



social development

Department:  
Social Development  
REPUBLIC OF SOUTH AFRICA

# **FRAMEWORK FOR SOCIAL WELFARE SERVICES**

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## **ACKNOWLEDGEMENTS**

The Department of Social Development would like to recognise and acknowledge the participation and contribution of representatives of national departments with co-responsibility for the delivery of social welfare services, Institutions of Higher learning, Non-Governmental Organisations, provincial departments of Social Developments, the National Association of Child and Youth Care Workers, social workers, child and youth care workers and community development practitioners in the following

- Identifying and voicing out challenges with the implementation of the Integrated Service Delivery Model, which forms the basis of this framework
- Willingness to serve and participate in the working team which served as the main mechanism through which the review process was facilitated
- Willingness to serve and participate in the national reference team which served as quality assurance mechanism for inputs from role players
- Invaluable participation in the provincial and national consultative processes, especially the first national indaba on social welfare services held in February 2010

Through the consultation processes and subsequent approval of this framework the Department has demonstrated its commitment to the transformative and developmental objectives relating to the delivery of social welfare services.

## **FOREWORD BY THE MINISTER**

This document, the framework for social welfare services is the outcome of an intense process of reflection by the Departments and partners in the service delivery system on how developmental services have evolved since the adoption of such policies as the White Paper for Reconstruction and Development (1994) and White Paper on Welfare (1997). The relevance of the White Paper on Reconstruction and Development to this document and welfare services in general is that it provided the basis for the implementation of socio-economic programmes to facilitate the achievement of broad goals of reconstruction and development of the country. Poverty alleviation is identified as a key programme linked to the Departments of Social Development. Based on this provision, the Department adopted of the White Paper for Welfare which positioned developmental services and programmes at the center of policy making processes and intervention processes.

To give effect to the developmental approach espoused by the White Paper for Welfare, the department reviewed the framework for social welfare services framework within the Integrated Service Delivery Model (ISDM). Although the review focused on welfare services, one of the core programmes of the Department which include community development and social security, it became evident that the other two programme would be affected by the outcome of the review process. Consultative sessions conducted nationally led to the return to the basics of conceptualising social welfare services within the developmental approach. The Department adopted community development to refer top broad strategies which combine efforts of individuals, groups and communities to address socio-economic development as provided for by the above mentioned White Papers. Community development seeks to reorientate social welfare service delivery from the treatment to social development approach, hence reference to developmental social welfare services.

The success of developmental social welfare relies on the availability of a diverse pool of social service practitioners/ social service professions and occupations that are able to implement strategies geared towards development of human potential, capacities, empowerment of communities. The reviewed framework seeks to operationalise developmental social welfare by creating synergy between collaborative partners, organisations which employ practitioners and clients. This allows for a holistic and integrated assessment of the service delivery system.

The different sections of the documents address each component of the framework which will challenge us all (stakeholders and practitioners) to be developmental in delivering quality social welfare services. This is the most generic social welfare policy as it continues to contribute towards the redefinition of social welfare services within social development in the country.

**MINISTER**

**Department of Social Development**

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# 1. INTRODUCTION

The environment within which social welfare services are rendered has changed during the last fifteen years. This has been largely influenced by changes in the socio-economic and political situation of the country, which necessitated legislative and policy reviews to make social welfare programmes and services responsive and equitable to the needs of the poorest of the poor, marginalised and vulnerable groups of our society. The White Paper for Social Welfare (here after referred to as White Paper) guided this transformation process.

Thirteen years since the inception of the White Paper, the sector reflected on the progress made with the implementation of the principles and guidelines provided in this policy framework. Although progress in terms of transformation of the sector is recognised, it is important to provide further guidance for the implementation of policy and programmes towards integrated developmental social welfare services.

The White Paper for Social Welfare highlighted the following considerations to guide the transformation of social welfare service delivery, namely:

- A developmental approach to social welfare services.
- Collective responsibility to social welfare services through collaborative and intersectoral partnerships.
- Recognition of community development as multi-sectoral and multi-disciplinary and an integral part of social welfare services.
- Expansion of the range of human resource capacity to delivery social welfare services.
- The development of a national information management system.
- Equitable and sustainable financing of social welfare services.
- Devolution of social welfare functions to local government.
- Implementation of comprehensive, generic, integrated, family-centred and community-based strategies.
- Creating a balance between developmental, preventive, protective and rehabilitative interventions.
- Strengthening the family life through the adoption of a life cycle approach that should guide and inform programming geared towards the needs of individuals, groups, communities and the society as a whole.



These considerations provide the basis for the review of the Framework for developmental social welfare services within the context of the Integrated Service Delivery Model, hereafter referred to as the Framework.

## **2. FRAMEWORK FOR DEVELOPMENTAL SOCIAL WELFARE SERVICES**

The development of this framework presents an opportunity to enhance the nature, scope, extent and level of integrated social welfare services that social service practitioners should be delivering. The Framework addresses:

- The developmental approach to social welfare services.
- The promotion and strengthening of collaborative partnerships.
- Developmental social welfare service integration.
- Description of the nature, level and scope of delivery of developmental social welfare services (developmental social welfare service delivery process).
- An outline of the need to define and determine delivery of quality services, the need for norms and standards and continuous monitoring and evaluation.

### **2.1. GOAL**

The framework seeks to facilitate/guide the implementation of a comprehensive, integrated, rights-based, well-resourced, and quality developmental social welfare services. This would be achieved through the following objectives:

#### **2.1.1. OBJECTIVES OF THE FRAMEWORK**

1. Provide a theoretical framework and approach for developmental social welfare services.
  - Human Rights based approach
  - Harmonizing economic and social policies and programmes
  - Participation and democracy
  - Collaborative partnerships
  - Bridging micro-macro divide
2. Describe the collaborative partnerships essential for developmental social welfare services.
3. Define the practice environment/context for the delivery of integrated developmental social welfare services.
4. Describe integration of developmental social welfare services in terms of the following:

- Intersectoral and interdepartmental integration.
  - Intra-departmental (programme) integration.
  - Integrated interventions.
5. Identification of vulnerable target groups and strategic focus areas for the delivery of developmental social welfare intervention strategies within the life cycle.
  6. Describe the enabling factors for integrated social welfare services.
  7. Establish mechanisms for the promotion of quality social welfare services, linked with a monitoring and evaluation system and norms and standards and business processes.

## **2.2. VALUES AND PRINCIPLES FOR SERVICE DELIVERY**

### **2.2.1. Values**

The core values intrinsic to the integrated developmental social welfare services approach are;

- Acknowledgement and respect for people's potential to develop and change;
- Recognition of the rights of all to participate in their own development and decision-making, and to be accountable for their own lives; and
- Commitment to facilitate social processes that build effective relationships, and healthy organisations and communities.
- Joint responsibility for the delivery of integrated social welfare services

### **2.2.2. Principles**

The following are regarded as key principles for a developmental approach relevant to the South African context and should be observed and complied with:

- **Accountability:** All legislation, policy and regulations should be complied with.
- **Accessibility:** Accessibility in terms of physical and geographical conditions, time, language and need should be ensured.
- **Appropriateness:** There should be responsiveness to social, economic, cultural and political conditions.
- **Efficiency and effectiveness:** Objectives should be achieved in the most cost-effective manner.

- **Empowerment:** Power relations should shift towards people achieving greater control and influence over decisions and resources that impact on the quality of their lives through increasingly interdependent relationships.
- **Equity:** The disbursement of resources should be based on need, priorities and historical imbalances.
- **Partnership:** It is the collective responsibility of government, civil society and the business sector to deliver services.
- **Participation:** People should be fully engaged in their own process of learning, growth and change, starting from where they are and moving at their own pace.
- **Self-reliance:** People should be connected to each other and with their environment in ways that make them more effective in their individual and collective efforts towards a better life, developing leadership, decision-making and planning skills, among other things.
- **Social integration:** Policies and programmes should promote social justice.
- **Sustainability:** Long-term maintenance of desired goals should be possible.
- **Transparency:** There should be access to information, and openness regarding administrative and management procedures.
- **Universal access:** Developmental social welfare services should be available to all vulnerable groups. No individual or group should be denied access either because of lack of resources or lack of knowledge of how to access services.

These principles underpin the delivery of integrated developmental social welfare services in South Africa and should be observed and complied with.

### **3. POLICIES AND CONSTITUTIONAL MANDATE**

#### **Constitution**

The Constitution of the Republic of South Africa contains the Bill of Rights, which provides for not only basic human rights but social and economic rights. The Constitution, notably section 27(1) (c), also provides for the right of access to appropriate social assistance for those unable to support themselves and their dependants.

South Africa is one of the few countries where the Constitution enshrines a duty to alleviate poverty. The South African government is obliged to meet basic human needs and accords these needs the status of basic human rights.

#### **White Paper for Social Welfare**

The White Paper for Social Welfare provides the framework for the transformation and restructuring of social welfare services in South Africa. It also forms the basis for a policy framework for social welfare services in South Africa.

#### **Social Service Professions Act**

The Social Service Professions Act provides the mandate for the development of social service professions, protecting the interests of beneficiaries and promoting the interests of registered social service professionals. It also sets out the code of conduct for social service and related professions and sets standards for education and training.

All policies and legislation guiding the delivery of developmental social welfare services are also applicable when implementing this framework.

### **4. APPLICABILITY OF THE FRAMEWORK**

The reviewed framework is applicable in conjunction with the Integrated Service delivery Model. It is also applicable to departments and Civil Society Organisations in all spheres of government, training, research institutions and the private sector as partners in the developmental social welfare sector

## 5. KEY CONCEPTS

This section explains key concepts used in the framework in order to promote consistent use thereof within the social welfare sector.

**Social welfare** – Refers to conditions of social well-being which occurs when social problems are satisfactorily managed, social needs are met and social opportunities are created to meet the needs of individuals, families, groups and communities.

**Social welfare services:** Services and programmes which are provided to address social needs and create opportunities for people to realise their potential. In this document a baskets of services welfare services has been identified as comprising of prevention and promotion, social assistance and social relief, protection and statutory, social support, restorative, rehabilitative and therapeutic, continuing care and reintegration and after care services.

**Developmental social welfare:** The social welfare system of South Africa based which applies the principles of the social developmental approach. In this framework, developmental social welfare is measured by such elements as promotion of human rights, use of partnerships to deliver services; integration of socio-economic programmes and bridging the micro-macro divides in service delivery. Developmental social welfare emphasise the empowerment of individuals, families, groups and communities as active participants in the developmental processes.

**Developmental approach:** The approach which links social welfare programmes more effectively with economic development programmes. Both social and economic developments are viewed as two complementary sides of the same coin. Social development is a dynamic process of growth and change through the promotion of developmental processes to achieve the general welfare of the society.

**Community development:** A multi sectoral, multi-disciplinary intervention model adopted to re-orientate social welfare service delivery from the treatment and rehabilitative approaches to the developmental approach.

## **6. THE DEVELOPMENTAL APPROACH**

The developmental approach remains an integral factor in the delivery of integrated social welfare services.

### **6.1. The Developmental Approach**

South Africa's developmental approach to social welfare evolved from the country's unique history of inequality, the violation of human rights due to colonialism and apartheid, and a long history of human agency and social action to change these conditions. Consequently, new social welfare thinking was infused with notions of social transformation, human emancipation, reconciliation and healing, and the reconstruction and development of the society. These ideas are enshrined in the Constitution of the Republic of South Africa (Act 108 of 1996) and the subsequent adoption of relevant policies and pieces of legislation to reflect the vision and values of the new society. This approach is based primarily on the on the White Paper for Reconstruction and Development (1994) which has as one of its goals, the socio-economic development through poverty alleviation. Developmental social services would later use community development as a mechanism for its response to poverty alleviation in the country.

### **6.2. Purpose of Developmental Social Welfare Services**

The purpose of developmental social welfare services is:

- Enhance social functioning and human capacities;
- Promote social solidarity through participation and community involvement in social welfare;
- Promote social inclusion through empowerment of those who are socially and economically excluded from the mainstream of society;
- Protect and promote the rights of populations at risk;
- Address oppression and discrimination arising not only from structural forces but caused by social and cultural beliefs and practices which hamper social inclusion.
- Seek to contribute significantly to community building and local institutional development.

*Within this framework reference to social welfare services would imply developmental social welfare services.*

## **6.3. Elements of the Developmental Approach**

There are five identified features central to developmental social welfare in South Africa.

### **6.3.1. Rights-based**

The approach emphasizes social justice, a minimum standard of living, equitable access and equal opportunity to services and benefits, and a commitment to meeting the needs of all South Africans with a special emphasis on the needs of the most disadvantaged. Everyone is entitled to the realization of economic, social and cultural rights within the limits of the resources of the state. The developmental approach to social welfare embraces socio-economic rights, including the right to social assistance and anti-poverty strategies - and hence development.

From a human rights perspective, services include interventions such as protection of the rights of populations at risk of oppression and marginalization; the promotion of rights through education of rights and duties; facilitating access to rights; challenging policies and social systems that compromise rights and advocacy for needs and rights.

### **6.3.2. Harmonizing social and economic policies**

Developmental welfare is a pro-poor approach that promotes people-centred development, social investments in human capabilities and the building of social capital. Economic and social policies are equally important components of the development process. Economic growth and redistribution are mutually reinforcing and social investment is not considered to be a drain on national resources, but contributes positively to economic development. Within the social welfare sector, programmes and strategies can be introduced to integrate people with special needs into the economy through vocational training, job placement, the creation of micro-enterprises, cooperatives and community-based projects which encourage economic self-sufficiency and full integration into society, skills development, public works, self-employment for the poor and marginalised; and ensuring cost-effective services with a high impact.

Social programmes should reflect an integration of human capital, social capital and economic capital development. Short-term assistance with immediate poverty relief such as food parcels and social grants should be replaced with poverty reduction, sustainable livelihoods, empowerment and participation.

### **6.3.3. Participation and Democracy**

A third feature embodies active citizenship and civic engagement in achieving human development. All South Africans should be afforded the opportunity to play an active role in promoting their own well-being and in contributing to their society's growth and development. Democracy and participation or participatory democracy in social and economic development is a key premise of the developmental approach to social welfare in South Africa.

Developmental social welfare programmes should be moulded by a strong civil society movement which is consulted and respected for shaping interventions and taking ownership for their own development and future. This encourages strengths based and empowerment approaches in service delivery. It also calls for critical reflection in achieving developmental goals.

### **6.3.4. Welfare pluralism – collaborative partnership**

The successful implementation of developmental social welfare services relies on the role of all relevant role players who bring expert knowledge, skills, financial resources and commitment towards set goals of the sector.

### **6.3.5. Bridging Micro – Macro divide**

Finally, the developmental approach attempts to bridge the micro macro divide in service delivery. In this respect the policy promotes the enhancement and empowerment of individuals, families, groups and communities by intervening at different levels, using multi-methods, community based and integrated generalist practice interventions.

Developmental social welfare interventions take place on micro (individuals, families, and households), mezzo (groups) and macro levels (communities and organisations). In other words, micro interventions aimed at individuals and families are linked with macro interventions aimed at changing the structures and institutions of society which caused social economic injustice. The implementation of this element requires the application of different techniques and methods of intervention depending on the client/ system of intervention.



## 7. COLLABORATIVE PARTNERSHIPS

Developmental social welfare services in South Africa are based on the collective responsibility and the collaborative partnerships of the public sector, private sector, civil society, training institutions and research institutions. All these partners play a critical role in ensuring equitable services to meet the social needs of society.

These partnerships should be built on a common goal and mutual respect with clear description of the roles and responsibilities of each partner. The partnership should be governed by clear memorandum of understanding (within government) or agreement (with non-governmental organisations). Collaborative mechanisms should ensure compliance with legislation and accountability. It should facilitate dialogue, joint planning and decision making.

### 7.1. The Public Sector

Developmental social welfare services are delivered as a constitutional mandate by the Department of Social Development which is accountable to parliament regarding its programmes and expenditure in response to the needs and challenges of the public. The Constitution locates responsibility for social welfare in the national and provincial spheres of government. Although social welfare is not a function of the local government provincial governments may, delegate certain responsibilities to local authorities.

To ensure integrated developmental social welfare services a strategy for the delivery of services at local government level in consultation with its stakeholders needs to be developed. Such a strategy should make recommendations on which functions could be most effectively devolved to local government level.

The **national department of social development** provides strategic leadership, support and coordinates implementation of social welfare services throughout the sector. The national department is responsible for national norms and standards for the rendering of services, and for ensuring that uniformity in the application of particular functions is maintained.

**Inter departmental collaboration** takes place between other government departments who are partners in promoting social development and delivery of developmental social welfare services

The following are identified roles and responsibilities of collaborative partners

### **7.1.1. Roles and Responsibilities of the Department of Social Development**

The roles and responsibilities of the national department of social development, provincial departments, districts and service offices as indicated in the Integrated Service Delivery Model are still applicable for the implementation of the reviewed social welfare services framework.

### **7.1.2. Roles and Responsibilities of other National Departments**

The departments of Health, Basic Education, Correctional Services, Justice and Constitutional Development, Labour, the South African Police Services, Cooperative Governance and Traditional Affairs have co-responsibility on the delivery of social welfare services. Each deals with specific or a combination of groups of service beneficiaries and strategic focus areas. As partners National Departments can ensure delivery of integrated developmental social welfare services by:-

- Developing and aligning their programmes and strategies to the developmental social welfare services framework, other policies and legislative framework governing the provision of social welfare services.
- Providing progress on developmental social welfare services as determined by structures established for the management of collaborative partnerships
- Ensuring compliance with developmental social welfare service standards and professional ethics of social service practitioners in their employment

Other national departments provide complementary services to facilitate holistic delivery of developmental social welfare services.

#### **7.1.2.1. Specific roles and responsibilities of National Departments are outlined as follows:-**

##### **Department of Basic Education**

- To develop and implement policies, programmes and strategies that will guide the delivery of developmental social welfare services in the education sector.
- To put mechanisms in place that will recognise social service professionals/ practitioners as crucial in learner support programme.

- Develop a referral system to link vulnerable children with necessary resources.
- To commit resources towards the delivery of social welfare services that seeks to promote learners/ students' wellbeing in different provinces.

### **Department of Health**

- To develop policies, programmes and strategies that will guide the delivery of developmental social welfare services in the medical and health care setting.
- To put mechanisms in place that will recognise social service professionals/ practitioners as crucial in health and medical setting.
- To ensure the provision of health care in developmental social welfare facilities
- Create an enabling environment for the performance of social workers as part of the multi-disciplinary teams in the management of social health care and support in all provinces and health care facilities.
- Develop a referral system to link vulnerable children with necessary resources.
- To commit resources towards the delivery of social welfare services that seeks to promote learners/ students' wellbeing in different provinces.

### **Department of Correctional Services**

- To develop policies, programmes and strategies for the delivery of developmental social welfare services within the correctional services setting.
- To put mechanisms in place that will recognise social service professionals/ practitioners in correctional services setting.
- Develop a referral system to link vulnerable children with necessary resources.
- To commit resources towards the delivery of social welfare services that seeks to promote learners/ students' wellbeing in different provinces.

### **Justice and Constitutional Development**

- To develop policies, programmes and strategies which enhance the care and protection of vulnerable groups through accesses to legal services.

- To put mechanisms in place that will recognise social service professionals/ practitioners in correctional services setting.
- Develop a referral system to link vulnerable children with necessary resources.
- To commit resources towards the delivery of social welfare services that seeks to promote learners/ students' wellbeing in different provinces.

### **South African Police Service**

- To develop policies, strategies and programmes for the delivery of developmental social welfare services within the South African Police Service.
- To put mechanisms in place that will recognise social service professionals/ practitioners within the South African Police Service
- Develop a referral system to link vulnerable children with necessary resources.
- To commit resources towards the delivery of social welfare services that seeks to promote learners/ students' wellbeing in different provinces.

### **Women, Children, People with disabilities**

- To coordinate and integrate policies and legislation regarding the rights of women, children and people with disabilities.

### **Cooperate Governance and Traditional Affairs**

Social welfare services rendered by Municipalities should be in line with delegated responsibilities and consistent with the Constitution.

- To provide develop policies, programmes and strategies for the delivery of developmental social welfare services at local government and traditional authorities.
- To allocate resources for social welfare services within their delegated areas of responsibilities.
- To put mechanisms in place that will recognise social service professionals/ practitioners within the South African Police Service
- Develop a referral system to link vulnerable children with necessary resources

These roles and responsibilities are to be guided by Memorandum of Understanding between the Department of Social Development and other national departments.

Other national departments also play a supportive role to complement the delivery of developmental social welfare services.

## **7.2. Civil Society Organizations**

The history and success of delivery of developmental social welfare services is rooted in civil society organisational structures. These include organised/formal structures (national bodies) and informal networks of organisations rendering social welfare services. Whatever their standing, the impact of services delivered by the civil society organizations is equally experienced at local level.

A partnership and close collaboration between the public sector and civil society organization is critical for integrated, holistic and effective social welfare service delivery system. Developing and strengthening the partnership should include the objectives of the public sector in line with Government's Programme of Action (to align strategies towards common goals) and ensuring provision of resources (human, financial, infrastructure and technological) to facilitate collaborative interventions by the sector as a whole.

Government-Non Profit Organizations relations have been based on two distinguishing activities, namely, authorising and financing of services on the one hand and the actual delivery of services on the other.

### **Authorising**

Civil society organisations operating in all spheres of government have to receive authorisation to render developmental social welfare services by ensuring that they register in line with the **primary legislation** relating to the delivery of their identified services. They have to ensure compliance single or a combination of applicable legislation depending on the services identified in their registration certificate. Their authority to render services should be subject to conditions indicated in the registration certificate.

In addition civil society organisations may register in terms of the Non-Profit Organisations Act and comply with the requirements thereof

## **Financing**

Resources are a critical area of partnerships in South Africa, and should therefore be combined in order to complement the limited institutional responsibility. Funding and subsidisation should be built on principles of fairness in relation to costing of required services. However, within a developmental paradigm organisations should also embark on economic development and fund raising initiatives to augment what government is providing.

Funding of services rendered in terms of the registration certificate should be informed by requirements in the Policy on Financial Awards to service providers rendering social welfare services.

## **Service delivery**

As partners in service delivery Civil Society Organisations have to render services in line with their authorised services as indicated in the registration certificate. Their roles and responsibility are indicated hereafter.

### **7.2.1. Roles and Responsibilities of National bodies, Non –Governmental Organisations, Faith Based and Community Based Organisations**

The roles and responsibilities of the above mentioned organizations as indicated in the Integrated Service Delivery Model are still applicable for the implementation of the reviewed framework.

## **7.3. Private sector**

The Department of Social Development remains the sole custodian of the beneficiaries and is accountable to the public in matters relating to the implementation of developmental social welfare services. Private sector service providers should always comply with regulatory frameworks and norms and standards guiding the provision of services they are authorised to deliver.

### **7.3.1. Private practitioners**

An increasing number of social workers are registered private practitioners, providing their services at a fee to those in society who can afford to pay for services. In addition, their services

are contracted by private and public organisations and institutions as part of the employee health and wellness programmes or management and supervision of practitioners. They offer knowledge and skills in different fields, flexibility and choice for consumers.

The practitioners are in addition to their registration with the South African Council for Social Service Professions (SACSSP). Private practitioners render a range of services subject to conditions set by both the SACSSP.

#### **7.4. Research Institutions**

Activities of research institutions should contribute towards a better understanding of the socio-economic environment and the profile of service beneficiaries and communities. This will guide and inform policy making, design and implementation of evidence-based interventions.

### **8. THE PRACTICE ENVIRONMENT/CONTEXT OF SOCIAL WELFARE SERVICES**

Understanding the practice environment/context for social welfare services and service providers entails recognising the interrelatedness of socio-economic factors that affect people's lives, the complexities of social needs, challenges and the diversity of role players in the system.

Social welfare services are rendered in a variety of contexts by a spectrum of practitioners. Services may focus on a total population in a specific community or only specific target groups in the community. The community can be described according to the geographic location or a specific confined space such as a hospital, a residential facility, a workplace or a correctional facility. Services may further address all the needs in the community or a specific focus area. The specific description of the community, target group and focus area will determine which of the collaborative partners will be involved in service delivery. This will also determine the spectrum of practitioners who will be involved in service delivery.

Three elements of the practice environment can be identified, namely, communities, practitioners and area of operation.

## **8.1. Community**

Social welfare services seek to enhance the social functioning of individuals, families and communities in order to improve their general wellbeing and the quality of life of service beneficiaries. The family is the central and basic unit for service delivery within a community. In addition, the utilisation of community networks in community-based services through community work strategies is promoted to address basic material, physical and psycho-social needs of members. Different models of community work should be applied depending on the assessment of community member's needs.

The need for social welfare services should be determined by the community. The community can be defined geographically or functionally. Within this community, the whole community can be defined as the target group for social welfare services (people with disabilities) or specific target groups (youth) can be identified according to the life cycle approach, specific vulnerable groups (neglected children), or specific focus areas (people living with HIV and Aids) in terms of needs or social welfare challenges.

### **8.1.1. Community work**

Developmental social welfare service delivery requires from service providers and practitioners to implement interventions targeting communities to maximise the impact thereof. The changing environment within which social welfare services are rendered as well as the diversity and complexity of the needs of communities requires an integration of practice models by social service practitioners.

The framework recognises community work

- As a method of social welfare services intervention
- It consists of various processes targeted at communities
- It has a purpose of bringing about social change through community development, social planning, community education, social marketing and social action practice models



Community work is an integral component of social development which encompasses interventions by a majority of role players. Within the South African context the Department of Social Development has the responsibility to streamline social development interventions by ensuring the recognition of community development practitioners as critical role players for social development interventions. Since community work interventions are directed to the community as a whole and in recognition of the need to integrate social and economic development programmes, all social service practitioners who have the competence and skills to render these services should be allowed to do so within the set standards and in recognition of the application of different models of community work practice.

### **8.1.2. Community work services**

Community work services are incorporated in this framework because:

- These services should be rendered to all South Africans
- They aim to develop self-reliance in communities in line with goal of the White Paper
- Services are viewed as sectoral contribution towards social development
- They contribute to economic development due to the harmonisation of social and economic development policies and programmes
- They are also developmental, preventative, protective and rehabilitative in nature

### **8.1.3. Community work practice models**

Community workers have the responsibility to identify and apply any or a combination of the models indicated below to address community needs based on the outcomes of the assessment process.

**Community Development model** facilitates change in communities by focusing on their material and non-material conditions. Programmes that promote skills development and employment creation through the application of community development include poverty alleviation projects.

**Community Education model** facilitate changes in community members' lives by equipping them with knowledge, insight, skills and attitudes that is prerequisite for effective individual and collective functioning,

**Social Marketing model facilitates** change by convincing community members to accept or act upon or use a specific socio-economic idea, practice or service.

**Social Action model facilitate** change by mobilising communities to bring own change in the power structures that have a negative influence in their lives.

## **8.2. Practitioners**

The service providers in the social welfare sector employ a wide range of practitioners such as social workers, social auxiliary workers, community development practitioners, youth development workers and child and youth care workers.

Specific occupational groups focus their services either on a specific target group, namely, child and youth care workers focus on children and youth, youth development workers on youth, social workers on all target groups and community workers focus on the whole community. These target groups are distinct and yet interrelated. These occupational groups complement each other and provide an integrated and holistic service to enhance the beneficiaries' capacity to function optimally as they interact with their environment

Strong teamwork depends on all practitioners understanding their role and contribution related to their specific field of expertise or experience. It is therefore a prerequisite that each occupational group must define their own role, responsibility and scope of work in relation, and complementary to the other occupational groups to avoid duplication and to enhance teamwork.

Teamwork with regard to micro level intervention requires a case management approach, which will ensure that all relevant role players from the different occupational groups render integrated and coordinated services within their scope of practice, considering the best interest of each individual and/or family.

## **8.3. Area of operation**

Developmental social welfare services are provided in diverse settings, which are defined and occasionally controlled areas that deals with specific target populations, such as hospitals or medical settings, schools and correctional facilities. The scope of services within these areas is determined by the target group and the specific developmental needs and social challenges linked to the specific area.

Performance of practitioners in the defined environments is also guided by social welfare policies and service standards as well as professional ethics and conduct as defined by the South African Council for Social Service Professions.

## **9. INTEGRATED SOCIAL WELFARE SERVICES**

Service integration is an integral part of effective quality driven social welfare services. Within the context of this framework, service integration refers to service providers in the social welfare services system working together to make it easier for service beneficiaries to receive services and information they need. This also includes government working together with other agencies to address needs and problems experienced by communities more effectively.

The following are some benefits of service integration:

- Better service to individuals, families, the community and organisations in the system
- Service delivery based on outcomes individuals, families, groups and the community needs, not on organisational structures
- Complex community problems can be addressed more effectively and holistically
- Cost savings through sharing resources and getting rid of duplication

There are a variety of variables to consider when integrating services across different levels in relation to partners departments, sectors and within social development (departmental) programmes. These variables may vary in emphasis but are considered to be central to effective integrated and holistic social welfare services.

### **9.1. Levels of service Integration**

#### **9.1.1. Intersectoral and interdepartmental integration**

Intersectoral collaboration is promoted, while the separate functions of different sectors and government departments are acknowledged. Social welfare of South African society is the co-responsibility of all the collaborative partners. However for this partnership to reach the common goal of a self-reliant society, integration is critical.

Appropriate intersectoral mechanisms will be established in consultation with the relevant departments to facilitate policy formulation, planning, monitoring and evaluation, co-ordination, and the definition of functions and responsibilities. National and provincial strategies should be

aligned to include other government departments and relevant non-governmental stakeholders. These intersectoral mechanisms should be functional on national, provincial, district and local level.

The following are elements of inter- sectoral - inter departmental service integration:

- **Engagement:** Any of the inter-sectoral and interdepartmental collaborators can be the entry point for social welfare services.
- **Referral:** Appropriate referral procedures need to be developed to ensure service beneficiaries are referred timeously and appropriately among service providers in the system.
- **Access to information:** Partners in the system should provide information about the services they render, including alternative services rendered by other partners
- **Minimum levels of services** should be accessible to clients at all times whenever they are in the system.
- **Information and record keeping:** Each partner is responsible for the maintenance of beneficiary information which may be linked to the national information management system guidelines and procedures.

### **9.1.2. Intra-departmental (programme) integration**

The Department of Social Development renders services through three core programmes, namely, welfare services, social security and integrated development. These programmes are supported by traditional support programme identified as human capital management, information management, legal services, communication, finance, strategy and policy development, monitoring and evaluation and research.

These programmes are the mechanism through which the Department of Social Development strives to ensure the provision of comprehensive, integrated, sustainable and high quality social development services to help reduce vulnerability and poverty, and to create an enabling environment for sustainable development in partnership with those committed to building a caring society.

In order to fulfil this mission there needs to be alignment, integration and close collaboration among the different programmes at national level, as well as between national and provincial departments. Entry to any of these programmes should provide access to all the other programmes in a coordinated manner, with appropriate referral systems, without duplication of data sources of service beneficiaries. Elements identified in inter-sectoral and interdepartmental service integration are also applicable to intra-departmental integration. This will require an integrated national information management system.

### **9.1.3. Grass-roots/Local service integration**

On local level where direct services are provided, intersectoral collaboration should integrate local integrated development plans and local social welfare service delivery planning. The integration of these plans will ensure harmonising of economic and social development and will facilitate comprehensive service delivery towards social and economic wellness. This will ensure that human, social and economic development at community level is integrated.

## **9.2. Levels of Intervention**

In order to improve social functioning or increase quality of life, services are rendered at different levels with the specific outcome in mind. These levels are on a continuum and do not follow a hierarchy. The level of service delivery will be determined by the specific developmental needs and social challenges that must be addressed. The service provider and the beneficiaries jointly determine the service beneficiaries' current social functioning, needs and challenges and develop an intervention strategy that will enable the beneficiary to reach the optimum level of social functioning and self-reliance.

Current legislation refers to prevention, early intervention; statutory intervention/alternative care/residential care; and reunification and aftercare. The framework aligns levels of intervention with current legislation as indicated in figure 2 below.

### **9.2.1. Prevention**

The level of service delivery focuses on strengthening and building the capacity, self-reliance and resilience of service beneficiaries, whilst addressing individual, environmental and societal factors to create conditions that enhance or support wellness. Services is focused on preventing development needs to develop into social challenges or risks. This level of service delivery

includes the developmental services addressed in the White paper and the primary prevention of the development of a “disease” or problem.

### **9.2.2. Early Intervention**

Services delivered at this level focus on early identification of risks, behavior, symptoms in individuals, groups, organizations that could negatively impact on social wellbeing. It is aimed at limiting the impact of the risk and preventing the development/progression of social problems. Interventions aim to facilitate change in individual, environment and societal factors that could impact negatively on wellness. It includes preventive services as described in the White Paper and secondary prevention which focus on early detection of symptoms to prevent progression.

### **9.2.3. Statutory / Residential / Alternative Care**

At this level service beneficiaries’ quality of life or social functioning is compromised. It could require some form of statutory intervention or it could require that the service beneficiary needs to be moved from the most empowering to the most restrictive environment as they are no longer able to function adequately in the community. They may have to be removed from his/her normal place of abode, either by court order or on the recommendation of a service provider, to alternative care (e.g. foster care), or placed in a residential facility. This level of services includes protection services which aim to safeguard the wellbeing of service beneficiaries.

This level should also refer to rehabilitative and continued care services, which does not necessarily require statutory intervention. It can also be referred to as restorative services or tertiary prevention that aims to reduce the negative impact of an existing challenge or problem by restoring the to an improved level of social functioning and quality of life or by limiting the impact of the challenge or problem.

### **9.2.4. Reunification and aftercare**

This level of service delivery aims to enable service beneficiaries to regain self-reliance and self-reliance and optimal social functioning within the least restrictive environment possible. It facilitates reintegration into family and community life after separation. It also refers to the building of optimal self-reliance and social functioning within residential care due to a chronic situation.

## **9.3. Identification of service beneficiaries**

### **9.3.1. Protection of vulnerable groups**

Although services should be equitable for all people, focusing on the family as the central units of communities, specific target groups are **more vulnerable** in the South African society. These groups are:

- Children,
- Youth,
- Women,
- Older persons,
- People with disabilities,
- Internally displaced people.

### **9.3.2. The life cycle approach to service beneficiaries**

Social welfare services are delivered to beneficiaries in terms of the life cycle, namely childhood, youth; adulthood and aging. This implies that practitioners:-

- Acknowledge that service beneficiaries (individuals, groups, families and communities ) go through different stages,
- People with disabilities should be mainstreamed within all programmes, thereby enhancing their accessibility to all services and programmes. However, special needs of people with disabilities should be recognised and responded to at all times.
- Interventions should be based on an understanding of their functioning at the time of engagement with the service delivery system.
- Interventions to individuals should be family focused and community based in line with family preservation and fostering relations with the broader community.
- Strategic focus areas affect the functioning of life service beneficiaries hence the need to integrate focus areas into life stages groups to enhance holistic interventions. The expertise of both focus areas and life stages are essential for service integration.

## 9.4. Strategic Focus Areas

The strategic focus areas for social welfare services are linked with changes in the social environment both internationally and nationally. The current strategic focus areas were identified through assessment of the social environment:

- Poverty alleviation,
- Social Integration and cohesion,
- Family preservation,
- Care and protection of vulnerable groups,
- Prevention, care and support of substance abuse,
- Prevention, care and support for mental and social health/wellness,
- Prevention of crime,
- Victim empowerment, and
- Prevention, care and support of HIV/AIDS.

In addition to these service areas, there are service beneficiaries who transcend national and international borders. This is where practitioners and the system apply international laws to facilitate access to developmental social welfare services as well as ensure protection of vulnerable groups. It is acknowledged that the primary national policies and legislation will be applied when rendering services to these international groups. However, practitioners and organisations must acquaint themselves with relevant international conventions to ensure that they uphold the human rights of these service beneficiaries as well as promoting their general wellbeing whether in the country or outside the borders.

## 9.5. Nature of Services

A service refers to that which clients come to the service delivery for, which organisations provide. Service beneficiaries engage with the social welfare services system to access the following services:

### ➤ **Prevention and Promotion**

Prevention and promotion services aim to enhance the people's capacity to take control of factors that impact on their wellbeing. These are anticipatory actions to reduce the likelihood vulnerability. These services reduce risk factors and promote protective factors to ensure the



well-being of individuals, families and communities. Preventive and promotive interventions include

- Universal interventions target the general public or a whole population group that has not been identified on the basis of individual risk.
- Selective interventions target individuals or a subgroup of the population whose risk is significantly higher than average.
- Indicated/ focused interventions target high-risk individuals who are identified as having minimal but detectable signs or symptoms of social problems.

Prevention and promotion moves beyond focus on individual behaviour towards a wide range of social and environmental interventions and includes creating supportive environments; strengthening community action and developing personal skills. Prevention and promotion services are rendered through the application of multiple strategies.

➤ **Social assistance and relief services**

Social assistance and relief services are for people who due to a variety of circumstances cannot take care of themselves. The objective of these services is to assist individuals who are in urgent need of support. This may be people who are too young, sick, old or injured to look after themselves. There are different kinds of social assistance and relief services which range from ensuring access to social grants, to the provision of food, vouchers, cash payments, items of clothing, or emergency housing.

➤ **Protection and statutory (court ordered) services**

Protection and statutory services aim to safeguard the wellbeing of individuals and families. These services aim toward having individuals and families living in a safe and nurturing environment where their rights are protected and respected and their wellbeing ensured.

These services are usually provided within the context of a policy and legislative framework that prescribe when and how to intervene. The policy and legislative framework empower designated people and or institutions to take the required action necessary to protect the wellbeing of the individual within the social context of the family and community.

### ➤ **Social support services**

Social support services aim to enhance, strengthen and stabilize individual, family and community life by assisting individuals and families to identify and act on their own social needs. It provides a buffering factor of stress and risk, reducing its impact and thus, protecting people from the negative impact. Four main categories of social support services are identified: emotional, appraisal, informational and instrumental.

- Emotional support is provided to enhance people's capacity to deal with feelings attached to the problem for which they are seeking help.
- Appraisal support is provided to encourage progress made in terms of achievement of goals set in the intervention plan as well as to recognize strength and potential of people seeking help.
- Informational support includes advice, suggestions, or directives that assist the person to respond to personal or situational demands.
- Instrumental support is the most concrete direct form of social support, encompassing help in the form of grants, in-kind assistance, accommodation, and other explicit interventions which are normally linked to social assistance and social relief services.

### ➤ **Therapeutic/rehabilitation/restorative services**

Services are aimed at restoring the social functioning of those clients whose social functioning is impaired as a result of injury, disability, or any other chronic physical or mental condition. It is further aimed at helping people whose social functioning became impaired due to substance abuse, crime, violence or chronic diseases to function optimally in the family and/or community.

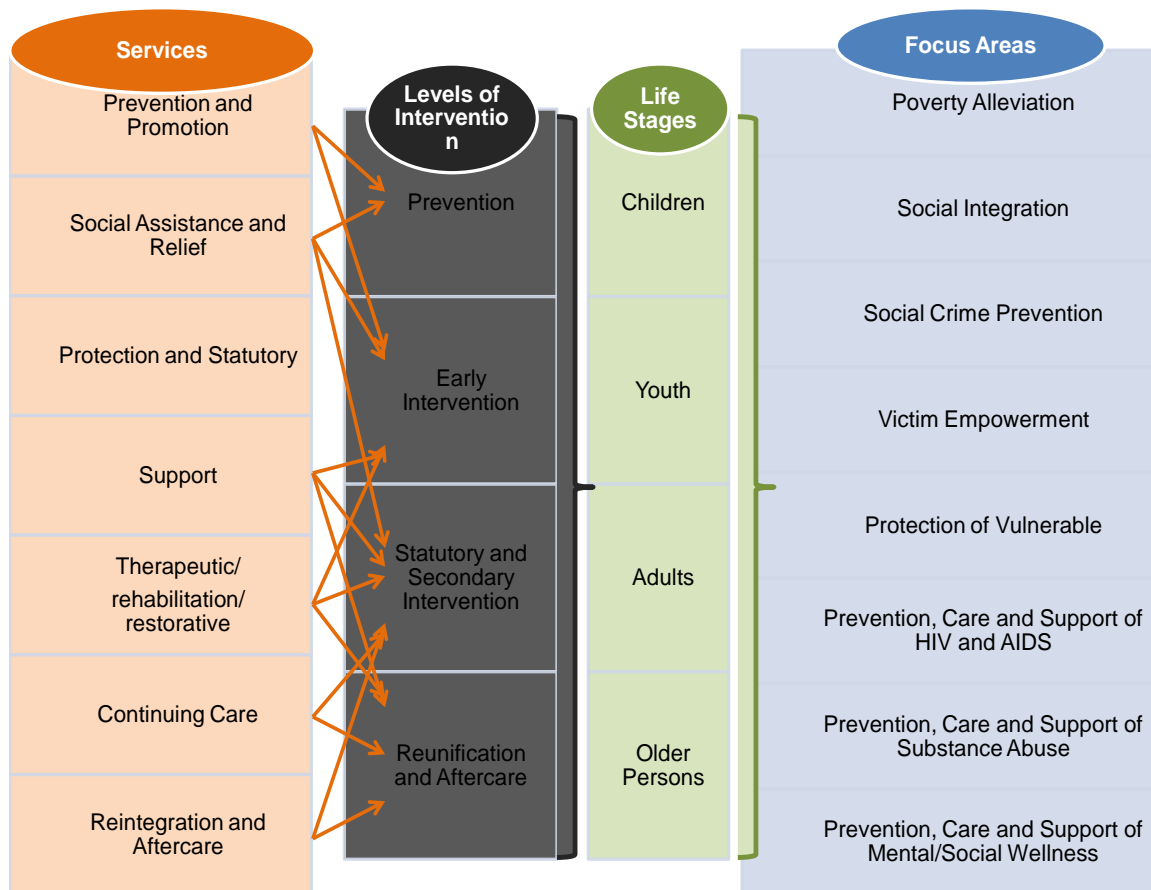
### ➤ **Continuing care services**

Continuing care services are aimed at improving the independence and quality of life of individuals who for a variety of reasons are not able to fully care for themselves. These services maintain or improve the physical, social and psychological well-being of individuals. Care services can be provided in a variety of settings including residential facilities, within the home or in the community.

➤ **Reintegration and after care services**

Developmental social welfare services should be family focused to strengthen the functioning of individuals within families. Reintegration services aim to reintegrate and reunify individuals and their families within communities once interventions outside the home environment has been completed and terminated. These services are applicable to individuals discharged from residential care facilities, alternative care and correctional services facilities. The success of reintegration and after care services rely on the availability and willingness of families and communities to receive and support individuals being reintegrated.

**Integrated framework for social welfare services**



## **9.6. Social welfare services delivery model**

Social welfare service delivery is mainly community based, with the family as a central unit of intervention. The following are essential elements of the service integration model.

### **9.6.1. Assessment of the environment**

The assessment of the socio-economic situation of communities is critical to determine the need for developmental social welfare services on national, provincial and local level. There should be a direct relationship between the assessment of the environment and the strategies for addressing the population's developmental needs and social challenges.

### **9.6.2. Profile of Service Beneficiaries and Community**

The findings of profiling should reflect individual needs and challenges within the family, different subgroups as well as the broader community. Profiling provides clear direction to what specific programmes and services should be planned and provided in specific communities addressing human, social and economic development strategies geared towards the improvement of the quality of life of individuals, families, groups and communities.

#### **Individuals/families profiling**

This process entails collecting information on the needs and challenges of the individual and family as well as the strengths of the individual and family with the resources available in respect of individuals and the whole family that may be used to facilitate the enhancement of their social functioning.

#### **Community profiling**

Communities are made up of households. The essence of community profiling is to gather information aimed at promoting the understanding of community assets that shape the livelihoods of households in a given community. When undertaking holistic community profiling, the following assets have to be considered in respect of every community being assessed,

- Human assets: possession of human capabilities like education, local knowledge (including indigenous knowledge), health and physiological orientation

- Physical assets: basic infrastructure (transport, shelter, water and sanitation, energy and communication)
- Social assets: social resources (networks, membership of groups, relationships of trust, and access to the wider society)
- Financial assets: the financial resources which are available to people (savings, supply of credit or pensions)
- Natural assets: the natural resource stocks available to communities.

### **9.6.3. Social welfare intervention process**

The following elements are distinguished within the generic social welfare intervention processes

#### **Point of Entry/Engagement**

The point of entry/engagement refers to the point at which service beneficiaries access social welfare services. Wherever service beneficiaries first interact with the social welfare service delivery system and its practitioners denotes a point where individuals, families and communities can be connected to a broad range of social welfare services. It is therefore the responsibility of social welfare practitioners at the point of entry/engagement to know and understand

- the social welfare service delivery system;
- the social welfare services and programmes rendered;
- policies and legislation guiding social welfare service delivery; and
- to keep a record of activities taking place at a point of entry/engagement. (This information should feed into the service beneficiary and/or community profile).

The point of entry/engagement could be at a formal service point of any of the collaborative, intersectoral and interdepartmental partners or at outreach points where practitioners interact with communities. The point of entry/engagement provides the first experience of the system for the service beneficiary. It should promote the Batho Pele principles guiding public service delivery.

## **Screening**

The purpose of the screening at the point of entry/engagement is to broadly determine what the needs or challenges are of the service beneficiary, what services or programmes will be required and to ensure that the service beneficiary gain access to the appropriate social welfare services through intake or referral. (This information should feed into the service beneficiary and/or community profile).

## **Intake**

If after screening agreement is reached between the service beneficiary and a specific social welfare service provider, a process of intake or uptake of services is entered. The critical known information on the service beneficiary should be recorded and captured. (This information should feed into the service beneficiary and/or community profile).

## **Comprehensive assessments**

The goal of the assessment is to identify the service beneficiary's needs, strengths and weaknesses is necessary to develop an appropriate intervention plan. The following are crucial elements for the completion of an assessment process:

- The skills and competence level of practitioners who conduct assessments should be clearly described to ensure professional and organisational accountability.
- A generic assessment tool should be developed to guide the assessment process.
- A developmental approach to assessment should be adopted to focus on both the risk and resilience factors pertaining to the service beneficiary.
- A comprehensive report should be compiled for every service beneficiary assessed and should result in a developmental intervention plan.
- Relevant information should feed into the service beneficiary and/or community profile.

## **Planning and Implementation of the Intervention**

The planning and implementation of the intervention is a cooperative process between the service beneficiary and the social welfare practitioner, based on the assessment. Both parties should agree on the plan to be implemented. The plan will consider both the level of intervention and the level of service delivery required. The plan will address the goals of

outcomes that should be achieved through the intervention and the action plan. The plan must be recorded.

The implementation of the action plan is a joint process with continuous monitoring and evaluation throughout the process with timely recording. The type of intervention will depend on the need identified, the level of intervention required, the level of service delivery required, the proposed outcomes or goals, resources available and the uniqueness of the service beneficiary and the social welfare practitioner.

### **Evaluation of Intervention**

Although monitoring and evaluation should take place throughout the process, a final evaluation by the social welfare practitioner together with the service beneficiary/group/community must determine if the service beneficiary's determined outcome was achieved and the readiness for termination of social welfare services.

### **Exit strategies**

Planning and implementation of exit strategies should recognise the special need of service beneficiaries who need extended interventions or will never exit the system. Where necessary, service beneficiaries should be empowered to develop capacities to function independently. Exit strategies should address follow up that may be required, the need for re-assessment of other needs, the need for referral for additional services or termination. Any of these exit strategies must be planned with the service beneficiary considering the specific needs.

#### **➤ Referral**

Referral to appropriate and relevant services and programmes is crucial as it builds trust and confidence in the social welfare service delivery system. There are different forms of referrals, namely

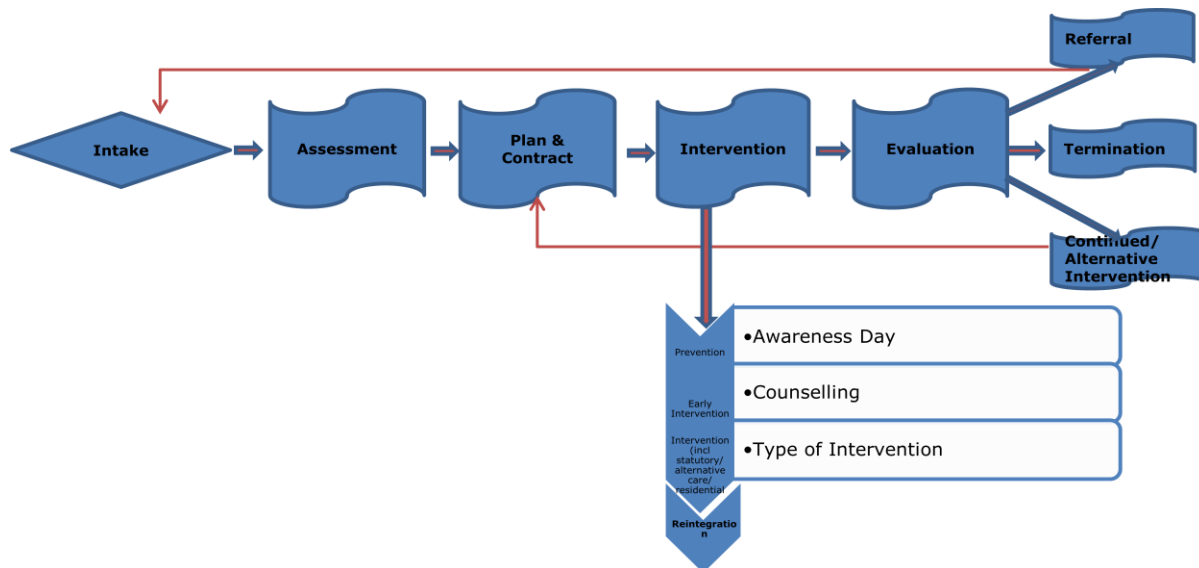
- Into the social welfare service delivery system from other sectors and departments.
- Into the social welfare service delivery system from the community or collaborative partners.
- Within the social welfare service delivery system between programmes or services.
- Out of the social welfare service delivery system to other sectors or departments.

- Referral back into the social welfare service delivery system.

Protocols and documents for all forms of referral must be developed and captured as part of a national information system to increase operational efficiency of the system.

### ➤ Termination

Termination must be an agreed process between the service beneficiary and the social welfare service provider with self-reliance and sustainability the main factors for consideration.



The generic intervention process model

## 10. RESEARCH

Social research addresses psychosocial problems, preventive interventions, treatment of acute and chronic conditions, and community, organizational, policy and administrative issues. It benefits service beneficiaries, practitioners, policy-makers, educators, and the general public by:

- Examining prevention and intervention strategies;
- Studying the strengths, needs, and inter-relationships of individuals, families, groups, communities, and social institutions;
- Providing evidence for improved service delivery and public policies.



- Provide guidelines for research-based interventions.

Research in social welfare services is essential because it assists in discovering new knowledge about services and processes and then applying that knowledge to create new and improved processes and services that fill the needs of beneficiaries of services.

It contributes to evidence-based practice that promotes the consistent use of scientifically validated information and effective interventions in social welfare service practice. Evidence-based practice may be thought of as a process undertaken by professionals wherein the scientific status of potential interventions is investigated and a thorough explication of the results is shared with clients, so that practitioner and clients together can select the most appropriate steps for addressing a specific need.

A national framework for research in the social welfare services sector should be developed to guide the application of scientific approaches and methodologies in conducting research. Present the findings.

## **11. SOCIAL WELFARE SERVICE ENABLERS**

Social welfare services have three integrated elements which guide how the system operates. These are strategic processes which deal with the development and implementation of strategic objectives, operational processes which are the activities through which services are delivered as well as enabling processes which are the resources allocated for service delivery.

These service enablers include appropriate human resources (social welfare service practitioners), sufficient and equitable funding for services and programmes provided by collaborative partners, infrastructure (office space and facilities), and information management and technology equipment.

### **11.1. Human resources**

The social welfare sector utilizes a range of practitioners with different competencies. To facilitate service integration among different professions and occupational groups roles and

responsibilities, scope of practice, training and qualification required and the requirement for registration in respect of all practitioners have to be defined.

The nature of service beneficiaries and the complexity of their needs and socio-economic challenges require the application of specialized and generic knowledge and skills. A framework for the declaration of specialist and generic practice should be developed to guide service delivery and ensure that service beneficiaries are afforded access to specialized services and practitioners where necessary.

In addition, social service practitioners perform at different levels given the nature of knowledge and skills desired for the performance of task. In recognition of this a competence framework should be developed to guide the correct and appropriate placement of practitioners in relation to services to beneficiaries and strategic focus areas responded to.

Training and development needs of practitioners forms an integral part of improved service delivery and is evidenced through the following levels:

- Professional education.
- Continuous professional development.
- Skills training for the implementation of the framework for social welfare services.
- On-going in service training.

Social welfare practitioners are governed by a code of conduct that protects both service beneficiaries and practitioners. The adherence to a code of conduct however also requires a commitment from social welfare service providers to create the conditions that will facilitate ethical conduct.

## **11.2. Funding**

Although it is recognized that civil society organizations must maintain their independence and autonomy from the state, they are collaborative partners. Together with the other partners they strive to ensure the provision of comprehensive, integrated, sustainable and high quality social welfare services to help reduce vulnerability and poverty, and to create an enabling environment for sustainable development in partnership with those committed to building a caring society. It

is therefore critical to negotiate a funding model that maximizes the collaborative contributions to this mission.

The strategy for equitable and sustainable funding should address:

- Equitable allocation of funds between the provinces to address disparities;
- Equitable allocation of funds between public and civil society organisations;
- Reprioritisation within existing social welfare programmes to address strategic focus areas;
- Allocation of resources to address rural development needs;
- Increasing structural efficiency in the social welfare delivery system;
- Mobilisation of additional development sponsorship for social welfare.
- Advocate for adequate and sustainable government expenditure on social security and welfare services.

### **11.3. Infrastructure**

To be able to function effectively, certain basic infrastructure and equipment is critical for social welfare service practitioners, particularly social workers who are legally obliged to provide services in a particular manner. Failure to do so renders them liable to disciplinary action.

Infrastructure required includes the following:

- Offices accommodation that is accessible, allows for confidentiality, and protects the safety of practitioners.
- Facilities for care (e.g. children's homes, places of safety, homes for the aged) and service centres, which can be established by the state and either managed by same or outsourced to the non-governmental or private sector.
- Access to transport to conduct visits to service beneficiaries and attend to other tasks.
- Furniture that is suitable for interviews with service beneficiaries.
- Access to communication technology such as telephones and facsimile machines.
- Access to computers and photocopiers.
- Filing cabinets for safe keeping of records.

## **11.4. Information management and technology**

The requirement for a National Information System for Social Welfare is clearly spelled out in the White Paper for Social Welfare. This system should be developed to inform policy formulation, planning and monitoring. The National Information System for Social Welfare should be compatible with information systems in other departments, in the provinces and the other collaborative partners in civil society or the private sector. Current developments in the national and provincial departments, as well as in civil society should be integrated to develop one system that meets the needs of all partners and is maintained and supported.

Information management is also critical for the measurement of the achievement of organisational goals, and to ensure that objectives are being met in line with the strategic objectives of the organisations. This further assists with the documenting processes for research and learning, in order to record best practices, for monitoring and evaluation of services provided by practitioners, and for provision of training and guidance to new entrants to the profession. Without effective information management it would be impossible to plan services that meet the needs of the population.

Social welfare service practitioners must have a management and administrative system that facilitates compliance with standards set for service delivery. The use of information technology, taking into consideration ethical issues regarding confidentiality, can enhance the effectiveness of such a system.

This would require the development of a system, understanding the needs of users. Extensive training and capacity building is imperative to ensure that information technology becomes an integral part of social service practice.

## **12. QUALITY ASSURANCE**

Quality assurance is a set of activities that are carried out to set standards and involves a process of verifying or determining whether products or services meet or exceed customer expectations. This is done through continuous monitoring and improving/taking corrective actions so that the services provided are effective and as safe as possible.

The quality assurance framework should facilitate the promotion and management of quality social welfare services. This requires the timeous revision of legislation and policies that direct social welfare service delivery. The alignment of strategic plans with the policy and legislative framework and environmental assessments will enhance the relevance and appropriateness of social welfare services. This framework should clearly describe the norms and standards for social welfare services and define indicators to be used for the monitoring and evaluation of service delivery.

## **12.1. Monitoring and Evaluation**

Effective monitoring and evaluation of the social welfare services and programmes and activities is essential for measuring of progress and effectiveness in the provision of developmental social welfare services. These functions assist service providers at all levels to monitor their programmes and activities better by providing timely feedback on whether or not services provided respond to the needs of service beneficiaries, and furthermore, whether they are consistent with the overall realization of the objectives for social welfare services.

For monitoring to be possible, a set of quality indicators to monitor inputs, outputs, processes, outcomes, and impact is required. Current indicators focus mainly on inputs and outputs, and to a limited extent on outcomes. An extensive set of indicators addressing outcomes, processes and impact needs to be developed based on the norms and standards that govern social welfare services. Such indicators will be able to provide evidence with regards to compliance and effectiveness of social welfare services and programmes. It will also provide information on the identified or emerging strategic focus areas.

## **12.2. Norms and Standards**

Monitoring and evaluation of quality of services requires that standards/regulations which would form the basis for quality assessment activities and on-going monitoring of delivery processes at numerous levels of service delivery be in place. Without these sets of regulations/norms and standards it becomes difficult to evaluate and monitor progress because the essence of monitoring is to be able to continuously compare the actual situation against the plan in this case the norms and standards of a particular service.

Generic norms and standards for the delivery of social welfare services have to be developed in respect of the following:

- The developmental approach
- Legislation and Policy development.
- Assessment of the social environment
- Collaborative partnerships.
- Service integration.
- Monitoring and evaluation.
- Research
- Management of social welfare services
  - Quality assurance.
  - Management of stakeholder relationships
  - Management of Service enablers
    - Human resources
    - Funding
    - Infrastructure
    - Information management and technology
  - Planning and execution of social welfare services
- Generic intervention process on micro, mezzo and macro level
- Prevention, Early Intervention, Statutory/Secondary Intervention and Reunification and Aftercare services.
- Services to identified target groups in terms of the life cycle.
- Services to address strategic focus areas.

### **12.3. Database**

In order to monitor and evaluate social welfare services, relevant information management is required. It will therefore be necessary to develop an information management system with sufficient database to address the monitoring of the identified indicators. A database is not an end in itself but a means towards the efficient and effective delivery of social welfare services. There are different levels of databases which are interrelated and relevant for the social welfare service delivery system, namely, national, provincial, organizational databases.

The database needs to be centralised, with decentralised access by social welfare practitioners to allow for accuracy and reliability. Transversal areas should be encouraged to ensure a holistic understanding of service beneficiary population and service providers nationally. Effective

database management in respect of service beneficiaries and service agencies should be guided by the following:

➤ **Service beneficiary database**

Service beneficiary is a collective term and emphasises the value system and ultimate recipient of the service, be it individual, families and communities.

- Baseline Data on service beneficiary
- Data and Document Standards
- Individual Case Records
- Results Achieved
- Exit strategies employed

➤ **Service organisations database**

A database of social welfare service providers in the community and the sector has to be maintained and updated regularly. This ensures the easier referral processes between service providers.

➤ **Community profiles**

The essence of community profiling is to gather information aimed at promoting the understanding of community assets that shape the livelihoods of households in a given community.

- Human assets: possession of human capabilities like education, local knowledge (including indigenous knowledge), health and physiological orientation.
- Physical assets: basic infrastructure (transport, shelter, water and sanitation, energy and communication)
- Social assets: social resources (networks, membership of groups, relationships of trust, and access to the wider society).
- Financial assets: the financial resources which are available to people (savings, supply of credit or pensions).
- Natural assets: the natural resource stocks available to communities.

### **13. CONCLUSION**

Social welfare services are based on the developmental approach adopted by the sector since the approval of the White Paper for Social Welfare. Through this approach social welfare service practitioners are encouraged to adopt and implement strategies that would empower and develop human potential and capacities for self-development and self-reliance. The developmental approach recognizes the interrelatedness of social development and economic development strategies for effective implementation of social welfare services.

This framework incorporates social welfare service delivery at personal, interpersonal and community level. It provides a framework where social security, integrated development and social welfare services are integrated for the benefit of the marginalized, poorest of the poor and vulnerable group. A more radical approach to the application of the theoretical framework for service integration is encouraged.

This framework permits practitioners to apply the scientific basis of their interventions to all activities they undertake. This will allow different categories of social welfare practitioners to acknowledge the role each occupational group is playing to achieve better outcomes for service beneficiaries (individuals, groups and communities).

The implementation of this framework will facilitate a comprehensive, integrated, rights-based, well-resourced, and quality developmental social welfare service delivery system.



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