



SERVICE DELIVERY IMPROVEMENT PLAN 2025/2030

DOCUMENT CONTROL	
Document title	Service Delivery Improvement Plan
Creation date	March 2025
Effective date	01/04/2025
Status	Approved
Version	01
Owner title, name and contact details	Head of Department Mr Mzimkhulu Machemba Tel. No: 0824147770 Mzimkhulu.machemba@ecdsd.gov.za
Author title, name and contact details	Director: Integrated Strategic Planning Mrs Ntombentle Mabusela-Morrison Tel. No: 082 772 2734 Ntombentle.mabusela-morrison@ecdsd.gov.za
Contributors	Integrated Strategic Planning Service Delivery Improvement Committee NPO Management Unit Developmental Social Welfare Services
Editor name and contact details	Mr M. Solani Tel No: 082 375 2719 Director: Communication & Customer Care
Distribution	All levels of the organization
Security classification	Public document

TABLE OF CONTENTS

NO	HEADING	PAGE NUMBER
1.	Acronyms and Abbreviations	4
2.	Official Sign Off	5
3.	SDIP Critical Services	6
3.1	Psychosocial Support Services	6
3.1.1.	Batho Pele Standards for Psychosocial Support Services	7
3.2	Strengthening of Local Service Offices and Service Delivery Points	10
3.2.1	Batho Pele Standards for Strengthening of Local Service Offices and Service Delivery Points	11
3.3	NPO Management	14
3.3.1	Batho Pele Standards for NPO Management	15
4.	Change Management Plan	18
5.	Implementation Plan	19
6.	Monitoring, Reporting and Evaluation Plan	19

ACRONYMS AND ABBREVIATIONS

ACRONYM / ABBREVIATION	EXPLANATION
APP	Annual Performance Plan
DDG	Deputy Director General
EA	Executing Authority
ICB	Institutional Capacity Building
HOD	Head of Department
KPA	Key Performance Area
MEC	Member of the Executive Council
MTSF	Medium Term Strategic Framework
NPO	Non-Profit Organizations
OMF	Operations Management Framework
SDIP	Service Delivery Improvement Plan
SDP	Service Delivery Points
SOP	Standard Operating Procedures
PSR	Public Service Regulations
WPTPS	White Paper on Transforming Public Service

2. OFFICIAL SIGN-OFF

It is hereby certified that this Service Delivery Improvement Plan:

- Was developed by the management of the **Eastern Cape Department Social Development** under the guidance of the **Honourable MEC Ms. Bukiwe Fanta**.
- Was prepared in line with the current Strategic Plan (2025-2030) and the Annual Performance Plan (2025/2026).
- Is compiled with the latest available information from departmental business units, Auditor General Report, Provincial Legislature and other stakeholders.

Ms. P. Mwanda - Tali

Programme Manager: Administration


Signature

Dr. S. Hugo

Programme Manager: Developmental Social Welfare Services


Signature

Ms. Z. Tafeni

Acting Programme Manager: Children and Families


Signature

Mr. W. Ncapai

Programme Manager: Restorative Services


Signature

Mr. X. Ntshona

Programme Manager: Development & Research


Signature

Mr. T. Ngqabayi

Acting Chief Director: Institutional Support Services


Signature

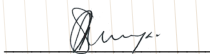
Ms. Z. Ganca

Deputy Director-General: Social Institutional Services


Signature

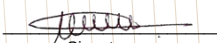
Ms. S. Tutani

Chief Financial Officer


Signature

Ms. N. Mabusela-Morrison

Head Official Responsible for Planning


Signature

Mr. M. Macheмба

Accounting Officer


Signature

Ms. B. Fanta

MEC of the Department of Social Development


Signature

3. SDIP CRITICAL SERVICES

3.1 PSYCHOSOCIAL SUPPORT SERVICES

IMPROVEMENT AREA 1: PSYCHOSOCIAL SUPPORT SERVICES									
PROBLEM STATEMENT 1: The Departmental interventions on psychosocial support as a service rendered are limited and do not reflect clear steps undertaken by Social Workers as they intervene in the lives of the affected individuals and family members.									
OUTCOME	KEY SERVICES	KEY PERFORMANCE INDICATORS (KPI)	DEPARTMENT SPECIFIC SET STANDARD	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET				
					YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Effective Psychosocial Support Services	Provision of effective psychosocial support services.	1.2, 10 Number of Human Capital Management interventions implemented 1.3, 1 Number of Districts coordinated for improved service provisions 2, 1, 3 Number of Supervision sessions conducted in line with Supervision Framework	All the beneficiaries per District who received psychosocial support services have significantly reduced challenges of emotional and behavioral disturbances	The Department does not have evidence-based information on the responsiveness and effectiveness of the Programme in addressing the needs and challenges faced by the affected beneficiaries.	Monitor if service beneficiaries receiving psychosocial support services in each District have significantly reduced challenges of emotional and behavioral disturbances by 31 March 2026	Monitor if service beneficiaries receiving psychosocial support services in each District have significantly reduced challenges of emotional and behavioral disturbances by 31 March 2027	Monitor if service beneficiaries receiving psychosocial support services in each District have significantly reduced challenges of emotional and behavioral disturbances by 31 March 2028	Monitor if service beneficiaries receiving psychosocial support services in each District have significantly reduced challenges of emotional and behavioral disturbances by 31 March 2029	Monitor if service beneficiaries receiving psychosocial support services in each District have significantly reduced challenges of emotional and behavioral disturbances by 31 March 2030
					Rollout of Standard Operating Procedures by 30 September 2025	Monitor implementation of SOP for psychosocial support services	Monitor implementation of SOP for psychosocial support services	Monitor implementation of SOP for psychosocial support services	Monitor implementation of SOP for psychosocial support services
			All Social Workers in each District have improved capacity to perform psychosocial support services.	Approved Standard Operating Procedures in place to improve capacity of social workers to perform standardized psychosocial support services across the Districts	Implementation of Social Work Supervisory Framework by 31 March 2026	Implementation of Social Work Supervisory Framework	Implementation of Social Work Supervisory Framework	Implementation of Social Work Supervisory Framework	Implementation of Social Work Supervisory Framework
		Strengthen supervision of Social Work services	Social work supervisors are capacitated to strengthen implementation of psychosocial support services	Implementation of Social Work Supervisory Framework					Quarterly Monitoring Reports
									Quarterly Monitoring Reports

3.1.1: BATHO PELE STANDARDS FOR PSYCHOSOCIAL SUPPORT SERVICES

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE
				Year 1	Year 2	Year 3	Year 4	Year 5	
1. Professional Standards - Public Servants	Number of social service practitioners registered with relevant bodies	All Social Service Practitioner are registered with the relevant bodies to ensure quality services are provided	95% of Social Service Practitioner are registered with the SACSSP	All Social Service Practitioner are registered with the relevant bodies to ensure quality services are provided	All Social Service Practitioner are registered with the relevant bodies to ensure quality services are provided	All Social Service Practitioner are registered with the relevant bodies to ensure quality services are provided	All Social Service Practitioner are registered with the relevant bodies to ensure quality services are provided	All Social Service Practitioner are registered with the relevant bodies to ensure quality services are provided	Database of registered Social Service practitioners updated on an annual basis
2. Working Environment Standards	All social service practitioners undergo clear onboarding process about the specific job requirements and understanding of Departmental policies and procedures.	Social service practitioners have clear job descriptions and SOP's that guide the manner in which they render services	New indicator	All Social service practitioners have clear job descriptions and SOP's that guide the manner in which they render services	All Social service practitioners have clear job descriptions and SOP's that guide the manner in which they render services	All Social service practitioners have clear job descriptions and SOP's that guide the manner in which they render services	All Social service practitioners have clear job descriptions and SOP's that guide the manner in which they render services	All Social service practitioners have clear job descriptions and SOP's that guide the manner in which they render services	Job descriptions Compulsory Induction Programme Standard Operating Procedures Policies guiding social work profession
3. Access Standards	All service recipients should have equal access to psychosocial support services on an ongoing basis.	Service recipients should have equal access to psychosocial support services on an ongoing basis.	80% of service recipients are accessing psychosocial support services	Increase access to psychosocial support services 80% of service recipients	Increase access to psychosocial support services to 100% of service recipients	Monitor access to psychosocial support services to all service recipients	Monitor access to psychosocial support services to all service recipients	Monitor access to psychosocial support services to all service recipients	Programme Performance Report Departmental Access Norms and Standards Report.
4. Courtesy	All service recipients treated with respect at Service Delivery points.	Service recipients are treated with respect 100% of the time	Customer satisfaction survey has not been conducted to assess levels of courtesy within NPO's during rendering of services	A customer satisfaction survey is conducted to assess levels of service delivery within NPO's.	Monitor if service recipients are treated with respect 100% of the time.	Monitor if service recipients are treated with respect 100% of the time.	Monitor if service recipients are treated with respect 100% of the time.	Monitor if service recipients are treated with respect 100% of the time.	Customer satisfaction survey Citizen complaints and complaint register. Monitoring report

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE
				Year 1	Year 2	Year 3	Year 4	Year 5	
5. Information Standards	All of service recipients given full, accurate, and user-friendly information about the level, cost and quality of services they are entitled to receive on a continuous basis.	Service recipients should be given full, accurate, and user-friendly information about the level, cost and quality of services they are entitled to receive on a continuous basis.	Draft departmental service standards and charter in place to give full, accurate, and user-friendly information about the level, cost and quality of services they are entitled to receive on a continuous basis.	Finalize service standards and charter	Monitor implementation of service standards and charter to ensure efficient service delivery	Monitor implementation of service standards and charter to ensure efficient service delivery	Monitor implementation of service standards and charter to ensure efficient service delivery	Monitor implementation of service standards and charter to ensure efficient service delivery	Approved Service Standards and Service Charter Service Standards and Charter Rollout Report Service Charter
6. Redress Standards	All complaints are managed in accordance with the prescribed timelines and targets for complaints	Complaints are managed in accordance with the prescribed timelines and targets for complaints	Complaints are managed in line with the Manual Complaints Handling System with a prescribed timeline of 30 days	Where the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation and a speedy and effective remedy within 30 working days of lodging their complaint.	Where the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation and a speedy and effective remedy within 30 working days of lodging their complaint.	Where the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation and a speedy and effective remedy within 30 working days of lodging their complaint.	Where the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation and a speedy and effective remedy within 30 working days of lodging their complaint.	Where the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation and a speedy and effective remedy within 30 working days of lodging their complaint.	Database of citizen complaints with clear steps and time taken to resolve complaints received
7. Consultation Standards	All service recipients are consulted annually about the quality, cost and timing of department-specific they are entitled to receive	Service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive	Limited consultation is conducted about quality, cost and timing of department-specific services that recipients are entitled to receive	Consult service recipients on an annual basis about the quality, cost and timing of department-specific services they are entitled to receive	Consult service recipients on an annual basis about the quality, cost and timing of department-specific services they are entitled to receive	Consult service recipients on an annual basis about the quality, cost and timing of department-specific services they are entitled to receive	Consult service recipients on an annual basis about the quality, cost and timing of department-specific services they are entitled to receive	Consult service recipients on an annual basis about the quality, cost and timing of department-specific services they are entitled to receive	Consultation Report Attendance register of consultation on department-specific services in relation to quality, cost, and timing

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE
				Year 1	Year 2	Year 3	Year 4	Year 5	
8. Openness & Transparency Standards	All service recipients are informed how departments are managed, how much is spent on service delivery to the public, and who is in charge through an annual report to citizens.	All service recipients are informed how departments are managed, how much is spent on service delivery to the public, and who is in charge through an annual report to citizens.	Not all service recipients are informed how departments are managed, how much is spent on service delivery to the public, and who is in charge through an annual report to citizens.	Facilitate Citizen based monitoring annually in Antipoverty poorest wards	Facilitate Citizen based monitoring annually in Antipoverty poorest wards	Facilitate Citizen based monitoring annually in Antipoverty poorest wards	Facilitate Citizen based monitoring annually in Antipoverty poorest wards	Facilitate Citizen based monitoring annually in Antipoverty poorest wards	Annual citizen-based monitoring report.
				Analyze findings and implement changes through well-resourced improvement plans	Analyze findings and implement changes through well-resourced improvement plans	Analyze findings and implement changes through well-resourced improvement plans	Analyze findings and implement changes through well-resourced improvement plans	Analyze findings and implement changes through well-resourced improvement plans	
9. Service Standards	All service recipients are informed about the level, cost (if any), and quality of department-specific services they will receive through the publication of a service charter that is reviewed annually.	All service recipients are informed about the level, cost (if any), and quality of department-specific services they will receive	Not all service recipients are informed about the level, cost (if any), and quality of department-specific services they will receive	All service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	All service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	All service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	All service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	All service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	Service Standards Consultation Report
				All service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	All service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	All service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	All service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	All service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	
10. Value for Money	All services provided are in line with service user's needs and financial capability of the Department	100% of services provided are in line with service user's needs and financial capability of the Department	No evidence-based report from citizen satisfaction surveys, needs assessments, and service unit cost analysis.	All departmental services provided are in line with service user's needs and financial capability of the Department	All departmental services provided are in line with service user's needs and financial capability of the Department	All departmental services provided are in line with service user's needs and financial capability of the Department	All departmental services provided are in line with service user's needs and financial capability of the Department	All departmental services provided are in line with service user's needs and financial capability of the Department	Evidence based reports from citizen satisfaction surveys, needs assessments, and service unit cost analysis.
				All departmental services provided are in line with service user's needs and financial capability of the Department	All departmental services provided are in line with service user's needs and financial capability of the Department	All departmental services provided are in line with service user's needs and financial capability of the Department	All departmental services provided are in line with service user's needs and financial capability of the Department	All departmental services provided are in line with service user's needs and financial capability of the Department	

3.2.1: BATHO PELE STANDARDS FOR STRENGTHENING OF LOCAL SERVICE OFFICES AND SERVICE DELIVERY POINTS

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE
			BASELINE: YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1. Professional Standards - Public Servants	Number of social service practitioners registered with relevant bodies	All social service practitioners within the Local Service Offices and SDPs in all Districts are registered with relevant bodies	95% of Social Service Practitioners within the Districts are registered with the relevant bodies to ensure quality services are provided	All Social Service Practitioners within the Districts are registered with the relevant bodies to ensure quality services are provided	All Social Service Practitioners within the Districts are registered with the relevant bodies to ensure quality services are provided	All Social Service Practitioners within the Districts are registered with the relevant bodies to ensure quality services are provided	All Social Service Practitioners within the Districts are registered with the relevant bodies to ensure quality services are provided	Database of Social Service practitioners updated on an annual basis
2. Working Environment Standards	All social service practitioners undergo clear process about the specific job requirements and understanding of Departmental policies and procedures.	All social service practitioners undergo clear onboarding process about the specific job requirements and understanding of Departmental policies and procedures.	Social service practitioners within the Districts have clear job descriptions and SOP's that guide the manner in which they render services	New indicator	All Social service practitioners within the Districts have clear job descriptions and SOP's that guide the manner in which they render services	All Social service practitioners within the Districts have clear job descriptions and SOP's that guide the manner in which they render services	All Social service practitioners within the Districts have clear job descriptions and SOP's that guide the manner in which they render services	Job descriptions Compulsory induction Programme SOP's Departmental Policies
3. Access Standards	All service recipients should have equal access to psychosocial support services on an ongoing basis.	All service recipients have equal access to departmental services on an ongoing basis.	Service recipients should have equal access to departmental services on an ongoing basis.	80% of service recipients in the Districts have equal access to departmental services on an ongoing basis.	Increase access to psychosocial support services 100% of service recipients	Monitor access to psychosocial support services to all service recipients	Monitor access to psychosocial support services to all service recipients	Programme Performance Report Departmental Access Norms and Standards Monitoring Report
4. Courtesy	All service recipients treated with respect at Service Delivery points.	All service recipients are treated with respect 100% of the time	Service recipients are treated with respect 100% of the time	Customer satisfaction survey has not been conducted to assess levels of courtesy during rendering of services	A customer satisfaction survey is conducted to assess levels of service delivery in all 8 Districts	Monitor if service recipients are treated with respect 100% of the time in all 8 Districts	Monitor if service recipients are treated with respect 100% of the time in all 8 Districts	Monitoring Report

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
5. Information Standards	All service recipients given full, accurate, and user-friendly information about the level, cost and quality of services they are entitled to receive on a continuous basis.	All service recipients given full, accurate, and user-friendly information about the level, cost and quality of services they are entitled to receive on a continuous basis.	Service recipients should be given full, accurate, and user-friendly information about the level, cost and quality of services they are entitled to receive on a continuous basis.	Draft departmental service standards and charter in place to give full, accurate, and user-friendly information about the level, cost and quality of services they are entitled to receive on a continuous basis.	Finalize service standards and charter Rollout of service standards and charter to internal and external stakeholders Publish service standards and charter	Monitor implementation of service standards and charter to ensure efficient service delivery	Monitor implementation of service standards and charter to ensure efficient service delivery	Monitor implementation of service standards and charter to ensure efficient service delivery	Approved Service Standards and Service Charter Service Standards and Charter Rollout Report Service Charter
6. Redress Standards	All complaints are managed in accordance with the prescribed timelines and targets for complaints	All complaints are managed in accordance with the prescribed timelines and targets for complaints	Complaints are managed in accordance with the prescribed timelines and targets for complaints	Complaints are managed in line with the Manual Complaints Handling System with a prescribed timeline of 30 days	Where the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation and a speedy and effective remedy within 30 working days of lodging their complaint.	Where the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation and a speedy and effective remedy within 30 working days of lodging their complaint.	Where the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation and a speedy and effective remedy within 30 working days of lodging their complaint.	Where the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation and a speedy and effective remedy within 30 working days of lodging their complaint.	Database of citizen complaints with clear steps and time taken to resolve complaints received
7. Consultation Standards	All service recipients are consulted annually about the quality, cost and timing of psychosocial support services they are entitled to receive	All service recipients are consulted annually about the quality, cost and timing of psychosocial support services they are entitled to receive	Service recipients are consulted annually about the quality, cost and timing of psychosocial support services they are entitled to receive	Limited consultation is conducted about quality, cost and timing of services that service recipients are entitled to receive	Consult stakeholder engagements on an annual basis about the quality, cost and timing of department-specific services they are entitled to receive	Consult stakeholder engagements on an annual basis about the quality, cost and timing of department-specific services they are entitled to receive	Consult stakeholder engagements on an annual basis about the quality, cost and timing of department-specific services they are entitled to receive	Consult stakeholder engagements on an annual basis about the quality, cost and timing of department-specific services they are entitled to receive	Consultation Report Attendance register of consultation on department-specific services in relation to quality, cost, and timing

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	
8. Openness & Transparency Standards	All service recipients informed how departments are managed, how much is spent on service delivery to the public, and who is in charge through an annual report to citizens.	All service recipients informed how departments are managed, how much is spent on service delivery to the public, and who is in charge through an annual report to citizens.	100% of Service recipients are informed how departments are managed, how much is spent on service delivery to the public, and who is in charge through an annual report to citizens.	Not all service recipients are informed how departments are managed, how much is spent on service delivery to the public, and who is in charge through an annual report to citizens.	Facilitate Citizen based monitoring conducted annually in Antipoverty poorest wards to measure departmental service delivery levels	Facilitate Citizen based monitoring conducted annually in Antipoverty poorest wards to measure departmental service delivery levels	Facilitate Citizen based monitoring conducted annually in Antipoverty poorest wards to measure departmental service delivery levels	Facilitate Citizen based monitoring conducted annually in Antipoverty poorest wards to measure departmental service delivery levels	Annual citizen-based monitoring report.
					Analyze findings and implement changes through well-resourced improvement plans	Analyze findings and implement changes through well-resourced improvement plans	Analyze findings and implement changes through well-resourced improvement plans	Analyze findings and implement changes through well-resourced improvement plans	Ward Based Improvement Plans
9. Service Standards	All service recipients are informed about the level, cost (if any), and quality of department-specific services they will receive through the publication of a service charter that is reviewed annually	All service recipients are informed about the level, cost (if any), and quality of department-specific services they will receive through the publication of a service charter that is reviewed annually.	100% of service recipients are informed about the level, cost (if any), and quality of department-specific services they will receive	Not all service recipients are informed about the level, cost (if any), and quality of department-specific services they will receive	100 % of service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	100 % of service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive	100 % of service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive	100 % of service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	Service Standards Consultation Report Attendance register of consultation on department-specific services
					All departmental services provided are in line with service user's needs and financial capability of the Department.	All departmental services provided are in line with service user's needs and financial capability of the Department	All departmental services provided are in line with service user's needs and financial capability of the Department	All departmental services provided are in line with service user's needs and financial capability of the Department	Evidence based reports from citizen satisfaction surveys, needs assessments, and service unit cost analysis.
10. Value for Money	All services provided are in line with service user's needs and financial capability of the Department	All services provided are in line with service user's needs and financial capability of the Department	100% of services provided are in line with service user's needs and financial capability of the Department.	No evidence-based report from citizen satisfaction surveys, needs assessments, and service unit cost analysis.	All departmental services provided are in line with service user's needs and financial capability of the Department.	All departmental services provided are in line with service user's needs and financial capability of the Department	All departmental services provided are in line with service user's needs and financial capability of the Department	All departmental services provided are in line with service user's needs and financial capability of the Department	

3.3 NPO MANAGEMENT

IMPROVEMENT AREA 3: NPO MANAGEMENT			PROBLEM STATEMENT 3: NPOs are not adequately complying with NPO Act 71 of 1997 and Departmental Transfer Payment Agreement.								PORTFOLIO OF EVIDENCE
OUTCOME	KEY SERVICES	KEY PERFORMANCE INDICATORS (KPI)	DEPARTMENT SPECIFIC SET STANDARD	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET						
					Year 1	Year 2	Year 3	Year 4	Year 5		
Capacitated Non-Profit Organizations	Capacitate NPO's to efficiently utilize departmental funds	1.2.3 Number of NPOs registered	100% NPO's are monitored to ensure adequate utilization of departmental funding	The Department has a draft NPO monitoring policy in place.	Finalize and implement NPO Monitoring Policy to ensure adequate utilization of departmental funding by 31 May 2026	-	-	-	-	-	Approved NPO Monitoring Policy
		1.2.4 Number of compliance interventions implemented									
		1.2.5 Number of funded NPOs			Rollout of the NPO Monitoring Policy to 4 Districts by 31 March 2026	Implement and Monitor implementation of NPO Monitoring Policy and integrated Monitoring Tools by 31 March 2029	Monitor implementation of NPO Monitoring Policy and integrated Monitoring Tools by 31 March 2027	Monitor implementation of NPO Monitoring Policy and integrated Monitoring Tools by 31 March 2028	Monitor implementation of NPO Monitoring Policy and integrated Monitoring Tools by 31 March 2029	Monitor implementation of NPO Monitoring Policy and integrated Monitoring Tools by 31 March 2030	NPO Monitoring Policy Rollout Report
		1.2.6 Number of funded organisations Monitored			Implement NPO Monitoring Policy by 31 March 2026						NPO Monitoring Policy Implementation Report
		5.3.1 Number of NPOs capacitated									
		5.3.2 Number of Cooperatives capacitated									Quarterly Monitoring Reports

3.3.1: BATHO PELE STANDARDS FOR NPO MANAGEMENT

SUMMARY OF THE BATHO PELE STANDARDS			OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE	
BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	Year 1	Year 2	Year 3	Year 4	Year 5	
1. Professional Standards - Public Servants	All social work managers, supervisors, social workers and social auxiliary workers employed by NPOs funded by the Department are registered with the SACSSP	All Social Service Practitioner are registered with the relevant bodies to ensure quality services are provided	95% of Social Service Practitioner are registered with the SACSSP	100% of social work managers, supervisors, social workers and social auxiliary workers employed by NPOs funded by the Department are registered with the SACSSP	100% of social work managers, supervisors, social workers and social auxiliary workers employed by NPOs funded by the Department are registered with the SACSSP	100% of social work managers, supervisors, social workers and social auxiliary workers employed by NPOs funded by the Department are registered with the SACSSP	100% of social work managers, supervisors, social workers and social auxiliary workers employed by NPOs funded by the Department are registered with the SACSSP	100% of social work managers, supervisors, social workers and social auxiliary workers employed by NPOs funded by the Department are registered with the SACSSP	Database of registered social service practitioners
2. Working Environment Standards	New social service practitioners within NPO's undergo clear onboarding process about the specific job requirements and understanding of Departmental policies and procedures.	New social service practitioners within NPO's undergo clear onboarding process about the specific job requirements and understanding of Departmental policies and procedures.	New indicator	All social service practitioners within NPO's undergo clear onboarding process about the specific job requirements and understanding of Departmental policies and procedures.	All social service practitioners within NPO's undergo clear onboarding process about the specific job requirements and understanding of Departmental policies and procedures.	All social service practitioners within NPO's undergo clear onboarding process about the specific job requirements and understanding of Departmental policies and procedures.	All social service practitioners within NPO's undergo clear onboarding process about the specific job requirements and understanding of Departmental policies and procedures.	All social service practitioners within NPO's undergo clear onboarding process about the specific job requirements and understanding of Departmental policies and procedures.	Job Descriptions Compulsory Induction Programme Standard Operating Procedures Policies guiding social work profession
3. Access Standards	All service recipients have equal access to NPO services on an ongoing basis.	Service recipients should have equal access to NPO services on an ongoing basis.	There is limited access equal access to NPO services	All service recipients receive equal access to NPO services	All service recipients receive equal access to NPO services	All service recipients receive equal access to NPO services	All service recipients receive equal access to NPO services	All service recipients receive equal access to NPO services	Programme Performance Report
4. Courtesy	All service recipients treated with respect 100% of the time	Service recipients should be treated with respect 100% of the time	Customer satisfaction survey has not been conducted to assess levels of courtesy within NPO's during rendering of services.	A customer satisfaction survey is conducted to assess levels of service delivery within NPO's.	Monitor NPO's to assess if service recipients are treated with respect 100% of the time.	Monitor NPO's to assess if service recipients are treated with respect 100% of the time.	Monitor NPO's to assess if service recipients are treated with respect 100% of the time.	Monitor NPO's to assess if service recipients are treated with respect 100% of the time.	NPO Customer satisfaction survey NPO Monitoring Report Citizen complaints and complaint register.

SUMMARY OF THE BATHO PELE STANDARDS			OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE
BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	Year 1	Year 2	Year 3	Year 4	Year 5
5. Information Standard	All service recipients given full, accurate, and user-friendly information about the level, cost and quality of services they are entitled to receive on a continuous basis.	Service recipients are given full, accurate, and user-friendly information about the level, cost and quality of services they are entitled to receive on a continuous basis.	Draft departmental service standards and charter in place to give full, accurate, and user-friendly information about the level, cost and quality of services they are entitled to receive on a continuous basis.	Finalize service standards and charter Rollout of service standards and charter to internal and external stakeholders	Monitor implementation of service standards and charter to ensure efficient service delivery	Monitor implementation of service standards and charter to ensure efficient service delivery	Monitor implementation of service standards and charter to ensure efficient service delivery	Approved Service Standards and Service Charter Service Standards and Charter Rollout Report Service Charter
6. Redress Standards	All complaints are managed in accordance with the prescribed timelines for handling complaints	Complaints about services rendered within NPO's are managed in accordance with the prescribed timelines of the departmental Complaints Handling System	Complaints are managed in line with the Manual Complaints Handling System with a prescribed timeline of 30 days	Where the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation and a speedy and effective remedy within 30 working days of lodging their complaint.	Where the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation and a speedy and effective remedy within 30 working days of lodging their complaint.	Where the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation and a speedy and effective remedy within 30 working days of lodging their complaint.	Where the promised standard of service (or product) is not delivered, service beneficiaries should be offered an apology, a full explanation and a speedy and effective remedy within 30 working days of lodging their complaint.	Database of citizen complaints with clear steps and time taken to resolve complaints received
7. Consultation Standard	All service recipients are consulted annually about the quality, cost and timing of services they are entitled to receive from NPO's	Service recipients are consulted annually about the quality, cost and timing of services they are entitled to receive from NPO's	Limited consultation is conducted about quality, cost and timing of services that service recipients are entitled to receive from NPO's	Consult stakeholder engagements with NPO sector on an annual basis about the quality, cost and timing of department-specific services	Consult stakeholder engagements with NPO sector on an annual basis about the quality, cost and timing of department-specific services	Consult stakeholder engagements with NPO sector on an annual basis about the quality, cost and timing of department-specific services	Consult stakeholder engagements with NPO sector on an annual basis about the quality, cost and timing of department-specific services	Attendance register of consultation on department-specific services in relation to quality, cost, and timing

SUMMARY OF THE BATHO PELE STANDARDS			OVERALL SDIP CYCLE TARGET					PORTFOLIO OF EVIDENCE	
BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	Year 1	Year 2	Year 3	Year 4	Year 5	
8. Openness & Transparency Standards	All service recipients should be informed how departments are managed, how much is spent on service delivery to the public, and who is in charge through an annual report to citizens.	All service recipients are informed how departments are managed, how much is spent on service delivery to the public, and who is in charge through an annual report to citizens.	Not all service recipients are informed how departments are managed, how much is spent on service delivery to the public, and who is in charge through an annual report to citizens.	Facilitate Citizen based monitoring conducted annually in Antipoverty poorest wards to measure departmental service delivery levels and share information on how the department is managed, how much is spent on service delivery to the public and who is in charge	Facilitate Citizen based monitoring conducted annually in Antipoverty poorest wards to measure departmental service delivery levels and share information on how the department is managed, how much is spent on service delivery to the public and who is in charge	Facilitate Citizen based monitoring conducted annually in Antipoverty poorest wards to measure departmental service delivery levels and share information on how the department is managed, how much is spent on service delivery to the public and who is in charge	Facilitate Citizen based monitoring conducted annually in Antipoverty poorest wards to measure departmental service delivery levels and share information on how the department is managed, how much is spent on service delivery to the public and who is in charge	Facilitate Citizen based monitoring conducted annually in Antipoverty poorest wards to measure departmental service delivery levels and share information on how the department is managed, how much is spent on service delivery to the public and who is in charge	Annual citizen-based monitoring report.
9. Service Standards	All service recipients are informed about the level, cost (if any), and quality of department-specific services they will receive	All service recipients are informed about the level, cost (if any), and quality of department-specific services they will receive	Not all service recipients are informed about the level, cost (if any), and quality of department-specific services they will receive	Analyze findings and implement changes through well-resourced improvement plans	Analyze findings and implement changes through well-resourced improvement plans	Analyze findings and implement changes through well-resourced improvement plans	Analyze findings and implement changes through well-resourced improvement plans	Analyze findings and implement changes through well-resourced improvement plans	Ward Based Improvement Plans
10. Value for Money	All departmental services are provided in line with service user's needs and financial capability of the Department	All departmental services provided are in line with service user's needs and financial capability of the Department	No evidence-based report from citizen satisfaction surveys, needs assessments, and service unit cost analysis.	100 % of service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	100 % of service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	100 % of service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	100 % of service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	100 % of service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive.	Service Standards Consultation Report Attendance register of consultation on department-specific services Evidence based reports from citizen satisfaction surveys, needs assessments, and service unit cost analysis.

4. CHANGE MANAGEMENT PLAN

CHANGE MANAGEMENT PLAN				
	KEY PERFORMANCE INDICATORS (KPI)	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
Identified Stakeholder Consultation	Approved Service Delivery Improvement Plan presented to all Departmental stakeholders for awareness and accountability	The SDIP is circulated to Programmes and Districts and placed on the departmental website for easy access	Present the approved SDIP to the following stakeholders: - All departmental officials - Labour Unions - Community based structures - Faith based organisations - Partnerships - Senior Management - District Directors NPO sector	Stakeholder Matrix Change Management Plan
Communication Measures Required	Communication of the Plan be conducted through: - Road Shows - Strategic Planning Sessions - Batho Pele Fora - Programme Working session - NPO sector engagement sessions	The SDIP is communicated to Programmes and Districts and also placed on the departmental website for easy access	Communicate the contents of the SDIP through: - Road Shows - Strategic Planning Sessions - Batho Pele Fora - Programme Working sessions NPO sector engagement sessions	SDIP Communication Plan
Interventions Required Internally	- Leadership and management change - Education and Communication - Participation and Involvement - Facilitation and Support	The SDIP is not resourced	- Leadership and management change - Education and Communication - Participation and Involvement - Facilitation and Support	Change Management Plan
Interventions Required Externally	- Technical support from Oversight departments (OTP & DP&SA) - Engagement and consultation on SDIP interventions - Orientation and Capacity improvement - Higher Institutions	- Feedback from oversight bodies is very slow - Minimal engagement on SDIP interventions - All Higher Education Institutions based in the Eastern Cape are utilized as a technical resource to the Department	- Increase engagements with oversight departments (OTP & DP&SA) - Maximize engagement and consultation on SDIP interventions - Training and Orientation sessions by Higher Education Institutions	- Feedback reports from oversight departments - SDIP consultation reports - Progress and performance reports from Universities.

5. IMPLEMENTATION PLAN

The key services under discussion are already infused into the day to day operational activities of the department. However, an implementation plan will be used to help the applicable officials and units to effect the additional actions that are required in the process to implement change and to obtain the desired results.

6. MONITORING, REPORTING AND EVALUATION PLANS

MONITORING, REPORTING AND EVALUATION PLANS								
MONITORING PLAN:	The key services included in this SDIP resort under the DDG – and Chief Director: Developmental Institutional Services and will be implemented as per the function. Monthly and quarterly progress reports on the implementation of the SDIP will be submitted made to the Branch: Strategic Management. Additional monitoring will take place on Executive Management level where the achievements will be deliberated with the objective to ensure that desired results are obtained.							
REPORTING PLAN:	The Service Delivery Improvement Directorate will analyse the monthly and quarterly reported results as submitted to the Branch Strategic management to determine the progress or delay of the assessed key services, so that action can be taken to correct the deficiencies as quickly as possible. Monitoring visits by the same directorate to different Service Delivery Centres in line with a monitoring programme will also take place.							
EVALUATION PLAN:	IMPACT ASSESSMENT MEASURES							
	KEY PERFORMANCE INDICATORS (KPI)	BASELINE: YEAR 0	Year 1	Year 2	Year 3	Year 4	Year 5	PORTFOLIO OF EVIDENCE
SATISFACTION MEASURES:	Client satisfaction measures be conducted to assess client satisfaction levels	Customer Care index cards used at service points to assess client satisfaction levels	Client satisfaction surveys be conducted on an annual basis to assess client satisfaction level	Implement findings of client satisfaction surveys	Monitor implementation of client satisfaction survey findings	Monitor implementation of client satisfaction survey findings	Monitor implementation of client satisfaction survey findings	Client Satisfaction Survey Report
ECONOMIC MEASURES:	Services provided are in line with the recipients needs	Trend analysis currently not conducted to assess recipients needs	Conduct trend analysis on resources spent	Conduct trend analysis on resources spent	Conduct trend analysis on resources spent	Conduct trend analysis on resources spent	Conduct trend analysis on resources spent	Trend Analysis Report
EFFICIENCY MEASURES:	Business processes with clear standards and turnaround times for departmental services	Current business processes for departmental services are not clearly documented	Documented business processes with clear standards and turnaround times for departmental services	Documented business processes with clear standards and turnaround times for departmental services	Documented business processes with clear standards and turnaround times for departmental services	Documented business processes with clear standards and turnaround times for departmental services	Documented business processes with clear standards and turnaround times for departmental services	Approved business processes with clear standards and turnaround times for departmental services
EFFECTIVENESS MEASURES:	Measure success rate on achieving the effectiveness set targets to meet the needs of service recipient	Monthly and quarterly performance reviews are used to measure effectiveness	100 % success rate on achieving the set targets to meet the needs of service recipients	100 % success rate on achieving the set targets to meet the needs of service recipients	100 % success rate on achieving the set targets to meet the needs of service recipients	100 % success rate on achieving the set targets to meet the needs of service recipients	100 % success rate on achieving the set targets to meet the needs of service recipients	Departmental Performance Report