



STRATEGIC PLAN 2020 - 2025



We belong



We care



We serve



social development

Department:
Social Development
NORTHERN CAPE
REPUBLIC OF SOUTH AFRICA

Northern Cape Department of Social Development

Strategic Plan for
2020/21 - 2024/25



Disclaimer

Title of Publication: Northern Cape Department of Social Development Strategic Plan 2020/21 - 2024/25.

The English version of the Strategic Plan is regarded as the official text. The Department cannot be held liable for any misinterpretation that may occur during translation process.

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

To obtain additional copies of this document please contact:

The Head of Department
Department of Social Development
Private Bag X 5042
Kimberley, Northern Cape
8300

South Africa Tel: +27 53 874 9100
Electronic mail: gmunnik@ncpg.gov.za
Website: <http://www.socdev.ncpg.gov.za>

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General Department Information

Name of Department : Northern Cape Department of Social Development

Physical Address : 257 Barkley Road
Latlhi Mabilo Complex

Kimberley

8300

POSTAL ADDRESS : Private Bag X 5042

Kimberley

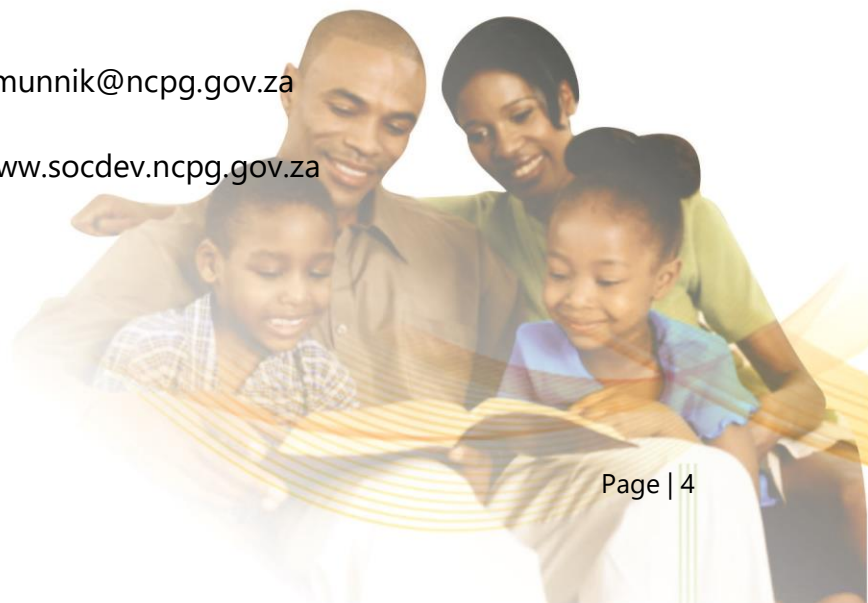
8300

Telephone Number : +27 53 874 9100 / 9283

Fax Number : +27 53 874 9162

Electronic Mail Address : gmunnik@ncpg.gov.za

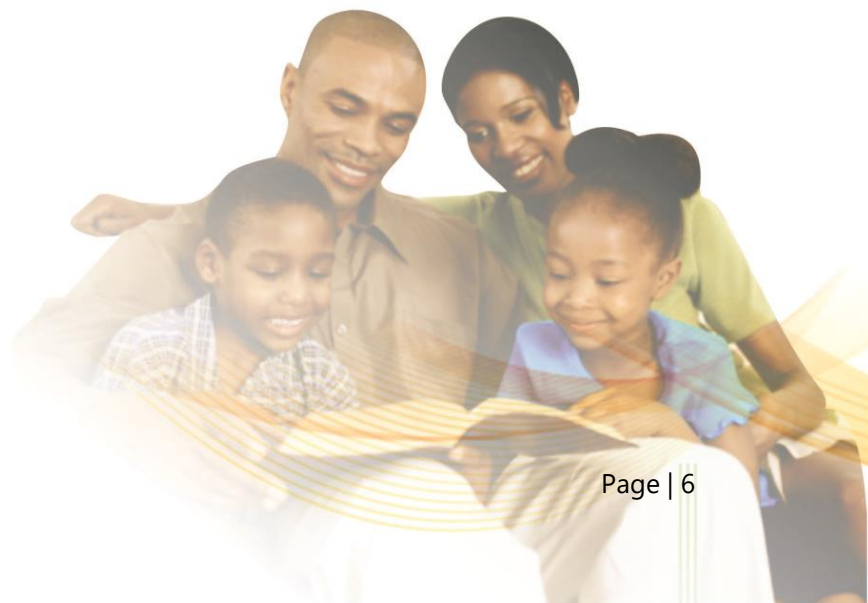
Website Address : www.socdev.ncpg.gov.za



Abbreviations and Acronyms

ANC	African National Congress
APP	Annual Performance Plan
AU	African Union
CS	Community Survey
DSD	Department of Social Development
ECD	Early Childhood Development
EPWP	Expanded Public Works Programme
FBS	Free Basic Services
GBV	Gender-Based Violence
KPI	Key Performance Indicator
MEC	Member of Executive Council
MPAT	Management Performance Assessment Tool
MPL	Member of Provincial Legislature
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDA	National Development Agency
NDP	National Development Plan
NGO	Non-Governmental Organisation
NEET	Not in Employment, Education or Training
NPO	Non-Profit Organisation
SASSA	South African Social Security Agency

- SPF** Social Protection Floor
- TID** Technical Indicator Descriptor
- UN** United Nations
- VAT** Value-added Tax



Executive Authority Statement

Our democracy is based on the will of the people, hence the need for regular free and fair elections based on the constitutional guarantee in terms of the right to vote. Elections are therefore not a ritualistic practice, but an exercise of democracy, ensuring that people have the right to decide who they entrust with their vote. On May 8, 2019 South Africans participated in the general elections and renewed the African National Congress's (ANC) electoral mandate. The Manifesto of the ANC was then translated into seven (7) priorities of Government for the Medium-Term Strategic Framework (2019 - 2024), namely:

- Priority 1: A Capable, Ethical and Developmental State;
- Priority 2: Economic Transformation and Job Creation;
- Priority 3: Education, Skills and Health;



- Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services;
- Priority 5: Spatial Integration, Human Settlements and Local Government;
- Priority 6: Social Cohesion and Safe Communities; and
- Priority 7: A Better Africa and World.

The seven priorities are also informed by the 25 (1994 - 2019) Year Review which highlights the important milestones reached and achievements the country made, it also reflects on the strengths and shortcomings of government in fulfilling its mandate for social and economic transformation. It is therefore an instructive tool on how to continue the task to build and consolidate a capable state which will

advance social equality and eradicate poverty and hunger, in line with the mandate of the Department.

The mandate of the Department is derived from the Constitution in Section 27 and 28. The principle provision in section 27(1)(c) that states;

- everyone has the right to have access to social protection including, appropriate social assistance for those unable to support themselves and their dependants.
- Section 27(2) goes further enjoining the State to take reasonable legislative and other measures, within its available resources to achieve the progressive realisation of these rights.
- Section 28(1)(c) provides for the right of children to social services.

The 25 Year Review noted that despite our significant achievements, including progressive constitutional proviso, too many people are still trapped in

unemployed, poverty and inequality. Therefore, the Medium-Term Strategic Framework 2019/2024 is a coherent and bold people's plan for a better life for all, addressing the persistent challenges of unemployment, poverty and inequality.

The increase in gender-based violence and other attendant social ills in recent times have once again highlighted the inadequate provision of social welfare services, especially for children, women, people with disability and the elderly. In fact, the 25 Year Review make three important observations; 1) it notes, 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.

Furthermore, the 25 Year Review noted that due to piecemeal development of policy and legislation, policy is not optimal even 25 years post 1994 - there is therefore a need to optimise policy clarity, policy coherence and emphasis in the developmental social wage environment. The Review therefore highlighted the need for the existing social floor to be consolidated with the current social assistance programmes to deliver a more comprehensive social security system.

Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services must therefore be seen in the context of the existing social wage, including Free Basic Services (FBS) (water, electricity and sanitation), education (including early childhood development), healthcare, social grants, minimum wages, housing, transport subsidies, social welfare services - which the 25 Year Review recommends must be recognised as South Africa's Social Protection Floor (SPF).

A key deliverable for the Medium-Term Strategic Framework period is therefore development of a comprehensive framework to guide government interventions in line with the SPF. This is in line with the 25 Year Review which recommends that the Social Protection Floor (SPF) must specify the "minimum guaranteed level of entitlements to social benefits including minimum wages, income support (social assistance grants); healthcare, education, basic social welfare services; Free Basic Services and VAT exemption on basic foods".

The 25 Year Review asserts that, in order to realise our constitutional commitment to the progressive realisation of all right to the social wage, South Africa will need to optimize policy across the social wage; strengthen systems by addressing six generic building blocks across the social wage: leadership and governance, service delivery, the workforce, information systems, financing and access.

This Strategic Plan 2020/21 - 2024/25 is therefore an unequivocal statement of intent for the next 5 years in terms of the Department of Social Development's commitment to the creation of a better life for all, in line with the departmental mandate. It sets the broad parameters according to which the Department will be measured, it acknowledges the fact that government on its own will not be able to address the challenges of poverty, unemployment and inequality, however, collectively, we are able to create the better life envisaged by our forebearers.

It therefore calls on the Department to ensure the delivery of seamless, integrated and coordinated social

development services aimed at ensuring cohesive and inclusive social protection and developmental services.

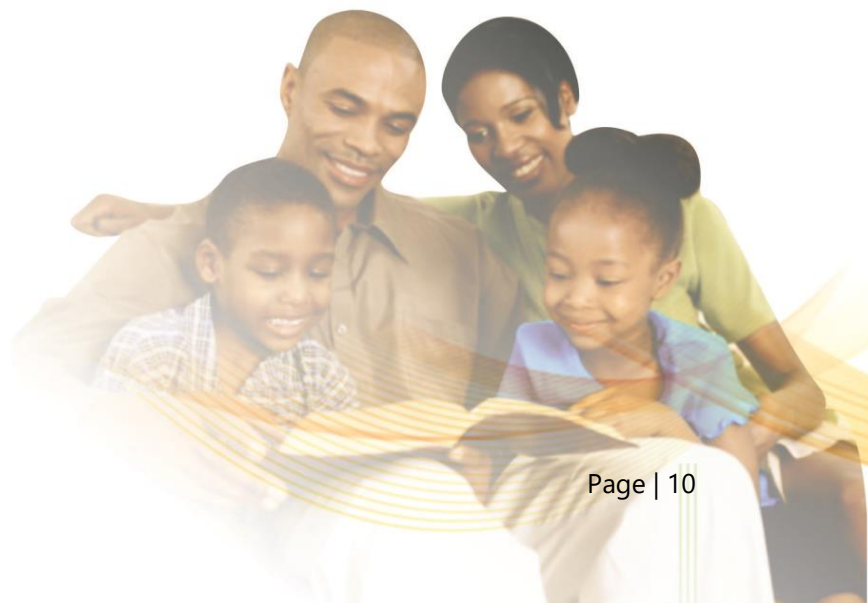
In borrowing from the words of President Ramaphosa, "let us propel our sights to further vistas as we seek to achieve our goal of an equal and prosperous society. The journey continues. Let us work together to grow South Africa!"



Ms. Martha Bartlett, MPL

Executive Authority: Northern Cape

Department Social Development



Accounting Officer Statement

Our fiscal position now more than ever dictates that we 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, food security and early childhood development. On the other hand, it requires the reviewal of current interventions to determine the efficacy of interventions in an attempt to enhance the impact of our services. Key to the consolidation of the social wage through quality basic services and the realisation of a Modern, Growing and Successful Northern Cape is the enhancement of our coordination mechanisms and the need to strengthen integrated planning, monitoring and evaluation to ensure value for money.

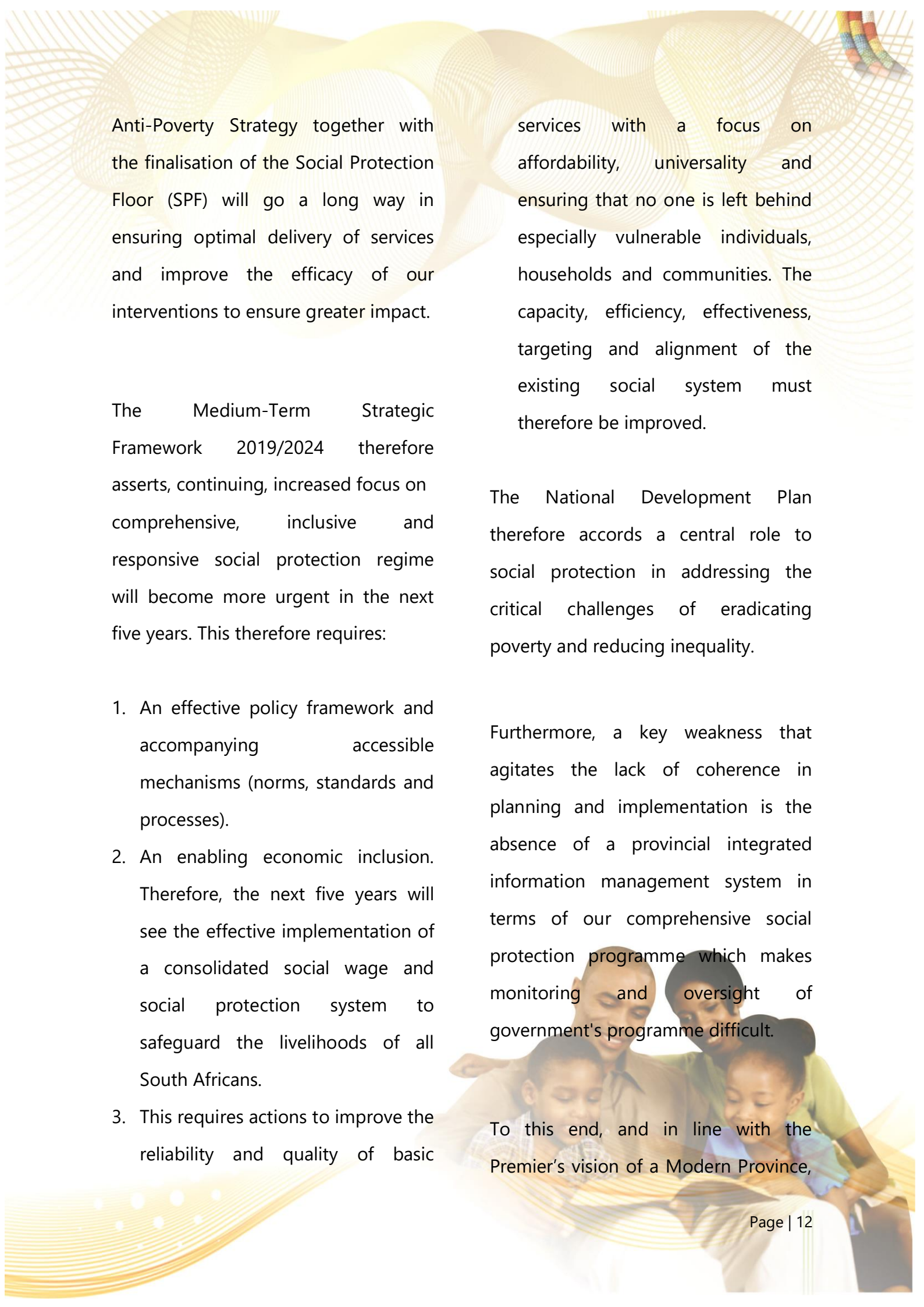
The new District Development Model will go a long way as 'a method that

seeks to improve the coherence and impact



of government service delivery'. This Model seeks to respond to the observation of President Ramaphosa during his 2019 State of the Nation Address where he acknowledged the "pattern of operating in silos" as a challenge which led to **"lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult"**. The consequence has been non optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment.

Therefore, in ensuring that we consolidate the social wage, the optimization of policy across the social wage must be strengthened. To this end, the finalisation of the Provincial



Anti-Poverty Strategy together with the finalisation of the Social Protection Floor (SPF) will go a long way in ensuring optimal delivery of services and improve the efficacy of our interventions to ensure greater impact.

The Medium-Term Strategic Framework 2019/2024 therefore asserts, continuing, increased focus on comprehensive, inclusive and responsive social protection regime will become more urgent in the next five years. This therefore requires:

1. An effective policy framework and accompanying accessible mechanisms (norms, standards and processes).
2. An enabling economic inclusion. Therefore, the next five years will see the effective implementation of a consolidated social wage and social protection system to safeguard the livelihoods of all South Africans.
3. This requires actions to improve the reliability and quality of basic

services with a focus on affordability, universality and ensuring that no one is left behind especially vulnerable individuals, households and communities. The capacity, efficiency, effectiveness, targeting and alignment of the existing social system must therefore be improved.

The National Development Plan therefore accords a central role to social protection in addressing the critical challenges of eradicating poverty and reducing inequality.

Furthermore, a key weakness that agitates the lack of coherence in planning and implementation is the absence of a provincial integrated information management system in terms of our comprehensive social protection programme which makes monitoring and oversight of government's programme difficult.

To this end, and in line with the Premier's vision of a Modern Province,

we will enhance service delivery through the development of an integrated information management system that will consolidate social protection as an umbrella concept that brings together:

- Social security which draws on section 27 of the Constitution to address income dimensions of poverty and contribute to ensuring a standard of living below which no-one falls;
- Measures to address capability poverty: support to early childhood development and investments in children;
- Labour market activation policies and measures that foster productive inclusion of the under- and unemployed - public employment programmes; Protective measures for nutritional and food security.
- Developmental social welfare interventions to address (i) economic and social exclusion and strengthen social cohesion; (ii) ensure that families and individuals

are able to access services, entitlements, and potential economic and social opportunities; and (iii) developmental social services to reach out and provide care to the vulnerable, e.g. women, children, people with disabilities and the elderly.

The Department of Social Development will therefore focus on strengthening its service delivery programme on six-fronts to ensure efficiency and effectiveness in the following areas:

1. community profiling to ensure evidence-based interventions, targeting the most vulnerable;
2. integrated awareness, prevention and statutory interventions in terms of social protection;
3. integrated development and empowerment interventions in terms of social investment; and

4. strengthening of strategic partnerships with both local government and private sector
5. improved coordination of interdependencies as it relates to concurrent mandates
6. rethink our funding model for Non-Profit Organisations to enhance service delivery in order to ensure greater value for money and efficiencies.

In line with the new District Development Model, there is also a need to rethink current government planning processes and funding model in order to ensure effective coordination and integration in terms government's service delivery programme. The Department has therefore adopted "**Improved quality of life through the provision of comprehensive, integrated and sustainable social development services**" as the departmental impact statement. Furthermore, the Department also identified the

following four Strategic Outcomes for the next 5 years, namely:

- Improved provisioning of statutory services for the children, the aged, women and people with disabilities;
- Reduced social ills;
- Reduced level of vulnerability in terms of food insecurity; and
- Enhanced needs-based service delivery.

Furthermore, the Department has also adopted the following priority focus areas, linked to the Outcomes for the next five years:

- Youth Development, especially targeting youth not in education, employment or training (NEET);
- Early Childhood Development;
- Food Security; and
- Gender-based Violence (GBV)

The Strategic Plan 2020/2025 represents our firm commitment to the

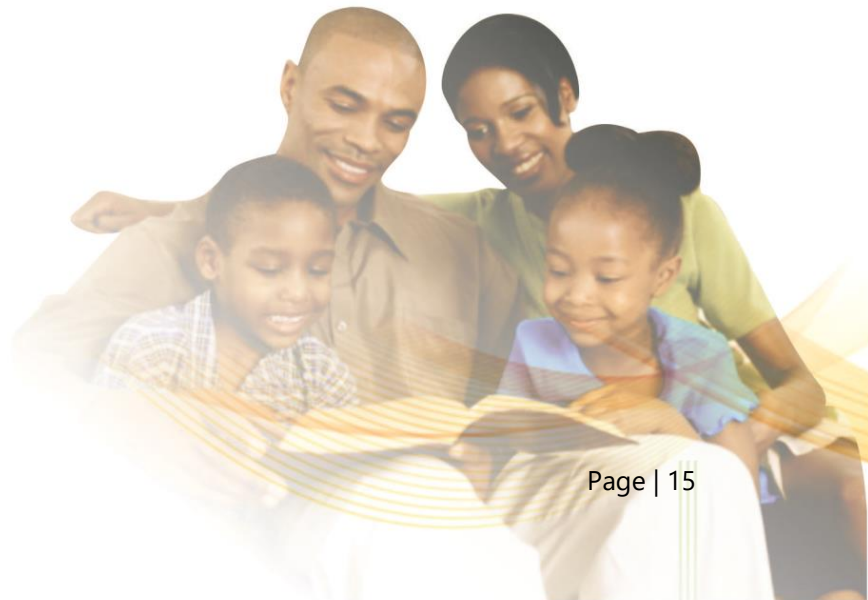
ideals of the Constitution of ensuring the progressive realisation of comprehensive social protection for those unable to support themselves and their dependants.



Ms. Hendrina JE Samson

Accounting Officer: Northern Cape

Department of Social Development




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. Martha Bartlett;
- Reflects its policy priorities in line with the new Medium-Term Strategic Framework, National Development Plan and the Provincial Growth and Development Plan;
- Accurately reflects Impact, Outcomes and Outputs which the Northern Cape Department of Social Development will endeavour to achieve over the 2020/21 - 2024/25 financial years.

Ms. Melanie Kivedo

Chief Director: Social Welfare Services

Signature: 


Ms. Shireen Mohamed

Chief Director: Development and Research

Signature: 

Mr. Ichabod D Manyane

Chief Director: District Management and Institutional Funding and Monitoring

Signature: 

Ms. Phyllis G Saul

Chief Director: Corporate Service

Signature: 

Mr. Godfrey M'zwandile Munnik

(Head Official responsible for Planning)

Signature: 


Mr. Thabiso Monyane

Chief Financial Officer (Acting)

Signature: 

Ms. Hendrina JE Samson

Accounting Officer

Signature: 

Approved by:

Ms. Martha Bartlett, MPL

Executive Authority

Signature: 

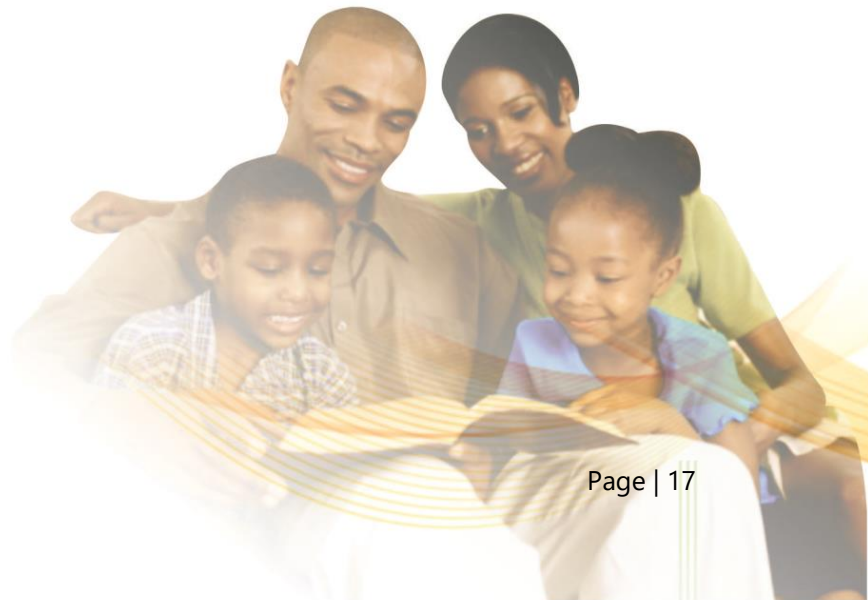
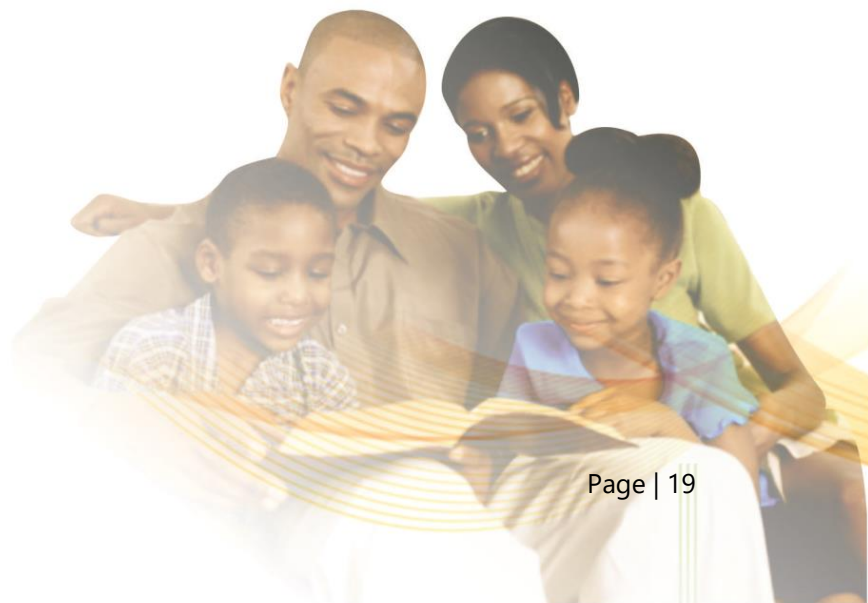


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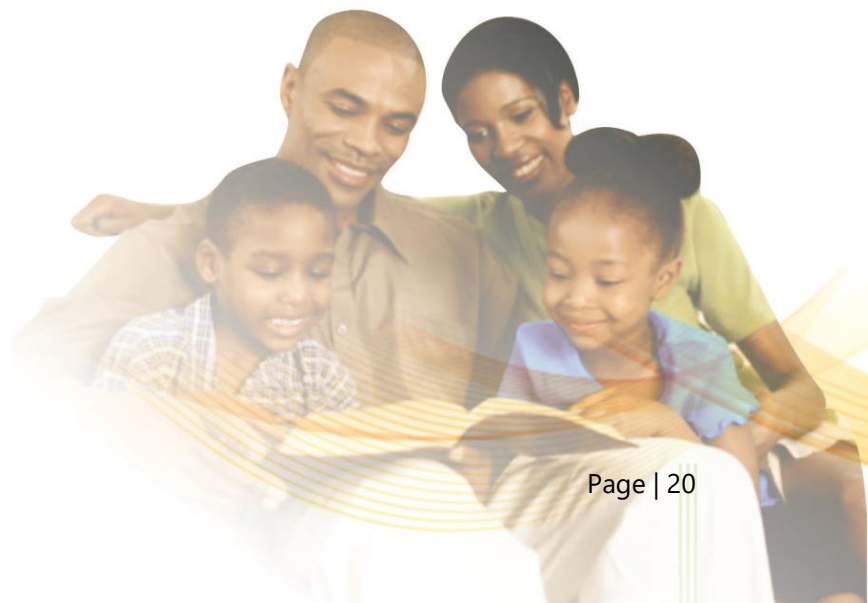
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PART A:

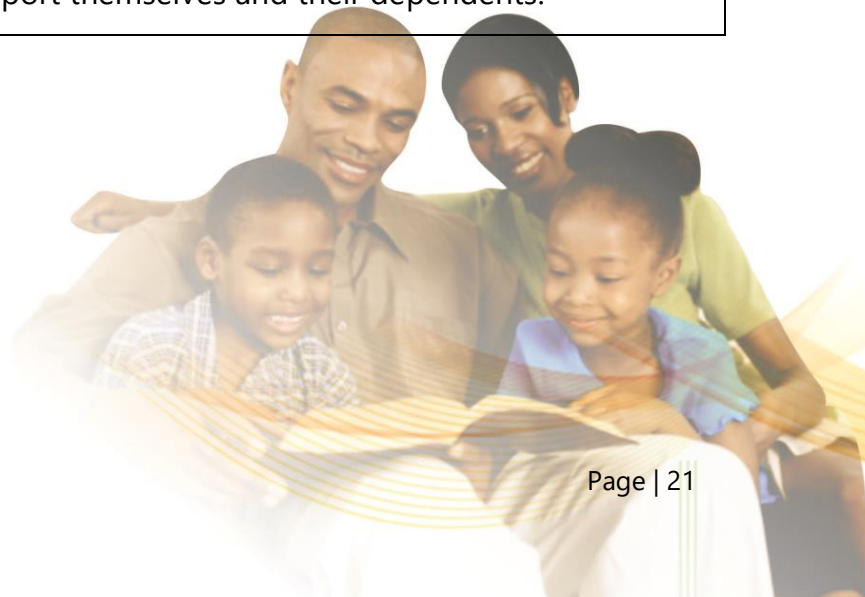
OUR MANDATE



PART A: OUR MANDATE

1. Constitutional Mandate

Legislation	Impact on Social Development functionality
Constitution of the Republic of South Africa, 1996	<ul style="list-style-type: none">- The rights of access to social security and social services are contained in section 27 and 28 of the Constitution. The principle provision in section 27(1)(c) that states;<ul style="list-style-type: none">▪ everyone has the right to have access to social protection including, appropriate social assistance for those unable to support themselves and their dependants.- Section 27(2) goes further enjoining the State to take reasonable legislative and other measures, within its available resources to achieve the progressive realisation of these rights.- Section 28(1)(c) provides for the right of children to social services.- Section 29(1) (c) provides for the right of access to appropriate Social Assistance to those unable to support themselves and their dependents.

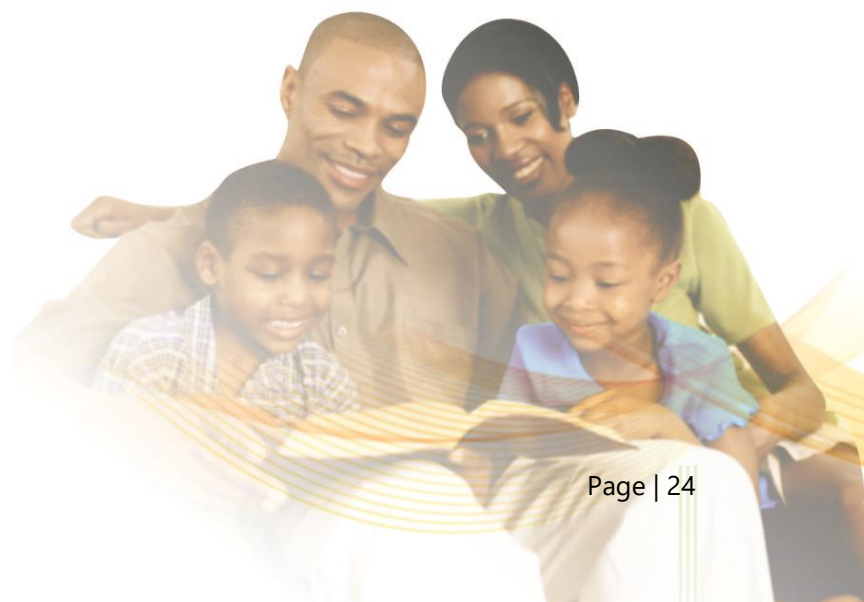


2. Legislative and Policy Mandates

Legislation	Impact on Social Development functionality
Children's Act No. 38 of 2005.	<p>The Act gives effect to the rights of children as contained in the Constitution and sets out principles relating to the care and protection of children. It defines:</p> <ul style="list-style-type: none"> - The rights and responsibility of children; - Parental responsibilities and rights; - Principles and guidelines for the protection of children; - The promotion of the well-being of children; and - The consolidation of the laws relating to the welfare and protection of children and also, for incidental matters.
Older Persons Act No. 13 of 2006.	<ul style="list-style-type: none"> - The Act establishes a framework for empowering and protecting older persons, and promoting and maintaining their status, rights, well-being, safety and security.
Child Justice Act, No. 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.
Probation Services Act No. 116 of 1991 as amended 35 of 2002.	<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

Legislation	Impact on Social Development functionality
	<p>programmes aimed at combating crime and for the rendering of assistance to and treatment of certain persons involved in crime.</p>
<p>Prevention of and Treatment for Substance Abuse Act No. 70 of 2008:</p>	<ul style="list-style-type: none"> - Provide for a comprehensive response for the combating of substance abuse; to provide for mechanisms aimed at demand and harm reduction in relation to substance abuse through prevention, early intervention, treatment and re-integration programmes.
<p>Prevention and Combatting of Trafficking in Persons Act No. 7 of 2013.</p>	<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.
<p>Domestic Violence Act No. 116 of 1998.</p>	<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.
<p>Prevention of Family Violence Act No. 133 of 1993</p>	<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

Legislation	Impact on Social Development functionality
	worker in a designated organisation.
Social Assistance Act, No. 13 of 2004:	- 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.
The Criminal Law (Sexual Offences and Related Matters) Amendment Act, Act 32 of 2007, also referred to as the Sexual Offences Act.	- 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.
Non-Profit Organisations Act No. 71 of 1997	- The purpose of this Act is to support NPOs by establishing an administrative and regulatory framework within which NPOs can conduct their affairs.



Policy	Impact on Social Development functionality
National Integrated Early Childhood Development Policy of 2015.	<ul style="list-style-type: none"> - This policy is aimed at transforming early childhood development service delivery in South Africa, in particular to address critical gaps and to ensure the provision of a comprehensive, age-and-developmental-stage-appropriate quality early childhood development programme, accessible to all infants, young children and their caregivers as envisioned in the National Development Plan.
National Youth Policy 2015-2020.	<ul style="list-style-type: none"> - The goal is to consolidate youth initiatives that enhance the capabilities of young people to transform the economy and society through addressing their needs; promoting positive outcomes, opportunities, choices and relationships; and providing the support necessary to develop them.
White Paper on Families of 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 of 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

Policy	Impact on Social Development functionality
White Paper on the Rights of Persons with Disabilities of 2015.	<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 Development Plan 2030.	<ul style="list-style-type: none"> - The National Planning Commission published the “National Development Plan: Vision for 2030” on 11 November 2011 as a step to charting a new path for South Africa, which seeks to eliminate poverty and reduce inequality by 2030. The updated “National Development Plan 2030: Our future – make it work” was published during 2012.
Supervision Framework for the Social Work Profession in South Africa of 2012.	<ul style="list-style-type: none"> - Provides the framework for the effective supervision of social workers, student social workers, social auxiliary workers, learner social auxiliary workers, social work specialists and private practitioners in order to ensure competent professional social work practices that serve the best interests of service users in the South African social sector.

2.1. Relevant Court Rulings

2.1.1. Case no: 72513/2017. Gauteng High Court Judgement

The case between Centre for Child Law as the Applicant and the Minister of Social Development, South African Social Security Agency (SASSA) and the Provincial Members of Executive Councils (MECs) responsible for Social Development and the Provincial Premiers as Respondents.

The case dealt with foster care and the failure of the respondents to ensure that the foster care system operates in a sustainable and effective manner.

2.1.2. Case No. 7366//16. Gauteng High Court Judgement

The case between Centre for Child Law as the Applicant and the Gauteng Members of Executive Council responsible for the Departments of Social Development, Health and Education, the Ministers responsible for Social Development, Health and Basic Education and The Umephi Project.

The case dealt with the constitutional and statutory duty of the aforesaid Ministers and MECs in terms of their duty to take reasonable measures to make provision for the appropriate care, mental health care services, and educational needs for children with severe or profound disruptive behaviour disorders.



PART B:

OUR STRATEGIC FOCUS



PART B: OUR STRATEGIC FOCUS

3. Mandate

The 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.

4. Vision

A caring and self-reliant society.

5. Mission

Provision of integrated, comprehensive and sustainable social development services.

6. 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.

7. Principles

We seek to embody the Batho-Pele Principles in our efforts so as to ensure that our service provision is done in humane ways and results in positive and sustainable outcomes for the citizens of South Africa.

- **Consultation:** people should be consulted about the level and quality of services they receive, and wherever possible, be given a choice.
- **Service standards:** people should be told what level and quality of services they will receive.
- **Access:** all citizens should have equal access to the services to which they are entitled.
- **Courtesy:** all people should be treated with courtesy and consideration.
- **Information:** people should be given full, accurate information about the services they receive.
- **Openness and transparency:** about how the department is run, how much it costs, and who is in charge.

- **Redress:** if a promised standard of service is not delivered, people should be offered an apology, an explanation and a speedy remedy. When complaints are made, people should receive a sympathetic, positive response.
- **Value for money:** public services should be provided economically and efficiently.



8. Situational Analysis

8.1. External Environment Analysis

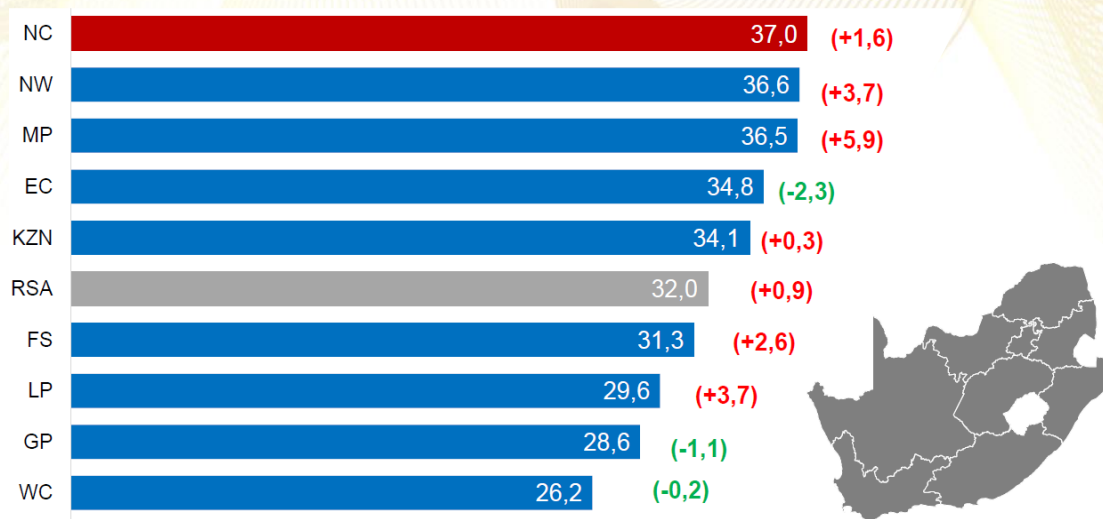
8.1.1. Population of the Northern Cape

According to Statistics South Africa's Mid-Year population estimates (2019), Northern Cape has a population of 1 263 875 million people, which constitutes 2,6% of the total population of South Africa. Northern Cape might be South Africa's smallest province in terms of population; however, it spans an area of 372,889 square kilometer which is the largest in South Africa in terms of land area. This presents a unique challenge to the province because the Fiscal Commission allocates funding based on population size which disadvantages the Province; however, the size of the province makes service delivery more costly compared to other provinces.

The population distribution by age indicates that children aged between 0 and 4 years of age accounts for 124 890 which constitutes 9.88%. Young people (aged between 15 - 34) accounts for 421 895 which constitutes 33.38% (this is however not a fair representation bearing in mind that a young people is classified as someone between the ages of 14 - 35, however Statistics South Africa group age cohorts between 15 - 34). This means that children and youth combined make up about 69,3% of the total population of the province.

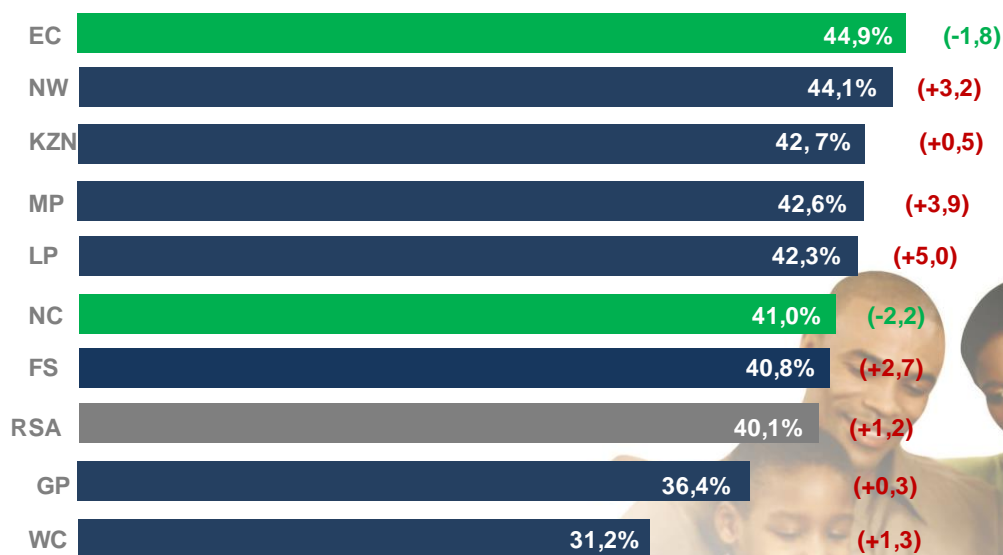
Furthermore, Northern Cape recorded the highest rate of young people aged 15-24 years not in employment, education or training in quarter 4 of 2019 with 37.0% (Quarterly Labour Force Survey):

Figure 1: Provincial NEET rate (Year on Year change Q4: 2018-Q4:2019) - 15-24-year olds



Nationally, approximately 40.1% out of 20.4 million young people aged 15-34 years were not in employment, education or training (NEET) - this year-on-year rate has increased by 1.2 percentage points. The Northern Cape is one of only 2 provinces in which this rate did not increase but rather showed a 2.2 percentage point decrease between quarter 4 of 2018 and quarter 4 of 2019. The following figure illustrates this:

Figure 2: Provincial NEET rate (Year on Year change Q4: 2018-Q4:2019) - 15-34-year olds



8.1.2. Employment status in the Province¹

According to the Quarterly Labour Force Survey, Quarter 4: 2019, Statistics South Africa, 806 000 people in the Northern Cape are within the economically active age group (i.e. 15-64 years). Of this economically active age group, only 335 000 people are reported to be employed which constitutes 41.6% of the economically active population. The official unemployment rate during the 4th quarter [October - December] of 2019 was 26.9% for the Northern Cape, this represents a decrease of 2.9% compared to the 29.6% unemployment rate of the 3rd quarter. If the expanded definition of unemployment is considered, the 4th quarter unemployment rate was 39.2%, which represents a decrease of 3.8% if compared to quarter 3 of 2019.

Table 1: Economic status of people in the Northern Cape - Q1:2017 - Q4:2019

	2017				2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Northern Cape (in '000)												
Population 15-64 yrs.	783	785	787	790	792	794	796	798	800	802	804	806
Labour Force	431	419	438	441	455	446	442	429	434	427	458	458
Employed	299	292	307	321	321	317	323	322	321	301	322	335
Unemployed	132	128	131	120	134	129	120	107	113	125	137	123
Not economically active	352	365	350	349	337	348	354	369	366	376	346	348
Discouraged work-seekers	74	87	72	65	55	66	63	63	84	76	76	67
Other	278	279	278	283	281	282	291	306	282	299	270	281
Rates (%)												
Unemployment rate	30.7	30.5	29.9	27.1	29.5	28.9	27.0	25.0	26.0	29.4	29.8	26.9
Employed / population ratio (Absorption)	38.2	37.2	39	40.7	40.5	40	40.5	40.3	40.1	37.6	40.0	41.6
Labour force participation rate	55.1	53.4	55.6	55.9	57.5	56.2	55.6	53.8	54.2	53.2	57.0	56.8

8.1.3. Literacy rate per district in the Northern Cape²

¹ Stats SA: Quarterly Labour Force Survey, Quarter 4, 2019

² Stats SA: Community Survey 2016

The literacy rate is taken by looking at the total amount of people with an educational qualification of Grade 7 and higher. Six hundred and ninety-nine thousand, eight hundred and seventy-eight [699 878] people from the Community Survey (CS) 2016 population have Grade 7 or higher.

This is 56.11% of the CS 2016 population in the Northern Cape. The majority [30.31%] of the literate people have a highest level of education of Grade 12, followed by Grade 10 with 15.65%, Grade 8 with 12.12% and Grade 9 with 12.03%. Grade 11 is the highest level of education for 11.90% of the literate population and Grade 7 for 9.49% of the literate population.

The table below shows the percentage of literate people per Grade for all five districts. In all the districts people with a Grade 12 is in the majority. People with Grade 10 are also more than those with Grade 11 throughout the districts. Frances Baard and Namakwa have more people with Grade 8 than Grade 9. The opposite is true for John Taolo Gaetsewe, Zwelintlanga Fatman Mgcawu and Pixley ka Seme Districts.

Table 2: Literacy rate per district:

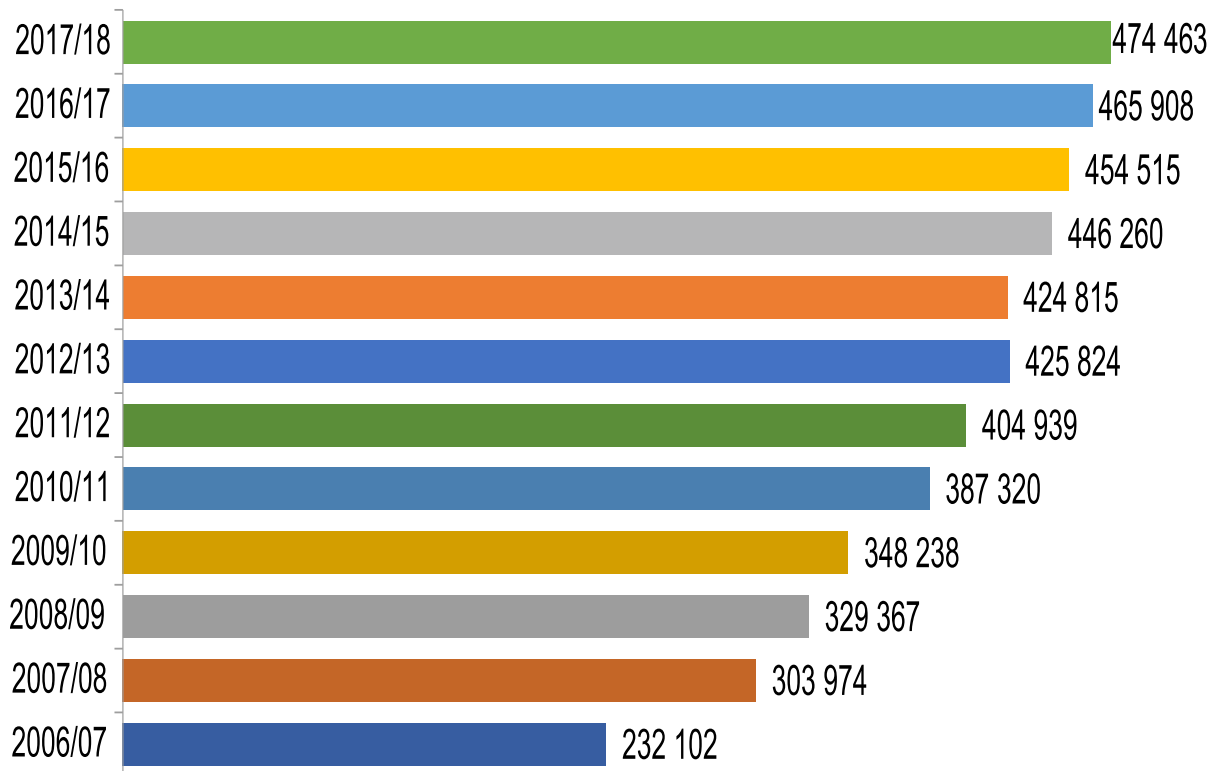
District	Number of People	Percentage
John Taolo Gaetsewe:	126 964 of 242 264 people	52.41%
Namakwa:	74 576 of 115 486 people	64.58%
Zwelintlanga F Mgcawu:	154 858 of 252 691 people	61.28%
Frances Baard:	233 561 of 387 743 people	60.24%
Pixley ka Seme:	109 919 of 195 595 people	56.20%

8.1.4. Social Grants, levels of poverty and food insecurity

8.1.4.1. Social Grants

Social grants recipients in Northern Cape 2006/07 to 2017/18³

Number of social grants in Northern Cape



³ Data source: SASSA. [Online]. Available from: <https://www.sassa.gov.za/Pages/Statistical-Reports.aspx>

8.1.4.2. Poverty

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 lines⁴, namely:

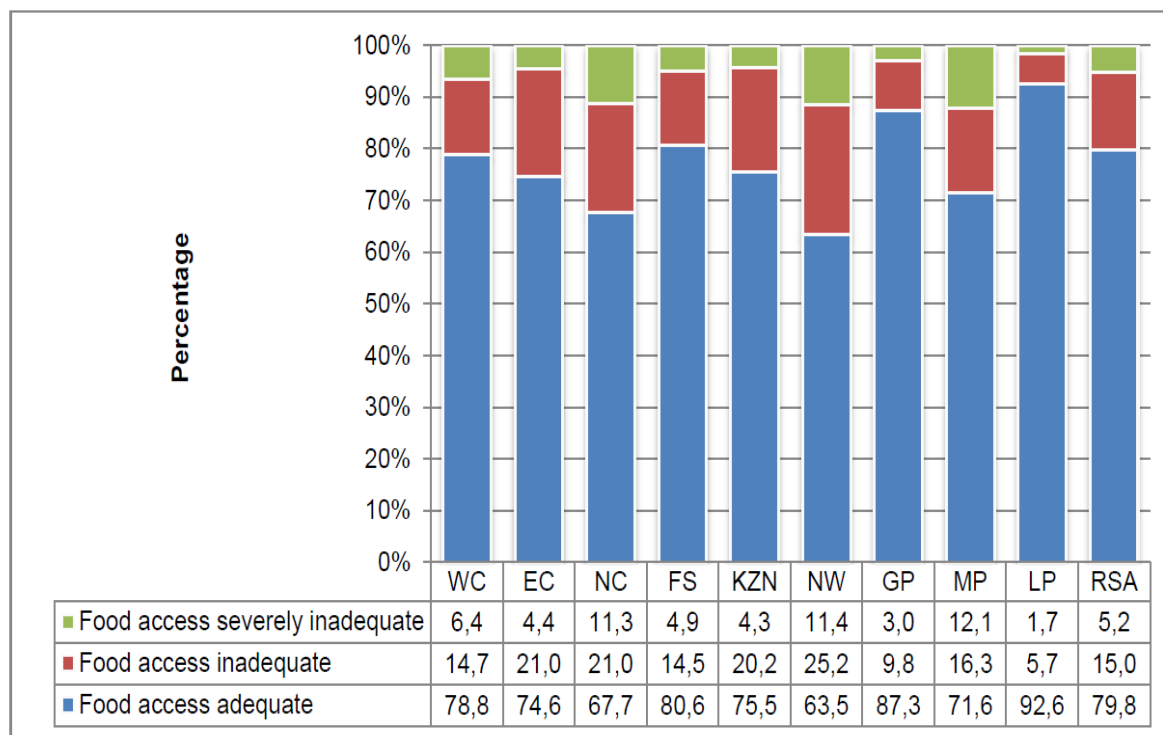
- Food poverty line - R 561 (in April 2019 prices) per person per month. This refers to the amount of money that an individual will need to afford the minimum required daily energy intake. This is also commonly referred to as the “extreme” poverty line;
- Lower-bound poverty line - R 810 (in April 2019 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 1 227 (in April 2019 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.

⁴ Statistics South Africa (2018) General Household Survey 2018. P67. [Online] available <http://www.statssa.gov.za/publications/P0318/P03182018.pdf>

8.1.4.3. Food Insecurity

According to Statistics South Africa, General Household Survey (2018), the Northern Cape recorded the third highest proportion of households with food access that was severely inadequate (11.4%). A further 21% (second highest in the country) of households had food access that was described as inadequate which together with the severely inadequate totals 32.3%. This means that about one in three Northern Cape households has inadequate access to food.⁵

Figure 1: Percentage of households experiencing food adequacy or inadequacy per province in 2018



⁵ Statistics South Africa (2018) General Household Survey 2018. P67. [Online] available <http://www.statssa.gov.za/publications/P0318/P03182018.pdf>

Table 1: Percentage of households experiencing inadequate and adequate food access in Northern Cape, RSA in 2017, 2018⁶

	Northern Cape	South Africa	Northern Cape	South Africa
	2017	2017	2018	2018
Food access severely inadequate	13%	5.5%	11.3%	5.2%
Food access inadequate	20.5%	15.8%	21%	15%
Food access adequate	66.5%	78.7%	67.7%	79.8%

The 2018 General Household Survey indicated that nationally there was a decline in the percentage of households that were vulnerable to hunger, from 24.2% in 2002 to 9.7% in 2018. The proportion of people vulnerable to hunger also decreased from 29.3% to 11.3% during the 2002 - 2018 periods.^{7 8}

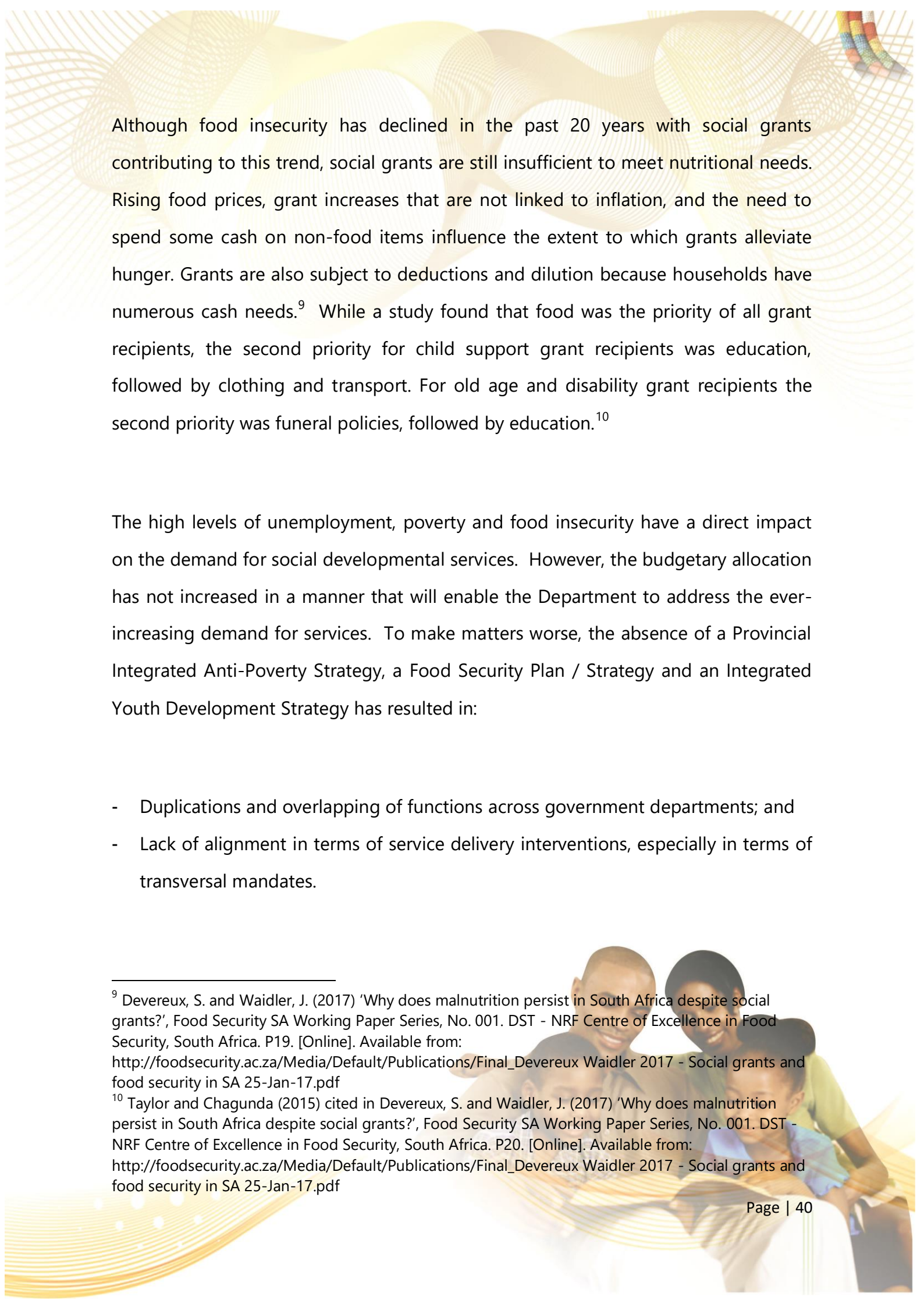
Poverty-stricken households, affected by the high unemployment level, generally lack money to buy food and are unable to produce their own food. These households typically have few income-earners and many dependents, and are vulnerable to economic shocks. The Household Food Insecurity Access Scale determines households' access to food. Since 2009, the South African General Household Survey questionnaire has also included a set of questions based on this scale. In order to obtain a more complex response than just asking about hunger, respondents are asked about the households' access to food by asking households about modifications they made to their diet or eating patterns during the previous month because sources where they could obtain food were limited. It also probes about possible decreases in the variety of foods consumed.

⁶ Sources: StatsSA (2018) General Household Survey 2017

StatsSA (2019) General Household Survey 2018

⁷ StatsSA (2019) General Household Survey 2018

⁸ No Northern Cape specific information available.



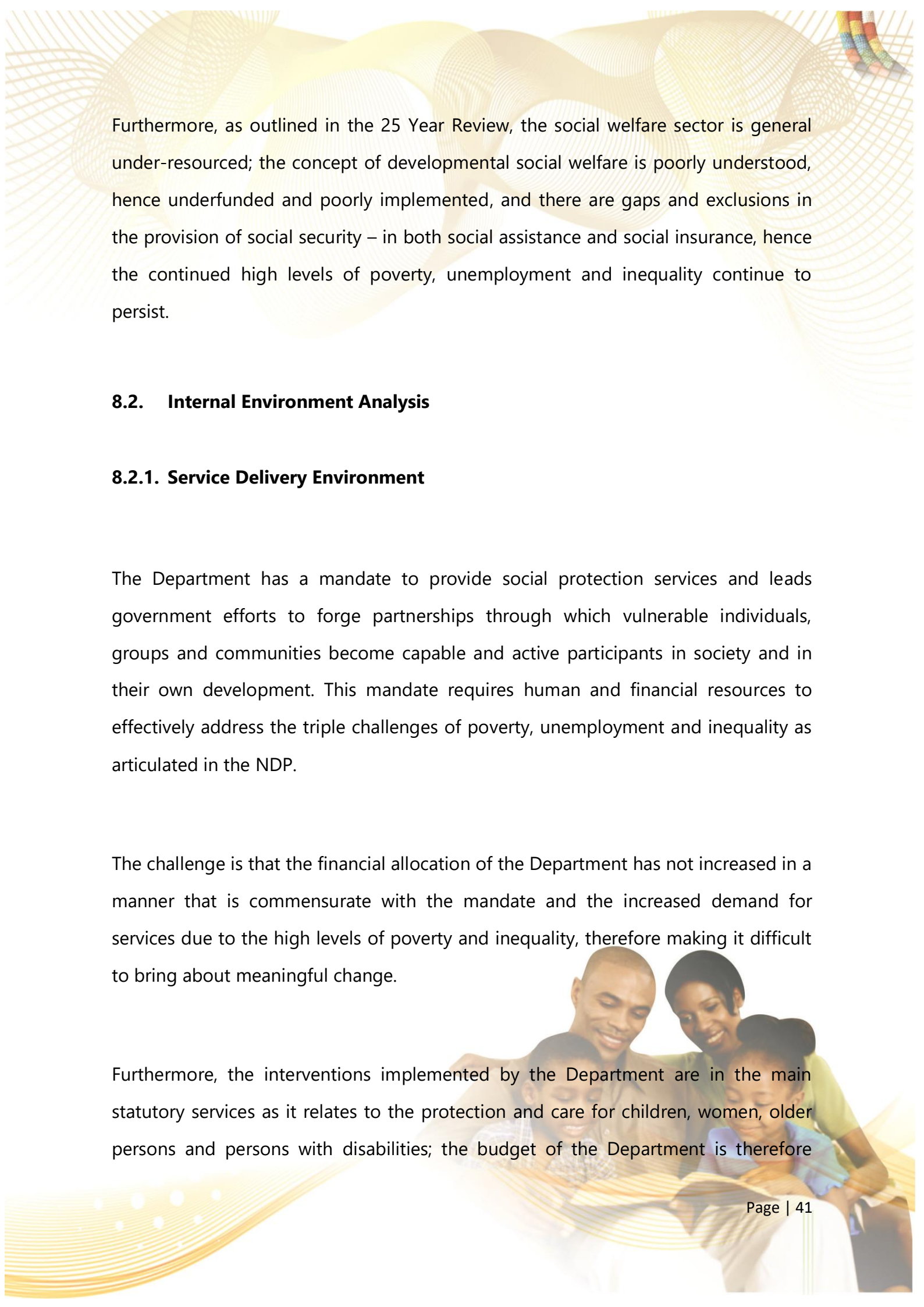
Although food insecurity has declined in the past 20 years with social grants contributing to this trend, social grants are still insufficient to meet nutritional needs. Rising food prices, grant increases that are not linked to inflation, and the need to spend some cash on non-food items influence the extent to which grants alleviate hunger. Grants are also subject to deductions and dilution because households have numerous cash needs.⁹ While a study found that food was the priority of all grant recipients, the second priority for child support grant recipients was education, followed by clothing and transport. For old age and disability grant recipients the second priority was funeral policies, followed by education.¹⁰

The high levels of unemployment, poverty and food insecurity have a direct impact on the demand for social developmental services. However, the budgetary allocation has not increased in a manner that will enable the Department to address the ever-increasing demand for services. To make matters worse, the absence of a Provincial Integrated Anti-Poverty Strategy, a Food Security Plan / Strategy and an Integrated Youth Development Strategy has resulted in:

- Duplications and overlapping of functions across government departments; and
- Lack of alignment in terms of service delivery interventions, especially in terms of transversal mandates.

⁹ Devereux, S. and Waidler, J. (2017) 'Why does malnutrition persist in South Africa despite social grants?', Food Security SA Working Paper Series, No. 001. DST - NRF Centre of Excellence in Food Security, South Africa. P19. [Online]. Available from: [http://foodsecurity.ac.za/Media/Default/Publications/Final_Devereux_Waidler_2017 - Social grants and food security in SA 25-Jan-17.pdf](http://foodsecurity.ac.za/Media/Default/Publications/Final_Devereux_Waidler_2017_-_Social_grants_and_food_security_in_SA_25-Jan-17.pdf)

¹⁰ Taylor and Chagunda (2015) cited in Devereux, S. and Waidler, J. (2017) 'Why does malnutrition persist in South Africa despite social grants?', Food Security SA Working Paper Series, No. 001. DST - NRF Centre of Excellence in Food Security, South Africa. P20. [Online]. Available from: [http://foodsecurity.ac.za/Media/Default/Publications/Final_Devereux_Waidler_2017 - Social grants and food security in SA 25-Jan-17.pdf](http://foodsecurity.ac.za/Media/Default/Publications/Final_Devereux_Waidler_2017_-_Social_grants_and_food_security_in_SA_25-Jan-17.pdf)



Furthermore, as outlined in the 25 Year Review, the social welfare sector is general under-resourced; the concept of developmental social welfare is poorly understood, hence underfunded and poorly implemented, and 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.


8.2. Internal Environment Analysis

8.2.1. Service Delivery Environment

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 participants in society and 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 mandate and 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

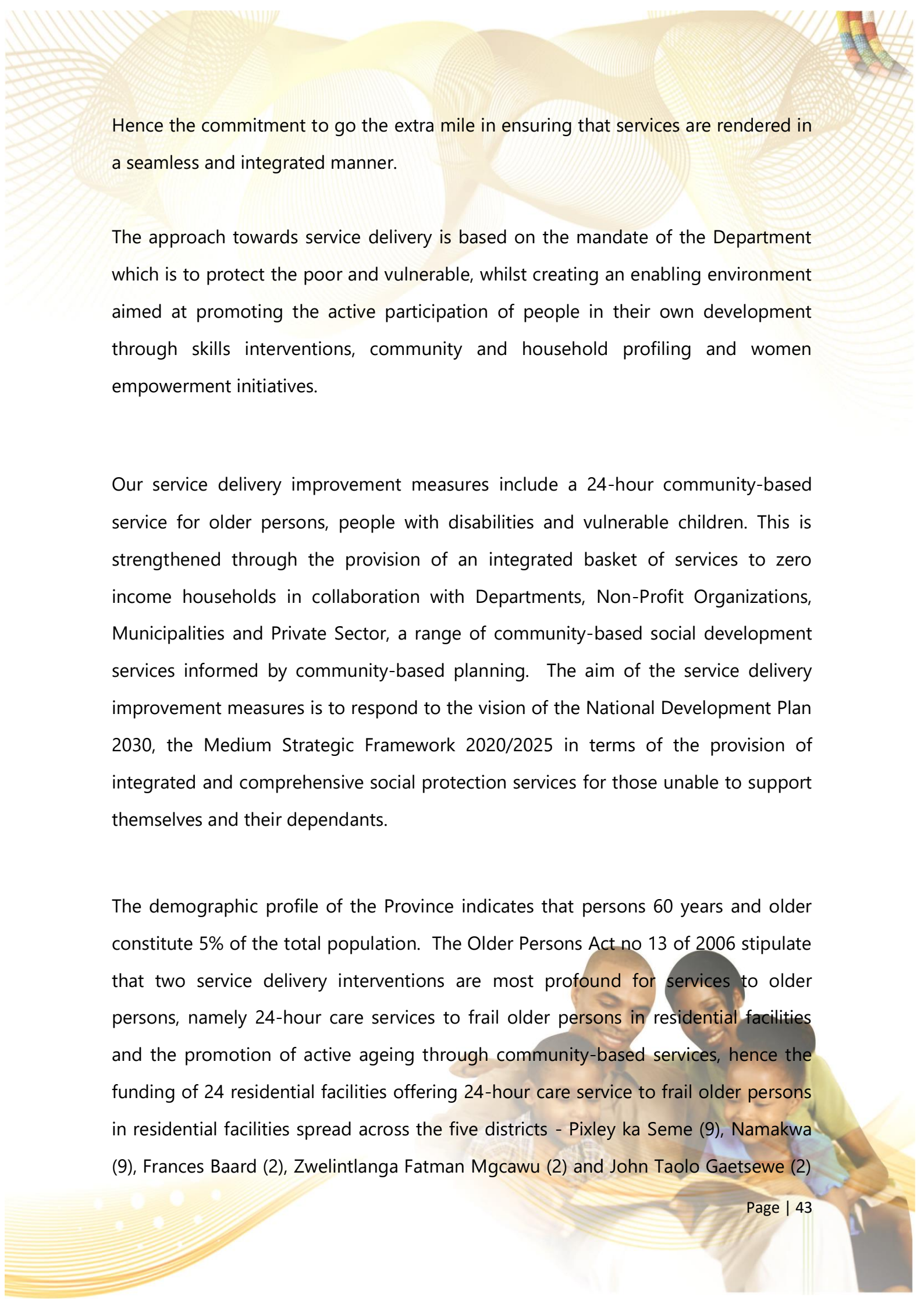


biased towards social welfare services. Community development which is meant to look at social investment interventions that will ultimately reduce the level of vulnerability amongst the poor and vulnerable and make them self-sustainable is poorly funded with insufficient capacity to respond to the demand for developmental services.

The absence of Norms and Standards for Community Development Practitioners have also negatively affected the Department's ability to lobby for resources to ensure that the requisite capacity exist to respond to the ever-increasing demand for developmental interventions that will ensure sustainability and self-reliance. There are however efforts underway to professionalise the community development sector which will result in the adoption of Norms and Standards and provide a regulatory framework that will inform funding and provide an enabling framework for enhanced community development services.

Furthermore, 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.

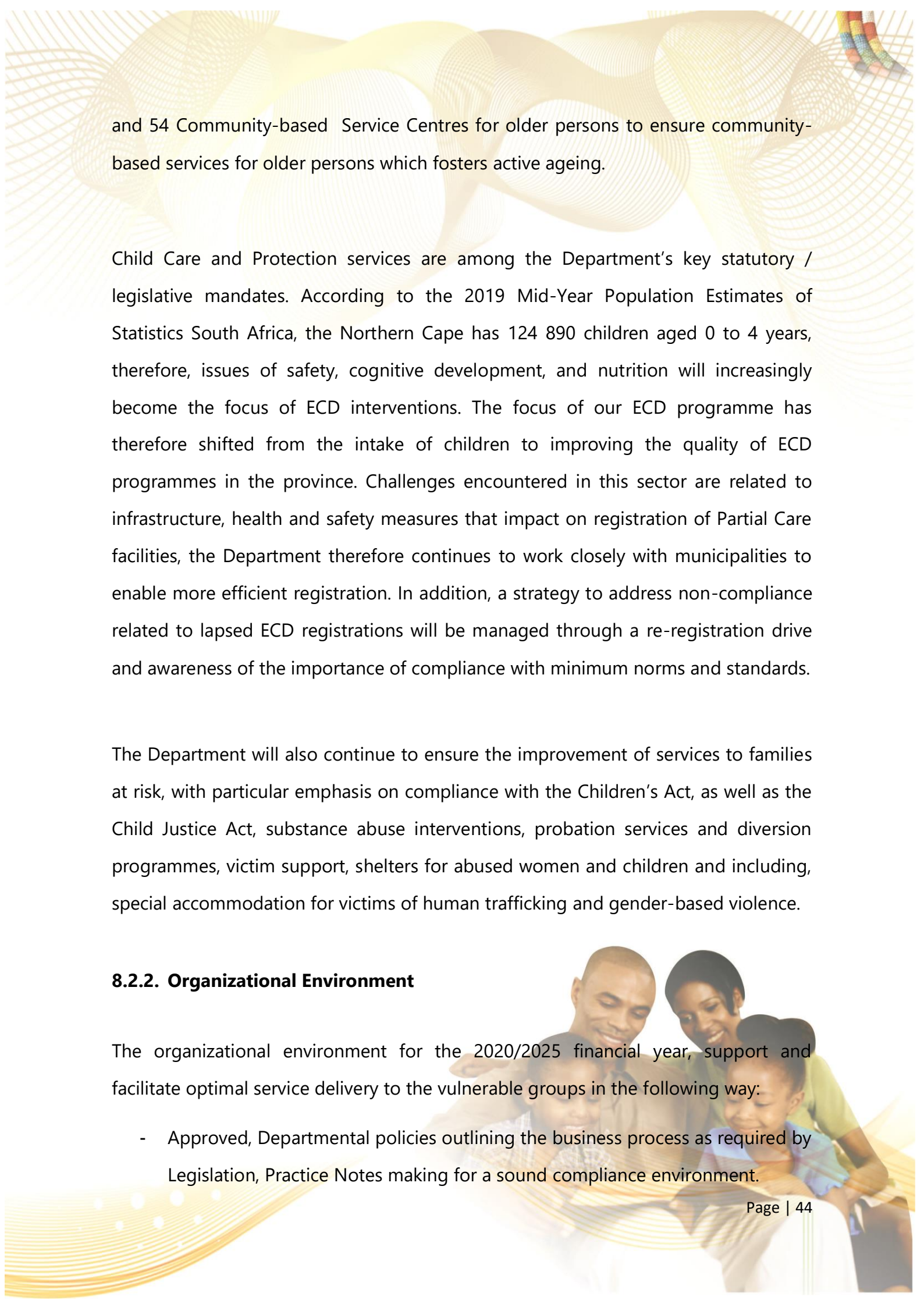


Hence the commitment to go the extra mile in ensuring that services are rendered in a seamless and integrated manner.

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.

Our service delivery improvement measures include a 24-hour community-based service for older persons, people with disabilities and vulnerable children. This is strengthened through the provision of an integrated basket of services to zero income households in collaboration with Departments, Non-Profit Organizations, Municipalities and Private Sector, a range of community-based social development services informed by community-based planning. The aim of the service delivery improvement measures is to respond to the vision of the National Development Plan 2030, the Medium Strategic Framework 2020/2025 in terms of the provision of integrated and comprehensive social protection services for those unable to support themselves and their dependants.

The demographic profile of the Province indicates that persons 60 years and older constitute 5% of the total population. The Older Persons Act no 13 of 2006 stipulate that two service delivery interventions are most profound for services to older persons, namely 24-hour care services to frail older persons in residential facilities and the promotion of active ageing through community-based services, hence the funding of 24 residential facilities offering 24-hour care service to frail older persons in residential facilities spread across the five districts - Pixley ka Seme (9), Namakwa (9), Frances Baard (2), Zwelintlanga Fatman Mgcawu (2) and John Taolo Gaetsewe (2)



and 54 Community-based Service Centres for older persons to ensure community-based services for older persons which fosters active ageing.

Child Care and Protection services are among the Department's key statutory / legislative mandates. According to the 2019 Mid-Year Population Estimates of Statistics South Africa, the Northern Cape has 124 890 children aged 0 to 4 years, therefore, issues of safety, cognitive development, and nutrition will increasingly become the focus of ECD interventions. The focus of our ECD programme has therefore shifted from the intake of children to improving the quality of ECD programmes in the province. Challenges encountered in this sector are related to infrastructure, health and safety measures that impact on registration of Partial Care facilities, the Department therefore continues to work closely with municipalities to enable more efficient registration. In addition, a strategy to address non-compliance related to lapsed ECD registrations will be managed through a re-registration drive and awareness of the importance of compliance with minimum norms and standards.

The Department will also continue to ensure the improvement of services to families at risk, with particular emphasis on compliance with the Children's Act, as well as the Child Justice Act, substance abuse interventions, probation services and diversion programmes, victim support, shelters for abused women and children and including, special accommodation for victims of human trafficking and gender-based violence.

8.2.2. Organizational Environment

The organizational environment for the 2020/2025 financial year, support and facilitate optimal service delivery to the vulnerable groups in the following way:

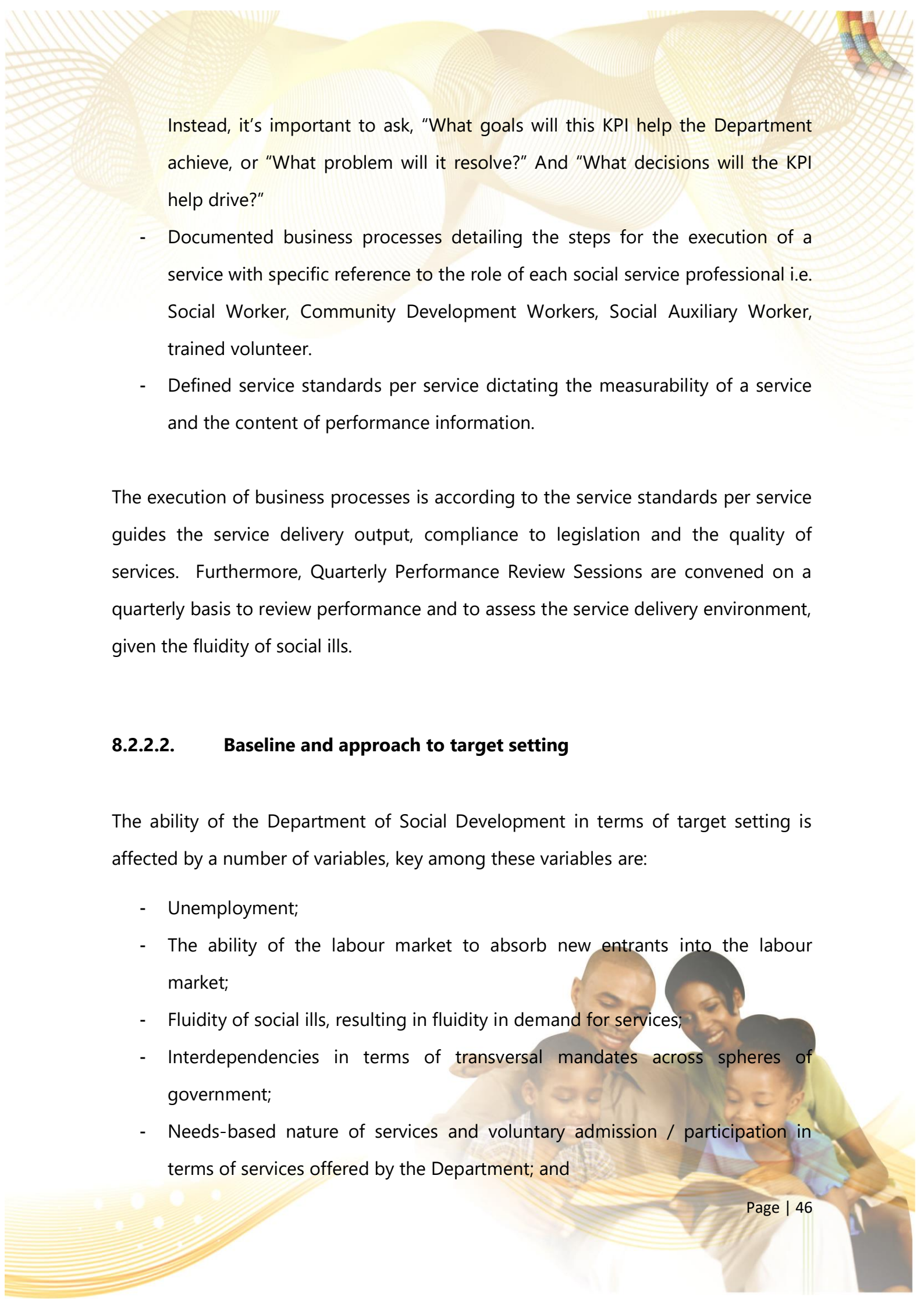
- Approved, Departmental policies outlining the business process as required by Legislation, Practice Notes making for a sound compliance environment.

- Business process implementation and monitoring as prescribed by various pieces of Legislation in areas of financial management, human resource management, Governance and strategic management with a compliance rate of 82 % for Management Performance Assessment Tool (MPAT) 1.7.
- The allocation of resources - human, physical, financial is prioritized towards policy priorities e.g. ECD, Youth whilst the generic approach of planning and working together of social service professionals within a community or at a service site is encouraged as outlined in the Departmental service delivery model 2020-2025.

8.2.2.1. 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 enable 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 the 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 goals will this KPI help the Department achieve, or "What problem will it resolve?" And "What decisions will the KPI help drive?"

- Documented business processes detailing the steps for the execution of a service with specific reference to the role of each social service professional i.e. Social Worker, Community Development Workers, Social Auxiliary Worker, trained volunteer.
- Defined service standards per service dictating the measurability of a service and the content of performance information.

The execution of business processes is according to the service standards per service guides the service delivery output, compliance to legislation and the quality of services. Furthermore, Quarterly Performance Review Sessions are convened on a quarterly basis to review performance and to assess the service delivery environment, given the fluidity of social ills.

8.2.2.2. 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

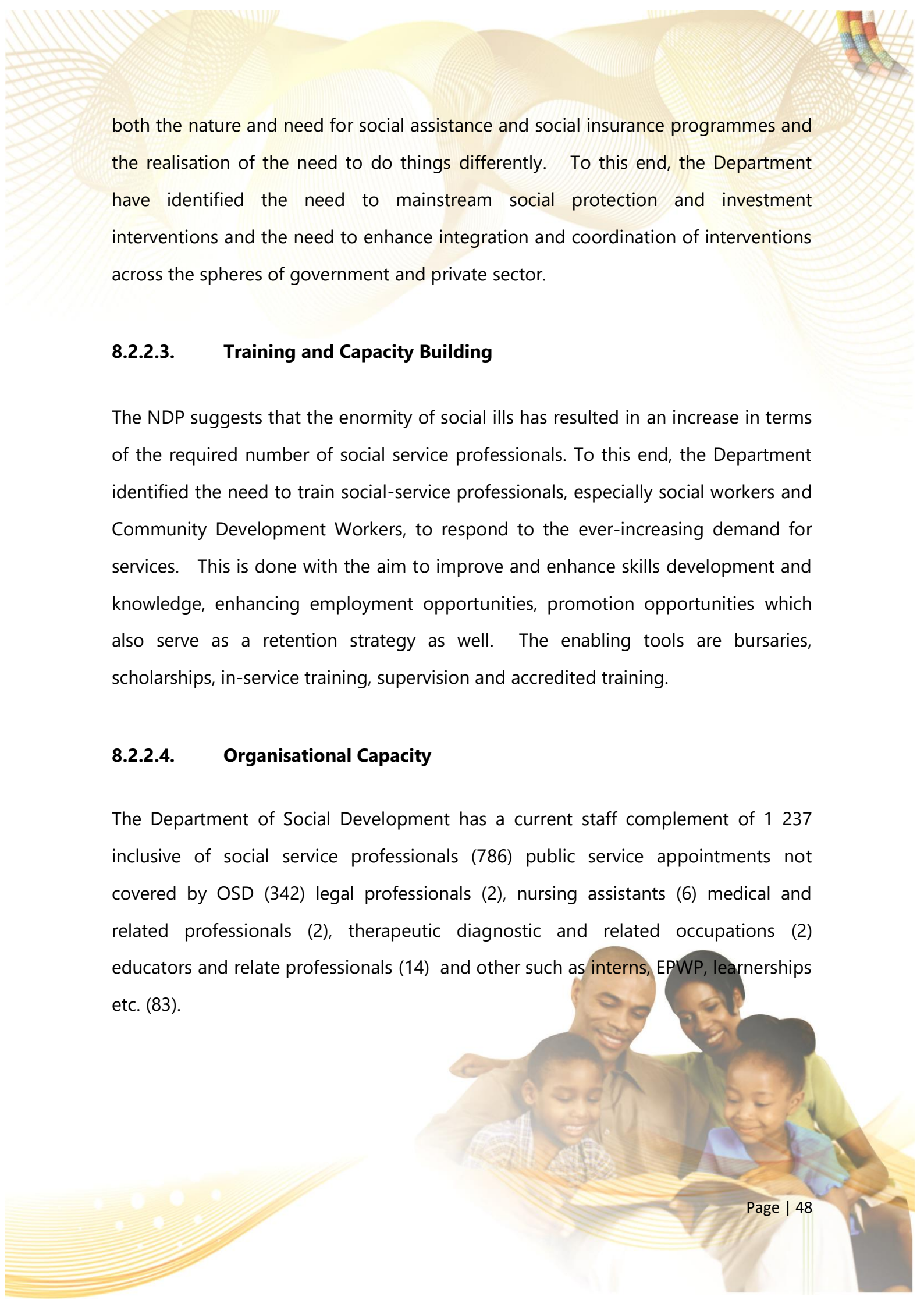
- Budgetary allocation and the capacity of the department to respond to social ills.

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 25 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, human resource capacity. This approach, defective as it is, is informed by the Revised Framework 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 MTSF period and this Strategic Plan are aspirational, informed by



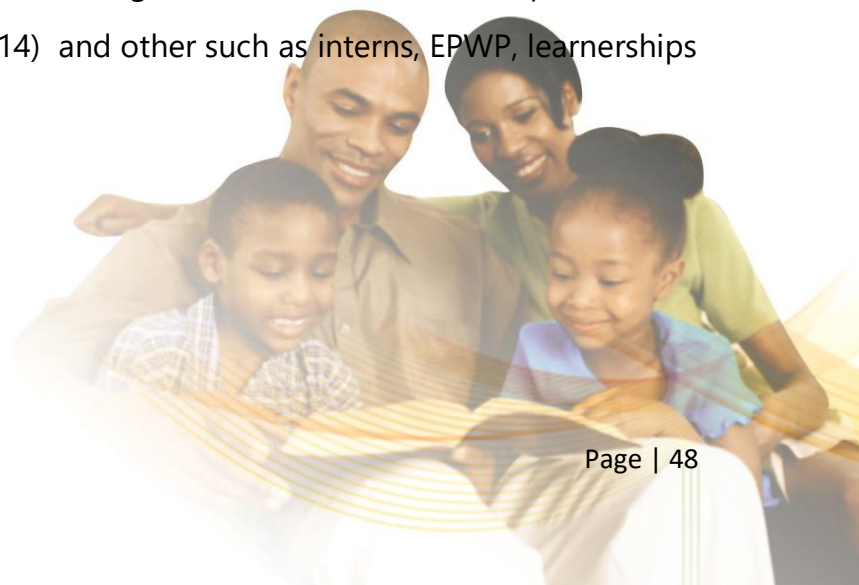
both the nature and need for social assistance and social insurance programmes and the realisation of the need to do things differently. To this end, the Department have identified the need to mainstream social protection and investment interventions and the need to enhance integration and coordination of interventions across the spheres of government and private sector.

8.2.2.3. Training and Capacity Building

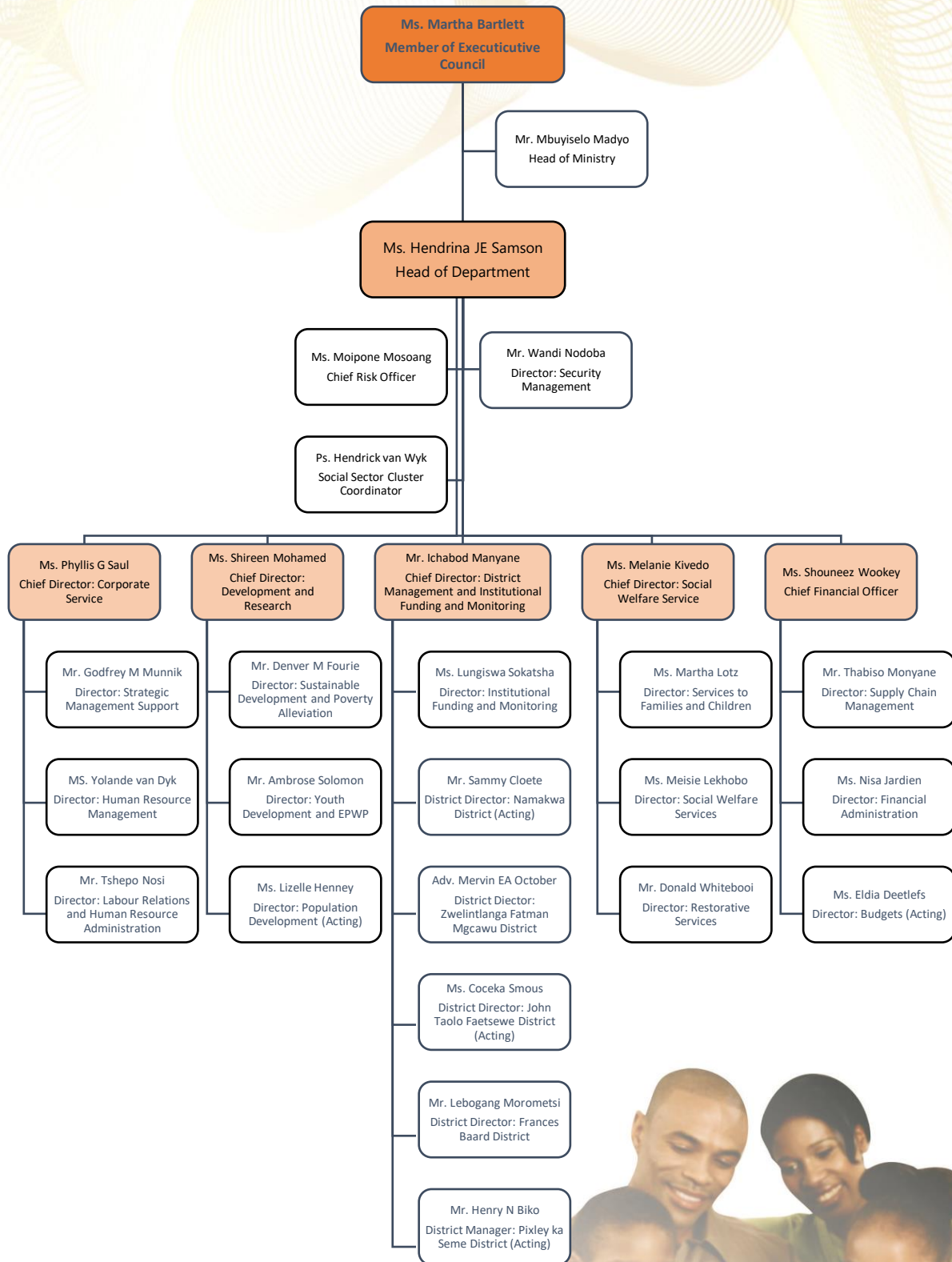
The NDP suggests that the enormity of social ills has resulted in an increase in terms of the required number of social service professionals. To this end, the Department identified the need to train social-service professionals, especially social workers and Community Development Workers, to respond to the ever-increasing demand for services. This is done with the aim to improve and enhance skills development and knowledge, enhancing employment opportunities, promotion opportunities which also serve as a retention strategy as well. The enabling tools are bursaries, scholarships, in-service training, supervision and accredited training.

8.2.2.4. Organisational Capacity

The Department of Social Development has a current staff complement of 1 237 inclusive of social service professionals (786) public service appointments not covered by OSD (342) legal professionals (2), nursing assistants (6) medical and related professionals (2), therapeutic diagnostic and related occupations (2) educators and relate professionals (14) and other such as interns, EPWP, learnerships etc. (83).



8.2.2.4.1. Organisational Structure





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

OUTCOME: 1.	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Improved provisioning of statutory services for the children, the aged, women and people with disabilities.	Children placed in alternative care	3 396	2 835
	Children accessing early childhood development programmes	38 729	62 442
	Residential care for older persons and persons with disabilities	5 542	1 937
	Access to community-based care and support services	No baseline	125 000

OUTCOME: 2.	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Reduced social ills	Gender-based violence Incidences.	9 631	4 815
	Number of people accessing substance abuse prevention and treatment services.	9 150	15 750
	Number of children in conflict with the law	3 628	1 550

OUTCOME: 3.	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Reduced level of vulnerability in terms of food insecurity	Number of people accessing skills development initiatives.	2 503	3 500
	Income Support.	8 630	9 000
	Number of people accessing food.	43 000	77 000

OUTCOME: 4.	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Enhanced needs-based service delivery.	Number Households profiled.	48 252	55 000
	Number of Community-based development plans developed.	13	43

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.



Explanation of Planned Performance over the Five-Year Planning Period

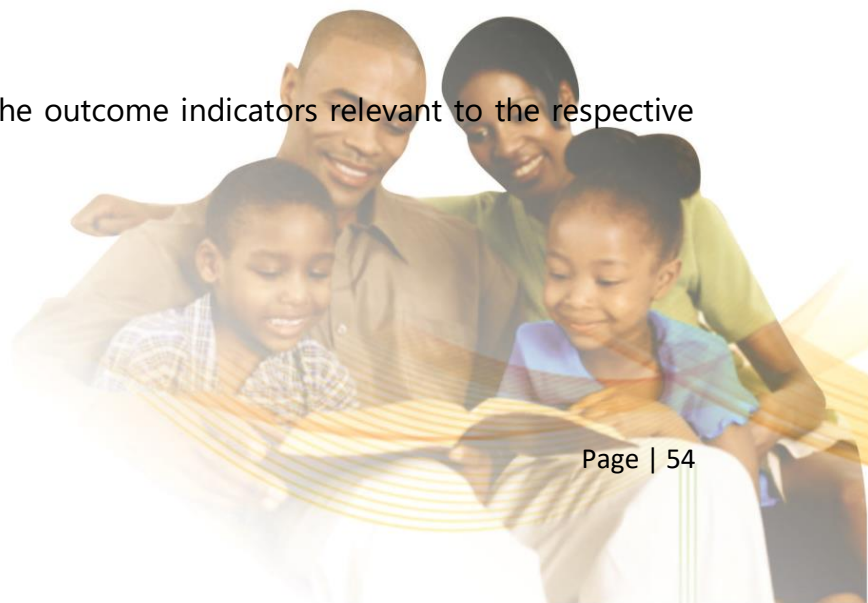
- a) The contribution of outcomes towards the achievement of the NDP Five-Year Implementation Plan, the Monitoring Framework for the NDP Five Year Implementation Plan, the mandate of the institution and priorities of women, children and people with disabilities, provincial priorities (where applicable).

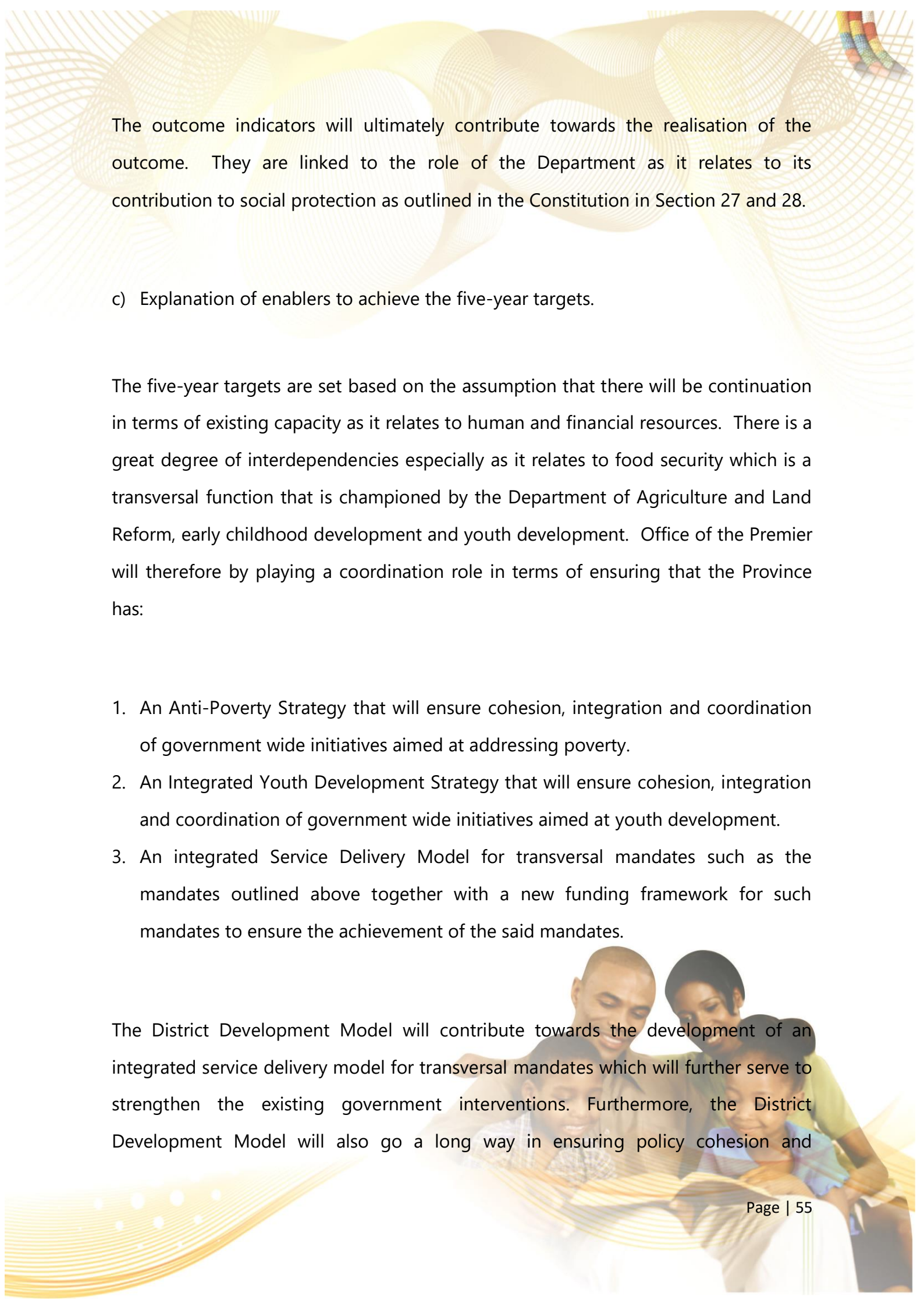
The Outcomes are derived from the Medium-Term Strategic Framework of the Department in terms of Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services in terms of the following broad focus areas, namely:

- Improved provisioning of statutory services for the aged, women, children and people with disabilities;
- Reduced social ills;
- Reduced level of vulnerability in terms of food insecurity; and
- 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.



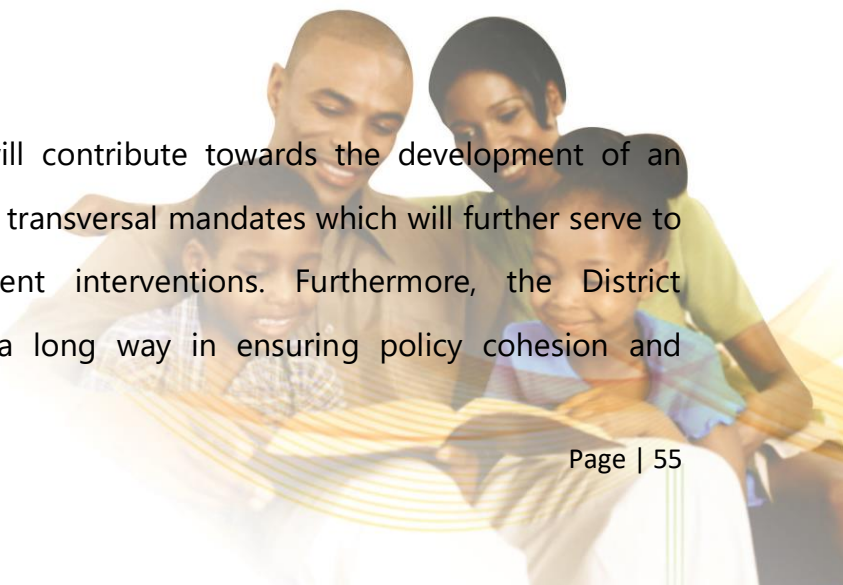


The outcome indicators will ultimately contribute towards the realisation of the outcome. They are linked to the role of the Department as it relates to its contribution to social protection as outlined in the Constitution in Section 27 and 28.

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 especially as it relates to food security which is a transversal function that is championed by the Department of Agriculture and Land Reform, early childhood development and youth development. Office of the Premier will therefore be playing a coordination role in terms of ensuring that the Province has:

1. An Anti-Poverty Strategy that will ensure cohesion, integration and coordination of government wide initiatives aimed at addressing poverty.
2. An Integrated Youth Development Strategy that will ensure cohesion, integration and coordination of government wide initiatives aimed at youth development.
3. 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. 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. Whereas the reduced social ills will result in reduced vulnerability 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 level of vulnerability in terms of food insecurity 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 fulfilling life. It will also enable the poor to realise their untapped potential and contribute towards the building of a Modern, Growing and Successful Province.



10. Key Risks

Outcome	Key Risk	Risk Management
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. 	<ul style="list-style-type: none"> - Legislative risk compliance register and quarterly risk management sessions and reports.
	<ul style="list-style-type: none"> - Inadequate capacity and funding for the implementation of statutory interventions. 	<ul style="list-style-type: none"> - Reviewal of the Organisational Structure. - Reviewal of funding model. - Development of a Departmental Integrated Service Delivery Model.
Reduced social ills	<ul style="list-style-type: none"> - Poorly designed treatment, after care and reintegration programmes. 	<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.
	<ul style="list-style-type: none"> - Inability to measure the impact of departmental interventions. 	<ul style="list-style-type: none"> - Establish baselines for all development social welfare services. - Determine relevant metrics and develop the monitoring plan. - Conduct evaluation on the efficacy of interventions.
	<ul style="list-style-type: none"> - Inadequate budget provision for prevention programmes due to competing demands 	<ul style="list-style-type: none"> - Reprioritise the budget within the Department - Conduct joint prevention campaigns - Leverage on the outreach work of partners and other government Departments.
	<ul style="list-style-type: none"> - Lack of cooperation from key stakeholders to support DSD in the implementation of its interventions 	<ul style="list-style-type: none"> - Conduct a stakeholder analysis and determine the requirements from each stakeholder. - Communication and engagement with all

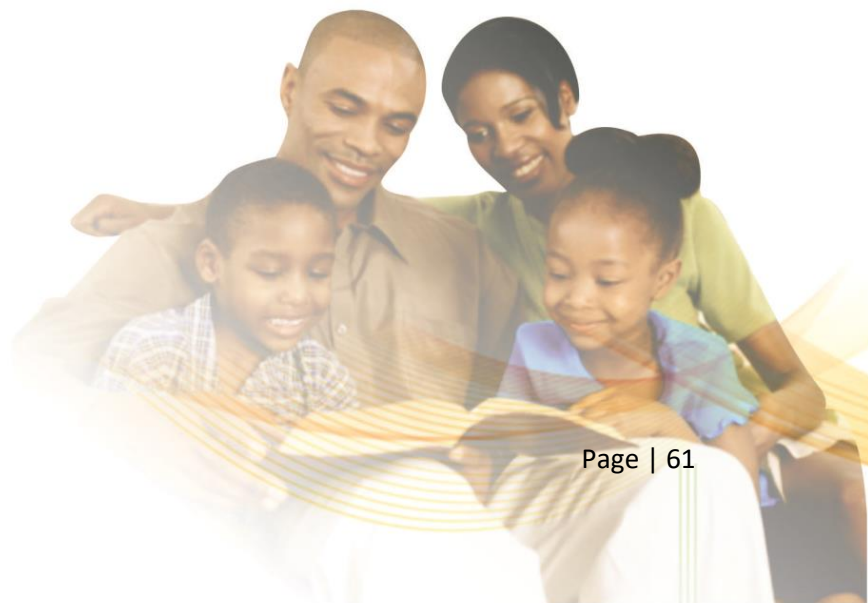
		<p>stakeholders to obtain buy-in and understanding.</p> <ul style="list-style-type: none"> - Develop formal agreements on an approved implementation plan. - Monitor the implementation and escalate matters of concern to the relevant governance structures.
<p>Reduced level of vulnerability in terms of food insecurity</p>	<ul style="list-style-type: none"> - Increase in levels of unemployment. 	<ul style="list-style-type: none"> - Implementation of need-based skills interventions. - Implementation of income support programmes (EPWP).
	<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:

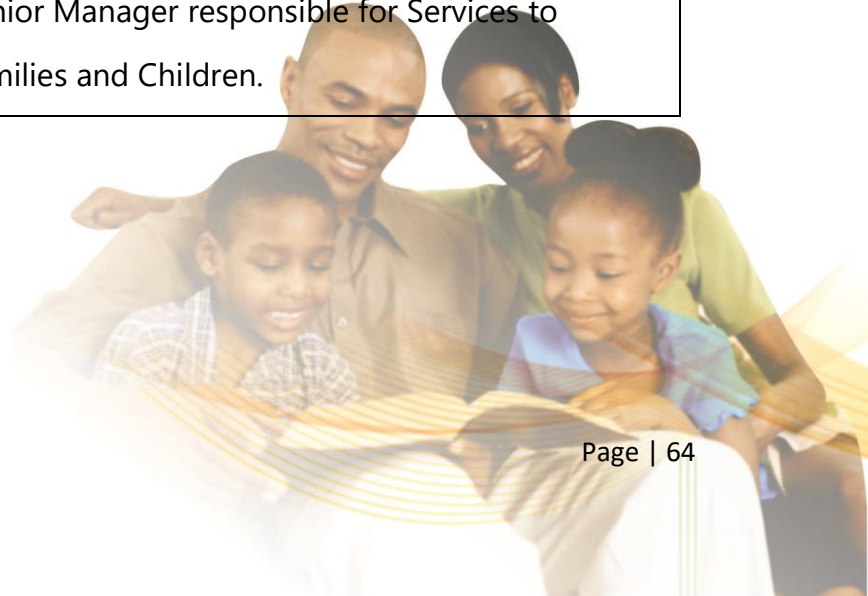
Technical Indicator Description (TID)

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

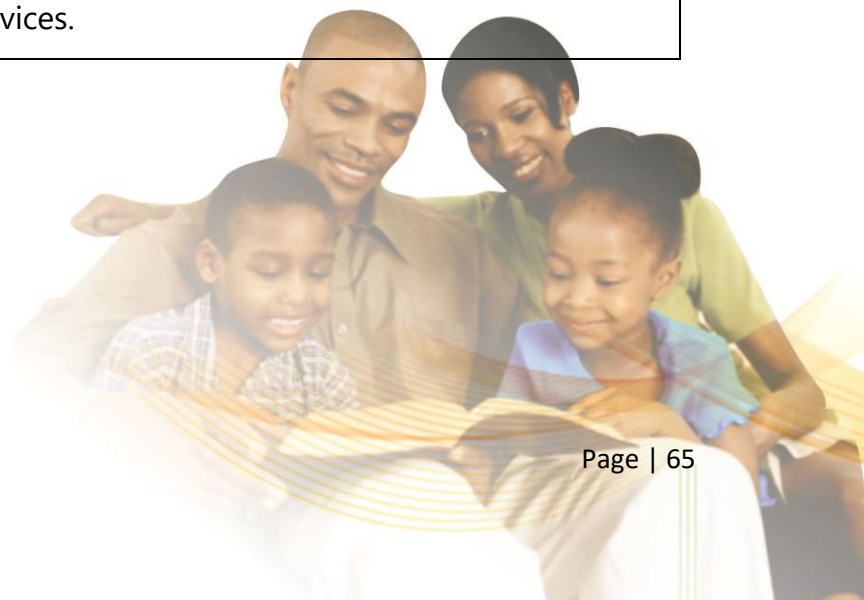
Outcome 1: Improved provisioning of statutory services for the aged, women, children and people with disabilities.

Indicator Title	Children placed in alternative care
Definition	- 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, etc. as per the Children's Act.
Source of data	- Children's Court and South African Police Service.
Method of Calculation / Assessment	- This is a quantitative indicator in terms of method of calculation.
Assumptions	- Close working relationship with the Criminal Justice System which will result in the regular convening of Children's Courts.
Disaggregation of Beneficiaries (where applicable)	- Gender, Age and Disability. Percentage disaggregation is not possible at this stage.
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 lower than targeted performance is desirable.
Indicator Responsibility	- Senior Manager responsible for Services to Families and Children.

Indicator Title	Children accessing early childhood development programmes
Definition	<ul style="list-style-type: none"> - This indicator counts the number of children between the ages of 0 to 6 years, inclusive of children with disabilities who are enrolled at registered centre-based or a non-centre based ECD programmes.
Source of data	<ul style="list-style-type: none"> - Departmental database of registered ECD Centres. - Database of children accessing ECD programmes (centre-based and non-centre-based).
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"> - All stakeholders assume their responsibility as outlined in the Children's Act.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> - Gender, Age and Disability. Percentage disaggregation is not possible at this stage.
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> - All 5 Districts in 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 Services to Families and Children.



Indicator Title	Residential care for older persons and persons with disabilities
Definition	- 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	- Residential facilities for older persons - Residential facilities for persons with disabilities.
Method of Calculation / Assessment	- This is a quantitative indicator in terms of method of calculation.
Assumptions	- 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)	- Gender and Disability. Percentage disaggregation is not possible at this stage.
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 lower than targeted performance is desirable.
Indicator Responsibility	- Senior Manager responsible for Social Welfare Services.

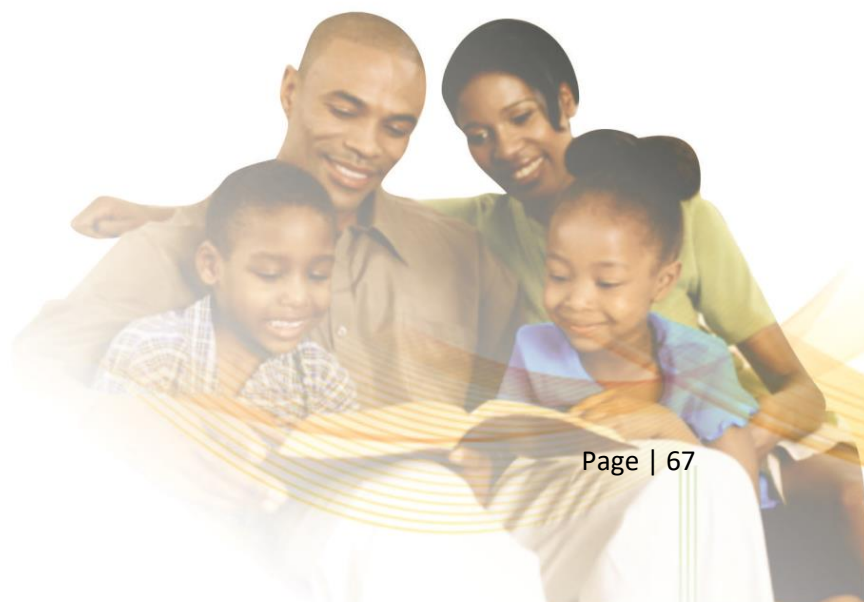


Indicator Title	Access to community-based care and support services
Definition	- This indicator counts the number of people accessing prevention, early intervention and aftercare services (non-residential care and support services).
Source of data	- Non-Profit Organisations. - Departmental database.
Method of Calculation / Assessment	- This is a quantitative indicator in terms of the method of calculation
Assumptions	- Willingness of services users to participate in the care and support services.
Disaggregation of Beneficiaries (where applicable)	- Gender, Age and Disability. Percentage disaggregation is not possible at this stage as it is a needs-based intervention.
Spatial Transformation (where applicable)	- Across all five 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 Managers for Programmes 2, 3, 4 and 5 (Line functions).



Outcome 2: Reduced social ills.

Indicator Title	Gender-based violence incidences
Definition	- This indicator measures the incident rate of gender-based violence in terms of people accessing services at funded Victim Empowerment Centres.
Source of data	- Victim Empowerment Centres.
Method of Calculation / Assessment	- This is a quantitative indicator in terms of the method of calculation.
Assumptions	- Willingness of victims to access services at Victim Empowerment Centres.
Disaggregation of Beneficiaries (where applicable)	- Gender, Age and Disability. Percentage disaggregation is not possible at this stage as it is a needs-based intervention.
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 lower than targeted performance is desirable.
Indicator Responsibility	- Senior Manager responsible for restorative services.



Indicator Title	Number of people accessing substance abuse prevention and treatment services
Definition	- This indicator counts the number of people accessing substance abuse prevention and treatment services.
Source of data	- Northern Cape Substance Abuse Treatment Centre. - Departmental database.
Method of Calculation / Assessment	- This is a quantitative indicator in terms of the method of calculation
Assumptions	- Willingness of people to access services.
Disaggregation of Beneficiaries (where applicable)	- Gender, Age and Disability. Percentage disaggregation is not possible at this stage as it is a needs-based intervention.
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 lower than targeted performance is desirable.
Indicator Responsibility	- Senior Manager responsible for restorative services and the Director responsible for the Northern Cape Substance Abuse Treatment Centre.



Indicator Title	Number of children in conflict with the law
Definition	- This indicator counts the number of children in conflict with the law as per the Children's Act.
Source of data	- Children's Court and the South African Police Service.
Method of Calculation / Assessment	- This is a quantitative indicator in terms of the method of calculation
Assumptions	- Close working relationship with the Criminal Justice System which will result in the regular convening of Children's Courts. - Referrals from South African Police Service in line with the Child Justice Act.
Disaggregation of Beneficiaries (where applicable)	- Gender and age. Percentage disaggregation is not possible at this stage.
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 lower than targeted performance is desirable.
Indicator Responsibility	- Senior Manager responsible for restorative services.



Outcome 3: Reduced social ills.

Indicator Title	Number of people accessing 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)	- Gender, Age and Disability. Percentage disaggregation is not possible at this stage.
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 the Senior Manager responsible for Sustainable Livelihoods and Poverty Alleviation.

Indicator Title	Income Support
Definition	- This indicator counts the number of work opportunities created for the unemployed through the Expanded Public Works Programme and the Community Works Programme.
Source of data	- EPWP Electronic Web-based Reporting System. - Departmental BAS Register.
Method of Calculation / Assessment	- This is a quantitative indicator in terms of the method of calculation
Assumptions	- Uniform requirements for all income support interventions and central coordination of all income support interventions.
Disaggregation of Beneficiaries (where applicable)	- Gender, youth and people with disabilities. Percentage disaggregation is not possible at this stage.
Spatial Transformation (where applicable)	- All 5 Districts in 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.



Indicator Title	Number of people accessing food
Definition	- This indicator counts number of people accessing food through departmental food provision programmes.
Source of data	- Residential care facilities - Early Childhood Development Centres - Community Nutrition Development Centres
Method of Calculation / Assessment	- This is a quantitative indicator in terms of the method of calculation
Assumptions	- Integrated Anti-Poverty Strategy and a Food Security Strategy / Plan
Disaggregation of Beneficiaries (where applicable)	- Gender, Age, Disability. Percentage disaggregation is not possible at this stage.
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 Poverty Alleviation and Sustainable Livelihoods.



Outcome 2: Enhanced needs-based service delivery.

Indicator Title	Number of Community and Households Profiled
Definition	- This indicator counts the number of communities and households profiled.
Source of data	- Departmental profiles.
Method of Calculation / Assessment	- This is a quantitative indicator in terms of the method of calculation
Assumptions	- Collaboration with other government departments and social partners.
Disaggregation of Beneficiaries (where applicable)	- Not applicable.
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 Poverty Alleviation and Sustainable Livelihoods.



Indicator Title	Community-based Development Plans
Definition	- This indicator counts the number of communities and households profiled.
Source of data	- Departmental profiles.
Method of Calculation / Assessment	- This is a quantitative indicator in terms of the method of calculation
Assumptions	- Collaboration with other government departments and social partners.
Disaggregation of Beneficiaries (where applicable)	- Not applicable.
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 Poverty Alleviation and Sustainable Livelihoods.



12.ANNEXURES TO THE STRATEGIC PLAN

12.1. Annexure A: District Development Model

Areas of Intervention	Five-year planning period					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social Partners
Early Childhood Development	Construction of Early Childhood Development Centre for children with disabilities.	R 1,25 million	Pixley ka Seme District	Douglas (exact location to be determined based on availability of land. GPS coordinates, therefore not yet available.	Department of Social Development	Local Government NPOs within the disability Sector.
	Construction of Early Childhood Development Centre.	R 1,25 million	Frances Baard District	Pampierstad (exact location to be determined based on availability of land. GPS coordinates, therefore not yet available.	Department of Social Development	Local Government





Department of Social Development

Private Bag X5042
Kimberley, Northern Cape
Republic of South Africa
257 Barkly Road
Kimberley

Tel: 053 874 9100
Fax: 053 874 9162

Email:
gmunnik@ncpg.gov.za
Web:

www.socdev.ncpg.gov.za
www.northern-cape.gov.za/dsd

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