

# POLICY : GUIDELINES AND SCOPE OF SOCIAL DEVELOPMENT

ITEM HCS 69-2001      HOUSING COMMUNITY DEVELOPMENT AND SERVICES GUIDELINES  
MC 19.07.2001      AND THE SCOPE OF SOCIAL DEVELOPMENT

## RESOLVED:

- (a) **That** the guidelines and scope of social development **BE NOTED**.
- (b) **That** the guidelines in (a) above **BE ACCEPTED** as the basis for implementation of social development programmes and projects within the Greater East Rand Metro (Ekurhuleni Metropolitan Council).

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## ANNEXURE 'A'

### REPORT ON SOCIAL DEVELOPMENT MODEL FOR GAUTENG ASSOCIATION OF LOCAL AUTHORITIES (GALA)

#### 1. INTRODUCTION

The purpose of this document is to explain the Social Development in respect of the GALA Welfare Task Team. The Constitution of the Republic of South Africa in 1996 established Local Government with a new and innovative role.

Local Government has a constitutional obligation to play a developmental role and strive to achieve the Developmental objectives (White Paper on Local Government, March 1998 Section A). Transformation in service delivery at local level is essential as Local Government is the part of the government which is the closest to the community and is able to identify with the needs of the community.

#### 2. VISION

To facilitate the development of the Human Capacity and to strive towards ensuring a stable, balanced, and self-reliant socio-economic community.

#### 3. MISSION

To serve and build self-reliant communities in partnership with all stakeholders by creating an environment through equitable, sustainable, accessible, people centred social development programmes that will maximize the communities' potential.

#### 4. THE CONCEPT OF SOCIAL DEVELOPMENT

Social development is defined according to Midgley(1995 : 25) as a process of planned change designed to promote the well being of a population as a whole in conjunction with a dynamic process of economic development.

This definition clearly indicates that there is a link between social development and economic empowerment. The aim of social development is therefore to promote the socio-economic well being of communities." Socio-economic" can further be broken down as follows:

- a) Social comprises:
- Economic
  - Welfare
  - Health
  - Education
  - Housing
  - Sports and Recreation
  - Agriculture and Environment
  - Religion
  - Public Safety
  - Art and Cultural / Library and Information Services
- b) "Economic" is not just only about economic growth and index, but also about human development, about balance between economic and human development and money to provide access to Welfare, Health, Public Safety and Sport and Recreational facilities.

#### 4.1 GOALS OF SOCIAL DEVELOPMENT

The goals of social development should be as follows :

- Improving peoples material condition
- Maximizing the development of human capacity.
- Promoting individual and collective self-reliance
- Assisting individuals and groups at various stages of their development.
- Ensuring equitable distribution of resources
- Developing an integrated model for social services delivery
- Standardising Social Services within Gauteng
- Incorporating Tasks and Function to be devolved from Gauteng Provincial Department of Welfare and Population within the Gauteng Welfare Relations Act 1998.

#### 4.2 PRINCIPLES OF SOCIAL DEVELOPMENT

##### 4.2.1 DEVELOPMENT

The service rendered must not only develop individuals but also Groups and Communities. Its contribution must be felt in other areas.

##### 4.2.2 PREVENTION

The programme and service must focus on the causes and seek to prevent problems from occurring.

##### 4.2.3 LINKING SOCIAL DEVELOPMENT TO ECONOMIC DEVELOPMENT

The Programme or service must contribute to the community's capacity to generate income. It has to impact on poverty and creation of job opportunities.

##### 4.2.4 SUSTAINABILITY

The programme must provide skills and knowledge to the recipients in order for them to continue. It must promote good and positive relationship.

#### 4.2.5 COMMUNITY BASED

The programme has to be supported by the community. The' capacity of the community has to be built to ensure consolidation.

#### 4.2.6 COMMUNITY PARTICIPATION

Members of the community has to participate in every stage of the programme. This is to ensure that the community takes ownership of the programme. A worth and dignity of every individual has to be respected.

### 5. ENABLING LEGISLATION

Some of the objectives of local government in terms of the Constitution are:

- To provides democratic and accountable government for local communities.
- To ensure provision of services to communities in a sustainable manner
- To promote Social and Economic Development
- To encourage the involvement of the communities and community organisation in matter of local government.

**A municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1) of the Constitution.**

A developmental role of the municipality in terms of the constitution is as follows:

A municipality must :-

1. Structure and manage its administration and budgeting process to give priority to the community and to promote the social and economic development of the community; and,
2. Participate in National and Development programmes

The Development Facilitation Act and Land Development Objectives Regulations provides the Welfare sector the opportunity to play an important role in the implementation of Integrated Development Services.

The White Paper on Local Government of 1998 gives a clear picture of the responsibility of Local Government with regard to Social and Economic Development. Within this framework the Social Services promotes social development as a strategy to promote human development and designed to combat poverty.

#### ▪ WHITE PAPER ON SOCIAL WELFARE

The White Paper on Welfare (Government Gazette 18166, 8 August 1997) refers to the role of Local Government in the delivery of welfare services as follows:

The Government is committed to the decentralization of the social welfare services delivery system. Decentralization is an urgent priority

The Decentralisation envisaged will promote the following :-

- An increased access to services
- Greater responsiveness to the needs
- Co-ordination of efforts
- Intersectoral collaboration
- Empowerment of local communities to be actively involved in addressing their own needs.

## IN THE INTERIM PHASE

The Department of Welfare will develop a strategy for the delivery of service at Local Government level in consultation with its stakeholders. Such a strategy will make recommendation on which functions could be most effectively devolved to local government level.

Local authorities will be encouraged to make provision for the development of infrastructure and facilities for service, such as electricity, water, sanitation, transport, recreation facilities, economic development projects and job creation programmes. Liaison will also take place with local authorities delivering primary health care.

The Gauteng Welfare Relation Act 1999 guides the relationship between the Provincial and Local Government in the allocation of financial resources and identification of programmes to render welfare services. The Act aims to enable local authorities to render welfare services which are within their capacity.

## 6. CORE FUNCTIONS

We have identified the core functions. These functions represent what the Local Authorities can do. Further they represent the fact that the Local Authority is best place to respond to social development needs.

These functions are:-

- Social Development
- Entrepreneurship Development
- Poverty Alleviation
- Capacity Building
- Skills Training
- Resource Mobilization
- Coordination
- Aids (Awareness programmes)
- Research
- Monitoring and Evaluation
- Planning

In attending our Core Functions, we have targeted the following categories within the community:-

- Family
- Women
- Youth
- Children
- Elderly

## **FAMILY**

PREVENTION : (Target group : total community)

Educational projects re:

- Family and Public policy
- Family life skills
- Preparation for marriage
- Family enrichment
- Domestic violence
- Capacity building
- Parental guidance
- Projects for Women Projects for Children
- Projects for Youth
- Projects for Elderly

PROTECTION/REMEDIATION (Target group sub-communities)

Projects addressing physical factors:

- Housing
- Poverty relief
- Primary health care
- Family violence
- Bereavement

Projects for special needs

- Parenting disabled kids
- Aids in the family
- Traumatized families

Projects regarding relationship problems

- Marital problems
- Unmanageable kids
- Divorce
- Single parenthood
- Neglected children
- Abusive families
- Prisoner after care
- Re-reintegration

## **CHILDREN**

PREVENTION:

- School preparedness
- Assistance re-homework
- After school care
- Primary Health care
- Crèches | Child care
- Pre-Primary Schools
- Sport and Recreation
- Day Care

**PROTECTION / REMEDIAL**

- Street Children
- Learning disabilities
- Feeding Schemes
- Aids
- Sexually molested
- Violence against children
- Children exposed to family violence
- Emotional disturbances
- Substance dependency
- Physical and Mental Handicapped
- Bereavement Care

**WOMEN****PREVENTION:**

- Status of Women
- Civil Rights
- Women Rights
- Legal Rights
- Employment of Women
- Entrepreneurship
- Informal Sector
- Health
- Primary Health Care
- Sexual Harassment
- Abortion
- Empowerment
- Life Skills
- Self-help
- Training

**PROTECTION / REMEDIAL**

- Sexual offence against women
- Violence against women
- Single parents
- Aids
- Prostitution
- Women abusing and molesting children
- Infertility

## **YOUTH**

### **PREVENTION**

- Preparation for adulthood
- Substance Abuse
- Life skills
- Support groups countering gangsterism
- Community responsibility
- Sport and Recreation
- Career guidance
- Productivity and self sufficiency
- Physical and Mentally handicapped
- Entrepreneurship

### **PROTECTION/REMEDIAL**

- Job creation
- Unmarried teenage parents
- Out of wedlock pregnancy-teenage
- Gangsterism
- Disabled
- Protection from violence and abuse
- Victims and survivors of violence and crime
- Youth from dysfunctional families
- Homeless and street youth
- Aids Victims

## **ELDERLY**

### **PREVENTION**

- Social integration into community
- Inter-generation relationships
- Sensitise community
- Vulnerability
- Rights / responsibilities
- Security and Safety
- Preparation for retirement
- Single elderly who live alone
- Financial security-employers involvement
- Accommodation
- Primary health care
- "Drop in clubs"
- Multi-disciplinary care system

1. Basic perception of the nature of man and the community	<ul style="list-style-type: none"> <li>• Each individual community member is in the first instance responsible for his own self-fulfilment and has the added responsibility to contribute to the self fulfilment of others, as well as the community as a whole.</li> <li>• Community members and leaders are in the best possible position to identify their own needs and problems and to see to the satisfaction of their own needs and solving of their problems themselves</li> <li>• The community is a social system which consists of various interdependent sub-groups.</li> </ul>
2. Suppositions regarding the interests of the community sub-systems	<ul style="list-style-type: none"> <li>• - The community's sub-group (subsystems) have communal interests or reconcilable differences.</li> </ul>
3. Supposition concerning the aetiology of the impediments in the community (problems and needs).	<ul style="list-style-type: none"> <li>• Domination by external system; a non existent feeling of solidarity and co-operation; any; poor problem-solving capabilities; or stagnant traditional community.</li> <li>• Feelings of powerlessness, worthlessness, uncertainty and apathy, as well as the fear of loss of status and resources. resources,</li> <li>• Insufficient resources, perseverance, involvement, solidarity and identification with the community</li> <li>• A general feeling of irresolution.</li> </ul>
4. Demarcation of the consumer system.	<ul style="list-style-type: none"> <li>• The total geographical community</li> </ul>
5. The primary level of intervention.	<ul style="list-style-type: none"> <li>• Grass roots level.</li> </ul>
6. Typical impediments which will be focused on	<ul style="list-style-type: none"> <li>• Insufficient organisation, organisational infrastructure, leadership, sources, community development physical and economical stagnation/deterioration</li> <li>• Excessive conflict within the community</li> </ul>
7. The goal(with typical objectives)	<ul style="list-style-type: none"> <li>• Process goal (especially: the accomplishing of social development, prevention; self-help; group forming and development; the social integration of community members; the improvement of relations; co-operation and participation; and the actualisation of the inherent potential of the community)</li> </ul>
8. Typical strategy which evolves from this model.	<ul style="list-style-type: none"> <li>• The involvement of a broad section of the community in determining and handling their own impediments (problems and needs)</li> </ul>
9. Medium or interment through which change can be effected	<ul style="list-style-type: none"> <li>• Small task -orientated groups</li> </ul>
10. Typical intervention objectives	<ul style="list-style-type: none"> <li>• Coping with emotions, but also the development of insight into the self and the changing of behavioural patterns</li> </ul>
11. Typical techniques	<ul style="list-style-type: none"> <li>• The mode of intervention which centers around co-operation.</li> </ul>
12. Typical roles of the social worker	<ul style="list-style-type: none"> <li>• Group decision-making and consultation</li> </ul>



	techniques
13. Typical roles of the social worker	<ul style="list-style-type: none"> <li>• Supporter/motivator, facilitator/enabler, catalyst, educator, consultant and guide.</li> </ul>
14. Perception regarding the role of the community.	<ul style="list-style-type: none"> <li>• Participants in the process of dealing with impediments.</li> </ul>
15. Attitude towards the structure of authority	<ul style="list-style-type: none"> <li>• Members of the structure of authority are co-participants in a communal venture / endeavour.</li> </ul>
16. Example of the type of process being followed	<ul style="list-style-type: none"> <li>• Identification of the problem or need and the potential inherent to the system; representation from within the system of objectives and the establishing of an action committee, the ordering and arranging of the details identified; planning; the development of a feeling of readiness willingness to work on the problem; the search for the utilisation of resources; the implementation of planned action; and evaluation.</li> </ul>
17. Examples of typical projects	<ul style="list-style-type: none"> <li>• The forming of self-help groups or self-help organizations (e.g. for juveniles, the aged, alcoholics, single parents and foster parents).</li> <li>• The forming of service groups(e.g. for the improvement of literacy, vegetable growing in the backyard, and a litter-free environment.</li> <li>• The forming of management groups(e.g. the management of welfare organizations and institutions and the management and the parent-teacher association of a crèche).</li> <li>• The forming of groups to promote ethnic relations and trans-cultural communication.</li> <li>• Aid given to community members in the identification of needs, or a community survey done by the community itself.</li> <li>• Aid in the creation of a home industry</li> </ul>

## 7. RECOMMENDATION

The Task Team recommends the following

- **The Document be Accepted**
- **Be implemented**
- **Be a Basis for further discussions**

## **GUIDELINES AND THE SCOPE OF SOCIAL DEVELOPMENT**

### **BACKGROUND**

Midgley argues that social development comprises a distinctive way of enhancing social welfare that can be contrasted with other institutional approaches such as social philosophy, philanthropy and social work help.

The unique approach of social development forms an integral part of the social work profession.

Initially, social casework, group work and community work were recognised as the profession's core practice methods. Later those methods were augmented by the addition of social work administration, social work research, policy practice and advocacy.

In addition to these distinctive practice methods, beliefs about social work's role and function in society gave rise to the emergence of different approaches or perspectives within the profession, namely: social treatment, social services, social action and social development.

### **DEFINITIONS**

#### **SOCIAL TREATMENT**

Social treatment is a perspective that evolved out of the Charity Organisation Society. The society committed itself to individualise remedial intervention

#### **SOCIAL SERVICE PERSPECTIVE**

The social service perspective is based on statutory relief which calls for the government's intervention. This service is rendered at Provincial level. However, the cost implications of the service has resulted in the decline of the service.

#### **SOCIAL ACTION**

This approach entails the mobilisation of communities into realising their needs. It focuses on the eradication of social injustices and oppression.

#### **SOCIAL DEVELOPMENT**

More recently social workers have been involved in a paradigm shift from remedial work to social development. This approach seeks to link social work processes of living, enhance people's participation in the productive economy, invest in human capabilities and promote progressive social change.

### **THE SIGNIFICANCE OF SOCIAL DEVELOPMENT AT LOCAL GOVERNMENT LEVEL**

The transformation and changes that have taken place in South Africa in the past three decades due to political and socio-economic influences has resulted in instability and a high rate of unemployment.

The casework method which is based on individual care has its limitations and cannot be applicable to the current situation. The present scenario calls for a holistic approach which is developmental and that will foster social capital. The latter strengthens community networks and has been found to have positive impact on economic development (Prof. R. Putman)

The Constitution and the White Paper on Local Government gives a clear' mandate to Local Government to take on developmental functions. In addition to its traditional functions of service delivery and regulations developmental Local Government will have to take on enabling and capacity building roles.

## OUTLINE OF THE DOCUMENT

### 1. INTRODUCTION

The disestablished local authorities rendered piecemeal services with limited resources. The social workers were designated as welfare workers and no recognition was given to the social work services.

Focus on the social work approach was influenced mainly by departments wherein social workers were placed.

The social workers were placed in different departments. The Metro approach which brought social workers under one department is a joint and empowering effort in service delivery. The approach will enhance the norms, standards and values of service delivery which is expected to positively impact on communities.

This document seeks to outline social development, its processes, developmental projects that will empower the respective communities as well as strategies that have to be put in place for social development to impact on communities.

### 2. DEFINITION OF SOCIAL DEVELOPMENT

Social development is defined according to Midgley (1995 :25) as a process of planned change designed to promote the well being of a population as a whole in conjunction with dynamic process of economic development.

Flowing from Midgley's definition of social development the factors that influence social development are highlighted as follows:

- ◇ It is a planned social and economic intervention and change process
- ◇ It cannot be planned in isolation but calls for both inter and intra sectoral collaboration designed to impact on marginalized communities.
- ◇ It allows for assessment and intervention at all levels and therefore influences the following processes:
  - ⇒ **Incorporation of therapy.**
  - ⇒ Organisational change.
  - ⇒ Community development
  - ⇒ Policy formulation and implementation and
  - ⇒ social action.

**It is important to take cognisance of the fact that the present application of therapeutic intervention has to change so as to include more group strategies of intervention and self help such as:**

- ◇ Support system.
- ◇ Consciousness raising.
- ◇ Empowerment and assertive training and
- ◇ The inclusion of people in political action to correct injustices that contribute to problems at the personal level.

The White Paper on Local Government gives the latter a clear mandate to take on development functions.

In addition to its traditional functions of service delivery and regulations, developmental Local Government has to take the responsibility of enabling and capacity roles.

Local Government cannot function in isolation, therefore, it requires solid legislative frameworks and commitment from Provincial and National Government as well as the business sector and NGO's.

A "key aspect" of developmental social development is to meet "needs" through building partnership between individuals, parents, families, communities, both Governmental and non- Governmental organisations and private sector. This is in line with the Batho Pele principles.

Social development aims to put support systems in place which will enable people within their communities to become self reliant.

### 2.1 The goals of Social Development are therefore to:

- ⇒ Improve people's material condition
- ⇒ Maximise the development of human capacity
- ⇒ Promote individual and collective self reliance
- ⇒ Assist individuals and groups at various stages of their development
- ⇒ Develop an integrated model for social development

## 3. PRINCIPLES OF DEVELOPMENT

### 3.1 The Principle of Abstract Needs

Both concrete and abstract needs of the person must be fulfilled. Concrete needs pertain to concrete resources like funding, technology including non-conventional resources like leadership must be addressed whilst abstract needs refer to self reliance, self sufficiency and human dignity.

### 3.2 The Principle of Learning

Community development is a learning process for all. Each step in the process is an opportunity to learn thus influencing improvement on the next step.

### 3.3 The Principle of Participation

**Without participation there is no learning and fulfilment of abstract human needs will not be fulfilled.**

Obstacles that could hinder participation can be found

- ⇒ Within the agency
- ⇒ Within the community and
- ⇒ Within the society

### 3.4 The Principle of Enhancement of Democracy

Democracy means that people on all levels of society have access to power and have the right to exercise power.

### 3.5 The Principle of Ownership

Projects are not the property of initiating institutions. The initiating institution is merely the facilitator of the people who must run the project. 3.6 The Principle of Development is need orientated

If the real needs are not addressed no programme can be successful.

### 3.7 Development is objective oriented, otherwise the focus can be too broad. It should have a smart perspective.

S : Specific

M : Measurable  
 A : Attainable  
 R : Realistic  
 T : Time frames

### 3.8 Development is action at grassroots level and therefore needs ordinary people to participate.

### 3.9 Development is about Release

Transforming efforts do not aim to bring relief, but to free people from the, deprivation trap. Development first frees and then improves.

### 3.10 Development~ is about Empowerment

- ⇒ The right to make decisions and carry responsibility
- ⇒ The ability to make decisions and carry responsibility
- ⇒ Right and ability empowerment

### 3.11 Development emphasises the Principle of Adaptiveness

No blue print is acceptable , therefore:

- ⇒ Adaptive planning
- ⇒ Step by-step planning
- ⇒ Experimentation
- ⇒ Willingness to embrace error and improve on it

### 3.12 The Principle of Simplicity

Small unsophisticated projects where a small number of people are involved.

## 4. ENABLING LEGISLATION AND POLICY IMPLICATIONS

Since 1994 South Africa has made tremendous strides in policy formulation. However, the implementation and delivery structures remain inadequate. There is acute deep poverty, unemployment, inequality and marginalisation of women and children, youth, the physically challenged and the elderly. Local Government is most strategically placed to act as watch dogs for the poorest of the poor and for those marginalized in society.

Local government cannot implement alone, it requires solid legislative frameworks and commitment from Provincial and National government and partnership with the business sector.

Legislation that provides the social development framework is as follows:

#### 4.1 Constitutional obligation on Local Government re: Social Development The Constitution of the Republic of South Africa (1996) mandates local government to:

- ⇒ Provide democratic and accountable government for local communities.
- ⇒ Ensure the provision of services to communities in a sustainable manner.
- ⇒ Promote social and economic development.
- ⇒ Promote a safe and healthy environment
- ⇒ Encourage the involvement of communities and community organisations in the matters of local government.

- ⇒ Local government must also promote the Bill of Rights, which reflects the nations values about human dignity, equality and freedom, uphold the principals enshrined in the Constitution.

#### 4.2 The White Paper on Local Government

Within the framework of the Constitution, the White Paper on Local Government establishes the basis for a new developmental local government system, which is committed to working with citizens, groups and communities to create sustainable human settlement which provides for a decent quality of life and meet the social, economic and material needs of communities in a holistic way.

#### 4.3 Gauteng Welfare Relations Act no 17 1998 The objects of this Act are:

- ⇒ To provide for the legislation of certain welfare functions to officials in the service of local government and to provide for the imposing of conditions of such delegation.
- ⇒ To promote the decentralised and effective provision of quality welfare.

#### 4.4 Gauteng Street Children Shelters Act 1998 The object of this Act are:

- ⇒ To meet the basic needs of street children.
- ⇒ To protect the rights of street children.
- ⇒ To promote the development of a nurturing environment for street children in Shelters.
- ⇒ To promote the development of social and physical environments within Shelters in order to empower street children to deal with their world in social constructive ways.
- ⇒ To promote the development of programmes, strategies and services to encourage street children to return to their communities and families where possible.

#### 4.5 Gauteng Regional Welfare Institute Act 1998

- ⇒ To provide structure that : promote transformation fri the governance of the Welfare sector.
- ⇒ To promote equitable allocation of welfare resources amongst: different regions of the Province.
- ⇒ To promote the participation of civil society in the governance of the Welfare sector and
- ⇒ To establish regional forums within which non-governmental organisations, faith organisations, local authorities and the Department can discuss matters of common concern.

#### 4.6 Municipal System Act (2000)

The Municipal Systems Act is the third piece of legislation to give effect to the Local Government White Paper, the first two being the Municipal Demarcation Act and Municipal Structure Act.

While the first two Acts deal with the institutional and jurisdictional aspects of the local government transformation process, the Municipal Systems Act seeks to establish the basic principles and mechanisms to give effect to our collective vision of a development government. Its focus is therefore primarily on internal systems and administration of the municipality.

Together this set of legislation will complete the process of reviewing and reforming the overall regulatory system for local government, and will enable government to repeal virtually the entire body of legislation and provincial ordinances inherited from the apartheid era.

Clearly the legal and political mandate is there; local government has a social development role that needs to be implemented. The constitution and White paper consistently defines the democratisation of responsibility of local government role and the encouragement of community

involvement in matters of local government. Inherent in these is our social development responsibility.

The Minister of Social Development has already identified priorities that would address the imbalances created by the post apartheid era through a ten point scale. These identified imbalances can be effectively addressed at Local Government level and are tabulated as follows:

- ⇒ Restoration of the ethics of care and human development into all our programmes.
- ⇒ Implementation of an integrated poverty eradication strategy.
- ⇒ Programmes have to include the provision of a range of services to support community based care and support for people living with HIV/AIDS as well as those affected, such as AIDS orphans.
- ⇒ Development of a national strategy to reduce youth criminality and youth unemployment.
- ⇒ Redesign services to people with disabilities in ways that would promote their human rights and economic development.
- ⇒ Make social development services accessible and available to people in informal settlements. .
- ⇒ Respond to all forms of violence against women and children.
- ⇒ Commitment to co-operative governance including the different tiers of government and civil society.

## 5. GALA AND PROVINCIAL DEPARTMENT FRAME WORKS/MODEL

The Gala model serves as a basis for discussion with province although the model has been adopted by Gala, it had not yet been implemented by Gauteng Local Authorities. Province has not yet disclosed its model of social development to Gala (attached Gala model on Social Development: ANNEXURE 1).

## 6. THE MAIN THRUSTS OF SOCIAL DEVELOPMENT

The main thrusts of Social Development are as follows:

- ◇ Equity, which entails the distribution of resources to benefit the previously disadvantaged communities.
- ◇ Impact on both the profession and community.
- ◇ Re engineering of the working environment for social workers will positively impact on their out put.
- ◇ The endorsement of the development approach by the Metro will empower the department to bring about policy guidelines in terms of the following programmes:
  - ⇒ **Poverty alleviation projects.**
  - ⇒ Youth development projects.
  - ⇒ Child care services.
  - ⇒ The indigent project.
  - ⇒ Enrichment and educational projects.
  - ⇒ Neighbourhood education and.
  - ⇒ Co-ordination and monitoring of CBO's.

## 7. OBJECTIVES OF THE METRO (EKURHULENI)

The objectives of the Metro in rendering social development services should be as follows:

### 7.1 Community Empowerment

- ⇒ Promotion of community awareness
- ⇒ Involvement and participation
- ⇒ Establish and maintain community structures, development of administration and management capacity

### 7.2 Capacity Building

- ⇒ Ensuring empowerment of communities
- ⇒ Promote awareness on community issues, responsibilities and rights.



- 7.3 Participation of Communities
- ⇒ Ensure participation of communities in their development
  - ⇒ Develop community based systems for evaluation and monitoring to ensure accountability and continuity.
- 7.4 Integration and Co-ordination
- ⇒ Promotion of intersectoral and intrasectoral collaboration in the Ekurhuleni Metro within departments, provincial departments, NGO sector and private sector.
- 7.5 Social Planning: Need assessment
- ⇒ Identify social needs in the Ekurhuleni Metro
  - ⇒ Determine social development indicators from identified needs
  - ⇒ Improve the well-being of communities
  - ⇒ Reflect on strength and weaknesses

## 8. ROLES AND RESPONSIBILITIES : NEW MANDATE FOR EKURHULENI METROPOLITAN COUNCIL

To implement social development, the roles and responsibilities as identified by GALA have to be strategically put in place.

These are tabulated as follows:

- ◇ Development of policies and strategies to access funds for Social Development.
- ◇ To establish a database for planning control, co-ordination, evaluation and monitoring of funded programmes.
- ◇ To identify gaps and short comings in the policies and legislation and implement the policies.
- ◇ Grants in aids, local economic development and Social Development have to be seen as complementing each other.
- ◇ Building of linkages between different spheres of government and within government and community.
- ◇ To ensure a good directed community driven and common understanding of Social Development.

### 8.1 CRITICAL ASPECTS FOR EFFECTIVE SOCIAL DEVELOPMENT WITH EKURHULENI METROPOLITAN COUNCIL

- ⇒ That the Ekurhuleni Metro must have a Social Development Unit.
- ⇒ Re-alignment of staff from welfare to Social Development.
- ⇒ To sensitise senior officials and politicians on the role of the Metro in the delivery of Social Development.
- ⇒ To establish Social Development committees in each ward with necessary resources and administrative support.
- ⇒ There must be a financial commitment by the Metro for Social Development.
- ⇒ There should be a willingness to share resources and information within the Metro.
- ⇒ Social Development is multi-disciplinary in its approach.

## 9. SOCIAL DEVELOPMENT PROGRAMMES

The identified core projects of Social Development are:

- ◇ Poverty alleviation.
- ◇ Youth development.
- ◇ Child care.
- ◇ Care for the elderly and disabled.

- ◇ Indigent.
- ◇ Enrichment programmes

## 10. STRATEGIES TO HARMONISE SOCIAL AND ECONOMIC DEVELOPMENT (MIDGLEY, 1996)

- 10.1 Creation of formal organisational arrangements by which social and economic policies can be integrated.
- ⇒ Social development and economic development units should compliment each other.
  - ⇒ Both social and economic development planning should be centralised.
- 10.2 Both social and economic development have to ensure that there is a positive and direct impact on the people's welfare
- ⇒ Job creation
  - ⇒ Self - employment opportunities
  - ⇒ They must be cognisant of distorted or skewed development.
- 10.3 We must facilitate programmes that foster both social and economic growth
- ⇒ Programmes that promote mobilisation of human capital
  - ⇒ Policies that enhance social capital formation
  - ⇒ Opportunities for employment and self - employment among low income and special needs groups, SMME's.
  - ⇒ Local government can identify and release disused buildings for development purposes.

## 11. MARKETING STRATEGY

**The Social Development Unit has identified programmes which would impact on the development of respective communities in the Ekurhuleni Metro. Some of these programmes have been identified by both the National and Provincial Governments and because Local Government is strategically placed for implementing the products, the Metro should take advantage of its position within the communities by strongly marketing the available products.**

Social development is broad, for more impact there is need to co-ordinate with other stakeholders in order that the following is done:

- ◇ Effective planning
- ◇ Proper organising
- ◇ Rationalisation of resources
- ◇ Monitoring and evaluation

There should be integration of services between Metro Departments, Provincial and where necessary National Departments to achieve multi-sectoral holistic approach.

There should be continues communication with Province and National structures through meetings, workshops, seminars, newsletters, brochures, circulars to make sure that services are not fragmented and that no part of the community is unattended due to breakdown in communication.

## 12. GUIDELINES FOR IMPLEMENTING EFFECTIVE SOCIAL DEVELOPMENT PROGRAMMES

### 12.1 Project management processes

ACTIVITY	BY WHOM	WHEN	ANTICIPATED OUTCOMES
Meeting with the G.P. Social Services Population and Development	Social Development Unit	May	<ul style="list-style-type: none"> <li>▪ Good working relationship</li> <li>▪ Devolution of functions and funding</li> <li>▪ To develop a quality policy</li> </ul>
Integration and interrogation of Indigent Policy	Social Development Unit	April	<ul style="list-style-type: none"> <li>▪ To develop an effective strategic management plan</li> </ul>
Workshop for the social development portfolio committee and Social Workers on social development	Task team SDH	July	<ul style="list-style-type: none"> <li>▪ To sensitive the portfolio committee</li> <li>▪ Re-alignment of Social Workers from welfare to Social Development</li> </ul>
Team building	Social Development Unit	June	<ul style="list-style-type: none"> <li>▪ To develop effective and efficient service delivery</li> </ul>
Plan and implement strategies	Social Development Unit	June	<ul style="list-style-type: none"> <li>▪ To implement standardised norms on Social Development in the Ekurhuleni Metro</li> </ul>
Identification of community problems, goals and objectives	Social Development Unit	Ongoing	<ul style="list-style-type: none"> <li>▪ To address appropriate felt needs of the community</li> </ul>
Project implementation	Social Development Unit	Ongoing	<ul style="list-style-type: none"> <li>▪ To meet the goals of the Ekurhuleni Metro in line with its vision and mission</li> </ul>
Fiscal control, Capitalisation, Fund raising and Fiscal management	Social Development Unit	Ongoing	<ul style="list-style-type: none"> <li>▪ To ensure an equitable distribution of resources</li> </ul>
Project Evaluation and Developmental Assessment	Social Development Unit	Ongoing	<ul style="list-style-type: none"> <li>▪ To promote sustainable developmental programmes</li> <li>▪ To measure the impact of developmental programmes on the community</li> </ul>

## 13. CURRENT LIMITATIONS IN THE IMPLEMENTATION OF SOCIAL DEVELOPMENT

- 13.1 Human resource capacity
- 13.2 Skill capacity e.g. computer, basic financial and business management skills etc.
- 13.3 Dissemination of recent or passed legislation or regulations from Province to Metro.
- 13.4 A Metro organisational structure has to be put in place which should address 13.1
  - 13.4.1 The proposed Metro Social Development functional structure. Annexure 2
- 13.5 Tentative organisational structure / functions. attached Annexure 3

## 14. CONCLUSION

Social development programmes foster the formation of social capital. The latter in turn strengthens community networks which impact positively on socio-economic development. Social workers in the Ekurhuleni Metropolitan Council are engaged in the identifying of social needs and facilitation of social development programmes. To be able to reach out to respective communities and have impact, their capacity has to be extended.