



Western Cape
Government

Social Development

Strategic Plan 2020-2025

Western Cape Government
Department of Social
Development

Strategic Plan for
2020 – 2025



**Western Cape
Government**

Social Development

BETTER TOGETHER.

Disclaimer

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

This Strategic Plan was compiled by the Business Planning and Strategy Chief Directorate, Department of Social Development.

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Executive Authority Statement

As the Western Cape Minister of Social Development, it is both an honour and a privilege to lead this Department as we enter a new term, in which we will strive to deliver effectively and efficiently on our constitutional, legislative and electoral mandates, as well as the objectives of the National Development Plan (NDP) 2030.

The work conducted by the Department during this term will be underpinned by five Western Cape Government (WCG) Vision- Inspired Priorities (VIPs) that render a set of service delivery goals during the 2019-2024 Provincial strategic planning period. Of particular importance for this department is VIP 1: "Safe and Cohesive Communities" and VIP 3: "Empowering People".

VIP 1: Safe and Cohesive Communities

VIP 1 requires that we not only identify, but also provide support to dysfunctional families across the Province. As a department, we know that family dysfunction is not disconnected from domestic violence, substance abuse, neglect and the abandonment of children. These are key determinants of high crime levels over the short and long term. Thus, it requires that we:

- **Strengthen families' resilience to violence:** Preserving family units is crucial to improving the health and functionality of children, and to help to build safer communities. Services will be provided to families at risk to promote safe and protected family environments. This will include services to address domestic and Gender-Based Violence, family counselling and mediation, and drug treatment.
- **Strengthen the resilience of youth at risk:** The strategy that will be adopted is long-term, and looks to address the root causes of crime, that over time will result in the desired change we wish to see - that is, a less violent society. We believe that identifying and reducing youth risky behaviour will help decrease violence in targeted Western Cape areas. We will work in partnership with other government departments to identify, assess and refer youth at risk, who live in very violent communities, for specialised interventions. Through our interventions, we wish to restore dignity and prepare our youth to confidently navigate the world.
- **Focus on Gender-Based Violence (GBV):** Through our interventions, this will be a focus 365 days of the year, not only within the designated crime 'hotspots' but also expanding in rural areas experiencing high-levels of GBV. This ensures that GBV activism is not confined to 16 days of the year.

VIP 3: Empowering People

VIP 3 requires us to take a life cycle approach, commonly referred to as 'cradle to the grave' and recognises the important needs of each individual as they journey through the different phases of their life.

We will direct our services toward supporting and protecting the poor and vulnerable, to help them become self-sufficient; independent and healthy, with positive family; personal and social relationships; the ability to be active participants in their communities and the greater South African society.

In this regard, we are mandated with the responsibility of ensuring that:

- Social work services are readily available to assist where children are exhibiting risky behaviour, or are affected by trauma;
- We invest in the improvement of Early Childhood Development (ECD) programmes, especially in our poorest and most vulnerable communities;
- We provide the necessary protection to Persons with Disabilities, while recognising and supporting their ability to be active agents in their well-being and development; and
- Treatment and related interventions for substance abuse are available.

We all share a concern for the ongoing social ills plaguing our society. Not only do these social ills destroy families and cause lasting emotional suffering, but they also have a negative economic impact. As a department, we are cognisant of the need to improve this critical situation and all efforts will be directed at achieving this objective and will be underpinned by the Western Cape Government Safety Plan.

This five-year strategic plan represents my commitment as well as that of my Department to continue to work tirelessly to improve the services we deliver to the people of our province, especially our poor and most vulnerable citizens.

A handwritten signature in black ink, appearing to be 'S. Fernandez', written in a cursive style.

Sharna Fernandez
Executive Authority of the Western Cape Government:
Department of Social Development
9 March 2020

Accounting Officer Statement

Introduction

Over the past five years the Western Cape Department of Social Development has focused on increasing the quality and accessibility of essential and statutory services to vulnerable persons such as children and youth at risk, disabled persons, older persons, as well as persons affected by gender-based violence, substance abuse, extreme poverty and disasters. In order to do this, the Department has expanded its geographic footprint, and has also relied on its funded partners in the Western Cape's vibrant and capable NPO sector. This focus on securing essential and statutory services has been necessitated by a weakening national fiscal base coupled with a downward trend in donor funding to the NPO sector. As we enter a new term of office in 2020, the increasing demand for services generated by a rapidly growing provincial population and deepening poverty levels requires a continuation of this approach, with a particular emphasis on addressing the deteriorating safety levels in the province through statutory services in support of the Provincial Strategic Plan's (PSP) focus on safety. For this planning cycle the Department has therefore approached its mandate through the lens of the safety priority encapsulated in the PSP Vision Inspired Priority (VIP) 1, and its role in empowering people under PSP VIP3. An overview of the implications of this per programme follows below.

Children and Families

Over the next five years, the Department will continue to focus on ensuring that its child care and protection services meet the standards prescribed by the Children's Act and coordinate them with other provincial departments, municipalities, Non-Profit Organisations (NPOs) and private sector partners. Although the Department has made strides in decreasing the foster care backlog in the Province - by January 2020 it stood at approximately 2 249 cases – it will continue with the implementation of its foster care management programme through increasing new foster care placement and support, providing training to safety and foster care parents and, continuing to decrease the backlog.

The Department will continue to implement proven interventions that are aligned to both the NDP and Western Cape Government (WCG) Provincial VIPs as contained in the 2019 – 2024 Provincial Strategic Plan (PSP) such as evidence-based family interventions, the identification, assessment and provision of appropriate specialised support services to children and youth at risk and the child murder reduction intervention plan. The latter ensures the collaboration and coordination of efforts across departments to reduce child murders and deals with the identification of the primary drivers of child murders in the Western Cape, including risk and child protective factors, identifying gaps in existing government services and recommendations on the way forward. In addition, the Integrated Isibindi programme involving a network of sites, Drop-in-Centres, referrals from probation and diversion services and the Eye-on-the-Child Programme will be implemented thereby ensuring that existing child care and protection measures are strengthened, and the Isibindi Programme expanded. Community-based Child and Youth Care Workers (CYCWs) will be trained over the next five years to provide services to vulnerable children and their family units. The Department will improve its 24-hour child protection services especially in areas with increased demand and service delivery gaps due to NPO downscaling or closures. These measures together with the promulgation by the Western Cape Legislature of the 2019 Commissioner for Children's Act - the first of its kind in the country - will provide further oversight on the measures put in place to protect and promote the interests of children in the Province particularly as these relate to health, education, welfare, recreation, amenities and sport.

The need to increase the quality of education, through providing safe environments, nutrition, stimulation and exposure to language development ahead of primary school enrolment in accordance with the national curriculum for 0 - 4-year olds has been and will continue to be

the focus of the ECD and Partial Care programme – in collaboration with the Western Cape Education Department (WCED), 2 169 ECD practitioners were trained over the past five years. In addition, the Department's collaboration with the WCED and the Department of Health (DoH) on the ECD Developmental Support and School Readiness project saw the project's expansion to 65 sites across the Province - ECDs in Khayelitsha, Delft, Philippi, Plettenberg Bay, Sedgefield, Knysna townships, Fisantekraal, Vrygrond, Westlake, Somerset West and Klapmuts were provided with specialised support services to assist children at risk of not achieving their developmental milestones. When evaluated in 2018/19, evidence of significant developmental changes in participating children were recorded. This project will be extended to an additional 65 sites over the next five years and include Grade R sites where school readiness is poor.

The centralisation of ECD registration and re-registration has seen an upswing in the number of conditionally registered ECDs - 629 - over the past two years. During 2019, there were approximately 823 ECDs with expired certificates and which potentially could be conditionally or fully registered over the Medium-Term Expenditure Framework (MTEF). There are also approximately 2 456 ECDs known to the Department who have never been registered. In total then, there are potentially 3 279 ECDs that could be registered over the next five years. The Department's focus over the next five years will thus be on prioritising funding to first time ECD facility applicants using the national ECD Conditional Grant; prioritising conditionally registered ECD facilities for minor infrastructure upgrades and maintenance as well as, with the extension of the ECD developmental support and school readiness project.

The Department was the first in the country to ensure compliance of child and youth care centres (CYCCs) with statutory and policy driven norms and standards and, it also leads in terms of full registration of CYCCs providing secure care programmes to children and youth in accordance with the Children's Act and Child Justice Act. The Department was also the first in the country to establish a provincial management board for government-run CYCCs. Further innovation with respect to the CYCC programme over the last five years included the implementation of substance abuse intervention programmes in all departmental CYCCs such as the inpatient programme for boys aged 16 – 17 years at the Kraaifontein Reception Observation Assessment and Referral (ROAR) Treatment Centre and, for boys aged 13 – 15 years and girls aged 13 – 17 years at the Lindelani CYCC. Last mentioned is supported by a community-based treatment model. Finally, the structured interventions within Western Cape DSD CYCCs for awaiting trial and sentenced youth are now used as benchmarks for the National Policy on Gang Management within secure care centres and, include a range of programmes designed to facilitate their reintegration into communities. It includes therapeutic intervention, sport and recreation, transitional care and, substance abuse prevention, treatment and rehabilitation programmes.

Although existing bed space in the Province's 53 funded NPO Child and Youth Care Centres during 2019 was at 96% occupancy, those centres for children with behavioural challenges and for awaiting trial and sentenced children are often at over 100% capacity. To mitigate this, the Department will continue with the implementation of its centralised admissions service for both departmental and NPO funded CYCCs. This enables it to respond more efficiently to court orders for placement of children who are either in need of care and protection, in conflict with the law or sentenced.

Finally, child care and protection services also include family interventions since children at risk cannot be assisted in isolation from the family. Policy initiatives undertaken by the Department in this regard included a manual for family preservation; norms and standards for services to families and, norms and standards for shelters for homeless adults. Through its regional offices and NPO partners, family preservation and reunification services have been and will continue to be provided to families at risk throughout the Province. These services will include court ordered early intervention programmes such as family preservation, marriage counselling, psychosocial support services and statutory services including formal mediation, parenting

rights and responsibility agreements for child care, parenting plans, temporary and safe care of children, as well as foster care and adoption services. Integral to the wellbeing of families at risk are reintegration/aftercare and support for post statutory interventions which includes family reunification for both children placed in alternative care and homeless adults.

Services to Older Persons

In the case of Older Persons, subsidy funding was increased to residential facilities, specifically for frail care, independent and assisted living and service centres to address a history of low funding levels to these facilities. Communication campaigns were implemented annually to draw attention to the importance of the registration of all facilities offering services to Older Persons to ensure that statutory norms and standards were met. The growth in the number of persons aged 85 years and older – estimated to be more than 30% by 2021¹ has significant implications for the provisioning and support of frail care services for Older Persons. Over the next five years, the Department will continue with its focus on keeping Older Persons in their communities through strengthening community-based support services and alternative care and support models such as independent living and assisted living. It will also develop and implement a mentoring model to assist residential facilities who are at risk financially and lack strong governance capacity.

Services to Persons with Disabilities

Mainstreaming of opportunities and support for Persons with Disabilities and their families or caregivers was accelerated in 2015 through an additional budget allocation of R30 million over the MTEF. This provided for the 2010 court ordered improvements in service delivery for intellectually disabled children. This judgement directed the Department together with the DoH and the WCED to provide reasonable measures for the needs of severely and profoundly disabled children. To date, provision has been made and will continue to be made for the salaries of carers and programme implementers in 64-day care centres in the Province as well as a transportation subsidy to ensure that the children are conveyed to and from the centres in suitably adapted transportation.

The improvement of referral pathways and the strengthening of the parental support programme for Persons with Disabilities have contributed to increasing numbers of people accessing available services over the past five years. The period April 2014 to March 2018 saw an unprecedented increase in access of Persons with Disabilities to specialised support services – it grew from 55 323 to 88 089. In addition, overall access including their caregivers/families grew from 59 870 to 93 566 in the same period. Over the next five years, the Department will continue with the transfer of various NPO special care centres for children with severe and profound intellectual disability from the DoH and will expand the disabilities programme through the provision of additional beds. It will also ensure the filling of the additional posts resulting from the establishment of a special unit for persons with intellectual disabilities in the Persons with Disabilities Sub-Directorate.

Crime Prevention and Support

The increasing incidence of social crime in the Western Cape coupled with the weak South African economy and lack of employment opportunities increases the likelihood of criminal activities and drug related crime. Hence, crime prevention activities were and remain an important function within the Department. Interventions over the preceding five-year period were focused on crime prevention and reintegration programmes which targeted children,

¹ Stats SA 2019 Mid-year Population Estimates.

youth and adults in high-risk communities. Further priorities were the improvement of services to families at risk, an emphasis on compliance with the Child Justice Act and the implementation of probation services and diversion programmes. During the period under review, four provincial diversion programmes were accredited – a first in the country. This coupled with the five-national accredited diversion programmes meant that the Western Cape has more options available to the Courts for the diversion of young people (under 18 years of age) from the Criminal Justice system. Of concern however, is that over the past financial year, only 71% (1 576) of the 2 217 children who were referred to diversion programmes, successfully completed their programme(s). Thus, over the next five years, the Department will continue with the provision of its statutory probation and diversion services and put in place mechanisms to improve completion rates.

Victim Empowerment

Femicide increased by 10% in the Western Cape between 2017 and 2018 and the Province has the highest number of cases in the country of sexual assault and assault against women. The Department piloted the first shelter for adult victims of human trafficking and their children in South Africa in 2015 and ensured the provision of services in a coordinated manner via a referral protocol that included the Justice Crime Prevention Security Cluster, Social Cluster and relevant NPOs. Capacity building of the Department, NPOs and the South African Police Service (SAPS) staff was also accelerated during the period under review and included training in the identification of victims of human trafficking, community-based victim empowerment training - predominantly for SAPS volunteers and members who operate from SAPS victim friendly trauma rooms, as well as the training of staff at the Khuseleka One Stop Centre (launched in August 2015) and the Saartjie Baartman Centre in Athlone. This training will be accelerated over the next five years.

GBV prevention training will be integrated into parent education and training programmes and the substance abuse prevention, treatment and rehabilitation programmes run at all DSD CYCCs. This will also be the case with respect to community-based substance abuse prevention, treatment, rehabilitation and aftercare programmes provided and funded by the Department. Finally, a referral pathway will be developed to ensure that victims of GBV in shelter services are able to access substance abuse programmes at the Kensington Drug Treatment Centre for women. The mainstreaming of GVB prevention interventions into substance abuse programmes is an imperative as the correlation between substance abuse and GBV is widely recognised.

The Department also prioritised the upgrading of security at shelters, expanded support services to victims of crime in the lesbian, gay, bisexual, transgender, queer, intersex, asexual, pansexual and other (LGBTQIAP+) community, conducted educational workshops for men in areas with high prevalence of domestic violence and worked with the National Department of Social Development (NDSD) on the development and roll out of the National Gender-based Violence Command Centre – a 24-hour helpline operated by social workers to assist victims of GBV.

Currently, shelters for victims of domestic violence and abuse, trauma support and Thuthuzela Care Centre support services are only available through 20 shelter sites and six Thuthuzela sites across the Province. Over the next five years, the Department will continue with its current base funding and earmarked allocation to shelters for abused women and their children as well as victims of human trafficking and seek to roll out additional victim empowerment interventions in the rural areas and high priority urban areas. The Department will also appoint approximately 30 social workers to specialise in GBV prevention and support. These social workers will be deployed in and around communities of greatest need in the Province. This will enable GBV service delivery coordination to be located at district level and thus include a whole of society approach to combating this social ill.

Substance Abuse Prevention and Rehabilitation

As was noted above, escalating violence against women and children fuelled by substance abuse is a major challenge for the Department and the WCG. Departmental research² in 2013 on reported cases of domestic violence indicated a 34% increase between 2007 and 2010 and cited substance abuse and alcohol as the main contributing factor to domestic violence.

Currently the Department funds 36 of the 61 substance abuse treatment centres and community-based treatment programmes registered in the Province. These include six funded inpatient centres and 30 community-based centre programmes. Since the Department funds over half of the registered facilities in the Province and, private substance abuse services are extremely expensive and beyond the reach of our clients, the Department will put in place mechanisms to enable those key districts in the Province that do not have any departmentally funded residential drug treatment services, including the entire Central Karoo and Eden District Municipalities to access treatment and rehabilitation services. With respect to staff capacity building and training in this specialised area, the Department currently has 39 postgraduates and 25 undergraduate social workers enrolled and specialising in substance abuse/addiction management programmes. In addition to the substance abuse programmes currently operating in all DSD CYCCs, the Department also funded and will continue to fund school-based drug treatment programmes at high risk schools.

Social Relief

The Department is the lead in terms of the Provincial Disaster Management Response Strategy to mitigate against the negative social consequences faced by households/individuals affected by disasters in the Province. To this end it convenes and coordinates the humanitarian relief workstream to ensure a collaborative response by disaster relief partners. The Department will continue to collaborate with the South African Social Security Agency (SASSA) and the Provincial Department of Agriculture (DoA) to facilitate social relief to people who suffered undue hardship and job losses in the agricultural sector, specifically, those affected by the recent ongoing droughts. The Department's regional and local offices were instrumental in identifying affected families and individuals and ensuring that they access the appropriate resources and services.

To strengthen coordinated service delivery, the Department formalised its social relief business processes and policy through an approved Departmental Disaster Management Plan, a formal tri-partite agreement with the City of Cape Town (CoCT) and the Western Cape regional SASSA on the joint management of the disaster relief response in Cape Metropolitan areas; a donation management protocol, standard operating procedures for social relief and, in consultation with the Provincial Ministry of Social Development the development and implementation of a Destitute Burial Guide that affords poor and vulnerable families with children and, mothers who are victims of violence and/or disasters, a dignified burial. The Department also actively participates as a valued partner in Provincial, District and Local Advisory Forums thereby ensuring that it is kept abreast of the constant changing trends impacting on the lives of its clients. The Department will continue with its strategies in this respect over the next five years. Over the upcoming period, the Department will continue with the implementation of the Sanitary Dignity Project thereby ensuring the school girls in vulnerable communities and identified poor schools do not miss time in the classroom because of menstruation and the lack of the necessary sanitary products.

² Western Cape Department of Social Development (2013). Trends in Domestic Violence in the Western Cape. Internal research report.

Youth Development

Thirteen Youth Cafés were operational over the past financial year and are located in George, Oudtshoorn, Great Brak River; Villiersdorp, Velddrift, Saldanha Bay, Bredasdorp, Vrygrond, Mitchells Plain, Cross Roads, Uniondale, and Nyanga, with a new site being established at Riversdale at the time of publication. The Department facilitated the provision of accredited sign language training for Youth Café managers and interns to make youth development services more accessible to young people with disabilities. In addition, a promotional Youth Café video was launched on the WCG website to promote the Youth Cafés and their services. The Department will continue with the basket of services at existing Youth Cafés such as life skills, digital skills training, job readiness, financial management, hospitality and entrepreneurship, amongst others, thereby providing young people with a range of developmental opportunities. Community-based youth service organisations provided an important service in areas where there were no Youth Café services available. Departmental services for youth have been strengthened and young people have been provided with access to developmental opportunities including linkages to employment/job opportunities. Interns were trained and appointed to act as connectors for "Not in Employment, Education or Training" (NEET) youth and, organisations were incentivised for their contributions to youth development through the Ministerial Youth Awards Programme.

The Department also facilitated training on norms and standards for Youth Development services to ensure quality services are delivered to all young people. The strategic partnerships with local government in the provision of holistic Youth Development services as well as the partnership with the WCG: Department of Economic Development and Tourism (DEDAT) enabled the extension of the basket of Youth Development services in the Province. Over the next five years, the Department will continue with its youth outreach, especially to the rural areas.

Poverty Alleviation and Sustainable Livelihoods

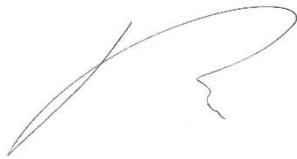
A norms and standards document for Sustainable Livelihoods was approved for implementation. This document promotes quality, efficient and uniform service delivery with a strong health and hygiene focus. Through its targeted feeding programme, the Department provided relief to families who did not fulfil the criteria for inclusion in the DoH's nutritional support programme. Over the next five years, this programme will be expanded by the implementation of the Community Nutrition and Development Centre Programme that will see the transfer of 20 community-based nutrition centres from the NDSD to the Department on 1 April 2020. The Department will continue to strengthen its partnership with the DoA by piloting the household food gardens project and, also consider a review of the unit costs to service providers in the field of poverty alleviation and sustainable livelihoods in view of the ever-rising cost of food, petrol and gas.

Institutional Capacity Building

The Institutional Capacity Building (ICB) programme continues to provide support to NPOs in the Western Cape. During the period under review, 1 229 organisations were assisted with NPO registration and compliance. Assisting organisations with their compliance is essential to the maintenance of a high standard of NPO governance and adherence to NPO related legislation. The Know Your NPO Status (KYNS) Campaign was launched nationally to assist NPOs with meeting their compliance obligations. The KYNS Campaign is a common theme in all departmental capacity building interventions. Rural areas have been prioritised for capacity building and a two-day NPO Sustainability training programme was implemented in Beaufort West, Vredenburg, Riviersonderend, Oudtshoorn and Knysna. The ICB programme continues to partner with subject matter experts in the field of NPO Tax Implications, Labour Relations and Resource Mobilisation to ensure that organisations receive support and information on all aspects of organisational sustainability. Training will continue with departmental officials at both Head Office and Regional Offices to ensure that they are up to date with the latest developments in the NPO sector.

Conclusion

This five-year Strategic Plan aims to progressively align the department's essential and statutory services with the overarching policy priorities for the province set out in the PSP and its commitment to a safer Western Cape.



Dr. Robert Macdonald
Accounting Officer of the Western Cape Government:
Department of Social Development
9 March 2020

Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Western Cape Government Department of Social Development under the guidance of Ms S. Fernandez, Western Cape Minister for Social Development.
- Takes into account all the relevant policies, legislation and other mandates for which the Western Cape Government Department of Social Development is responsible.
- Accurately reflects the impact and outcomes which the Western Cape Government Department of Social Development will endeavour to achieve over the period 2020 - 2025.

Charles Jordan
Chief Director: Social Welfare

Signature: 

Mzwandile Hewu
Chief Director: Community
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Signature: 

Juan Smith
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Marion Johnson
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Robert Macdonald
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Approved by:
Sharna Fernandez
Executive Authority
9 March 2020

Signature: 

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Part A: Our Mandate

1. Constitutional mandate

Legislation	Impact on DSD functionality
Constitution of the Republic of South Africa, 1996	Section 28 (1) of the Constitution sets out the rights of children regarding appropriate care (basic nutrition, shelter, health care services and social services) and that the detention of children is a measure of last resort.

2. Legislative and policy mandates

Legislative mandates

Legislation	Impact on DSD functionality
Probation Services Amendment Act (35/2002)	<p>Its purpose is to amend the Probation Services Act, 1991, to insert certain definitions that:</p> <ul style="list-style-type: none"> ● Make further provision for programmes aimed at the prevention and combatting of crime; ● Extend the powers and duties of probation officers; ● Provide for the duties of assistant probation officers; ● Provide for the mandatory assessment of arrested children; ● Provide for the establishment of a probation advisory committee; ● Provide for the designation of family finders and; ● Provide for matters connected therewith.
Non-Profit Organisations Act (71/1997)	The purpose of this Act is to support NPOs by establishing an administrative and regulatory framework within which NPOs can conduct their affairs.
Domestic Violence Act (116/1998)	The purpose of this Act is to afford victims of domestic violence maximum protection from domestic abuse.
Social Service Professions Act (110/1978, Amendments: 1995, 1996 & 1998)	The Act established the South African Council for Social Work Professions (SACSSP) and defines the power and functions of the social services board and profession.
Children's Act (38/2005)	<p>The Act was operationalised by Presidential Proclamation on 1 April 2010 and 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 wellbeing of children; and ● The consolidation of the laws relating to the welfare and protection of children and, for incidental matters. <p>The primary focus of the second review of the Children's Act was the finding of the South Gauteng High Court dated April 2011 regarding the correct interpretation of Section 150(1) (a) of the Act. The court found that:</p> <ul style="list-style-type: none"> ● A caregiver who owes a legal duty of care (in this case a grandmother) may be appointed as a foster parent; and ● Neither the Children's Act nor the Social Assistance Act or its Regulations require an examination of the foster parent's income, therefore the financial situation of the children found to be in need of care and protection must be taken into account and not that of the foster parent. Where foster parents who have a legal duty of support are not by the financial means to do, they should be able to apply for a foster care grant.
Western Cape Commissioner for Children's Act, (2/ 2019)	<p>To provide for the appointment of a Commissioner for Children in the province of the Western Cape; for matters incidental thereto and provide for certain matters pertaining to that office.</p> <p>Section 78 of the Constitution of the Western Cape, 1997, establishes the office of a provincial Commissioner for Children and provides that the</p>

Legislation	Impact on DSD functionality
	Commissioner must assist the Western Cape Government in protecting and promoting the rights, needs and the interests of children in the Province.
Older Persons Act (13/2006)	<p>The Act, which was operationalised by Presidential Proclamation on 1 April 2010, aims at the empowerment and protection of Older Persons including their status, rights, wellbeing, safety, security and the combating of abuse against Older Persons.</p> <p>The Act promotes a developmental approach that acknowledges the:</p> <ul style="list-style-type: none"> ● wisdom and skills of Older Persons; ● Older Persons' participation within community affairs; ● regulating the registration of Older Persons' services and; ● establishment and management of services and facilities for Older Persons. <p>Unlike the Aged Persons Act, No. 81 of 1967, emphasis is shifted from institutional care to community-based care in order to ensure that an older person remains in the community for as long as possible.</p>
Prevention of and Treatment for Substance Abuse Act (70/2008)	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, as well as the registration of therapeutic interventions in respect of substance abuse.
Child Justice Act (75/2008)	The Act establishes a criminal justice process for children accused of committing offences and aims to protect the rights of children.
Criminal Law (Sexual Offences and Related Matters) Amendment Act (6/2012)	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.
Prevention and Combatting of Trafficking in Persons Act (7/2013)	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.
Intergovernmental Relations Framework Act (13/2005)	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.
National Youth Development Agency Act (54/2008)	The aim of the Act is to create and promote coordination in youth development matters.
Social Assistance Act (13/2004)	This Act provides for the rendering of social assistance to persons, and the mechanism for the rendering of such assistance; the establishment of an inspectorate for social assistance; and to provide for other related matters.
Fundraising Act (107/78)	This Act provides for control of the collection of contributions from the public; the appointment of a Director of Fund-raising; the establishment of a Disaster Relief Fund, a South African Defence Force Fund and a Refugee Relief Fund; the declaration of certain disastrous events as disasters; and other matters connected therewith.
Disaster Management Act (57/2002)	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.
Mental Health Care Act (17/ 2002)	This Act provides for the care, treatment and rehabilitation of persons who are mentally ill; set out different procedures to be followed in the

Legislation	Impact on DSD functionality
	admission of such persons and to provide for the care and administration of the property of mentally ill persons.

Policy Mandates

Policy	Impact on DSD functionality
Medium-Term Strategic Framework (MTSF) 2019-2024	This MTSF is Government's strategic plan for the 2019- 2024 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions Government will take and targets to be achieved. The aim of the MTSF is to ensure coherence, alignment and coordination across government plans as well as alignment with budgeting processes.
National Development Plan 2030 (2012)	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.
OneCape2040. From vision to action (2012)	The WCG adopted this vision in October 2012. It aims at stimulating a transition towards a more inclusive and resilient economic future for the Western Cape. It articulates a vision on how the people of the Western Cape can work together to develop their regional economy and society at large, by so doing, guiding planning and action to promote a common commitment and accountability towards sustained long-term progress.
Provincial Strategic Plan (PSP) 2019 - 2024	The PSP is a five-year plan that sets out the Western Cape Government's vision and priorities and builds on the foundations that were put in place during the last two terms of office. The WCG commits to building a values-based competent state that enables opportunity and promotes responsibility in a safer Western Cape The vision – A safe Western Cape where everyone prospers - is expressed in the five VIPs identified for the period 2019-2024 namely, Safe and Cohesive Communities; Growth and Jobs; Empowering People, Mobility and Spatial Transformation and; Innovation and Culture.
White Paper for Social Welfare (1997)	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 Population Policy (1998)	The White Paper promotes sustainable human development and quality of life for all South Africans through the integration of population issues into development planning in the different spheres of government and all sectors of society. The Department is mandated to monitor the implementation of the policy, and its impact on population trends and dynamics in the context of sustainable human development.
National Youth Policy 2015-2020 (2015)	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.
Department of Social Development: Policy on the Funding of Non-Government Organisations for the Provision of Social Welfare and Community Development Services (2015) as amended in 2017	The purpose of this policy is to ensure that transfer payments are managed in a transparent manner that promotes accountability, access, efficient administration, clear performance requirements, and the principles of administrative justice to enable the DSD to achieve its mission of providing a comprehensive network of social development services that enables and empowers the poor, the vulnerable and those with special needs.
White Paper on Families in South Africa (2013)	The main purpose of the White Paper is to foster family wellbeing, promote and strengthen families, family life and mainstream family issues into government-wide policy-making initiatives. The Department has developed

Policy	Impact on DSD functionality
	a provincial plan for implementing the White Paper on Families that was adopted by the Family Services Forum on the 16th of September 2016.
Framework for Social Welfare Services (2013)	This approved national framework is aligned with the Integrated Service Delivery Model (ISDM) and makes provision for a standardised process through which social workers will provide generic social welfare services that are of requisite quality, comprehensive, integrated, rights-based, and well-resourced.
Generic Norms and Standards for Social Welfare Services (2013)	Provide the benchmarks for the provision of quality social welfare services and form part of the Framework for Social Welfare Services.
Social Service Professions Act (110/1978): Regulations relating to the registration of a specialty in probation services (2013)	These regulations published in the Regulations Gazette No 36159, 15 February 2013, Vol. 572, No 9911 are aimed at regulating and improving probation services.
National Drug Master Plan 2013-2017 (2013)	The plan enables the coordination of departments and local authorities in line with the Prevention and Treatment for Substance Abuse Act, No. 70 of 2008. Its purpose is to ensure that the country has a uniform response to substance abuse.
Supervision Framework for the Social Work Profession in South Africa (2012)	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 to ensure competent professional social work practices that serve the best interests of service users in the South African social sector.
Quality Assurance Framework for Social Welfare Services (V4) (2012)	This national framework provides a consistent system and clear standards for evaluating the effectiveness and providing continuous improvement with respect to social welfare services.
A Youth Development Strategy for the Western Cape Department of Social Development (2013)	To guide, inform and direct the Department's youth development programming and priorities and to bring a strong measure of institutional and programmatic predictability. It serves as a critical planning tool, which is aimed at addressing the needs of young people of the Western Cape Province.
Western Cape Youth Development Strategy (2013)	The purpose of the (provincial) youth development strategy is to create more support, opportunities and services for all young people to better engage with their environment and successfully transition into responsible, independent, and stable adults. It focuses on young people in the pre-youth phase between 10 and 14 years of age and the 'youth' phase between 15 and 24.
Integrated Provincial Early Childhood Development Strategy 2011-2016 (2011)	The strategy enables access to quality ECD provision (including Grade R) that will enable as many children as possible to acquire the resilience, confidence, skills and competencies to ensure that they are well-equipped and prepared learners from Grades 1-12.
Policy on Social Development Services to Persons with Disabilities (2017)	The main purpose is to guide and coordinate the provision of mainstreamed social development services to Persons with Disabilities. Its aim is to ensure that the dignity and rights of all Persons with disabilities is preserved and met, through the provision of relevant socio-economic programmes and services that ensure their inclusion.
Policy Framework – Services to Persons with Intellectual Disability (2015)	The purpose of the framework is the delivery of coordinated and streamlined services to persons with intellectual disabilities (PWID) by different provincial departments/sectors to ensure a person-centred approach to PWID and their families by Determining the profile of needs of the PWID across sectors and appropriate departmental roles, responsibilities and potential funding models to meet the needs identified.

Policy	Impact on DSD functionality
Western Cape Provincial Spatial Development Framework (PSDF) (2014)	The framework serves as a basis for coordinating, integrating and aligning "on the ground" delivery of national and provincial Departmental programmes; supports municipalities to fulfil their municipal planning mandate in line with the national and provincial agendas; supports and communicates government's spatial development intentions to the private sector and civil society.
Policy on the Review, Release and Reintegration of Sentenced residents in DSD Child and Youth Care Centres into Less Restrictive Alternative or Parental Care (2014)	This policy provides guidelines for the review, release and reintegration of sentenced residents in CYCCs through less restrictive alternative care placements as provided in Chapter 11 the Children's Act, 38 of 2005 and Regulations.
Western Cape Department of Social Development Standard Operating Procedure (SOP) for the Removal of Street Children to a Place of Safety and Subsequent Processes (2015)	The SOP was developed as a step-by-step guide on how to proceed when removing a street child in need of care and protection to a place of safety. It outlines the roles and responsibilities of the Department's staff members and other stakeholders in the NPO and policing sectors. The SOP details: timeframes which must be adhered to; provides definitions of street children; who the procedure applies to; highlights applicable legislation; and contains contact numbers of the relevant role-players.
Department of Social Development Western Cape Strategy for Improvement of Child Care and Protection Services (2015)	The strategy was developed to mitigate the risks associated with the implementation of the statutory requirements, norms and standards of the Children's Act. The strategy identifies the root causes of the problem and the interventions to deal with these issues.
Quality Assurance Framework for performance monitoring of social welfare and community development service delivery (2015).	This provincial framework is aligned to the national Quality Assurance Framework for Social Welfare (2013) and proposes comprehensive performance monitoring through a quality assurance approach for community development and social welfare services in the Department as well as the NPO sector in this province. It also focuses on quality improvement in service delivery and defines the standards of service excellence and how it should be monitored and managed.
A Quality Assurance Protocol for Child and Youth Care Centres 2016-2018 (2016)	This protocol promotes the holistic implementation of a quality assurance protocol that focusses on legislative administrative compliance, compliant corporate governance and compliance to registration and National Norms and Standards requirements for CYCCs.
National Integrated Early Childhood Development Policy (2015)	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 NDP.
Population Policy for South Africa (1998)	The White Paper promotes sustainable human development and quality of life for all South Africans through the integration of population issues into development planning in the different spheres of government and all sectors of society. The Department is mandated to monitor the implementation of the policy, and its impact on population trends and dynamics in the context of sustainable human development.
Western Cape Provincial Strategy for the Provision of Child and Youth Care Centres (CYCCs) (2016)	This strategy governs the provision of an adequate spread of residential care for children through CYCCs across the continuum of care and relevant centre-based programmes throughout the province, aligned with the province's specific needs, circumstances, budgetary allocations and infrastructure availability.
Western Cape Government Household	The Western Cape Food Security and Nutrition Strategic Framework is targeting specific shortcomings of the current food system to ensure that it

Policy	Impact on DSD functionality
Food and Nutrition Strategic Framework (2016)	serves all the residents of the Western Cape. The Strategic Framework articulates outcomes and objectives linking programmes to the reduction of hunger and improvements in health, nutrition, and productivity to support all people living in the Western Cape in leading active and productive lives.
Western Cape Government Whole of Society Approach (WoSA) to Socio-Economic Development (2018)	The Whole of Society Approach (WoSA) envisions safe, socially connected, resilient and empowered citizens and communities with equitable access to social services and opportunities. This document presents a framework for integrated and innovative social development in a phased approach. It has been developed with the aim of obtaining agreement on the new way of promoting social development through a "Whole of Society Approach".
White Paper on the Rights of Persons with Disabilities (2015)	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. This guides the Western Cape Department of Social Development (WCDSO) to provide barrier-free, appropriate, effective, efficient and coordinated service delivery.
Western Cape Disability Mainstreaming Strategy 2015 -2020 (2015)	The WCDSO Disability Mainstreaming Strategy is a five-year strategic plan which guides the Department in using mainstreaming as a strategy to expedite the shift of disability concerns from the periphery to the centre of attraction throughout the Department's service delivery.

3. Institutional policies and strategies over the five-year planning period

The institutional policies and strategies listed hereunder are aligned with Priority 4 of the 2019-2024 Medium Term Strategic Framework (MTSF) namely, "Consolidating the Social Wage through Reliable and Quality Basic Services." On a provincial level, the implementation of these policies and strategies will over the next five years contribute to VIP 1: "Safe and Cohesive Communities" and VIP 3: "Empowering People", as well as the Apex and Safety Priorities delegated to the Department and its Provincial Minister of Social Development by the Western Cape Provincial Cabinet. These linkages will be discussed hereunder as well as in the section titled "Measuring our outcomes."

The **Departmental Apex Priority** is the development and implementation of evidenced based interventions for parents, caregivers and families at risk. Its purpose is to reduce their vulnerability and build family and community resilience. Interventions include court ordered early intervention programmes such as family preservation; marriage counselling; psychosocial support services; as well as statutory services such as formal mediation, parenting rights and responsibility agreements for child care; parenting plans; temporary and safe care of children; foster care and adoption services. Also, of importance are post statutory interventions such as family reunification and - through its provincial network of CYCCs - the provision of safe, nurturing environments for children placed in alternative care, children in conflict with the law, awaiting trial children and sentenced children. Family reunification services are also available to homeless adults through departmentally funded shelters. Victim empowerment programmes close the circle by providing safe spaces and referral pathways to specialised treatment, rehabilitation and aftercare services for women and children impacted by GBV.

The focus of the **Departmental Safety Priority** is the development and implementation of a child and youth risk reduction strategy that will identify, assess and provide psychosocial and specialised social welfare support to children and youth at risk in primary and secondary schools in the 11-major crime/murder hotspots and Western Cape Provincial Cabinet Designated Safety Plan areas in the Province – see Figure 1 indicating the safety plan areas and DSD service delivery areas. The purpose of these interventions is to ensure that by 2025

there are coordinated efforts to increase safety in these targeted police precincts/safety plan areas with an accompanying reduction in the murder rate. Response levers include the child protection system, trauma support and behaviour modification programmes, probation and diversion services, the departmental secure care CYCC network and school-based drug treatment.

These interventions will be complemented by the existing network of Youth Cafés and community-based Youth Service organisations who will provide development opportunities for young people in areas where no Youth Café services are available. These will be complimented by youth interventions at DSD regional offices that also enable young people to access developmental opportunities in the world of work and further education and training. This is in line with VIP 1: "Safe and Cohesive Communities", particularly its key proposed policy intervention – referral pathways, shifting children and youth away from violence into opportunities.

Additional institutional policies and strategies include the following:

- Implementation of the child murder reduction intervention plan to ensure collaboration and the coordination of efforts across departments to reduce child murders in the Western Cape.
- Implementation of the foster care management strategy and plan – a primary intervention in ensuring that children are in placed in nurturing family environments.
- The development and implementation of a strategy for the provision of CYCCs for children over the continuum of care and protection. This will include the provision of multi-programme centres, specialist centres, inter-programme and sector integration to enhance prevention, integration and after care services – a primary intervention in ensuring that children in alternate care are in safe, nurturing environments
- Implementation of the afterschool care programme and where possible, linking to existing Youth Cafés to create safe and stimulating environments for young people. This will be aligned with youth development initiatives in all WCG departments as envisaged by the Provincial Youth Development Strategy. Last mentioned provides for holistic youth skills development programmes to assist young people to become more employable, positive, healthy and well prepared for adulthood.
- Implementation and expansion of the Integrated Isibindi programme involving a network of sites, Drop-in-Centres, after school care facilities and the Eye-on-the-Child Programme to strengthen and expand existing child protection measures.
- The development and implementation of an Integrated Community-based Prevention and Early Intervention Policy and Strategy for Children which will provide for an adequate number and spread of essential community-based prevention and early intervention programmes for children and families that include family promotion and preservation services, therapeutic programmes, reintegration and mediation services. This strategy is integrated with the Departmental Apex Priority on building and sustaining family resilience.
- Provision of quality ECD services through the upgrading of infrastructure, full and/or conditional registration of partial care facilities and programmes and, the strengthening of the ECD programme providing specialised support services to children at risk of not achieving their developmental milestones. Last mentioned has provided evidence of significant developmental changes in participating children and will be rolled out in conjunction with the WCED to incorporate Grade R learners.

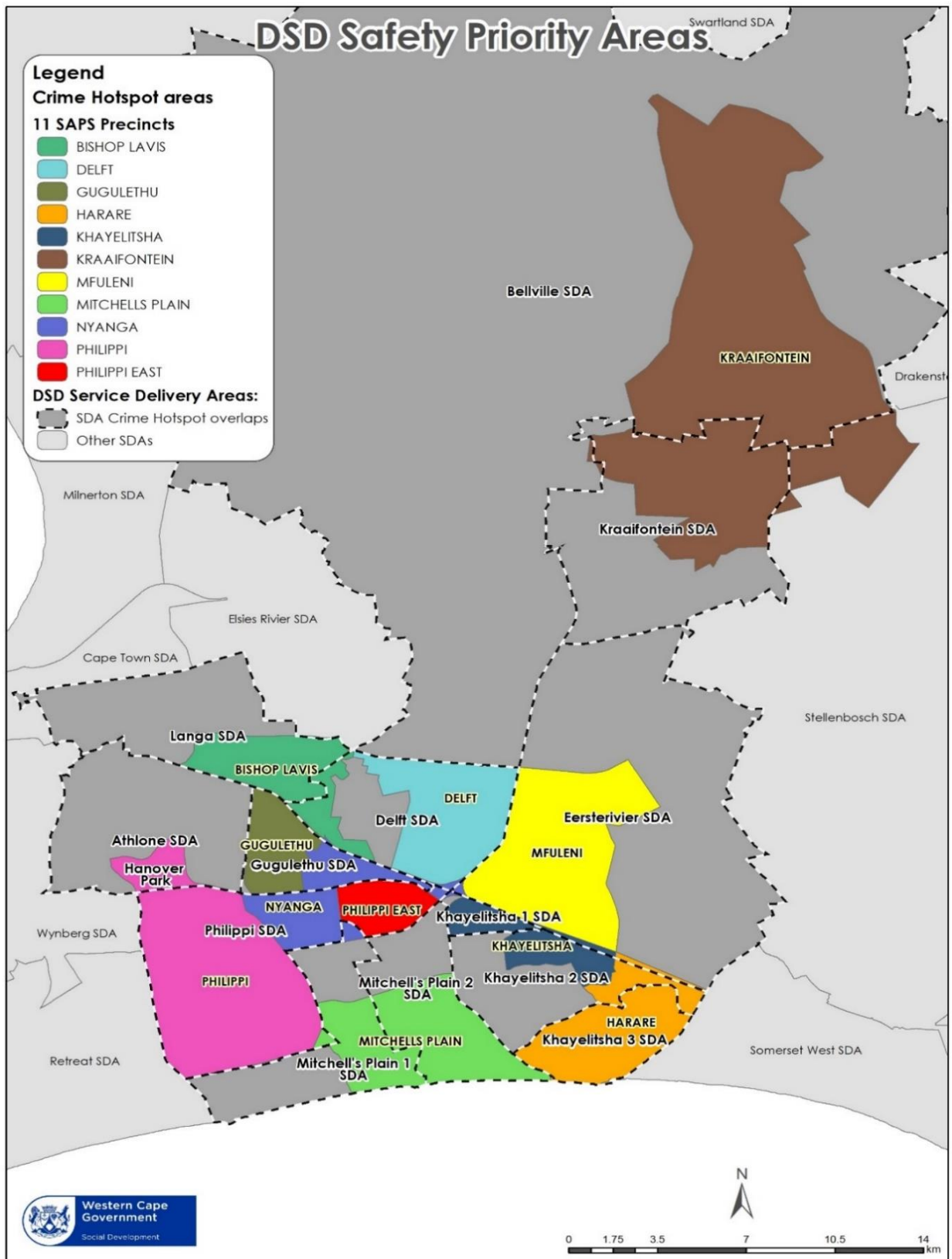


Figure 1: Metro Crime Hotspots/Safety Plan Areas per DSD Service Delivery Area.

- The implementation of the Sanitary Dignity Project which affords poor, vulnerable young women and girls at school the opportunity of uninterrupted access to their education
- The extension of victim empowerment services and programmes to rural areas such as the Garden Route and Karoo District Municipalities and high-risk urban areas. The Department will continue its work with the NDSO to enrol emerging organisations into mentoring programmes to increase the number of NPOs able to provide services in the rural areas.
- The deployment of social workers specialising in GBV prevention programmes to departmental regional and local service delivery offices.
- Expansion of drug treatment, substance abuse prevention and rehabilitation services to rural areas including the Central Karoo and Garden Route District Municipalities.
- The development of models of alternative care and support for Older Persons such as independent living, assisted living and home-based care and the continued implementation of the Department's statutory obligations with respect to Older Persons.
- Provision of comprehensive services to children with severe and profound intellectual disability and promoting the rights, empowerment and psychosocial well-being of Persons with Disabilities.
- The roll out of the Community-based Nutrition Development Centre Programme and its integration with the existing Departmental targeted feeding programme to ensure adequate nutritional support to vulnerable groups.

4. Relevant Court Rulings

Western Cape Forum for Intellectual Disability: Court order case No: 18678/2007.

Judgement handed down on 11 November 2010 directed the government to provide reasonable measures for the educational needs of severely and profoundly disabled children. In compliance with the court order, the Department makes provision for the salaries of the carers and programme implementers of intellectually disabled children at day-care centres and funds the safe transportation of these children to and from the centres.

High Court of South Africa (Gauteng Provincial Division-Pretoria) relevant to children with severe or profound disruptive behaviour disorders, case number 73662/16

A court order was made on 2 August 2018, directing the National Departments of Social Development, Health and Education to make provision for the appropriate alternative care, mental health services, and educational needs of children with severe or profound disruptive behaviour disorders. An intersectoral project steering committee was established to put in place measures to address the situation through the development of an intersectoral policy and implementation plan.

High Court of South Africa (Gauteng Division-Pretoria) relevant to Foster Care, case number 72513/2017

An interim court order was made on 29 November 2017, directing the National and Provincial Departments of Social Development as well as the South African Social Security (SASSA) to provide continued payment and management of over 200 000 foster care orders that were due to lapse in November 2017. In order to provide a comprehensive legal solution for the foster care system, the National Department of Social development was directed (within 15 months of the order), to prepare and introduce necessary amendments to the Children's Act, 2005, and/or the Social Assistance Act, 2014. Furthermore, any foster care order which has lapsed at the time of this court order, was deemed to be valid in place for 24 months. This court order lapsed on 28 November 2019.

High Court of South Africa (Western Cape) relevant to victims of gender-based violence, case number SS17/2017

Judgement was handed down on 21 September 2017, directing the Western Cape Government's Department of Social Development to deliver appropriate long-term monitoring, counselling and aftercare services for victims of sexual offences. Additionally, the Department should ensure that "purchased" services provided by NGO'S complies with their service level agreements.

4.1 Alignment with Global and National Priorities

The institutional policies and budgets of the Department are aligned with the Priority 4 of 2019 24 MTSF "Consolidating the Social Wage through Reliable and Quality Basic Services". This priority is in turn, aligned with the Provincial VIPs 1 and 3 respectively: "Safe and Cohesive Communities" and "Empowering People" through the Department's Apex and Safety Priorities.

The Department is party to several international goals and agendas and hence has an obligation to implement them. Examples of these are the United Nations' (UN) Agenda 2030 and the Sustainable Development Goals³ (SDGs). The aspirations articulated in the SDGs resonate with those found in the NDP and the VIPs of the Western Cape Provincial Cabinet as well as the statutory and policy mandates of the Department.

The Department's programmes are also aligned with various International Commitments, Treaties and Agreements pertaining to Child Care and Protection for example, the 1995 UN Convention on the Rights of the Child (UNCRC) the African Charter on the Rights and Welfare of the Child (2000), The Hague Convention on the Civil aspects of International child abduction (1997) and The Hague Convention on Protection of Children and Co-operation in respect of Intercountry Adoption (2003). The essence of these treaties, international commitments and agreements can be found in both the legislative and policy mandates of the Department.

With respect to norms and standards for the care and support of Older Persons, the Department observes the Madrid International Plan of Action on Ageing and the Declaration on the Rights of Older Persons. In providing services to Persons with Disabilities the Department is guided by the norms and standards as contained in the UN Convention on the Rights of People with Disabilities (UNCRPD).

With respect to its Crime Prevention and Support sub- programme and in addition to those mentioned above, the Department subscribes to the UN crime prevention standards and minimum rules such as:

- UN Standard Minimum Rules on the Administration of Juvenile Justice (Beijing Rules):1985
- The Rules for the Protection of Juveniles Deprived of their Liberty (UN JDL Rules) 1990 – (2009)
- The International Covenant on Civil and Political Rights (ICCPR) 1966

The Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or International human rights treaties require State parties to take proactive steps to ensure that women's human rights are respected by law and to eliminate discrimination, inequalities, and practices that negatively affect women's rights. Under international human rights law, women may also be entitled to specific additional rights such as those concerning reproductive healthcare. The Victim Empowerment programmes rendered by the Department are aligned to international commitments related to:

- UN Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power (1985)

³ United Nations Development Programme (UNDP), 2015 at <https://www.undp.org/content/undp/en/home/sustainable-development-goals.html> (accessed 23 October 2019)

- Convention on the Elimination of all forms of Discrimination against women (CEDAW) 1979(2016)
- UN Protocol to Prevent, Suppress and Punish Trafficking in Persons 2000
- The Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT) 2008
- International Labour Organisation's (ILO) Forced Labour Conventions 1930 (2014 -2016)

For interventions pertaining to substance abuse prevention, treatment and rehabilitation, the Department aligns with the Convention on Psychotropic Substances and the Southern African Development Community's Protocol on the Combatting of Illicit Drugs. Although South Africa is not a signatory to UN Convention against the Illicit Trafficking of Narcotic Drugs and Single Convention on Narcotic Drugs, it does subscribe to the principles and substance of the convention.

Part B: Our Strategic Focus

1. Vision

A self-reliant society.

2. Mission

To ensure the provision of a comprehensive network of social development services that enables and empowers the poor, the vulnerable and those with special needs.

3. Values

The core values of the WCG, to which the Department subscribes are:



Caring



Competence



Accountability



Integrity



Responsiveness

4. Situational Analysis

The Department has increased its provincial foot print and has grown from one head office with 16 district offices in 2009 to one head office overseeing six regional offices with 45 local offices including various service points. Within the rural areas where accessibility is often complicated by distance, it is envisaged that at least one service delivery team be established per local municipality. Additionally, the Department has over 2 000 contracts with NPO partners, and provide these NPOs with the necessary support and funding. This extensive network ensures that services are brought closer to communities, to assist those most in need.

Figure 2: DSD service delivery areas in the Western Cape.

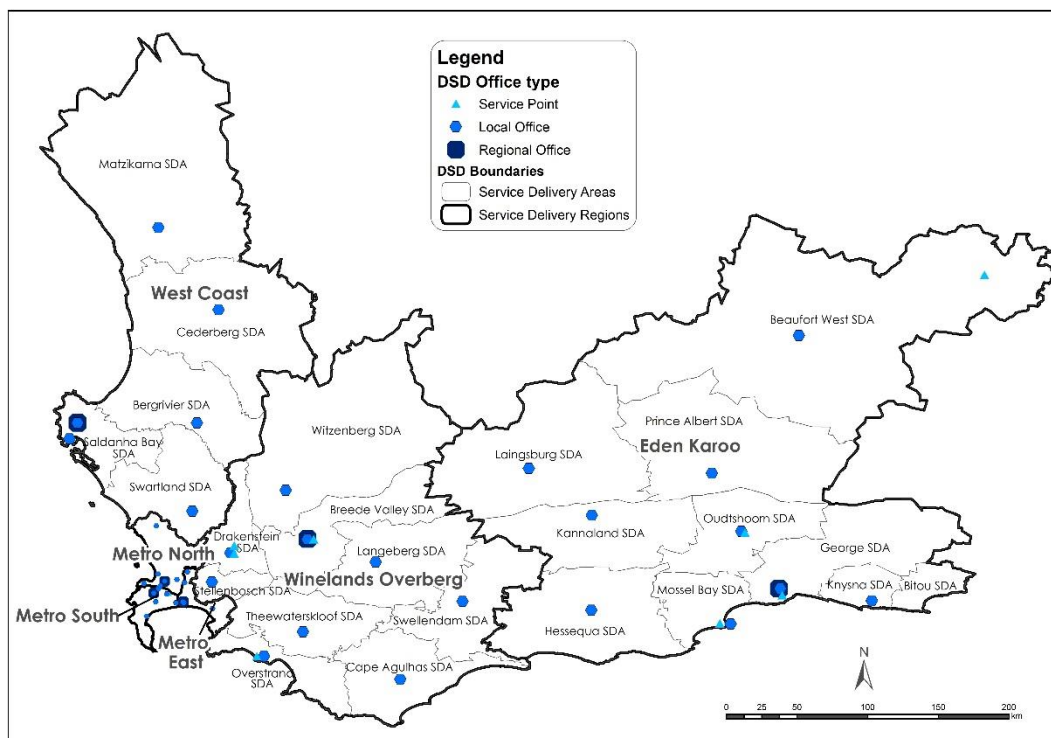
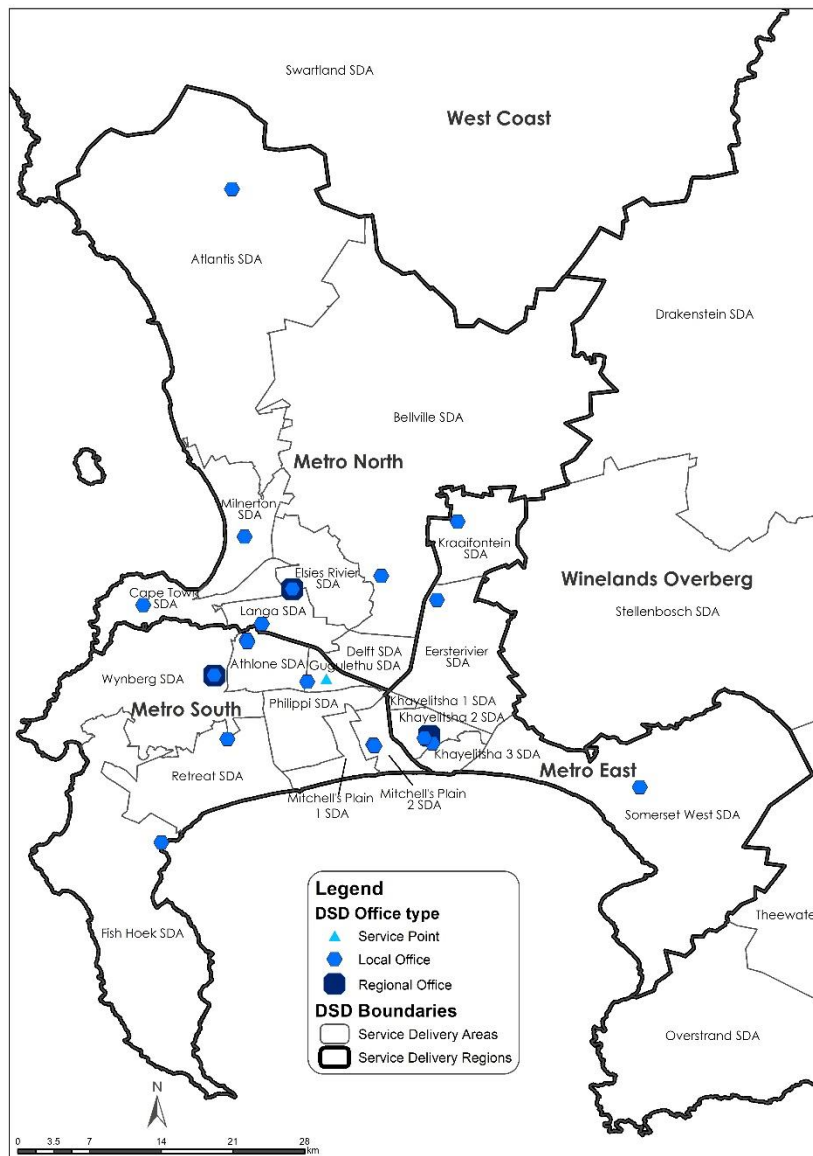


Figure 3: DSD service delivery areas in the Cape Metropolitan.

5. External Environment Analysis

Service delivery in the Western Cape takes place against a backdrop of increasing levels of violence against women and children - specifically the increasing rate of child murders relative to the rest of the country; gang violence, substance abuse, high unemployment, food insecurity and malnutrition. Statistics South Africa (Stats SA: 2016) reported that in the 12 months leading up to their 2016 Community Survey, 255 163 households reported that they had run out of money to buy food. This coupled with a growing population – 700 000 people are projected to be added to the Western Cape population over the next five years increasing the provincial population to 7.45 million people in 2024⁴ contributes to the changing social dynamics in the Province and highlights the need for promoting social cohesion amongst residents. Statutory services must be maintained at current levels and improved leveraging of prevention and early interventions services as envisaged through an integrated community-based Prevention and Early Intervention Strategy and Policy must be coordinated and implemented.

⁴ Stats SA 2019 Mid-year Population estimates.

The Western Cape Province is estimated to have around 1.9 million households with an average household size of 3.6 persons in each. Of concern is the current unemployment rate of 21.5%⁵ which, despite a marginal decrease over the past three years, still implies that one in five persons is unemployed. Consequently, children and families remain at risk and a high priority for the Department's services. An estimated total of 2 073 903 children between the ages of 0 and 17 years live in the Western Cape⁶. Research⁷ indicates a high incidence of child maltreatment, and it is evident that child protection strategies must be intensified. The incidence of child maltreatment in the Province is, among other things, related to the high incidence of substance abuse (including alcohol) and violence – general and importantly, gender-based violence. Care and protection services to children continues and will continue to be the major focus of the Department's work and, its single biggest goal over the next five years will be to bring these services up to the standards required by the Children's Act, coordinate them with other provincial departments, municipalities, NPOs and private sector partners to contribute towards the realisation of the WCG VIPs and the 2019-2024 MTSF. The issue of child vulnerability places emphasis on the need to address associated risk factors in communities. The Department will consequently focus on the development of resilience through the provision of family preservation and strengthening services. Family strengthening is an important concept for the Department as it offers a layer of protection to children through the building up and support of families. Improved self-esteem, behaviour, nutrition and educational outcomes in children are all benefits of healthy parenting and resilient families.

According to the SAPS (2018), the Western Cape reported the highest number of child murders for 2017/2018 - 279 cases. This was further supported by an internal analysis of child murder in the Western Cape for the period 2013-2018 that revealed an upward trend, with an increase of 23.5% over the five-year period (SAPS, 2018). To this end, the implementation of the child murder reduction intervention plan; evidenced based family interventions, the implementation of the foster care management plan and improving 24-hour child protection services especially in areas with increased demand and service delivery gaps are essential interventions that will be institutionalised. This will be supported by community-based services in the form of the roll out of the Integrated Isibindi Programme with its coordination of Drop-in-Centres, referrals from probation and diversion services and the Eye-on-the-Child intervention programme. The integration of these services is aimed at making child protection services more accessible in communities. High risk areas will be identified for the project roll-out. Community workers will be recruited and trained to identify children in need of care and protection and to report these cases to the Department for statutory intervention.

The Western Cape has approximately 566 934 children aged 0 - 4 years⁸. Despite the projected decline in this population cohort's growth rate over the next five to ten years - due to a reduction in the fertility rate - research conducted by the Directorate Research, Population and Knowledge Management (DSD, 2014) as well as the University of Stellenbosch (Van der Berg, 2014) show that *quality* ECD services have a big impact on school outcomes. These research findings support the focus of the ECD and Partial Care Directorate on improving the quality of ECD programmes in the Province. Issues of safety, cognitive development, and nutrition will increasingly become the focus of ECD interventions as will the extension of ECD services through the national ECD Conditional Grant; whilst continued implementation of the ECD project providing specialised support services to children at risk of not achieving their developmental milestones will be expanded. Quality ECD also requires that both the facility and programmes implemented therein comply with the norms and standards for ECD as determined by the Children's Act. To standardise facility and programme quality, ECD facility registration and re-registration has been centralised.

⁵ Quarterly Labour Force Survey Quarter 3:2019

⁶ Stats SA, Mid-Year Population Estimates, 2019.

⁷ Western Cape Department of Social Development (2015). An Evaluation of Child Maltreatment Data. Internal research report compiled by Victoria Tully and Faheemah Esau.

⁸ Stats SA 2019 Mid-year Population estimates.

With respect to CYCCs, the Department's objective is to invest in and ensure quality residential care services to children in need of care and protection. It will continue with the centralised admissions service for all departmental and NPO funded CYCCs that enables it to respond more efficiently to court orders for placement of children who are either in need of care and protection, in conflict with the law, awaiting trial or sentenced.

Life expectancy for Older Persons in the Western Cape continues to improve. It is estimated that there will be a 30% increase in the number of Older Persons aged 85 and older with a 26% growth projected in the category 65 years and older over the next five years. Increasing life expectancy (projected at 65.7 years for men and 71.1 years for women) is the main driver of the ageing of the population in the Province. Given this rapid projected population increase in this cohort, the Department will continue to ensure access to quality social development services especially the expansion of independent and assisted living, frail care and appropriate community-based interventions.

Persons with Disabilities, especially those with severe forms of disability, face significant challenges including high levels of stigma. The Department's focus on children with severe and profound intellectual disabilities will provide much needed support to both the children and their caregivers who face a significant burden of care. Data from Stats SA⁹ shows an overall increase of 345 984 reported disabilities between 2011 to 2016. The Department will continue with its redress interventions including mainstreaming, support and promoting the rights, well-being and socio-economic empowerment of Persons with Disabilities, their families and caregivers. The Department will also continue the implementation of 2010 Court Judgement where the government was directed to provide reasonable measures for the educational needs of severely and profoundly disabled children.

The Western Cape is home to 2.3 million youth between the ages of 15 and 34 years¹⁰. An analysis of the Quarterly Labour Force Survey (QLFS) data indicated that 30% of youth 15-34 years of age are classified as NEETs. Negative trends in respect of school drop-out rates in the Province contribute to the low educational and employment status of youth. By the age of 16 years, almost 14% of children in the Province have dropped out of school. This trend is most evident along the West Coast where more than 22% of youth have dropped out of school by the age of 16 years. The key focus of the Department is to provide youth with skills that will make them more employable, positive, healthy and well-prepared for adulthood and aims to facilitate opportunities for youth to access a range of social development services that promote positive life styles and responsible citizenship. The Department will continue with its existing Youth Cafés and funding to community-based youth development organisations and strategies will be developed to increase youth access to them.

The incidence of social crime likewise remains a concern owing to its impact on the Province's social and economic wellbeing. Key indicators of crime as reported in the 2017/2018 statistical release of the SAPS, raised concern about the entrenched and escalating nature of violent crime in the Province. These trends highlight the importance of the Department's focus on crime prevention services. There has been a notable increase in the reporting of contact crime over the last 10 years and the murder rate in the Western Cape is 57.0 per 100 000 of the population, which is substantially higher than the national rate of 35.8 per 100 000 (SAPS, 2018). What's more, the ratio of murder in the Western Cape is much higher than the estimated global murder rate of 6.2 per 100 000 of the population (Institute for Security Studies, 2015). In total, the Western Cape contributed 83% of the national total of murders linked to gangsterism and the Western Cape also contributed one of the highest proportions (16.6%) to the national rate of murder of children and women in the country, alongside the Eastern Cape (18.6%), Kwa-Zulu Natal (22.6%) and Gauteng (16.8%). The high murder rates are associated with a range of factors including, increase in the use of weapons (firearms), drugs, alcohol, gangsterism and

⁹ Stats SA, 2019

¹⁰ Stats SA Mid-Year Estimates, 2018 and 2019.

interpersonal, largely gender-based violence. Furthermore, an analysis of sexual assault data from the DoH (2018) revealed that the Western Cape had a total of 21 212 cases of sexual assault reported at health facilities and had a total increase of 17.2% over the three-year period, showing an upward trend.

Social crime prevention will remain focused on the implementation of the Department's statutory obligations in terms of the Child Justice Act and the Probation Services Amendment Act. The Department will continue with its crime prevention and psychosocial support services to the victims of crime, specifically victims of sexual offenses and GBV. Specialised probation and diversion services to children, youth and adults in conflict with the law will continue to be provided in high risk communities. A two-phased evaluation was conducted on the diversion programmes for child offenders between the ages of 12 – 17 years old within the Province.¹¹ Amongst the findings, were that efforts need to be put into improving the socio-economic conditions in which children, families and communities find themselves if the diversion programmes are to be effective in transforming and sustaining socially acceptable behaviour amongst child offenders. In addition, it was noted that these behaviours must be internalised and practiced before behaviour change becomes evident. Hence, ongoing quality aftercare support for the children, youth and their families are essential.

The Department will continue with its intersectoral collaboration via the Justice, Crime Prevention and Security Cluster, the Social Cluster and relevant NPOs. Its role in crime prevention includes the full continuum of care (prevention, early intervention, statutory services and reintegration) rendered from its Child Protection, CYCCs, Family Preservation, Substance Abuse, Social Crime, and Victim Empowerment programmes. The Department also participates in the Provincial Joint Priorities Committee coordinated by the Department of Community Safety (DoCS) to implement the National Anti-Gangsterism Strategy in the Western Cape and has intensified its social crime prevention programmes in primary and high schools in high risk areas.

Femicide increased by 10% in the Western Cape from 2017-2018, and the Province has the highest number of cases of sexual assault, assault against women and among the highest rates of rape cases in the country. The Department will continue with its current base funding and earmarked allocation to shelters for abused women and their children as well as victims of human trafficking and victims of sexual violence and, will continue to work with the NDSD to enrol emerging organisations into mentoring programmes to increase the number of NPOs able to provide services in the underserved rural areas. It will establish referral pathways for victims of GBV in shelters to access substance abuse prevention, treatment and rehabilitation services at its Kensington Treatment Centre for adult women and in the case of female children, the Vredelus inpatient based programme. The Department will continue its work with the SAPS to train and raise awareness amongst personnel and volunteers who provide services in trauma rooms at police stations and will mainstream GBV prevention training in all its CYCCs. The aim is to contribute to the empowerment of victims by rendering a continuum of services. Over the next five years, the Department will enhance efforts to strengthen specialisation of psychosocial services offered to clients. Because patriarchy remains the prime force for reinforcing the already pervasive beliefs and attitudes about male power and control over women and children, the Department will also prioritise interventions targeting boys to promote positive male role modelling, which will commence, in its own CYCCs.

The extent of substance abuse, in the Province and its linkages to various social pathologies require urgent intervention as the Western Cape remains the Province with the highest rate of drug-related crime with 117 157 cases reported in 2017/18, making up 36.2% of the total drug-related crimes detected in South Africa (323 547 cases). Overall, there has been an increase of 122% in drug related crime detected in the Western Cape over a ten-year period from

¹¹ An Evaluation of the Diversion Programme for Young Offenders Aged 12 – 17 years old in the Western Cape (DSD 2018)

2008/09 to 2017/18¹². There was also an overall increase in patients, including people under the age of 20 years, accessing treatment for substance abuse in the Province. The Department will continue to support registered substance abuse treatment and rehabilitation initiatives in the Province and, as in the case of its victim empowerment shelter initiatives will be looking to roll out services to its rural areas, especially in the Central Karoo and Garden Route districts.

The Poverty Trends released by Stats SA in 2017 shows that the poverty headcount in the Western Cape increased from 17% in 2011 to 21.3% in 2015. Over the same period the poverty gap declined from 9% to 6.8%. Using the 2016 Community Survey as basis, it is expected that the number of households experiencing food insecurity is likely to grow by approximately 11% from 2019 to 2023. Currently about 13,2% of households in the Province experience food insecurity. The Department is therefore providing meals to targeted beneficiaries at departmental funded nutrition centres and this will be supported by the roll out of 20 community-based nutrition development centres that will be decentralised by the NDSD to the Department from 1 April 2020.

6. Internal Environment Analysis

The Department's budget remains constrained and this is expected to continue over the MTEF. It continues to face increasing service delivery demands resulting from the increasing levels of poverty and social pathology in the Province. In addition, many of its NPO partners have had to cut back on services and this puts additional service delivery pressure on the Department. As a consequence of this, there is an increase in the ratio of clients to social workers. One mitigating measure with respect to the increase in the ratio of social workers to the population, was the centralisation of ECD registrations and re-registrations. This has freed up more social workers to focus on statutory child care and protection services. An additional measure will be the deployment of 30 social workers specialising in GBV prevention and specialised support to victims of GBV to DSD regional and local service delivery offices.

The NDP identified the need for an efficient, effective and development orientated public service. Key elements for the achievement of this ideal are cost effective improvements to the Department's organisational structure, stringent cost containment measures and effective governance systems, business processes and strategies to improve service delivery.

Between 2015 and 2019, the Department implemented various organisational development processes to improve the efficiency of its organisational structure namely:

- An ECD and Partial Care Directorate to ensure that children between the ages of 0 – 6 years have access to quality early childhood development programmes and facilities.
- A unit specialising in service delivery to persons – especially children - with intellectual disabilities.
- A quality assurance arm for the Facilities Management and Quality Monitoring Directorate, thereby ensuring that all departmental run and funded NPO CYCCs and Places of Safety comply with the norms and standards prescribed by the Children's and Child Justice Acts.
- The unbundling of the Chief Directorate: Social Welfare to improve service delivery and specialisation in areas of high priority for the Department namely children and GBV, through the creation of the Chief Directorate: Social Welfare and Restorative Services and the Chief Directorate: Children, Families, ECD and Partial Care.

In addition, a SOP was developed and implemented to ensure effective referral pathways for children with challenging behaviour, better management of alternative care placements, foster care, adoptions and other critical social work interventions. This together with the CYCC centralised admissions service, ensuring compliance with all norms and standards for child and youth care centres, the full registration of CYCCs and the establishment of a provincial

¹² SAPS (2018). Crime Situation in South Africa 1 April 2017-31 March 2018.

management board for government managed child and youth care centres has ensured that the Department was able to provide safe and secure environments for its at-risk children. Finally, the implementation of the 2015 DSD strategy for the improvement of child protection services to mitigate the risks associated with the implementation of statutory requirements focused on the implementation and training of social workers in safety and risk assessments and canalisation together with the designation of organisations as statutory child protection organizations, the implementation of guidelines for temporary safe care and the creation of an inspectorate unit has meant that child protection social workers have been provided with a structured environment that lends itself to a strong focus on quality assurance. In the coming year, the Department will develop referral pathways for victims of GBV housed in its funded NPO victim empowerment centres (shelters) to easily access specialised substance abuse treatment and rehabilitation services. It will also mainstream GBV prevention training in all its CYCCs thereby expanding the specialised and multipurpose programmes already in place.

With respect to its support services, the Department has consistently achieved clean audits over the past five financial years ending March 2019 and has reduced its vacancy rate from 5.4% in 2015/16 to 2.2% by end of March 2019, based on funded, and filled posts, excluding interns. This is well below the Department of Public Service and Administration (DPSA) norm of 10% per annum. Finally, the Department's Management Performance Assessment Tool (MPAT) results was maintained at a level 4 in terms of the standards dealing with Strategic Plans (SPs), Annual Performance Plans (APPs), Information and Communication Technology (ICT), Financial Management, Monitoring, Evaluation and Supply Chain Management (SCM) over the past four financial years to the year ending March 2019.

Technology plays an increasing role in the efficient functioning of organisations. The Department has tried to stay abreast of technological developments and implements systems to improve the availability of management information as far as its budget allowed. To this end the development of the NPO Management System has been completed but not fully implemented during 2019. It however completed training for various modules. The Department will over the upcoming period implement the system as well as continue its NPO system training for the remaining modules. Within budgetary constraints, it will where possible, initiate enhancements to increase efficiencies. It will also continue to champion the use of the Electronic Content Management (ECM) system to ensure that its records are easily available to staff. It will continue to evaluate its austerity measures in the technological environment, such as its IT refresh policy (now extended to six years) and the acceleration of the Voice over Internet Protocol (VOIP) based telecommunication services where offices are connected to the broadband network. Skype for Business will be introduced where offices have been migrated to Microsoft Office 365, thereby enabling remote offices to meet face to face without having to undertake the physical travel. This will save both time and transport costs. The Department will, over the next five years continue to review and adapt its macro and micro structure and SOPs to ensure standardised, efficient and effective service delivery.

7. Research Evaluations completed by the Department

Over the past four years, the Department's Research Unit completed 12 evaluations. Each of these evaluations follows the DPME guidelines for evaluation research and as such concludes with an improvement plan. Two of the most recent evaluations completed were:

1. An Evaluation of the Diversion Programme for Young Offenders Aged 12 – 17 years old in the Western Cape.
2. An Evaluation of Psychosocial Services Funded by the Department of Social Development for Victims of Sexual Offences at Selected Thuthuzela Care Centres (TCCs) in the Western Cape.

The 2018 improvement plan based on the diversion evaluation was approved for implementation and focuses on the implementation of the following interventions:

- Providing Information material and practice resources to Probation and Assistant Probation Officers;
- Strengthening the implementation and accessibility of the Diversion Programmes;

- Strengthening the after-care services for recipients of the Diversion Programme and;
- The development and training of Probation and Assistant Probation Officers.

Although the Department is still in the process of reviewing the findings of the Evaluation of the Psychosocial services provided at TCC's it has begun to implement recommendations that were in process while the research was being undertaken. These include:

- The formulation of a conceptual and operational definition of psychosocial services;
- The need for closer collaboration between the Child Care and Protection and VEP programmes in the service provision at the TCCs;
- The formulation of a referral protocol/pathway for all victims presenting at TCCs and;
- The allocation of social workers in addition to lay counsellors at TCCs.

Over the strategic planning period the Department will continue to identify themes and research issues which directly impact on its ability to deliver social welfare services in the Western Cape.

Part C: Measuring Our Performance

1. Institutional Performance Information

2. Impact Statement

Impact statement	Safe, nurturing and supportive environments for vulnerable children, women, youth, Persons with Disabilities, Older Persons and families in the Western Cape Province.
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3. Measuring our Outcomes

MTSF Priority # 4	Consolidating Social Wage through Reliable and Quality Basic Services.		
Outcomes	Outcome Indicators	Baselines ¹³	Five-year target
DSD Apex Priority Children and persons are safe and live in protected family environments.	1.1 Number of children, their parents, caregivers, and family members who access social welfare, family support, child care and protection and restorative services per annum	53 753	60 107
	1.2 Number of families and/or households who access social relief of distress and family support services	24 561	25 586
DSD Safety Priority Children and Youth at risk are identified and assisted with psychosocial and specialised interventions that combat alienation and challenging behaviour.	2.1 Number of children in conflict with the law, referred to diversion interventions, awaiting trial and/or sentenced provided with the requisite restorative services (specifically in terms of the Child Justice Act; Probation Services Amendment Act).	10 530	9 358 ¹⁴
	2.2 Number of schools in 11 highest risk police precincts and/or WCG safety plan areas where DSD and/or DSD funded social workers identify, assess, refer and follow up children and youth at risk for specialised interventions.	0	95
Children up to the age of 7 years receive quality ECD and ASC	3. Number of children in the Province who access ECD and After School Care services	88 000	66 500 ¹⁵
Poor, vulnerable Older Persons live active lives in safe, protected and supportive environments	4. Number of vulnerable Older Persons accessing developmental social welfare services	26 850	23 380 ¹⁶

¹³ The baselines are based on the estimated actual achievement as reflected by the 2019/20 APP.

¹⁴ The decrease of this target is related to a steady decrease in the number of children arrested and charged for crimes by SAPS, since the implementation of the Act in April 2010, nationally, (According to the 2018/19 Interdepartmental Annual Report on the Implementation of the Child Justice Act, 75/2008)

¹⁵ The method of calculation has been revised

¹⁶ The method of calculation has been revised

MTSF Priority # 4	Consolidating Social Wage through Reliable and Quality Basic Services.		
Outcomes	Outcome Indicators	Baselines ¹³	Five-year target
Persons with Disabilities and their families and/or care givers live active lives in safe, protected and supportive environments.	5. Number of Persons with Disabilities, their families and/or caregivers accessing developmental social welfare services	84 110	96 625
Vulnerable people have nutritional support	6. Number of vulnerable persons accessing nutritional support.	6 235 ¹⁷	10 080 ¹⁸
Youth make positive, healthy life choices which enhance their wellbeing	7. Number of youth accessing youth and skills development programmes	18 840	19 160
Improved corporate governance and service delivery	8. Clean audit obtained for the financial year ending March 2025.	Clean Audit	Clean Audit

3.1. Explanation of planned performance over the five-year planning period

DSD Apex Priority

Children and persons are safe and live in protected family environments.

The DSD Apex Priority aligns with 2019 – 2024 MTSF Priority 4: “Consolidating the Social Wage through Reliable and Quality Basic Services” and the Outcomes: “Increased access to quality ECD services and support”; “Increased access to development opportunities for children, youth and parents/guardians” and “ Menstrual health and hygiene maintained for all women and girls achieved”; as well as and the WCG VIP 3, “Empowering People” outcome dealing with children and families and to the WCG VIP 1: “Safe and Cohesive Communities”, through the intervention: referral pathways for shifting children and youth away from violence to opportunities.

The policy context which drives the importance of family interventions is the 2013 White Paper on Families which fosters family well-being, family strengthening, and mainstreaming of family issues into government wide policy making initiatives. This is supported by a departmental family's implementation plan as well as the Children's Act and the White Paper for Social Welfare. Enablers for outcome achievement include the provision of essential services to families at risk such as court ordered early intervention programmes such as family preservation, marriage counselling and other psychosocial support services and statutory services including formal mediation, parenting rights and responsibility agreements for child care, parenting plans, temporary and safe care of children, foster care and adoption services. Integral to the wellbeing of families at risk are reintegration/aftercare and support for post statutory intervention which includes family reunification for children placed in alternative care as well as family reunification for homeless adults.

Preserving the family unit is crucial to improving the health and functionality of children, youth and ultimately, communities. Children that are well cared for and parents, care givers and/or guardians who have efficient access to family support services are the building blocks of resilient families. Resilient families however, also require access to adequate nutritional support and development opportunities. Hence it is extremely important that households/families

¹⁷ Baseline target includes EPWP work opportunities.

¹⁸ Excludes target for EPWP work opportunities.

affected by undue hardship and disasters are assessed and provided with psychosocial support to improve their coping capabilities and, that those who need it are timeously referred to the SASSA for social relief of distress benefits. All these elements improve the life chances of individual family members and hence the family. Although the Provincial Government has no direct statutory obligation toward families at risk, it is, through its Department of Social Development, legally mandated to provide child care and protection services and therefore implements family interventions since children at risk cannot be assisted in isolation from their families.

Child care and protection is a key statutory mandate of the Department and directly correlated with families at risk. The greatest immediate impact of this is on the safety and wellbeing of children, whose rights are protected by Section 28 of the South African Constitution. The Children's Act defines amongst other things, the rights of children, the principles and guidelines for the protection of children as well as the importance of the promotion of the wellbeing of children. Dysfunction within family units, substance abuse, gender-based violence, general crime and poverty all contribute to child neglect, maltreatment and abuse. This in turn often results in poor learner outcomes and school drop-out. Enablers to the attainment of this outcome thus include, the continuous improvement of the 24-hour child protection services, the implementation of the Provincial Foster Care Management Strategy and Plan, the implementation of the child murder mitigation plan and the implementation of a multi-programme and specialist service model that assists with the reintegration of children in need of alternative care in terms of the Children's Act, into their communities.

In addition, the integrated Isibindi programme involving a network of sites, Drop-in-Centres, referrals from probation and diversions services and the Eye-on-the-Child Programme will further strengthen support to the existing network of child protection measures and thereby improve service impact and efficiency. Increasingly important is the provision of safe spaces for victims of domestic and sexual violence (predominantly women and children), victim empowerment support services such as shelters for women and their children, psychosocial support and training/employment opportunities that empower and enable women. This must be complemented by community-based mentoring programmes and fatherhood programmes for men and boys - a necessity if safe, secure and nurturing environments for families are to become a reality. An increase in the number of children, their families, caregivers or parents using departmental and funded NPO services is an indication that the child care and protection, family support, victim empowerment and substance abuse services are accessible and utilised by the target groups.

DSD Safety Priority

Children and Youth at risk are identified and assisted with psychosocial and specialised interventions that combat alienation and challenging behaviour.

The Safety Priority is aligned nationally with Priority 4: "Consolidating the Social Wage through Reliable and Quality Basic Services" of the 2019 -2024 MTSF Outcomes: "Increased access to development opportunities for children, youth and parents/guardians including access to menstrual health and hygiene for all women and girls". Provincially, the Safety Priority supports the WCG VIP 1: "Safe and Cohesive Communities" and VIP 3: "Empowering People" through the following interventions: Identification, assessment and support for children and youth at risk (VIP 3) and referral pathways for shifting youth away from violence into opportunity and the reduction of violence and gangs specifically within the context of schools (VIP 1).

The Departmental Safety Priority is important as it makes provision for the identification, assessment and referral of school going children and youth at risk of being alienated or engaging in challenging behaviour, to defined pathways that provide efficient access to the appropriate social welfare service interventions. Access to appropriate crime prevention and support measures, substance abuse prevention, treatment and rehabilitation services, probation and diversion services and, alternative care for children in conflict with the law, awaiting trial or sentenced in terms of the Child Justice Act, are integral to family safety, family wellbeing and violence reduction amongst children and youth. These measures/strategies enable reintegration and divert children and youth away from the criminal justice system to

appropriate social welfare support services. Thus, increases in the numbers of children and youth who are diverted away from crime and participate in violence reduction interventions and social welfare support services are an indication that these services are accessible to the target populations.

Children up to the age of 7 years receive quality ECD and ASC.

This outcome aligns with Priority 4 of the 2019-20 MTSF, specifically the outcome: "Increased access to quality ECD services and support". Although the NDP intervention focuses on children aged 0-4 years, in the Western Cape children often remain within the ECD environment until 6 or sometimes 7 years of age. Included are also children with disabilities who also require appropriate ECD services. With respect to the Provincial priorities, this outcome contributes directly the VIP 3: "Empowering People" outcome, dealing with Children and Families which includes the ECD provision intervention. The Departmental outcome is also underpinned by the Children's Act which makes provision for the implementation of ECD services and programmes.

Quality ECD services will be extended through the NDSG Conditional Grant and continued implementation of the ECD programme providing specialised support services to children at risk of not achieving their developmental milestones. This project will be extended from its current 65 ECD sites to a further 65 Grade R sites over the strategic planning period. There are potentially 3 279 ECDs that could be registered over the MTEF based on current (2019) state of ECD reregistration and new registrations. According to 2018 General Household Survey by Stats SA there are 269 596 children aged 0 – 6 years of age living in households with joint annual incomes of R7 600 and less, of which 184 744 children are between the ages of 0 – 4 years. This is far more than the number of children accessing departmentally funded ECDs in the Province. During the 2018/19 financial year, the current audited figures for children accessing ECD facilities was 79 367. Therefore, conservatively – using children between the ages of 0-4 years in households with joint income R7 600 per annum or less - this leaves a potential 105 377 children outside of the social safety net created by ECD. This outcome has the potential to contribute to both the provision of nurturing and supportive environments for children and for learning to take place within a safe space. Although an increase in the number of children participating in department funded ECDs is an indication that the services are accessible to and are utilised by the target group, using the ECD subsidy as a proxy is a more effective indicator of the number children in ECD supported by the DSD sub-programme.

Poor, vulnerable Older Persons live active lives in safe, protected and supportive environments.

Aligning to the NDP five-year Implementation Plan outcome envisioning a reformed social welfare sector and services that uphold, promote and protects the rights of vulnerable groups and underpinned by the Older Persons Act, this outcome ensures that the Department implements its statutory obligations in ensuring that the facilities and programmes that are available for Older Persons comply with the statute and relevant norms and standards. To ensure that these statutory obligations are met, the Department will continue to provide transfer funding allocations to NPOs who meet the standards for the provision of residential care, assisted living and independent living as well as community-based service centres. It will also continue to monitor and evaluate NPO implementation of these interventions. Compliance with said norms and standards in turn contributes to achieving safe, nurturing and supportive environments for Older Persons. Therefore, an increase in the numbers of poor, vulnerable Older Persons that make use departmentally funded services is an appropriate indication that the services are accessible to the target group.

Persons with Disabilities and their families and/or care givers live active lives in safe, protected and supportive environments.

This outcome aligns with Priority 4 of the 2019 -2024 MTSF specifically the outcome "Increased access to development opportunities for children, youth and parents/guardians including

access to menstrual health and hygiene for all women and girls" and the intervention dealing with the placement of children with disabilities in care centres compliant with the Children's Act as well as the development and implementation of programmes that strengthen the rights of children, youth and adults with disabilities. With respect to the WCG VIP 1 and 3 namely, "Safe and Cohesive Communities" and "Empowering People" respectively; children, youth and adults with disabilities are amongst the most vulnerable groups within communities whose rights must be protected, and environments created to enable them to develop to their fullest potential. This is also aligned to the 2017 NDS Policy on Social Development Services for Persons with Disabilities which ensures that their dignity and rights are preserved through the provision of socio-economic programmes and services that ensure their inclusion as well as the 2015 White Paper on the Rights of Persons with Disabilities and the Department's 2015 Disability Mainstreaming Strategy and the 2010 court judgement.

Enablers of implementation include the availability of transfer funding allocations to NPOs who provide residential facilities, protective workshops, community-based day care centres and specialised support services for Persons with Disabilities and their families and caregivers. In addition, to comply with both the Children's Act and national policy, facilities must be registered and there must be effective monitoring of the implementation of norms and standards at these centres. Facilities for children that meet the norms and standards provided for in the Children's Act provide safe, supportive and nurturing environments for children with disabilities. Similarly, protective workshops provide safe and supportive environments in which youth and adults with disabilities can provide for their needs and those of their families. The provision of appropriate specialised services provides a supportive and nurturing environment for caregivers, parents and Persons with Disabilities. An increase in the numbers of Persons with Disabilities, and their families or caregivers using departmentally funded services is an indication that the services are accessible to the target group.

Vulnerable People have nutritional support

This outcome aligns with Priority 4 of the NDP five-year Implementation Plan, "Consolidating the Social Wage through Reliable and Quality Basic Services" specifically the outcome dealing with sustainable community development interventions, namely the implementation of food and nutrition security initiatives for vulnerable individuals and households. The Provincial VIP 3: "Empowering People", in its problem statement indicates that, "Poor nutrition and a lack of stimulation result in stunting, poor cognition and socio-emotional development, poor school achievement, lower earnings in adulthood and higher risks of non-communicable diseases." The Department will thus ensure integration of the community-based nutrition centre programme with its targeted feeding programme and guard against duplication of services by providing feeding to those experiencing food insecurity and malnutrition but who fall outside of the Nutritional Therapeutic Programme. Enablers to achieving the five-year targets include effective monitoring of the feeding sites and funded NPOs to ensure that funding is used for its intended purposes.

Youth make positive, healthy life choices which enhance their wellbeing.

The Department will facilitate opportunities for youth to access a range of social development services that promote positive life styles, an effective transition into productive adulthood and responsible citizenship through a process of developing a planned and holistic approach to skills transfer, training and development programmes (within the communities where they are based). This is directly aligned with the Outcome: "Improved employability of youth through skills training", of Priority 2: "Education, Skills and Health" of the 2019 - 2024 MTSF and VIP 3: "Empowering People", Focus Area 3: "Youth and skills".

Youth Cafés aim to provide a safe space for the development of Youth, Women and Persons with Disabilities while they undergo training in the cafés. While additional Youth Cafés are not being considered, the effectiveness of the existing 13 youth cafés will be assessed, and plans implemented to ensure that they are relevant to the needs of youth and other target groups and that accessibility to these cafés are improved. The Youth attending after school programme (within the Youth Cafés) will be allowed access to the equipment and resources,

which includes the transfer of skills – thus equipping them with the necessary competencies - mentoring opportunities, linkages to further opportunities as well as services and support to develop their aspirations and motivate their development to become self-sufficient. The key focus is on holistic skills development of young people to make them more employable, positive, healthy and well prepared for adulthood. Therefore, an increase in the number of youth, specifically NEETs participating in department funded Youth Cafés and other youth skills development programmes is an indication that the services are accessible to and are utilised by the target group.

Improved corporate governance and service delivery.

Priority 1 of the 2019 -2024 MTSF speaks directly to the need for a capable, ethical and developmental state. One in which responsibilities are allocated, accountability for performance is assured and consequent management exists. This is echoed, in the provincial VIP dealing with Innovation and Culture. To ensure that corporate governance and service delivery is improved, a capable staff complement as well as regular organisation redesign processes must be in place to improve efficiencies and staff effectiveness. Coupled with this, is the importance of the allocation of scarce transfer funding resources and the continuous need to provide capacity building support to NPOs to ensure that they can access funding and use this for its intended purposes. Of increasing importance is the need to monitor department funded organisations and ensure that norms and standards are being met and that reported achievements are credible and reliable. All this needs to be supported by credible management information and data - demographic and evidence-based research. It is for this reason that the outcome indicator selected is based on the Auditor-General of South Africa (AGSA) opinion on the Department's financial statements as well as its report on the usefulness and reliability of the Department's performance information as this provides assurance that the budget is used for its intended purposes and that service delivery achievement is reputable and reliable.

4. Key Risks and Mitigations

Outcome	Key Risks	Risk Mitigation
<p>DSD Apex Priority</p> <p>Children and persons are safe and live in protected family environments.</p>	<p>Non-delivery of social relief of distress services by the SASSA to beneficiaries referred by the Department.</p> <p>Non-compliance with the statutory requirements of the Children's Act (38/2005), the Prevention and Combatting of Trafficking Act (7/2013); the Prevention and Treatment of Substance Abuse Act (70/2008) –</p> <p>Impact:</p> <p>Possible litigation against the Department and compromised service delivery namely, service quality not up to standard and beneficiaries could be placed at risk.</p> <p>Budgetary constraints.</p> <p>Impact:</p> <p>Inadequate spread of family services across the Province.</p>	<p>Strengthen partnerships with sector stakeholders to prevent duplication in service funding and improve sectoral coordination.</p> <p>Programmes implement plans in accordance with prescripts of the various Acts.</p> <p>Quarterly/biannual stakeholder engagements to ensure understanding and adherence to norms and standards as prescribed by the Acts.</p> <p>Implement service delivery improvement plans.</p> <p>Programme monitoring to ensure that transfer funding to sector NPOs is used for its intended purposes.</p> <p>With respect to social relief of distress interventions, implementation of a Memorandum of Understanding (MOU) between the DSD and SASSA and regular meetings that identify the areas of concern and action plans that deal</p>

Outcome	Key Risks	Risk Mitigation
		with these. In addition, reconciliation of the beneficiaries referred to and, paid by SASSA – exceptions are followed up at quarterly service level meetings between the two entities.
<p>DSD Safety Priority</p> <p>Children and Youth at risk are identified and assisted with psychosocial and specialised interventions that combat alienation and challenging behaviour.</p>	<p>Non-compliance with the statutory requirements of the Children's Act (38/2005), the Child Justice Act (75/2008), the Probation Services Amendment Act (35/2002), the Prevention and Treatment of Substance Abuse Act (70/2008)</p> <p>Impact:</p> <p>Possible litigation against the Department and compromised service delivery namely, service quality not up to standard and beneficiaries could be placed at risk.</p>	<p>Programmes implement plans in accordance with prescripts of the various Acts.</p> <p>Quarterly/biannual stakeholder engagements to ensure understanding and adherence to norms and standards as prescribed by the Acts.</p> <p>Line monitoring of facilities, services and programme implementation.</p> <p>Implementation of appropriate service delivery improvements e.g. centralisation of admissions to child and youth care facilities.</p>
<p>Children up to the age of 7 years receive quality ECD and ASC.</p>	<p>Non-compliance with statutory requirements of the Children's Act (38/2005).</p> <p>Impact:</p> <p>Possible litigation against the Department</p> <p>Compromised service delivery – service quality not up to standard and beneficiaries could be placed at risk.</p>	<p>Programme implements plans in accordance with prescripts of Act.</p> <p>Quarterly/Biannual stakeholder engagements to ensure understanding and adherence to norms and standards as prescribed by the Act.</p> <p>Line monitoring of facilities, services and programme implementation.</p> <p>Implementation of appropriate service delivery improvements e.g. centralisation of ECD facility registration.</p>
<p>Poor, vulnerable Older Persons live active lives in safe, protected and supportive environments.</p>	<p>Non-compliance with statutory requirements of Older Persons Act (13/2006).</p> <p>Impact:</p> <p>Possible litigation against Department</p> <p>Compromised service delivery – service quality not up to standard and beneficiaries could be placed at risk.</p>	<p>Programme implements plans in accordance with prescripts of Act.</p> <p>Quarterly/Biannual stakeholder engagements to ensure understanding and adherence to norms and standards as prescribed by the Act.</p> <p>Line monitoring of facilities and community-based service centres.</p>
<p>Persons with Disabilities and their families and/or care givers live active lives in safe, protected and supportive environments.</p>	<p>Dependency on intersectoral stakeholders in the registration process.</p> <p>Inadequate provision of facilities and services for persons with mental health challenges may lead to pressure on the Department for placements which may be inappropriate.</p>	<p>Stakeholder engagements with the DoH on licensing related issues with regards to facilities for intellectually disabled children and adults.</p> <p>Constant interaction with the DoH on appropriate placement and care for persons with mental health challenges.</p>
<p>Vulnerable people have nutritional support.</p>	<p>Increasing inequality and family food insecurity in the Province.</p>	<p>Implementation of the decentralised NDSD Community</p>

Outcome	Key Risks	Risk Mitigation
		Nutritional Development Centre Programme and its integration with the DSD targeted feeding programme.
Youth make positive, healthy life choices which enhance their wellbeing.	Inadequate engagement of NEETs youth. Impact: Limited service delivery to Youth. Increase in social ills. Increase in demand on other social development services.	Evaluation of NPO services using the Youth Development Services Norms and Standards. Engagement through municipal Integrated Development Plan (IDP) and joint planning initiative engagements to identify stakeholder needs for service delivery and to improve provincial coordination of services. Line monitoring of service providers (NPOs) and programme implementation.
Improved corporate governance and service delivery.	Non-compliance with statutory legislation and hence increased risk of litigation.	Capacity of NPOs is built and support services are provided where needed. This will strengthen the governance capabilities of NPOs and other identified civil society organisations and prepare them for consideration for transfer funding, thereby extending community networks. Programmes implement improvement and monitoring plans that enable service delivery in accordance with the prescripts of the various pieces of legislation and verifiable population and demographic data. Performance management, development of standard operating procedures, management and service delivery policies and its implementation.
	Corruption.	Implementation of zero tolerance with respect to fraud and corruption and raising of awareness of what constitutes fraud and corruption.

5. Public Entities

Not applicable

Part D: Technical Indicator Descriptions (TIDs)¹⁹

Indicator 1.1	DSD APEX PRIORITY INDICATOR			
Indicator title	Number of children, their parents, caregivers, and family members who access social welfare, family support, child care and protection and restorative services per annum.			
Short definition	The DSD delivers evidenced based interventions for children, parents, caregivers and families at risk so that families have increased resilience and reduced vulnerability.			
Purpose	Families and family members, parents and/or caregivers live in a safe, nurturing and supportive environment.			
Source of data	<p>Actual achievement of performance information as reported in AGSA approved Annual Report for the year ending March 2025 for the following APP indicators:</p> <ul style="list-style-type: none"> • Number of family members reunited with their families. • Number of children placed in foster care. • Number of children re-unified with their families or alternative caregivers. • Number of parents and caregivers that have completed parent education and training programmes. • Number of children in residential care in funded NPO CYCCs in terms of the Children's Act. • Number of children in own CYCCs in terms of the Children's Act. • Number of adults in conflict with the law referred to diversion programmes. • Number of victims of gender-based violence (GBV) accessing psychosocial support services. • Number of victims of crime and violence accessing victim support services. • Number of human trafficking victims and their children who accessed social services. • Number of victims of crime and violence that access shelter services in funded Victim Empowerment Programme service centres. • Number of service users who accessed inpatient treatment services at funded NPO, DSD own services treatment centres and DSD CYCCs. • Number of service users who accessed community-based treatment services. • Number of service users that have received early intervention services for substance abuse. • Number of service users that have received aftercare and reintegration services for substance abuse. 			
Method of calculation	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2025			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator		Direct Service Delivery: X	
			Indirect Service Delivery:	

¹⁹ The Department does not possess an IT management information system that will enable it to disaggregate the information according to age, gender and disability. It is envisaged that such a system may become available once the various NDS systems are fully operational.

Indicator 1.1	DSD APEX PRIORITY INDICATOR			
	Demand Driven Indicator		Yes, demand driven: X	
			No, not demand driven	
Calculation type	Cumulative Year-end: X	Cumulative Year-to date:	Non-cumulative:	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Head of Department; Chief Director: Social Welfare; Chief Director: Community and Partnership Development			
Spatial transformation (where applicable)	Province wide			
Disaggregation of beneficiaries (where applicable)	Target for women:	n/a		
	Target for youth:	n/a		
	Target for people with disabilities	n/a		
Assumptions	<ul style="list-style-type: none"> • Departmental transfer budget is inflation linked. • NT ringfences budgetary allocations for the appointment of social workers and their administration, subsistence and transport and goods and services support. • Departmental CoE ceilings are maintained and improved – no CoE cuts. 			
Means of verification	AGSA audited Final QPRs for the financial year ending March 2025			

Indicator 1.2	DSD APEX PRIORITY INDICATOR			
Indicator title	Number of families and/or households who access social relief of distress and family support services.			
Short definition	Families and family members, parents and/or caregivers live in a safe, nurturing and supportive environment.			
Purpose	Families live in a safe, nurturing and supportive environment.			
Source of data	<p>Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year ending March 2025 for the following APP indicators:</p> <ul style="list-style-type: none"> • Number of undue hardship cases (households) assessed and referred to SASSA for social relief of distress benefit. • Number of disaster cases (households) assessed and referred to SASSA for social relief of distress benefit. • Number of families participating in family preservation and support services. 			
Method of calculation	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2025.			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator		Direct Service Delivery: X	
			Indirect Service Delivery:	
	Demand Driven Indicator		Yes, demand driven: X	
			No, not demand driven	
Calculation type	Cumulative Year-end: X	Cumulative Year-to date:	Non-cumulative:	

Indicator 1.2	DSD APEX PRIORITY INDICATOR			
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Head of Department; Chief Director: Social Welfare; Chief Director: Community and Partnership Development			
Spatial transformation (where applicable)	Province wide.			
Disaggregation of beneficiaries (where applicable)	Target for women:	n/a		
	Target for youth:	n/a		
	Target for people with disabilities	n/a		
Assumptions	<ul style="list-style-type: none"> • Departmental transfer budget is inflation linked. • Goods and services budgets for secure care CYCCs are maintained and/or improved. • Departmental CoE ceilings are maintained and improved – no CoE cuts. • The SASSA ensures adequate budget for social relief of distress benefits in the Western Cape Province. 			
Means of verification	AGSA audited Final QPRs for the financial year ending March 2025.			

Indicator 2.1	DSD SAFETY INDICATOR			
Indicator title	Number of children in conflict with the law, referred to diversion interventions, awaiting trial and/or sentenced provided with the requisite restorative services (specifically in terms of the Child Justice Act; Probation Services Amendment Act).			
Short definition	This indicator counts the number of children in conflict with the law who are assessed by a social worker/probation officer as well as those awaiting trial and those who have been sentenced.			
Purpose	The Department is mandated in terms of the Child Justice and Probation Services Amendment Acts to assess children in conflict with the law in order to provide the Courts with pre-trial and pre-sentence guidance in an effort to keep them children out of the criminal justice system. With respect to awaiting trial children, they are remanded to secure care centres to ensure that they are placed in the least restrictive but most empowering care to meet the objectives of the Child Justice Act. In the case of sentenced children, to ensure that the child lives in an environment that is empowering and provides programmes that prepare her/him for reintegration into society once the sentence has been served.			
Source of data	Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year ending March 2025 for the following APP indicators: <ul style="list-style-type: none"> • Number of children in conflict with the law assessed. • Number of children in conflict with the law referred to diversion programmes. • Number of children in conflict with the law awaiting trial in secure care CYCCs in terms of the Child Justice Act. • Number of children sentenced to secure care CYCCs in terms of the Child Justice Act. 			
Method of calculation	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March – 2025.			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X

Indicator 2.1	DSD SAFETY INDICATOR			
	Service Delivery Indicator		Direct Service Delivery: X	
			Indirect Service Delivery:	
	Demand Driven Indicator		Yes, demand driven: X	
			No, not demand driven	
Calculation type	Cumulative Year-end: X	Cumulative Year-to date:	Non-cumulative:	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Chief Director: Social Welfare			
Spatial transformation (where applicable)	Province wide.			
Disaggregation of beneficiaries (where applicable)	Target for women:	n/a		
	Target for youth:	n/a		
	Target for people with disabilities	n/a		
Assumptions	Departmental CoE ceilings are maintained and improved – no CoE cuts.			
Means of verification	AGSA audited Final QPRs for the financial year ending March 2025.			

Indicator 2.2	DSD SAFETY INDICATOR			
Indicator title	Number of schools in 11 highest risk police precincts and/or WCG safety plan areas where DSD and/or DSD funded social workers identify, assess, refer and follow up children and youth at risk for specialised interventions.			
Short definition	The indicator measures the number of schools where the DSD or DSD funded social workers conduct school visits to receive referrals from the principal.			
Purpose	Early identification and support to children and youth at risk enable their diversion or referral to programmes and opportunities that increase their resilience and reconnect them with positive development choices.			
Source of data	WCED database of schools in 11 highest risk areas. Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year ending March 2025 for the following APP indicator: <ul style="list-style-type: none"> Number of schools in 11 highest risk police precincts and/or WCG safety plan areas where DSD and/or DSD funded social workers identify, assess, refer and follow up children and youth at risk for specialised interventions on a weekly basis. 			
Method of calculation	Count the number of schools where visits by DSD social workers or DSD funded social workers were conducted and recorded during the school term.			
Data limitations	None.			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator		Direct Service Delivery:	
			Indirect Service Delivery: X	
	Demand Driven Indicator		Yes, demand driven: X	
No, not demand driven				
Calculation type	Cumulative Year-end: X	Cumulative	Non-cumulative:	

Indicator 2.2	DSD SAFETY INDICATOR			
		Year-to date:		
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Head of Department			
Spatial transformation (where applicable)	Primary and secondary/high schools in: Nyanga, Delft, Gugulethu, Mfuleni, Harare, Khayelitsha, Phillippi East, Phillipi/Hanover Park, Kraaifontein, Mitchell's Plain and Bishop Lavis.			
Disaggregation of beneficiaries (where applicable)	Target for women:	n/a		
	Target for youth:	n/a		
	Target for people with disabilities	n/a		
Assumptions	<ul style="list-style-type: none"> • WCED allows and enables school access during school day DSD social workers. • Teaching staff and Principals work with DSD social workers in identifying and assessing children and youth at risk. • The parents and/or guardians of the identified children and youth give consent where required for their children to participate in the proposed interventions. • Children and youth enter and participate in the interventions proposed for them. 			
Means of verification	Registers of school visits signed by the school principal and accompanying case files of learners – children and youth – identified as being at risk.			

Indicator number	3			
Indicator title	Number of children in the Province who access ECD and After School Care services.			
Short definition	This is the total number of subsidies ²⁰ provided for children in ECD and ASC facilities and programmes.			
Purpose	Facilitate a nurturing, caring and safe environment for children to survive, be physically healthy, mentally alert, emotionally secure, socially competent and can learn.			
Source of data	Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year - March 2025 for the following APP indicators: <ul style="list-style-type: none"> • Number of subsidies²¹ transferred to ECD facilities to provide ECD services to young children. • Number of subsidies²² transferred to ASC facilities to provide services to children. 			
Method of calculation	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2025.			
Data limitations	None.			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator		Direct Service Delivery: X	
	Demand Driven Indicator		Indirect Service Delivery:	
			Yes, demand driven: X	

²⁰ A unit cost subsidy is provided to funded ECDs and ASC facilities and out of centre programmes for children. The unit cost subsidy is a proxy indicator for a child.

²¹ Subsidies are proxy indicators as a subsidy is a unit cost allocated per person.

²² A unit cost subsidy is provided to funded ASC facilities for children. Subsidy is a proxy indicator for a child.

Indicator number	3			
			No, not demand driven	
Calculation type	Cumulative Year-end: X	Cumulative Year-to date:	Non-cumulative:	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Chief Director: Social Welfare			
Spatial transformation (where applicable)	Province wide.			
Disaggregation of beneficiaries (where applicable)	Target for women:	n/a		
	Target for youth:	n/a		
	Target for people with disabilities	n/a		
Assumptions	<ul style="list-style-type: none"> ECD and ASC re-registration, registration and conditional registration is uninterrupted – local authorities issue the necessary certificates timeously and where registration has lapsed, the six-month grace period is applied. ECD facilities are not transferred to the WCED during the period April 2020 – March 2025. NT budget cuts can be diverted from the ECD programme Conditional ECD grant is provided over the strategic planning period. 			
Means of verification	AGSA audited Final QPRs for the financial year ending March 2025			

Indicator number	4			
Indicator title	Number of vulnerable Older Persons accessing developmental social welfare services.			
Short definition	Residential facilities, community-based services such as clubs and service centres and facilities providing for independent and assisted living provide poor, vulnerable Older Persons with environments in which they can enjoy safe and productive lives			
Purpose	To ensure access to quality social development services for poor and vulnerable Older Persons.			
Source of data	<p>Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year ending March 2025 for the following APP indicators:</p> <ul style="list-style-type: none"> Number of subsidised beds²³ in residential care facilities for Older Persons. Number of subsidies²⁴ transferred to community-based care and support services for Older Persons. Number of subsidised beds in assisted and independent living facilities for Older Persons. 			
Method of calculation	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2025.			
Data limitations	None.			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator		Direct Service Delivery: X	
			Indirect Service Delivery:	
	Demand Driven Indicator		Yes, demand driven: X	
			No, not demand driven	
Calculation type	Cumulative Year-end: X	Cumulative Year-to date:	Non-cumulative:	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:

²³ A subsidy and a subsidised bed is a proxy indicator for an Older Person because it is a unit cost per person.

²⁴ Subsidies are proxy indicators as a subsidy is a unit cost allocated per person.

Indicator number	4		
Desired performance	Higher than target:	On target: X	Lower than target:
Indicator responsibility	Chief Director: Social Welfare		
Spatial transformation (where applicable)	Province wide.		
Disaggregation of beneficiaries (where applicable)	Target for women:	n/a	
	Target for youth:	n/a	
	Target for people with disabilities	n/a	
Assumptions	<ul style="list-style-type: none"> Residential facilities, independent and assisted living facilities and community-based service centres retain their registration in terms of the Older Persons Act and thus their DSD subsidy. Social worker assessments of Older Persons for take up into the residential and independent living facilities are completed timeously. DSD can sustain the subsidy funding at CPI. 		
Means of verification	AGSA audited Final QPRs for the financial year ending March 2025		

Indicator number	5			
Indicator title	Number of Persons with Disabilities, their families and/or caregivers accessing developmental social welfare services.			
Short definition	Residential facilities, protective workshops, community-based day care programmes and specialised support services provide Persons with Disabilities, their families and caregivers with environments and services that enable them to be productive and enjoy their lives.			
Purpose	To provide integrated programmes and services to Persons with Disabilities and their families/ caregivers.			
Source of data	<p>Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year ending March 2025 for the following APP indicators:</p> <ul style="list-style-type: none"> Number of subsidised beds²⁵ in funded NPO residential care facilities for Persons with Disabilities. Number of Persons with Disabilities accessing DSD residential facilities. Number of subsidies²⁶ transferred to protective workshops providing services to Persons with Disabilities. Number of subsidies²⁷ transferred to community-based day care centres for Persons with Disabilities. Number of people accessing DSD funded NPO specialised support services. 			
Method of calculation	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2025.			
Data limitations	None.			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator		Direct Service Delivery: X	
	Demand Driven Indicator		Indirect Service Delivery:	
			Yes, demand driven: X No, not demand driven	
Calculation type	Cumulative Year-end: X	Cumulative Year-to date:	Non-cumulative:	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Chief Director: Social Welfare			
Spatial transformation (where applicable)	Province wide			

²⁵ A subsidy and a subsidised bed is a proxy indicator for a Person with Disabilities because it is a unit cost per person.

²⁶ A unit cost subsidy is provided to funded protective workshops for adults with disabilities. The unit cost subsidy is a proxy indicator for a Person with Disabilities who attend and participate in activities at a protective workshop.

²⁷ A unit cost subsidy is provided to funded community-based day care centres for persons with disabilities. The unit cost subsidy is a proxy indicator for a person with disabilities who attends the day care centre.

Indicator number	5	
Disaggregation of beneficiaries (where applicable)	Target for women:	n/a
	Target for youth:	n/a
	Target for people with disabilities	n/a
Assumptions	<ul style="list-style-type: none"> Residential facilities, protective workshops and day care centres retain their registration and thus their DSD subsidy. DSD can sustain the subsidy funding at CPI. 	
Means of verification	AGSA audited Final QPRs for the financial year ending March 2025	

Indicator number	6			
Indicator title	Number of vulnerable persons accessing nutritional support.			
Short definition	Poverty alleviation initiative in the form of nutritional support provided to vulnerable persons.			
Purpose	To monitor access to DSD funded feeding sites and CNDCs.			
Source of data	Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year ending March 2025 for the following APP indicator: <ul style="list-style-type: none"> Number of subsidised meals provided to vulnerable persons at departmental funded sites and CNDCs. 			
Method of calculation	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2025.			
Data limitations	None.			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator		Direct Service Delivery: X	
			Indirect Service Delivery:	
	Demand Driven Indicator		Yes, demand driven: X	
No, not demand driven				
Calculation type	Cumulative Year-end: X	Cumulative Year-to date:	Non-cumulative:	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Chief Director: Community Development			
Spatial transformation (where applicable)	Province wide.			
Disaggregation of beneficiaries (where applicable)	Target for women:	n/a		
	Target for youth:	n/a		
	Target for people with disabilities	n/a		
Assumptions	<ul style="list-style-type: none"> Vulnerable persons are aware of the Department's targeted feeding programmes. DSD can sustain the subsidy funding at CPI to NPOS and CNDC's managing the feeding sites. 			
Means of verification	AGSA audited Final QPRs for the financial year ending March 2025.			

Indicator number	7			
Indicator title	Number of youth accessing youth and skills development programmes.			
Short definition	Monitor access of youth to appropriate social development services.			
Purpose	To equip youth with the skills and knowledge to make positive life choices.			
Source of data	Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year ending March 2025 for the following APP indicators: <ul style="list-style-type: none"> • Number of youth participating in skills development programmes. • Number of youth linked to job and other skills development opportunities from own services. 			
Method of calculation	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2025.			
Data limitations	None.			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator		Direct Service Delivery: X	
			Indirect Service Delivery:	
	Demand Driven Indicator		Yes, demand driven: X	
No, not demand driven				
Calculation type	Cumulative Year-end: X	Cumulative Year-to date:	Non-cumulative:	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Chief Director: Community Development			
Spatial transformation (where applicable)	Province wide.			
Disaggregation of beneficiaries (where applicable)	Target for women:	n/a		
	Target for youth:	n/a		
	Target for people with disabilities	n/a		
Assumptions	<ul style="list-style-type: none"> • The skills opportunities available match the needs of the youth. • Youth are aware of the opportunities available. • DSD can sustain the subsidy funding at CPI to NPOs providing appropriate skills development interventions. 			
Means of verification	AGSA audited Final QPRs for the financial year ending March 2025			

Indicator number	8			
Indicator title	Clean audit obtained for the financial year ending March 2025.			
Short definition	Outcome of the audits conducted by the AGSA over the strategic planning period.			
Purpose	Enable effective financial management and management of reported performance information.			
Source of data	Report of the auditor-general to the Western Cape Provincial Parliament on vote no. 7: Western Cape Department of Social Development			
Method of calculation	Opinion of the AGSA as expressed in Final AGSA Management Report to the DSD for the financial year ending March 2025.			
Data limitations	None			
Type of indicator	Input:	Activities:	Output: X	Outcome:
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: X	
	Demand Driven Indicator:		Yes, demand driven:	
			No, not demand driven: X	
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X	Lower than target:	
Indicator responsibility	Head of Department.			
Spatial transformation (where applicable)	n/a			
Disaggregation of beneficiaries (where applicable)	Target for women:		n/a	
	Target for youth:		n/a	
	Target for people with disabilities:		n/a	
Assumptions	Financial and performance information management systems are operational.			
Means of verification	Published Annual Report of the WCG: Department of Social Development of the financial year ending March 2025.			

Annexures to the Strategic Plan

Annexure A: District Development Model

The Western Cape Government is applying the Joint District and Metro approach (JDMA) as its response to the District Development Model

Areas of intervention	Five-year planning period					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project Leader	Social partners
WCG Safety Plan: Children and Youth at risk.	Ninety-five priority schools have been identified in the 11 high risk police precincts/ WCG safety plan areas in the province. Children and Youth at risk in these schools will be identified and assisted with psychosocial and specialised interventions that combat and/or reduce alienation and challenging behaviour	R78mil. ²⁸	City of Cape Town Metro.		HOD	WCED, DOH, DoCS, City of Cape Town
Sanitary Dignity	To ensure that young girls and young women in grades 4 -12 who attend schools in poor communities where the need for the service is high can attend school with dignity during menses.	R23.773 mil.	City of Cape Town Metro, Cape Winelands Overberg, Garden Route, Central Karoo and West Coast district municipalities		CD – Community Development	WCED, DoH, Municipalities
ECD	Increasing access to quality ECD initiatives - ECD centres providing specialised support services to children at risk of not	R24.1 mil.	City of Cape Town Metro, Cape Winelands Overberg, Garden Route,		DD – Project Manager Transversal Social Welfare Projects	DoE, DoH, ECD NPOs.

²⁸ Budget allocation under review.

Areas of intervention	Five-year planning period					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project Leader	Social partners
	achieving their developmental milestones.					
Substance Abuse	Establishment, coordination and implementation of Local Drug Action Committees within the district municipalities.	CoE	City of Cape Town Metro, Cape Winelands Overberg, Garden Route, Central Karoo and West Coast district municipalities		Project Manager – Office of the WC Minister for Social Development	Substance abuse NPOs. District Municipalities representatives.

Annexure B: Acronyms

AGSA	Auditor-General South Africa
APP	Annual Performance Plan
ASC	After School Care
CD	Chief Director
CoE	Compensation of Employees
CYCC	Child and Youth Care Centre
CYCW	Child and Youth Care Worker
DD	Deputy Director
DoA	Department of Agriculture
DoH	Department of Health
DSD	Department of Social Development
ECD	Early Childhood Development
EPWP	Expanded Public Works Programme
ICB	Institutional Capacity Building
KYNS	Know Your NPO Status
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NDSD	National Department of Social Development
NEETs	Not in Employment, Education or Training
NPO	Non-Profit Organisation
SAPS	South African Police Service
SASSA	South African Social Security Agency
SOP	Standard Operating Procedure
Stats SA	Statistics South Africa
SP	Strategic Plan
VEP	Victim Empowerment Programme
WCED	Western Cape Education Department
WCG	Western Cape Government

To obtain electronic copies of the Strategic Plan contact:
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DISCLAIMER

The English version of the Strategic Plan 2020-2025 is regarded as the official text. The Department cannot be held liable for any misinterpretation that may have occurred during the translation process.

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**Western Cape
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