



## **South African Council for Social Service Professions**

### **Strategic Plan for 2023/24 to 2027/28**

## **DEFINITIONS**

In this *Strategic Plan* the following words and terms have the meanings as indicated below, unless otherwise indicated, or as defined in the Act, Regulations and Rules:

'Act' means the Social Service Professions Act 110 of 1978;

'Committee' means a Committee established in terms of sections 9, 10 or 21 of the Act and, if the context indicates as such, a Committee established by a Professional Board in terms of the Regulations;

'Council' means the Council constituted in terms of section 5 of the Act;

'Member' refers to a person elected or appointed to the Council and/or a Professional Board in terms of the Act and the applicable Regulations;

'Policy' means a policy or related record, including guidelines, but excluding the Act, regulations, and rules, that was approved through a resolution by the Council;

'Professional Board' refers to a Professional Board established in terms of section 14A. Unless the context indicates otherwise, it refers to both the Professional Board for Social Work and Professional Board for Child and Youth Care Work;

'Professional group' means a specific professional group for which a Professional Board was established, for example social work is a professional group;

'Registrant' means a social service professional who is registered with the SACSSP in terms of the Act (see 'social service professional');

'Registrar' refers to the Registrar of the SACSSP appointed in terms of section 11 of the Act;

'Registration category' means the different categories of registration within a professional group, for example professional category (social worker) or auxiliary category (social auxiliary worker);

'Regulations' mean the Regulations made in terms of section 28 of the Act;

'Rules' mean the Rules made in terms of section 27 of the Act;

'Secretariat' refers to the office and administration of the SACSSP headed by the Registrar;

'Social service professional' means a person practising within the scope of practice of social work, social auxiliary work, child and youth care work and auxiliary child and youth care work, and who is registered or required to be registered with the SACSSP in terms of sections 17, 17A, 18, 18A and 18B of the Act;

'South African Council for Social Service Professions (SACSSP)' established as juristic person in terms of section 2 of the Act, and includes the Council, Professional Boards, and the Secretariat;

'Minister', unless otherwise indicated, means the Minister of Social Development;

'Register' means the Register kept in terms of section 19 of the Act by the Registrar of all registered social service professionals;

'Student' means a person who is enrolled at a training institution for prescribed qualification and who studies the subject of Social Work, Social Auxiliary Work, Child, and Youth Care Work and/or Auxiliary Child and Youth Care Work, and is registered with the SACSSP (also see student social auxiliary worker, student social worker, student auxiliary child and youth care worker and student social auxiliary worker);

## ABBREVIATIONS AND ACRONYMS

ACRONYM	DESCRIPTION
APP	Annual Performance Plan
ASASSWEI	Association of South African Schools of Social Work Education Institutions
CHE	Council on Higher Education
CPR	Communications and Public Relations
CYCW	Child and Youth Care Worker
HR	Human Resources
HWSETA	Health and Welfare Sector Education and Training Authority
ICT	Information, Communications and Technology
NDP	National Development Plan
NGO	Non-Governmental Organisation
PHSDSBC	Public Health and Social Development Sectoral Bargaining Council
QCTO	Quality Council for Trades and Occupations
SACSSP	South African Council for Social Service Professions
SAQA	South African Qualifications Authority
SSP	Social Service Practitioners
SSPP	Social Service Practitioners Policy, 2017
UNICEF	United Nations Children's Fund

## ACCOUNTING AUTHORITY STATEMENT

The South African Council for Social Service Professions (SACSSP) is the regulatory authority for the social service professions of social work and child and youth care work in South Africa and is established as a juristic person in terms of section 2(1) of the *Social Service Professions Act 110 of 1978* (“the Act”), with the Professional Boards established in terms of section 14A of the juristic person’s delegates. Council and Professional Boards derive their mandates solely from the Act together with the Regulations and Rules made under the Act in terms of section 27 and 28; and act as such as an autonomous body responsible for the execution of its statutory mandate and its own resolutions and the execution thereof. The SACSSP, in addition to the statutory powers that it is endowed with in terms of the Act, is also recognized in terms of section 29 of the *National Qualifications Framework Act 67 of 2008* as a statutory body (recognition number: 982) of expert practitioners in the occupational fields of social work and child and youth care work. The professional designations for social worker (640), social auxiliary worker (641) and child and youth care worker (1118) are currently registered with the South African Qualifications Authority (SAQA) under the ambit of the SACSSP.

In executing its mandate as prescribed in the Act, the SACSSP fulfils its purpose to protect and promote the interests of the professions of social work and child and youth care work, maintaining and enhancing the prestige, status, integrity, and dignity of the professions and to protect the public. Thus, ensures that every social service professional registered with the SACSSP is qualified and able to render quality services to individuals, groups, and communities in an ethical, professional, and effective manner. In this regard emphasis is placed on the three core mandates, i.e.; minimum requirements for education, training and development; regulation of registration; and standards for professional conduct as indicated below, which are embedded in the SACSSP’s *Strategic Plan for 2023/24 to 2027/28*.

Council, together with the Professional Board for Social Work and Professional Board for Child and Youth Care Work, within the ambit of its objects and powers, have the core statutory directive and responsibility to ensure that the social service professionals (social workers, social auxiliary workers, child and youth care workers, and auxiliary child and youth care workers) enter their respective professions with the requisite knowledge and skills to practice their relevant profession by determining the prescribed qualifications that will be acceptable to register a social service professional with the SACSSP. In this regard Council together with the respective Professional Boards safeguards that only persons that meet the prescribed minimum educational requirements may register with the SACSSP and practice the profession that falls within the ambit of SACSSP. This requires executing the regulatory responsibilities of determining the minimum standards of education and training of persons practicing the professions; exercising control and authority in respect of all matters affecting the training of social service professionals: approving the learning programmes by training institutions, schools, and departments that provide education and training with respect to the professions; maintain minimum standards of practice through continuing professional development; promoting liaison in the field of training relating to social services both in South Africa and elsewhere and promote the standards of such training in South Africa; recognizing any qualification, upon application, held by a person (whether such qualification has been obtained in South Africa or elsewhere), as being equal, provided that such qualification indicates a standard of professional education and training not lower than that prescribed qualification; assessing and recognizing qualifications obtained outside South Africa before a person is allowed to register with the SACSSP; recognizing the qualifications (degrees, diplomas, or certificates) which may be registered as additional qualifications with the SACSSP; and prescribing the proficiencies which may be registered as specialties in specific professional categories.

Council, together with the Professional Board for Social Work and Professional Board for Child and Youth Care Work, has the statutory obligation to regulate the practicing of the professions of social work, social auxiliary work, child and youth care work and auxiliary child and youth care work which is done through the legal requirement of these social service professionals to be registered in terms of the Act. Social service

professionals in respect of which Professional Boards have been established may not practice their professions unless they are registered with the SACSSP, while practicing without registration is illegal and constitutes an offence in terms of section 15(1) of the Act. Registration (license to practice) is required for the social workers, social auxiliary workers, child and youth care workers, auxiliary child and youth care workers, as well as student social workers, student social auxiliary workers, student child and youth care workers, student auxiliary child and youth care workers, while social service professionals that practice a specialty established in terms of section 17C of the Act by Council on recommendation of a Professional Board also need to be registered for that specialty. The SACSSP are required to keep and update Registers for each of the aforementioned as a statutory requirement in terms of section 19 of the Act as to ensure compliance in terms of registration as well as being a point of reference for the public to ascertain whether a social service professional is registered.

Council, together with the two Professional Boards is required to determine and maintain the standards of professional conduct for the social service professions within the ambit of the SACSSP, and exercise effective control over the professional conduct of the professions. The Act empowers Council to inquire into alleged unprofessional or improper conduct of social service professionals in terms of section 21 and affords certain disciplinary powers to Council in terms of section 22 to ensure that the aforementioned objects, among others, are met. The standards for the professional conduct of social service professionals are set out in the Rules and Regulations made in terms of section 27 and 28 of the Act.

Council, Professional Board for Social Work, Professional Board for Child, and Youth Care Work and the SACSSP's Secretariat execute their collective and respective statutory mandates in a coordinated manner as to ensure consistency in terms of minimum requirements and standards, while also considering unique differences within a diverse sector. While Council executes multiple functions as endowed by the Act, the Professional Boards are responsible for specific matters related to the profession that it was established for in line with sections 14B (objects of a Professional Board) and 14C (powers of a Professional Board) of the Act. Each Professional Board has autonomy regarding profession specific matters that falls within its ambit, other than in the case where a matter does not fall entirely within the ambit of a Professional Board as determined in section 14C (3) of the Act, which requires that Council should ratify any decision of a Professional Board relating to a matter not falling entirely within the ambit of that Professional Board determined by Council.

The SACSSP's *Strategic Plan for 2023/24 to 2027/28* strives for social service excellence and to protect the integrity of the social service professions as well as the interest of the public at large. The ultimate goal is to ensure that every social service professional falling within the scope of the SACSSP is proud of the profession that he or she practices knowing that the highest standards apply consistently; every social service professional has trust in the SACSSP to execute its mandate efficiently; and that the public (including those we serve) and other professions (nationally and internationally) experience the social service professionals that are regulated by the SACSSP to be competent and proficient in their practice and ethics.

Dr Paul Mbedzi  
President: SACSSP

## ACCOUNTING OFFICER STATEMENT

The 4<sup>th</sup> Council and its two Professional Boards have successfully concluded a six-year tenure under extreme harsh conditions which impacted the implementation of planned processes. The onset of COVID-19 at the end of the 2019/20 financial year and the resultant negative impact of the minimum health, safety, and social distancing measures to address, prevent and combat the spread of COVID-19 on the economy, coupled with ongoing lack of multiple income streams had a negative impact on the outputs of the 4<sup>th</sup> SACSSP. Despite those challenges, significant strides have been made by all structures of the SACSSP in promoting the achievement of high levels of service excellence and unity within the social service sector during the last three financial years. The 4<sup>th</sup> SACSSP fulfilled its mandate and sought to achieve its vision and mission, in a complex environment impacted by global, national, and provincial as well as local events, which directly affected the pursuit of its desired impact and in delivering on its legislated mandate. To this end, the SACSSP continued to be responsive to the needs of the professionals for whom professional Boards have been established by unlocking opportunities for training (for example, understanding COVID-19, promoting mental health during and after COVID-19; prevention of sexual exploitation of children and women, etc) in partnership with Health and Welfare Sector Education and Training Authority (HWSETA) and United Nations Children's Fund (UNICEF) who contributed funds to various NPOs to increase education and training to strengthen the social service sector.

The baton has been successfully handed over to the 5<sup>th</sup> Council, the 5<sup>th</sup> Professional Board for Social Work and the 4<sup>th</sup> Professional Board for Child and Youth Care Work after their inauguration in August 2022. The 5<sup>th</sup> Council has during the strategic planning processes, taken note of the critical outputs which support the strategic outcomes, and identified the implications as well as planning considerations, as reflected in the five-year strategic plan. The *SACSSP Strategic Plan for 2023/24 to 2027/28* outlines the SACSSP's vision, impact statement, outcomes, related outputs, key activities, outcome indicators and five-year targets. This *Strategic Plan* captures the high-level outcomes which the SACSSP will undertake in pursuit of its legislated mandate and informs the SACSSP's Annual Performance Plan.

There are several emerging interventions that have implications for the SACSSP from a legislative and policy stance. Thus, while contributing to the key strategic pillars and priorities of the Department of Social Development and the *National Development Plan: Vision 2030* (NDP 2030), to grow the social service workforce, the entity needs to do so within the constraints of its legislative and policy mandates.

We need to remind ourselves about the statutory mandate of the Council as prescribed in the Social Service Professions Act 110 of 1978, namely:

- to ensure the provision of high-quality standards of education, training, and development for all social service professionals for whom professional boards have been established;
- regulate, monitor, and promote acceptable standards for professional conduct and ethical practices of all social service professionals; and
- to regulate the practicing of the professions for which boards have been established and ensure provision of an effective registration system for all qualifying social service professionals.

Successful implementation of an aligned operational plan to the 5<sup>th</sup> Council's five-year strategic and annual performance requires that all managers must manage and be accountable. It goes without saying that management needs to coordinate a process of linking SACSSP's strategic focus to the allocated budget based on the high-level directives stemming from the mandate of the SACSSP.

Focus must be on evolution of reimagined business processes to strengthen the resource management component of the SACSSP through the quality of the procurement plan, ICT plan and human resources plan. We must succeed in pursuit of this critical task of accomplishing these outcomes while creating a new organization that is self-sustaining and protective of the integrity of the social service professions.

For the 2023/24 financial year and over the medium term, the SACSSP will continue to focus on the high-level outcomes: Protection of integrity of the social service professions and organisational sustainability. Four key strategic priorities will be pursued as embedded in the outputs, namely, internal organisational excellence; regulation of the education, training, and development of social service professionals; regulation of the professional conduct of social service professionals; and regulation the registrations of social service professionals. The Annual Performance Plan (APP) will reflect the priorities that the SACSSP will implement in the 2023/24 financial year to achieve the strategic outcomes, and its subsequent outputs to contribute to the required impact. The *Strategic Plan for 2023/24 to 2027/28* and the APP will represent the SACSSP's medium to long-term road map and reflect how SACSSP intends to use and account for the allocated resources during the five-year tenure.

We are proud of the visionary and courageous leadership and guidance afforded to us by the custodians of the Social Service Professions Act 110 of 1978, Minister of Social Development, honourable Ms Lindiwe Zulu, as well as Deputy Minister of Social Development, honourable Ms Henrietta Bogo pane-Zulu, supported by the Acting Director General, Mr Linton Mchunu, and his team of Deputy Director Generals: Mr Netshipale (DDG for Community development), Mr Ndaba (DDG for Corporate services) and Ms Sekawana (Acting DDG for Welfare Services) and their respective teams. We also appreciate the work accomplished by the 4<sup>th</sup> council and its professional Boards under the leadership of the former President of the 4<sup>th</sup> Council President, Dr Maria Mabetoa, Deputy President, Mr Donald Nghonyama, and the Chairpersons of the Professional Board for Social Work and Professional Board for Child and Youth Care Work, respectively Ms Sharon Follentine and Dr Zeni Thumbadoo and all the Members of the 4<sup>th</sup> Council and these two Professional Boards.

The ongoing support and feedback from our critical stakeholders, i.e. social service professionals, employer sector (both public and private), HWSETA, QCTO, Public Health and Social Development Sector Bargaining Council (PHSDSBC), Council on Higher Education (CHE), Association of South African Schools of Social Work Education Institutions (ASASSWEI), UNICEF, Forums for unemployed social workers, child and youth care worker and social service professionals for better salaries and many others that have contributed meaningfully to the improvement of the work and mandate of the SACSSP is appreciated.

To the 5<sup>th</sup> Council, 5<sup>th</sup> Professional Board Social Work and 4<sup>th</sup> Professional Board Child and youth Care Work, I would like to mention that for the resources and mandate we are entrusted with, there should be ongoing combined assurance and commitment to carry the task delegated to us — Team SACSSP — in a prudent, accountable and transparent manner, not in competition- but in unison so as to succeed in upholding and protecting the integrity of the professions for which professional boards have been established, protect the needs of the social service professionals and the service users.

Ms. Langi Malamba  
Registrar of SACSSP

## OFFICIAL SIGN-OFF

It is hereby certified that this SACSSP Annual Performance Plan for 2023 to 2024:

- was developed by the Members of the 5<sup>th</sup> Council, 5<sup>th</sup> Professional Board for Social Work, 4<sup>th</sup> Professional Board for Child and Youth Care Work and the management of the SACSSP's Secretariat.
- considers all relevant policies, legislation, and other mandates for which the South African Council for Social Services Professions is responsible.
- accurately reflects the impact and outcomes which the South African Council for Social Services Professions will endeavour to achieve over the period 2023 to 2024.
- There was integral understanding by members on the process followed in developing the 5- year Strategic Plan.



Ms L Malamba  
*Registrar*

17 May 2023

Date

**Approved by:**



Dr P Mbedzi  
*President of the SACSSP*

18 May 2023

Date



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## PART A: OUR MANDATE

### 1. CONSTITUTIONAL MANDATE

Section 2 of the Constitution of the Republic of South Africa, 1996 (“the Constitution”) provides that the Constitution is the supreme law of the Republic, that law or conduct inconsistent with it is invalid, and that obligations by it must be fulfilled. Section 39 of the Constitution states that:

*Interpretation of Bill of Rights*

1. “When interpreting the Bill of Rights, a court, tribunal, or forum-
  - (a) must promote the values that underlie an open and democratic society based on human dignity, equality and freedom;
  - (b) must consider international law;
  - (c) may consider foreign law.
2. When interpreting legislation, and when developing the common law or customary law, every court, tribunal, or forum must promote the spirit, purport, and objects of the Bill of Rights”.

In line with the purpose of the Social Service Professions Act 110 of 1978, the SACSSP is required to fulfil its functions in a manner that serves “to give effect to and regulate the fundamental right conferred by section 22 of the Constitution of the Republic of South Africa, 1996”, as far as social service occupations and professions are concerned. Section 22 of the Constitution provides that-

*“Every citizen has the right to choose their trade, occupation, or profession freely. The practice of a trade, occupation or profession may be regulated by law”.*

### 2. LEGISLATIVE AND POLICY MANDATES

#### 2.1 Social Service Professions Act 110 of 1978

SACSSP is a statutory body established in terms of section 2 of the Social Service Professions Act 110 of 1978 and regulates the social service professions within which professional boards are or are to be established. The Social Service Professions Act 110 of 1978 set out the establishment and the statutory mandate of Council and the Professional Boards as prescribed in:

- section 3 (objects of Council)
- section 4 (powers of Council)
- section 14B (objects of Professional Boards)
- section 14C (powers of Professional Boards)

The Minister of Social Development together with the Department of Social Development has initiated a review of the Social Service Professions Act 110 of 1978 as to address certain challenges with it because of numerous amendments over many decades which need be address through substituting the Act with a completely new Act. The development of a Social Service Practitioners Bill commenced in 2008 with the purpose to “advance social justice by promoting developmental social services”. Cabinet approved in 2019 for the Minister of Social Development to publish the *Draft Social Services Practitioners Bill* in the Government Gazette for public comment and was subsequently published in Government Gazette No 43145 of 27 March 2020 for public comments

The Minister of Social Development is yet to introduce the Draft Bill to Parliament, where after it will be reviewed, consulted, and approved by Parliament. It is anticipated that this process will be concluded within the term of office of the 5<sup>th</sup> Council.

## 2.2 National Qualifications Framework Act 67 of 2008

The SACSSP is recognised in terms of section 29 of the *National Qualifications Framework Act 67 of 2008* (NQF Act) as a statutory body (recognition number: 982) of expert practitioners in the occupational fields of social work and child and youth care work. The following professional designations are currently registered under the ambit of the SACSSP with SAQA on the National Qualifications Framework (NQF) in terms of section 30 of the NQF Act:

- (a) social worker (640);
- (b) social auxiliary worker (641); and
- (c) child and youth care worker (1118).

In terms of the NQF Act, the SACSSP must comply with the provisions of this Act, which include:

- (a) cooperating with the relevant quality council;
- (b) maintaining the agreed level of qualifications and quality assurance of professional designations registered; and
- (c) maintaining a database for the purposes of said Act.

## 2.3 National Development Plan: Vision 2030 (NDP)

The *National Development Plan: Vision 2030* (NDP) sets out several policy and planning commitments that the SACSSP must consider in the execution of the objects of Council in terms of section 3 and objects of the Professional Boards in terms of section 14B of the Act. The SACSSP as a juristic person, is obliged to discharge its legislative mandate in a coherent manner, which is consistent with national priorities and government strategies.

The SACSSP directly contributes to Chapter 11 of the NDP, which deals with social protection, whilst recognising that other areas covered in the NDP are also related to its mandate. As such continues on supporting the implementation of the NDP by addressing within its mandate the skills deficit in the social welfare sector needs to increase the supply of four categories of social service professionals to respond to the demand for appropriate basic social welfare services (these categories in the NDP are social workers, auxiliary or assistant social workers, community development workers, and child and youth care workers) within a robust social welfare system that is one of the pillars of the country's social protection agenda that delivers better results for vulnerable groups, with social welfare services provided by the state, NGOs, and the market. Furthermore, within the SACSSP's mandate, support a developmental approach to social welfare service provision, in line with the Constitution and the White Paper on Social Welfare (1997), which includes a focus on the social and economic development of individuals, families, and communities<sup>1</sup>.

The NDP estimated in 2012 that "the country requires close to 55 000 social service professionals to respond to the country's social welfare needs" and set this against a baseline of approximately 15,000 qualified social workers registered with the SACSSP in the same year. The NDP clearly recognises the value and contribution of social service professionals to:

- (a) Create an inclusive social protection system that addresses all areas of vulnerability and is responsive to the needs, realities, conditions, and livelihoods of those who are most at risk.
- (b) Provide support that builds and utilises the capabilities of individuals, households, communities, and NGOs to promote self-reliant sustainable development.

## 2.4 Policy for Social Service Practitioners

The *Policy for Social Service Practitioners* (2017) approved by Cabinet in 2017 with the purpose to set "the parameters for the creation of legislation that will recognise a comprehensive social service

<sup>1</sup> The Presidency, National Planning Commission. 2012. *National Development Plan 2030. Our future – making it work*. Pretoria: The Presidency. (pp. 354, 361, 363 & 376-377)

workforce inclusive of all practitioners who render a primary and secondary service to the people of South Africa. Accordingly, the policy document sets the framework for the recognition of all practitioners, outlines the mechanism that will be established to regulate practitioners, and the requirements for the acceptance of practitioners as part of this group of professionals". The four intended outcomes of this Policy resonates with the overall mandate of the SACSSP, i.e.; transformed institutional and regulatory system for social service practitioners; standardised education programmes and qualifications for expanded categories of social service practitioners; improved compliance with set norms and standards by practitioners and employers; delivery of professional and accountable social developments services to the general public including children, youth, older persons and persons with disabilities.

The Policy within the context of its intended outcomes, sets several objectives to be achieved as a road map guiding the implementation of thereof, summarised as follows in relation to the SACSSP's mandate:

- (a) outlining categories of social service practitioners requiring regulation including recognition of emerging ones.
- (b) providing for minimum requirements for social service practise.
- (c) describing institutional and regulatory requirements for the statutory body.
- (d) identifying norms and standards required to promote professional and ethical practice by practitioners and education and training providers and employers.

### **3. INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD**

The SACSSP's governance is generally guided by the Social Service Professions Act 110 of 1978 together with the *Rules* made in terms of section 27 and the *Regulations* made in terms of section 28. Policies, procedures, strategies, and guidelines developed and approved by Council give effect to sections 3, 4, 14B, and 14C of the Act to assist Council and Professional Boards to execute their mandates in terms of the objects and powers afforded through the Act.

For the SACSSP to have an effective and efficient administration, several administrative or workplace policies have been developed to provide specific guidance towards implementation of strategies to achieve the overall mandate of the organisation. All strategic business units have relevant policies aligned to their mandate. The approved policies which are all contained in the approved policy register are there to provide direction and guidance of the organisation's mission and strategies. All policies should be reviewed at least every twice per five-year cycle.

### **4. RELEVANT COURT RULINGS**

No court rulings were reported during the planning period. Court rulings will be dealt with as it arises for the planning period.

## PART B: OUR STRATEGIC FOCUS

### 1. VISION, MISSION, VALUES AND VALUE PROPOSITION

#### **Vision**

Social service excellence

#### **Mission**

To regulate the Social Service Professions in the best interest of the South African society.

#### **Values**

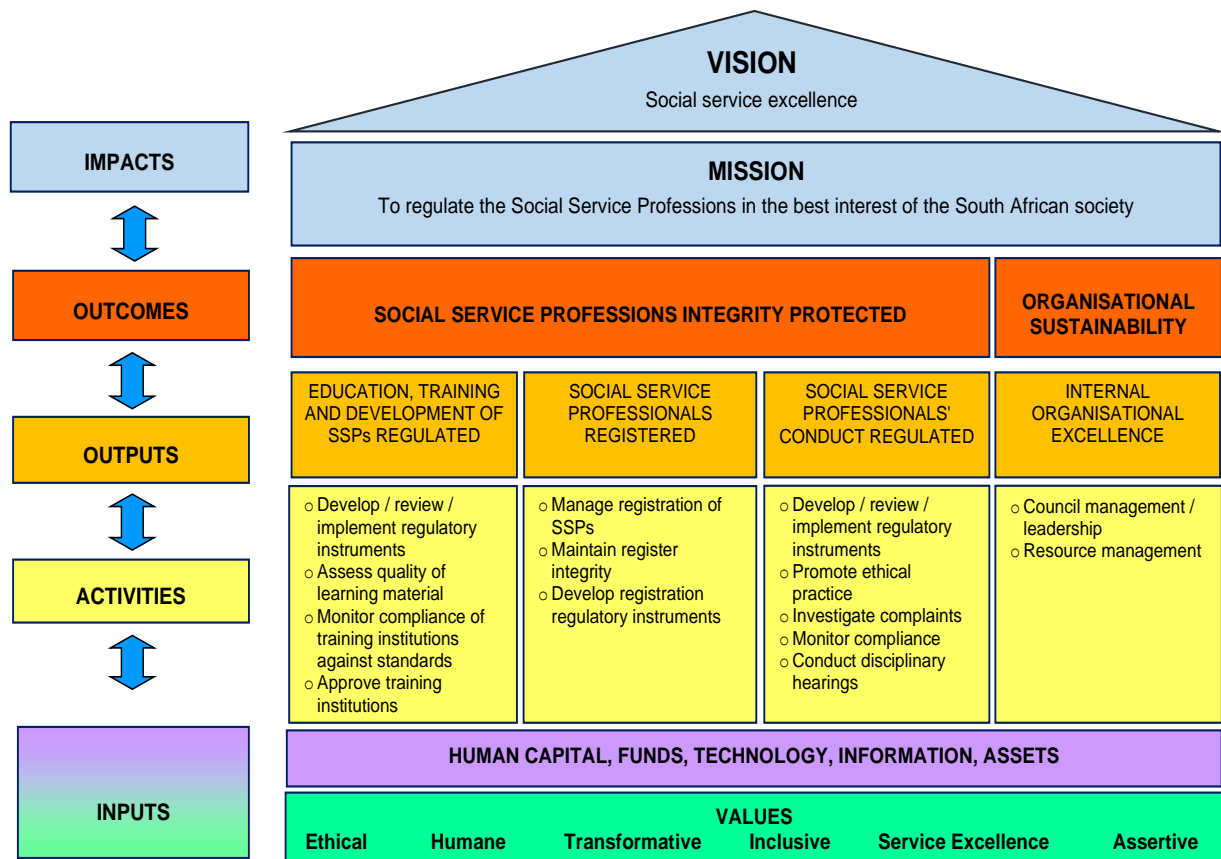
- Ethical
- Humane
- Transformative
- Inclusive
- Service excellence
- Assertive

#### **Value proposition**

Our regulatory services help registrants providing social services by avoiding unprofessional conduct and enhancing the image of their profession, unlike any other.

### 2. STRATEGIC FRAMEWORK

Figure 1: Strategic Framework



### 3. STAKEHOLDER FRAMEWORK

- *Primary clients*
  - Social service professionals (registrants)
  - Social service professions students
- *Secondary clients*
  - Receivers of social services
  - Employers of social service professionals
- *Providers of resources / services to SACSSP (service providers inbound)*
  - Providers of funds
  - Providers of human resources
  - Providers of information
  - Providers of infrastructure / facilities
  - Providers of tools of trade
- *Regulatory bodies to SACSSP*
  - Principal to Social Service Professions Act 110 of 1978 (Minister of Social development)
  - Relevant government and taxation entities
- *Entities that SACSSP regulates*
  - Higher education institutions and training providers
  - Social services professionals (registrants)
- *National co-operators / partners*
  - Social service professionals' representative bodies (professional associations)
  - Entities providing social services
  - Other professional Councils
  - Qualification authorities

- Quality Councils
- Training authorities
- Advocacy / lobbying entities
- Employers of social services professionals
- Higher education institutions and training providers
- Skills authorities
- Research institutions
- Continuing professional development providers
- *SADC, continental and international affiliates/partners*
- *Organised labour*
- *Media*
- *Employees / interns*

#### **4. SITUATIONAL ANALYSIS**

The 5<sup>th</sup> Council, the 5<sup>th</sup> Professional Board for Social Work, 4<sup>th</sup> Professional Board for Child and Youth Care Work and Secretariat (management and all strategic business units) (TEAM SACSSP) held a two-day strategic planning session on the 8<sup>th</sup> and 9<sup>th</sup> February 2023. A situational analysis was facilitated to evaluate the social service sector landscape and to assess the internal and external factors of the SACSSP against the core outcomes and its subsequent outputs and key activities in its Strategic Plan, to help determine strengths, weaknesses, opportunities and threats in our quest to strengthen the mandate of the Council and the professional Boards as prescribed through the objects set out in the Social Service Professions Act 110 of 1978 in sections 3 (Council) and 14B (Professional Boards).

For the SACSSP to remain relevant and responsive to its mandate and the needs of the sector, there has to be a mindset shift and repositioning of strategic thrust and a connection with the emerging trends and real issues affecting the social service professionals (for whom Professional Boards have been established) that can negatively impact the work of the SACSSP. Monitoring of compliance (ethics), continuing professional development (CPD), data integrity, corporate governance compliance and resource management came out strong during the analysis and also in the Minister of Social Development's address on the first day of the strategic planning session. Whilst the missed opportunities around funding through appropriation in terms of section 12(1)(c) of the Act were flagged followed by robust discussions, there was appreciation for the role that the Minister of Social Development could play to strengthen the SACSSP as an autonomous entity within the DSD portfolio.

#### **4.1 External environment analyses**

The SACSSP engaged in a brainstorming session to develop a PESTEL and SWOT analysis. These analyses were used, amongst other, as an input to identify the key opportunities and threats.

##### **4.1.1 PESTEL analysis**

Political	Economic	Social	Technological	Environmental	Legal
<ul style="list-style-type: none"> <li>Political leadership commitment to social development</li> <li>Political contestations</li> <li>Political will to fund post school education and training programmes</li> </ul>	<ul style="list-style-type: none"> <li>High rate of unemployment</li> <li>Slow economic growth</li> <li>High inflation</li> <li>Constrained fiscus</li> <li>Growing digital economy</li> <li>Non-alignment between skills</li> </ul>	<ul style="list-style-type: none"> <li>High levels of poverty</li> <li>Impact of pandemics</li> <li>Increased crime</li> <li>Increase in violence of vulnerable groups</li> <li>Increased mental illness</li> <li>Substance abuse</li> </ul>	<ul style="list-style-type: none"> <li>Future technologies</li> <li>Lack of access to technologies</li> <li>Unavailability of network in rural areas</li> <li>Instability of electricity supply</li> <li>Increased cyber crime</li> </ul>	<ul style="list-style-type: none"> <li>Impact of climate change on livelihoods</li> <li>e-waste</li> <li>Green initiatives and technologies</li> <li>Natural disasters</li> <li>Urbanisation</li> <li>Over-populated areas</li> <li>Less green space</li> <li>Pollution</li> </ul>	<ul style="list-style-type: none"> <li>Regulation of information security and data</li> <li>Intellectual property protection</li> <li>Agreements with SADC, continental, and international stakeholders</li> <li>Human rights</li> </ul>

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Political	Economic	Social	Technological	Environmental	Legal
<ul style="list-style-type: none"> <li>Inadequate integrated planning amongst the three spheres of government</li> <li>Policy framework for social development</li> <li>Impact of war in Ukraine</li> <li>Political leadership change</li> <li>Poor public service delivery</li> <li>Political violence</li> <li>Socio-political instability</li> <li>Lack of credibility of political officials</li> <li>Inadequate political leadership</li> <li>Xenophobia</li> </ul>	<ul style="list-style-type: none"> <li>demand and supply</li> <li>Lack of enabling environment for Small Medium and Micro Enterprises</li> <li>Unpreparedness for future of work</li> <li>Corruption / fraud</li> <li>Slow job creation</li> <li>High dependence on social grants</li> <li>Inadequate investment</li> <li>Unemployed essential professional skills</li> <li>Economic bail-out of non-functioning State-owned enterprises</li> <li>Vandalization / sabotage of infrastructure</li> <li>Mismanagement of funds</li> <li>High levels of migration</li> <li>Unsustainable programmes</li> </ul>	<ul style="list-style-type: none"> <li>Child maltreatment / malnutrition / exploitation</li> <li>Human trafficking</li> <li>Impact of system failure on vulnerable groups</li> <li>High levels of inequality</li> <li>Sexual orientation intolerance</li> <li>Mushrooming informal housing</li> <li>Limited access to infrastructure</li> <li>Family fragmentation / disintegration</li> <li>Workplace bullying</li> <li>Impact of technology on families</li> </ul>	<ul style="list-style-type: none"> <li>South African fintech rating</li> <li>Majority of the country's workforce are not ready to work with new technologies and machinery</li> <li>Resistance to change</li> <li>High cost of data</li> <li>Impact of technology on careers</li> <li>Outdated curriculum</li> </ul>	<ul style="list-style-type: none"> <li>Brown initiatives</li> <li>Illegal mining</li> </ul>	<ul style="list-style-type: none"> <li>Non-implementation of regulatory prescripts</li> <li>Slow justice system</li> <li>Non-alignment between regulatory instruments</li> <li>Lack of collaborative approaches in implementation of regulatory instruments</li> <li>Inequality in the legal system</li> <li>Lack of awareness relating to legislative systems</li> <li>Lack of law enforcement</li> </ul>

#### 4.1.2 SWOT analysis (opportunities and threats)

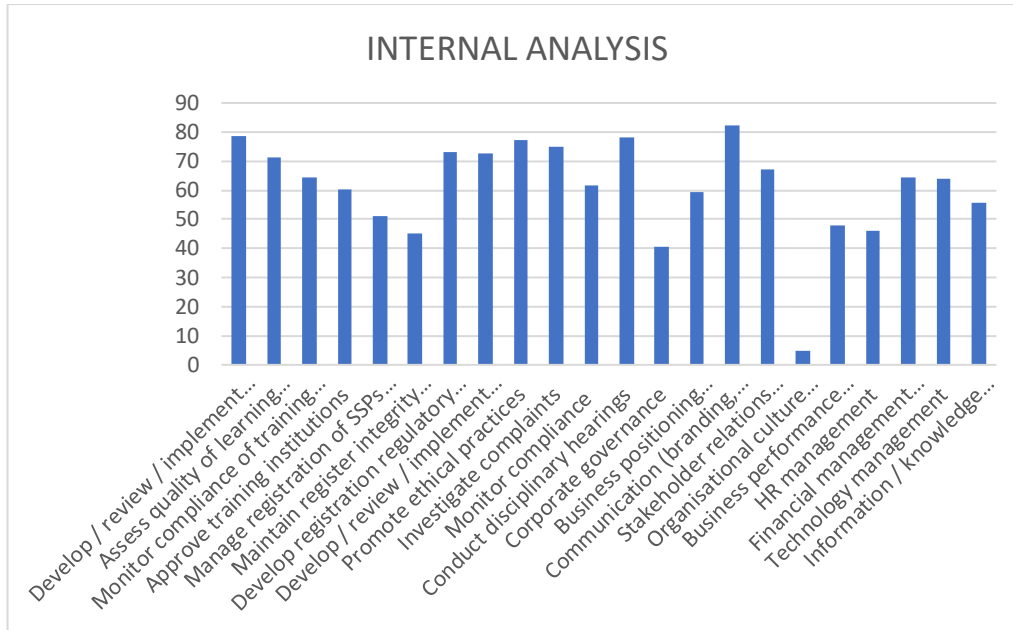
Opportunities (in priority order)	Threats (in priority order)
<ul style="list-style-type: none"> <li>Political leadership commitment to social development</li> <li>Demand for professional social services</li> <li>Mandate of autonomy and independence</li> <li>Alternative funding sources</li> <li>Supportive stakeholder relations</li> <li>Future technologies positive impact on social service environment (including 4<sup>th</sup> Industrial Revolution(4IR) etc.)</li> <li>Agreements / collaboration with SADC, continental, and international stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Lack of job opportunities of social service professionals</li> <li>Restrictive budget for social services</li> <li>Migration, departure lack of career pathing of social service professionals</li> <li>Negative perception / lack of understanding of Council by social service professionals and other stakeholders</li> <li>Impact of economic environment on social service professionals</li> <li>Prolonged finalisation of draft Social Service Practitioners Bill</li> <li>Non-implementation of appropriation clause section 12(1)(c)</li> <li>Non-compliance / misconduct of social service professionals</li> <li>Disturbing social conditions</li> <li>Confusion between the role of the SACSSP versus other professional associations</li> <li>Lack of alignment / unity within the scope of practice</li> <li>Overlap of professions regarding the scope of practice</li> <li>Dependencies approval of Regulations</li> </ul>



## **4.2 Internal environment analysis**

The SACSSP engaged in a session to analyse the internal environment of the SACSSP with the purpose to derive key strengths and weaknesses. These key strengths and weaknesses were prioritised using an electronic prioritising system. The following tables below, reflect the results of the exercise, based on internal reflection that provided direction for the strategic priorities for the next five (5) years.

<b>INTERNAL ANALYSIS</b>		
	<b>Item</b>	<b>Current Performance</b>
1	Develop / review / implement regulatory instruments (norms, standards, regulations, rules, guidelines, policies, etc.)	78.56
2	Assess quality of learning material	71.44
3	Monitor compliance of training institutions against standards	64.56
4	Approve training institutions	60.11
5	Manage registration of social service professionals (register, deregister, complaints, restoration, collections, etc.)	50.89
6	Maintain register integrity (restoration, collections, database)	45.11
7	Develop registration regulatory instruments	73.11
8	Develop / review / implement regulatory instruments (code of ethics, norms, standards, regulations, rules, guidelines, policies, etc.)	72.89
9	Promote ethical practices	77.11
10	Investigate complaints	75.11
11	Monitor compliance	61.44
12	Conduct disciplinary hearings	78.11
13	Corporate governance	40.52
14	Business positioning (strategies, structure, plans, etc.)	59.56
15	Communication (branding, promotion, advocacy)	82.22
16	Stakeholder relations management	67.33
17	Organisational culture development	5.00
18	Business performance management	48.11
19	HR management	46.22
20	Financial management (including asset management)	64.22
21	Technology management	63.78
22	Information / knowledge management	55.56



Strengths	Weaknesses (areas to be developed)
<b>Education training and development of social service professionals regulated</b> <ul style="list-style-type: none"> <li>Develop / review, implement regulatory instruments</li> <li>Assess quality of learning material</li> <li>Monitor compliance of training institutions against standards</li> </ul> <b>Social service professionals registered</b> <ul style="list-style-type: none"> <li>Develop registration regulatory instruments</li> </ul> <b>Social service professionals' conduct regulated</b> <ul style="list-style-type: none"> <li>Develop / review / implement regulatory instruments</li> <li>Promote ethical practice</li> <li>Investigate complaints</li> <li>Conduct disciplinary hearings</li> </ul> <b>Council management / leadership</b> <ul style="list-style-type: none"> <li>Communication (branding, promotion, advocacy)</li> <li>Stakeholder relations management</li> </ul> <b>Resource management</b> <ul style="list-style-type: none"> <li>Financial management</li> </ul>	<b>Education training and development of social service professionals regulated</b> <ul style="list-style-type: none"> <li>Approve training institutions</li> </ul> <b>Social service professionals registered</b> <ul style="list-style-type: none"> <li>Manage registration of social service professionals</li> <li>Maintain register integrity</li> </ul> <b>Social service professionals' conduct regulated</b> <ul style="list-style-type: none"> <li>Monitor compliance</li> </ul> <b>Council management / leadership</b> <ul style="list-style-type: none"> <li>Corporate governance</li> <li>Business positioning (strategies, structure, plans, etc.)</li> <li>Organisational culture development</li> <li>Business performance management</li> </ul> <b>Resource management</b> <ul style="list-style-type: none"> <li>Human resource management</li> <li>Technology management</li> <li>Information / knowledge management</li> </ul>

## 5. HIGH LEVEL COUNCIL DIRECTIVES

The following directives were developed and structured according to outcomes and respective outputs. These directives serve as an input for management to address in operational plans of the SACSSP.

OUTCOMES	OUTPUTS	COUNCIL DIRECTIVES
<b>ORGANISATIONAL SUSTAINABILITY</b>	<ul style="list-style-type: none"> <li>Internal organisational excellence <ul style="list-style-type: none"> <li>SACSSP management / leadership</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the SACSSP to advocate for the interest of social service professions</li> <li>Improve corporate governance practices</li> <li>Instil a conducive organisational culture</li> <li>Improve service delivery to our clients</li> </ul>

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	<i>(including corporate governance)</i>	<ul style="list-style-type: none"> <li>• Maintain sound communication / promotion / advocacy practices</li> <li>• Ensure mutually beneficial partnerships</li> <li>• Maintain stakeholder relations</li> <li>• Ensure a fit-for-purpose organisation structure for the SACSSP</li> <li>• Develop and review the SACSSP policies</li> </ul>
	<ul style="list-style-type: none"> <li>• Resource management <i>(HR, finance, technology, information / knowledge management)</i></li> </ul>	<ul style="list-style-type: none"> <li>• Improve individual performance management and reward</li> <li>• Ensure positions filled with competent and motivated staff</li> <li>• Improve staff morale</li> <li>• Ensure financial sustainability</li> <li>• Digitize / automate business processes</li> <li>• Ensure effective information / knowledge management</li> </ul>
<b>SOCIAL SERVICE PROFESSIONS INTEGRITY PROTECTED</b>	<ul style="list-style-type: none"> <li>• Education, training, and development of social service professionals regulated</li> </ul>	<ul style="list-style-type: none"> <li>• Improve approval of training institutions</li> <li>• Maintain the development / reviewal, implementation of regulatory instruments</li> <li>• Maintain quality assessment of learning material</li> <li>• Maintain compliance monitoring of training institutions against standards</li> </ul>
	<ul style="list-style-type: none"> <li>• Social service professionals registered</li> </ul>	<ul style="list-style-type: none"> <li>• Improve management of social service professionals' registration</li> <li>• Improve maintenance of register integrity</li> <li>• Maintain the development of registration regulatory instruments</li> </ul>
	<ul style="list-style-type: none"> <li>• Social service professionals' conduct regulated</li> </ul>	<ul style="list-style-type: none"> <li>• Improve compliance monitoring of social service professionals' conduct</li> <li>• Maintain the development / reviewal / implementation of regulatory instruments</li> <li>• Maintain promotion of ethical practice</li> <li>• Maintain complaints investigation</li> <li>• Maintain conducting of disciplinary hearings</li> </ul>

## PART C: MEASURING OUR PERFORMANCE

### 1. INSTITUTIONAL PERFORMANCE INFORMATION

#### 1.1 IMPACT STATEMENT

Impact statement	Socially functional society
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#### 1.2. MEASURING OUTCOMES

Outcomes	Outcome Indicator	Baseline	Five-year targets
<b>Social Service Professions integrity protected</b>	• Number of registered social service professionals	93 281	95 000
	• Number of complaints lodged against social service professionals	TBD	10
	• Number of official complaints lodged against Council	0	0
	• Percentage increase in client satisfaction rating	TBD	Baseline <i>plus</i> 5%
<b>Organisational sustainability</b>	• Percentage increase in organisational image score	TBD	Baseline <i>plus</i> 5%
	• Nett promoter score index (number out of 10) (social media)	1	4
	• Audit opinion outcome	Unqualified	Unqualified without findings

### 2. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

The SACSSP is working towards enhancing the protection and promotion of the integrity of the social service professions to strengthen social service excellence throughout the Republic of South Africa. Priority activities include data cleansing to ensure accurate registers of social service professional in good standing; enforcing registrations compliance; adherence to high standards of ethical conduct and education. Stakeholder engagements will be increased to ensure information dissemination on important aspects of the Social Service Professions Act 110 of 1978 are shared with practitioners and critical partners to contribute to the envisioned impact.

### 3. KEY RISKS

Outcomes	Key Risk	Risk Mitigations
Social service professions' integrity protected	<b>Education training and development</b>	
	<ul style="list-style-type: none"> <li>Bogus institutions providing education and training</li> <li>Unaccredited learning material/ curriculum</li> <li>Non-implementation of CPD Policy and non-adherence to the provision of the same Policy</li> </ul>	<ul style="list-style-type: none"> <li>Assessment and approval of learning material</li> <li>Quality assurance site visits of training institutions</li> <li>Implement section 14C(1)(c) (approval of institutions)</li> <li>Introduce audits of training institutions</li> <li>Conduct educational awareness sessions on CPD policy</li> </ul>
	<b>Professional conduct</b>	
	<ul style="list-style-type: none"> <li>Increased incidents of alleged unprofessional or improper conduct</li> <li>Illegal practitioners</li> </ul>	<ul style="list-style-type: none"> <li>Educate on the code of ethics: Rules and Regulations</li> <li>Educate the public about the rules and standards</li> <li>Enforce provisions of section 21 of the Social Service Professions Act 110 of 1978 (investigations)</li> <li>Enforce provision of sections 15 and 16.</li> </ul>
	<b>Registration</b>	
	<ul style="list-style-type: none"> <li>Poor data integrity</li> <li>Poor turnaround time to finalise processes</li> </ul>	<ul style="list-style-type: none"> <li>Regular review and audit of database for correctness</li> <li>Standing operating procedures (SOP) for managing registration processes</li> <li>Enforce provisions of Regulations regarding registrations of social workers (Regulations No. R. 101, section 9(1) and (2)), regulations regarding registrations of social auxiliary workers (Regulations No. R. 103, section 13(1) and (2)) and regulations regarding registration of child and youth care workers (Regulations No. R838, section 10(1)(a)(b) and (27))</li> <li>Enforce statutory requirements regarding registration: <ul style="list-style-type: none"> <li><i>Social workers (section 17 of the Act and the Regulations)</i></li> <li><i>Social auxiliary workers (section 18 of the Act and the Regulations)</i></li> <li><i>Student social workers (section 17A of the Act and the Regulations)</i></li> <li><i>Student social auxiliary workers (section 17 of the Act and the Regulations)</i></li> <li><i>Child and youth care workers (section 18A of the Act and the Regulations)</i></li> <li><i>Auxiliary child and youth care workers (section 18A of the Act and the Regulations)</i></li> </ul> </li> </ul>

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<b>Organisational sustainability</b>	<b>Finance and IT</b>	
	<ul style="list-style-type: none"> <li>• Delayed implementation of section 12(1)(c)</li> <li>• Loss of faith/trust in the SACSSP's Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• Engagements with the Minister and Office of DG (Department of Social Development)</li> <li>• Enforce collections of monies due to Council in terms of section 12(1)(a) of the Act</li> </ul>
	<ul style="list-style-type: none"> <li>• Obsolete operational systems</li> <li>• Short-staffing</li> <li>• Burnout</li> <li>• Poor management information system</li> <li>• Manual archiving</li> <li>• Business continuity disruptions- pandemics, load shedding, water shedding, etc</li> </ul>	<ul style="list-style-type: none"> <li>• Improve staffing capacity</li> <li>• Digitize files and automation</li> <li>• Optimize system development (Neuron integrated online system)</li> <li>• Invest in improved business continuity</li> <li>• Centralized storage (MIS)</li> <li>• Data recovery centre</li> </ul>

## PART D: TECHNICAL INDICATOR DESCRIPTIONS

### OUTCOME 1: SOCIAL SERVICE PROFESSIONS INTEGRITY PROTECTED

Indicator Title 1.1	Number of registered Social Service Professionals
Definition	This indicator tracks the number of registered social service professionals
Source of data	All Registers of social service professionals kept in terms of section 19 of the Act
Method of calculation/assessment	Simple count (certificate of registrations issued; practice card issued)
Assumptions	Registration database is up to date
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable
Desired performance	Meeting the 5-year target as set in the strategic plan
Indicator responsibility	Registrar, Registrations Manager

Indicator Title 1.2	Number of complaints lodged against social service professionals
Definition	This indicator tracks the number of complaints lodged against registered social service professionals per 1,000
Source of data	Complaints logbook kept by the Professional Conduct Division
Method of calculation/assessment	Simple count (number of complaints per 1,000 registered professionals per professional group and registration category)
Assumptions	<p>The logbooks accurately capture</p> <ul style="list-style-type: none"> <li>• all complaints lodged of unprofessional or improper conduct</li> <li>• Preliminary inquiries by the CPI</li> <li>• Inquiries held in terms of section 21(1) by the Professional Conduct Committee</li> </ul>
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable
Desired performance	Meet the 5-year target as set in the strategic planning session
Indicator responsibility	Registrar/Professional Conduct Manager

Indicator Title 1.3	Number of official complaints lodged against Council
Definition	This indicator tracks the number of complaints lodged against the SACSSP by members of the public and the social service professionals
Source of data	Correspondence from social service professionals, journalists, letters from Ministry of Social Development, Office of Public Service Commission, Public protector; online complaint platforms
Method of calculation/assessment	Simple count
Assumptions	The complaints lodged are legitimate and can be resolved, and fall within the mandate of the SACSSP
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable
Desired performance	Reduced number of complaints
Indicator responsibility	Registrar/Managers/Communication and Public Relations Officer

Indicator Title 1.4	Percentage increase in client satisfaction rating
Definition	This indicator tracks the amount of positive feedback received from social service professionals
Source of data	Communication and Public Relations analysis report on SACSSP communication platforms
Method of calculation/assessment	Quantitative and qualitative survey results
Assumptions	Queries are resolved and platforms updated regularly; customer satisfaction surveys will be conducted
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable
Desired performance	Customer satisfaction sustained
Indicator responsibility	Registrar/All Managers/Communication and Public Relations Officer



## OUTCOME 2: ORGANISATIONAL SUSTAINABILITY

Indicator Title 2.1	Percentage increase in organisational image score
Definition	This indicator tracks overall public image ratings
Source of data	Rating agencies
Method of calculation/assessment	Quantitative and qualitative survey results
Assumptions	The rating agencies are using credible instruments
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable
Desired performance	As per strategic planning targets
Indicator responsibility	President/ Registrar/Communication and Public Relations Officer

Indicator Title 2.2	Nett promoter score index (number out of 10) (social media)
Definition	Indicator tracks the response of influencers and opinion makers on social media
Source of data	Social service professionals / relevant social media platforms
Method of calculation/assessment	Simple observation of nett promotor score index
Assumptions	Useful feedback to improve social service professional services to the public and social service professionals
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable
Desired performance	As per strategic planning targets
Indicator responsibility	Registrar/Communication and Public Relations Officer

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<b>Indicator Title 2.3</b>	<b>Audit opinion outcome</b>
<b>Definition</b>	This indicator tracks the outcome of external audit process
<b>Source of data</b>	External audit report (linked to audited financial statements)
<b>Method of calculation/ assessment</b>	Both quantitative and qualitative
<b>Assumptions</b>	Accuracy and independence of the report
<b>Disaggregation of beneficiaries</b>	Not applicable
<b>Spatial transformation</b>	Not applicable
<b>Desired performance</b>	As per strategic planning targets
<b>Indicator responsibility</b>	Registrar/Finance and Administration Manager