

# Strategic Plan 2020-2025

Building a Caring Society. Together.



**social development**

Department:  
Social Development  
REPUBLIC OF SOUTH AFRICA





**Minister Lindiwe D Zulu, MP**  
Minister of Social Development

## Minister's Statement

It is my pleasure to present the 2020/21 — 2024/25 Strategic Plan of the Department of Social Development. This Strategic Plan adds to the work that was being carried out by my immediate predecessor, former Minister, Susan Shabangu as well as all the Ministers that served in this role since 1994. I note the accomplishments that my predecessors spearheaded in moving this mandate towards a developmental orientation. It is in this frame that the Strategic Plan is targeted at improving the quality of life of all South Africans, particularly the poor and vulnerable.

The persistence of poverty, unemployment and inequality remain the biggest challenge in our society. It is for this reason that we developed the National Development Plan 2030: Our Future — Make it Work (NDP). The NDP is a living document that embodies the priorities that we must attend to. Eradicating poverty, creating conducive conditions in which jobs can be created and reducing inequalities among our people is the preeminent priority that needs us to attend to.

To this end, the Sixth Administration of our democratic government has adopted the seven (7) priorities that President Ramaphosa announced during the State of the Nation Address (SoNA). These priorities are aligned to the election manifesto of the ruling party, the African National Congress (ANC). For all intents and purposes, the seven (7) priorities are the practical framework — Medium Term Strategic Framework (MTSF) — within which the Sixth Administration is implementing the NDP. While supporting all of government in the six (6) other priorities, the Department plays a central role towards the realisation of priority number three (3) of the seven (7), namely “Consolidating the Social Wage through Reliable and Quality Basic Services”.

By way of implementing the MTSF, the Department will expedite the absorption of trained but unemployed social work practitioners by the economy. An increasing number of these will perform various roles that will substantially reduce the intensity and spread of social ills in our communities, most evident among these being: substance abuse; gender-based violence; and hunger and distress. While the Department will continue to provide social security to those who need it the most (and thereby addressing issues of income poverty), during this MTSF period the Department is substantially going to shift its programmatic focus towards the practical unlocking of human capabilities into actualities, driving sustainable livelihoods supporting transversal partnerships, and taking stock of our people. Realistically designed and positioned to be responsive to the magnitude and diversity of the social ills in our communities, the Department will concretise and innovate its intervention delivery models towards improving performance at implementation and outcomes levels. Indispensable to this model is the portfolio (than competitive) approach with provinces, SASSA and the NDA.



Henceforth, accountability and reporting structures will gain a truer feel of our people's felt needs and how the Department is addressing these at an outcome level. Agility, responsiveness and inclusiveness are central to the culture that will support the implementation of the NDP priorities during this MTSF period.

This Strategic Plan should elevate the Department towards fulfilling the historic injunction of this mandate of developing the South Africa we want. This is possible through providing social protection services and leading government efforts to forge socially developmental partnerships for an active society.

A handwritten signature in grey ink, appearing to read 'L. Zulu' with 'Lindiwe' written below it.

**Minister Lindiwe D Zulu, MP**  
**Minister of Social Development**





**Ms Hendrietta Bogopane-Zulu**  
Deputy Minister of Social Development

## Deputy Minister's Statement

The Department of Social Development has been given the task of facilitating social protection imperatives outlined in the NDP through priority 4. The right to dignity is a founding democratic value enshrined in Section 1 of the Constitution, alongside equality and freedom. Respecting the inherent dignity of our people demands that a comprehensive and harmonised social protection system be created to ensure that the state is able to cushion citizens from various forms of vulnerabilities and dehumanising poverty.

A comprehensive, inclusive and responsive social protection system is important as it builds the resilience of citizens. The current social protection system, however, needs to be improved particularly with regards to its capacity, efficiency, effectiveness, inclusivity and responsiveness to the needs, realities, and livelihoods of everyone. Certain groups in our society continue to live in poverty. These groups include for example, women particularly those who are single parents, children, the youth, the aged, families and persons living with disability.

This current Strategic Plan has started to refocus our work on outcomes to ensure that there is impact in our interventions in line with the need to empower individuals, families and communities. The psycho-social support programmes are meant to build competencies and capacities for these groups to cope with life demands and stresses and manage relationships well.

Some of the interventions entail building capacity of Social Service Practitioners to enable mainstreaming of counselling, testing, treatment and adherence support for children and adolescents in particular. Similarly, some of the HIV prevention programmes ensure building the capacity of adolescent girls and young women and boys to be able to resist temptations to engage in risky sexual behaviour and be able to make informed choices.

The care and protection of children is a Constitutional Obligation. The Children's Act is government's premier instrument to promote, prevent and protect its most vulnerable citizens - children. 13.1 million children live under the poverty line and receive child-support grants. An investment in children is critical in order to break the country's violence, poverty and inequality scourge.

Community development programme implementation is geared towards empowering communities through capacity enhancement and creation of structures. Poverty and inequality continue to ravage communities as it is experienced through multi-deprivation and vulnerabilities which include poor nutri-



tion, unemployment, poor education and poor health outcomes. The Programme will intensify its efforts to ensure that vulnerable households and communities are profiled to determine their socio- economic needs. The Programme will conduct community capacity enhancement in all nine provinces to bolster social cohesion. Functional community structures will be created as part of prevention and addressing social ills of communities. Building sustainable vibrant and healthy communities is this Programme's largest contribution towards achieving the mandate of the Department and this work is done through all provinces. The Programme will facilitate the implementation of a NPO Funding Policy and Partnership Model thereby ensuring uniformity in the Sector. The Programme will also ensure the development of the overarching Community Development Policy that will harness implementation of community development in the country.

The Department's outcome of reducing poverty levels requires contribution of the NPO Sector in delivering programmes in support towards achieving the set outcome. This requires that NPOs understand NPO legislation and compliance thereof, in order to be credible and accountable entities that can deliver on their respective mandate. The planned outputs on provision of education and awareness programmes to NPOs will lead to an empowered and strengthened sector that is able to deliver quality services to vulnerable and poor communities thus improving quality of life.

The National Drug Master Plan (2019-2024) which was recently adopted by Cabinet, has prioritised interventions that target vulnerable groups, including children, youth, women, inmates and injecting drug users. To improve access to care, treatment, rehabilitation, aftercare and reintegration, there is substantial investment in the establishment of treatment centres and half-way houses and support to non-governmental organisations to ensure better access within communities in our fight against substance abuse.

These ambitious targets demand that we strengthen our leadership and management capabilities; accelerate efforts in supporting women and people with disabilities in development efforts; strengthen our information and data systems as well as our partnerships with civil society, the private sector and the donor community. Together we will realise the outcomes articulated in this document, together we will eradicate poverty, inequality and unemployment, together we will protect and nurture the most vulnerable of our society, and together we will build sustainable and peaceful communities.



**Ms Hendrietta Bogopane-Zulu**  
Deputy Minister of Social Development





**Mr Linton Mchunu**  
Acting Director-General

## Accounting Officer's Statement

I am pleased to share with you the strategic plan of the Department of Social Development for the Medium Term Strategic Framework period 2020/2021 – 2024/2025. This strategic planning document articulates our mandate, vision, impact, outcomes and indicators of achievement.

The NDP calls for the strengthening of state capacity, civil society, and private sector to deliver on the priorities of government. In this regard we will strengthen social welfare service delivery through legislative and policy reforms. In particular, we will implement the review the White Paper for Social Welfare while we develop an overarching Social Development Legislation.

The Department created this Strategic Plan to ensure that the nation's resources are working towards the same goals as articulated in the National Development Plan, in particular priority 3. This Strategic Plan establishes a solid direction with its five outcomes with realistic indicators to prioritise and focus the Department's efforts towards an impact statement of improving the quality of life for the poor and vulnerable. The key outcomes of the MTSF period are as follows:

1. Reduced levels of poverty, inequality, vulnerability and social ills
2. Empowered, resilient individuals, families and sustainable communities
3. Functional, efficient and integrated sector.

This Plan for the next five years calls for the portfolio approach that the Minister initiated as well as the broader partnership of the private sector and civil society organisations.

I wish to thank the Minister and Deputy Minister for guidance in the development and finalisation of this Strategic Plan, senior management team for their aptitude in grasping the mandate and vision of the Department and the staff that worked tirelessly to meet tight deadlines in the compilation, editing and production of this document.

**Mr Linton Mchunu**  
Acting Director-General



## Official sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Social Development under the guidance of Minister Lindiwe Zulu and Deputy Minister Hendrietta Bogopane-Zulu.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Social Development is responsible.
- Accurately reflects the impact, outcomes and outputs which the Department will endeavour to achieve over the period 2020-2025.



**Mr Khumbula Ndaba**

Deputy Director-General: Corporate Support Services



**Ms Brenda Sibeko**

Deputy Director-General: Comprehensive Social Security



**Ms Connie Nxumalo**

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**Mr Linton Mchunu**

Acting Director-General



**Ms Hendrietta Bogopane-Zulu**

Deputy Minister of Social Development



**Ms Lindiwe Zulu, MP**

Minister of Social Development







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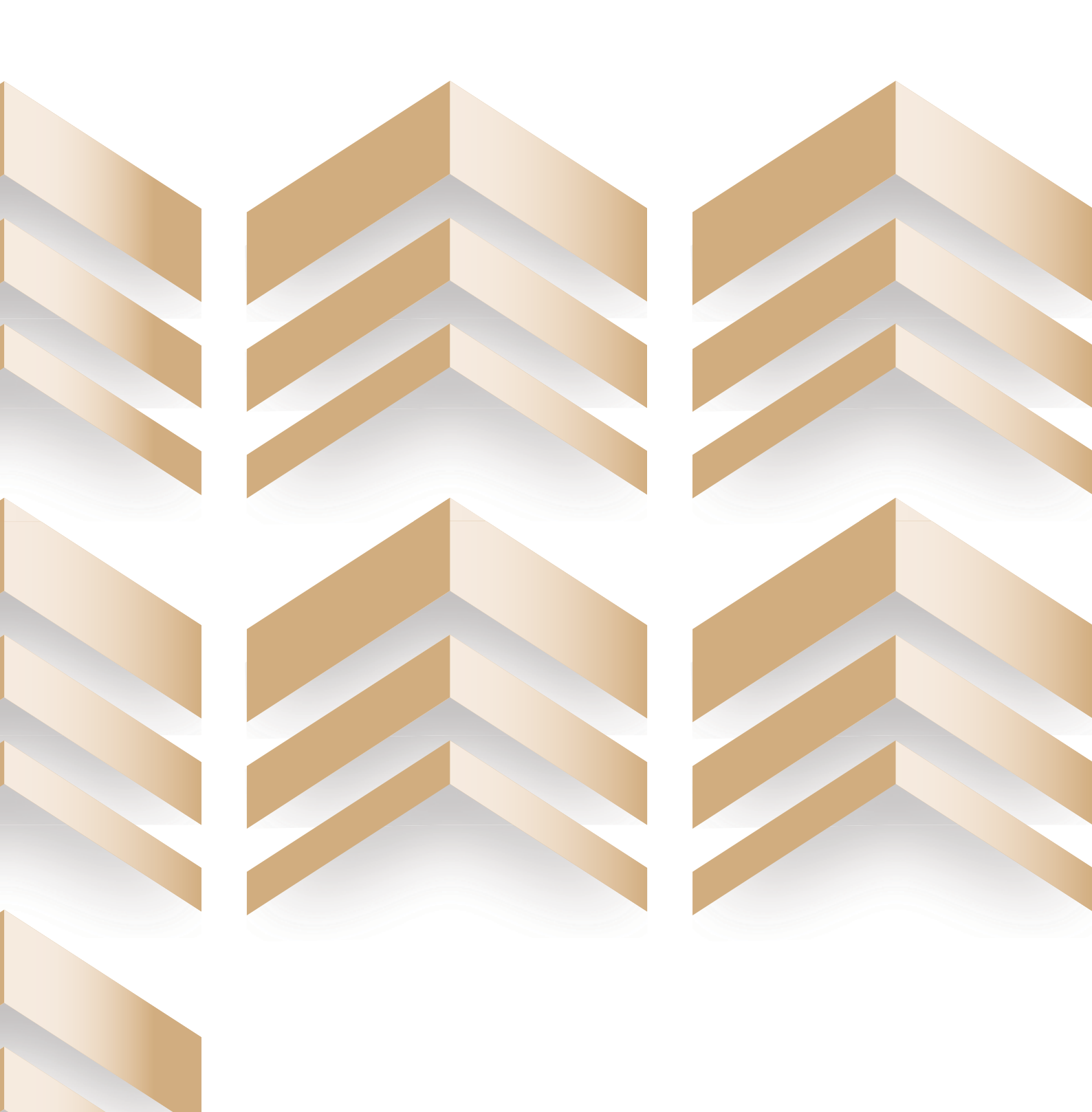
## Abbreviations and Acronyms

<b>AFS</b>	Annual Financial Statement
<b>AG</b>	Attorney General
<b>AGSA</b>	Auditor General South Africa
<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>APP</b>	Annual Performance Plan
<b>AU</b>	African Union
<b>CBO</b>	Community-Based Organisation
<b>CBW</b>	Community-Based Worker
<b>CCE</b>	Community Capacity Enhancement
<b>CD</b>	Community Development
<b>CDPs</b>	Community Development Practitioners
<b>CND Cs</b>	Community Nutrition and Development Centers
<b>CPD</b>	Continuing Professional Development
<b>CPR</b>	Child Protection Register
<b>CPS</b>	Child Protection Services
<b>CRC</b>	Convention on the Rights of the Child
<b>CSG</b>	Child Support Grant
<b>CSOs</b>	Civil Society Organisations
<b>CSS</b>	Comprehensive Social Security
<b>CWP</b>	Community Works Programme
<b>CYCC</b>	Child and Youth Care Centre
<b>CYCW</b>	Child and Youth Care workers
<b>DDG</b>	Deputy Director-General
<b>DPME</b>	Department of Planning, Monitoring and Evaluation
<b>DSD</b>	Department of Social Development
<b>ECD</b>	Early Childhood Development
<b>EPWP</b>	Expanded Public Works Programme
<b>EU</b>	European Union
<b>EXCO</b>	Executive Committee
<b>FBO</b>	Faith-based organisations
<b>FORSA</b>	Freedom of Religion of South Africa
<b>GBV</b>	Gender-Based Violence
<b>HCBC</b>	Home Community Based Care
<b>HHFN</b>	Household Food Nutrition
<b>HIV</b>	Human Immunodeficiency Virus
<b>HWSETA</b>	Health and Welfare Sector Education and Training Authority
<b>ICT</b>	Information and Communications Technology
<b>JCPS</b>	Justice, Crime Prevention and Security
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MINMEC</b>	Minister and Members of the Executive Council



<b>MoA</b>	Memorandum of Agreement
<b>MoU</b>	Memorandum of Understanding
<b>MPAT</b>	Management Performance Assessment Tool
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NACCA</b>	National Action Committee for Children Affected by HIV and AIDS
<b>NDA</b>	National Development Agency
<b>NDMP</b>	National Drug Master Plan
<b>NEDLAC</b>	National Economic Development and Labour Council
<b>NISIS</b>	National Integrated Social Information System
<b>NMOS</b>	National Macro-Organisational State
<b>NPC</b>	National Planning Commission
<b>NPO</b>	Non-Profit Organisation
<b>NSPIS</b>	National Social Protection Information System
<b>OVC</b>	Orphans and Vulnerable Children
<b>PFA</b>	Policy on Financial Awards
<b>PFMA</b>	Public Finance Management Act
<b>PSS</b>	Psychosocial Support Services
<b>RPL</b>	Recognition of prior learning
<b>SACSSP</b>	South African Council of Social Services Practitioners
<b>SADC</b>	Southern African Development Community
<b>SASSA</b>	South African Social Security Agency
<b>SCM</b>	Supply Chain Management
<b>SDS</b>	Social Development Sector
<b>SHRP</b>	Sector Human Resource Plan
<b>SLAs</b>	Service Level Agreements
<b>SMMEs</b>	Small, Medium and Micro-Enterprises
<b>SPCHD</b>	Social Protection, Community and Human Development
<b>SRD</b>	Social Relief of Distress
<b>SSP</b>	Social Service Practitioners
<b>SW</b>	Social Workers
<b>TB</b>	Tuberculosis
<b>TIDs</b>	Technical Indicator Descriptors
<b>ToR</b>	Terms of Reference
<b>TSP</b>	Training Service Providers
<b>UN</b>	United Nations
<b>UNFPA</b>	United Nations Population Fund
<b>VEP</b>	Victim Empowerment Programme
<b>WEF</b>	World Economic Forum
<b>WPRPD</b>	White Paper on the Rights of Persons with Disabilities





PART A

OUR MANDATE



## 1. Constitutional Mandate

Constitution	How DSD contributes
Section 27 (1)(2) of the Constitution of South Africa “every-one has the right to have access to: (a) health care services, including reproductive health care; (b) sufficient food and water; and (c) social security, including if they are unable to support themselves and their dependents, appropriate social assistance”.	<ul style="list-style-type: none"> <li>• Comprehensive social security</li> <li>• National food and nutrition programme</li> <li>• Social assistance – SASSA enabler grants</li> <li>• Social services – SRD, disaster relief (undue hardship)</li> <li>• Implement comprehensive social assistance programme</li> <li>• Provide developmental social welfare services</li> <li>• Provide food security</li> <li>• HIV care and support, prevention and active ageing</li> <li>• HHFN programme, ECD, drop-in centres/clubs</li> <li>• Access to other services</li> <li>• Providing safety net, social grants, reproductive health, food programme, sustainable livelihood and social relief</li> <li>• Legislation (social assistance, Children’s Act, substance abuse, older persons, VEP, disabilities)</li> <li>• Advocacy rights</li> <li>• Sustainable livelihood programme</li> <li>• Women empowerment framework</li> <li>• Enabling policies, legislation and programmes</li> </ul>

## 2. Legislative and Policy Mandates

Legislation / Policy directive	How DSD contributes
<b>Priority 1:</b> A Capable, Ethical and Developmental State	<ul style="list-style-type: none"> <li>• Professionalising NPO sector, SSP, norms and standards, practice notice, SACSSP, compliance, community development programme (sustainable livelihood and food programmes), social welfare programme, ethics and anti-fraud, White Paper, CSS reforms, Fundraising Amendment Bill</li> </ul>
<b>Priority 2:</b> Economic Transformation and Job Creation	<ul style="list-style-type: none"> <li>• SW absorption</li> <li>• Social sector EPWP, co-operatives, CNDC</li> <li>• Expanding social services professionals</li> <li>• SCM policies</li> <li>• CSS reforms</li> <li>• NDA co-operatives</li> <li>• Self-sustained livelihood</li> <li>• Linking graduates to opportunities</li> <li>• Social grants</li> <li>• Subsidy to NPOs</li> <li>• Sourcing from co-ops</li> <li>• Internships</li> </ul>



Legislation / Policy directive	How DSD contributes
<b>Priority 3:</b> Education, Skills and Health	<ul style="list-style-type: none"> <li>• ECD</li> <li>• ECD practitioners</li> <li>• NPO development</li> <li>• Reformed SW sector</li> <li>• Professionalisation of SSPs and ECD</li> <li>• SW training</li> <li>• Youth skilling</li> <li>• HIV, reproductive health</li> <li>• CYCW</li> <li>• RPL - community development assistant</li> <li>• Nutrition programme</li> </ul>
<b>Priority 4:</b> Consolidating the Social Wage through Reliable and Quality Basic Services	<ul style="list-style-type: none"> <li>• Legislations</li> <li>• Norms and standards</li> <li>• Social protection</li> <li>• UIF, SASSA, RAF, minimum wage, grants, HHFN, EPWP, define social floor, HIV programme, social grants, CNDC</li> </ul>
<b>Priority 5:</b> Spatial Integration, Human Settlements and Local Government	<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• ECD, shelters and treatment</li> <li>• CYCC</li> <li>• Community (participation, action, research)</li> </ul>
<b>Priority 6:</b> Social Cohesion and Safe Communities	<ul style="list-style-type: none"> <li>• Shelters</li> <li>• GBV</li> <li>• Infrastructure</li> <li>• VEP</li> <li>• Social crime prevention</li> <li>• Substance abuse</li> <li>• Community development</li> <li>• Social welfare service</li> <li>• Family programme</li> <li>• CPS</li> <li>• Social-mobilisation programmes</li> <li>• Men's forum</li> <li>• Community mobilisation and dialogues</li> <li>• Sexual health and reproductive programmes</li> </ul>
<b>Priority 7:</b> A better Africa and World	<ul style="list-style-type: none"> <li>• All policies implemented effectively</li> <li>• Multilateral/bilateral (UN, AU, SADC)</li> <li>• Migration, xenophobia, refugee grants</li> <li>• Developmental social welfare, NISPIS</li> <li>• Social sector jobs (HCBC, CYCW, ECD)</li> <li>• Training of SSPs (CPD, SACSSP)</li> <li>• ECD, social security, developmental social welfare, community development and sustainable livelihood</li> <li>• Support demographic plan IDP, social mobilisation, participate in local government structures (KHAWULEZA)</li> <li>• GBV, substance abuse, migration, family strengthening, moral regeneration</li> <li>• Skilled workforce, social development academy</li> </ul>



Legislation / Policy directive	How DSD contributes
<b>SDGs – Aligned to the NDP including the priorities</b>	
<b>1. Goal 1</b> “No poverty”	<ul style="list-style-type: none"> <li>• <b>Goal 1:</b> Sustainable livelihood programme + social security, social grants, community development, HHFN</li> </ul>
<b>2. Goal 2</b> “End hunger, achieve food security”	<ul style="list-style-type: none"> <li>• <b>Goal 2:</b> Food nutrition, CNDCs, SRD, NPO funding, grants, HHFN</li> </ul>
<b>3. Goal 5</b> “Gender Equality”	<ul style="list-style-type: none"> <li>• <b>Goal 5:</b> GBV/VEP, mainstreaming and advocacy, grants, women empowerment programme (including violence prevention and parenting programmes)</li> </ul>
<b>White Paper proposals</b>	
<b>Proposal 1:</b> Establish a Social Protection Floor that Includes Social Welfare	<ul style="list-style-type: none"> <li>• <b>Proposal 1:</b> DSD must lead and define the social protection floor</li> </ul>
<b>Proposal 2:</b> Develop a National Social Development Act	
<b>Proposal 3:</b> Include a Social Development Component in the Provincial Equitable Share Formula or Increase the Poverty Component to Fund Welfare Services	
<b>Proposal 4:</b> Increase DSD welfare budgets incrementally	
<b>Proposal 5:</b> Strengthen National Planning and Standardise Service Offerings Across Provinces	<ul style="list-style-type: none"> <li>• <b>Proposal 5:</b> Norms and standards</li> </ul>
<b>Proposal 6:</b> Establish and Enforce Simple, Effective and Standardised Data Collection	<ul style="list-style-type: none"> <li>• <b>Proposal 6:</b> NISPIS <ul style="list-style-type: none"> <li>• DSD contributes, DPME/NPC to lead through comprehensive social security</li> <li>• NPO Directorate as a government component</li> <li>• Co-ordination. Mobilisation, facilitation, capacity building, integration across departments</li> <li>• Partnership</li> <li>• Psycho-social support (development and implementation of interventions)</li> <li>• Development and placement of social workers</li> </ul> </li> </ul>
<b>Proposal 7:</b> Integrate Youth Development and Women Development into Other Programmes	<ul style="list-style-type: none"> <li>• <b>Proposal 7:</b> Youth camps, WEF</li> </ul>
<b>Proposal 8:</b> Focus the responsibility of the Department of Social Development in Respect of Disability	<ul style="list-style-type: none"> <li>• <b>Proposal 8:</b> WPRPD, disability programme</li> </ul>
<b>Proposal 9:</b> Co-ordinate with other departments and agree on roles and responsibilities	<ul style="list-style-type: none"> <li>• <b>Proposal 9:</b> Integrated framework, district model approach</li> </ul>
<b>Proposal 10:</b> Policy on Orphans Living with Relatives	<ul style="list-style-type: none"> <li>• <b>Proposal 10:</b> Develop policy including Service Delivery Model and approach, foster care, adoptions, families programme</li> </ul>



Legislation / Policy directive	How DSD contributes
<b>Proposal 11:</b> Accelerate NPO Funding Reform Process	<ul style="list-style-type: none"> <li>• <b>Proposal 11:</b> NPO Unit, NPO funding floor</li> </ul>
<b>Proposal 12:</b> Institutional Reforms	
<b>Proposal 13:</b> Human Resource Reforms	
<b>Proposal 14:</b> Education, Training and Skills Development	
<b>Proposal 15:</b> Community Development and Sustainable Livelihoods	
<b>Proposal 16:</b> Comprehensive Social Security	<ul style="list-style-type: none"> <li>• <b>Proposal 16:</b> Extend social security coverage to eradicate and prevent poverty, institutional reforms to improve access, coherence and responsiveness of the social security system</li> </ul>

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

DSD has a stable policy regime. A number of the operational policies are in place. With respect to strategic policies, the White Paper on Social Welfare that will be approved by Cabinet, is a critical instrument that will enable the sector to effectively deliver on its mandate. The White Paper on Comprehensive Social Welfare and White Paper on Comprehensive Social Security will be finalised in the next 5 years. These will provide critical and strategic direction for the Department and the sector.

### 4. Relevant court rulings

#### Constitutional Court matter: Freedom of Religion of South Africa (FORSA) in re YG v State matter

This matter emanates from and in an appeal from a criminal conviction in the Magistrate's Court. A father was convicted of assault of his 13-year-old son on the grounds that he exceeded the bounds of reasonable chastisement. The matter went on appeal and the judges decided that they could not decide the matter without considering the constitutionality of the defense of reasonable chastisement. The court issued a Rule 16 A and invited amici curiae to make written submissions, which was done by Freedom of Religion of South Africa, (FORSA), amongst others. But then at the hearing on 26 June 2017 the matter was further postponed and the court gave the directives inviting the Ministers of Social Development and Justice and Correctional Services to make submissions if they wished to do so. The Department submitted the same on the filing date for submissions, which was 7 August 2017 pursuant thereto.

The issue under consideration was whether the moderate chastisement defence to a charge of assault, which is based on the common-law right of a parent to administer corporal punishment to his or her children, is compatible with the rights enshrined in the Bill of Rights. The Department in its affidavit stated that reasonable or moderate chastisement defence is not compatible with the rights of children enshrined in the Bill of Rights, and is thus unconstitutional.

It is important; therefore, that all defences that relate to use of physical force or neglect and abuse like "reasonable chastisement" be repealed as called for by the Convention on the Rights of the Child (CRC). The legislative measure that the Minister of Social Development has undertaken in line with the recommendation of the CRC is the introduction of the draft National Child Care and Protection Policy and latest draft amendments to the Children's Act.





The High Court delivered judgment on 19 October 2017 whereof it was found, inter alia, that the common law defence of reasonable and moderate chastisement is unconstitutional and no longer applies in South African law.

FORSA approached the Constitutional Court for leave to appeal against part of the judgment. This matter drew huge media and public attention judging from the comments that the Department received from the members of the public since the publication of the Draft Children's Amendment Bill in the Gazette.

The Constitutional Court was of the view that the right to be free from all forms of violence, or to be treated with dignity, coupled with what chastisement does in reality entail, as well as the availability of less restrictive means, speak quite forcefully against the preservation of the common law defence of reasonable and moderate parental chastisement. There is, no justification for its continued existence, for it does not only limit the rights in sections 10 and 12 of the Constitution, but it also violates them unjustifiably.

It concluded by stating that it suffices to say that any form of violence, including reasonable and moderate chastisement, has always constituted a criminal act known as assault. The effect of relying on this common law defence was to exempt parents from prosecution or conviction. Identical conduct by a person other than a parent of the same child would otherwise constitute indefensible assault.

The Constitutional Court; therefore, declared that the common law defence of reasonable and moderate parental chastisement is inconsistent with the provisions of sections 10 and 12(1)(c) of the Constitution. The decision of the Constitutional Court means that the common law principle of disciplinary chastisement is no longer a defence where parents and those acting in loco parentis (caregivers) are charged with assault of children.

### **The North Gauteng High Court matter re the children with severe or profound disruptive behavioural disorders**

The North Gauteng High Court in Pretoria was approached on behalf of a minor child who was suffering from multiple disruptive behaviour disorders, claiming sufficient alternative care, considering her disruptive behaviour disorders, appropriate mental care on an on-going basis and access to basic education of an adequate quality.

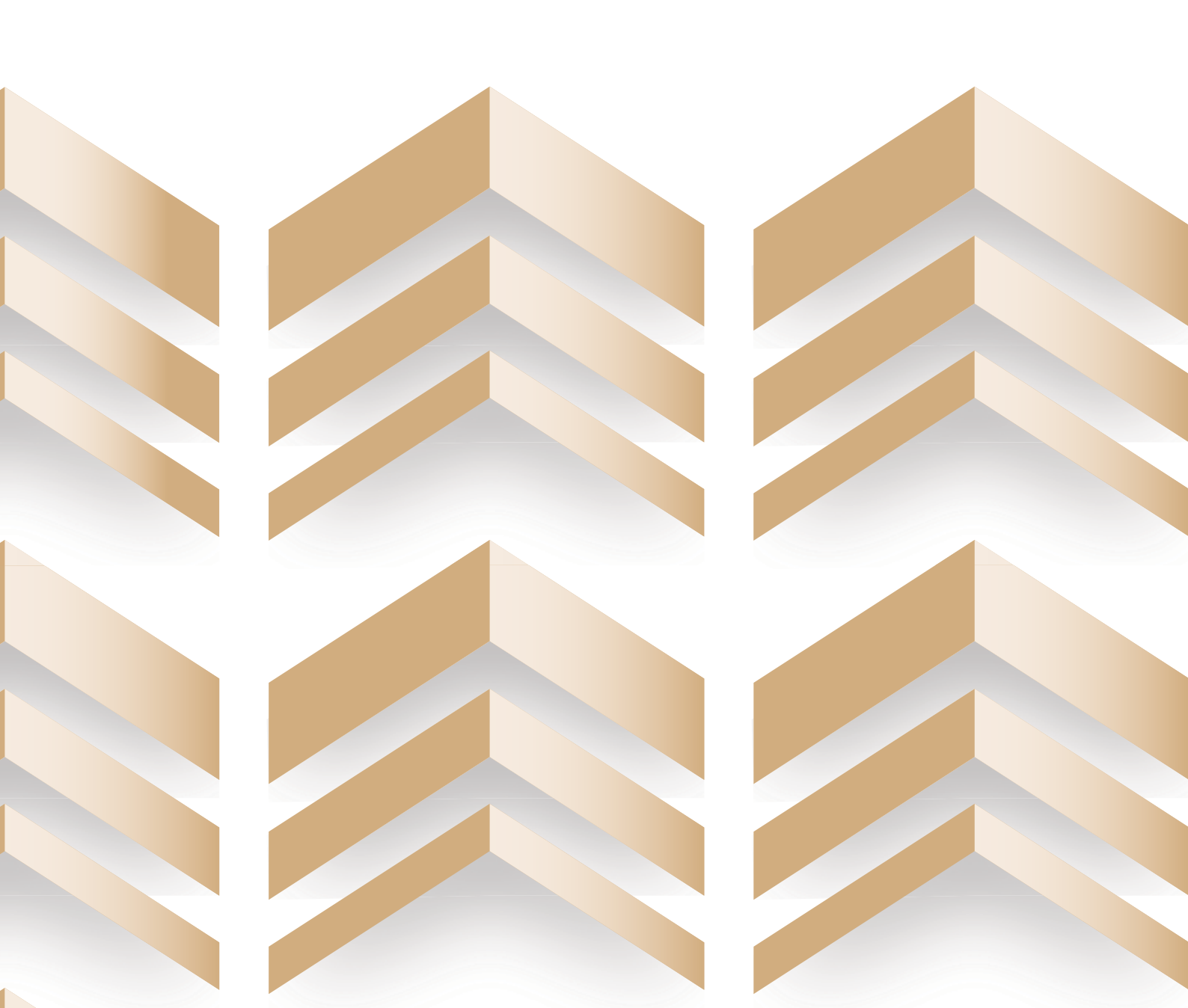
The relief sought, was that the Ministers of Social Development, Health and Basic Education should take reasonable measures to make provision for the appropriate alternative care, mental health services, and educational needs for the children with severe or profound disruptive behavioural disorders.

The relief sought further that the aforesaid Ministers take reasonable measures in order to give effect to the rights of children with severe or profound disruptive behavioural disorders by drafting an inter-sectoral policy that ensures that attitudinal and environmental barriers be removed that hinder their full and effective participation in society on an equal basis with others.

An out of court settlement was reached by the parties wherein an inter-sectoral policy on children with severe or profound disruptive behaviour disorder is now in the process of being developed by the Departments of Social Development, Health and Basic Education. The court settlement further provides for certain interim measures to be implemented in ensuring that children with severe or profound disruptive disorders are provided with appropriate services including prevention and early intervention programmes to caregivers and families of those children.

The policy will be enacted into law addressing the challenges faced by children with severe or profound disruptive behaviour disorders which are not addressed in the Children's Act 38 of 2005. The court order; therefore, has an impact that will activate the amendment of the Children's Act.





# PART B

## OUR STRATEGIC FOCUS



## 5. Strategic planning process

The strategic planning process involved:

- Document review of all pertinent documents in preparation of the strategising session.
- Pre-consultative workshops were held with all programmes to prepare them for the strategising session and start thinking about strategic issues affecting them and the desire future.
- 3-day strategic workshop with all senior managers, where representatives from the Office of the Minister, SASSA and NDA were in attendance.
- Post-consultative sessions with the programmes to refine the inputs provided in the strategic plan and APP.
- Consolidation of outputs and drafting of the Strategic Plan 2020/21-2024/25.
- Workshop with the technical group to review and revise the Strategic Plan.
- 2-day session with all senior managers in the Department to finalise and endorse the Plan.
- Incorporation of inputs and finalisation of the Strategic Plan.
- Approval processes of the Strategic Plan and APP.

## 6. Mandate

The mandate of DSD is:

- The Social Development Sector provides social protection services and leads government efforts to forge partnerships through which vulnerable individuals, groups and communities become capable and self-reliant participants.

## 7. Vision

The vision of DSD is:

- A caring and self-reliant society.

## 8. Mission

The mission of DSD is:

- Provision of integrated, comprehensive and sustainable social development services.

## 9. Values

DSD's values are:

- Accountability – taking ownership for decisions and actions and accepting the consequences that come with them
- Caring – showing sympathy and concern; embodying heart for all stakeholders and beneficiaries
- Equality and equity – treating everyone fairly and equally
- Human dignity – respecting everyone's human rights
- Respect – showing due regard for the rights and obligations of others.

## 10. Principles guiding how we work

DSD operates according to the following principles:



- Batho Pele principles – The principles aim to enhance the quality and accessibility of government services by improving efficiency and accountability to the recipients of public goods and services.
- Social justice – This is a concept of fair and just relations between the individual and society. People should have equal access to wealth, health, well-being, justice, and opportunity.
- Human rights – These rights are inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. It includes the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more.
- Good governance – This describes how the Department will conduct public affairs and manage public resources in an effective and responsible manner.
- Collaboration – The process of two or more people or organisations working together to complete a task or achieve a goal.
- Discipline – The practice of training people to obey rules or a code of behaviour, using punishment to correct disobedience.

## 11. What business is DSD in?

DSD is in the business of:

- Improving the quality of life of all citizens.

## 12. DSD's relevance / value add

DSD is relevant and add value due to the fact that it:

- Improves the quality of life of all citizens through the provision of social development services in an inclusive manner.

## 13. Situational analysis

### External operating environment

Monitoring population trends in the country, especially for a Department with a strong mandate to reduce poverty and social inequalities, such as Department of Social Development, is necessary to inform planning and resource allocation. The country's population has seen a steady increase, with the mid-year population estimated to have increased to 58.8 million in July 2019 from 57.73 million in July 2018. The proportion of the elderly as well as of the youth is on the increase and this has implications for social welfare and development services. It is also important to note that the estimates show Gauteng as having the largest (25.8%) share of the population followed by KwaZulu-Natal, Western Cape and Eastern Cape. Inter-provincial as well as international migration patterns significantly influence the provincial population numbers and structures in South Africa.

Statistics SA reported that the number of international migrants entering the provinces was highest in Gauteng, with Western Cape ranking second. The two provinces are the most urbanised in the country which show that majority of migrants are economic, but the increase number of children that migrate into the country as well as inter-provincial, presents within itself a component of social migration, as such there is an expected pressure on social protection services, especially in the urbanised areas.

Although the country has seen reduction in the birth rate, children still constitute a significant portion of the country's population. The recent General Household Survey of 2018 reported that over 20% the country's children are not living with even one biological parent. Many of these children are at the care of other family members who at times are too young to play the parental role. In cases where children



are without family care, the state is responsible for placing children in alternative care and ensuring that they are supported. With this trend estimated to increase, policies on children protection should be responsive to this phenomenon.

Furthermore, statistics have begun to show an upward trend in poverty<sup>1</sup>, with the number of people who are said to be living below the food poverty line constituting about 25% of the population. The increase in poverty is in line with the reported increase in unemployment rates. In such cases, vulnerable groups of the population such as the elderly and children, bare much of the brunt. Communities require support to cushion the effect of poverty and ensure resilience.

Inequality in the country has been a going concern for the State. South Africa continues to grow its already comprehensive social protection system with over 18 million clients by end of 2018<sup>2</sup>. The challenge is for the State to conceptualise a sustainable system-exit model to ensure self-dependency.

Although a number of other initiatives are in place to address inequalities, these turn to be measured mainly in economic terms, and these gains have overshadowed focus social inequalities. Women and children thus remain more vulnerable, for example, the limited resources in a family setting are likely to be priorities according to gender, meaning men are more likely to benefit with the girl child usually at the bottom of the family chain. Girls report higher school dropouts; going to bed hungry; HIV and AIDS incidence and prevalence; higher levels of abuse and lacking basic amenities. The State should thus strengthen its response programmes that include, but not limited to victim empowerment support; implementation of the National Strategic Plan for HIV/AIDS; food security and community mobilisation programmes. It must be noted that for optimal response to address social ills, government requires a stronger civil society and as such more work is required to support non-governmental organisations that offer many critical services in various communities.

The DSD remains the centre of government's initiatives to improve the quality of life for all persons in the country. To this end, the department thus uses a social policy approach to facilitate and promote the development of evidence-based policies that take social challenges into consideration. This will ensure that the plans and programmes of the Department are strategically targeted and underpinned by robust evidence, which will improve the Department's chances of successful implementation.

## **Organisation environment**

The Social Development Sector provides social protection services and leads government efforts to forge partnerships through which vulnerable individuals, groups and communities become capable and self-reliant participants. This mandate requires the organisational structure and the fiscal resources to also effectively address the triple challenges of poverty, unemployment and inequality, as articulated in the NDP. The challenge is that the fiscal resources required to bring further interventions keep on shrinking. This will in turn have a negative impact on the Department's capacity to implement policies, reduce poverty and create employment opportunities in the country at a desired rate.

Public Service Regulations stipulate the creation of an organisational structure and posts necessary to perform the relevant functions of the Department while remaining within the current budget.

The organisational structure for the Department of Social Development was last approved on 29 May 2015. This was as a result of the 2014 National Macro-Organisational State (NMOS), wherein the Department received a function of Children and that of Rights of Persons with Disabilities from the Department of Women. The NMOS process and its principles do not allow departments to conduct

<sup>1</sup>StatsSA (2019) *Mid-year population estimates*

<sup>2</sup>SASSA (2018) *Issue 18 – Social Grants in South Africa*



any organisational structure review or reconfiguration but only to infuse the functions received. The approved organisational structure was mainly focusing on the macro / high level organisational realignment.

It is key to indicate that due to the above highlighted discussion, several organisational wide challenges and gaps were identified which are having adverse impact and implications on the implementation of the service delivery drivers, such as management and control systems as well as primary processes.

There are a number of organisational-wide challenges which require attention for future workforce planning, service delivery and to strengthen organisational performance and these are:

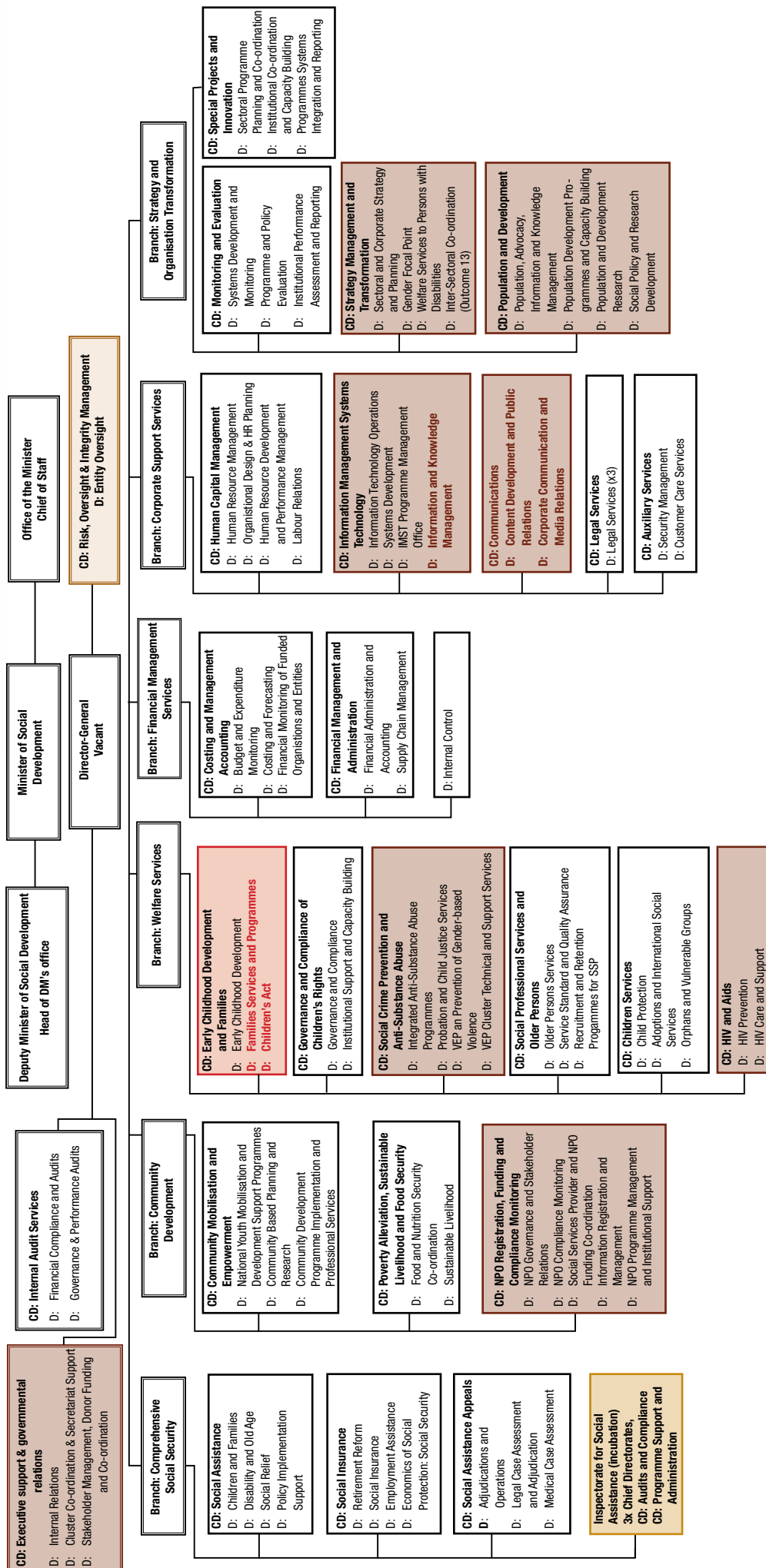
- Duplications and overlapping of functions
- Fragmentation of the organisational structure for National, Provinces and Districts
- Silo approach within organisational structure
- Lack of alignment towards service delivery, strategy and organisational structure.

Due to the above indicated structural challenges the Department identified a need to re-look and re-configure its organisational structure to address the challenges. Whilst planning to commence with the reconfiguration process, government-wide reconfiguration was announced by His Excellency, President Cyril Ramaphosa on 29 May 2019. Some departments merged and some remained the same, wherein certain functions were to be transferred from one department to the other. The Department of Social Development was identified to transfer the function Rights of Persons with Disabilities with its concomitant resources.





# DSD high-level structure



Burgundy - Movement

Orange - Incubation

ECD discussion underway

**Principles**  
\* Function follows strategy \* Resources follow functions (COE) \* No unfunded posts \* Group homogeneous functions \* Service Delivery model \* Span of control



## SWOT Analysis

Operationally, DSD has identified several strengths, weaknesses, opportunities and threats that would need to be addressed for the Department to operate effectively and efficiently and to deliver on the impact that it seeks to achieve.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Pockets of excellence</li> <li>• Well-grounded political leadership</li> <li>• Extensive footprint</li> <li>• SOCPEN System (data on social protection)</li> <li>• Existing good policies and programmes</li> <li>• Extensive skills and experience</li> <li>• GBV Command Centre</li> <li>• Clean audits</li> <li>• Capacitated workforce</li> <li>• Capable employees</li> <li>• Increase in the number of social workers</li> </ul>	<ul style="list-style-type: none"> <li>• Inability to quantify services and impact (baseline increased motivation)</li> <li>• No shared vision / strategic direction</li> <li>• Lack of continuity in political / admin transition</li> <li>• No clear service delivery model</li> <li>• Ineffective prevention programmes e.g. Youth</li> <li>• Poor enforcement and implementation of acts e.g. Children's Act</li> <li>• No community development policy</li> <li>• Reactive to social ills</li> <li>• Resistance to change</li> <li>• Lack of Change Management</li> <li>• Ineffective M &amp; E</li> <li>• Poor systems management</li> <li>• Silo mentality</li> <li>• Poor implementation of IGR</li> <li>• Poor oversight and Governance (SASSA and NDA)</li> <li>• Inconsistent co-ordination mechanisms</li> <li>• Leadership vacancies</li> <li>• Inefficient organisation structure</li> <li>• Low absorption of social workers</li> <li>• Ineffective utilisation of staff</li> <li>• Trust deficit</li> <li>• Poor performance and consequence management</li> </ul>



Opportunities	Threats
<ul style="list-style-type: none"> <li>• Free Higher Education</li> <li>• Working agreements with neighbouring countries</li> <li>• Legalising Cannabis (Hemp, medicine)</li> <li>• NPOs becoming specialised</li> <li>• Political will to support DSD mandate</li> <li>• Foreign investments (Economic stimulus package)</li> <li>• Active civil society</li> <li>• Reduced cost of technology for systems development</li> </ul>	<ul style="list-style-type: none"> <li>• Economic instability</li> <li>• DSD at risk of being consumed by other Departments e.g. ECD programme</li> <li>• Lack of consensus among social partners e.g. NEDLAC on key policy issues</li> <li>• Outsourcing of social service provision</li> <li>• Legislation with various departments not harmonious</li> <li>• Technical recession</li> <li>• Ineffective funding models</li> <li>• Sustainability of social grants</li> <li>• Escalating social ills in communities</li> <li>• Rising poverty and unemployment</li> <li>• Failing education system</li> <li>• Increase in demand for resources (ineffective border management)</li> <li>• Lack of visionary leadership</li> <li>• Labour unrests</li> <li>• Service delivery protests</li> </ul>







PART C

MEASURING OUR  
PERFORMANCE



## 14. Impact

Impact statement:

- Improved quality of life for the poor and vulnerable.

## 15. Outcomes

The key outcomes are:

1. Reduced levels of poverty, inequality, vulnerability and social ills
2. Empowered, resilient individuals, families and sustainable communities
3. Functional, efficient and integrated sector.

## 16. Measuring outcomes

MTSF priority	Outcome	Outcome indicator	Baseline	Five-year target
<b>Priority 4:</b> Consolidating the Social Wage through Reliable and Quality Basic Services	Reduced levels of poverty, inequality, vulnerability and social ills	% of people accessing food through DSD programmes	13.4% of individuals vulnerable to hunger	3.3 million individuals accessing nutritious food through DSD Food Programmes
<b>Priority 6:</b> Social Cohesion and Safe Communities		Number of eligible beneficiaries receiving social grants	Social assistance = 18.1 million grants	19.4 million grants
	Reduced levels of poverty, inequality, vulnerability and social ills	Consolidated social protection system	Discussion Paper on Comprehensive Social Security Reform	White Paper on Comprehensive Social Security approved by Cabinet
		% of people accessing psychosocial services through the GBV Command Centre		10%
		% of GBV incidences	177 620 reported crimes against women in 2017/2018 SAPA annual report	
		% of people (0-18) accessing treatment for substance abuse	282 760	10% increase



MTSF priority	Outcome	Outcome indicator	Baseline	Five-year target
<b>Priority 4:</b> Consolidating the Social Wage through Reliable and Quality Basic Services	Empowered, resilient individuals, families and sustainable communities	% households receiving promotion, protection, prevention, early intervention and statutory services		25%
		% of households with grant beneficiaries linked to sustainable livelihood opportunities		10%
		% of CSG beneficiary caregivers (below 60 years of age) linked to livelihood opportunities		2%
		% of persons with disabilities accessing social development services	10%	30%
<b>Priority 1:</b> A Capable, Ethical and Developmental State	Functional, efficient and integrated sector	% reduction in reported cases of corruption in the sector (entities and provinces)		15%
		% compliance to legislation	Audit reports	100%
		Aligned intersectoral planning	Sector Strategic Plan	100% alignment
		Integrated sector-wide IT system	Multiple silo information management systems for social protection	Fully implemented





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

### **Outcome 1: Reduced levels of poverty, inequality, vulnerability and social ills**

Persistence of poverty, joblessness and inequality remain a challenge for our country. Even after a number of years of implementing the NDP, there is still persistent poverty (population living below the Lower Bound Poverty Line (LBPL) which increased from 36.4% in 2011 (18.7 million people) to 40.0% in 2015 (21.9 million people) against NDP 2030 target of zero proportion of households with a monthly income level of R419 (in 2009 prices).

However, reducing the levels of poverty in the country will require interventions from various departments, private sector and the civil society organisations. There is a need for the development and implementation of programmes that help the poor and the vulnerable to build assets, capacities and capabilities to earn an income and become self-reliant, with a specific focus on youth and women. This outcome will specifically contribute to the reduction in population living below the food poverty line, living below the lower bound poverty line, living below the upper bound poverty line, reduction in children who are stunted, and vulnerability to hunger. When this contribution is made the quality of life for the poor and vulnerable will improve.

Social ills continue to have an impact on the well-being of individuals, families and communities. Improvement is required in the level of well-being for individuals, families and communities. Increasing violence against women and children requires a concomitant response from government, civil society organisations and the broader society. Training and absorption of SWs must be prioritised to address social ills. A standardised welfare package will be provided as part of the response. In the current 2019-2024 MTSF government will develop a core package of social welfare interventions including an essential minimum psychosocial support and norms and standards for substance abuse, violence against women and children, families and communities.

### **Outcome 2: Empowered, resilient individuals, families and sustainable communities**

Generally, South Africa is experiencing high inequality (Gini coefficient of 0.68 even with the social wage) against NDP 2030 target of 0.60.

Despite notable advances in gender equality and women's empowerment since the inception of democracy in South Africa, the majority of women and girls still suffer from multi-dimensional poverty, inequality and discrimination on the basis of gender. This is compounded by multiple deprivations and deep-seated social problems such as gender-based violence. 25 years into South Africa's democracy, women's empowerment and gender equality remain elusive. High levels of gender-based violence and other expressions of women's subordination and gender inequality have resulted in a rising tide of discontent among women.

This outcome will contribute towards the reduction of these inequalities and discriminations through the delivery of the various focussed programmes of the DSD.

Every South African has the right to sufficient social protection and opportunities. Although social grants play a critical role in the fight against poverty of food and income, complementary sustainable livelihood initiatives are needed. There is a need to initiate community development interventions that build assets, capacities and capabilities of the poor. The interventions should adopt a social development approach; integrating both economic and social objectives, acknowledging the importance of economic and social development in raising standards of living and harnessing economic development for social goals; fostering self-reliance and participation in decision-making; focusing and responding to the causes and effects of social vulnerability and marginalisation, and focusing on the enhancement of capacity of communities to respond to their own needs, through strength-based approaches and empowerment programmes.





Therefore, a number of programmes will be implemented to have empowered, resilient individuals, families and sustainable communities. Individuals, families and communities become more vulnerable when they are unable to access opportunities, marginalised and unable to participate in decision-making.

### Outcome 3: Functional, efficient and integrated sector

In contributing to priority 6 which is a capable, ethical and developmental state, the Department of Social Development in collaboration with the Social Development Sector has a responsibility to ensure a functional, efficient and integrated sector. This will include the development of frameworks and strategies to be implemented by the sector.

## 18. Key risks as they relate to the outcomes

Outcome	Key risk	Risk mitigation
1. Reduced levels of poverty, inequality, vulnerability and social ills	Dependencies on other departments and spheres of government to implement the DSD programmes that contribute to the reduction in poverty	<ul style="list-style-type: none"> <li>Development of protocol agreements and utilisation of Intergovernmental Relations (IGR) mechanisms to foster co-operation and accountability</li> </ul>
	Inadequate targeting and exit strategies for access to the food and nutrition programme	<ul style="list-style-type: none"> <li>Develop a targeting and exit strategy</li> <li>Implement the strategies and monitor performance</li> </ul>
	Non-compliance to the beneficiary criteria to access the food and nutrition programme	<ul style="list-style-type: none"> <li>Strengthening monitoring to enforce compliance</li> </ul>
	Failure to affect timeous transfers to SASSA for the payment of grants	<ul style="list-style-type: none"> <li>Approved schedule of transfers</li> <li>Effective monitoring of the transfers to SASSA</li> </ul>
	Defrauding of the social assistance grant system	<ul style="list-style-type: none"> <li>Operationalisation of the inspectorate</li> <li>Oversee and support SASSA's efforts to address fraud and corruption in the system</li> </ul>
	Lack of oversight by DSD of its entities	<ul style="list-style-type: none"> <li>Implement the Entity Oversight and Governance Framework</li> <li>Ensure compliance with agreed deliverables</li> </ul>
	Inability to measure the impact of DSD interventions to reduce inequality	<ul style="list-style-type: none"> <li>Establish baselines for applicable DSD services</li> <li>Determine relevant metrics and develop the monitoring plan</li> <li>Conduct evaluation and impact studies</li> </ul>
	Poorly designed treatment, aftercare and reintegration programmes	<ul style="list-style-type: none"> <li>Subject programmes to a review to validate its design to produce the desired results</li> <li>Based on the review, redesign the programme if necessary and measure its adequacy and effectiveness</li> </ul>



Outcome	Key risk	Risk mitigation
	Inability to measure the impact of DSD interventions	<ul style="list-style-type: none"> <li>Establish baselines for all development social welfare services</li> <li>Determine relevant metrics and develop a monitoring plan</li> <li>Conduct evaluation and impact studies</li> </ul>
	Inadequate budget provision for prevention programmes due to competing demands	<ul style="list-style-type: none"> <li>Reprioritise the budget within the Department</li> <li>Conduct joint prevention campaigns</li> <li>Leverage on the outreach work of partners and other government departments</li> </ul>
	Inability to execute the plans to address social ills	<ul style="list-style-type: none"> <li>Quantify all resource requirements (HR, ICT, infrastructure, operational funding, etc.) to execute the plans</li> <li>Based on the resource assessment, reprioritise interventions</li> <li>Establish a DSD project management office to support and monitor the implementation of strategic projects</li> </ul>
	Lack of co-operation from key stakeholders to support DSD in the implementation of its interventions	<ul style="list-style-type: none"> <li>Conduct a stakeholder analysis and determine the requirements for each stakeholder</li> <li>Communication and engagement with all stakeholders to obtain buy-in and understanding</li> <li>Develop formal agreements on an approved implementation plan</li> <li>Monitor the implementation and escalate matters of concern to the relevant governance structures</li> </ul>
2. Empowered, resilient individuals, families and sustainable communities	Lack of participation by families and communities in the DSD programmes	<ul style="list-style-type: none"> <li>Conduct awareness campaigns on the services offered by the DSD</li> <li>Develop targeted intervention strategies to reach families and communities</li> </ul>
	Unrest in communities	<ul style="list-style-type: none"> <li>Establish community structures or utilise existing community structures to foster an effective working relationship to deal with challenges in communities</li> <li>Facilitate required interventions in communities where applicable</li> </ul>
	Poorly designed sustainable livelihood programmes	<ul style="list-style-type: none"> <li>Subject programmes to a review to validate its design to produce the desired results</li> <li>Based on the review, redesign the programme if necessary and measure its adequacy and effectiveness</li> </ul>



Outcome	Key risk	Risk mitigation
	Duplication of community development efforts by different cadres of community development workers across different government departments	<ul style="list-style-type: none"> <li>Engage with relevant departments to rationalise the roles and responsibilities of community development workers specifically for the DSD</li> <li>Professionalise the community workers sector</li> </ul>
3. Functional, efficient and integrated sector	Misalignment of provincial plans to sector plans	<ul style="list-style-type: none"> <li>Present sector plans to the DSD governance structures for adoption</li> <li>Conduct quality assurance of provincial plans to sector plans</li> <li>Monitor the implementation of the plans and report to applicable governance structures</li> </ul>
	Budget cuts from National and Provincial Treasuries	<ul style="list-style-type: none"> <li>Prioritise interventions</li> <li>Explore alternate funding sources and establish partnerships to augment the DSD resources</li> </ul>

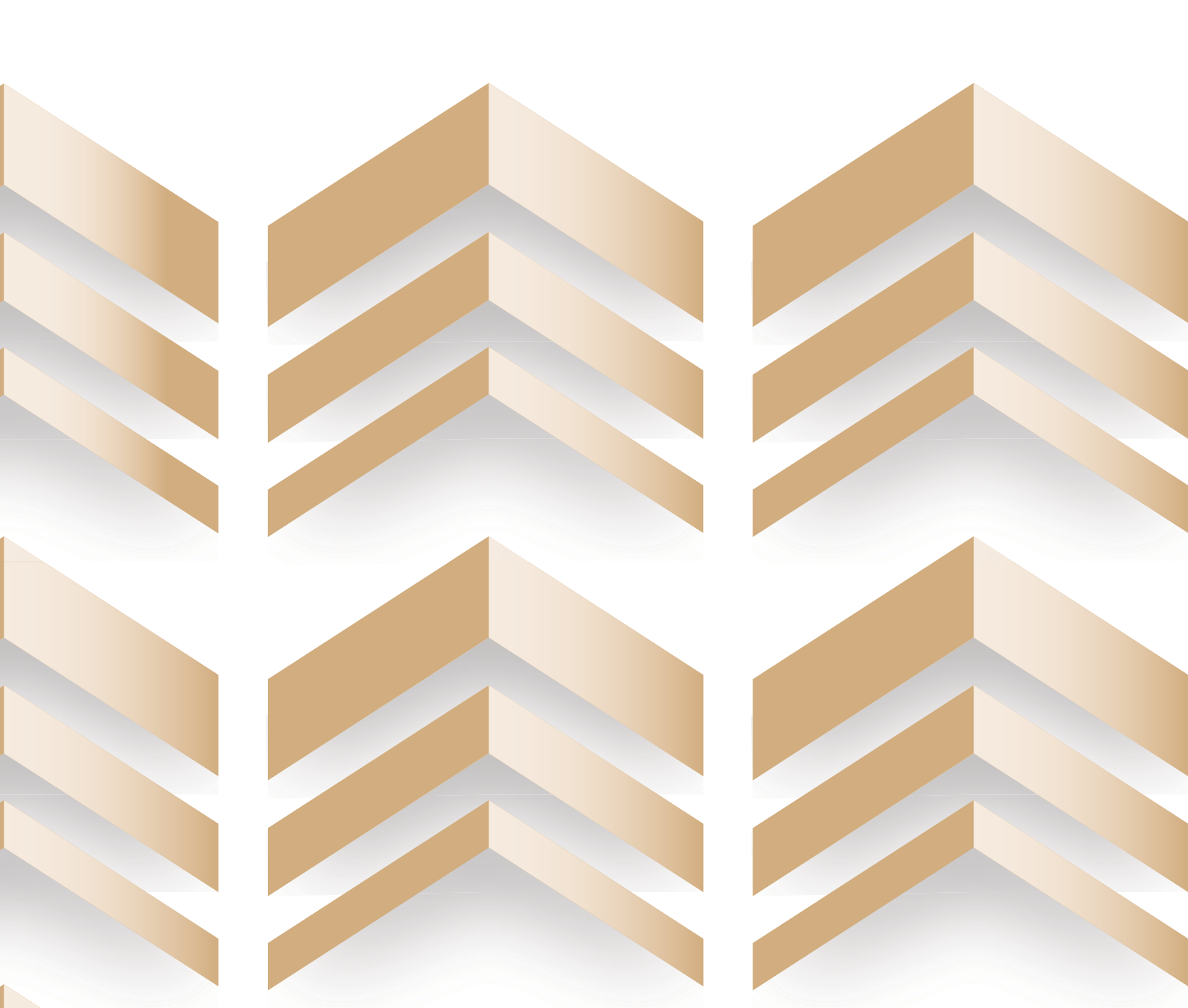


## 19. PUBLIC ENTITIES

Name of public entity	Mandate	Outcomes	Current annual budget
<b>South African Social Security Agency</b>	SASSA ensures effective and efficient administration, management and payment of social assistance and transfers	<ul style="list-style-type: none"> <li>• Reduced levels of poverty</li> <li>• Economic transformation – empowered individuals and sustainable communities</li> <li>• Improved customer experience</li> <li>• Improved organisational efficiencies</li> </ul>	R7 718 421 000
<b>National Development Agency</b>	<p><b>Primary Mandate:</b> To contribute towards the eradication of poverty and its causes by granting funds to civil society organisations</p> <p><b>Secondary Mandate:</b> To promote consultation, dialogue and sharing of development experience between the CSOs and relevant organs of state</p>	<ul style="list-style-type: none"> <li>• Premier National Development Agency Brand</li> <li>• Good governance</li> <li>• Self-sufficient and self-reliant communities</li> <li>• Lead co-ordinator of integrated development initiatives across key stakeholders</li> <li>• Research and thought leadership that impacts on the development policy and practice</li> </ul>	R224 544 000







# Part D

## TECHNICAL INDICATOR DESCRIPTION (TID)





Indicator title		Number of people accessing food through DSD programmes
Definition		<ul style="list-style-type: none"> <li>This indicator measures the number of people accessing food through DSD programmes. People refer to people living below the poverty line, DSD programmes refer to programmes such as ECD, Food and nutrition and older persons where they access food. This includes centre based and non-centre-based food programmes. Food parcels are also included here</li> </ul>
Source of Data		<ul style="list-style-type: none"> <li>Numerator: DSD programmes dealing with food</li> <li>Denominator: StatsSA</li> </ul>
Method of Calculation / Assessment		<ul style="list-style-type: none"> <li>Number of people accessing food through DSD programmes divided by the number of people in the country multiplied by 100</li> </ul>
Assumptions		
Disaggregation of Beneficiaries (where applicable)		<ul style="list-style-type: none"> <li>Disaggregated by programme, gender, age and disability</li> </ul>
Spatial Transformation (where applicable)		<ul style="list-style-type: none"> <li>Provincial</li> </ul>
Reporting Cycle		<ul style="list-style-type: none"> <li>Annual progress against the five-year target</li> </ul>
Desired Performance		<ul style="list-style-type: none"> <li>Higher</li> </ul>
Indicator Responsibility		<ul style="list-style-type: none"> <li>DDG Welfare Service, Community Development</li> </ul>
Indicator title		Number of eligible beneficiaries receiving social grants
Definition		<ul style="list-style-type: none"> <li>This indicator is measuring the number of eligible beneficiaries receiving social grants. Eligible beneficiaries refer to those that qualify as per the SASSA means test. Social grants refer to all grant types as given out by SASSA</li> </ul>
Source of Data		<ul style="list-style-type: none"> <li>Numerator: Socpen</li> <li>Denominators StatsSA</li> </ul>
Method of Calculation / Assessment		<ul style="list-style-type: none"> <li>Number of eligible beneficiaries receiving social grants divided by the total number of eligible beneficiaries multiplied by 100</li> </ul>
Assumptions		
Disaggregation of Beneficiaries (where applicable)		<ul style="list-style-type: none"> <li>Disaggregated by grant type, age, gender and disability</li> </ul>
Spatial Transformation (where applicable)		<ul style="list-style-type: none"> <li>Provincial</li> </ul>
Reporting Cycle		<ul style="list-style-type: none"> <li>Annual progress against the five-year target</li> </ul>
Desired Performance		<ul style="list-style-type: none"> <li>Increase</li> </ul>
Indicator Responsibility		<ul style="list-style-type: none"> <li>DDG Social Security</li> </ul>





Indicator title		Percentage of persons with disabilities accessing social development services
Definition		<ul style="list-style-type: none"> <li>Percentage of persons with disabilities accessing social development services provide a number of programmes and services funded and implemented, and the number of beneficiaries accessing such services</li> </ul>
Source of Data		<ul style="list-style-type: none"> <li>Development and approval of Policies, Strategies and Guidelines developed for the provision of support services, protection services and Empowerment of Persons with Disabilities and their families</li> </ul>
Method of Calculation / Assessment		<ul style="list-style-type: none"> <li>Number of strategies, Guidelines and strategies approved and implemented</li> <li>List of databases of facilities and beneficiaries</li> </ul>
Assumptions		<ul style="list-style-type: none"> <li>Developed and approved strategies and guidelines do not address needs of person with disabilities at community based level</li> </ul>
Disaggregation of Beneficiaries (where applicable)		<ul style="list-style-type: none"> <li>Attendance register and programme implementation progress reports</li> </ul>
Spatial Transformation (where applicable)		<ul style="list-style-type: none"> <li>Disability mainstreaming consideration integrated in all services (protection, prevention, support services etc. of the DSD for easy access by persons with disabilities)</li> </ul>
Reporting Cycle		<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
Desired Performance		<ul style="list-style-type: none"> <li>Increased participation, visibility and number of beneficiaries with disabilities in the DSD programmes</li> </ul>
Indicator Responsibility		<ul style="list-style-type: none"> <li>Services to person with disabilities and DSD programmes reporting on equity</li> </ul>
Indicator title		Aligned inter-sectoral planning
Definition		<ul style="list-style-type: none"> <li>This indicator refers the alignment in planning for Social Development Sector. This implies that the DSD Sector strategic plans and APPs are aligned to DSD Sector strategic plan 2020 - 2025</li> </ul>
Source of Data		<ul style="list-style-type: none"> <li>Approved DSD Sector Plan, DSD Strategic Plan 2020-2025 and National and Provincial Annual Performance Plan</li> </ul>
Method of Calculation / Assessment		N/A
Means of Verification		<ul style="list-style-type: none"> <li>Reports on integrated planning sessions</li> </ul>
Assumptions		<ul style="list-style-type: none"> <li>It is assumed that all provinces will form part of the inter-sectoral planning</li> <li>The DSD sector will be customised</li> </ul>
Disaggregation of Beneficiaries (where applicable)		N/A
Spatial Transformation (where applicable)		N/A
Calculation Type		<ul style="list-style-type: none"> <li>Non-cumulative</li> </ul>
Reporting Cycle		<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
Desired Performance		<ul style="list-style-type: none"> <li>Achievement that is equal to the planned target is desirable</li> </ul>
Indicator Responsibility		<ul style="list-style-type: none"> <li>CD: Strategy and Change Management</li> </ul>



Indicator title		Consolidated social protection system
Definition		<ul style="list-style-type: none"> <li>This indicator measures the finalisation of the White Paper on Comprehensive Social Security</li> </ul>
Source of Data		<ul style="list-style-type: none"> <li>DDG Social Security</li> </ul>
Method of Calculation / Assessment		N/A
Assumptions		
Disaggregation of Beneficiaries (where applicable)		N/A
Spatial Transformation (where applicable)		N/A
Reporting Cycle		<ul style="list-style-type: none"> <li>Annual progress against the five-year target</li> </ul>
Desired Performance		<ul style="list-style-type: none"> <li>Targets met</li> </ul>
Indicator Responsibility		<ul style="list-style-type: none"> <li>DDG Social Security</li> </ul>
Indicator title		Number of people accessing psychosocial services through the GBV Command Centre
Definition		<ul style="list-style-type: none"> <li>This indicator measures the percentage of people accessing psychosocial services through the GBV Command Centre</li> </ul>
Source of Data		<ul style="list-style-type: none"> <li>Numerator: GBV Command Centre</li> <li>Denominator: GBV Command Centre</li> </ul>
Method of Calculation / Assessment		<ul style="list-style-type: none"> <li>Number of people accessing psychosocial services through the GBV Command Centre divided by the number of people accessing the GBV Command Centre multiplied by 100</li> </ul>
Assumptions		
Disaggregation of Beneficiaries (where applicable)		<ul style="list-style-type: none"> <li>Gender, age and disabilities</li> </ul>
Spatial Transformation (where applicable)		<ul style="list-style-type: none"> <li>Provincial</li> </ul>
Reporting Cycle		<ul style="list-style-type: none"> <li>Annual progress against the five-year target</li> </ul>
Desired Performance		<ul style="list-style-type: none"> <li>Increase</li> </ul>
Indicator Responsibility		<ul style="list-style-type: none"> <li>DDG Welfare Services</li> </ul>



<b>Indicator title</b>		<b>Number of people between 0 - 18 accessing treatment for substance abuse</b>
Definition		<ul style="list-style-type: none"> <li>This indicator measures the percentage of young people accessing treatment for substance abuse. Treatment refers to centre-based and non-centre-based treatment methods</li> </ul>
Source of Data		<ul style="list-style-type: none"> <li>Numerator: DSD substance abuse programmes</li> <li>Denominator: StatsSA</li> </ul>
Method of Calculation / Assessment		<ul style="list-style-type: none"> <li>Number of young people accessing treatment for substance abuse divided by the total number of young people multiplied by 100</li> </ul>
Assumptions		
Disaggregation of Beneficiaries (where applicable)		<ul style="list-style-type: none"> <li>Age, gender and disabilities</li> </ul>
Spatial Transformation (where applicable)		<ul style="list-style-type: none"> <li>Provincial</li> </ul>
Reporting Cycle		<ul style="list-style-type: none"> <li>Annual progress against the five-year target</li> </ul>
Desired Performance		<ul style="list-style-type: none"> <li>Increase</li> </ul>
Indicator Responsibility		<ul style="list-style-type: none"> <li>DDG Welfare Services</li> </ul>
<b>Indicator title</b>		<b>Percentage households receiving promotion, protection, prevention, early intervention and statutory services</b>
Definition		<ul style="list-style-type: none"> <li>This indicator measures the percentage of households receiving various services</li> </ul>
Source of Data		<ul style="list-style-type: none"> <li>Numerator: DSD programmes</li> <li>Denominator: StatsSA</li> </ul>
Method of Calculation / Assessment		<ul style="list-style-type: none"> <li>Number of people receiving services divided by the total number of people multiplied by 100</li> </ul>
Assumptions		
Disaggregation of Beneficiaries (where applicable)		<ul style="list-style-type: none"> <li>Promotion, protection, prevention, early intervention and statutory services</li> <li>Age, gender and disabilities</li> </ul>
Spatial Transformation (where applicable)		<ul style="list-style-type: none"> <li>Provincial</li> </ul>
Reporting Cycle		<ul style="list-style-type: none"> <li>Annual progress against the five-year target</li> </ul>
Desired Performance		<ul style="list-style-type: none"> <li>Increase</li> </ul>
Indicator Responsibility		<ul style="list-style-type: none"> <li>DDG Welfare services</li> </ul>



Indicator title		Number of households with grant beneficiaries linked to sustainable livelihood opportunities
Definition		<ul style="list-style-type: none"> <li>This indicator measures the number of households with grant beneficiaries linked to sustainable livelihoods opportunities</li> </ul>
Source of Data		<ul style="list-style-type: none"> <li>Numerator: DDG Community Development</li> <li>Denominator: Socpen</li> </ul>
Method of Calculation / Assessment		<ul style="list-style-type: none"> <li>Number of households with grant beneficiaries linked to sustainable livelihood opportunities divided by number of households with grant beneficiaries multiplied by 100</li> </ul>
Assumptions		
Disaggregation of Beneficiaries (where applicable)		<ul style="list-style-type: none"> <li>Per grant type, age, gender and disabilities</li> </ul>
Spatial Transformation (where applicable)		<ul style="list-style-type: none"> <li>Provincial</li> </ul>
Reporting Cycle		<ul style="list-style-type: none"> <li>Annual progress against the five-year target</li> </ul>
Desired Performance		<ul style="list-style-type: none"> <li>Increase</li> </ul>
Indicator Responsibility		<ul style="list-style-type: none"> <li>DDG Community Development</li> </ul>
Indicator title		Number of CSG beneficiary caregivers (below 60 years of age) linked to livelihood opportunities
Definition		<ul style="list-style-type: none"> <li>This indicator measures the number of CSG grant beneficiary caregivers younger than 60 years who are linked to livelihood opportunities</li> </ul>
Source of Data		<ul style="list-style-type: none"> <li>Numerator: Socpen</li> <li>Denominator: StatsSA</li> </ul>
Method of Calculation / Assessment		<ul style="list-style-type: none"> <li>Number of CSG grant beneficiary caregivers younger than 60 years who are linked to livelihood opportunities divided by the total number of grant beneficiary caregivers younger than 60 years multiplied by 100</li> </ul>
Assumptions		
Disaggregation of Beneficiaries (where applicable)		<ul style="list-style-type: none"> <li>Gender, age, disability</li> </ul>
Spatial Transformation (where applicable)		<ul style="list-style-type: none"> <li>Provincial</li> </ul>
Reporting Cycle		<ul style="list-style-type: none"> <li>Annual progress against the five-year target</li> </ul>
Desired Performance		<ul style="list-style-type: none"> <li>Increase</li> </ul>
Indicator Responsibility		<ul style="list-style-type: none"> <li>DDG Social Security</li> </ul>



Indicator title		Percentage reduction in reported cases of corruption in the sector (entities and provinces)
Definition		<ul style="list-style-type: none"> <li>This indicator measures the percentage reduction of cases of corruption that are reported in the sector</li> </ul>
Source of Data		<ul style="list-style-type: none"> <li>Audit reports NACH and PSC</li> </ul>
Method of Calculation / Assessment		<ul style="list-style-type: none"> <li>Year-on-year comparison of percentage of reported cases of corruption</li> </ul>
Assumptions		<ul style="list-style-type: none"> <li>The anti-fraud and corruption policy is approved, implemented and awareness is created on the policy</li> </ul>
Disaggregation of Beneficiaries (where applicable)		<ul style="list-style-type: none"> <li>Gender, age, disabilities</li> </ul>
Spatial Transformation (where applicable)		<ul style="list-style-type: none"> <li>Provincial</li> </ul>
Reporting Cycle		<ul style="list-style-type: none"> <li>Annual progress against the five-year target</li> </ul>
Desired Performance		<ul style="list-style-type: none"> <li>Decrease</li> </ul>
Indicator Responsibility		<ul style="list-style-type: none"> <li>CFO and DG</li> </ul>
Indicator title		Percentage compliance to legislation
Definition		
Source of Data		<ul style="list-style-type: none"> <li>Audit Report</li> </ul>
Method of Calculation / Assessment		<ul style="list-style-type: none"> <li>Measure number of non-compliance incidences</li> </ul>
Assumptions		
Disaggregation of Beneficiaries (where applicable)		N/A
Spatial Transformation (where applicable)		<ul style="list-style-type: none"> <li>National</li> </ul>
Reporting Cycle		<ul style="list-style-type: none"> <li>Annual progress against the five-year target</li> </ul>
Desired Performance		<ul style="list-style-type: none"> <li>Higher</li> </ul>
Indicator Responsibility		<ul style="list-style-type: none"> <li>DDG Corporate Support Services</li> </ul>



Indicator title	Integrated sector-wide IT system
Definition	<ul style="list-style-type: none"> <li>This indicator measures the implementation of the sector-wide IT system</li> </ul>
Source of Data	<ul style="list-style-type: none"> <li>CIO</li> </ul>
Method of Calculation / Assessment	<ul style="list-style-type: none"> <li>Progress against targets in the implementation plan</li> </ul>
Assumptions	
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	<ul style="list-style-type: none"> <li>Annual progress against the five-year target</li> </ul>
Desired Performance	<ul style="list-style-type: none"> <li>100% compliance</li> </ul>
Indicator Responsibility	<ul style="list-style-type: none"> <li>DDG Corporate Support Services</li> </ul>




## NOTES



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