

**Department of Social Development
Service Delivery Improvement Plan**

01 April 2018 - 31 March 2021

**Service One: Child Protection (Performance monitoring of designated child protection organisations)
Service Two: Foster Care Management (Recruitment and training of safety and foster parents)**

**Version 1
9 March 2018**

Batho Pele
Putting People First



We Belong



We Care



We Serve

Department of Social Development Service Delivery Improvement Plan 2018 - 2021

Part A: Preamble

Document control

Purpose of document	Western Cape Department of Social Development Service Delivery Improvement Plan 2018-21.		
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Owner

Mr Charles Jordan	Chief Director: Social Welfare	021 483 4991	Charles.Jordan@westerncape.gov.za
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Author

Ms Neliswa Majambe	Assistant Director: Business Planning	021 483 4436	Neliswa.majambe@westerncape.gov.za
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Contributors

Ms Lungelwa Bam	Deputy Director: Business Planning	021 483 5685	Lungelwa.Bam@westerncape.gov.za
Dr Lesley Corrie	Director: Children and Families	021 483 3519	lesley.corrie@westerncape.gov.za
Ms Marion Fogell	Director: Business Planning and Policy Alignment	021 483 6279	Marion.Fogell@westerncape.gov.za
Ms Tughfa Hamdulay	[Former] Director: Business Planning and Policy Alignment	021 483 4829	Tughfa.Hamdulay@westerncape.gov.za
Mr Hughen Lombard	Assistant Manager: Child Care & Protection	021 483 6209	Hughen.lombard@westerncape.gov.za
Mr Kenny Marthinus	Deputy Director: Customer Care (BPIAN Coordinator)	021 483 8833	Kenny.Marthinus@westerncape.gov.za
Mr Nelson Mtongana	Deputy Director: Process Design and Improvement	021 466 9546	Nelson.Mtongana@westerncape.gov.za
Ms Nomfundo Nabela	Deputy Director: Child Care and Protection	021 483 4016	Nomfundo.Nabela@westerncape.gov.za
Ms Tozama Ngcongolo	Deputy Director: Foster Care	021 483 5813	Tozama.Ngcongolo@westerncape.gov.za
Dr Deirdre Rule	Deputy Director: Monitoring and Evaluation	021 483 3880	Deirdre.Rule@westerncape.gov.za

Distribution (when approved)

DotP	Chief Director: Organisational Development;
DPSA	Director General
DSD	Senior Managers, Programme Managers.

Security classification: None

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Abbreviations

AIDS	Acquired Immune Deficiency Syndrome	MEC	Member of Executive Council
APP	Annual Performance Plan	MTEF	Medium Term Expenditure Framework
CCP	Child Care and Protection	NDP	National Development Plan
CD	Chief Director	NPO	Non-profit organisation
CYCC	Child and Youth Care Centre	PAIA	Promotion of Access to Information Act
CYCW	Child and Youth Care Worker	PSG	Provincial Strategic Goal
DCPOs	Designated Child Protection Organisations	MANCO	[DSD] Management Committee
DD	Deputy Director	SACSSP	South African Council for Social Services Professions
DG	Director General	SASSA	South African Social Security Agency
DotP	Department of the Premier	SDIP	Service Delivery Improvement Plan
DPSA	Department of Public Service and Administration	SMART	Specific Measurable Attainable Realistic Time bound
DSD	Department of Social Development	SOP	Standard Operating Procedures
ECD	Early childhood development	SP	Strategic Plan
GBVCC	Gender-Based violence call centre	SSP	Social Services Professional
HIV	Human Immunodeficiency Virus	TPA	Transfer Payment Agreement
HOD	Head of Department	TSC	Temporary Safety Care
ICB	Institutional capacity building	VEP	Victim empowerment Programme
M&E	Monitoring and Evaluation	WC	Western Cape

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Sign-off by Head of Department and Executing Authority

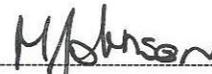
The Western Cape Department of Social Development (DSD, hereafter also referred to as "the Department") seeks to implement government priorities set out in the Medium Term Strategic Framework (MTSF) over the 2015-2020 period. This MTSF translates the development path for South Africa as outlined in the National Development Plan (NDP) Vision 2030. The NDP calls for the department to coordinate efforts towards an inclusive and responsive social protection system. We aim to provide comprehensive social services to the poor and vulnerable members of our society, and create an enabling environment for sustainable development.

It is hereby certified that this SDIP:

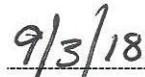
- Was developed in collaboration between representatives from the Chief Directorate: Business Planning and Strategy, Chief Directorate: Social Welfare, Directorate: Business Planning and Policy Alignment, Directorate: Children and Families, and Directorate: Process Design and Improvement in the Department of the Premier;
- Was prepared in line with the DSD Strategic Plan (SP) 2015/2020 and Annual Performance Plan (APP) 2018/19; and
- Was compiled with the latest available information from the Departmental Business Planning and Child Protection units, and other statutory sources.

Recommended by:

Ms Marion Johnson
Chief Director: Business Planning and Strategy



Signature



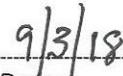
Date:

Supported by:

Mr Charles Jordan
Chief Director: Social Welfare (SDIP Process Owner)



Signature

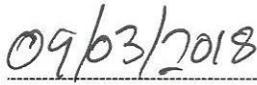


Date:

Dr Robert Macdonald
Head of Department



Signature



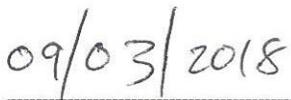
Date:

Approved by:

Adv. Albert Fritz
Minister of Social Development



Signature



Date:

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Part B: SDIP Development Approach

SDIP Introduction

Introduction

The purpose of a Service Delivery Improvement Plan (SDIP) is to facilitate the commitment of a state institution to continuous service delivery improvement mechanisms that seek to improve the nature and quality of the actual service being provided, and the manner in which the service is delivered.

Care and protection services to children represents the major focus of the Department's work in line with its specific role of ensuring that government meets its obligation to protect the rights of children under Section 28 of the Constitution. In doing so, the Department spends a large portion of its transfer budget on funding Non-profit organisations (NPOs) to provide such services.

This SDIP is informed and aligned with the Strategic Plan (SP) 2015-2020, the Annual Performance Plan (APP) 2018/19, and Provincial Strategic Goal (PSG) 3 in terms of the strong focus on the improvement of child care and protection services as legislated by the Children's Act.

The two areas that are being prioritised for service delivery improvement over the next three years are:

- **Service 1: Child Protection**-To conduct performance monitoring of designated child protection organisations. Performance monitoring and the analysis of the performance information will provide the Department with information that ensures that service providers deliver on the services for which they are funded.
- **Service 2: Foster Care Management**-Recruitment and training of safety and foster parents. Recruitment selection and training of safety and foster parents will ensure that children in need of care are placed with suitable alternative parents, and receive quality care.

Preparatory process

The current SDIP (for 2016-19) identified the importance of care and services to children as a focus area of the Department. There was extensive consultation with stakeholders in the Department's programmes and regions, and projects relating to the Child Protection Strategy and Foster Care were defined and incorporated in the current SDIP. These projects have been running for the period 2016-17, and 2017-18, and reported on in terms of the SDIP process.

The DG Circular No. 31 of 2017 (dated 8 August 2017) indicated that departments are required to submit new 3-year SDIPs commencing on 1 April 2018, irrespective of the period of their current SDIPs. Therefore, to prepare for the development of this SDIP and to identify the deliverables and activities, consultations were held with the chief director for Social Welfare as well as Business Planning and Strategy, the directors for Child Care and Protection as well as Business Planning and Policy Development and the Customer Care Unit. These consultations were important to ensure top management buy-in as well as to ensure a focussed SDIP for the future.

The focus on Child Care and Protection from the previous SDIP (for 2016-19) is maintained in this SDIP (for 2018-21). This is also supported by the situational analysis prepared for the 2018-19 Annual Performance Plan (APP) by the Department's Research Unit.

The deliverables were re-focussed on a narrower group of clients (stakeholders) and the activities were given measurable (SMART) indicators.

The identified service delivery improvement areas in this SDIP received DSD Management Committee (MANCO) approval in January 2018.

The following table indicates the consultations that took place in order to compile this document.

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Stakeholders	Meeting Discussion	Date
Dr Lesley Corrie Director: Children and Families	Refine/identify the key service areas; to gain buy-in from top management	11, 16 January 2018
Mr Charles Jordan Chief Director: Social Welfare;	Refine/identify the key service areas; to gain buy-in from top management	2 February 2018
Dr Robert Macdonald HOD: Social Development	Approval for the refined service delivery areas; to gain buy-in from top management	23 January 2018
DSD SDIP Team: Ms Marion Fogell: Director: Business Planning & Policy Alignment Ms Neliswa Majambe: Assistant Director: Business Planning & Policy Alignment Dr Deirdre Rule: Deputy Director: Monitoring & Reporting; Mr Kenneth Marthinus: Deputy Director: Customer Care	Meeting with DotP, DPISA, and other Western Cape departments. Empowerment of members of the SDIP team at SDIP training workshop attended to develop the new SDIP; workshop/assistance in understanding the SDIP template	30 January 2018
Child Protection Team: Nomfundo Nabela: Deputy Director: Children and Families Hughen Lombard: Assistant Director: Monitoring & Evaluation, Children and Families	SDIP working meetings, further develop the SDIP	6, 16, 28 Feb 2018; 1 March 2018
Foster Care Management Team: Tozama Ngcongolo: <i>Deputy Director: Foster Care programme</i> Geraldine Skots: <i>Social Worker, Foster Care programme</i>	SDIP working meetings, further develop the SDIP	5, 19, 28 Feb 2018; 1 March 2018
DotP SDIP team: Jacob Boonzaaier: <i>Director- Process Design and Improvement</i> Tersia Pretorius: <i>Deputy Director-Process Design and Improvement</i> Nelson Mtongana: <i>Deputy Director-Process Design and Improvement</i> Robbie Hall: <i>Chief Organisational- Design Practitioner, Process Design and Improvement</i>	Clarify/discuss the new SDIP document and project plan	23 February 2018
Ms Marion Johnson:	Review the SDIP processes and document	28 February 2018

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Chief Director: Business Planning & Strategy		
DSD SDIP Team: Ms Marion Fogell: Director: Business Planning & Policy Alignment Ms Neliswa Majambe: Assistant Director: Business Planning & Policy Alignment Dr Deirdre Rule: Deputy Director: Monitoring & Reporting; Mr Kenneth Marthinus: Deputy Director: Customer Care	Project planning	1 February 2018
	Project team meeting	7 February 2018 21 February 2018
	Workshop document in progress	23 February 2018 28 February 2018 1 March 2018 7 March 2018
	Review document with CD: Business Planning and Strategy	28 February 2018

SDIP team

The identified SDIP team received DSD Management Committee (MANCO) approval in January 2018.

Name	Designation
Executive management of the DSD: (MANCO)	
Robert Macdonald	Head of Department (HoD)
Marion Johnson	Chief Director (CD): Business Planning and Strategy
Charles Jordan	Chief Director: Social Welfare Services
Mzwandile Hewu	Chief Director: Community Development
Juan Smith	Chief Financial Officer (CFO)
David Abrahams	Director: Office of the Ministry
Officials from Service One and Service Two	
Lesley Corrie	Director: Children and Families
Nomfundo Nabela	Deputy Director: Children and Families
Tozama Ngcongolo	Deputy Director: Foster Care programme
Hughen Lombard	Assistant Director: Monitoring & Evaluation, Children and Families
Geraldine Skots	Social Worker, Foster Care programme
Officials from Directorate: Business Planning & Policy Alignment	
Marion Fogell	Director: Business Planning and Policy Alignment

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Name	Designation
Tughfa Hamdulay	Director: Business Planning and Policy Alignment (former)
Lungelwa Bam	Deputy Director: Business Planning
Neliswa Majambe	Assistant Director: Business Planning
Deirdre Rule	Deputy Director: Monitoring and Reporting
Other DSD managers	
Kenneth Marthinus	Deputy Director: Customer Care (BPIAN Coordinator)
Process Design and Improvement (DotP)	
Jacob Boonzaaier	Director: Process Design and Improvement
Tersia Pretorius	Deputy Director: Process Design and Improvement
Nelson Mtongana	Deputy Director: Process Design and Improvement
Robbie Hall	Chief Organisational Design Practitioner, Process Design and Improvement
Athi Sokutu	Chief Organisational Design Practitioner, Process Design and Improvement

Communication Plan:

The draft and final SDIP are consulted with members of the DSD SDIP team and Process Design and Improvement (in DotP).

The approved SDIP will be published on the Department's website and this will be communicated to all officials in the department (including frontline officials) via a Newsflash. The SDIP will be communicated to the targeted service beneficiaries at the quarterly engagements with NPOs, and training sessions with foster and safety parents. Batho Pele surveys of the beneficiaries are project deliverables.

Implementation Plan

The implementation of this SDIP is the responsibility of the Director: Children and Families. It will take place from 01/04/2018 – 31/03/2021.

The responsible managers are responsible for the planning and achievement of the project deliverables in line with the performance targets described below for Service 1 (Nomfundo Nabela) and Service 2 (Tozama Ngcongolo).

Reporting Plan

Performance reports on progress of the SDIP will be compiled quarterly and annually in order to monitor progress of the deliverables and achievement of the targets by the Sub-Directorate: Monitoring and Evaluation in the Directorate: Business Planning and Policy Alignment.

The quarterly reports will be sent to the departmental stakeholders (MANCO and Directorate: Children and Families). The annual reports will be communicated within the Department and will also be sent to DotP, DPSA. Furthermore, a summary will be incorporated into the Department's Annual Report.

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Monitoring Plan

The Sub-Directorate: Monitoring and Evaluation in the Directorate: Business Planning and Policy Alignment will perform quarterly progress monitoring against the identified performance targets described below for Service 1 and Service 2 and include this in the quarterly and annual reports.

Evaluation Plan

Evaluation of the Department's outputs are prioritised and performed in terms of the Department's Annual Research Plan.

Change Management Plan

The Director: Children and Families is responsible for annual review of this SDIP in response to the monitoring and performance reports. Support for the review will be provided by the Directorate: Business Planning and Policy Alignment. Business changes, problems and risks will be assessed and plans will be amended and approved as necessary.

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Part C: Legal Mandate, Listed Services & Situational Analysis

Vision, Mission and Values

Vision:	A self-reliant society.	
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.	
Values	Caring	To care for those, we serve and work with
	Competence	The ability and capacity to do the job we are appointed to do
	Accountability	We take responsibility
	Integrity	To be honest and do the right thing
	Innovation	To be open to new ideas and develop creative solutions to problems in a resourceful way
	Responsiveness	To serve the needs of our citizens and employees

Key Service Delivery Principles

Working differently	DSD will endeavour to explore and test different and innovative ways of working in order to achieve maximum results in the shortest possible time without compromising quality.
Consultation and inclusion	We will pay on-going attention to meaningful engagement with our partners and stakeholders as defined in the Intergovernmental Relations Framework Act 13 of 2005.
Accessibility	Accessibility of services to those who need it is essential. The Department will continue modernising its structure and processes where necessary over the MTEF period.
Accountability and transparency	Institutionalise good corporate governance through the implementation of results-based monitoring, evaluation and reporting, sound business processes, policies and enhancement of compliance in order to improve accountability and performance.

Legislative Mandate:

- Constitution of the Republic of South Africa, 1996
- Prevention and Combatting of Trafficking in Persons Act, No. 7 of 2013
- Sexual Offences and Related Matters Amendment Act, No. 6 of 2012
- National Youth Development Agency Act, No. 54 of 2008
- Prevention and Treatment for Substance Abuse Act, No. 70 of 2008

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- Child Justice Act, No. 75 of 2008
- Older Persons Act, No. 13 of 2006
- The Intergovernmental Relations Framework Act, No. 13 of 2005
- Children's Act, No. 38 of 2005
- Probation Services Amendment Act, No. 35 of 2002
- Social Service Professions Act, No. 110 of 1978; Amended 1995, 1996 & 1998
- Domestic Violence Act, No. 116 of 1998
- Non-Profit Organisations Act, No. 71 of 1997

Listed Services

Core functions of the Department

The Department is committed to the following two core functions:

- A **Social Welfare Service** to the poor and vulnerable in partnership with stakeholders and civil society organisations; and
- A **Community Development Service** that provides sustainable developmental programmes, which facilitate empowerment of communities.

SOCIAL WELFARE SERVICE	COMMUNITY DEVELOPMENT SERVICES
<ul style="list-style-type: none"> • Services to Older Persons • Services to the Persons with Disabilities • Social Relief • Care and Services to Families • Child Care and Protection • ECD and Partial Care • Child and Youth Care Centres • Community-Based Care Services for children • Crime Prevention and support • Victim Empowerment • Substance Abuse, Prevention and Rehabilitation 	<ul style="list-style-type: none"> • Institutional capacity building (ICB) and support for NPOs • Community-Based Research and Planning • Youth development • Population Policy Promotion

The Department has an obligation to provide child care and protection services as legislated by the Children's Act. Department spends a large portion of its transfer budget on funding Non-profit organisations (NPOs) to provide such services. The key focus of the Child Care Protection Programme is the full implementation of the basic requirements and effective monitoring of the Children's Act for all statutory services Under Child Care and Protection focus - The department identified these two service areas:

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- **Service 1: Child Protection**-To conduct performance monitoring of designated child protection organisations. Performance monitoring and the analysis of the performance information will provide the Department with information that ensures that service providers deliver on the services for which they are funded.
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Child Care and Protection

The core legislative mandates of the Department reside within the services it provides for the care and protection of children through its Child Care and Protection (CCP) Programme. A key focus of the CCP Programme is the full implementation of the basic requirements and effective monitoring of the Children's Act for all statutory services. Interventions and services prioritised within the available resources are:

- Preventative services – public education focusing on civic responsibility and the obligation to report child maltreatment in order to prevent child abuse, neglect and exploitation; parental responsibilities and rights;
- Early Intervention services – providing a range of programmes for children at risk including, but not limited to:
 - Adolescent development programmes;
 - Programmes for children with behavioural, psychological and emotional difficulties;
 - Anti-Bullying/ No Bullying programmes;
 - Trauma and bereavement counselling;
 - Support to unaccompanied and separated migrant children;
- Statutory services for children in need of care and protection with a focus on:
 - Safety and risk assessment;
 - Temporary safe care of children at risk;
 - Children in foster care: implementation of a Provincial Foster Care Management Plan and the Cluster Foster Care Implementation Plan;
 - Adoption services for children;
 - Transitional care and support programmes for children about to exit alternative care.
- Provision of aftercare services:
 - Reunification and after care services
- The application of norms and standards in compliance with the Children's Act through the implementation of the Quality Assurance Policy Framework;
- Continuous provision of training to social service practitioners on matters related to the implementation of the Children's Act.

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Situational Analysis

Performance environment

Community Survey 2016 reported that 1 929 700 children between the ages of 0 and 17 years live in the Western Cape, of whom 542 575 children are aged 0 to 4 years.

Geographically (according to Census 2011), 63% of children reside in the Cape Metro followed by 14% in the Cape Winelands, 10% in Eden, 7% in the West Coast, 4% in the Overberg and 1% in the Central Karoo. In terms of gender, there were 50.4% male and 49.6% female children between the ages of 0 to 17 years. The vulnerability of children growing up without their parents is highlighted by the finding that 10.4% of household members are grandchildren. The province has a high incidence of child maltreatment that supports the CCP Programme's focus on the provision of programmes aimed at the prevention of child abuse, neglect and exploitation.

The Department's Research Unit undertook an analysis of reported cases of alleged child maltreatment in the province¹ in order to obtain a clearer understanding of trends in this regard. Based on figures for the reporting period (April 2013-March 2014) there were 3 482 cases of alleged child maltreatment reported to the Department and their supporting organisations, this indicated an incident rate of 200 cases per 100,000 children (0.2%).

Of the alleged child victims of maltreatment reported to the Department in the WC, 65.1% (2 267) were female and 32.8% (1 142) were male. The age group most at risk of maltreatment in the WC were children under one-year-old, namely (9%) or 313 reported cases. The most prevalent type of reported child maltreatment in the WC was sexual abuse with 1 412 cases, making up 40.1% of all reported cases. Cases involving neglect were second with 1 125 cases or 32.3% of the total. This was followed by physical abuse (343 cases) accounting for 9.9% of the total. Concerning was the number of cases that were attributed to children suffering multiple forms of abuse, namely 253 (7.1%). Emotional abuse was reported in 4.5% of cases and abandonment in 2.8% of all reported cases. Female children comprised the majority of maltreatment cases and within this they were also more at risk for each type of abuse, predominately 81.1% (1 145) of all sexual abuse cases, 60.9% (95) of all emotional abuse cases and 60% (60) of all cases of abandonment.

The vast majority of cases of neglect were found in the youngest age group (under one-year-old) 18.3% (200) and incidences of neglect appear to decrease as the child gets older². Most cases of sexual abuse were reported in the 14-year-old age group³ 8.5% (117) but there was also a peak of prevalence in the seven-year-old age group 116 reported. Physical abuse is predominant in the under one-year age category 10.2% (34) as is abandonment 29.8% (28). Similar to neglect, incidences of abandonment appear to reduce as the child gets older. From this study, the youngest and female children in the WC were found to be most at risk of maltreatment. It is evident that child protection strategies should be intensified in areas of the province that have a high rate of gang related violence, substance abuse (including alcohol), drug related crime, and domestic violence.

The socio-economic vulnerability of children who have lost their parents supports the provision of services for children found to be in need of care and protection. In Census 2011, 19,645 children were reported to have lost both their mother and father while 3,482 child headed households were identified in the province.

¹ Western Cape Department of Social Development (2015). An Evaluation of Child Maltreatment Data. Internal research report compiled by Victoria Tully and Faheemah Esau.

² Most likely due to the amount of care a younger child/ baby requires

³ Onset of sexual maturation

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In 2012⁴, 27.4% (512,000) children in the province were living in income poverty⁵ while 10.0% were living in households without an employed adult. The risks faced by children in poor households should be addressed in order to prevent neglect and promote their optimal development

Organisational Environment

The Department continues to face the ongoing challenge of executing its statutory mandates within an increasingly constrained fiscal environment, growing provincial population, challenges emanating from social ills and increasing demand for services. To this end, building an efficient Department is essential. Key elements in this drive are improvements to its organisational structure, stringent cost containment measures, effective departmental governance systems and business processes and strategies to improve the delivery of its services, with a particular focus on meeting the Department's core statutory obligations.

The Department monitors performance of NPOs whilst providing on-going support and capacity building where required. Performance monitoring of NPOs serves as a basis for guiding and supporting the NPOs' commitment towards excellence and to working towards established measurable standards of quality. More specifically, the process can assist the NPOs to design quality into services, and can promote and support continuous improvement and good governance. Where longer-term intensive capacity building/ training is required to improve NPO performance and NPOs are not in a position to access such opportunities themselves, the Department plays a facilitation role through the programme or the ICB component.

The increase in the main budget for the Programme Children and Families of R694 273 million in 2018/19 to R744 675 million in 2019/20 is due to provisions for the expansion of services earmarked and priority allocation increases to NPOs. The budget allocation thereafter increases to R777 650 million in 2020/21 (APP 2018/19:62, 63).

⁴ South African Child Gauge: 2012 General Household Survey figures by Statistics SA. (2014). University of Cape Town.

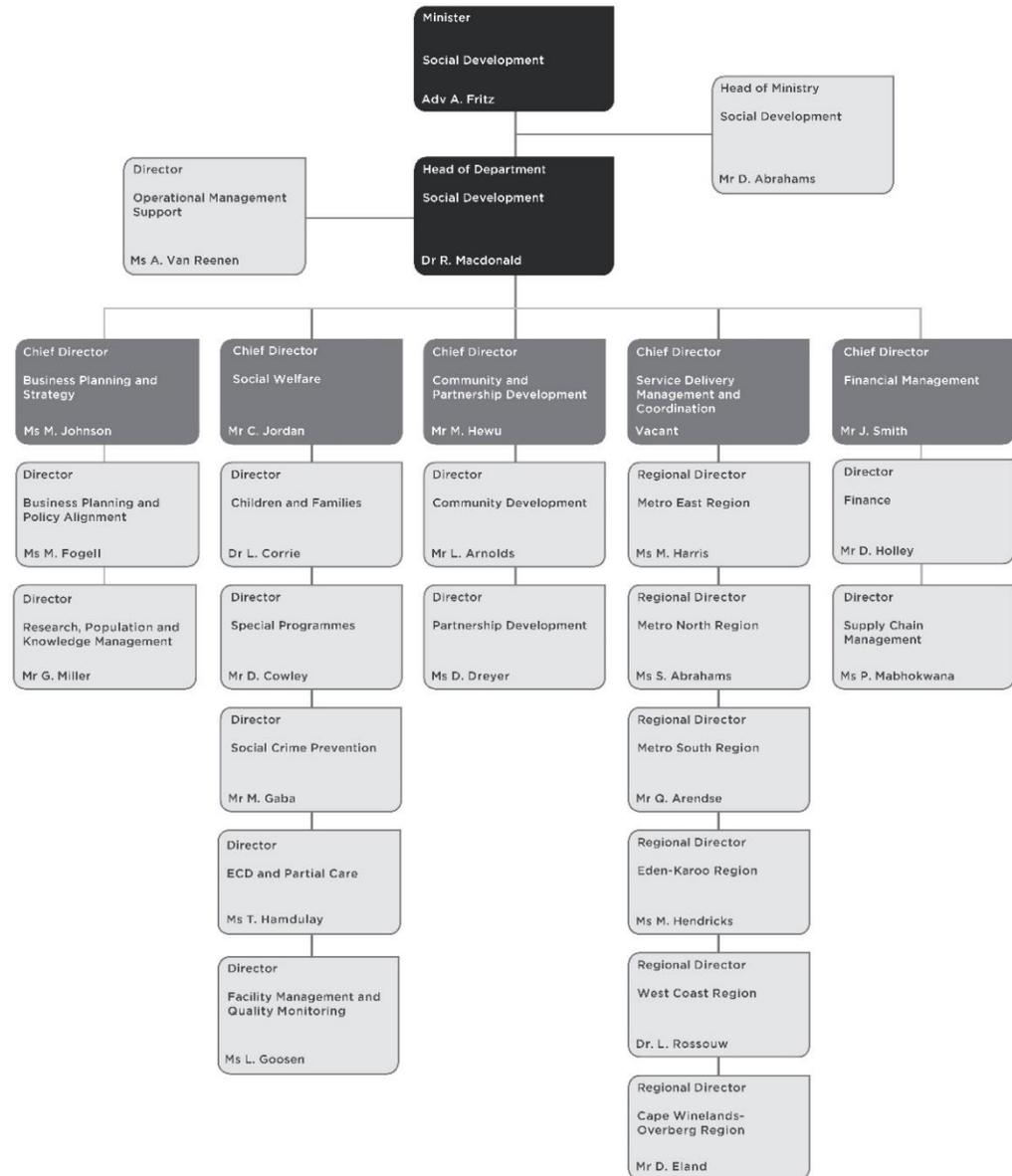
⁵ Households with a monthly per capita income of less than R604.

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Organisational structure

The 2014 approved departmental microstructure included the creation of an Early Childhood Development (ECD) and Partial Care Directorate and additional capacity in the Chief Directorates: Social Welfare, and Community and Partnership Development to monitor NPO service performance and compliance with the sector statutory norms and standards. By March 2015, existing staff were matched and placed into the new microstructure and during the 2015/16 financial year the recruitment process for the remaining vacancies was implemented. The Facilities Management and Quality Monitoring Directorate has been strengthened by a quality assurance arm to ensure that all department-run and department funded Child and Youth Care Centres (CYCCs) and places of safety comply with the norms and standards prescribed by the Children's Act and Child Justice Act. This is to ensure the safety and wellbeing of vulnerable children in the province.

The Department is organised into five Chief Directorates: Business Planning and Strategy; Social Welfare; Community and Partnership Development, Service Delivery Management and Coordination; and Financial Management. The Children and Families directorate is located under the Chief Directorate: Social Welfare as reflected in the organisational structure.



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Identification of key services

The care and protection services to children represent 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 and to coordinate them with other provincial departments, municipalities, NPOs and private sector partners⁶.

During this MTEF period, the following strategic decisions will influence the realisation of the strategic outcomes:

- Transfer funding to designated child protection organisations would require inflationary increases. These organisations require monitoring in order to ensure that quality services are delivered to the Department's ultimate intended beneficiaries, namely vulnerable children and their families;
- Adoption and foster care are regarded as a priority in the province. An approved foster care management plan is in place;
- Recruitment drive and support programme for safety parents and foster parents;
- Parenting programmes will be scaled down but there will be a focus on family mediation; and
- Prioritisation of statutory services and incremental implementation of statutory mandates.

⁶ Minister's foreword in APP (2018/19)

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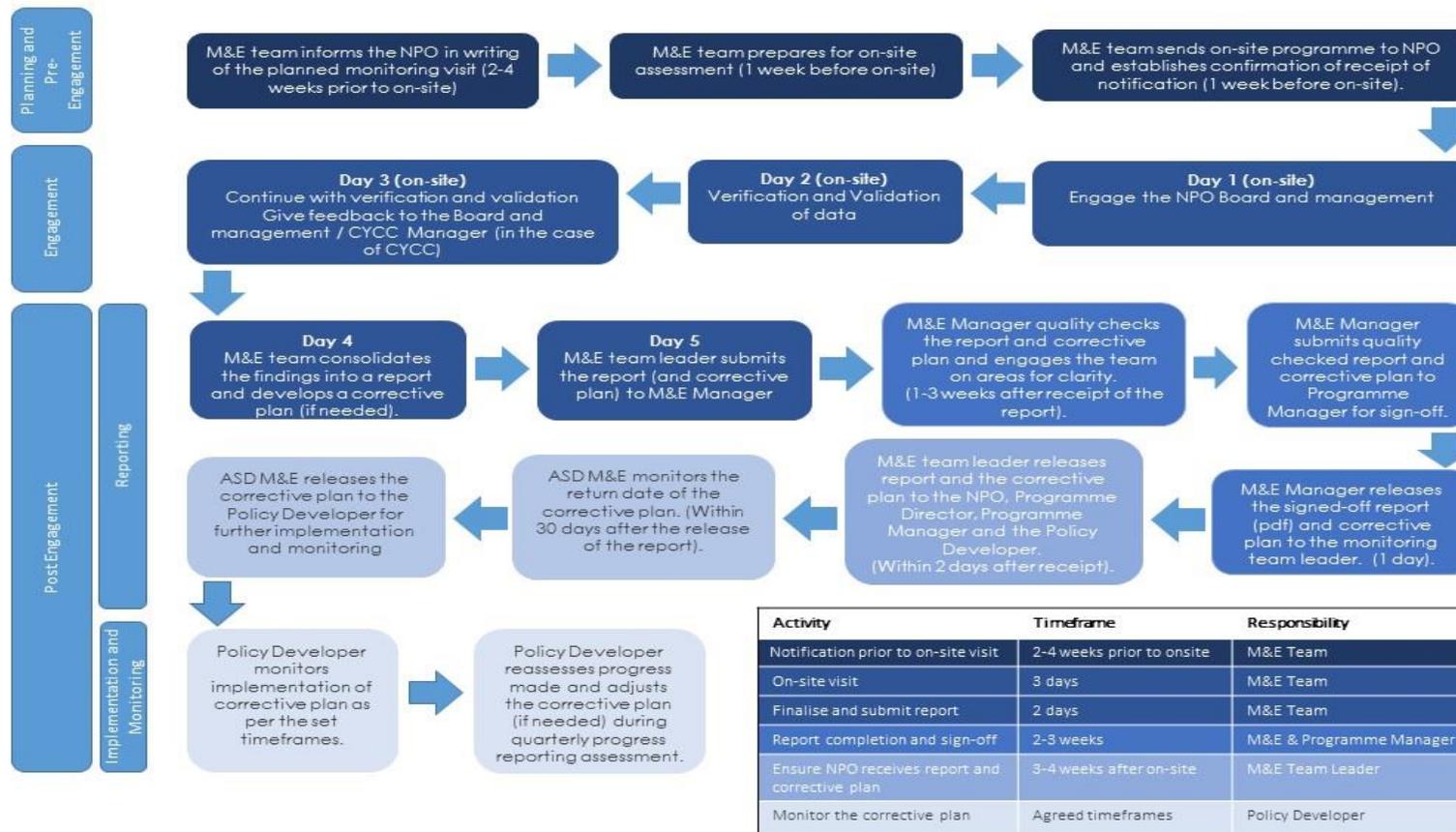
Part D: Action Planning

Service One: Child Care Protection- Performance monitoring of designated child protection organisations

Service beneficiary: Funded Child Protection Non-profit organisations (NPOs)

Process mapping & unit costing

The following flow diagram depicts an activity-based step-by-step process outlining the time and human resources required per activity. Unit costing per activity is not available currently.



Activity	Timeframe	Responsibility
Notification prior to on-site visit	2-4 weeks prior to onsite	M&E Team
On-site visit	3 days	M&E Team
Finalise and submit report	2 days	M&E Team
Report completion and sign-off	2-3 weeks	M&E & Programme Manager
Ensure NPO receives report and corrective plan	3-4 weeks after on-site	M&E Team Leader
Monitor the corrective plan	Agreed timeframes	Policy Developer

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Problem analysis and Problem statement

As indicated in the situational analysis above, the high level of maltreatment of children is a major concern for the Department. In order to complement their own capacity to provide child protection services, the Department works in close collaboration with designated NPO child protection organisations (DCPOs). This means that the NPOs may render the full scope of child protection services in terms of the Children's Act, i.e. from prevention programs to statutory interventions. The use of the DCPOs to deliver child protection services poses a risk for the primary beneficiaries (children) and the Department.

The Department has a mandate to monitor all funded NPOs in line with a schedule (monitoring plan). This mandate is derived from a variety of policy frameworks and legislation that emphasise the importance and value of the monitoring and evaluation (M&E) function within the Department. The assessment of quarterly progress reports and complaints received from the public also raise areas of concern that may trigger the monitoring and evaluation process for funded DCPO. This may relate to areas such as non-compliance to service-delivery norms and standards; outputs; or to governance and administrative issues.

The purpose of the performance monitoring and reporting on the DCPOs is to ensure that legislation and policies are upheld, and reflected in practice at all levels of the services delivered. It helps to identify service delivery challenges, as well as to ensure that financial and other resources are managed efficiently, and to ensure that the targeted service beneficiaries receive an effective and quality service. It also enables both the NPO and the Department to take decisive, timely and appropriate action if any of the above are not in place.

In the past financial year, performance monitoring assessments of 52 DCPOs have resulted in the development of 42 corrective action plans for organisations that are not meeting the required performance standards. These 6 – 12 month plans need to be monitored to ensure that they are implemented.

The purpose of this SDIP is to measure and indicate the effectiveness of the monitoring of the NPO DCPOs; the monitoring of the implementation of the corrective action plans; the support provided by the Department to NPOs; and hence improve the quality of the services to the beneficiaries. Tracking and reporting on the monitoring system and the analysis of performance information will continue to provide the Department with information to ensure that public funds are spent as agreed and service providers deliver on the services for which they are contracted and funded, and to reduce the risks to the targeted beneficiaries, namely vulnerable children and their families.

Performance Levels & target setting

Performance area

1. Conducting performance monitoring of 120 funded and six unfunded designated child protection organisations within a three-year cycle to ensure compliance to norms and standards of the Children's Act, based on the Western Cape Department of Social Development Standard Operating Procedure for Performance Monitoring and Evaluation Process for Funded NGOs/ NPOs (2017).
2. All funded NPOs submit quarterly progress reports, including reports on progress of corrective plans (where applicable) which are assessed by the CCP Programme.

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Base year 0 Performance levels	Year 1 Performance target	Year 2 Performance target	Year 3 Performance target
Qualitative Targets			
<p>All funded NPOs (126) submit quarterly progress reports, which are assessed by the programme.</p> <p>52 NPOs were monitored in the financial year 2017/18.</p> <p>42 Corrective plans were drawn up, of which the NPOs are expected to provide quarterly progress reports.</p>	<ol style="list-style-type: none"> 1. Programme policy developers assess the quarterly progress reports of all NPOs, and report on compliance to Programme management, and to the respective NPOs (where appropriate/ needed). 2. A monitoring plan for 2018/19 is put in place by 1 April 2018 and is amended as necessary in line with risks identified from the quarterly progress reports submitted by the NPOs and on-site monitoring visits. 3. NPOs are monitored in line with this plan (as amended) and the SOP for performance monitoring of social welfare services. 4. Corrective plans exist for all NPOs who are not compliant with norms and standards and/or meeting targets. 5. Corrective plan deliverables are reported on quarterly in the NPO progress reports. 6. Programme policy developers analyse the progress reports of all NPOs, and provide quarterly feedback on compliance to Programme management, and to the respective NPOs (where appropriate / necessary). 7. All NPOs not complying with the corrective plan are referred to DSD's ICB unit for further support. 	<ol style="list-style-type: none"> 1. Programme policy developers assess the quarterly progress reports of all NPOs, and report on compliance to Programme management, and to the respective NPOs (where appropriate/ needed). 2. A monitoring plan for 2019/20 is put in place by 1 April 2019 and is amended as necessary in line with risks identified from the quarterly progress reports submitted by the NPOs and on-site monitoring visits. 3. NPOs are monitored in line with this plan (as amended) and the SOP for performance monitoring of social welfare services. 4. Corrective plans exist for all NPOs who are not compliant with norms and standards and/or meeting targets. 5. Corrective plan deliverables are reported on quarterly in the NPO progress reports. 6. Programme policy developers analyse the progress reports of all NPOs, and provide quarterly feedback on compliance to Programme management, and to the respective NPOs (where appropriate / necessary). 7. All NPOs not complying with the corrective plan are referred to DSD's ICB unit for further support. 	<ol style="list-style-type: none"> 1. Programme policy developers assess the quarterly progress reports of all NPOs, and report on compliance to Programme management, and to the respective NPOs (where appropriate/ needed). 2. A monitoring plan for 2020/21 is put in place by 1 April 2020 and is amended as necessary in line with risks identified from the quarterly progress reports submitted by the NPOs and on-site monitoring visits. 3. NPOs are monitored in line with this plan (as amended) and the SOP for performance monitoring of social welfare services. 4. Corrective plans exist for all NPOs who are not compliant with norms and standards and/or meeting targets. 5. Corrective plan deliverables are reported on quarterly in the NPO progress reports. 6. Programme policy developers analyse the progress reports of all NPOs, and provide quarterly feedback on compliance to Programme management, and to the respective NPOs (where appropriate / necessary). 7. All NPOs not complying with the corrective plan are referred to DSD's ICB unit for further support.
Quantitative Targets			
<p>All funded NPOs (126) submit quarterly progress reports, which are assessed by the programme.</p>	<ol style="list-style-type: none"> 1. Programme policy developers assess the quarterly progress reports of all NPOs, and report on compliance to 	<ol style="list-style-type: none"> 1. Programme policy developers assess the quarterly progress reports of all NPOs, and report on compliance to 	<ol style="list-style-type: none"> 1. Programme policy developers assess the quarterly progress reports of all NPOs, and report on compliance to

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Base year 0 Performance levels	Year 1 Performance target	Year 2 Performance target	Year 3 Performance target
<p>52 NPOs were monitored in the financial year 2017/18 in line with the monitoring plan.</p> <p>42 corrective plans were drawn up to date.</p>	<p>Programme management, and to the respective NPOs (where appropriate/ needed).</p> <p>2. A monitoring plan for 2018/19 is approved by 1 April 2018 and quarterly revisions are approved.</p> <p>3. 54 NPOs are monitored in line with this plan (subject to revision).</p> <p>4. Corrective actions are agreed with all NPOs who are newly identified as non-compliant.</p> <p>5. All NPOs with corrective actions report on their corrective plans quarterly in their progress report.</p> <p>6. All NPOs not complying with the corrective plan are referred to DSD's Institutional Capacity Building (ICB) unit for further support.</p>	<p>Programme management, and to the respective NPOs (where appropriate/ needed).</p> <p>2. A monitoring plan for 2019/20 is approved by 1 April 2019 and quarterly revisions are approved.</p> <p>3. 36 NPOs are monitored in line with this plan (subject to revision).</p> <p>4. Corrective actions are agreed with all NPOs who are newly identified as non-compliant.</p> <p>5. All NPOs with corrective actions report on their corrective plans quarterly in their progress report.</p> <p>6. All NPOs not complying with the corrective plan are referred to DSD's Institutional Capacity Building (ICB) unit for further support.</p>	<p>Programme management, and to the respective NPOs (where appropriate/ needed).</p> <p>2. A monitoring plan for 2020/21 is approved by 1 April 2020 and quarterly revisions are approved.</p> <p>3. 36 NPOs are monitored in line with this plan (subject to revision).</p> <p>4. Corrective actions are agreed with all NPOs who are newly identified as non-compliant.</p> <p>5. All NPOs with corrective actions report on their corrective plans quarterly in their progress report.</p> <p>6. All NPOs not complying with the corrective plan are referred to DSD's Institutional Capacity Building (ICB) unit for further support.</p>

Professional standards

Standard	Current professional standards	Desired changes (if applicable) Year 1	Desired changes (if applicable) Year 2	Desired changes (if applicable) Year 3
Registration with the South African Council for Social Services Professions (SACSSP)	<p>1. All social work managers, supervisors, social workers and social auxiliary workers employed by NPOs funded by CCP and monitored in the year are registered with the SACSSP.</p> <p>2. All social services professionals in the CCP programme are registered with the SACSSP.</p>	<p>1. All social work managers, supervisors, social workers and social auxiliary workers employed by NPOs funded by CCP and monitored in the year are registered with the SACSSP.</p> <p>2. All social services professionals in the CCP programme are registered with the SACSSP.</p>	<p>1. All social work managers, supervisors, social workers and social auxiliary workers employed by NPOs funded by CCP and monitored in the year are registered with the SACSSP.</p> <p>2. All social services professionals in the CCP programme are registered with the SACSSP.</p>	<p>1. All social work managers, supervisors, social workers and social auxiliary workers employed by NPOs funded by CCP and monitored in the year are registered with the SACSSP.</p> <p>2. All social services professionals in the CCP programme are registered with the SACSSP.</p>
Registration in terms of the NPO Act (71 of 1997)	All funded NPOs are registered according to the NPO Act.	All funded NPOs are registered according to the NPO Act.	All funded NPOs are registered according to the NPO Act.	All funded NPOs are registered according to the NPO Act.

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Standard	Current professional standards	Desired changes (if applicable) Year 1	Desired changes (if applicable) Year 2	Desired changes (if applicable) Year 3
Designation of Child Protection Organisations in terms of the Children's Act	All funded Child Protection organisations monitored in the year are designated to provide child protection services in terms of Section 107 of the Children's Act.	All funded Child Protection organisations monitored in the year are designated to provide child protection services in terms of Section 107 of the Children's Act.	All funded Child Protection organisations monitored in the year are designated to provide child protection services in terms of Section 107 of the Children's Act.	All funded Child Protection organisations monitored in the year are designated to provide child protection services in terms of Section 107 of the Children's Act.

Legal standards -including Standard Operating Procedures (SOPs)

Performance area	Current legal standards and approved SOPs	Desired changes (if applicable) Year 1	Desired changes (if applicable) Year 2	Desired changes (if applicable) Year 3
Legislative norms and standards in conjunction with the Children's Act.	<ol style="list-style-type: none"> The SOP for monitoring of NPOs funded by CCP includes questions on their compliance with norms and standards in terms of the Children's Act. Corrective plans are drawn up for all NPOs found to be non-compliant with norms and standards by the on-site monitoring teams. 	<ol style="list-style-type: none"> The SOP for monitoring of NPOs funded by CCP includes questions on their compliance with norms and standards in terms of the Children's Act. Corrective plans are drawn up for all NPOs found to be non-compliant with norms and standards by the on-site monitoring teams. 	<ol style="list-style-type: none"> The monitoring of NPOs funded by CCP includes questions on their compliance with norms and standards in terms of the Children's Act. Corrective plans are drawn up for all NPOs found to be non-compliant with norms and standards by the on-site monitoring teams. 	<ol style="list-style-type: none"> The monitoring of NPOs funded by CCP includes questions on their compliance with norms and standards in terms of the Children's Act. Corrective plans are drawn up for all NPOs found to be non-compliant with norms and standards by the on-site monitoring teams.
Western Cape Department of Social Development Standard Operating Procedure for Performance Monitoring and Evaluation Process for Funded NGOs/ NPOs (2017)	The SOP for Performance Monitoring and Evaluation is followed for all on-site monitoring visits.	The SOP for Performance Monitoring and Evaluation is followed for all on-site monitoring visits.	The SOP for Performance Monitoring and Evaluation is followed for all on-site monitoring visits.	The SOP for Performance Monitoring and Evaluation is followed for all on-site monitoring visits.

Batho Pele Principles

The department will continuously improve on the current Batho Pele Standard.

Principle	Current	Desired year 1	Desired Year 2	Desired year 3
Consultation:	The CCP programme conducts six-monthly regional engagements with funded child protection NPOs and DSD regional officials.	The CCP programme conducts six-monthly regional engagements with funded child protection NPOs and DSD regional officials.	The CCP programme conducts six-monthly regional engagements with funded child protection NPOs and DSD regional officials.	The CCP programme conducts six-monthly regional engagements with funded child protection NPOs and DSD regional officials.

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Principle	Current	Desired year 1	Desired Year 2	Desired year 3
	<p>Directorate Provincial Children and Families' forum held quarterly.</p> <p>NPOs are not consulted on Batho Pele principles.</p>	<p>Directorate Provincial Children and Families' forum held quarterly.</p> <p>A Batho Pele survey for funded NPOs is developed.</p>	<p>Directorate Provincial Children and Families' forum held quarterly.</p> <p>A Batho Pele survey for funded NPOs is pilot-tested.</p>	<p>Directorate Provincial Children and Families' forum held quarterly.</p> <p>CCP funded NPOs are surveyed on Batho Pele principles and a report compiled and sent to Programme Management.</p>
Courtesy:	<p>Customer Care official at each Regional and Local Office are trained to assist NPOs with enquiries or complaints, and refer the enquiries / complaints to appropriate officials in the programme.</p> <p>NPO help desk assists NPOs with enquiries or complaints (walk-in or by phone), and refers the enquiries / complaints to appropriate officials in the programme.</p> <p>DSD has an SOP for the handling of enquiries and complaints.</p> <p>All public employees are bound by the Public Service Code of Conduct.</p> <p>Transfer Payment Agreements (TPAs) with funded NPOs include the name and contact details of the CCP policy developer who is available to assist with progress reporting and other enquiries.</p>	<p>Customer Care official at each Regional and Local Office are trained to assist NPOs with enquiries or complaints, and refer the enquiries / complaints to appropriate officials in the programme.</p> <p>NPO help desk assists NPOs with enquiries or complaints (walk-in or by phone), and refers the enquiries / complaints to appropriate officials in the programme.</p> <p>DSD has an SOP for the handling of enquiries and complaints.</p> <p>All public employees are bound by the Public Service Code of Conduct.</p> <p>TPAs with funded NPOs include the name and contact details of the CCP policy developer who is available to assist with progress reporting and other enquiries.</p>	<p>Customer Care official at each Regional and Local Office are trained to assist NPOs with enquiries or complaints, and refer the enquiries / complaints to appropriate officials in the programme.</p> <p>NPO help desk assists NPOs with enquiries or complaints (walk-in or by phone), and refers the enquiries / complaints to appropriate officials in the programme.</p> <p>DSD has an SOP for the handling of enquiries and complaints.</p> <p>All public employees are bound by the Public Service Code of Conduct.</p> <p>Transfer Payment Agreements (TPAs) with funded NPOs include the name and contact details of the CCP policy developer who is available to assist with progress reporting and other enquiries.</p>	<p>Customer Care official at each Regional and Local Office are trained to assist NPOs with enquiries or complaints, and refer the enquiries / complaints to appropriate officials in the programme.</p> <p>NPO help desk assists NPOs with enquiries or complaints (walk-in or by phone), and refers the enquiries / complaints to appropriate officials in the programme.</p> <p>DSD has an SOP for the handling of enquiries and complaints.</p> <p>All public employees are bound by the Public Service Code of Conduct.</p> <p>Transfer Payment Agreements (TPAs) with funded NPOs include the name and contact details of the CCP policy developer who is available to assist with progress reporting and other enquiries.</p>
Access:	<p>Customer Care official at each Regional and Local Office.</p> <p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message after 19H00 – 07H00.</p>	<p>Customer Care official at each Regional and Local Office.</p> <p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message after 19H00 – 07H00.</p>	<p>Customer Care official at each Regional and Local Office.</p> <p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message after 19H00 – 07H00.</p>	<p>Customer Care official at each Regional and Local Office.</p> <p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message after 19H00 – 07H00.</p>

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Principle	Current	Desired year 1	Desired Year 2	Desired year 3
	<p>NPO Help Desk (walk-in or by phone) Monday – Friday 07:30 and 16:00</p> <p>NPOs may e-mail or call the policy developer, programme manager, programme director when necessary.</p> <p>M&E officials conduct planned assessment visits at least once in three years to funded and unfunded child protection NPOs.</p> <p>The programme conducts six-monthly regional engagements with funded child protection NPOs.</p>	<p>NPO Help Desk (walk-in or by phone) Monday – Friday 07:30 and 16:00</p> <p>NPOs may e-mail or call the programme manager, programme director when necessary.</p> <p>M&E officials conduct planned assessment visits at least once in three years to funded and unfunded child protection NPOs.</p> <p>Six monthly regional engagements with funded child protection NPOs.</p>	<p>NPO Help Desk (walk-in or by phone) Monday – Friday 07:30 and 16:00</p> <p>NPOs may e-mail or call the programme manager, programme director when necessary.</p> <p>M&E officials conduct planned assessment visits at least once in three years to funded and unfunded child protection NPOs.</p> <p>Six monthly regional engagements with funded child protection NPOs.</p>	<p>NPO Help Desk (walk-in or by phone) Monday – Friday 07:30 and 16:00</p> <p>NPOs may e-mail or call the programme manager, programme director when necessary.</p> <p>M&E officials conduct planned assessment visits at least once in three years to funded and unfunded child protection NPOs.</p> <p>Six monthly regional engagements with funded child protection NPOs.</p>
Information	<p>Departmental Annual Performance Plan is published by March annually,</p> <p>DSD Annual Reports published by August annually (includes list of funded organisations and transfer funds received).</p> <p>DSD Citizens' Report which is published by October annually.</p> <p>TPAs and Service Charters are reviewed annually.</p> <p>Policies, and norms and standards are available on the DSD website.</p> <p>The programme conducts six-monthly Regional engagements with funded child protection NPOs.</p> <p>Programme office conducts education / training sessions for funded NPOs regarding child protection matters (once a year).</p> <p>TPAs with funded NPOs include the name and contact details of</p>	<p>Departmental Annual Performance Plan is published by March annually,</p> <p>DSD Annual Reports published by August annually.</p> <p>DSD Citizens Report which are published by October annually</p> <p>Transfer Payment Agreements and Service Charters are reviewed annually.</p> <p>Policies, and norms and standards are available on the DSD website.</p> <p>The programme conducts six-monthly Regional engagements with funded child protection NPOs.</p> <p>Programme office conducts education / training sessions for funded NPOs regarding child protection matters (once a year).</p> <p>Transfer Payment Agreements (TPAs) with funded NPOs include the name and contact details of</p>	<p>Departmental Annual Performance Plan is published by March annually,</p> <p>DSD Annual Reports published by August annually.</p> <p>DSD Citizens Report which are published by October annually</p> <p>Transfer Payment Agreements and Service Charters are reviewed annually.</p> <p>Policies, and norms and standards are available on the DSD website.</p> <p>The programme conducts six-monthly Regional engagements with funded child protection NPOs.</p> <p>Programme office conducts education / training sessions for funded NPOs regarding child protection matters (once a year).</p> <p>Transfer Payment Agreements (TPAs) with funded NPOs include the name and contact details of</p>	<p>Departmental Annual Performance Plan is published by March annually,</p> <p>DSD Annual Reports published by August annually.</p> <p>DSD Citizens Report which are published by October annually</p> <p>Transfer Payment Agreements and Service Charters are reviewed annually.</p> <p>Policies, and norms and standards are available on the DSD website.</p> <p>The programme conducts six-monthly Regional engagements with funded child protection NPOs.</p> <p>Programme office conducts education / training sessions for funded NPOs regarding child protection matters (once a year).</p> <p>Transfer Payment Agreements (TPAs) with funded NPOs include the name and contact details of</p>

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Principle	Current	Desired year 1	Desired Year 2	Desired year 3
	the CCP policy developer. Organisations can contact the Programme Manager CCP, Director: Children and Families, or the Chief Director: Social Welfare, whose contact details are available on the DSD website and in the APP.	the CCP policy developer. Organisations can contact the Programme Manager CCP, Director: Children and Families, or the Chief Director: Social Welfare, whose contact details are available on the DSD website and in the APP.	the CCP policy developer. Organisations can contact the Programme Manager CCP, Director: Children and Families, or the Chief Director: Social Welfare, whose contact details are available on the DSD website and in the APP.	the CCP policy developer. Organisations can contact the Programme Manager CCP, Director: Children and Families, or the Chief Director: Social Welfare, whose contact details are available on the DSD website and in the APP.
Openness & transparency:	<p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message after 19H00 – 07H00.</p> <p>The Department has appointed Information Officer in all regions and head office in terms of Promotion of Access to Information Act(PAIA)</p> <p>Departmental Website updated bi-annually or as soon as new information is received from the programmes.</p> <p>DSD Annual Reports published by August annually (includes list of funded organisations and transfer funds received).</p> <p>Departmental strategic documents are available in three official languages of the province.</p>	<p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message after 19H00 – 07H00.</p> <p>The Department has appointed Information Officer in all regions and head office in terms of Promotion of Access to Information Act(PAIA)</p> <p>Departmental Website updated bi-annually or as soon as new information is received from the programmes.</p> <p>DSD Annual Reports published by August annually (includes list of funded organisations and transfer funds received).</p> <p>Departmental strategic documents are available in three official languages of the province.</p>	<p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message after 19H00 – 07H00.</p> <p>The Department has appointed Information Officer in all regions and head office in terms of Promotion of Access to Information Act(PAIA)</p> <p>Departmental Website updated bi-annually or as soon as new information is received from the programmes.</p> <p>DSD Annual Reports published by August annually (includes list of funded organisations and transfer funds received).</p> <p>Departmental strategic documents are available in three official languages of the province.</p>	<p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message after 19H00 – 07H00.</p> <p>The Department has appointed Information Officer in all regions and head office in terms of Promotion of Access to Information Act(PAIA)</p> <p>Departmental Website updated bi-annually or as soon as new information is received from the programmes.</p> <p>DSD Annual Reports published by August annually (includes list of funded organisations and transfer funds received).</p> <p>Departmental strategic documents are available in three official languages of the province.</p>
Redress:	<p>Department operates a toll- free number (0800 220 250) to deal with enquiries and complaints.</p> <p>The Department has an approved Front Desk SOP that deals with walk-in clients.</p> <p>The Department has an approved Enquiries/ Complaints/ Reporting SOP.</p>	<p>Department operates a toll- free number (0800 220 250) to deal with enquiries and complaints.</p> <p>The Department has an approved Front Desk SOP that deals with walk-in clients.</p> <p>The Department has an approved Enquiries/ complaints/ Reporting SOP.</p>	<p>Department operates a toll- free number (0800 220 250) to deal with enquiries and complaints.</p> <p>The Department has an approved Front Desk SOP that deals with walk-in clients.</p> <p>The Department has an approved Enquiries/ complaints/ Reporting SOP.</p>	<p>Department operates a toll- free number (0800 220 250) to deal with enquiries and complaints.</p> <p>The Department has an approved Front Desk SOP that deals with walk-in clients.</p> <p>The Department has an approved Enquiries/ complaints/ Reporting SOP.</p>

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Principle	Current	Desired year 1	Desired Year 2	Desired year 3
	<p>An approved SOP to deal with Ministerial enquiries and complaints.</p> <p>The Department has a dedicated call centre that deals with enquiries and complaints through the DotP.</p> <p>A dedicated customer care unit deals with enquiries and complaints.</p> <p>The Department works in partnership with the Public Protector, SA Human Rights Commission and the Presidential hot-line to deal with enquiries, complaints and reports.</p> <p>The Department also works in partnership with National Department of Social Development on the gender-based-violence call centre (GBVCC).</p> <p>Funding process includes advertising, information workshops, reception and, assessment of proposals, acceptance and rejection letters, appeals process.</p>	<p>An approved SOP to deal with Ministerial enquiries and complaints.</p> <p>The Department has a dedicated call centre that deals with enquiries and complaints through the Department of the Premier.</p> <p>A dedicated customer care unit to deal with enquiries and complaints.</p> <p>The Department works in partnership with the Public Protector, SA Human Rights Commission and the Presidential hot-line to deal with enquiries, complaints and reports</p> <p>The Department also works in partnership with National Department of Social Development on the gender-based-violence call centre (GBVCC)</p> <p>Funding process includes advertising, information workshops, reception and, assessment of proposals, acceptance and rejection letters, appeals process.</p>	<p>An approved SOP to deal with Ministerial enquiries and complaints.</p> <p>The Department has a dedicated call centre that deals with enquiries and complaints through the Department of the Premier.</p> <p>A dedicated customer care unit to deal with enquiries and complaints.</p> <p>The Department works in partnership with the Public Protector, SA Human Rights Commission and the Presidential hot-line to deal with enquiries, complaints and reports</p> <p>The Department also works in partnership with National Department of Social Development on the gender-based-violence call centre (GBVCC)</p> <p>Funding process includes advertising, information workshops, reception and, assessment of proposals, acceptance and rejection letters, appeals process.</p>	<p>An approved SOP to deal with Ministerial enquiries and complaints.</p> <p>The Department has a dedicated call centre that deals with enquiries and complaints through the Department of the Premier.</p> <p>A dedicated customer care unit to deal with enquiries and complaints.</p> <p>The Department works in partnership with the Public Protector, SA Human Rights Commission and the Presidential hot-line to deal with enquiries, complaints and reports</p> <p>The Department also works in partnership with National Department of Social Development on the gender-based-violence call centre (GBVCC)</p> <p>Funding process includes advertising, information workshops, reception and, assessment of proposals, acceptance and rejection letters, appeals process.</p>
<p>Value for money:</p>	<p>Funded NPO child care and protection services are provided in line with TPAs which include compliance with Children's Act norms and standards, NPO Act governance requirements, and service delivery targets.</p> <p>Funded NPOs must provide quarterly progress reports.</p> <p>Non-compliant funded CCP NPOs are provided with corrective plans</p>	<p>Funded NPO child care and protection services are provided in line with transfer Payment Agreements, which include compliance with Children's Act norms and standards, NPO Act governance requirements, and service delivery targets.</p> <p>Funded NPOs must provide quarterly progress reports.</p>	<p>Funded NPO child care and protection services are provided in line with transfer Payment Agreements, which include compliance with Children's Act norms and standards, NPO Act governance requirements, and service delivery targets.</p> <p>Funded NPOs must provide quarterly progress reports.</p>	<p>Funded NPO child care and protection services are provided in line with transfer Payment Agreements, which include compliance with Children's Act norms and standards, NPO Act governance requirements, and service delivery targets.</p> <p>Funded NPOs must provide quarterly progress reports.</p>

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Principle	Current	Desired year 1	Desired Year 2	Desired year 3
	<p>and must report on these on a quarterly basis.</p> <p>NPOs are protected by their TPAs; they receive money in terms of a schedule.</p> <p>NPOs get capacity building as required.</p> <p>DSD provides subsidies for social auxiliary workers, social workers, social work supervisors and managers, and administrative staff too.</p>	<p>Non-compliant funded CCP NPOs are provided with corrective plans and must report on these on a quarterly basis.</p> <p>NPOs are protected by their TPAs; they receive money in terms of a schedule.</p> <p>NPOs get capacity-building as required.</p> <p>DSD provide subsidies for SAWs, SWs, SW supervisors and managers, and Admin staff too.</p>	<p>Non-compliant funded CCP NPOs are provided with corrective plans and must report on these on a quarterly basis.</p> <p>NPOs are protected by their TPAs; they receive money in terms of a schedule.</p> <p>NPOs get capacity-building as required.</p> <p>DSD provide subsidies for SAWs, SWs, SW supervisors and managers, and Admin staff too.</p>	<p>Non-compliant funded CCP NPOs are provided with corrective plans and must report on these on a quarterly basis.</p> <p>NPOs are protected by their TPAs; they receive money in terms of a schedule.</p> <p>NPOs get capacity-building as required.</p> <p>DSD provide subsidies for SAWs, SWs, SW supervisors and managers, and Admin staff too.</p>

HR, Time and Cost

Principle	Current	Desired year 1	Desired Year 2	Desired year 3
Human resources:	<p>Number of officials in the CCP programme:</p> <ul style="list-style-type: none"> -1 Director: Children and Families -1 Deputy Director: Children and Families - 1 Assistant Director M&E - 3 M&E Social Workers - 6 Policy Developers plus 1 vacancy - 3 M&E Officers 	<p>Number of officials in the Child Care and Protection programme:</p> <ul style="list-style-type: none"> -1 Director: Children and Families -1 Deputy Director: Children and Families - 1 Assistant Director M&E - 3 M&E Social Workers - 7 Policy Developers - 3 M&E Officers 	<p>Number of officials in the Child Care and Protection programme:</p> <ul style="list-style-type: none"> -1 Director: Children and Families -1 Deputy Director: Children and Families - 1 Assistant Director M&E -3 M&E Social Workers - 7 Policy Developers - 3 M&E Officers 	<p>Number of officials in the Child Care and Protection programme:</p> <ul style="list-style-type: none"> -1 Director: Children and Families -1 Deputy Director: Children and Families - 1 Assistant Director M&E - 3 M&E Social Workers - 7 Policy Developers - 3 M&E Officers
Cost:	<p>Transfer budget for designated CCP organisations = R177 162 000</p> <p>Which represents 99% of DSD's transfer budget.</p> <p>Cost based on each key activity in the process mapping of the service is currently not available.</p>	<p>Transfer budget for designated CCP organisations = R198 397 000</p> <p>Which represents 99% of DSD's transfer budget.</p>	<i>To be confirmed</i>	<i>To be confirmed</i>
Time:	In line with monitoring plan and agreed corrective actions.	In line with monitoring plan and agreed corrective actions.	In line with monitoring plan and agreed corrective actions.	In line with monitoring plan and agreed corrective actions.

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Service Two: Foster Care Management- Recruitment and training of safety and foster parents

Service beneficiary: Safety and foster parents

Process mapping & unit costing

The following flow diagram depicts an activity-based step-by-step process outlining the time and human resources required per activity. Unit costing per activity is not available currently.



A child is removed from parental care to be placed in alternative care if s/he is found to be in need of care and protection by a children's court. The court report must contain a care plan and a permanency plan. Where applicable supervision services must be rendered and a supervision report must be submitted every six months.

Foster care is generally considered as a temporary placement and re-unification services should be provided, with a view to returning the child to his or her immediate family. Long-term foster care is possible where a child has been orphaned or abandoned (Section 186 of the Children's Act 38 of 2005)

Foster parents are supported by a foster child grant, which is payable in terms of the Social Assistance Act 13 of 2004, to assist the Foster parent to care for the child and the safety parents receive temporary safe care fee paid by the Department to assist them to care for the child.

The province currently has 30 245 children in foster care (age 0-21years) 20 660 foster parents.

Problem analysis and Problem statement

The Department has a statutory mandate to manage alternative care services (inclusive of temporary safe care and foster care), but is increasingly challenged by the high demand for this service, budget cuts, and issues related to service delivery. The available human resources are not geared to respond to the demand, and there is a view that the quality of services rendered to foster children has declined, can be described as inadequate, and a serious infringement on the rights, protection and well-being of children. It is against this background that the department is focusing on improving this area of service to overhaul and improve the temporary safe care and foster care management system overall, including the recruitment, screening, selection and training of foster parents.

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The intention of alternative care services is to create opportunities for the child to live in a protective and safe environment with positive support, and to ensure that the child is surrounded by nurturing relationships that must last a lifetime. For children who enter statutory care, it is imperative that the interventions are tailored to address their care, developmental and permanency needs. A concern is that the placement options available for the Department are limited due to unavailability of trained Safety and Foster parents. The inappropriateness of some of the places where children are placed is of concern to social workers. Before a social worker places a child in foster care by court order in terms of section 156 of the Act, the court must consider a report by a designated social worker about:

- the cultural, religious and linguistic background of the child; and
- The availability of a suitable person with a similar background to that of the child who is willing and able to provide foster care to the child.

Non-compliance to the norms and standards of foster care management leads to problematical and failed foster care placements. This is evidenced by:

- Increased incidence of reports of disputes over placement of children because of informal arrangements, where legally binding arrangements should be in place.
- Foster care placements breaking down because of lack of proper recruitment and selection of foster parents and no standardised provincial database of existing foster parents.

The requirements for people to be entrusted with the care and protection of children which includes foster care placement and how they must be screened are outlined in the Children's Act section 182 and are as follows:

- be a fit and proper person
- have the willingness, capacity and a capability to undertake this responsibility
- provide an enabling environment conducive to the positive growth and development of the child.

Prospective Foster parents are screened by social workers to ensure they are suitable to take on the responsibility of caring for a child. The factors taken into account when screening applicants include the age and health of the prospective foster parents; screening against the child protection and sexual offences registers and family's ability to provide a safe and healthy environment. Although foster placement is temporary in nature, the screening process is taken seriously and always in the best interests of the child.

Despite a number of safety parents being trained annually, the number of safety parents active and available to accept emergency placements remains limited due to low retention rates in the programme. The following reasons for the low number of active safety parents have been identified:

- Trained Safety parents relocate or move around
- Trained Safety parents lose interest in being a Safety parent
- Trained Safety parents take up employment else where
- Some social workers favour using one safety parent above others: other trained safety parents in the area feel that they are not being utilised and drop out of the programme.
- Safety parents sometimes do not want children from other religions, races, cultural groups, or children with disabilities or special needs.

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Performance Levels & target setting

Performance area: Safety and Foster Parents recruited and trained.

Base year 0 (2017/18) Performance levels	Year 1 (2018/19) Performance target	Year 2 (2019/20) Performance target	Year 3 (2020/21) Performance target
Qualitative Targets			
<ul style="list-style-type: none"> - Provincial Foster Care Management Plan (Approved 2017) - An NPO providing training and support to newly recruited and existing Safety and Foster parents in terms of a TPA. - A draft Standard Operating Procedure (SOP) for recruitment, screening and selection of temporary Safety and Foster parents. 	<ul style="list-style-type: none"> - A plan for implementation of the SOP. - Regions will be trained on the SOP. - Regions recruit Safety and Foster parents who pass screening and vetting. - An NPO providing training and support to the newly recruited and existing Safety and Foster parents in terms of their defined programme, and their TPA. - Each region has a documented Recruitment and Selection Plan in place aligned to the SOP by 31 March 2019. - NPO reviews progress and trends regarding the recruitment and training of Safety and Foster parents and compiles quarterly and a year-end report. - A provincial database of trained Safety parents and Foster parents is developed and populated. 	<ul style="list-style-type: none"> - Each region has a documented Recruitment and Selection Plan. - Regions recruit Safety and Foster parents who pass screening and vetting. - An NPO providing training and support to the newly recruited and existing Safety and Foster parents in terms of their defined programme, and their TPA. - NPO reviews progress and trends regarding the recruitment and training of Safety and Foster parents and compiles quarterly and a year-end report. - A provincial database of trained Safety parents and Foster parents is updated. 	<ul style="list-style-type: none"> - Each region has a documented Recruitment and Selection Plan. - Regions recruit Safety and Foster parents who pass screening and vetting. - An NPO providing training and support to the newly recruited and existing Safety and Foster parents in terms of their defined programme, and their TPA. - NPO reviews progress and trends regarding the recruitment and training of Safety and Foster parents and compiles quarterly and a year-end report. - A provincial database of trained Safety parents and Foster parents is updated.
Quantitative targets			
<ul style="list-style-type: none"> - 20 660 Foster care parents registered on the SOCPEN database (end January 2018). - 835 Safety parents who have been screened and trained and are active. - Provincial Foster Care Management Plan (Approved 2017) 	<ul style="list-style-type: none"> - A plan for implementation of the SOP. - A provincial database of trained Safety parents and Foster parents is developed and populated. - Regions will be trained on the SOP. - Regions recruit and screen Safety and Foster parents and pass their 	<ul style="list-style-type: none"> - A provincial database of trained Safety parents and Foster parents is updated. - Each region has a documented Recruitment and Selection Plan (including targets set for 2020/21). - Regions recruit and screen Safety and Foster parents and pass their 	<ul style="list-style-type: none"> - A provincial database of trained Safety parents and Foster parents is updated. - Each region has a documented Recruitment and Selection Plan (including targets set for 2021/22). - Regions recruit and screen Safety and Foster parents and pass their

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Base year 0 (2017/18) Performance levels	Year 1 (2018/19) Performance target	Year 2 (2019/20) Performance target	Year 3 (2020/21) Performance target
<ul style="list-style-type: none"> - An NPO providing training and support to newly recruited and existing Safety and Foster parents. - A draft Standard Operating Procedure (SOP) for recruitment, screening and selection of temporary Safety and Foster parents. 	<ul style="list-style-type: none"> details on to the NPO for training (total 230). - An NPO providing training and support to the newly recruited (230) and existing (835) Safety and Foster parents. - Each region has a documented Recruitment and Selection Plan including targets set for 2019/20 and 2020/21) in place aligned to the SOP by 31 March 2019. - NPO reviews progress and trends regarding the recruitment and training of Safety and Foster parents and compiles quarterly and a year-end report. 	<ul style="list-style-type: none"> details on to the NPO for training (in line with targets in 2019/20 plan). - An NPO providing training and support to the newly recruited and existing Safety and Foster parents (targets per TPA). - NPO reviews progress and trends regarding the recruitment and training of Safety and Foster parents and compiles quarterly and a year-end report. 	<ul style="list-style-type: none"> details on to the NPO for training (in line with targets in 2020/21 plan). - An NPO providing training and support to the newly recruited and existing Safety and Foster parents (targets per TPA). - NPO reviews progress and trends regarding the recruitment and training of Safety and Foster parents and compiles quarterly and a year-end report.

Professional standards (if applicable)

Standard	Current professional standards	Desired changes (if applicable) Year 1	Desired changes (if applicable) Year 2	Desired changes (if applicable) Year 3
Registration with the South African Council for Social Services Professions (SACSSP)	Focus on DSD's SSPs in the programme and the regions who work with Foster and Safety parents.	Focus on DSD's SSPs in the programme and the regions who work with Foster and Safety parents.	Focus on DSD's SSPs in the programme and the regions who work with Foster and Safety parents.	Focus on DSD's SSPs in the programme and the regions who work with Foster and Safety parents.
Registration in terms of the NPO Act (71 of 1997)	All funded NPOs are registered according to the NPO Act.	All funded NPOs are registered according to the NPO Act.	All funded NPOs are registered according to the NPO Act.	All funded NPOs are registered according to the NPO Act.
Designation of Child Protection Organisations in terms of the Children's Act	All funded Child Protection organisations monitored in the year are designated to provide child protection services in terms of the Children's Act.	All funded Child Protection organisations monitored in the year are designated to provide child protection services in terms of the Children's Act.	All funded Child Protection organisations monitored in the year are designated to provide child protection services in terms of the Children's Act.	All funded Child Protection organisations monitored in the year are designated to provide child protection services in terms of the Children's Act.

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Legal standards if applicable-including Standard Operating Procedures

Performance area	Current legal standards and approved SOPs	Desired changes (if applicable) Year 1	Desired changes (if applicable) Year 2	Desired changes (if applicable) Year 3
Children's Act, No 38 of 2005	DSD reports quarterly on progress of extended foster care orders. (Report to MANCO bi-monthly)	DSD reports quarterly on progress of extended foster care orders. (Report to MANCO bi-monthly)	DSD reports quarterly on progress of extended foster care orders. (Report to MANCO bi-monthly)	DSD reports quarterly on progress of extended foster care orders. (Report to MANCO bi-monthly)

Batho Pele Principles

The department will continuously improve on the current Batho Pele Standard.

Principle	Current	Desired year 1	Desired Year 2	Desired year 3	
Consultation:	The programme conducts six monthly Regional engagements with funded child protection NPOs	The programme conducts three monthly Regional engagements with funded child protection NPOs	The programme conducts three monthly Regional engagements with funded child protection NPOs	The programme conducts three monthly Regional engagements with funded child protection NPOs	
	Transfer Payment Agreements (TPAs) with funded NPOs doing recruitment and training include the name and contact details of the CCP programme manager. Organisations can contact the Director: Children and Families, or the Chief Director: Social Welfare, whose contact details are available on the DSD website and in the APP.	Transfer Payment Agreements (TPAs) with funded NPOs doing recruitment and training include the name and contact details of the CCP programme manager. Organisations can contact the Director: Children and Families, or the Chief Director: Social Welfare, whose contact details are available on the DSD website and in the APP.	Transfer Payment Agreements (TPAs) with funded NPOs doing recruitment and training include the name and contact details of the CCP programme manager. Organisations can contact the Director: Children and Families, or the Chief Director: Social Welfare, whose contact details are available on the DSD website and in the APP.	Transfer Payment Agreements (TPAs) with funded NPOs doing recruitment and training include the name and contact details of the CCP programme manager. Organisations can contact the Director: Children and Families, or the Chief Director: Social Welfare, whose contact details are available on the DSD website and in the APP.	Transfer Payment Agreements (TPAs) with funded NPOs doing recruitment and training include the name and contact details of the CCP programme manager. Organisations can contact the Director: Children and Families, or the Chief Director: Social Welfare, whose contact details are available on the DSD website and in the APP.
	Some regions provide six-monthly workshops with Safety and Foster parents.	Some regions provide six-monthly workshops with Safety and Foster parents.	All regions provide six-monthly workshops with Safety and Foster parents.	All regions provide six-monthly workshops with Safety and Foster parents.	
	Safety and Foster parents are not consulted on Batho Pele principles.	A Batho Pele survey for Safety and Foster parents is developed.	A Batho Pele survey for Safety and Foster parents is pilot-tested.	Safety and Foster parents are surveyed on Batho Pele principles and a report compiled and sent to Programme Management.	
Courtesy:	Customer Care official at each Regional and Local Office are trained to assist all clients (including current and potential Safety and Foster parents) with	Customer Care official at each Regional and Local Office are trained to assist all clients (including current and potential Safety and Foster parents) with	Customer Care official at each Regional and Local Office are trained to assist all clients (including current and potential Safety and Foster parents) with	Customer Care official at each Regional and Local Office are trained to assist all clients (including current and potential Safety and Foster parents) with	

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Principle	Current	Desired year 1	Desired Year 2	Desired year 3
	<p>enquiries or complaints, and refer the enquiries / complaints to appropriate officials in the office. DSD has an SOP for the handling of enquiries and complaints.</p> <p>All public employees are bound by the Public Service Code of Conduct.</p>	<p>enquiries or complaints, and refer the enquiries / complaints to appropriate officials in the office. DSD has an SOP for the handling of enquiries and complaints.</p> <p>All public employees are bound by the Public Service Code of Conduct.</p> <p>Develop a customer satisfaction survey template/ tool focusing on Foster and Safety parents.</p>	<p>enquiries or complaints, and refer the enquiries / complaints to appropriate officials in the office. DSD has an SOP for the handling of enquiries and complaints.</p> <p>All public employees are bound by the Public Service Code of Conduct.</p> <p>Test the customer satisfaction survey tools with a sample of Foster and Safety parents.</p>	<p>enquiries or complaints, and refer the enquiries / complaints to appropriate officials in the office. DSD has an SOP for the handling of enquiries and complaints.</p> <p>All public employees are bound by the Public Service Code of Conduct.</p> <p>Conduct satisfaction survey on a sample of Foster and Safety parents to determine customer satisfaction.</p>
Access:	<p>Customer Care official at each Regional and Local Office.</p> <p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message from 19H00 – 07H00.</p> <p>Current and potential Safety and Foster parents may e-mail or call the programme manager, programme/ regional director when necessary.</p>	<p>Customer Care official at each Regional and Local Office.</p> <p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message from 19H00 – 07H00.</p> <p>Current and potential Safety and Foster parents may e-mail or call the programme manager, programme/ regional director when necessary.</p>	<p>Customer Care official at each Regional and Local Office.</p> <p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message from 19H00 – 07H00.</p> <p>Current and potential Safety and Foster parents may e-mail or call the programme manager, programme/ regional director when necessary.</p>	<p>Customer Care official at each Regional and Local Office.</p> <p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message from 19H00 – 07H00.</p> <p>Current and potential Safety and Foster parents may e-mail or call the programme manager, programme/regional director when necessary.</p>
Information	<p>Departmental Annual Performance Plan is published by March annually,</p> <p>DSD Annual Reports published by August annually.</p> <p>DSD Citizens Report which are published by October annually</p> <p>Service Charters are reviewed annually.</p> <p>Policies, and norms and standards are available on the DSD website.</p>	<p>Departmental Annual Performance Plan is published by March annually,</p> <p>DSD Annual Reports published by August annually.</p> <p>DSD Citizens Report which are published by October annually</p> <p>Service Charters are reviewed annually.</p> <p>Policies, and norms and standards are available on the DSD website.</p>	<p>Departmental Annual Performance Plan is published by March annually,</p> <p>DSD Annual Reports published by August annually.</p> <p>DSD Citizens Report which are published by October annually</p> <p>Service Charters are reviewed annually.</p> <p>Policies, and norms and standards are available on the DSD website.</p>	<p>Departmental Annual Performance Plan is published by March annually,</p> <p>DSD Annual Reports published by August annually.</p> <p>DSD Citizens Report which are published by October annually</p> <p>Service Charters are reviewed annually.</p> <p>Policies, and norms and standards are available on the DSD website.</p>

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Principle	Current	Desired year 1	Desired Year 2	Desired year 3
	Some regions provide six-monthly workshops with Safety and Foster parents.	Some regions provide six-monthly workshops with Safety and Foster parents.	Most regions provide six-monthly workshops with Safety and Foster parents.	Most regions provide six-monthly workshops with Safety and Foster parents.
Openness & transparency:	<p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message after 19H00 – 07H00.</p> <p>The Department has appointed Information Officer in all regions and head office in terms of Promotion of Access to Information Act(PAIA)</p> <p>Departmental Website updated bi-annually or as soon as new information is received from the programmes.</p> <p>Departmental strategic documents are available in three official languages of the province.</p>	<p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message after 19H00 – 07H00.</p> <p>The Department has appointed Information Officer in all regions and head office in terms of Promotion of Access to Information Act(PAIA)</p> <p>Departmental Website updated bi-annually or as soon as new information is received from the programmes.</p> <p>Departmental strategic documents are available in three official languages of the province.</p>	<p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message after 19H00 – 07H00.</p> <p>The Department has appointed Information Officer in all regions and head office in terms of Promotion of Access to Information Act(PAIA)</p> <p>Departmental Website updated bi-annually or as soon as new information is received from the programmes.</p> <p>Departmental strategic documents are available in three official languages of the province.</p>	<p>The Department has a toll-free number (0800 220 250) that is operated from 07H00 – 19H00 with an automated voice message after 19H00 – 07H00.</p> <p>The Department has appointed Information Officer in all regions and head office in terms of Promotion of Access to Information Act(PAIA)</p> <p>Departmental Website updated bi-annually or as soon as new information is received from the programmes.</p> <p>Departmental strategic documents are available in three official languages of the province.</p>
Redress:	<p>Department operates a toll- free number (0800 220 250) to deal with enquiries and complaints.</p> <p>The Department has an approved Front Desk SOP that deals with walk-in clients.</p> <p>The Department has an approved Enquiries/ complaints/ Reporting SOP.</p> <p>An approved SOP to deal with Ministerial enquiries and complaints.</p> <p>The Department has a dedicated call centre that deals with enquiries and complaints through the Department of the Premier.</p>	<p>Department operates a toll- free number (0800 220 250) to deal with enquiries and complaints.</p> <p>The Department has an approved Front Desk SOP that deals with walk-in clients.</p> <p>The Department has an approved Enquiries/ complaints/ Reporting SOP.</p> <p>An approved SOP to deal with Ministerial enquiries and complaints.</p> <p>The Department has a dedicated call centre that deals with enquiries and complaints through the Department of the Premier.</p>	<p>Department operates a toll- free number (0800 220 250) to deal with enquiries and complaints.</p> <p>The Department has an approved Front Desk SOP that deals with walk-in clients.</p> <p>The Department has an approved Enquiries/ complaints/ Reporting SOP.</p> <p>An approved SOP to deal with Ministerial enquiries and complaints.</p> <p>The Department has a dedicated call centre that deals with enquiries and complaints through the Department of the Premier.</p>	<p>Department operates a toll- free number (0800 220 250) to deal with enquiries and complaints.</p> <p>The Department has an approved Front Desk SOP that deals with walk-in clients.</p> <p>The Department has an approved Enquiries/ complaints/ Reporting SOP.</p> <p>An approved SOP to deal with Ministerial enquiries and complaints.</p> <p>The Department has a dedicated call centre that deals with enquiries and complaints through the Department of the Premier.</p>

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Principle	Current	Desired year 1	Desired Year 2	Desired year 3
	<p>A dedicated customer care unit to deal with enquiries and complaints.</p> <p>The Department works in partnership with the Public Protector, SA Human Rights Commission and the Presidential hot-line to deal with enquiries, complaints and reports</p> <p>The Department also works in partnership with National Department of Social Development on the gender-based-violence call centre (GBVCC)</p>	<p>A dedicated customer care unit to deal with enquiries and complaints.</p> <p>The Department works in partnership with the Public Protector, SA Human Rights Commission and the Presidential hot-line to deal with enquiries, complaints and reports</p> <p>The Department also works in partnership with National Department of Social Development on the gender-based-violence call centre (GBVCC)</p>	<p>A dedicated customer care unit to deal with enquiries and complaints.</p> <p>The Department works in partnership with the Public Protector, SA Human Rights Commission and the Presidential hot-line to deal with enquiries, complaints and reports</p> <p>The Department also works in partnership with National Department of Social Development on the gender-based-violence call centre (GBVCC)</p>	<p>A dedicated customer care unit to deal with enquiries and complaints.</p> <p>The Department works in partnership with the Public Protector, SA Human Rights Commission and the Presidential hot-line to deal with enquiries, complaints and reports</p> <p>The Department also works in partnership with National Department of Social Development on the gender-based-violence call centre (GBVCC)</p>
Value for money:	<p>Safety parents are paid a daily fee per child placed in terms of the court order.</p> <p>DSD should report quarterly on the placement.</p> <p>Foster parents are paid a monthly grant from SASSA per child (placed in terms of a court order).</p> <p>Funded NPO recruitment and training services are provided in line with transfer Payment Agreements, which include compliance with Children's Act norms and standards, NPO Act governance requirements, and service delivery targets.</p> <p>Funded NPOs must provide quarterly progress reports.</p>	<p>Safety parents are paid a daily fee per child placed in terms of the court order.</p> <p>DSD should report quarterly on the placement.</p> <p>Foster parents are paid a monthly grant from SASSA per child (placed in terms of a court order).</p> <p>Funded NPO recruitment and training services are provided in line with transfer Payment Agreements, which include compliance with Children's Act norms and standards, NPO Act governance requirements, and service delivery targets.</p> <p>Funded NPOs must provide quarterly progress reports.</p>	<p>Safety parents are paid a daily fee per child placed in terms of the court order.</p> <p>DSD should report quarterly on the placement.</p> <p>Foster parents are paid a monthly grant from SASSA per child (placed in terms of a court order).</p> <p>Funded NPO recruitment and training services are provided in line with transfer Payment Agreements, which include compliance with Children's Act norms and standards, NPO Act governance requirements, and service delivery targets.</p> <p>Funded NPOs must provide quarterly progress reports.</p>	<p>Safety parents are paid a daily fee per child placed in terms of the court order.</p> <p>DSD should report quarterly on the placement.</p> <p>Foster parents are paid a monthly grant from SASSA per child (placed in terms of a court order).</p> <p>Funded NPO recruitment and training services are provided in line with transfer Payment Agreements, which include compliance with Children's Act norms and standards, NPO Act governance requirements, and service delivery targets.</p> <p>Funded NPOs must provide quarterly progress reports.</p>

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HR, Time & Cost

Principle	Current	Desired year 1	Desired Year 2	Desired year 3
Human resources:	Number of officials in the Child Care and Protection programme: -1 Director: Children and Families -1 Deputy Director: Foster Care - 1 Social Worker - M&E officials - Foster care managers and coordinators in Regions and Local Offices	Same	Same	same
Cost:	Transfer budget for NPO delivering recruitment & training = R4 539 866.50 Which represents 99% of DSD's transfer budget.	Transfer budget for NPO delivering recruitment & training = R4 708 103.00 Which represents 99% of DSD's transfer budget.	<i>To be confirmed</i>	<i>To be confirmed</i>
Time:	In line with programme project plan and TPA with service provider.	In line with programme project plan and TPA with service provider.	In line with programme project plan and TPA with service provider.	In line with programme project plan and TPA with service provider.