25 004	78,34
8	325	18 612	248	19 185	25 223	76,06
9	385	19 427	337	20 149	26 240	76,79
10	426	20 139	364	20 929	26 461	79,09
11	417	19 418	385	20 220	26 301	76,88
12	510	19 799	530	20 839	26 097	79,85
13	514	18 735	537	19 786	25 651	77,14
14	467	18 451	640	19 558	24 989	78,27
15	537	18 311	802	19 650	25 068	78,39
16	637	18 553	823	20 013	24 944	80,23
17	582	15 791	956	17 329	24 477	70,80
Total	6 322	336 948	6 514	349 784	469 628	74,48

On 01 June 2020, the South African government introduced the latest investment aimed at creating a better life for children living in poverty. The Child Support Grant was increased by R240, called the Child Support Top-Up Grant. This top-up can only be received by relatives or caregivers caring for orphaned children.

The following table indicates the distribution of the number of children receiving the extended child support grant in the Northern Cape. At the end of February 2025, there were 2 755 extended CSG payments made.

¹³ Data source: SASSA. [Online]. Available from: <https://www.sassa.gov.za/Pages/Statistical-Reports.aspx>



Table 8: Number of children receiving the CSG Top-up: March 2024 - February 2025

Month	Number of children	% of total children
Mar-24	2 159	0,46%
Apr-24	2 231	0,48%
May-24	2 302	0,49%
Jun-24	2 372	0,51%
Jul-24	2 477	0,53%
Aug-24	2 524	0,54%
Sep-24	2 564	0,55%
Oct-24	2 619	0,56%
Nov-24	2 665	0,57%
Dec-24	2 691	0,57%
Jan-25	2 721	0,58%
Feb-25	2 755	0,59%

In 2020 government introduced the Special Covid-19 Social Relief of Distress grant of R 350 per month in an attempt to offset the impact of COVID-19. Since then, nationally, the percentage of individuals in the age group 18 - 59 years who received the grant has increased from 5.3% in 2020 to 8,7% in 2022. In the Northern Cape, the uptake of this grant decreased between 2020 and 2021 from 4.2% to 3.6% but increased to 5.0% in 2022.

8.2 Internal Environment Analysis

The Department has a mandate to provide social protection services and leads government efforts to forge partnerships through which vulnerable individuals, groups and communities become capable and active participant's society in their own development. This mandate requires human and financial resources to effectively address the triple challenges of poverty, unemployment and inequality as articulated in the NDP.

The challenge is that the financial allocation of the Department has not increased in a manner that is commensurate with the increased demand for services due to the high levels of poverty and inequality, therefore making it difficult to bring about meaningful change.

Furthermore, the interventions implemented by the Department are in the main statutory services as it relates to the protection and care for children, women, older persons and persons with disabilities, the budget of the Department is therefore biased towards social welfare services. Community development which is meant to look at social investment interventions that will ultimately reduce the level of vulnerability amongst the poor and vulnerable and make them self-sustainable is poorly funded with insufficient capacity to respond to the demand for developmental services.

This has resulted in the overreliance on the NPOs as strategic partners for service delivery, however, the funding advanced to NPOs for the implementation of these services is insufficient, therefore compromising the quality of the service and the sustainability of such services. Furthermore, given the sole dependence on government funding in terms of their survival, many NPOs are closing down because of the subsidisation of services which are in the main the Department's responsibility and therefore needs to be fully funded and not subsidised. The closing down of these NPOs has put some strain on the Department in terms of its capacity to take over such services which are in the main statutory services.

However, despite the challenges in terms of both financial and human resource constraints, the Department is blessed with a committed and skilled workforce who understands and appreciate the plight of the poor, the vulnerable and



the destitute. Hence the commitment to go the extra mile in ensuring that services are rendered in a seamless and integrated manner.

The approach towards service delivery is based on the mandate of the Department which is to protect the poor and vulnerable, whilst creating an enabling environment aimed at promoting the active participation of people in their own development through skills interventions, community and household profiling and women empowerment initiatives.

8.2.1. Organizational Environment

8.2.1.1. Optimisation of the Departmental Structure

Towards efficient, effective, and responsive service delivery, the Department will be reviewing its organisational structure to ensure alignment in terms of strategy and structure, so as to ensure form follows function. This is also done to implement several improvements to the organisational structure, and enhancements to governance systems, business processes and strategies.

Linked to the structure review, the Department will also be conducting a skills audit in line with the Skills Audit Methodology Framework to identify current skills and knowledge the department has and that which it needs going forward. This will go a long way in succession and career planning, alignment of training and development interventions to actual needs, and ensure the recruitment and retention of much needed skills as the Department has an aging middle management cohort.

Furthermore, the Department will be initiating a frontline service delivery intervention targeting three thematic areas, i.e., work environment, culture, and systems and procedures, with the aim of improving service delivery.

Notwithstanding the initiatives identified, the organisational environment supports and facilitates optimal service delivery to the vulnerable groups in the following way:

- Approved, departmental policies outlining the business process as required by Legislation, Practice Notes making for a sound compliance environment.
- Business process implementation and monitoring as prescribed by various pieces of legislation in areas of financial management, human resource management, governance and strategic management.
- The allocation of resources - human, physical, financial is prioritised towards policy priorities e.g. child care and protection whilst the generic approach towards service delivery and working together of social service professionals within a community or at a service point is encouraged as outlined in the Departmental Service Delivery Model.

8.2.2. Key Control Measures

In order to guide service delivery (compliance to legislation and the quality of services) the control measures that are considered are as follows:

- An Annual Performance Plan which enables the Department to:
 - 1) clarify the strategy and communicate the priorities and objectives for the financial year;
 - 2) monitor progress by measuring to what extent priorities and objectives are being delivered; and
 - 3) define and manage action plans to ensure initiatives are in place to deliver on the strategic priorities and the outcomes.



- Approved Performance Management Framework that provides a way to measure how the Department, Sub-Programmes and individuals are performing in relation to the priorities and outcomes of the Department. In line with the Performance Management Framework, each individual is assigned a set of Key Performance Indicators (KPIs) aligned to the Departmental priorities and outcomes. The primary value of KPIs is not in measurement per se, but in enabling rich data-driven performance conversations and better decision making. Measuring everything that moves provides little more than an illusion that performance is being managed. Instead, it's important to ask, "What goal will this KPI help the Department achieve, or what problem will it resolve?" and "What decisions will the KPI help drive?"

8.2.3. Baseline and approach to target setting

The ability of the Department of Social Development in terms of target setting is affected by a number of variables, key among these variables are:

- Unemployment;
- The ability of the labour market to absorb new entrants into the labour market;
- Fluidity of social ills, resulting in fluidity in demand for services;
- Interdependencies in terms of transversal mandates across spheres of government;
- Needs-based nature of services and voluntary admission / participation in terms of services offered by the Department; and
- Budgetary allocation and the capacity of the department to respond to social ills.

The set targets of the Department and the baseline which is used to determine targets is therefore not as a result of oblivion to the nature and scope of the challenge in terms of both social ill and the demand for the much needed interventions, but it is mainly informed by the capacity of the Department in terms of both financial and human resources to respond to the need.

There is a general acknowledgement that there is a great need for both social protection as well as social investment services. To this end, the 30 Year Review make acknowledge that; 1) the social welfare sector is general under-resourced; 2) the concept of developmental social welfare is poorly understood, hence underfunded and poorly implemented, and 3) there are gaps and exclusions in the provision of social security - in both social assistance and social insurance, hence the continued high levels of poverty, unemployment and inequality continue to persist.

Therefore, the targets set by the Department of Social Development in terms of both this Strategic Plan and the Annual Performance Plans for the duration of this Strategic Plan are primarily influenced and informed by budgetary allocation and human resource capacity. This approach, defective as it is, is informed by the Revised Framework for Strategic Plans and Annual Performance Plans which asserts that targets must be informed by baselines which reflect the current level of performance. This assertion confirms the SMART principle of target setting, meaning targets must be *Specific, Measurable, Achievable, Realistic and Time-bound*.

However, despite the deficiencies of the existing approach towards target setting, the targets set for the MTDP period and this Strategic Plan are aspirational, informed by both the nature and need for social assistance and social insurance programmes and the realisation of the need to do things differently. To this end, the Department have identified the need to mainstream social protection and investment interventions and the need to enhance integration and coordination of interventions across the spheres of government and private sector.



8.2.4. Training and Capacity Building

In line with the National Framework towards the Professionalisation of the Public Service, the NDP suggests that the enormity of social ills has resulted in an increase in terms of the required number of social service professionals. To this end, the Department identified the need to train social-service professionals, especially social workers and community development workers, to respond to the ever-increasing demand for services. The introduction of competency assessment for all junior and middle management (SL 9 - 12) will enable the department to have an objective appreciation of the developmental learning focus areas that the Department must invest in in terms of the development of officials in this cohort. Furthermore, the skills audit to be conducted for all officials will further enable the department to streamline its training and capacity building interventions in a manner that is aligned to the Framework for the Professionalisation of the Public Service (2022:27) in terms of the Integrated Capacity Development Approach which focusses on three levels; namely:

- Individual capacity: referring to skills, competencies, suitable qualifications, potential, attitudes and the capabilities possessed by individuals.

In terms of individual capacity, competency assessments will play a critical role to inform development focus of the official, the type of skills development programmes, coaching and mentoring that the official will be exposed to.

- Institutional capacity: relates to an enabling environment within the organisation to allow officials to perform their functions efficiently.

In terms of institutional capacity, the focus will be on the compilation of credible Workplace Skills Plans (WSPs) informed by skills audit information. Well established policies and consistent application of administrative systems and procedures across the institution. Established norms and standards to allow resilient institutions and continuity and Sound Leadership and Management practices and Governance structures to exercise oversight roles.

- Environmental capacity: Relates to social and economic conditions (physical, geographic, and spatial landscape, economic growth, and employment opportunities).

In terms of environmental capacity, the focus will be to promotes stable political environment. Ensures integrated planning and implementation in addressing service delivery and to elevate citizen / community engagements to a strategic level.

8.2.5. Organisational Capacity

The Department of Social Development have 1 294 posts on its approved Organisational Structure, however, there are currently only 998 posts filled inclusive of social service professionals (612) public service appointments not covered by OSD (373) legal professionals (2), nursing professionals (9), therapeutic diagnostic and related occupations (2) and other such as interns, learnerships etc. (102). This translates into a 77% headcount in terms of the approved Structure as at the end of March 2025 and a vacancy rate of 22.80%, however this percentage reduces to 8.1% if one considers the funded posts in terms of the Departmental compensation of employees budgetary allocation.



Vacancy rates within certain occupational groups, such as social workers, community development practitioners, child and youth care workers, educators, and professional nurses at CYCCs remain a challenge. In addition to budget constraints, staff attrition as a result of resignations, promotions and retirement in the last financial year has impacted on the Department's ability to render services. The inability to appoint additional staff has resulted in high social work caseloads, increasing the risk of staff burnout and increased incapacity leave. The Department identified posts which were prioritised to mitigate the impact on service delivery. This measure is however inadequate given the increasing demand for services and the lack of adequate funding to support statutory services. The Department, based on the criticality of a post, has approached both Provincial Treasury and Office of the Premier to grant approval for the filling of such posts to ensure service delivery is not further hampered.



Part C: Measuring Our Performance



Part C: Measuring Our Performance

9. Institutional Performance Information

9.1 Measuring the Impact

Impact Statement	Improved quality of life through the provision of comprehensive integrated and sustainable social development services
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9.2 Measuring Outcomes

Medium Term Development Plan (MTDP) Strategic Priority 1: Inclusive growth and job creation			
Outcome	Outcome Indicators	Baseline	Five-year target
Increased employment and work opportunities	1. Number of public employment opportunities created	6 034	9 000
	2. Number of people participating in accredited skills development initiatives	1 127	1 500
	3. Number of youth participating through workplace-based learning	290	500
	4. Number of people / cooperatives empowered through preferential procurement	10	150

Medium Term Development Plan (MTDP) Strategic Priority 2: Reduce poverty and tackle the high cost of living			
Outcome	Outcome Indicators	Baseline	Five-year target
Improved provisioning of statutory services for the children, the aged, women and people with disabilities	1. Number of children placed in alternative care	4 114	3 000
	2. Number of older persons and persons with disabilities in residential care facilities	1 152	1 152
	3. Number of people accessing to community-based care and support services	125 000	200 000



Medium Term Development Plan (MTDP) Strategic Priority 2: Reduce poverty and tackle the high cost of living			
Outcome	Outcome Indicators	Baseline	Five-year target
Reduced levels of vulnerability to social ills	1. Number of gender-based violence incidences.	19 750	15 000
	2. Prevalence rate of substance abuse.	12 434	20 000
	3. Juvenile delinquency rate.	1 194	950

Medium Term Development Plan (MTDP) Strategic Priority 2: Reduce poverty and tackle the high cost of living			
Outcome	Outcome Indicators	Baseline	Five-year target
Reduced poverty and improved livelihoods	1. Percentage (%) of people experiencing severe inadequate access to food.	18% (247 129)	13%

Medium Term Development Plan (MTDP) Strategic Priority 2: Reduce poverty and tackle the high cost of living			
Outcome	Outcome Indicators	Baseline	Five-year target
enhanced needs-based service delivery	1. Number of research studies conducted and profiling of households and communities.	5 019	15 052

The baseline set out above reflects the Department's current level of performance. However, the set targets are informed by a range of factors including legislative directive, the nature and scale of the problem, the mandate of the Department as well as the resources, both financial and otherwise available to address the challenges with the exception of the percentage of people experiencing severe inadequate access to food.

9.3 Explanation of Planned Performance over the Five-Year Period

The envisaged impact of the department is closely associated with its mandate based on Section 27 and 28 of the Constitution regarding social protection, which was further clarified in the National Development Plan (Vision 2030) concerning the assurance of:

- An inclusive social protection system that addresses all areas of vulnerability;
- A defined social floor, with no household living below this floor;
- Lowering the cost of living for the poor and ensuring the incomes of vulnerable groups be kept above the poverty line through various means, such as cash grants, public works programmes, training and other labour market incentives and social security mechanisms; and
- No poverty-induced hunger, malnutrition and micronutrient deficiencies;



In addition, the Department is responsible to coordinate government's efforts in terms of anti-poverty interventions, hence the need for the Department to ensure integration, coordination and alignment of interventions across the spheres of government, including local government. Furthermore, since the NDP makes the important assertion that employment is the best form of social protection, hence the Department's focus on the creation of public employment opportunities.

A key focus for the Department for the next five will be to ensure that the policies and plans to be embarked upon are evidence-based and are supported strategies that are characterised by good governance and ethical leadership.

a) The contribution of outcomes towards the achievement of the Medium-Term Development Plan, the mandate of the institution and priorities of women, children and people with disabilities, provincial priorities, and Science Technology and Innovation (STI) Decadal plan priorities (2022 - 2032) (where applicable).

The Outcomes are derived from the Medium-Term Development Plan of the Department in terms of Priority 2: "Reduce poverty and tackle the high cost of living" in terms of the following broad five outcomes, namely:

1. Increased employment and work opportunities
2. improved provisioning of statutory services for children, the elderly, women, and people with disabilities;
3. reduced levels of vulnerability to social ills;
4. reduced vulnerability and Improve livelihoods; and
5. enhanced needs-based service delivery.

These focus areas are directly linked to the departmental mandate and Pillar 2 of the Northern Cape Provincial Development Plan, namely; Society: Social Equity and Human Welfare.

b) The rationale for the choice of the outcome indicators relevant to the respective outcomes.

The outcome indicators provides the unit of measure that is directly linked to the realisation of the outcome.

1. Increased employment and work opportunities

The outcome '*Increased employment and opportunities*' is supported by four outcome indicators; namely;

- Number of public employment opportunities created
- Number of people participating in accredited skills development initiatives
- Number of youth participating through workplace-based learning
- Number of people / cooperatives empowered through preferential procurement

The four outcome indicators were chosen based on the acknowledgement that employment is the best form of social protection. However, more often than not, those unable to find employment often lack critical skills or accreditation in terms of such skills, hence the four outcome indicators. Two of the four outcome indicators focus on direct employment opportunities and income support related to the public employment programme (EPWP) and business development linked to cooperatives associated with economic opportunities through preferential procurement. The remaining two outcome indicators focus on enhancing the employability of youth by offering accredited training and practical workplace experiences designed to provide essential skills.



2. improved provisioning of statutory services for children, the elderly, women, and people with disabilities

The outcome '*improved provisioning of statutory services for children, the elderly, women, and people with disabilities*' is supported by three outcome indicators; namely;

- Number of children placed in alternative care
- Number of older persons and persons with disabilities in residential care facilities
- Number of people accessing to community-based care and support services

Section 28(1)(b) of the South African Constitution (1996), guarantees every child under 18 the right to family care or parental care, or to *appropriate alternative care* when removed from the family environment. The Children's Act (Act 38 of 2005, as amended) sets out principles relating to the care and protection of children. The Department of Social Development being the custodian of the Children's Act has therefore a statutory obligation to give effect to Section 28(1)(b) of the Constitution, hence the outcome indicator to aimed at improving statutory services for children.

Section 27 of the South African Constitution guarantees everyone's right to access social security, Section 27(1)(c) guarantees access to social assistance if unable to support oneself and one's dependents. To this end, the state is obligated to progressively realise such right within available resources. To this end, the Older Persons Act, Act 13 of 2006, aims to protect, promote, and maintain the status, rights, well-being, and security of older persons, including combating abuse, and providing a framework for their empowerment and protection. This include the provision of residential care for both older persons and persons with disabilities who are unable to ensure their protection and the maintenance of their dignity and well-being. However, the same legislation and the Department's Service Delivery Model provides for community-based and care and support services, hence the third outcome indicator.

3. reduced levels of vulnerability to social ills

The outcome '*reduced levels of vulnerability to social ills*' is supported by three outcome indicators; namely;

- Number of gender-based violence incidences.
- Prevalence rate of substance abuse.
- Juvenile delinquency rate.

The Department is responsible for the provision prevention, early intervention, treatment and aftercare services in terms of addressing social ills in society. To this end, The MTDP 2024-2029 identifies outcomes and priorities to complete reforms to the criminal justice system, including interventions to ensure further progress in the fight against Gender-based Violence (GBV) and Gender-based Violence and Femicide (GBVF). For the Department of Social Development, the provision of psychosocial support and sheltering services to victims or people vulnerable to GBVF is an important intervention in both the prevention and care and support to such people. Hence the need for the first outcome indicator in terms of the incidences of gender-based violence.

Furthermore, substance abuse not only contribute to the high incidences of GBVF, but also disproportionately affects the well-being of the most vulnerable members (women and children) of society, including the ability of the people abusing substances to be productive citizens. To this end, the Department of Social Development is the custodian of the Prevention of and Treatment for Substance Abuse Act (Act 70 of 2008) which provides for the prevention, early intervention, treatment and reintegration services in terms of substance abuse.



To this end, the Departmental Policy (2023) on the 'Prevention of and Treatment for Substance Use Disorders' enjoins the Department:

- to embrace a balanced, integrated and evidence-based approach to domestic substance use, abuse and dependency (substance use disorders);
- to invest in building safe communities through appropriate evidence-based prevention and treatment strategies; and
- to devise SUD impact minimisation strategies.

Hence the second outcome indicator, because apart from the statutory obligation on the Department, there is general consensus that substance abuse creates a significant burden for affected individuals, their families, and society.

The last outcome indicator in terms of '*juvenile delinquency rate*' is derived from the Child Justice Act (Act 75 of 2008) which establishes a separate criminal justice system for children (ages 10-17) in conflict with the law, focusing on their best interests and providing alternative sentencing options and restorative justice measures. The Department of Social Development is responsible to provide a probation officer to conduct an assessment of all children apprehended on allegations of having committed a criminal offence, as well as presenting the recommendations following that assessment regarding the possible referral of a child to the children's court and/or counselling, the placement of a child should he or she not be released; and on the appropriateness of diversion including a particular service provider or particular diversion options. To this end, the juvenile delinquency rate is an important outcome indicator to measure levels of vulnerability to social ills, including criminal behaviour and support services for children vulnerable to such.

4. reduced vulnerability and Improve livelihoods; and

The outcome '*reduced vulnerability and improve livelihoods*' is supported by one outcome indicators; namely;

- Percentage (%) of people experiencing severe inadequate access to food.

The NDP outlines several objectives aimed at alleviating poverty. To this end, government supports these objectives by emphasising the need to create a more just society through the following actions: addressing poverty, tackling spatial inequalities, reducing food insecurity, and lowering the overall cost of living. Key to government's strategic objective 2: reduce poverty and tackling the high cost of living. In the context of the province, Northern Cape has a high number of food insecurity with 37.7% of the households experiencing inadequate (19.7%) or severely inadequate (18%) access to food, accounting for 143 260 households in the Northern Cape out of a total of 380 000 households.

To this end, the Department through its food provision interventions aim at ensuring social protection in the form of food provision for those unable to provide for themselves as outlined in Section 27 of the Constitution.

5. enhanced needs-based service delivery.

The outcome '*enhanced needs-based service delivery*' is supported by two outcome indicators; namely;

- Number of research studies conducted and profiling of households and communities undertaken.

The MTDP outlines the importance of evidence-based policy and decision-making. To this end, Effective medium-term indicators, targets and resource allocation are essential for building a capable state. However, for this to happen, a more data-driven approach to ensure targeted interventions and direct resources becomes important, hence the need to profiling of both households and communities to direct service delivery interventions.



This section outlined how the outcomes and the outcome indicators are linked to the role of the Department as it relates to its contribution to social protection as outlined in the Constitution in Section 27 and 28.

c) Explanation of enablers to achieve the five-year targets.

The five-year targets are set based on the assumption that there will be continuation in terms of existing capacity as it relates to human and financial resources. There is a great degree of interdependencies hence the need for key enablers as outlined in the MTDP as it relates to:

- Effective governance and leadership through robust coordination and control systems to steer departments in implementing crosscutting and transversal mandates like poverty reduction, food security, and youth development initiatives.
- Institutional capacity in terms of a well-equipped department is vital for effective performance, is essential for optimal performance; therefore, it is important to perform a skills audit to verify that staff possess the required skills and expertise, coupled with organized processes and procedures that promote efficiency.
- Public participation and trust to ensure meaningful citizen engagement to fosters a sense of ownership and accountability, leading to increased support for government initiatives, especially given the constrained fiscus and reliance on Non-Profit Organisations as important instruments of service delivery.
- Prioritisation of interventions: Interventions to ensure a modern, technology-driven and capable state and an ethical, accountable and transparent public service will have to be prioritised. To this end, the Department will be reviewing Programmes that have not performed to assess their relevance and impact.

These enablers and interlinkages are interdependent and mutually reinforcing. A capable, ethical and developmental state relies on a robust foundation in all these areas. To this end, on a policy level, the finalization of the following will go a long way in ensuring integration, coordination and efficiencies:

- An Anti-Poverty Strategy that will ensure cohesion, integration and coordination of government wide initiatives aimed at addressing poverty.
- An Integrated Youth Development Strategy that will ensure cohesion, integration and coordination of government wide initiatives aimed at youth development.
- An integrated Service Delivery Model for transversal mandates such as the mandates outlined above together with a new funding framework for such mandates to ensure the achievement of the said mandates.

The District Development Model will contribute towards the development of an integrated service delivery model for transversal mandates which will further serve to strengthen the existing government interventions. Furthermore, the District Development Model will also go a long way in ensuring policy cohesion and integrated planning and implementation, thus improving the efficacy of social protection interventions across the spheres of government.



d) Explanation of the outcome's contribution to the achievement of the impact.

The outcomes are linked to the impact of 'Improved quality of life through the provision of comprehensive, integrated and sustainable social development services.' The realisation of the outcomes will therefore culminate in the achievement of the impact because an increase in employment and opportunities will enhance the livelihoods of the poor and destitute, thus improving their quality of life as it will provide beneficiaries with income support and much needed skills to access employment. Bearing in mind, employment is the best form of social protection.

The improvement in the provisioning of statutory services for the aged, women, children and people with disabilities will result in improved quality of life for the targeted group and ensure the wellbeing of such groups. Whereas the reduced vulnerability to social ills will result in the safety and protection of women, children, the elderly and people with disabilities in terms of abuse and neglect which will enable them to enjoy their lives, realise their potential and contribute to the vision of a better life for all.

Likewise, the reduced vulnerability and improved livelihoods will enable the poor and vulnerable access to food that will address the existing challenge of inadequate and severely inadequate access to food, which have a negative impact on the ability of the poor and vulnerable to lead a healthy and productive life.

Lastly, 'enhanced needs-based service delivery' will enable the department to ensure evidence-based decision-making to enable the delivery of needs-based services targeting the neediest, given the fiscal constrained environment the Department finds itself in.

10. Key Risks

Outcomes	Key Risks	Risk Mitigations
Increased employment and work opportunities	<ul style="list-style-type: none">- Increase in levels of unemployment.	<ul style="list-style-type: none">- Implementation of income support programmes (EPWP).
Improved provisioning of statutory services for the children, the aged, women and people with disabilities.	<ul style="list-style-type: none">- Non-compliance with legislative prescripts.- Inadequate capacity and funding for the implementation of statutory interventions.	<ul style="list-style-type: none">- Legislative risk compliance registers and quarterly risk management sessions and reports.- Reviewal of the Organisational Structure.- Reviewal of funding model.- Development of a Departmental Integrated Service Delivery Model.



Outcomes	Key Risks	Risk Mitigations
Reduced vulnerability to social ills	<ul style="list-style-type: none"> - Poorly designed treatment, after care and reintegration programmes. - Inability to measure the impact of departmental interventions. - Inadequate budget provision for prevention programmes due to competing demands - Lack of cooperation from key stakeholders to support DSD in the implementation of its interventions 	<ul style="list-style-type: none"> - Subject programmes to a review to validate its design to produce the desired results - Based on the review, redesign programmes if necessary and measures its adequacy and effectiveness. - Establish baselines for all development social welfare services. - Determine relevant metrics and develop the monitoring plan. - Conduct evaluation on the efficacy of interventions. - Reprioritise the budget within the Department - Conduct joint prevention campaigns - Leverage on the outreach work of partners and other government Departments. - Conduct a stakeholder analysis and determine the requirements from each stakeholder. - Communication and engagement with all stakeholders to obtain buy-in and understanding. - Develop formal agreements on an approved implementation plan. - Monitor the implementation and escalate matters of concern to the relevant governance structures.
Reduced poverty and improved livelihoods	<ul style="list-style-type: none"> - Inability to reduce vulnerability due to interdependencies and reliance on other departments and stakeholders. 	<ul style="list-style-type: none"> - Development of a Provincial Anti-Poverty Strategy - Development of an Integrated Food Security Strategy / Plan. - Develop formal agreements on an approved implementation plan.
Enhanced needs-based service delivery.	<ul style="list-style-type: none"> - Stakeholder participation. - Inability to respond to the needs of communities due to limited financial resources. - Interdependencies in terms of transversal mandates. 	<ul style="list-style-type: none"> - Conduct a stakeholder analysis and determine the requirements from each stakeholder. - Communication and engagement with all stakeholders to obtain buy-in and understanding. - Develop formal agreements on an approved implementation plan. - Reprioritise the budget within the Department

11. Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
Not Applicable (N/A)	(N/A)	(N/A)	(N/A)



Part D: Technical Indicator Descriptor (TID)



Part D: Technical Indicator Description (TID)

12. Technical Indicator Description (TID)

Outcome 1: Increased employment and work opportunities.

Indicator Title	Number of public employment opportunities created	
Definition	- This indicator counts the number of people employed in the Expanded Public Works Programme.	
Source of data	- EPWP Electronic Reporting System.	
Method of Calculation / Assessment	- This is a quantitative indicator in terms of method of calculation.	
Assumptions	- Uniform requirements for all income support interventions and central coordination of all income support interventions.	
Disaggregation of Beneficiaries (where applicable)	Women	- 55%
	Youth	- 55%
	Persons with disabilities	- 2%
Spatial Transformation (where applicable)	- In all 5 Districts of the Province	
Reporting Cycle	- Annual progress against the five-year target.	
Desired performance	- Actual performance that is higher than targeted performance is desirable.	
Indicator Responsibility	- The Senior Manager responsible for Youth Development and EPWP	

Indicator Title	Number of people participating in accredited skills development initiatives	
Definition	- This indicator counts the number of people who participated in accredited skills development interventions.	
Source of data	- Departmental database	
Method of Calculation / Assessment	- This is a quantitative indicator in terms of the method of calculation	
Assumptions	- Central coordination of all skills development interventions to ensure that they are needs-based and will enhance the employability of beneficiaries.	
Disaggregation of Beneficiaries (where applicable)	Youth	- 100%
	Women	- 50%
	Persons with disabilities	- 5%
Spatial Transformation (where applicable)	- All 5 Districts of the Province.	
Reporting Cycle	- Annual progress against the five-year target.	
Desired performance	- Actual performance that is higher than targeted performance is desirable.	
Indicator Responsibility	- Senior Manager responsible for Youth Development and EPWP and the Senior Manager responsible for Sustainable Livelihoods and Poverty Alleviation.	



Indicator Title	Number of youth participating through workplace-based learning	
Definition	- This indicator counts the number of youth who participated in internships and learnerships.	
Source of data	- Departmental database	
Method of Calculation / Assessment	- This is a quantitative indicator in terms of the method of calculation	
Assumptions	- Central coordination of all workplace-based interventions to ensure effective supervision and skills transfer.	
Disaggregation of Beneficiaries (where applicable)	Youth	- 100%
	Women	- 50%
	Persons with disabilities	- 5%
Spatial Transformation (where applicable)	- All 5 Districts of the Province.	
Reporting Cycle	- Annual progress against the five-year target.	
Desired performance	- Actual performance that is higher than targeted performance is desirable.	
Indicator Responsibility	- Senior Manager responsible for Human Resource Planning and Development.	

Indicator Title	Number of people / cooperatives empowered through preferential procurement	
Definition	- This indicator counts the number of people (women, youth and persons with disabilities) / cooperatives empowered through preferential procurement.	
Source of data	- Departmental procurement records (BAS Reports and or Order Numbers from other State and or Private Entities).	
Method of Calculation / Assessment	- This is a quantitative indicator in terms of the method of calculation.	
Assumptions	- Intentionality in terms of the empowerment of women, youth and persons with disabilities / cooperatives.	
Disaggregation of Beneficiaries (where applicable)	Women	- 50%
	Youth	- 50%
	Persons with disabilities	- 5%
Spatial Transformation (where applicable)	- In all 5 Districts of the Province.	
Reporting Cycle	- Annual progress against the five-year target.	
Desired performance	- Actual performance that is higher than targeted performance is desirable.	
Indicator Responsibility	- The Senior Manager responsible for Sustainable Livelihoods and Poverty Alleviation and the Senior Manager responsible for Supply Chain Management.	



Outcome 2: Improved provisioning of statutory services for the aged, women, children and people with disabilities.

Indicator Title	Number of children placed in alternative care	
Definition	<ul style="list-style-type: none"> - The indicator counts number of children in need of care and protection placed in alternative care, e.g. foster care, Child and Youth Care Centres and adoptions, as per the Children's Act. 	
Source of data	<ul style="list-style-type: none"> - Children's Court and South African Police Service. 	
Method of Calculation / Assessment	<ul style="list-style-type: none"> - This is a quantitative indicator in terms of method of calculation. 	
Assumptions	<ul style="list-style-type: none"> - Close working relationship with the Department of Justice which will result in the regular convening of Children's Courts. 	
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> - Children 	<ul style="list-style-type: none"> - 100%
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> - All 5 Districts of the Province. 	
Reporting Cycle	<ul style="list-style-type: none"> - Annual progress against the five-year target. 	
Desired performance	<ul style="list-style-type: none"> - Actual performance that is lower than targeted performance is desirable. 	
Indicator Responsibility	<ul style="list-style-type: none"> - Senior Manager responsible for Services to Families and Children. 	

Indicator Title	Residential care for older persons and persons with disabilities	
Definition	<ul style="list-style-type: none"> - This indicator counts the number of older persons and persons with disabilities in need of care and protection, placed in residential care facilities. 	
Source of data	<ul style="list-style-type: none"> - Residential facilities for older persons - Residential facilities for persons with disabilities. 	
Method of Calculation / Assessment	<ul style="list-style-type: none"> - This is a quantitative indicator in terms of method of calculation. 	
Assumptions	<ul style="list-style-type: none"> - Families and society are supportive of older persons and persons with disabilities to enable them to remain within the family and society for as long as possible before institutionalisation. 	
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> - Older persons 	<ul style="list-style-type: none"> - 77%
	<ul style="list-style-type: none"> - Persons with disabilities 	<ul style="list-style-type: none"> - 23%
	<ul style="list-style-type: none"> - Women 	<ul style="list-style-type: none"> - 50%
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> - All 5 Districts of the Province. 	
Reporting Cycle	<ul style="list-style-type: none"> - Annual progress against the five-year target. 	
Desired performance	<ul style="list-style-type: none"> - Actual performance that is lower than targeted performance is desirable. 	
Indicator Responsibility	<ul style="list-style-type: none"> - Senior Manager responsible for Social Welfare Services. 	



Indicator Title	Access to community-based care and support services	
Definition	<ul style="list-style-type: none"> - This indicator counts the number of people accessing prevention, early intervention and aftercare services (non-residential care and support services). 	
Source of data	<ul style="list-style-type: none"> - Non-Profit Organisations. - Departmental database. 	
Method of Calculation / Assessment	<ul style="list-style-type: none"> - This is a quantitative indicator in terms of the method of calculation 	
Assumptions	<ul style="list-style-type: none"> - Willingness of services users to participate in the care and support services. 	
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> - Women - Men - Children - Persons with disabilities 	<ul style="list-style-type: none"> - 70% - 30% - 25% - 5%
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> - Across all five districts of the Province. 	
Reporting Cycle	<ul style="list-style-type: none"> - Annual progress against the five-year target. 	
Desired performance	<ul style="list-style-type: none"> - Actual performance that is higher than targeted performance is desirable. 	
Indicator Responsibility	<ul style="list-style-type: none"> - Senior Managers for Programmes 2, 3, 4 and 5 (Line functions). 	

Outcome 3: Reduced levels of vulnerability to social ills

Indicator Title	Number of gender-based violence incidences	
Definition	<ul style="list-style-type: none"> - This indicator counts the number of people who were victims of gender-based violence, including their children accessing departmental services. 	
Source of data	<ul style="list-style-type: none"> - Departmental database 	
Method of Calculation / Assessment	<ul style="list-style-type: none"> - This is a quantitative indicator in terms of the method of calculation 	
Assumptions	<ul style="list-style-type: none"> - All victims of gender-based violence are reported to the South African Police Service. 	
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> - Women - Children - Persons with disabilities 	<ul style="list-style-type: none"> - 100% - 10% - 5%
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> - All 5 Districts of the Province. 	
Reporting Cycle	<ul style="list-style-type: none"> - Annual progress against the five-year target. 	
Desired performance	<ul style="list-style-type: none"> - Actual performance that is lower than targeted performance is desirable. 	
Indicator Responsibility	<ul style="list-style-type: none"> - Senior Manager responsible for Restorative Services. 	



Indicator Title	Prevalence rate of substance abuse	
Definition	<ul style="list-style-type: none"> - This indicator counts the number of people reached through substance abuse prevention, treatment and aftercare services 	
Source of data	<ul style="list-style-type: none"> - Departmental database 	
Method of Calculation / Assessment	<ul style="list-style-type: none"> - This is a quantitative indicator in terms of the method of calculation 	
Assumptions	<ul style="list-style-type: none"> - Willingness of substance users to participate in treatment services. 	
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> - Women - Men - Youth - Persons with disabilities 	<ul style="list-style-type: none"> - 50% - 50% - 50% - 5%
Spatial Transformation (where applicable)		
Reporting Cycle		
Desired performance		
Indicator Responsibility	<ul style="list-style-type: none"> - Senior Manager responsible for Restorative Services and Substance Abuse 	

Indicator Title	Juvenile delinquency rate	
Definition	<ul style="list-style-type: none"> - This indicator counts number of children in conflict with the law. 	
Source of data	<ul style="list-style-type: none"> - Departmental database - Probation Case Management System (PCMS). 	
Method of Calculation / Assessment	<ul style="list-style-type: none"> - This is a quantitative indicator in terms of the method of calculation 	
Assumptions	<ul style="list-style-type: none"> - All police officers report children in conflict with the law on the PCMS. 	
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> - Children 	<ul style="list-style-type: none"> - 100%
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> - All 5 Districts of the Province. 	
Reporting Cycle	<ul style="list-style-type: none"> - Annual progress against the five-year target. 	
Desired performance	<ul style="list-style-type: none"> - Actual performance that is lower than targeted performance is desirable. 	
Indicator Responsibility	<ul style="list-style-type: none"> - Senior Manager responsible for Restorative Services. 	



Outcome 4: Reduced poverty and improved livelihoods

Indicator Title	Percentage (%) of people experiencing severe inadequate access to food.	
Definition	<ul style="list-style-type: none"> - This indicator counts number of people and households accessing food through departmental food provision programmes. (both centre-based and non-centre-based). 	
Source of data	<ul style="list-style-type: none"> - Residential care facilities - Community Nutrition Development Centres - Database of households 	
Method of Calculation / Assessment	<ul style="list-style-type: none"> - This is a quantitative indicator in terms of the method of calculation 	
Assumptions	<ul style="list-style-type: none"> - Central coordination and integration of interventions across Sub-Programmes and Departments. 	
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> - Women - 50% - Men - 50% - Persons with disabilities - 5% 	
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> - All 5 Districts of the Province. 	
Reporting Cycle	<ul style="list-style-type: none"> - Annual progress against the five-year target. 	
Desired performance	<ul style="list-style-type: none"> - Actual performance that is higher than targeted performance is desirable. 	
Indicator Responsibility	<ul style="list-style-type: none"> - Senior Manager responsible for Poverty Alleviation and Sustainable Livelihoods. 	

Outcome 5: Enhanced needs-based service delivery.

Indicator Title	Number of research studies conducted and profiling of households and communities undertaken
Definition	<ul style="list-style-type: none"> - This indicator counts the number of research studies undertaken and the number of communities and households profiled.
Source of data	<ul style="list-style-type: none"> - Departmental research studies and profiles of households and communities.
Method of Calculation / Assessment	<ul style="list-style-type: none"> - This is a quantitative indicator in terms of the method of calculation
Assumptions	<ul style="list-style-type: none"> - The implementation of research study outcomes and profiles of both households and communities to influence decision-making and inform service delivery.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> - Not applicable.
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> - All 5 Districts of the Province.
Reporting Cycle	<ul style="list-style-type: none"> - Annual progress against the five-year target.
Desired performance	<ul style="list-style-type: none"> - Actual performance that is higher than targeted performance is desirable.
Indicator Responsibility	<ul style="list-style-type: none"> - Senior Manager responsible for Poverty Alleviation and Sustainable Livelihoods and the Senior Manager responsible for Population Development and Research.



13. ANNEXURES TO THE STRATEGIC PLAN

ANNEXURE A: NSDF AND THE DISTRICT DEVELOPMENT MODEL



ABBREVIATIONS

APP	Annual Performance Plan
COVID-19	Coronavirus disease
CSG	Child Support Grant
DPME	Department of Planning, Monitoring and Evaluation
EPWP	Expanded Public Works Programme
FPL	Food Poverty Line
GBV	Gender-based Violence
GBVF	Gender-based Violence and Femicide
KPI	Key Performance Indicators
MPL	Member of Provincial Legislature
MTDP	Medium-Term Development Plan
NA	Not Applicable
NC	Northern Cape
NDP	National Development Plan
NPO	Non-Profit Organisation
NYP	National Youth Policy
OSD	Occupation Specific Dispensation
PCMS	Probation Case Management System
PFMA	Public Financial Management Act
SACSSP	South African Council for Social Service Professionals
SMART	Specific, Measurable, Achievable, Realistic and Timebound
SPF	Social Protection Floor
STATSSA	Statistics South Africa
SUD	Substance Use Disorder
TID	Technical Indicator Descriptor
UBPL	Upper-Bound Poverty Line
UN	United Nations
WSP	Workplace Skills Plan



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