

5/22/2012

SELECT COMMITTEE ON SOCIAL SERVICES MEETING 22 May 2012



PURPOSE

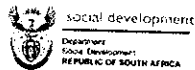
To respond to the Select Committee on Social Services on the Auditor General's findings:-

- a) Monitoring and evaluation conducted by DSD on NGO's and NPO's providing Social Services on behalf of DSD;
- b) Vacancy Audit Report;
- c) Human Resource Development Strategy and progress in implementing it.



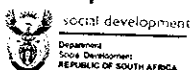
Introduction

- The Department of Social Development is mandated to provide a lead on the provision of developmental social welfare and community development.
- The main clients of the department are the poorest of the poor, the vulnerable and marginalised.
- The service delivery mechanisms of the Social Development Sector include national and provincial departments (and local government to a limited extent), non-governmental organizations, faith based organizations, and agencies such as the South African Social Security Agency (SASSA) and National Development Agency (NDA).



Key functions linked to Social Development Programmes

- Substance abuse prevention and rehabilitation
- Care and services for older persons
- Social crime prevention and support
- Persons with disabilities
- Child care and protection services
- Victim empowerment
- HIV and AIDS
- Care and support services to families
- Youth development
- Sustainable livelihoods
- Institutional capacity building and support
- Research and demography
- Population and development



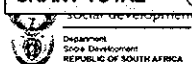
Status of Data being Presented

- In compiling the presentation, the Department extracted the information from Vulindlela (the consolidated government HR information system).
- As the information extracted from Vulindlela is not always updated and accurate Provincial Departments were contacted to validate and update the information.
- This presentation is based on information provided by Provinces, which will later be reconciled.
- In instances where provinces provided incomplete information, this presentation relies on Vulindlela information.




SUMMARY OF VACANCIES IN THE NATIONAL AND 9 PROVINCIAL DEPARTMENTS OF SOCIAL DEVELOPMENT

Province	2011	2012	2013	2014	2015
National DSD	40	0	6	0	46
Gauteng	567	235	111	96	1009
North West	0	11	10	3	24
Limpopo	102	936	76	30	1144
Mpumalanga	11	10	13	1	35
Free State	222	499	209	120	1050
KwaZulu-Natal	52	66	36	20	174
Northern Cape (*)	25	0	9	1	35
Eastern Cape	78	92	25	0	195
Western Cape	108	630	161	257	1156
GRANT TOTAL	1205	2479	656	528	4868




Vacancy totals
 Vacancies per province
 took at the impact of these vacancies on province
 national office


NATIONAL DEPARTMENT OF SOCIAL DEVELOPMENT				
Operational Category	Full Time	Contract	Vacancy	Total
Corporate Support	580	40	6%	620
Community Development Practitioner	16	6	27%	22
Social Worker	82	0	0%	82
GRANT TOTAL	678	46	6%	724


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IDENTIFIED IMPACT OF VACANCIES IN THE NATIONAL DEPARTMENT OF SOCIAL DEVELOPMENT ON SERVICE PROVISION AND ACHIEVEMENT OF STRATEGIC OBJECTIVES AND MANDATE (1)
<ul style="list-style-type: none"> ▪ There are no vacant Social Worker posts at National Level. ▪ The recorded 6% vacancy rate is due to staff turnover that occurs due to promotions, transfers and resignations. ▪ However it has been noted that a high staff turnover rate has an impact on budget plans i.e. payout of service benefits for pension and leave, advertisement cost, time to fill the post and training of new staff, loss of institutional knowledge, and low productivity/service delivery due to unnecessary high work volumes. ▪ The concern highlighted at national level is with regard to the filling of Community Development posts (27% vacancy rate). The department experiences challenges in attracting suitable candidates due to the set posts requirements and limited/lack of community development specific qualifications.


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GAUTENG DEPARTMENT OF SOCIAL DEVELOPMENT				
Category	2011/12	2012/13	%	Total
Corporate Support	1173	567	33%	1740
Community Development Practitioner	51	111	69%	162
Social Worker	931	235	20%	1166
Child and Youth Care Worker	587	96	14%	683
GRANT TOTAL	2742	1009	27%	3751


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IDENTIFIED IMPACT OF VACANCIES IN PROVINCIAL DEPARTMENTS OF SOCIAL DEVELOPMENT ON SERVICE PROVISION AND ACHIEVEMENT OF STRATEGIC OBJECTIVES AND MANDATE (1)	
<p>GAUTENG (1009 vacancies out of 3751 posts, Community Development with 69% vacancy rate)</p> <ul style="list-style-type: none"> ▪ Vacant senior management posts in Corporate Management compromises the quality of support provided by the unit in the Department. Failure to fill posts in areas of Supply Chain Management compromise principles of segregation of duties which are regarded as key in sound, effective and efficient management of financial controls. It has been reported that this is reflected in continuous revision of delegations and authorisation which may lead to audit queries. ▪ Vacant Social Work posts have a direct bearing on sub-programmes such as- <ul style="list-style-type: none"> ✓ Victim Empowerment: inability to achieve set targets on a number of programmes for the promotion of women's rights, prevention of women abuse and provincial programmes on 16 days of violence against women and children. ✓ Child Care & Protection Services: inability to reduce the high backlog of foster care cases due to inability to fill critical Social Work posts (average backlog of 27% foster care cases). Achievement in this regard was 73%. ✓ Social Relief of Distress: inability to respond effectively and to monitor the implementation of social relief of distress programmes and support services. 	


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IDENTIFIED IMPACT OF VACANCIES IN PROVINCIAL DEPARTMENTS OF SOCIAL DEVELOPMENT ON SERVICE PROVISION AND ACHIEVEMENT OF STRATEGIC OBJECTIVES AND MANDATE (2)

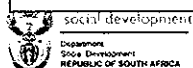
GAUTENG

- Challenges indicated with regard to the delivery of Community Development programmes include:
 - ✓ Delivery gaps in projects such as household profiling as Assistant Community Development Practitioner posts remain vacant.
 - ✓ The Department is expected to adhere to the norm of 1 x ACDP to 3000 households per ward. As a result, a high number of households cannot be reached for household profiling for purposes of mapping and linkage to provision of services.
 - ✓ Huge challenges of youth unemployment require intensive interventionist programmes that must be managed by CDPs.
 - ✓ Set priorities of poverty alleviation projects cannot be met due to shortage of "foot soldiers" such as Assistant CDPs.
 - ✓ Presidential anti-poverty campaigns earmarked for implementation in priority areas could not kick start and operate at expected delivery level as the recruitment of this cadre of workers had been suspended due to budget constraints.



NORTH WEST DEPARTMENT OF SOCIAL DEVELOPMENT

Occupational Category	Filled	Vacant	% Vacant	Total Posts
Corporate Support	812 <i>(only this part of information was extracted from Vuindlole)</i>	0	0%	812
Community Development Practitioner	153	11	7%	164
Social Worker	959	10	1%	969
Child and Youth Care Worker	29	3	9%	32
GRANT TOTAL	1953	24	1%	1977




IMPACT OF VACANCIES IN PROVINCIAL DEPARTMENTS OF SOCIAL DEVELOPMENT ON SERVICE PROVISION AND ACHIEVEMENT OF STRATEGIC OBJECTIVES AND MANDATE (3)

North West

- The current impact is minimal in terms of the 24 vacant posts., Community Development accounting for 7%. However, the Provincial Development indicated that vacant posts are advertised as the posts become vacant, and are filled within the set 12 months timeframe.
- Great concern raised is with regard to the need for funding to enhance human resource capacity. The current situation does not address the needs in terms of reaching the set norms for the provisioning of posts, e.g. current ratio in terms of social workers to population is 1:25 000.
- Two areas adversely affected by shortage of human resources are Support Services (transport, infrastructure, record management, security services, ICT & auxiliary services) and Community Development.
- Serious shortage of Assistant CDPs to drive poverty eradication and community empowerment programmes at service points.


inadequate support for emerging social cooperatives and NPOs as well as ineffective community development processes.



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LIMPOPO DEPARTMENT OF SOCIAL DEVELOPMENT

Vacancies	2011	2012	2012	2012
Corporate Support	726	102	12%	828
Community Development Practitioner	368	76	17%	444
Social Worker	1250	936	43%	2186
Child and Youth Care Worker	71	30	30%	101
GRAND TOTAL	2415	1144	32%	3559



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IDENTIFIED IMPACT OF VACANCIES IN PROVINCIAL DEPARTMENTS OF SOCIAL DEVELOPMENT ON SERVICE PROVISION AND ACHIEVEMENT OF STRATEGIC OBJECTIVES AND MANDATE (6)

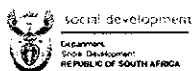
Limpopo

- Limpopo Department of Social Development reported that lack of human resource capacity negatively affects the delivery of community development, financial management, social welfare and Non-Profit Organisation services.
- The delivery of children services is mostly affected, as the Senior Manager posts responsible for these services are vacant, and therefore there is no proper coordination and management at the Provincial level.
- It is also a concern to note that the Department is unable to absorb social worker bursary holders who have already signed contracts with the Department due to budgetary constraints. These social workers are currently unemployed. Community Development practitioners who were provided with bursaries cannot be absorbed.
- The separation of DSD from DoH in the Province has resulted in the critical post of Chief Financial Officer vacant at DSD, leaving it without the requisite expertise to attend to proper financial management – resulted in audit queries and non-compliance to Treasury Regulations.




MPUMALANGA DEPARTMENT OF SOCIAL DEVELOPMENT

Category	2010/11	2011/12	%	2012/13
Corporate Support	733	11	1%	744
Community Development Practitioner	208	13	6%	221
Social Worker	903	10	1%	913
Child and Youth Care Worker	37	1	3%	38
GRAND TOTAL	1881	35	2%	1916




FREE STATE DEPARTMENT OF SOCIAL DEVELOPMENT				
Operational Category	Full-time	Part-time	Part-time	TOTAL
Corporate Support	1316	222	14%	1538
Community Development Practitioner	107	209	66%	903
Social Worker	404	499	55%	316
Child and Youth Care Worker	111	120	52%	231
GRAND TOTAL	1938	1050	35%	2988

(*) Vulindlela



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KWAZULU-NATAL DEPARTMENT OF SOCIAL DEVELOPMENT				
Operational Category	Full-time	Part-time	Part-time	TOTAL
Corporate Support	1107	52	4%	1159
Community Development Practitioner	173	36	17%	209
Social Worker	1641	66	4%	1707
Child and Youth Care Worker	244	20	8%	264
GRAND TOTAL	3165	174	5%	3339


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NORTHERN CAPE DEPARTMENT OF SOCIAL DEVELOPMENT

Occupational Category	Filled	Vacant	% Vacant	Total Posts
Corporate Support	403	25	3%	428
Community Development Practitioner	77	9	10%	86
Social Worker	348	0	0%	348
Child and Youth Care Worker	106	1	1%	107
GRAND TOTAL	934	35	4%	969


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EASTERN CAPE DEPARTMENT OF SOCIAL DEVELOPMENT

Occupational Category	Filled	Vacant	% Vacant	Total Posts
Corporate Support	1004	78	5%	1082
Community Development	564	25	4%	589
Social Worker	1488	92	6%	1580
Child and Youth Care Worker	131	0	0%	131
GRAND TOTAL	3187	195	6%	3382


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IDENTIFIED IMPACT OF VACANCIES IN PROVINCIAL DEPARTMENTS OF SOCIAL DEVELOPMENT ON SERVICE PROVISION AND ACHIEVEMENT OF STRATEGIC OBJECTIVES AND MANDATE (6)

Eastern Cape:

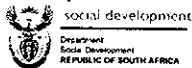
- The delays in the finalization of the organisational structure has a negative impact in the recruitment process.
- Another challenge is that more than 60% of the vacant post were advertised but could not be filled as potential candidates could not meet the OSD requirements.
- These delays and challenges have impacted negatively on the delivery of services in the province.

Free State: No information provided on the impact.

Northern Cape: No information provided on the impact.

KwaZulu-Natal: No information provided on the impact.

It has been observed that the challenges would be similar across the provinces.



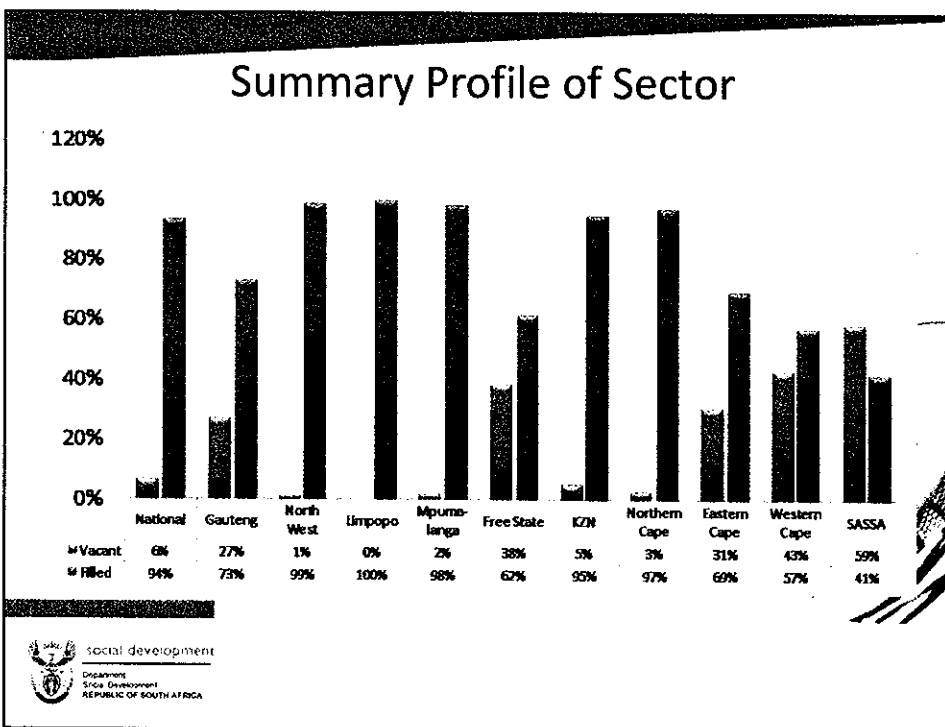
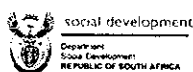
WESTERN CAPE DEPARTMENT OF SOCIAL DEVELOPMENT

Occupational Category	Vacancies	Vacant	% Vacant	Total Posts
Corporate Support	556	108	16%	664
Community Development	49	161	77%	210
Social Worker	745	630	46%	1375
Child and Youth Care Worker	194	257	57%	451
GRAND TOTAL	1544	1156	43%	2700


IDENTIFIED IMPACT OF VACANCIES IN PROVINCIAL DEPARTMENTS OF SOCIAL DEVELOPMENT ON SERVICE PROVISION AND ACHIEVEMENT OF STRATEGIC OBJECTIVES AND MANDATE (4)

WESTERN CAPE

- The Department has a total number of 2708 (*vulindlela*) posts of which 1156 (*provincial report*) are vacant.
- The Department indicated that there are no delays in the rendering of services although vacancies exist as contract employees have been appointed to render the services required or in other instances employees appointed to act in vacancies.
- The Department is in process of revisiting the organisational structure to re-align approved structure with the services that are required in line with the strategic objectives and mandate of the Department and Province.




SASSA VACANCY RATE PER REGION			
Region	Number of Vacancies	Vacancy Rate (%)	
HEAD OFFICE	923	65.2%	
EASTERN CAPE	3378	59.8%	
FREESTATE	1846	68.6%	
GAUTENG	2032	52.9%	
KWAZULU NATAL	3259	49.6%	
LIMPOPO	1767	44.9%	
MPUMALANGA	1528	62.6%	
NORTHERN CAPE	1313	60.5%	
NORTH WEST	1634	56.4%	
WESTERN CAPE	1371	41.1%	
TOTAL	19051	55.7%	


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IMPACT OF VACANCIES IN THE SOUTH AFRICAN SOCIAL SECURITY AGENCY ON SERVICE PROVISION AND ACHIEVEMENT OF STRATEGIC OBJECTIVES AND MANDATE

- High volumes of intake applications became unmanageable, resulting in backlogs in the local office.
- Beneficiaries spent long hours in queues before being serviced.
- Prospective beneficiaries turned away.
- Quality of work compromised due to work pressures, this contributed to backlogs in the registry and loose correspondence not being effectively managed.


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Strategies to be implemented

- The National and Provincial Departments of Social development identified the following strategies to be implemented with a view to address the high vacancy rates:
 - ✓ The National Department has established a task team comprising National and Provincial representatives, supported by the DPSA, to review selected human resource prescripts with a view to come up with practical recommendations to address identified challenges, particularly with regard to the recruitment of Community Development Workers and affected Social Worker posts.
 - ✓ The National Human Resource Forum has been established to deal with, amongst others the issues of Personal clean up and recruitment and retention strategies.
 - ✓ Some of the Provincial Departments are in the process of aligning their organisational structures to the approved generic functional structure, and the outcomes thereof will inform human and financial capacity requirements.
 - ✓ The National Department has improved the recruitment and selection process to fill posts within 3 months.

✓ The progress on the implementation of the above will be made at the meeting of the Heads of Social Development Sector and Minmec on a quarterly basis.



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SASSA Strategies to be implemented

- SASSA is currently only carrying half of its mandate, the complete mandate will be phased in from 2015. This includes taking on applications for grants and pensions and paying it out
- An integrated critical posts exercise was implemented, factoring service delivery needs, beneficiary numbers versus staff required and the prevailing financial constraints which were further exacerbated by the deficit that the Agency had to address



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SASSA Strategies to be implemented

- The Agency embarked on the initiative to have the business operations standardized after the time and motion studies were conducted leading to the development of a Capacity Model for all local offices.

This Capacity Model will be aligned to the Human resource plan and utilized as an attachment to the budget bid

- 1707 prioritized posts were filled in the 2011/12 financial year after budget was ringfenced to address service delivery challenges in Grants, Internal Audit and Finance environments. Posts filled are distributed as follows:
 - 1196 posts in Grants (salary level 5-8)
 - 300 EPWP
 - 166 Support posts
 - 45 Finance posts



MONITORING AND EVALUATION OF FUNDED NPO IN DSD SECTOR



Monitoring and Evaluation of funded NPOs

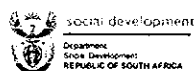
- In 2004 the Department of Social Development developed Policy on Financial Awards (PFA) which was implemented in 2005
- Following the implementation of the PFA an evaluation was conducted to determine the impact
- A number of gaps were identified which necessitated the review of PFA which was then approved in 2011
- All Provinces fund NPOs to render social /Welfare services
- Each province has a unit responsible for the funding and monitoring of all funded NPOs
- A review in 2010 established that all provinces provide the following monitoring activities
 - Assessment of NPO before signing of a contract
 - Provide capacity to NPOs on their roles and responsibilities
 - Receive quarterly reports from NPOs

Assess the progress on the NPO activities to determine continued funding
 Conduct visits to identified funded NPOs based on their quarterly visit



Monitoring and Evaluation of funded NPOs

- The review also found some disparities in the funding and monitoring of NPOs in provinces
- After the approval of the PFA it was decided the department must develop
 - NPO costing and funding models,
 - Establishment of a National coordination unit
 - Development of funding and monitoring guidelines
- The department is developing a comprehensive NPO funding and monitoring system.



CONCLUSION

- The general assessment is that there are challenges with regard to the recruitment and filling of Community Development posts at both national and provincial level.
- Therefore there is a urgent need to accelerate the implementation of the plans to professionalize the CDP occupation, and to develop and implement the recruitment and retention strategy to sustain the efforts currently being made.
- The funding constraints largely due to austerity measures and associated budget cuts have placed a constraint on the capacity of Provincial Departments to absorb new social work graduates.
- Other government Departments falling outside the PHSDSBC are recruiting social workers on the basis of higher remuneration packages, outside the scope of the Collective Agreement on OSD for Social Service professions.
- DPSA to consider extending the Collective Agreement to all Government Departments employing social workers and community development practitioners.

THANK YOU

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