



Western Cape
Government



Department of Social Development

Strategic Plan
2025 - 2030



**Western Cape
Government**

FOR YOU

Social Development

Western Cape Government Department of Social Development

Strategic Plan for 2025 - 2030

Disclaimer

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

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

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Executive Authority Statement

It is with immense pride and honour that I step into my position as the Western Cape Minister of Social Development, working alongside a capable management team. Although we are in a fiscally constrained environment, the Department remains committed to rendering effective services to vulnerable residents of the Western Cape, as mandated by legislation.

The Department's work will be steered by its Strategic Plan (SP), in alignment with the national Medium Term Development Plan (MTDP) and Provincial Strategic Plan (PSP). We are guided by the four Portfolios set out in the Western Cape Government's PSP, namely "Growth for Jobs", "Safety", "Educated, Healthy & Caring Society", and "Innovation, Culture & Governance."

Growth for Jobs: The Department will focus on its youth skills development programmes, by, partnering with private sector to better resource our Community-Based Organisations (CBOs) and Child and Youth Care Centre (CYCCs) skills development programmes. We will also seek to partner with organisations and institutions of higher learning, such as Africa Skills, to find pathways for meaningful employment.

Safety: As the PSP states under this Portfolio, we wish for the province to be a resilient and safe society. For the Department, we are looking at how we can support the clients we serve, so they may go from vulnerability to resilience. Partnerships with other government departments, Non-Governmental Organisations (NGOs) and communities are key to achieving this Portfolio. We are thus looking at various ways of doing this, such as:

- Fulfilling Diversion statutory obligations by increasing and enhancing our Non-Profit Organisation (NPO) network.
- Expanding the Gender-based Violence (GBV) Ambassadors programmes, so we may have more communities assisting the Department in raising awareness around support services.

Educated, Healthy & Caring Society: The work conducted by the Department is aimed at improving the wellbeing of vulnerable residents. Under this Portfolio, we have specific service priorities and projects, including:

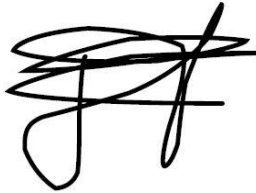
- Delivering adapted vehicles for children with intellectual disabilities to NGOs.
- Increasing the number of shelters accredited to render services to human trafficking victims and funding of a shelter in the Overberg region.
- The "Feed the Province Initiative" is aimed at strengthening the province's food security, by including agriculture and food gardening skills at all our own CYCC's, two rural GBV shelters and identified NPO CYCCs.
- To collaborate and build with Mossel Bay and other partners on its "Disability Accessibility Mossel Bay" to promote inclusivity for Persons with Disabilities throughout the Province.

Innovation, Culture, & Governance: One of this Department's strengths is its culture of innovation and collaboration. The Social Work Integrated Management System (SWIMS) is a perfect example of this. This innovative application was developed by the Department and the Centre for e-Innovation, for the benefit of social workers. My hope is that we can get all social workers in this province, from government and NGOs, to utilise this app. My main priorities during this term are to strengthen our monitoring and evaluation systems and create a fund for organisations that can help close the gap created by a fiscally constrained environment. In this way, we will ensure that the Department's funding is being utilised effectively, for the benefit of the most vulnerable residents who are reliant on the services rendered by the organisations we support. It will also ensure greater accountability and will enable the Department to go from "surviving" to thriving. The Health Foundation South Africa has already proven to be a willing and capable partner in spearheading this initiative, with significant progress made toward launching the Cape Care Fund. This fund is designed to address the critical funding challenges faced by NPOs due to decreasing government and donor contributions. By linking donors with registered, high-performing NPOs, the Cape Care Fund aims to strengthen the sector's sustainability and ensure ongoing support for vulnerable communities. The launch is planned for later this year with the Memorandum of Agreement already signed this past January.

"Adopt a town" is a new initiative we're embarking on which creates a platform for businesses to invest in communities to promote self-sustainability and resilience.

The Department's five-year Strategic Plan is aimed at creating safe, nurturing, empowering, and supportive environments for vulnerable children, women, youth, Persons with Disabilities, Older Persons and families in the Western Cape Province.

We can only do so through effective partnerships with other Western Cape Government (WCG) departments, local and national government, NGOs and NPOs, the private sector, and communities.

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

Jaco Londt

Executive Authority of the Western Cape Government:

Department of Social Development

March 2025

Accounting Officer Statement

The 2020-2025 strategic term was characterised by unprecedented global uncertainty and volatility. The COVID-19 pandemic had a profound effect on the daily functioning of societies, with the short- and longer-term economic impact exacerbating endemic socio-economic challenges. Domestically, an increasing number of struggling households relied on government for food aid and other humanitarian and social assistance, while government faced declining resources due to low economic growth. Despite the challenges faced during that period, the Department remained steadfast in its commitment to serve the most vulnerable in our communities.

The Department's 2025-2030 Strategic Plan is informed by both national and provincial priorities as outlined in the National Development Plan (NDP) 2030, the Medium-Term Development Plan (MTDP) 2024 – 2029, the Western Cape Provincial Strategic Plan (PSP) 2025 – 2030, as well as legislative mandates. Aligned with the PSP Safety and Educated, Healthy & Caring Society Portfolios and building on the foundation laid in the 2020-2025 strategic planning cycle, we will continue to prioritise the provision of the core set of statutory services, as well as services aimed at empowering and supporting the most vulnerable in our communities.

Child care and protection remain the key priority of the Department of Social Development (DSD), as legislated by the Constitution (1996) and the Children's Act (38 of 2005). The demand for child protection services remains high, with 16 167 children placed in foster care since April 2020, bringing the total number of children in foster care to 42 447 at the end of January 2025. Over the same period only 1 025 children were reunified with their parents or caregivers. The Department will continue to ready families for reunification through support programmes such as parent education and training. The provision of the full basket of child protection services will further ensure the rights of children are protected. These include foster care, residential alternative care, reunification programmes, parenting programmes, after school care programmes and community-based Risiha Model and Drop-in-Centre programmes, amongst others. Key strategic interventions over the coming term will include the development, implementation and enhancement of a case management system in support of children with HIV, sexually violated and children with disabilities will enhance current child protection services in the province; designation of Child Protection Organisations for the next five years; the refinement and standardisation of parenting programmes; and increased awareness and implementation of prevention and early intervention (PEI) programmes.

A key component of ensuring a child's safety is the stability of the family unit. Building and maintaining family resilience are important interventions to ensure a nurturing and supportive environment for children and all other family members. The implementation of the WCG Family Strengthening Strategy and evidence-informed parenting programmes tailored to the Western Cape context has been the cornerstone of programmes aimed at preserving the family unit. Family preservation and support services will continue to be offered, as well as the provision of subsidised bedspaces in shelters for homeless adults and families and reunification services. Emphasis will also be placed on improving alignment of child protection and family services.

The provision of secure care at CYCCs was bolstered over the past four years, with infrastructure upgrades at Horizon CYCC in Eerste River, Outeniekwa CYCC in George and Clanwilliam CYCC increasing facility capacity by 100 bedspaces for youth in conflict with the law, inclusive of children with severe behavioural challenges. Further, due to the increased demand for children in need of alternate care, the Kensington Treatment Centre (KTC) shifted its focus to substance abuse treatment for youth from 1 January 2024. The expansion and specialisation of secure care centres will be prioritised over the coming strategic term, with infrastructure upgrades planned for Bonnytoun and Vredelus, a second phase upgrade at Clanwilliam and new construction planned for Siyakatala. Skills development programmes offered at secure care centres will also be enhanced. The Department has recently partnered with Africa Skills on specific artisan skills development opportunities for our residents at Outeniekwa Secure Care Centre, as well as women at a local GBV shelter. In addition to the therapeutic benefits, the in-centre skills development programmes at all Department own centres also facilitates and establishes an alternative productive pathway for youth once they exit the centre. The Department will continue to collaborate with the Department of Home

Affairs to assist residents with obtaining their Identity Documents and driver's licenses in partnership with the various traffic departments, so that they may access further education or economic opportunities upon their exit. To ensure consistency in the provision of CYCC services across the country, a national task team, facilitated by the Department, has been established. This task team aims to enhance CYCC norms and standards regulations by making provision for specific requirements for secure care centres. These best practices have already been implemented at DSD own CYCCs in the Western Cape.

Residential, independent and assisting living facilities as well as community-based care and support services for Older Persons will continue to be supported. Residential (frail care) facilities' bed space subsidies will receive particular attention, given sustainability risks and vulnerability of residents. The identification and investigation of elder abuse and neglect will continue to be prioritised and monitored via the Older Persons Abuse Register. Toward enhancing the current basket of services to Older Persons, the Department is exploring the implementation of home-based care within communities. Furthermore, the Department will continue to prioritise the registration of residential and community-based care facilities that ensure the protection and safety for vulnerable and frail Older Persons.

In compliance with the Right to Education Court order, the Department will deliver additional specially adapted vehicles for children with intellectual disabilities, thereby enabling access to educational and day care opportunities. The continued roll-out of the Disability Empowerment and Mainstreaming model will ensure that Persons with Disabilities are fully included and integrated in all sectors of our society. Further, the refurbishment of the fire-damaged ward at the Sivuyile Residential Care Centre is currently underway, with completion expected early in the 2025/26 financial year. The Department will be channeling additional resources to NPO residential care facilities for Persons with Disabilities in support of the care needs of this vulnerable group. Recent public hearings on the draft Policy on Social Development Services to Persons with Disabilities, facilitated by the National DSD, provided a platform for persons with disabilities, their families and caregivers, communities, and advocacy groups, amongst other, to actively participate in the development of the Policy. Comments provided will inform the next iteration of the Policy before finalisation in the coming months. Further, the public hearings report provided recommendations to address service delivery challenges in the form of a proposed high-level action plan, which will receive attention over the coming strategic term.

With high levels of unemployment, people often turn to crime to survive. Social crime prevention programmes offered by the Department embrace a restorative justice approach, with the goal of promoting social integration, protection, and development for those at risk or in conflict with the law, as well as their victims. Ongoing school-based crime prevention life skills programmes offered to young people and their parents. These programmes will focus on risk factors, such as sexual offences, substance abuse and poor parenting skills to promote positive and crime-free lifestyle choices. Although there has been a steady increase in both adults and children referred to diversion programmes, from 5 495 in 2020/21 to 13 969 in 2023/24, low completion rates remain a concern. Towards improving the current social crime prevention service offering, the Department will expand and enhance the provision of appropriate diversion programmes for children and adults in conflict with the law through the implementation of an annual Diversion Accreditation Cycle; implement of the full scope of Child Justice Act across the province; and expand the community-based Ambassadors Project. The Department has also increased the number of funded organisations which deliver diversion programmes from 2 to 11.

The implementation of the WCG GBV Implementation Plan has enabled a government-wide coordinated response to GBV. The increased awareness achieved through the implementation of this plan has seen a substantive increase in the number of victims reporting GBV and receiving psychosocial support services – in total 88 763 since 01 April 2020. To improve access to much-needed GBV support services, shelter services will be expanded in rural areas of the Province. Engagements are already underway for expansion to the Overberg Region. Increasing the number of shelters accredited to render services to victims of human trafficking will also be prioritised. The Department will continue to lead the coordination and

implementation of WCG GBV Implementation Plan, which includes its regular review to ensure initiatives and interventions implemented are appropriate and responsive. Evidence-based planning and implementation of the Plan has been enhanced by the GBV geo-mapping project, and this data has been shared with the Violence Prevention Unit at the Department of Health and Wellness (DoH&W).

Addressing substance abuse remains a priority for the Department given the role it plays in interpersonal violence. The Department will continue to implement substance use disorder (SUD) prevention, treatment and rehabilitation services, including inpatient and community-based treatment, and ensure treatment facilities compliance with regulations and support unregistered facilities in becoming compliant. Treatment access is limited in rural areas. To improve access to SUD treatment services in areas of higher SUD prevalence but low service availability, the Department will expand current DSD-own service community-based programmes and is piloting a community-based substance treatment model in the Central Karoo. This follows the successful implementation of such a pilot in the West Coast.

The long-term impact of pandemic has resulted in still increasing numbers of vulnerable households needing nutritional support. Since 2020, 945 995 qualifying beneficiaries accessed subsidised meals at DSD Community Nutrition and Development Centres (CNDs) and community kitchens across the province. The Department will continue to provide targeted feeding and skills development programmes to qualifying beneficiaries to promote social inclusion, poverty alleviation, and developmental opportunities. Additionally, short-term work opportunities within the social sector will continue to be created through the Expanded Public Works Programme (EPWP), especially for youth, women, and Persons with Disabilities, to enhance skills development and work experience for the most vulnerable individuals in the province.

Funded organisations, such as Youth Cafés, enable access to education, skills development and positive social behaviour programmes that will enhance their capabilities and facilitate access to employment opportunities and enable them to be productive members of their communities. Youth Café offerings will continue to be strengthened and enhanced over the coming strategic term.

The incidence of disasters has escalated over the current strategic cycle, placing greater demand on the Department as the lead in coordinating the post disaster humanitarian response. Disasters disproportionately affect vulnerable households in informal settlements and high-risk areas, leading to job insecurity and unemployment. A coordinated, appropriate, and timely response to disasters is therefore critical to minimise the impact on disaster victims. The Department will continue collaborating with other government departments to provide social relief, food assistance, and psychosocial support to eligible individuals and families, as well as proactive risk reduction initiatives. Existing plans and protocols are currently under review with the aim of strengthening responses at the provincial, regional, and local level.

Support with legislative and governance capacity building is critical to improving sustainability within the NPO sector. The DSD NPO Help Desk and DSD NPO Mobile Desk will continue to assist NPOs with registration and de-registration processes and provide NPO governance and functionality training. The latter includes targeted training for NPOs in rural areas to reduce high levels of non-compliance and enable NPO sustainability.

The optimisation of services through innovation and technology is key to enabling more and better access to social welfare and community development services by clients. The recently launched Social Work Integrated Management System (SWIMS) not only aims to digitise client files, but also reduce the time spent by social work practitioners in administrative tasks, freeing them up for more client interaction. The Department will fully implement the SWIMS over the coming term, with enhancements to include integration with all national system such as the Foster Care Management System, Probation Case Management system and CYCC application, amongst others. Further initiatives to improve client access includes the roll-out of mobile offices to rural communities. Three mobile offices are currently operational in the West Coast, Cape Winelands Overberg and Central Karoo, enabling much needed access by client to social development services in small outlying towns as well as farm areas.

The Strategic Plan outlines the Departmental priorities. This Plan is aligned to the national and provincial policies and aims to contribute to the progressive realisation of these policy imperatives to ultimately improve the lives of all citizens, particularly the most vulnerable of our society. The achievement of this, however, is dependent on a whole-of-government and whole-of-society approach supported by sufficient resources and strong governance.

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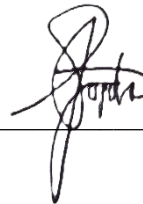
Dr. Robert Macdonald
Accounting Officer of the Western Cape Government
Department of Social Development
March 2025

Official Sign-Off

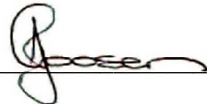
It is hereby certified that this Strategic Plan:

- Was developed by the management of the Western Cape Government Department of Social Development under the guidance of Mr Jaco Londt, Western Cape Minister for Social Development.
- Considers all the relevant policies, legislation and other mandates for which the Western Cape Government Department of Social Development is responsible.
- Accurately reflects the Impact and Outcomes which the Western Cape Government Department of Social Development will endeavour to achieve over the period 2025 – 2030.

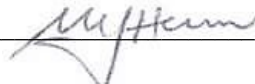
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Approved by:
Jaco Londt
Executive Authority
March 2025

Signature: 

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Part A: Our Mandate

1. Constitutional, Legislative and Policy Mandates

Constitutional Mandate

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

Legislative Mandates

Legislation	Impact on DSD functionality
Children's Act 38 of 2005.	The Act was operationalised by Presidential Proclamation on 1 April 2010 and defines: ● The rights and responsibility of children; ● Parental responsibilities and rights; ● Principles and guidelines for the protection of children; ● The promotion of the well-being of children; and ● The consolidation of the laws relating to the welfare and protection of children; and for incidental matters. The primary focus of the second review of the Children's Act was the finding of the South Gauteng High Court dated April 2011 regarding the correct interpretation of Section 150(1) (a) of the Act. The court found that: ● A caregiver who owes a legal duty of care (in this case a grandmother) may be appointed as a foster parent; and ● Neither the Children's Act nor the Social Assistance Act or its Regulations require an examination of the foster parent's income. Therefore, the financial situation of the children found to be in need of care and protection must be taken into account and not that of the foster parent. Where foster parents who have a legal duty of support are not by the financial means to do, they should be able to apply for a foster care grant.
Children's Amendment Act 17 of 2016 and Children's Second Amendment Act 18 of 2016.	The Children's Amendment Act (17/2016) amends the Children's Act (2005) by amongst other, inserting new definitions; providing that a person convicted of certain offences be deemed unsuitable to work with children; providing that the National Commissioner of the South African Police Service (SAPS) must forward to the Director-General all the particulars of persons found unsuitable to work with children; providing for the review of a decision to remove a child without a court order; extending the circumstances as to when a child is adoptable; and extending the effects of an adoption order by providing that an adoption order does not automatically terminate all parental responsibilities and rights of a parent of a child when an adoption order is granted in favour of the spouse or permanent domestic life partner of that parent and to provide for matters connected therewith. The Children's Amendment Act (18/2016) amends the Children's Act (2005) by amongst other, inserting new definitions; providing that the removal of a child to temporary safe care without a court order be placed before the Children's Court for review before the expiry of the next court day; providing for the review of a decision to remove a child without a court order; providing for the Provincial Head of Social Development to transfer a child or a person from one form of alternative care to another form of alternative care;

Legislation	Impact on DSD functionality
	and providing that an application for a child to remain in alternative care beyond the age of 18 years be submitted before the end of the year in which the relevant child reaches the age of 18 years.
Children's Amendment Act 17 of 2022.	The Children's Amendment Act (17/2022) amends the Children's Act, (38/2005), to amend and insert certain definitions; to extend the children's court jurisdiction; to further provide for the care of abandoned or orphaned children and additional matters that may be regulated; to provide for additional matters relating to children in alternative care; and to provide for matters connected therewith.
Social Service Professions Act 110 of 1978, Amendments: 1995, 1996 and 1998.	The Act established the South African Council for Social Work Professions and defines the power and functions of the social services board and profession.
Social Service Professions Act 110 of 1978: Regulations relating to the registration of a specialty in probation services (2013).	These regulations published in the Regulations Gazette No 36159, 15 February 2013, Vol. 572, No 9911 are aimed at regulating and improving probation services.
Western Cape Commissioner for Children's Act 2 of 2019.	To provide for the appointment of a Commissioner for Children in the Province of the Western Cape; for matters incidental thereto; and provide for certain matters pertaining to that office. Section 78 of the Constitution of the Western Cape, 1997, establishes the office of a provincial Commissioner for Children and provides that the Commissioner must assist the WCG in protecting and promoting the rights, needs and the interests of children in the province.
Probation Services Amendment Act 35 of 2002.	Its purpose is to amend the Probation Services Act, 1991, to insert certain definitions to: ● Make further provision for programmes aimed at the prevention and combatting of crime; ● Extend the powers and duties of probation officers; ● Provide for the duties of assistant probation officers; ● Provide for the mandatory assessment of arrested children; ● Provide for the establishment of a probation advisory committee; ● Provide for the designation of family finders; and ● To provide for matters connected therewith.
Domestic Violence Act 116 of 1998.	The purpose of this Act is to afford victims of domestic violence maximum protection from domestic abuse.
Older Persons Act 13 of 2006.	The Act, which was operationalised by Presidential Proclamation on 1 April 2010, aims at the empowerment and protection of Older Persons including their status, rights, well-being, safety, security, and the combating of abuse against Older Persons. The Act promotes a developmental approach that acknowledges the: ● Wisdom and skills of Older Persons; ● Older Persons' participation within community affairs; ● Regulating the registration of Older Persons' services; and ● Establishment and management of services and facilities for Older Persons. Unlike the Aged Persons Act, No. 81 of 1967, emphasis is shifted from institutional care to community-based care to ensure that an Older Person remains in the community for as long as possible.

Legislation	Impact on DSD functionality
Prevention of and Treatment for Substance Abuse Act 70 of 2008.	The Act provides for the implementation of comprehensive and integrated service delivery in the field of substance abuse amongst all government departments. The main emphasis of this Act is the promotion of community-based and early intervention programmes, as well as the registration of therapeutic interventions in respect of substance abuse.
Child Justice Act 75 of 2008 as amended.	The Act establishes a criminal justice process for children accused of committing offences and aims to protect the rights of children. It further regulates the minimum age of criminal capacity including provisions relating to the decision to prosecute a child who is 12 years or older.
Criminal Law (Sexual Offences and Related Matters) Amendment Act 6 of 2012.	The Act amends the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007, to expressly provide that the imposition of penalties in respect of certain offences contained in the Act is left to the discretion of the courts; and to provide for matters connected therewith.
Prevention and Combatting of Trafficking in Persons Act 7 of 2013.	The Act gives effect to the United Nations (UN) Protocol to prevent, suppress and punish trafficking in persons, especially women and children, supplementing the UN convention against transnational organised crime.
National Youth Development Agency Act 54 of 2008.	The aim of the Act is to create and promote coordination in youth development matters.
Social Assistance Act 13 of 2004.	This Act provides for the rendering of social assistance to persons, and the mechanism for the rendering of such assistance; the establishment of an inspectorate for social assistance; and to provide for other related matters.
Fund-raising Act 107 of 1978.	This Act provides for control of the collection of contributions from the public; the appointment of a Director of Fundraising; the establishment of a Disaster Relief Fund, a South African Defence Force Fund, and a Refugee Relief Fund; the declaration of certain disastrous events as disasters; and other matters connected therewith.
Non-Profit Organisations Act 71 of 1997.	The Act is intended at creating an enabling environment and regulatory framework for NPOs in their contribution to meeting the diverse needs of the population and maintaining adequate standards of governance, transparency, and public accountability. The NPO Act repeals certain portions of the Fund-raising Act (1978).
Disaster Management Act 57 of 2002.	This Act is the primary legislation dealing with disaster management in South Africa. The Act provides for an integrated and coordinated disaster management policy (focusing on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery); the establishment of national, provincial, and municipal disaster management centres; disaster management volunteers; and other incidental matters.
Disaster Management Amendment Act 16 of 2015.	This Act serves to amend the Disaster Management Act, 2002 to substitute and insert certain definitions; to clarify the policy focus on rehabilitation and functioning of disaster management centres; to align certain functions; to provide for organs of state to assist the disaster management structures; to provide for an extended reporting system by organs of state on information regarding occurrences leading to the declarations of disasters, expenditure on response and recovery, actions pertaining to risk reduction and particular problems experienced in dealing with disasters; to strengthen reporting on implementation of policy and legislation relating to disaster risk reduction and management of allocated

Legislation	Impact on DSD functionality
	funding to municipal and provincial intergovernmental forums established in terms of the Intergovernmental Relations Framework Act, 2005; to strengthen the representation of traditional leaders; to expand the contents of disaster management plans to include the conducting of disaster risk assessments for functional areas and the mapping of risks, areas and communities that are vulnerable to disasters; to provide measures to reduce the risk of disaster; to provide for regulations on disaster management education, training and research matters and declaration and classification of disasters; and to provide for matters incidental thereto.
Mental Health Care Act 17 of 2002.	This Act provides for the care, treatment and rehabilitation of persons who are mentally ill; sets out different procedures to be followed in the admission of such persons; and provides for the care and administration of the property of mentally ill persons.
Criminal Law (Sexual Offences and Related Matters) Amendment Act 13 of 2021.	To amend the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007, to: ● Extend the ambit of the offence of incest; ● Introduce a new offence of sexual intimidation; ● Substitute the phrase "a person who is mentally disabled" or "persons who are mentally disabled" wherever the phrase appears with the phrase "a person with a mental disability" or "persons with mental disabilities"; ● Further regulate the inclusion of particulars of persons in the National Register for Sex Offenders; ● Extend the list of persons who are to be protected in terms of Chapter 6 of the Act; ● Extend the list of persons who are entitled to submit applications to the Registrar of the National Register for Sex Offenders; ● Further regulate the removal of particulars of persons from the National Register for Sex Offenders; and ● Further regulate the reporting duty of persons who are aware that sexual offences have been committed against persons who are vulnerable, and to provide for matters connected therewith.
Domestic Violence Amendment Act 14 of 2021.	To amend the Domestic Violence Act, 1998, so as to amend and insert certain definitions; further provide for the manner in which acts of domestic violence and matters related thereto must be dealt with; further regulate protection orders in response to acts of domestic violence; amend provisions of certain laws; and provide for matters connected therewith.
Criminal and Related Matters Amendment Act 12 of 2021.	The purpose of this Act is to amend: ● The Magistrates' Courts Act, 1944, so as to provide for the appointment of intermediaries and the giving of evidence through intermediaries in proceedings other than criminal proceedings; the oath and competency of intermediaries; and the giving of evidence through audio-visual link in proceedings other than criminal proceedings; ● The Criminal Procedure Act, 1977, so as to further regulate the granting and cancellation of bail; the giving of evidence by means of closed-circuit television or similar electronic media; the giving of evidence by a witness with physical, psychological or mental disability; the appointment, oath and competency of intermediaries; and the right of a complainant in a domestic related offence to participate in parole proceedings;

Legislation	Impact on DSD functionality
	● The Criminal Law Amendment Act, 1997, so as to further regulate sentences in respect of offences that have been committed against vulnerable persons; and ● The Superior Courts Act, 2013, so as to provide for the appointment of intermediaries and the giving of evidence through intermediaries in proceedings other than criminal proceedings; the oath and competency of intermediaries; and the giving of evidence through audio-visual link in proceedings other than criminal proceedings, and to provide for matters connected therewith.
Public Finance Management Act No. 01 of 1999 as amended.	To regulate financial management in the national government and provincial governments; to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; to provide for the accountability of persons entrusted with financial management in those governments; and to provide for matters connected with their responsibilities.
Intergovernmental Relations Framework Act 13 of 2005.	The Act aims to facilitate greater engagement among the three spheres of government to promote a stable and responsive system of governance, which enhances the values and principles of public administration.

Policy Mandates

Policy	Impact on DSD functionality
National Development Plan (NDP) 2030 (2012).	The NDP aims to eliminate poverty and reduce inequality by 2030. According to the plan, South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.
Revised Medium Term Development Plan (MTDP) 2024 - 2029.	The MTDP is Government's implementation plan and monitoring framework for achieving the NDP 2030 priorities for the period 2014-2029. It reflects the Programme Priorities of the Government of National Unity, as articulated in the Statement of Intent. The MTDP places greater emphasis on developmental outcomes and is framed as an economic plan that addresses socio-economic challenges. The Plan enables greater focus through three interrelated and interlinked strategic priorities areas, which are supported by Cluster implementation plans and a results framework to monitor progress against planned actions and targets.
OneCape2040. From vision to action (2012).	The WCG adopted this vision and strategy in October 2012. It aims to stimulate a transition towards a more inclusive and resilient economic future for the Western Cape. It articulates a vision on how the people of the Western Cape can work together to develop their regional economy and society at large, and by so doing guides planning and action to promote common commitment and accountability towards sustained long term progress.
Provincial Strategic Plan (PSP) 2025 -2030.	The 5-year PSP sets out the overarching goals and priorities of the Western Cape Government for the period. Building on the foundations laid in the previous term of office, the PSP 2025-30 aims to bring together the Growth for Jobs, Safety, Educated, Healthy & Caring Society, and Innovation, Culture & Governance Portfolios into one Unified Change Strategy. The Unified Change Strategy focuses on Integration Areas within the service delivery environment that enables departments to work in synergy to realise shared outcomes for the people and businesses of the Western Cape.

Policy	Impact on DSD functionality
Western Cape Provincial Spatial Development Framework (2014).	The framework serves as a basis for coordinating, integrating and aligning "on the ground" delivery of national and provincial Departmental programmes; supports municipalities to fulfil their municipal planning mandate in line with the national and provincial agendas; and supports and communicates Government's spatial development intentions to the private sector and civil society.
Western Cape Government Whole of Society Approach to Socio-Economic Development (2018).	The Whole of Society Approach envisions safe, socially connected, resilient and empowered citizens and communities with equitable access to social services and opportunities. This document presents a framework for integrated and innovative social development in a phased approach. It has been developed with the aim of obtaining agreement on the new way of promoting social development through a "Whole of Society Approach".
White Paper for Social Welfare (1997).	The White Paper serves as the foundation for social welfare after 1994 by providing guiding principles, policies, and programmes for developmental social welfare systems.
White Paper on Population Policy (1998).	The White Paper promotes sustainable human development and quality of life for all South Africans through the integration of population issues into development planning in the different spheres of government and all sectors of society. The Department is mandated to monitor the implementation of the policy, and its impact on population trends and dynamics in the context of sustainable human development.
Department of Social Development Policy on the Funding of Non-Government Organisations in the Social Development Sector (Amended November 2023).	The purpose of this policy is to ensure that transfer payments are managed in a transparent manner that promotes accountability, access, efficient administration, clear performance requirements, and the principles of administrative justice to enable DSD to achieve its mission of providing a comprehensive network of social development services that enables and empowers the poor, the vulnerable and those with special needs.
White Paper on Families in South Africa (2013) and Revised White Paper on Families in South Africa (2021).	The main purpose of the White Paper is to foster family well-being, promote and strengthen families, family life and mainstream family issues into government-wide policy-making initiatives. The Department has developed a provincial plan for implementing the White Paper on Families that was adopted by the Family Services Forum on 16 September 2016. The Revised White Paper for families draws on the strengths of preceding policy documents and aims to address the criticisms and concerns against the moralistic undertones and narrow expressions of family life in South Africa in sections of the first White Paper on Families. This revision updates the policy paper to account for the contemporary situation of families in South Africa and integrates feedback from state and civil society stakeholders that engaged in consultations during the revision of the White Paper.
Framework for Social Welfare Services (2013).	This approved national framework is aligned with the Integrated Service Delivery Model and makes provision for a standardised process through which social workers will provide generic social welfare services that are of requisite quality, comprehensive, integrated, rights-based, and well-resourced.
Generic Norms and Standards for Social Welfare Services (2013).	Provides the benchmarks for the provision of quality social welfare services and forms part of the Framework for Social Welfare Services.
National Drug Master Plan 2019-2024 (2019).	The plan enables the coordination of departments and local authorities in line with the Prevention and Treatment for Substance Abuse Act, No. 70 of 2008. Its purpose is to ensure that the country has a uniform response to substance abuse.

Policy	Impact on DSD functionality
Supervision Framework for the Social Work Profession in South Africa (2012).	Provides the framework for the effective supervision of social workers, student social workers, social auxiliary workers, learner social auxiliary workers, social work specialists and private practitioners to ensure competent professional social work practices that serve the best interests of service users in the South African social sector.
National Youth Policy 2020-2030 (NYP 2030) (2021).	The NYP 2030 is a cross-sectoral policy aimed at effecting positive youth development outcomes for young people at local, provincial, and national levels in South Africa. This policy builds on South Africa's 1 st and 2 nd NYPs which covered the period 2009-2014 and 2015-2020, respectively. The policy recognises that prioritisation of resources should incorporate youth development, youth education, economic participation as well as physical and mental health. The desired outcome of the policy is empowered youth equipped with information, knowledge and skills that enable them to seize opportunities and effectively take responsibility in making a meaningful contribution to the development of a democratic and prosperous South Africa.
A Youth Development Strategy for the Western Cape Department of Social Development (2013).	This strategy guides, informs and directs the Department's youth development programming and priorities and brings a strong measure of institutional and programmatic predictability. It serves as a critical planning tool, which is aimed at addressing the needs of young people of the Western Cape.
Western Cape Youth Development Strategy (2013).	The purpose of the (provincial) youth development strategy is to create more support, opportunities, and services for all young people to better engage with their environment and successfully transition into responsible, independent, and stable adults. It focuses on young people in the pre-youth phase between 10 and 14 years of age and the 'youth' phase between 15 and 24 years of age.
Policy on the Provision of Social Development Services to Persons with Disabilities (2017).	The main purpose is to guide and coordinate the provision of mainstreamed social development services to Persons with Disabilities. Its aim is to ensure that the dignity and rights of all Persons with Disabilities is preserved and met through the provision of relevant socio-economic programmes and services that ensure their inclusion.
Policy Framework – Services to Persons with Intellectual Disability (2015).	The purpose of the framework is the delivery of coordinated and streamlined services to Persons with Intellectual Disabilities by different provincial departments/ sectors to ensure a person-centered approach to Persons with Intellectual Disabilities and their families by determining the profile of needs of Persons with Intellectual Disabilities across sectors and appropriate departmental roles, responsibilities, and potential funding models to meet the needs identified.
Policy on the Review, Release and Reintegration of Sentenced residents in DSD Child and youth care centres into Less Restrictive Alternative or Parental Care (2014).	This policy provides guidelines for the review, release and reintegration of sentenced residents in CYCC's through less restrictive alternative care placements as provided for in Chapter 11 of the Children's Act, 38 of 2005 Regulations.
Department of Social Development Western Cape Strategy for Improvement of Child Care and Protection Services (2015).	The strategy was developed to mitigate the risks associated with the implementation of the statutory requirements, norms and standards of the Children's Act. The strategy identifies the root causes of the problem and the interventions to deal with these issues.
Quality Assurance Framework for Social Welfare Services (V5) (2012).	This national framework provides a consistent system and clear standards for evaluating the effectiveness of social welfare services and for their continuous improvement.

Policy	Impact on DSD functionality
Addendum to Department of Social Development Western Cape Strategy for the Provision of Child and Youth Care centres in the Province, 2016-2021.	The purpose of this document is for DSD to provide effective and well managed alternative care solutions to children which has become vital. The services rendered to vulnerable and at-risk children in alternative residential care (CYCCs) as required in terms of Section 193 of the Children's Act (38 of 2005) and the Child Justice Act (75 of 2008 as amended), are very important. These services need for expansion also indicates the dire need for services to be accessible.
Standard Operating Procedures (SOP) for Canalisation Services (2024).	The purpose of this Standard Operating Procedure (SOP) is to provide Regional Directors, the Directorate: Facility Management and the Directorate: Children and Families with guidelines and procedures in the application of canalisation services. The roles and responsibilities of officials responsible for the canalisation function are included in the SOP with canalisation procedures and commensurate annexures to assist officials with implementation.
Western Cape Department of Social Development Standard Operating Procedure (SOP) for the Removal of Street Children to a Place of Safety and Subsequent Processes (2015).	The SOP was developed as a step-by-step guide on how to proceed when removing a street child in need of care and protection to a place of safety. It outlines the roles and responsibilities of the Department's staff members and other stakeholders in the NPO and policing sectors.
Quality Assurance Framework for performance monitoring of social welfare and community development service delivery (2015).	This provincial framework is aligned to the national Quality Assurance Framework for Social Welfare (2013) and proposes comprehensive performance monitoring through a quality assurance approach for community development and social welfare services in the Department as well as the NPO sector in this province. It also focuses on quality improvement in service delivery, defines the standards of service excellence and how it should be monitored and managed.
A Quality Assurance Protocol for Child and Youth Care Centres 2016-2018 (2016).	This protocol promotes the holistic implementation of a quality assurance protocol that focusses on legislative administrative compliance, compliant corporate governance and compliance to registration and National Norms and Standards requirements for CYCCs.
Western Cape Provincial Strategy for the Provision of Child and Youth Care Centres (CYCCs) (2016).	This strategy governs the provision of an adequate spread of residential care for children through CYCCs across the continuum of care and relevant centre-based programmes throughout the province, aligned with the Province's specific needs, circumstances, budgetary allocations and infrastructure availability.
Western Cape Government Household Food and Nutrition Strategic Framework (2016).	The Western Cape Food Security and Nutrition Strategic Framework targets specific shortcomings of the current food system to ensure that it serves all the residents of the Western Cape. The Strategic Framework articulates outcomes and objectives linking programmes to the reduction of hunger and improvement in health, nutrition, and productivity to support all people living in the Western Cape in leading active and productive lives.
White Paper on the Rights of Persons with Disabilities (2015).	The White Paper endorses a mainstreaming trajectory for realising the rights of Persons with Disabilities through the creation of a free and just society inclusive of Persons with Disabilities as equal citizens. It guides and encourages self-representation of Persons with Disabilities. It broadly outlines the responsibilities and accountabilities through nine strategic pillars which task stakeholders with the responsibility of eradicating the persistent systemic discrimination and exclusion experienced by Persons with Disabilities. This guides the Western Cape DSD to provide barrier-free, appropriate, effective, efficient and coordinated service delivery.

Policy	Impact on DSD functionality
Disability Mainstreaming Strategy 2015 -2020 (2015).	The Western Cape DSD Disability Mainstreaming Strategy is a five-year strategic plan which guides the Department in using mainstreaming as a strategy to expedite the shift of disability concerns from the periphery to the centre of attraction throughout the Department's service delivery.
National Strategic Plan on Gender-based Violence and Femicide (2020).	This plan aims to provide a multi-sectoral, coherent strategic policy and programming framework to strengthen a coordinated national response to the crisis of GBV and femicide by the Government of South Africa and the country. The strategy seeks to address the needs and challenges faced by all, especially women of all ages, sexual orientations, sexual and gender identities, and specific groups such as elderly women, women who live with disability, migrant women and trans women, affected and impacted by the GBV scourge in South Africa.

Alignment with Global and National Priorities

The Department is party to several international goals and agendas and hence has an obligation to implement them. Examples of these are the United Nations (UN's) Agenda 2030, Africa Agenda 2063, and the Sustainable Development Goals¹ (SDGs). The aspirations articulated in the SDGs and Agenda 2063 resonate with those found in the NDP 2030, MTDP 2024 – 2029, Social Development Sector Priorities of and within the statutory and policy mandates of the Department.

Specifically, alignment can be found in Departmental programmes and initiatives related to the promotion of sustainable livelihoods; nutritional support; protection of the rights of vulnerable groups including women, children, Persons with Disabilities and Older Persons; the provision of support to victims of violence, including GBV; the empowerment of women and girls; youth skills development and support and SUD prevention, treatment and rehabilitation.

The Department's programmes are also aligned with various international commitments, treaties and agreements pertaining to child care and protection. For example, the 1995 United Nations Convention on the Rights of the Child (UNCRC), the African Charter on the Rights and Welfare of the Child (2000); The Hague Convention on the Civil Aspects of International Child Abduction (1997) and The Hague Convention on Protection of Children and Co-operation in respect of Intercountry Adoption (2003). The essence of these treaties, international commitments and agreements can be found in both the legislative and policy mandates of the Department.

With respect to norms and standards for the care and support of Older Persons, the Department observes the Madrid International Plan of Action on Ageing and the Declaration on the Rights of Older Persons (2002). In providing services to Persons with Disabilities the Department is guided by the norms and standards as contained in the UN Convention on the Rights of People with Disabilities (UNCRPD).

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

- UN Standard Minimum Rules on the Administration of Juvenile Justice (Beijing Rules):1985.
- The Rules for the Protection of Juveniles Deprived of their Liberty (UN JDL Rules) 1990 – (2009).
- The International Covenant on Civil and Political Rights (ICCPR) 1966.
- The Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT) 2008.

International human rights treaties require state parties to take proactive steps to ensure that women's human rights are respected by law and to eliminate discrimination, inequalities, and

¹ United Nations Development Programme (UNDP), 2015 at <https://www.undp.org/content/undp/en/home/sustainable-development-goals.html> (accessed 23 October 2019).

practices that negatively affect women's rights. Under international human rights law, women may also be entitled to specific additional rights such as those relating to reproductive healthcare. The victim empowerment programmes rendered by the Department are aligned to international commitments related to:

- UN Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power (1985).
- Convention on the Elimination of all forms of Discrimination against Women (CEDAW) 1979 (2016).
- UN Protocol to Prevent, Suppress and Punish Trafficking in Persons 2000.
- The Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT) 2008.
- International Labour Organisation's (ILO) Forced Labour Conventions 1930 (2014 -2016).

The Medium-Term Development Plan (MTDP) 2024-2029 serves as the five-year strategic plan for South Africa's 7th Administration under the Government of National Unity (GNU), formed following the 29 May 2024 general elections. It acts as the implementation framework for the National Development Plan (NDP): Vision 2030, aligning with its goals while emphasising development outcomes and economic growth.

The MTDP replaces the Medium-Term Strategic Framework (MTSF) and is designed to focus on fewer, high-impact interventions to drive measurable results. It was approved by Cabinet Lekgotla on 29 January 2025 and is structured around three core strategic priorities:

- Strategic Priority 1: Inclusive growth & job creation (Apex priority) – driving economic interventions across all spheres of government.
- Strategic Priority 2: Reducing poverty & tackling the high cost of living – ensuring social protection and economic inclusion.
- Strategic Priority 3: Building a capable, ethical & developmental state – enhancing governance, law and order, and enabling infrastructure.

The advancement of the rights and wellbeing of women and youth are grounded in the implementation of the National Strategic Plan (NSP) on Gender-based Violence and Femicide (GBVF) (2020) and the NYP 2030. Aligned to the MTDP Strategic Priority 2: Reducing poverty & tackling the high cost of living, the NSP on GBVF (2020) aims addresses the needs and challenges encountered especially by women impacted by GBV by providing a cohesive, multi-sectoral strategic framework towards a comprehensive national response to GBV and femicide. In response, the WCG GBV Implementation Plan aims to address the crisis of violence against women and children. The Department is responsive and addresses this crisis by prioritising resources toward the provision of shelter services, therapeutic and psychosocial support services and GBV prevention and training.

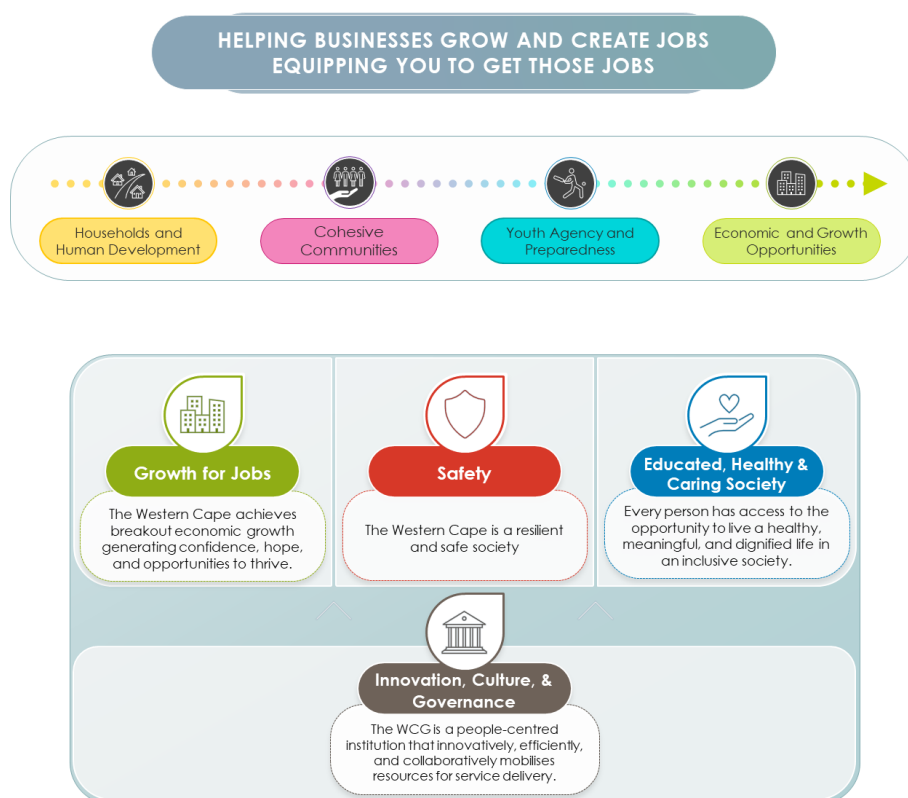
To ensure young people are empowered and equipped with information, knowledge and skills, the NYP 2030 coupled with the Western Cape Government norms and standards on Youth, aims to enable youth, through specialised programmatic and development interventions, which facilitate the holistic and positive development of young people as individuals and members of families and communities.

For interventions pertaining to SUD prevention, treatment and rehabilitation, the Department aligns with the Convention on Psychotropic Substances (1971) and the Southern African Development Community's Protocol on the Combatting of Illicit Drugs (1996). Although South Africa is not a signatory to the UN Convention against the Illicit Trafficking of Narcotic Drugs and Single Convention on Narcotic Drugs, it does subscribe to the principles and substance of the convention. The Departments efforts further contribute to the implementation of the National Drug Master Plan and is aligned with the MTDP Strategic Priority 2: Reducing poverty & tackling the high cost of living.

2. Institutional Policies and Strategies over the Five-year Planning Period

The 2025-2030 Strategic Plan articulates the Department's continued commitment to the national and provincial priorities focussed on empowerment of the most vulnerable in our society. The Strategic Plan is Informed by the NDP 2030 and the Strategic Priorities of the MTDP. The WCG aligns its strategies with the MTDP's priorities while maintaining its own provincial mandates through the Provincial Strategic Plan (PSP) and the Provincial Strategic Implementation Plan (PSIP).

- **Economic Growth & Job Creation:** WCG will contribute through provincial economic policies, investment attraction, skills development, and infrastructure projects that support the national focus on inclusive growth.
- **Poverty Reduction & Social Interventions:** WCG's social development programmes, health initiatives, and education reforms will align with the national emphasis on lowering the cost of living.
- **Building a Capable State:** The WCG's governance innovation, service delivery efficiency, and regulatory frameworks will support the national goal of strengthening institutional capacity and ethical leadership.



The Provincial Strategic Plan (PSP) 2025-2030 sets out the Western Cape Government's (WCG) strategic priorities and goals for the next five years. It provides overarching direction for government action, focusing on people-centred outcomes that drive meaningful change for residents.

The implementation of the PSP is driven by four Provincial portfolios. The portfolios are clusters of Departments that provide strategic direction and coordinate efforts to implement programmes aligned with the Western Cape Government's key priorities. These priorities span economic, safety, social, and institutional policy domains.

The portfolios monitor and steer high-priority projects and programmes, ensuring a cohesive and coordinated approach to achieving shared outcomes. Each Department contributes to one or more portfolios by implementing targeted interventions that support the intended impact of that portfolio.

The four strategic portfolios are:

 Growth for Jobs	The Western Cape achieves breakout economic growth generating confidence, hope, and opportunities to thrive.
 Educated, Healthy, & Caring Society	Every person has access to the opportunity to live a healthy, meaningful, and dignified life in an inclusive society
 Safety	The Western Cape is a resilient and safe society.
 Innovation, Culture, & Governance	The WCG is a people-centred institution that innovatively, efficiently, and collaboratively mobilises resources for service delivery

To maximise the effectiveness of government interventions, the PSP follows a life course and systems approach. This means that policies and programmes consider the needs and responsibilities of residents from childhood to old age, ensuring government services are structured accordingly.



The PSP promotes an integrated approach where Departments and entities work together towards the integrated impact outlined for each of the four areas of the life course.

These integrated impact areas are:

Households and Human Development	Creating safe, healthy environments that promote lifelong development and self-sufficiency
Cohesive Communities	Strengthening social ties to build safe, caring, and resilient communities.
Youth Agency & Preparedness	Empowering young people with the skills and opportunities to participate in society, access economic opportunities, and continue learning.
Economic & Growth Opportunities	Expanding economic opportunities and fostering confidence, hope, and prosperity.

In addition, two transversal areas address broader structural and environmental factors that shape service delivery and enable people along the entire life course:

Resource Resilience	Creating safe, healthy environments that promote lifelong development and self-sufficiency
Spatial Transformation, Infrastructure, and Mobility	Strengthening social ties to build safe, caring, and resilient communities.

The PSP outlines key focus areas that align with its Portfolios and Integrated Impact Areas. Each department aligns its Strategic Plan with these focus areas to ensure a coordinated approach to achieving provincial priorities.

Key focus areas for the Department of Social Development include:

 Growth for Jobs	 Safety	 Educated, Healthy & Caring Society	 Innovation, Culture, & Governance
Access to Employability and Economic Opportunities Infrastructure and the Connected Economy	Integrated Violence Prevention	Improved Child Wellbeing Increased Youth Resilience, Civic, Educational and Economic Participation Increase the Wellbeing and Agency of Adults and Older Persons	Culture and People-Centred Delivery Ease of Doing Government

Through the above focus areas, the Department contributes to integrated impact in Households and Human Development, Cohesive Communities, Youth Agency and Preparedness, Economic and Growth Opportunities, and Service Delivery Enablers.

In support of the Safety and Educated, Healthy & Caring Society Portfolios, the Department will continue to provide support to families at risk; care and protection services to children at risk; support to homeless adults; access to food relief, nutritional support and developmental programmes; support strategies aimed at violence prevention and awareness; and provide psychosocial and related support services to victims of GBV, crime and violence, amongst others.

Strong family relations and social cohesion are key to building family and community resilience and protection against violence. The implementation of evidence-based family support programmes aims to strengthen the family unit and build community resilience. These include the provision of parenting skills programmes, early intervention programmes such as court ordered family preservation programmes, marriage counselling and psychosocial support services and parenting rights and responsibility agreements for childcare. Post-statutory interventions for children will also be provided at CYCCs and include alternative care for children, intervention services for children and youth in conflict with the law, and accommodation for awaiting trial children and sentenced children, including children with disruptive behaviour disorders. Further services to families include the provision of subsidised bed spaces in shelters for homeless adults and families inclusive of family reunification programmes.

Victim empowerment programmes will continue to provide safe spaces and referral pathways to specialised treatment, rehabilitation and aftercare services for women and children impacted by GBV in a coordinated manner, as per the WCG GBV Implementation Plan. Behaviour modification programmes aimed at reducing GBV will also continue to be implemented. Substance abuse often plays a role in interpersonal violence. Toward reducing the alcohol and drug-related harms, SUD prevention, treatment and rehabilitation services will continue to be provided on an outpatient and inpatient basis, as well as aftercare and reintegration services for clients who have undergone treatment. This includes school-based SUD prevention and treatment programmes for children and youth.

Older Persons and Persons with Disabilities are amongst the most vulnerable and are often marginalised in communities. The Department will continue to provide programmes that ensure the rights and dignity of both Older Persons and Persons with Disabilities are protected and enable access opportunities that allow them to be active participants in their communities and access to specialised care.

Nutritional support will continue to be provided to vulnerable households across the Province. In addition to this the Department, through its sustainable livelihoods programme will continue to support the EPWP and skills development initiatives in vulnerable communities.

The Department will continue to provide programmes that empower youth. In addition to the aforementioned statutory services for youth, Youth Cafés will continue to provide skills development, work readiness and positive social behaviour programmes.

At a local government level, the Department will continue to actively engage with municipalities on the planning and implementation of integrated service delivery. This includes engagement during the development of integrated development plans and service delivery and budget implementation plans, participation in various municipal fora and review of current memoranda of understanding with municipalities to enhance intergovernmental co-operation.

3. Relevant Court Rulings

High Court of South Africa (Western Cape High Court/Cape Town) relevant to children with severe or profound intellectual disability, case number 18678/2007.

Judgment was handed down on 11 November 2010 directing the government to provide reasonable measures for affordable and quality basic education to children with severe and profound intellectual disability. In compliance with the court order, the Department makes provision for remuneration, training and accreditation of staff and programme implementers of special care centres, as well as funds for the safe transportation of the children to and from the centres.

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

A court order was issued on 02 August 2018 directing the National Departments of Social Development, Health, and Education to make provision for the appropriate alternative care, mental health services, and educational needs of children with severe or profound disruptive behaviour disorders. An intersectoral project steering committee was established to put in place measures to address the situation through the development of a referral pathway.

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

Judgment was handed down on 21 September 2017 directing the WCG's DSD to deliver appropriate long-term monitoring, counselling, and aftercare services for victims of sexual offences. Additionally, the Department must ensure that NPOs who provide these services and receive funding from the Department comply with their contractual obligations.

High Court of South Africa (Cape Division-Cape Town) relevant to the closure of an unregistered substance treatment centre, case number 1997/2022.

On 08 February 2023, the Western Cape High Court issued an order for the immediate closure of an illegally operating substance treatment centre. The High Court order was issued in the absence of legislative guidance on the closure of an illegally operating substance treatment centre, given the potential risk to service users accessing the service. This court order creates a legal precedent until such time as legislation can make provision for the closure of illegally operating substance treatment centres.

Constitutional Court of South Africa relevant to the Children's Act 38 of 2005, case CCT 94/22.

A court order was issued on the 29 June 2023 to amend section 40 of the Children's Act, 38 of 2005. The following order was made:

The declaration of constitutional invalidity of section 40 of the Children's Act (2005) by the High Court was confirmed in the terms set out in paragraphs 2, 3, 4, 5 and 6 of this order.

It was declared that the impugned provisions of the Children's Act unfairly and unjustifiably discriminate on the basis of marital status and sexual orientation by excluding the words "or permanent life partner" after the word "spouse" and "husband" and, "or permanent life partners" after the word "spouses" wherever such word appears in section 40 of the Children's Act.

The declaration of constitutional invalidity took effect from 01 July 2007, but its operation was suspended for 24 months from the date of this order to afford Parliament an opportunity to remedy the constitutional defects giving rise to the constitutional invalidity.

Part B: Our Strategic Focus

1. Vision

A self-reliant society.

2. Mission

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

3. Values

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



Caring



Competence



Accountability



Integrity



Responsiveness

4. Situational Analysis

The Department has increased its provincial footprint and has grown from one head office with 16 district offices in 2009 to one head office overseeing 6 regional offices with 45 local offices including 48 service points, 3 mobile offices and 9 government-owned facilities. Within the rural areas where accessibility is often complicated by distance, the Department has established a service delivery team per local municipality supported by the mobile offices. Additionally, the Department has approximately 1 045 transfer payment agreements in place with NPOs. Through this extensive network, the Department ensures that services are brought closer to communities to assist those most in need.

5. External Environment Analysis

The Western Cape is the third largest province in South Africa, accounting for 12 percent of the national population. The province's population of 7.4 million people comprises 2.3 million households with an average household size of 3.3² members, with the population size having almost doubled from 3.9 million in 1996. The population is estimated to further grow to 8.2 million people by 2029³. The province faced a range of social and economic challenges, which contributed to the increased vulnerability of already struggling households in the province. These challenges include the devastating long-term effects of the 2020 pandemic, relatively high levels of unemployment and the increased cost of living.

The unemployment rate for the third quarter of 2024 was 19.6 percent⁴. According to the General Household Survey 2022⁵, households in the Western Cape with inadequate access to food remained high (18.1 percent), highlighting the challenge of food insecurity in the province. Food insecurity in households is of particular concern in relation to vulnerable persons such as children, Older Persons, Persons with Disabilities, and female-headed households. 20 749 Vulnerable persons accessed meals at Departmental CNDCs and funded feeding sites across the province in the first 9 months of the 2024/25 financial year. The notable increase in the incidence of fires and flooding in recent years has resulted in more vulnerable households seeking further assistance. 964 Households were assessed as needing humanitarian relief to alleviate the impact of disasters over the same period, while 2 822 households were assessed for undue hardship assistance.

² Statistics South Africa (2023). *Census 2022*.

³ Statistics South Africa (2022). *Mid-year Population Estimates 2022*.

⁴ Statistics South Africa (2024). *Quarterly Labour Force Survey QLFS Q3:2024*.

⁵ Statistics South Africa (2022). *General Household Survey 2022*.

The breakdown or inability of families and households to provide care for their primary members is evident at various societal levels, such as reported increases in the number of homeless adults, street children, children at risk of neglect, households at risk of food insecurity, malnutrition in children, as well as waiting lists for placement in CYCCs in the province.

Just under 2 million children⁶ between the ages of 0 and 17 years old live in the Western Cape, representing 27 percent of the total population. Children in the province's most vulnerable areas face a high risk of maltreatment and violence, as reflected in child murder⁷ and sexual victimisation⁸ trends. An internal analysis of the child protection cases revealed trends in abuse reported for investigation via the Form 22⁹ from 2019/20 to 2023/24. Deliberate neglect (12 839) and sexual abuse (12 774) were the most common types of abuse reported for investigation over the period. In terms of proportion, both sexual abuse and deliberate neglect accounted for 35 percent of the total number of Form 22s submitted, followed by physical abuse (18 percent), emotional abuse (12 percent), and abandonment (1 percent).

In addition, the number of teenage pregnancies has been consistently high in recent years¹⁰. In 2023, the DoH&W¹¹ data indicates 9 885 births by girls aged 10-19 years in the Western Cape, a slight decrease compared to the previous year (10 169). A steady increase is observed in the number of births by girls aged 15-19 years in the province between 2017-2020, with the highest number (11 358) recorded in 2020. This increase could be attributed to the disruption of primary-level clinic services and schooling during the COVID-19 pandemic which resulted in reduced access to contraceptive and other sexual/reproductive services for girls¹². In 2023, 281 births were by children aged between 10-14 years old. In addition to adverse social, economic, and educational outcomes, very young girls face greater risks for pregnancy-related health issues and perinatal mental health disorders than older teenagers and adults¹³. The vulnerability of children is also heightened by the high levels of food insecurity in households, which result in a higher risk of child stunting, malnutrition, and neglect. In addition to socio-economic support, parents in high-risk areas require access to parenting programmes as well as social and mental health support services to strengthen their caregiving capacity. Between April and December 2024, over 2 900 parents and caregivers completed parenting programmes funded by the DSD.

The Western Cape is home to 2.6 million¹⁴ youth between the ages of 15 and 34 years. Youth in high-risk areas of the province face a range of socio-economic challenges such as poor educational outcomes and limited employment opportunities in the context of social harms such as harsh parenting, toxic peer pressure, exposure to, and experience of GBV, substance abuse, crime, and violence. To address the escalating exposure to violence, PEI programmes should be prioritised within high-risk communities, as well as the provision of economic support and family reunification services for families. These risk factors affect the wellbeing of youth in the province and reinforces the importance of the Department's focus on youth development and support. Efforts in this regard include the provision of skills and personal development, training, and digital literacy, as well as job profiling of youth attending CBOs and Youth Cafés. Furthermore, the EPWP is a key intervention programme that provides skills training and income

⁶ Statistics South Africa (2023). Census 2022.

⁷ Department of Social Development (DSD), 2019. *Internal Analysis of SAPS Child Murder Data in the Western Cape 2013-2018*.

⁸ Western Cape Department of Social Development (2018). *An Evaluation of Psycho-Social Support Services, funded by the Department of Social Development, for Victims of Sexual Offences at selected Thuthuzela Care Centres in the Western Cape*. Internal report compiled by Petro Brink and Faheemah Esau.

⁹ Department of Social Development. (2024). Reported child abuse cases – internal report. Cape Town: Western Cape Department of Social Development.

¹⁰ Department of Health & Wellness. (2024). *Health data 2017-2023*. Cape Town, Western Cape, South Africa: Department of Health & Wellness.

¹¹ Data from the Department of Health and Wellness is for calendar years (Jan-Dec) and not financial years (April-March).

¹² Barron, P., Subedar, H., Letsoko, M., Makua, M., & Pillay, Y. (2022). Teenage births and pregnancies in South Africa, 2017 - 2021 – a reflection of a troubled country: Analysis of public sector data. *South African Medical Journal*, 112(2), 252-258.

¹³ Wado, Y.D., Sully, E.A., Mumah, J.N. (2023). Pregnancy and early motherhood among adolescents in five East African countries: a multi-level analysis of risk and protective factors. *BMC Pregnancy and Childbirth*, 15(59), 1-11.

¹⁴ Statistics South Africa (2023). Census 2022.

relief through temporary work for the unemployed over the short- to medium-term. In the 2023/24 financial year, 946 EPWP work opportunities were created in the NPO sector.

Youth in conflict with the law is a key concern for the province, specifically youth involved in violent crime related to gang activity. 70 Percent of youth offenders in DSD- own secure care centres are youth out of school, highlighting the need to provide these youth with the necessary life and vocational skills that will enable successful reintegration into society upon exiting the centres.

In terms of Older Persons, the Western Cape has a total of 818 398 persons aged 60 years and older, of which 58 percent are women¹⁵. This is projected to grow to 1.088 million by 2031¹⁶ and to almost triple, to 2.044 million, by 2050¹⁷. Older persons are faced with many socio-economic hardships as they frequently take on the financial burdens of their households¹⁸ and are further challenged by a lack of accessibility to services, particularly limited and costly transport options, as well as a lack of information on how to access these services¹⁹. Access to quality social development services for Older Persons is facilitated through the provision of independent and assisted living, frail care, and appropriate community-based interventions. Further work includes ensuring that the dignity and rights of Older Persons are upheld, as well as the protection of Older Persons from any forms of abuse or undue harm.

The Western Cape has a total of 193 138 Persons with Disabilities²⁰, making up 2.6 percent of the total population. Children between the ages of 5- and 17-years old account for 1.2 percent of Persons with Disabilities and Older Persons, aged 60 and above, account for 9.3 percent²¹. The various types of disability include seeing, hearing, communication, mobility, memory and self-care. Redress interventions in support of Persons with Disabilities include mainstreaming, supporting, and promoting the rights, wellbeing and socio-economic empowerment of Persons with Disabilities, their families, and caregivers so that they have an equal opportunity to participate in all spheres of life. These interventions are further supported by providing access to quality residential facilities, community-based care programmes as well as protective workshops. Poverty and complex family structures in the Western Cape exacerbate the challenges faced by family members who care for disabled persons. It is crucial to recognise and provide support for these family members who face immense challenges in caring for persons with disabilities.

The incidence of social crime in the Western Cape remains a challenge due to its harmful effects on the wellbeing of people. Violence against women and children remains a priority for the DSD, given the high incidence of crimes perpetrated against these groups. The high levels of trauma individuals experience affect their personal wellbeing, familial relationships, and overall functioning. For women, murder increased by 10.6 percent in 2022/23, attempted murder increased by 17.6 percent and assault (with intent to do grievous bodily harm-GBH) increased by 5.1 percent. For children (0-17 years old), murder decreased by 6.2 percent, attempted murder increased by 4.1 percent and assault (GBH) against children decreased by 0.4 percent²². Certain areas in the Western Cape have been identified as crime hotspots. These areas are overwhelmed by social ills that increase the involvement in criminal activity.

Nine police stations in the province were included in the list of the top 30 police stations in the country for reports of murder from 2013/14 to 2022/23, and 11 for common assault over the

¹⁵ Statistics South Africa (2023). *Census 2022*.

¹⁶ Statistics South Africa, 2022. *Province projections by sex and age (2028-2032)*.

¹⁷ Statistics South Africa, (2021). *Single Ages by Province 2002-2050 MYPE series 2020*.

¹⁸ Lloyd-Sherlock, P., Penhale, B., & Ayiga, N. (2018). Financial abuse of older people in low and middle-income countries: the case of South Africa. *Journal of Elder Abuse and Neglect*, 30(3), 236-246.

¹⁹ Moore, E. & Kelly, G. (2023). *Older persons and community care in South Africa*. Cape Town: University of Cape Town.

²⁰ The DSD operational definition for disability includes "a lot of difficulty" and/or "cannot do at all" status as per Census 2022 questionnaire. The Washington Group on Disability Statistics (WG) definitions are used for the formulation of the Census questions around disability. This is not suitable for measuring disability amongst young children, therefore children aged 0-4 years do not formally report any disability via the Census 2022 questionnaire.

²¹ Statistics South Africa (2023). *Census 2022*.

²² South African Police Services (2023). *Police Recorded Crime Statistics 2022-2023 Financial Year Annual Figures (April 2022-March 2023)*.

same period. Most of these police stations were within the Cape Metro²³. A total of 7 294 sexual offences²⁴ were reported in 2022/23, a 1.8 percent increase from the previous year (7 163). Sexual offences in the Western Cape contributed 13.6 percent to the total percentage of sexual offences reported in South Africa for the period 2021/22 to 2022/23. Furthermore, seven police stations in the Western Cape were among the top 30 stations in the country with the highest reported number of sexual offences. It is therefore of utmost importance that psychosocial services for victims of GBV are prioritised. GBV interventions implemented by the Department includes the appointment of 24 social workers specialising in GBV at DSD Regional Offices, which increased the availability of therapeutic support to victims of sexual crime, and the continued funding of shelters for abused women and their children. The nine funded Thuthuzela Care Centres (TCCs), in partnership with the NPA and the DoH&W, have also contributed tremendously to the immediate care of victims of GBV. Victim empowerment services included support for victims of human trafficking and victims of domestic violence. A focused communications strategy and awareness-raising of the WCG 365-day campaign against GBV, the launch of the GBV Forum, the GBV Help Desk and the GBV Ambassadors model in Delft were amongst the many initiatives aimed at strengthening the Departmental response in supporting victims of GBV. The GBV ambassadors programme has subsequently been expanded to the following areas: Theewaterskloof, Witzenberg, and Mitchells Plain - Heinz Park, and Metro North region, which covers Dunoon, Bishop Lavis, Langa, Elsies River, and Fisantekraal.

Interpersonal violence is often fuelled by substance abuse, especially alcohol misuse. An increase of 11.3²⁵ percent in drug-related crimes was reported from 2021/22 to 2022/23 in the Western Cape, with the majority of the stations in the top 30 stations for drug related crime over the last 10 years being in the Western Cape. The Department provides a range of SUD services, including early intervention, treatment, and aftercare services, which ensure the effective reintegration of clients into their communities of origin and society at large. Furthermore, the Department supported initiatives to address the harmful effects of Foetal Alcohol Spectrum Disorder in children. Moreover, the Department provides SUD treatment programmes in high-risk areas through community-based programmes as well as in all its CYCCs and GBV shelters.

²³ South African Police Service (SAPS), 2023. *Annual Crime Statistics 2022/2023*.

²⁴ South African Police Services (2023). *Annual Crime Statistics 2022/2023*.

²⁵ South African Police Services (2023). *Annual Crime Statistics 2022/2023*.

Figure 1: DSD offices and facilities in the Western Cape.

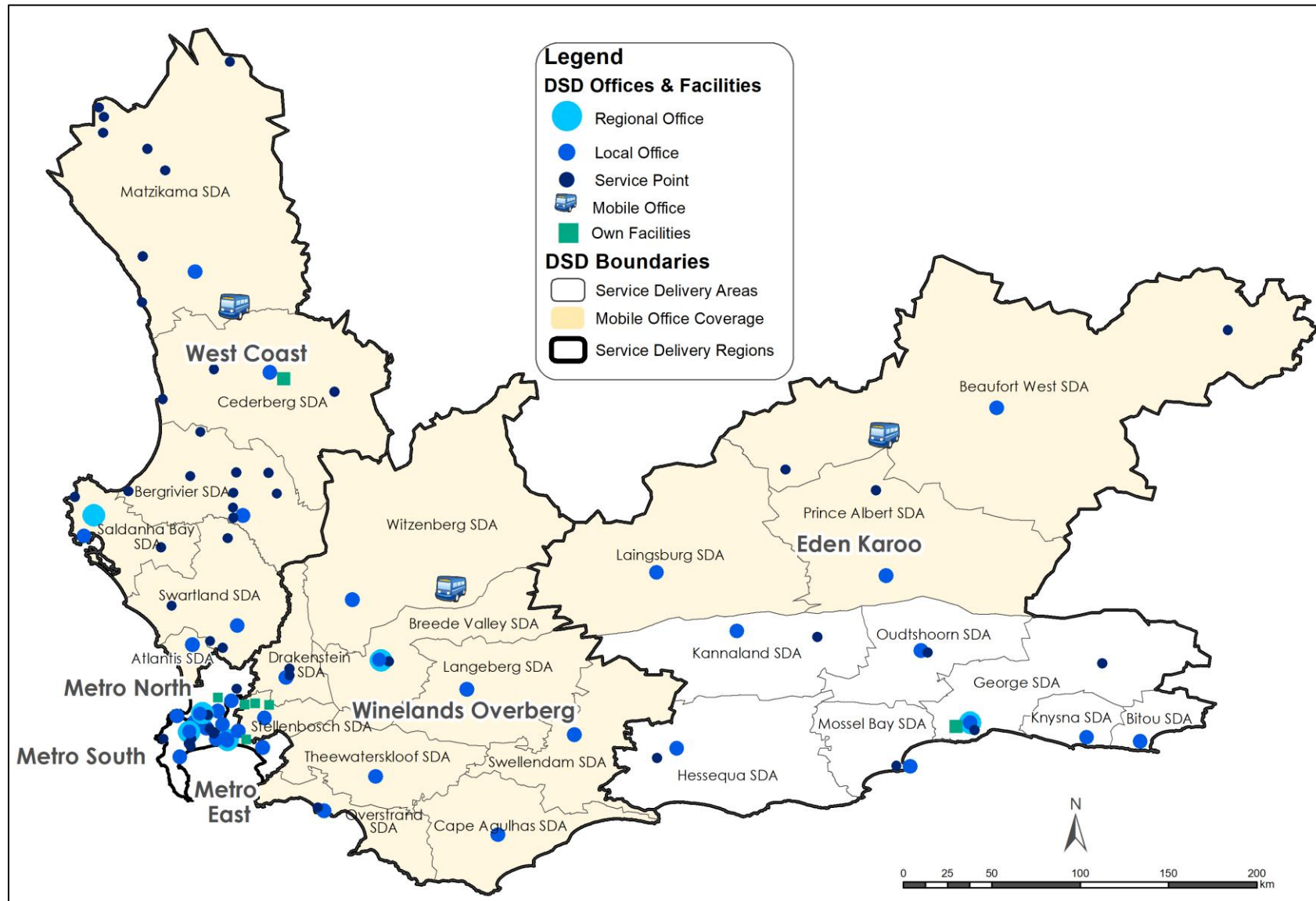
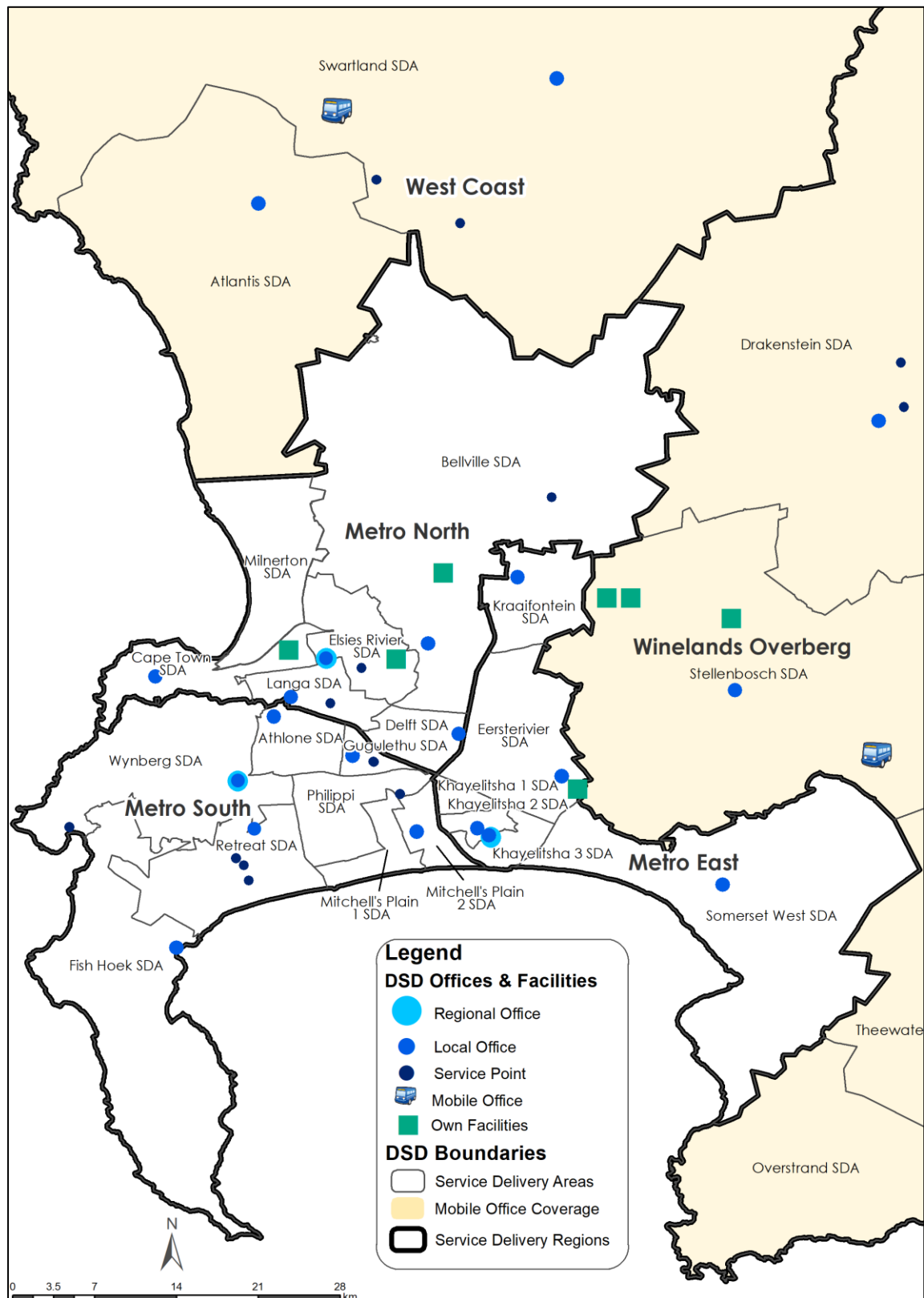


Figure 2: DSD offices and facilities in the Cape Town Metropolitan Area.



6. Internal Environment Analysis

Optimisation of the Departmental Structure

Towards efficient, effective, and responsive service delivery, the Department has implemented several improvements to the organisational structure, stringent cost containment measures and enhancements to governance systems, business processes and strategies.

The Functional Optimisation Review of the Directorate: Supply Chain Management (SCM), aimed at ensuring alignment of current employee job functions with the organisational structure, has been concluded and the structure approved for implementation by the Department from 01 April 2025.

The Frontline Service Delivery intervention in Milnerton was initiated during the 2023/24 financial year. The intervention targets three thematic areas, i.e., work environment, culture, and systems and procedures, with the aim of improving service delivery. The work environment and culture thematic areas were completed in 2023/24, with the systems and procedures improvement processes currently being implemented.

Human Resource Management

Employment and Vacancies

The Department filled 91 funded vacant posts within the approved Departmental organisational structure and appointed 127 social work graduates on contract who were holders of the National Department of Social Development (NDSD) social work bursaries. 16 Staff members appointed additional to the establishment were the result of previous restructuring processes. Women comprise almost 65 percent, youth 28 percent and Persons with Disabilities 1 percent of the Departmental workforce²⁶.

At 30.4 percent of the approved establishment at the end of January 2025, the Departmental vacancy rate has remained above the Department of Public Service and Administration norm of 10 percent. Vacancy rates within certain occupational groups, such as child and youth care workers, educators, and professional nurses at CYCCs remain a challenge. In addition to budget constraints, staff attrition as a result of resignations, promotions and retirement in the last financial year has impacted on the Department's ability to render services. The inability to appoint additional staff has resulted in high social work caseloads, increasing the risk of staff burnout, increased absenteeism, and industrial action.

The Department identified posts which were prioritised to mitigate the impact on service delivery. This measure is however inadequate given the increasing demand for services and the lack of adequate funding to support statutory services. The Department, based on the criticality of a post, is approaching the Premier of the Western Cape to grant approval for the filling of such posts to ensure service delivery is not further hampered. The closure of NPOs increased the pressure on Departmental staff to deliver these services. Internal reorganisation and redeployment of staff from reduced and discontinued programmes will not be sufficient to cover the gap in statutory social work services due to insufficient professional social work capacity (due to increased attrition) in the Department. The gap between need and access will thus continue to widen, placing the province at even greater risk of litigation.

Staff Health and Safety

The safety and wellbeing of staff remains an imperative for the Department. Frontline staff operating in high-risk areas are increasingly exposed to crime and violence. The inherent nature of the job functions of social workers often leads them into life-threatening situations, or they are robbed of their personal possessions including moveable assets provided to them by the Department. The Department has therefore introduced several measures to mitigate this risk including partnering with SAPS, the Department of Police Oversight and Community Safety and the Provincial Joint Operations Committee to improve staff security in high-risk areas and the installation of safety and security equipment as part of all capital and maintenance projects overseen by the Department of Infrastructure (Dol).

²⁶ Employment Equity (EE) statistics as of 30 November 2024.

The Department remains committed to creating an inclusive and accessible working environment for all staff members, especially Persons with Disabilities. Guided by the Western Cape DSD Disability Mainstreaming Strategy, the Departmental Disability Forum was established. This forum provides staff members with disabilities a safe environment in which to share their concerns and challenges, provide feedback on the provision of reasonable accommodation and access to available and suitable resources. In addition, the Department has established a Women's and Men's Forum, allowing staff members a platform to raise their challenges and concerns, and work towards creating an inclusive and supportive work environment.

The Department has also recognised the need to develop, implement and maintain policies, programmes, and procedures to assist in a major business disruption hence the development of the Business Continuity Plan (BCP). Included in the BCP is the Water Response Plan, Fire Response Plan and Electricity Continuity Plan as well as the Management of Pandemics. The BCP outlines the steps the Department will initiate to recover systems and ensure continuity of critical business functions with minimal resources.

Staff training

The provision of training opportunities remains a priority for the Department to ensure a highly skilled professional workforce who is able to deliver a quality service to our clients and beneficiaries. A hybrid approach of virtual and face-to-face training will continue to be provided, with virtual platforms proven to be more cost effective and convenient as more staff are able to access various training opportunities with minimal or no travelling or related expenses. In total, 1 436 staff attended training through 210 interventions during the first nine months of the 2024/25 financial year. In collaboration with NDSD and the Health and Welfare Sector Education and Training Authority (HWSETA), the Department also provided a learnership opportunities for 80 Child and Youth Care Workers which enabled them to be suitably qualified.

The Department has prioritised the importance of GBV in the workplace by ensuring the implementation of the WCG Harassment Policy. As a result, 10 awareness sessions on harassment were presented virtually to staff stationed at various facilities, regions and offices. Furthermore, a total of 22 harassment contact advisors were appointed and trained to provide support and guidance to staff experiencing harassment in the workplace.

Staff are commended and recognised for excellent work performance. As an incentive, staff were also provided with opportunities to act in higher vacant posts to expand their experience as a developmental exercise. The Department maintained 45 staff bursaries in various fields, including specialised areas where shortage of skills exists, such as addiction care, child and family studies, clinical social work, and probation services. This was to increase the availability of suitably trained persons in these areas.

Technological environment

Despite a constrained budget, the Department will continue to prioritise the procurement of ICT hardware and the development of systems to stay abreast of technological advancements that improve the availability of management information and service delivery.

Technology plays an increasingly important role in the efficient functioning of organisations. The Department will therefore continue to prioritise the refresh of PC hardware to accommodate the WCG's upgrade to Windows 11. All DSD laptops are now encrypted ensuring that all information is secure and that the Department is able to ensure personal information collected on the laptops meets with security and Protection of Personal Information Act (POPIA) requirements. All new end-user hardware purchased will have the Windows 11 operating system.

Social Workers have a high administrative burden when it comes to maintaining client records, writing and filing process notes, managing regular reporting and filling in various social work reports. To reduce the administrative workload and enhance efficiencies, the Department has developed an online SWIMS. The SWIMS will make it easier for social workers to manage their administrative work using automated technologies, handheld devices, the Departments

e-Mobility Service and smartphone designed applications to capture and manage information, fill out forms, report and access information. The first phase of the SWIMS project was designed and developed in 2023/24 and was implemented from April 2024. The Department will continue to enhance the SWIMS and increase its footprint by expanding its use to social workers in other departments and those working at NPOs. A major enhancement planned for the next few years is the integration of SWIMS with the National Department of Social Development Information Management System (SDIMS). This will further streamline and reduce the administrative burden of social workers.

The Department will continue to develop and implement the Non-Profit Organisation Management System (NPOMS). In 2023/24 the Department rolled out the Online Application module of the NPOMS as part of the 2024 Call for Proposals. NPOs were invited to submit their applications for funding online using a web-based interface to the NPOMS. This was repeated in 2024/25 with enhancements and the addition of an online assessment of the applications. Additional modules are in development and/or being enhanced and will be rolled out over the next few years.

The digital transformation of the Department's records is slowly making progress. The SWIMS is the first step and foundation for the future digitisation of client records. The Department will continue to champion the use of the MyContent Electronic Content Management system as the Department's official digitised records management system to ensure that its records are easily accessible to staff. MyContent is the Department's electronic filing system aligned to the approved File Plan. Therefore, it is integrated with the NPOMS and SWIMS as the official repository for all DSD records. The NPOMS is leading the way in ensuring that all NPO records are digitised and stored in MyContent while the SWIMS system is doing the same for client records.

The Department will continue to provide access to information communication technology training and capacity building to all staff, including the provision of online end-user software training.

7. Research Evaluations Completed by the Department

In view of the important role evaluation research can play in improving service delivery, a Research and Evaluation Plan is compiled on an annual basis. This plan identifies and describes the scope and aims of the evaluation research undertaken in a specific year. These evaluations are undertaken in accordance with the Department of Planning, Monitoring and Evaluation (DPME) guidelines for evaluation research as well as the Departmental SOP for Evaluation Research. Departmental evaluations follow a phased approach. The following evaluation reports were concluded during the 2024/25 financial year.

An implementation evaluation of the management of DSD Client Records

The aim of the evaluation is to identify shortcomings and challenges with the management of DSD client records and to propose a guideline/framework for the management of client records. The evaluation focuses on describing and evaluating current systems and sources for recording, storing, and managing client records; evaluating the management of client personal information in the context of POPIA; identifying areas of improvement; and making recommendations for storing, managing, and recording client information. The evaluation is undertaken in two phases. Data collection for the first phase was completed in the 2023/24 financial year and a draft evaluation report was compiled. The draft report as well as phase two of the project is expected to be finalised at the end of the 2024/25 financial year.

An Evaluation of Parenting Programmes as implemented in the Western Cape

The purpose of this evaluation is to evaluate the design and implementation of parenting programmes by social workers in the six DSD Regions in the Western Cape. The project explores how the programmes are being implemented and whether programmes are implemented as planned. It also explores the monitoring of these programmes as well as the strengths and weaknesses of these programmes. The project is currently in the data collection phase. A final draft evaluation report is expected to be finalised in the 2024/25 financial year.

Part C: Measuring Our Performance

1. Institutional Performance Information

2. Impact Statement

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

MTDP Strategic Priority 2	Reducing poverty & tackling the high cost of living		
Outcomes	Outcome Indicators	Baselines²⁷	Five-year target²⁸
Children and persons are safe and live in protected family environments.	1.1 Number of children, their parents, caregivers, and family members who access social welfare, family support, child care and protection and restorative services.	64 085	43 175
	1.2 Number of families and/or households who access social relief of distress and family support services.	35 318	21 142
Children and Youth at risk are identified and assisted with psychosocial interventions that combat alienation and challenging behaviour.	2. Number of children and youth at risk are identified and assisted with psychosocial interventions that combat alienation and challenging behaviour.	7 030	5 977
Poor, vulnerable Older Persons live active lives in safe, protected and supportive environments.	3. Number of vulnerable Older Persons accessing developmental social welfare services.	17 564	13 744
Persons with Disabilities and their families and/or care givers live active lives in safe, protected and supportive environments.	4. Number of Persons with Disabilities, their families and/or caregivers accessing developmental social welfare services.	5 472	5 141
Vulnerable people have nutritional support and work opportunities.	5. Number of vulnerable persons accessing nutritional support and work opportunities.	17 506	10 240
Youth make positive, healthy life choices which enhance their wellbeing.	6. Number of youth accessing youth and skills development programmes.	14 538	8 000
Improved corporate governance for enhanced service delivery.	7. Clean audit obtained for the financial year ending March 2030.	Clean audit	Clean audit

²⁷ The baselines are based on the actual achievements as reflected in the 2023/24 Annual Report.

²⁸ Fiscal constraints and subsequent reduction in the Departmental budget (real terms) has negatively affected the Departments ability to deliver services, impacting on the 2030 target.

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

Children and persons are safe and live in protected family environments

This Outcome is aligned to the 2024-2029 MTDP Strategic Priority 2: "Reducing poverty & tackling the high cost of living", as well as to the Safety and Educated, Healthy & Caring Society Portfolios of the PSP. The White Paper on Families (2013) and Revised White Paper on Families (2021) highlight the significance of family interventions to enhance family well-being and strengthen the family unit, benefiting individual family members. Despite budget constraints, the Department ensures essential community-based PEI and reintegration services. These services focus on providing practical support, therapeutic programmes, and promoting family preservation, reunification, and addressing the emotional, physical, and social needs of vulnerable children and families. Additionally, services for children living with HIV, survivors of sexual violence, and children with disabilities will be prioritised.

Under the Children's Act (2005), the Department will remain focused on preventative, early intervention, statutory, reunification, and after-care services. Preventative services emphasise parental responsibilities, public education on child maltreatment reporting, and ensuring a safe environment free from violence, abuse, neglect, and exploitation for all children. Early intervention services like adolescent development programmes, anti-bullying initiatives, trauma counselling, and temporary safe care are offered to at-risk children. The province has implemented the Foster Care Management Plan and section 125 of the Children's Act to streamline foster care placements. The web-based Foster Care Monitoring System has enhanced the efficiency of tracking children in foster care. Support programmes and training for social service practitioners are provided to strengthen child protection services.

Children in need of care and protection will be provided with specialised services for reintegration into their family and community. Offered by Departmental CYCCs, these services adhere to norms and standards through centralised support and monitoring. Centralised placement management ensures children enter appropriate programmes, while a task team addresses disruptive behaviour disorders. Funding for NPOs accommodating children with disabilities will be maintained in line with the NAWONGO court judgement.

The Department will focus on creating resilient, safe, and caring communities for children, youth, and adults to address vulnerability and recidivism of children, youth and adults at risk or in conflict with the law. This includes expanding diversion programmes and to enhance psychosocial, therapeutic, and statutory interventions for those in conflict with the law, through ongoing training on the Probation Case Management System for tracking progress.

As mandated by the Domestic Violence Act, Sexual Offences Act, and Trafficking in Persons Act, Victim Empowerment services are crucial in combating GBV, in line with the National Strategic Plan and strategic priorities to reduce poverty. Despite budget constraints, efforts will continue to expand shelters, offer therapeutic interventions at funded TCCs, and provide psychosocial care for victims. Additionally, awareness programmes and rehabilitation interventions for human trafficking victims will be prioritised. The Departmental focus will remain on preventing violence against women and children, including interventions for promoting healthy masculinity among boys and men.

The Department will be prioritising preventative measures, early intervention, aftercare, and reintegration services in rural areas. The intended expansion of community-based treatment options will ensure services in areas of higher SUD prevalence but low service availability. The Department will oversee treatment facility registration and compliance with standards, supporting unregistered facilities. The goal is to enhance the capacity of DSD services and stakeholders in SUD treatment, offering quality prevention and treatment programmes. Training, capacity building, and awareness programmes will be provided through school-based initiatives, targeting high-risk areas and practitioners.

Vulnerable households are adversely affected by the impact of climate change, especially those living in informal settlements and high-risk areas. This leads to job insecurity and unemployment, making it difficult for families to support themselves. The Department engages with SASSA and other government departments to connect eligible individuals and families with social relief benefits, food aid, and psychological support. The focus is on strengthening

responses, such as the Winter/Summer Readiness Programme that uses climate forecasts to prepare for floods, residential fires, and droughts, at provincial, regional, and local levels to reduce disaster impact. Capacity building for officials aims to improve interventions for vulnerable groups, particularly in rural areas.

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

Aligned to the MTDP 2024-2029 Strategic Priority 2: "Reducing poverty & tackling the high cost of living", this Outcome further supports the Safety and Educated, Healthy & Caring Society Portfolios of the PSP. Children in conflict with the law and their families are provided with a range of reunification and after-care interventions aimed at effective family and community reunification and stabilisation. Residential secure care programmes at DSD CYCCs will focus on the care, development and support of children and youth in conflict with the law, upon the completion of community-based and/or residential programmes. The early identification and support of children at risk will enable their referral to appropriate programmes and opportunities to ensure their protection and increase their resilience. Furthermore, school-based crime prevention programmes will allow learners and their parents to participate in life skills, substance abuse, sexuality education and parenting programmes.

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

In line with the Older Persons Act (2006), this Outcome will focus on the empowerment, protection, and the promotion of the rights, wellbeing, safety, and security of Older Persons. The aim is to create an environment that enables access to services for Older Persons to live meaningfully within their communities. This is aligned with the Educated, Healthy & Caring Society Portfolio of the PSP. The Department plans to prioritise integrated care and support services for vulnerable Older Persons in the Province. Initiatives over the five-year term includes support for community-based care, residential care for frail older persons, alternative care models, social work intervention services, registration of facilities, mentoring programmes, access to GBV services, monitoring compliance with norms, and sector engagements on policy and budgetary matters.

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

Through this Outcome, the Department commits to providing social development services to Persons with Disabilities, their families, and communities to promote empowerment, dignity, protection, and rights. Emphasis is placed on inclusion and acceptance of Persons with Disabilities in mainstream society by reinforcing participation, inclusion and acceptance of Persons with Disabilities. Priority is given to vulnerable groups to protect their rights and create environments for their full development in line with Strategic Priority 2 of the MTDP 2024-2029: "Reducing poverty & tackling the high cost of living". The White Paper on the Rights of Persons with Disabilities (2015) emphasises inclusive socio-economic development, supported by policies and strategies ensuring dignity and rights are preserved. Programmes prioritised include strengthening community-based day care, registration of care facilities for children with disabilities, counselling services, support for protective workshops and residential care, parental and peer support, bedspace expansion for children with disabilities in alternative care in NPO CYCCs, inclusive of children with severe and profound intellectual disabilities, sector engagements, and training programmes on Disability Mainstreaming. This is to ensure inclusivity, equal access, and compliance with service delivery norms and standards.

Vulnerable people have nutritional support and work opportunities

This Outcome aims to provide targeted feeding and skills development programmes to beneficiaries in need, focusing on social inclusion, poverty alleviation, and providing essential food relief services. The aim is to support individuals and households facing food insecurity and malnutrition, outside of the Integrated Nutrition Programme, by offering temporary work opportunities for youth, women, and Persons with Disabilities. The goal is to create a nurturing environment with access to nutritional support and work opportunities, aligning with the MTDP 2024-2029 Strategic Priority 1: "Inclusive growth & job creation (Apex priority)" and Strategic Priority 2: "Reducing poverty & tackling the high cost of living" as well as to the Growth for Jobs and Educated, Healthy & Caring Society Portfolios of the PSP. Meals and developmental programmes will be provided through CNDCs to create sustainable livelihoods for vulnerable beneficiaries. The Department will also offer short-term work opportunities through EPWP to enhance skills development with on-the-job training, amongst others, to enable programme participants to earn an income and reduce poverty.

Youth make positive, healthy life choices which enhance their wellbeing

The Outcome aims to provide holistic skill transfer, training, and personal development programmes for young people, focusing on NEET youth. This approach seeks to enhance employability, positivity, health, and decision-making abilities to facilitate a successful transition to adulthood. The NYP 2030, Provincial and Departmental Youth Development Strategies, and Western Cape Government Youth norms and standards guide Youth Cafés and CBOs in offering specialised skills training and mentoring. These approaches are directly aligned to the PSP Portfolios of Growth for Jobs, Safety and Educated, Healthy & Caring Society, which have a particular focus on youth involvement and development. The Department prioritises standardised skills development for youth, women, and Persons with Disabilities. Youth at the Youth Café After School programmes will access online training, digital literacy, academic support, and preventive health education. Moreover, these programmes will address leadership, life skills, raise awareness of GBV in communities, and promote inclusivity for youth with disabilities.

Improved corporate governance for enhanced service delivery

The Department's desire to provide strategic support services that promote good governance and quality service delivery is aligned with Strategic Priority 3 of the 2024 -2029 MTDP: "Building a capable, ethical & developmental state", supports the Innovation, Culture & Governance Portfolio and Transversal Integration Area of the PSP and emphasises the importance of strengthening corporate governance structures within the public sector. Aimed at improving service delivery, the Department is committed to maintaining the highest standards of corporate governance to ensure the fundamental management of public finances and accountability of resources. This provides communities with the assurance that the Department has good governance structures in place for the effective, efficient and economical utilisation of state resources. Furthermore, the Department aims to strengthen the NPO sector by focusing on organisational functioning and good governance practices. This includes interventions which provides training on legislation and compliance matters in line with the NPO Act (1997) to enhance sustainability, governance, accountability, and transparency of NPOs. This is further supported by the Auditor-General of South Africa (AGSA)'s opinion on whether the financial statements present fairly the financial position of the Department in accordance with Modified Cash Standard (MCS) prescribed by the National Treasury (NT) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA) and the Division of Revenue Act 5 of 2023. Through these audit activities, the AGSA provides independent assurance on whether the Department has used public funds in line with sound financial principles.

4. Key Risks and Mitigations

Outcome	Key Risks	Risk Mitigation
Children and persons are safe and live in protected family environments.	Non-compliance with statutory requirements of the Children's Act (38/2005). Non-compliance with statutory requirements of the Child Justice (75/2008) and Probation Services Amendment (35/2002) Acts, Domestic Violence Amendment Act (2021), Sexual Offences and Related Matters Amendment Act (2021), Prevention and Combating of Trafficking in Persons Act (7/2013), Prevention and Treatment for Substance Act (Act 70 of 2008) in relation to the obligation to register treatment options. Non-compliance with the requirements of the Social Assistance Act in relation to Social Relief and the supporting protocols and SOP. Increased demand for humanitarian relief in relation to national, provincial and/or district declared disasters (e.g. COVID-19 pandemic, drought, floods, fires and/or outbreak of Avian Flu). Impact: Possible litigation against the Department. Compromised service delivery – service quality not up to standard and beneficiaries could be placed at risk. Compromised quality of life of vulnerable households due to lack of access to social relief benefits.	● Programme implements plans in accordance with prescripts of Act. ● Quarterly / annual stakeholder engagements to ensure understanding and adherence to norms and standards as prescribed by the Act. ● Monitoring and Evaluation (M&E) line monitoring of facilities and Designated Child Protection Organisations (DCPOs), as well as services and programme implementation, which includes rapid responses, desktop assessments and the use of virtual platforms and physical engagements. ● Line monitoring of programme implementation. ● Quality Assurance SOP to improve NPO compliance. ● Strengthen oversight coordinating role of the Provincial Children and Families Forum. ● Business Continuity Plans in place. ● All stakeholders' relationships are managed in line with the approved Stakeholder Management Framework. ● Memorandum of Understanding (Tripartite agreement) is in place to improve the quality of relationships with relevant stakeholders and the achievement of Departmental objectives relating to disaster management coordination. ● Identification and mobilisation of the non-governmental network of care to aid the humanitarian relief agenda.
	Non-compliance with the Social Assistance Act, the Disaster Management Act, the Public Finance Management Act (PFMA) and other applicable legislation and regulations. Impact: Inadequate post-disaster humanitarian relief response.	● Programme implements plans in accordance with prescripts of the Act. ● Quarterly/bi-annual stakeholder engagements to ensure understanding and adherence to norms and standards as prescribed by the Act. ● Line monitoring of programme implementation. ● Implementation of the M&E and Quality Assurance SOP to improve NPO compliance. ● Strengthen early intervention and prevention services.

Outcome	Key Risks	Risk Mitigation
Children and Youth at risk are identified and assisted with psychosocial interventions that combat alienation and challenging behaviour.	Non-compliance with statutory requirements of the Child Justice Act and Probation Services Amendment Act (35/2002). Impact: Possible litigation against the Department. Compromised service delivery – service quality not up to standard and beneficiaries could be placed at risk.	● Programme implements plans in accordance with prescripts of the Act. ● Quarterly/bi-annual stakeholder engagements to ensure understanding and adherence to norms and standards as prescribed by the Act. ● Line monitoring of programme implementation, which includes desktop assessments and the use of virtual platforms. ● Implementation of appropriate service delivery improvements e.g. centralisation of admissions to child and youth care facilities. ● Provision of guidance and support to funded organisations and NPO Help Desk for the development and implementation of communicable diseases safety protocols and precautionary measures at service sites and centres.
Poor, vulnerable Older Persons live active lives in safe, protected and supportive environments.	Non-compliance with statutory requirements of the Older Persons Act (13/2006). Limitation in rendering effective services to Older Persons, such as not having appropriately qualified nurses and trained carers working at residential facilities. Lack of optimum community-based care and support services rendering due to decrease in budget and risk of total closure of NPOs. Lack of adequate capacity for implementation by NPOs in terms of norms and standards requirements. Impact: Possible litigation against the Department. Compromised service delivery – service quality not up to standard and beneficiaries could be placed at risk. Lack of adequate funding to support NPOs providing care and support services to Older Persons and their families. Limited affordable bedspace at residential facilities for frail Older Persons. Limited access to care and support services to frail Older Persons.	● Programme implements plans in accordance with prescripts of the Act. ● Annual stakeholder engagements to ensure understanding and adherence to norms and standards as prescribed by the Act. ● Monitoring of facilities and services and programme implementation, including onsite visits, desktop assessments and utilisation of virtual platforms. ● Reprioritise provision of essential services for Older Persons.

Outcome	Key Risks	Risk Mitigation
Persons with Disabilities and their families and/or care givers live active lives in safe, protected and supportive environments.	Limitation in rendering effective services to Persons with Disabilities. Inadequate provision of facilities and services for persons with mental health challenges. Impact: May lead to pressure on the Department for placements which may be inappropriate. Compromised service delivery – service quality not up to standard and beneficiaries could be placed at risk.	Engagements with DoH&W on licensing related issues with regards to residential facilities such as facilities for children/adults with intellectual disabilities.
	Dependency on intersectoral and intra-sectoral stakeholders in the registration process of partial care facilities for children with disabilities. Impact: Non-compliance with legislative requirements, i.e. unregistered / unlicensed residential care and partial care facilities for children with disabilities.	● Continued engagements with the DoH&W on licensing related issues with regards to facilities for children with severe and profound intellectual disability in compliance with the Mental Health Care Act. ● Constant interaction with the DoH&W on appropriate placement and care for persons with mental health challenges. ● Development of implementation guidelines for monitoring compliance in funded unlicensed facilities in terms of Mental Health Care Act.
	Lack of adequate funding to support NPOs providing care and support services to Persons with Disabilities and their families. Inability to render onsite M&E functions due to inadequate funding support. Inability to render M&E line monitoring function. Impact: Limited access to care and support services by Persons with Disabilities and their families.	● Reprioritise provision of essential services for Persons with Disabilities. ● M&E line monitoring of facilities, services and programme implementation, which includes rapid responses, desktop assessments and the use of virtual platforms and physical engagements.

Outcome	Key Risks	Risk Mitigation
Vulnerable people have nutritional support and work opportunities.	Increased hunger and food insecurity by vulnerable beneficiaries caused by the constrained economic environment and high levels of unemployment. Non-cooperation of service providers which can lead to compromised service delivery – service quality not up to standard and beneficiaries could be placed at risk. Non-compliance with environmental and personal health measures – (which may lead to spread of communicable diseases). Increased levels of Poverty and unemployment. Non compliances of placements sites to EPWP prescripts.	● Implement hybrid models of food provisions through the CNDCs and the community kitchens and strengthen partnerships and collaboration with other stakeholders (inter and intra-governmental organisations) towards a joint service delivery and multi-faceted approach. ● Facilitation of capacity building programmes to develop the competency of organisations to implement the programme. ● Monitoring all CNDCs in terms of norms and standards and on a regular basis to eliminate misuse of funds which could compromise service delivery. ● Provision of guidance and support to funded organisations for the development and implementation of communicable diseases safety protocols and precautionary measures at feeding sites. ● Monitoring of all EPWP placement sites. ● Induction of all Beneficiaries at EPWP Placement sites.
Youth make positive, healthy life choices which enhance their wellbeing.	Inadequate engagement with NEET youth. Limited resources to have an effective impact on Not in Employment, Education or Training (NEET)s. Reduction in transfer funding budget allocation. Impact: Limited-service delivery to Youth. Increase in social ills. Increase in demand on other social development services and increase burden on provincial resources. Lack of effective co-ordination across the provincial departments leading to limited service delivery to youth.	● Evaluation of NPO services using the Youth Development Services Norms and Standards. ● Line monitoring of NPOs and programme implementation. ● Improve coordination and collaboration and develop a new costing model. ● Stakeholder engagements- strengthen intergovernmental and intra-governmental partnerships.

Outcome	Key Risks	Risk Mitigation
Improved corporate governance for enhanced service delivery.	NPO non-compliance with statutory requirements during the funding awarding process.	- Enhanced due diligence of NPOs prior to the awarding of funding (authentication of supporting documents). - Ongoing monitoring of NPOs by conducting site visits and desktop assessments, reviewing financial and progress reports for discrepancies, completeness, and compliance with project goals and periodically require that NPOs provide documents to support expenditures. Financial liquidity assessments are performed each year.
	Non-compliance of NPOs due to poor governance and, inadequate competencies and capabilities.	- Capacity of NPOs are built and support services are provided where needed. This will strengthen the governance capabilities of NPOs and other identified civil society organisations. - Programmes implement improvement and monitoring plans that enable service delivery in accordance with the prescripts of the various pieces of legislation. - Performance management, development of SOPs, management and service delivery policies and its implementation.
	Corruption – nepotism/favouritism – undeclared interest related to recruitment and selection and the manipulation of this process to favour a certain candidate.	- Panel members sign a declaration relating to any potential conflict of interest (including friendships or previous acquaintances). - Selection panel consults and appoints an objective person (HR) to sit on the panel and to be involved in the entire recruitment process. - The Chairperson must compile and approve a list of possible interview questions and the panel should agree on applicable interview questions just prior to the interview to limit the time between question selection and conducting the interview. - Recruitment and Selection process includes People Management Practices (PMP) representation to ensure process is fair and conducted correctly. - A declaration in respect of potential conflict of interest is signed by panel members.

Outcome	Key Risks	Risk Mitigation
Improved corporate governance for enhanced service delivery.	Corruption – manipulation of the SCM process in order to favour an award for goods and/or services to bidders without following the prescribed procurement process. ● Collusion of procurement processes amongst bidders or any existing suppliers (i.e. horizontal relationships) to ensure that awards are made in favour of one or other bidder. ● Similarly, collusion amongst officials and bidders and/or existing suppliers in terms of internal departmental evaluation criterion scoring sheets, pricing and the Broad-Based Black Economic Empowerment points being made available to obtain an unfair advantage in the procurement process.	● Newsflashes circulated to employees on the Code of Conduct to ensure that staff are aware of and refrain from corrupt activities. ● SCM controls in place to ensure that SCM officials comply with ethical standards in accordance with the National Treasury regulations. SCM officials sign a Code of Conduct in this regard. ● Segregation of duties and independent assessment of bids and quotations by bid committees. ● A Departmentally approved Ethics and Integrity Management strategy and attendance by employees of training to embed ethical conduct when dealing with procurement. ● Periodic reviews of procurement processes to determine areas of risk and mitigation measures implemented where necessary ● Declarations of Interests completed by employees involved in the procurement process to identify any potential or perceived conflicts of interests in order to promote just and fair administrative actions of officials (specifically members of the Bid Committees and SCM staff). ● Financial disclosures completed by employees and assessed by the departmental ethics officer to identify any potential or perceived conflict of interests.

5. Public Entities

Not applicable.

Part D: Technical Indicator Descriptions (TIDs)²⁹

Indicator number	1.1	
Indicator Title	Number of children, their parents, caregivers, and family members who access social welfare, family support, child care and protection and restorative services.	
Definition	The DSD delivers evidenced based interventions for children, parents, caregivers and families at risk so that families have increased resilience and reduced vulnerability.	
Source of data	Actual achievement of performance information as reported in AGSA approved Annual Report for the year ending March 2030 for the following APP indicators: ● Number of children placed in foster care. ● Number of children reunified with their families or alternative caregivers. ● Number of parents and caregivers that have completed parent education and training programmes. ● Number of children at risk identified, assessed, and followed up for interventions by DSD social workers. ● Number of subsidised beds in funded CYCCs in terms of the Children's Act ● Number of children in own CYCCs in terms of the Children's Act. ● Number of adults in conflict with the law referred to diversion programmes. ● Number of victims of gender-based violence (GBV) accessing psychosocial support services. ● Number of victims of crime and violence accessing victim support services. ● Number of service users who completed inpatient treatment services at DSD own services treatment centres and DSD CYCCs. ● Number of subsidised beds in funded inpatient treatment centres. ● Number of service users who accessed community-based substance use disorder treatment services. ● Number of service users that have received early intervention services for substance use disorder. ● Number of service users that have received aftercare and reintegration services for substance use disorder.	
Method of Calculation / Assessment	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2030	
Assumptions	● Departmental transfer budget is inflation linked. ● NT ringfences budgetary allocations for the appointment of social workers and their administration, subsistence and transport and goods and services support. ● Departmental Cost of Employment (CoE) ceilings are maintained and improved – no CoE cuts.	
Disaggregation of Beneficiaries (where applicable)	Target for Women:	n/a
	Target for Children	n/a
	Target for Youth:	n/a
	Target for People with Disabilities:	n/a
Spatial Transformation (where applicable)	Province wide	

²⁹ The Department does not possess an IT management information system that will enable it to disaggregate the information according to age, gender and disability. It is envisaged that such a system may become available once the various NDSD systems are fully operational.

Indicator number	1.1		
Desired performance	Higher than target:	On target: X	Lower than target:
Indicator Responsibility	Chief Director: Social Welfare and Restorative Services; Chief Director: Children, Families, and Vulnerable Groups; Chief Director: Service Delivery Management and Coordination.		

Indicator number	1.2		
Indicator Title	Number of families and/or households who access social relief of distress and family support services.		
Definition	Families and family members, parents and/or caregivers live in a safe, nurturing and supportive environment.		
Source of data	Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year ending March 2030 for the following APP indicators: ● Number of undue hardship cases (households) assessed. ● Number of disaster cases (households) assessed. ● Number of families participating in family preservation and support services.		
Method of Calculation / Assessment	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2030.		
Assumptions	● Departmental transfer budget is inflation linked. ● Goods and services budgets for secure care CYCCs are maintained and/or improved. ● Departmental CoE ceilings are maintained and improved – no CoE cuts. ● The SASSA ensures adequate budget for social relief of distress benefits in the Western Cape Province.		
Disaggregation of Beneficiaries (where applicable)	Target for Women:	n/a	
	Target for Children	n/a	
	Target for Youth:	n/a	
	Target for People with Disabilities:	n/a	
Spatial Transformation (where applicable)	Province wide.		
Desired performance	Higher than target:	On target: X	Lower than target:
Indicator Responsibility	Chief Director: Children, Families, and Vulnerable Groups; Chief Director: Service Delivery Management and Coordination.		

Indicator number	2.		
Indicator Title	Number of children and youth at risk are identified and assisted with psychosocial interventions that combat alienation and challenging behaviour.		
Definition	This indicator counts the number of children in conflict with the law who are assessed by a social worker/probation officer as well as those awaiting trial and those who have been sentenced.		
Source of data	Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year ending March 2030 for the following APP indicators: ● Number of children in conflict with the law assessed. ● Number of children in conflict with the law referred to diversion programmes. ● Number of children sentenced to secure care CYCCs in terms of the Child Justice Act. ● Number of children in conflict with the law awaiting trial in secure care CYCCs in terms of the Child Justice Act.		
Method of Calculation / Assessment	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2030.		
Assumptions	Departmental CoE ceilings are maintained and improved – no CoE cuts.		
Disaggregation of Beneficiaries (where applicable)	Target for Women:	n/a	
	Target for Children	n/a	
	Target for Youth:	n/a	
	Target for People with Disabilities:	n/a	
Spatial Transformation (where applicable)	Province wide.		
Desired performance	Higher than target:	On target: X	Lower than target:
Indicator Responsibility	Chief Director: Social Welfare and Restorative Services; Chief Director: Service Delivery Management and Coordination.		

Indicator number	3		
Indicator Title	Number of vulnerable Older Persons accessing developmental social welfare services.		
Definition	Residential facilities, community-based services such as clubs and service centres and facilities providing for independent and assisted living provide poor, vulnerable Older Persons with environments in which they can enjoy safe and productive lives.		
Source of data	Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year ending March 2030 for the following APP indicators: ● Number of subsidised beds in residential care facilities for Older Persons. ● Number of subsidies transferred to community-based care and support services for Older Persons. ● Number of subsidised beds in assisted and independent living facilities for Older Persons.		
Method of Calculation / Assessment	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2030.		
Assumptions	● Residential facilities, independent and assisted living facilities and community-based service centres retain their registration in terms of the Older Persons Act and thus their DSD subsidy. ● Social worker assessments of Older Persons for take up into the residential and independent living facilities are completed timeously. ● DSD can sustain the subsidy funding at CPI.		

Indicator number	3		
Disaggregation of Beneficiaries (where applicable)	Target for Women:	n/a	
	Target for Children	n/a	
	Target for Youth:	n/a	
	Target for People with Disabilities:	n/a	
Spatial Transformation (where applicable)	Province wide.		
Desired performance	Higher than target:	On target: X	Lower than target:
Indicator Responsibility	Chief Director: Children, Families, and Vulnerable Groups.		

Indicator number	4		
Indicator Title	Number of Persons with Disabilities, their families and/or caregivers accessing developmental social welfare services.		
Definition	Residential facilities, protective workshops, community-based day care programmes and specialised support services provide Persons with Disabilities, their families and caregivers with environments and services that enable them to be productive and enjoy their lives.		
Source of data	Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year ending March 2030 for the following APP indicators: ● Number of subsidised beds in funded NPO residential care facilities for Persons with Disabilities. ● Number of Persons with Disabilities accessing DSD residential facilities. ● Number of subsidies transferred to protective workshops providing services to Persons with Disabilities. ● Number of subsidies transferred to community-based day care centres for Persons with Disabilities. ● Number of adults with disabilities assisted and supported.		
Method of Calculation / Assessment	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2030.		
Assumptions	● Residential facilities, protective workshops and day care centres retain their registration and thus their DSD subsidy. ● DSD can sustain the subsidy funding at CPI.		
Disaggregation of Beneficiaries (where applicable)	Target for Women:	n/a	
	Target for Children	n/a	
	Target for Youth:	n/a	
	Target for People with Disabilities:	5 141	
Spatial Transformation (where applicable)	Province wide		
Desired performance	Higher than target:	On target: X	Lower than target:
Indicator Responsibility	Chief Director: Children, Families, and Vulnerable Groups.		

Indicator number	5		
Indicator Title	Number of vulnerable persons accessing nutritional support and work opportunities.		
Definition	Poverty alleviation initiative in the form of nutritional support and work opportunities provided to vulnerable persons.		
Source of data	Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year ending March 2030 for the following APP indicators: ● Number of vulnerable persons provided with subsidised meals. ● Number of EPWP work opportunities created.		
Method of Calculation / Assessment	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2030.		
Assumptions	● Vulnerable persons are aware of the Department's targeted feeding programmes. ● DSD can sustain the subsidy funding at CPI to NPOS and CNDC's managing the feeding sites. ● Suitable candidates who meet the EPWP requirements are available for recruitment into the programme. ● Funded NPOs maintain a database to expedite recruitment when vacancies arise. ● EPWP work opportunities are considered to be those opportunities that pay a daily stipend.		
Disaggregation of Beneficiaries (where applicable)	Target for Women:	n/a	
	Target for Children	n/a	
	Target for Youth:	n/a	
	Target for People with Disabilities:	n/a	
Spatial Transformation (where applicable)	Province wide.		
Desired performance	Higher than target:	On target: X	Lower than target:
Indicator Responsibility	Chief Director: Community and Partnership Development.		

Indicator number	6		
Indicator Title	Number of youth accessing youth and skills development programmes.		
Definition	Monitor access of youth to appropriate social development services.		
Source of data	Actual achievement of performance information as reported in AGSA approved Annual Reports for the financial year ending March 2030 for the following APP indicator: ● Number of youth participating in skills development programmes.		
Method of Calculation / Assessment	Sum of the audited annual achievement for the above-mentioned APP indicators for the financial year ending March 2030.		
Assumptions	● The skills opportunities available match the needs of the youth. ● Youth are aware of the opportunities available. ● DSD can sustain the subsidy funding at CPI to NPOs providing appropriate skills development interventions.		
Disaggregation of Beneficiaries (where applicable)	Target for Women:	n/a	
	Target for Children	n/a	
	Target for Youth:	8 000	
	Target for People with Disabilities:	n/a	

Indicator number	6		
Spatial Transformation (where applicable)	Province wide.		
Desired performance	Higher than target:	On target: X	Lower than target:
Indicator Responsibility	Chief Director: Community and Partnership Development.		

Indicator number	7		
Indicator Title	Clean audit obtained for the financial year ending March 2030.		
Definition	Outcome of the audits conducted by the AGSA over the strategic planning period.		
Source of data	Report of the auditor-general to the Western Cape Provincial Parliament on vote no. 7: Western Cape Department of Social Development		
Method of Calculation / Assessment	Opinion of the AGSA as expressed in Final AGSA Management Report to the DSD for the financial year ending March 2030.		
Assumptions	Financial and performance information management systems are operational.		
Disaggregation of Beneficiaries (where applicable)	Target for Women:	n/a	
	Target for Children	n/a	
	Target for Youth:	n/a	
	Target for People with Disabilities:	n/a	
Spatial transformation (where applicable)	n/a		
Desired performance	Higher than target:	On target: X	Lower than target:
Indicator Responsibility	Head of Department.		

Annexures to the Strategic Plan

Annexure A: District Development Model

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

Areas of intervention	Five-year planning period					
	Project description	Budget allocation (R'000)	District Municipality	Location: GPS coordinates	Project Leader	Social partners
Sanitary Dignity	To ensure that young girls and young women in grades 4 – 12 who attend schools in poor communities where the need for the service is high can attend school with dignity during menses.	12 436	City of Cape Town Metro, Cape Winelands Overberg, Garden Route, Central Karoo and West Coast district municipalities.	-	Chief Director–Community Development.	Western Cape Education Department (WCED), DoH&W, Municipalities.
Substance Abuse	Establishment, coordination and implementation of Local Drug Action Committees in the District and Local Municipalities.	CoE	City of Cape Town Metro, Cape Winelands Overberg, Garden Route, Central Karoo and West Coast district municipalities.	-	Project Manager – Office of the Western Cape Member of the Executive Council for Social Development.	Substance Abuse NPOs. District municipality representatives.

Annexure B: Digitalisation Interventions

Business Outcome	Description of the digitalisation interventions	Responsible (lead) Branch	Target
			2029/30
Children and persons are safe and live in protected family environments.	Development, implementation, and enhancement of SWIMS. The automation and digitisation of social work processes, forms and reporting.	Chief Director: Social Welfare and Restorative Services.	Enhanced child protection services.
Poor, vulnerable Older Persons live active lives in safe, protected and supportive environments.		Chief Director: Children, Families and Vulnerable Groups.	Improved service delivery for Older Persons.
Persons with Disabilities and their families and/or care givers live active lives in safe, protected and supportive environments.		Chief Director: Service Delivery Management and Coordination.	Improved service delivery for Persons with Disabilities.
Improved corporate governance for enhanced service delivery.	Full implementation of the SWIMS to digitise client files and reduce administrative tasks for social workers.	Chief Director: Service Delivery Management and Coordination.	Full implementation and integration with national systems.
	NPOMS is designed to streamline the application and management processes for NPOs, enhancing transparency, efficiency, and accountability in the Department's interactions with these organizations. By digitising and automating these processes, NPOMS supports better governance and more effective service delivery, ensuring that resources are allocated and managed efficiently to benefit the intended recipients.	Chief Director: Social Welfare and Restorative Services	Full implementation and integration with national systems.
		Chief Director: Children, Families and Vulnerable Groups.	
		Chief Director: Community and Partnership Development.	
Children and Youth at risk are identified and assisted with psychosocial interventions that combat alienation and challenging behaviour.	Implementation of the National Probation Case Management and Integrated Child Justice System to track the progress of children and youth in conflict with the law.	Chief Director: Social Welfare and Restorative Services.	Enhanced tracking and monitoring of children and youth in conflict with the law.
		Chief Director: Service Delivery Management and Coordination.	

Annexure C: Acronyms

AGSA	Auditor-General South Africa
APP	Annual Performance Plan
BCP	Business Continuity Plan
CBO	Community-Based Organisation
CoE	Compensation of Employees
CNDC	Community Nutrition and Development Centre
CYCC	Child and Youth Care Centre
CYCW	Child and Youth Care Worker
DoH&W	Department of Health and Wellness
DSD	Department of Social Development
EPWP	Expanded Public Works Programme
GBV	Gender-based Violence
GBVF	Gender-based Violence and Femicide
MTDP	Medium Term Development Plan
NDP	National Development Plan
NDSD	National Department of Social Development
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
NPOMS	Non-Profit Organisation Management System
NYP	National Youth Policy
PEI	Prevention and Early Intervention
PSP	Provincial Strategic Plan
SAPS	South African Police Service
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SOP	Standard Operating Procedure
SP	Strategic Plan
Stats SA	Statistics South Africa
SUD	Substance use disorder
SWIMS	Social Work Integrated Management System
TCC	Thuthuzela Care Centre
UN	United Nations
VEP	Victim Empowerment Programme
WCG	Western Cape Government

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