

## Feedback: Management and labour meeting - 5 July 2021

### Functional Organisational Structure Inputs and Service Delivery Model

The PSA received an invitation to attend this meeting on 2 July 2021, requesting inputs to the revised structure by 5 July 2021. The PSA objected to this before the meeting could commence on an email raising the following:

- The period granted for submission of inputs was too short
- The forum discussing this item is not the appropriate one as structural issues are discussed at Chamber level
- That the PSA be provided with the 'As Is' structure to compare this with the revised structure.

The Department failed to respond to the PSA before the meeting and the PSA reiterated its position during the meeting on 5 July 2021 and was supported by labour. The meeting could not proceed but the employer granted labour two weeks consultation with its members on the proposed structure. The PSA views this as total disregard of the Chamber and will table the matter at the next Chamber meeting.

The PSA calls upon members in Alfred Nzo District to peruse the *attached* inputs on organisational structure and revised service delivery model presentation for inputs on how the proposed structure will affect them. Inputs should be submitted by email to [samkelo.mzuku@psa.co.za](mailto:samkelo.mzuku@psa.co.za); [gilbert.seakamela@psa.co.za](mailto:gilbert.seakamela@psa.co.za); or by WhatsUp to 082 317 2881 **by 16 July 2021**.

The PSA reminds members of the impact of the COVID-19 thirds wave and reminds members to adhere to COVID-19 regulations to help curb the spread of the virus.

GENERAL MANAGER

**ALFRED NZO DISTRICT  
FUNCTIONAL ORGANISATIONAL STRUCTRE  
INPUTS**

## DISTRICT OFFICE

<b>Directorate: Office of the District Director: Alfred Nzo District</b>			
<b>Posts</b>	<b>Purpose</b>	<b>Core function</b>	<b>Key Activities</b>
<p><b>1x Deputy Director: Integrated Strategic Planning</b></p> <p><b>1x Ass Director: Policy development, Monitoring and Evaluation</b></p>	<p>To manage and co-ordinate the provision of integrated planning and reporting service and policy development</p> <p>To conduct integrated monitoring and evaluation services</p>	<p>Co-ordinate planning within the District and Local Service offices</p> <p>Co-ordinate development of strategic and operational plans</p> <p>Co-ordinate monthly, quarterly, half yearly and annual reporting.</p> <p>Co-ordinate reporting on department programs and activities against</p> <p>Analyse and report on organizational performance</p>	<ul style="list-style-type: none"> <li>• Convene the strategic and operational plan for the district and local service offices.</li> <li>• Convene monthly quality reporting</li> <li>• Consolidate district plans and reports</li> <li>• Co-ordinate the submission of Quarterly, Half yearly and Annual Reports on APP and Operational Plans</li> <li>• Co-ordinate the inputs into the development of transversal department policies</li> <li>• Co-ordinate the review of the policies at the district level.</li> <li>• Provide support on policy development.</li> </ul>
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<p><b>1x Assistant Director: Stakeholder Management</b></p>	<p>To manage stakeholders within and outside of the department for inclusive planning and implementation</p>	<p>Establishment and maintenance of stakeholder relations for broader service provision.</p>	<ul style="list-style-type: none"> <li>• Support the District in establishment and maintenance of partnerships with the departments and other social partners.</li> <li>• Develop and maintain data base for stakeholders</li> <li>• Compile stakeholder reports on behalf of the District</li> <li>• Consolidate stakeholder reports for the department , MEC, Portfolio Committee and Exco Outreach activities.</li> <li>•</li> </ul>
<p><b>X1 assistant Director: EPWP Management</b></p>	<p>To manage and co-ordinate the provision of Expended Public Works Program (EPWP)</p>	<p>EPWP</p>	<ul style="list-style-type: none"> <li>• Coordinate the provision of EPWP</li> <li>• Maintain and update EPWP Database</li> </ul>
<p><b>X1 Admin clerk(Office of the</b></p>			<ul style="list-style-type: none"> <li>• To render administrative duties in the office of</li> </ul>

District Director)			District Director
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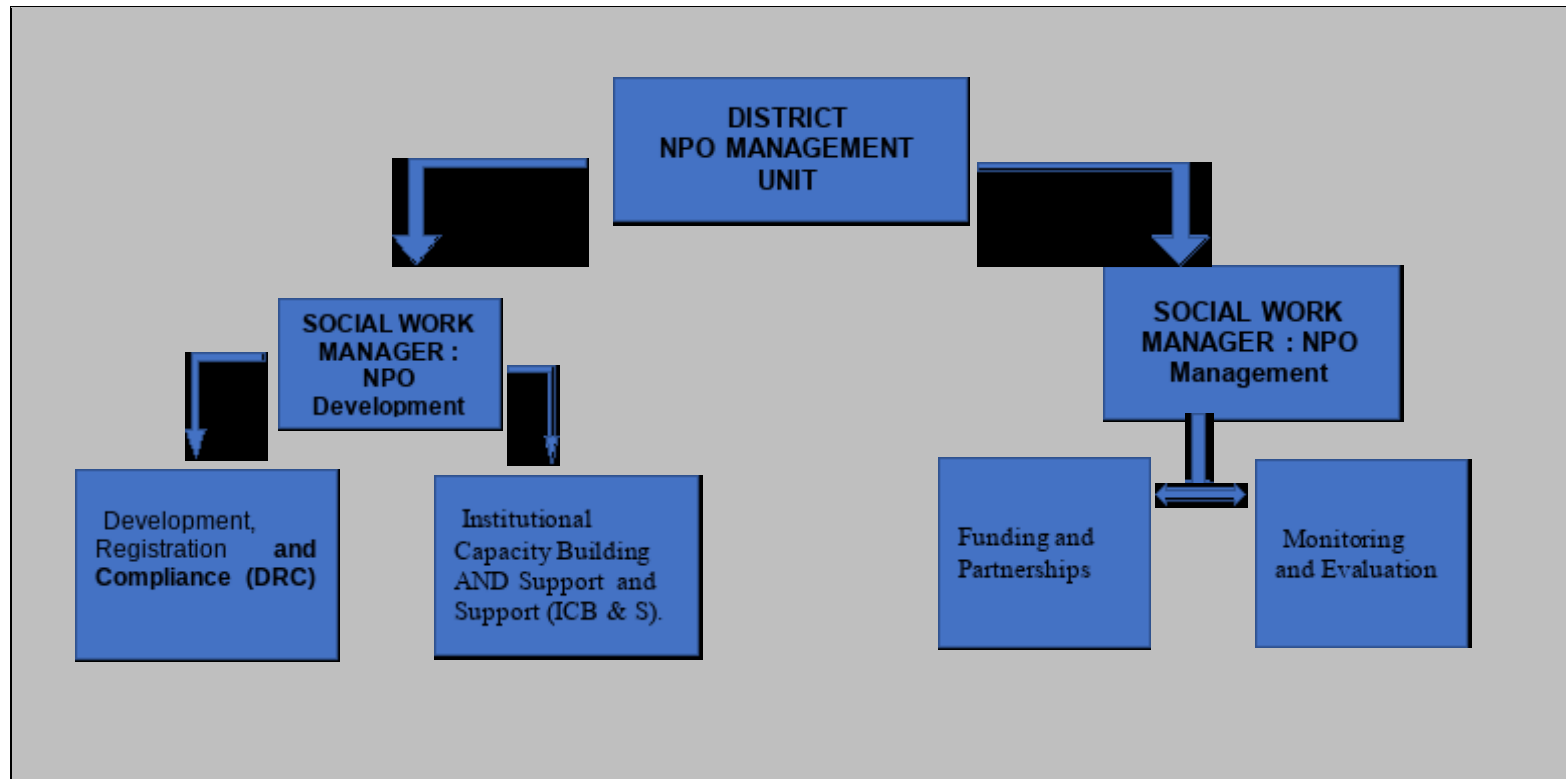
CORPORATE SERVICES			
<b>HUMAN RESOURCE</b>			
X2 Admin Clerk		HR	<ul style="list-style-type: none"> <li>• Render HR activities</li> </ul>
<b>SECURITY MANAGEMENT</b>			
		Physical security	<ul style="list-style-type: none"> <li>• Coordinate security services executive events</li> </ul>

### Service Office: Administration X 4 Admin Clerks

Rearrange functions as follows:

- Render HR Services
- Render Finance
- Render SCM
- Render Facility Management Services
- Transport officer
- Receptionist
- General worker

## DISTRICTS: NPO DEVELOPMENT AND MANAGEMENT ORGANOGRAM



## SERVICE OFFICES: NPO DEVELOPMENT AND MANAGEMENT ORGANOGRAM

## **CHIEF DIRECTORATE: NPO DEVELOPMENT AND MANAGEMENT: OSD AND NON-OSD ALIGNED FUNCTIONS: - ALFRED NZO DISTRICT**

**Directorate: NPO Development**

**Sub-Unit 1 :Social Work/Community Development Manager: NPO Development, Registration, Compliance and Institutional Capacity Building & Support**

**Purpose: To manage development of NPO's sector, their registration, compliance and support through institutional capacity building in line with the NPO Act and applicable service norms and standards in social welfare, children and families, restorative services and community development.**

**Functions: Development, registration and compliance**

- Facilitate planning and development of programs for NPO's at District Level.
- Manage the registration and compliance processes for Non-Profit Organizations.
- Co-ordinate development and maintenance of data on NPO registration and compliance line with the NPO Act and applicable social welfare service legislation including relevant norms and standards.

**Functions: Institutional Capacity Building and Support**

- Co-ordinate in house capacity for social service practitioners to capacitate community development initiatives on social welfare and community development.
- Co-ordinate the implementation of capacity Building for CBO's, NPO's and Co-operatives.
- Co-ordinate the functionality of District NPO Partnership structures.
- Monitor and evaluate the district capacity building programs for community initiatives

## **Community Development Supervision: Development, Registration and Compliance**

### **1x Community Development Supervisor:**

- Provide guidance on the implementation of NPO Development processes on social welfare including community development
- Manage processes on NPO registration in line with departmental prescripts
- Management of NPO compliance through compliance interventions in line with the applicable prescripts
- Provision of support for the functioning of the Community Development Partnership structures
- Co-ordinate the implementation of capacity Building for CBO's, NPO's and Co-operatives.
- Co-ordinate the functionality of District NPO Partnership structures.
- Monitor and evaluate the district capacity building programs for community initiatives

## **Community Development Supervision: Institutional Capacity Building and Support**

### **1x Community Development Supervisor**

- Co-ordinate training of employees on in-house capacity for social service practitioners to capacitate community development initiatives on social welfare and community development.
- Co-ordinate the implementation of capacity Building for CBO's, NPO's and Co-operatives.
- Co-ordinate the functionality of District NPO Partnership structures.
- Monitor and evaluate the district capacity building programs for community initiatives.

## **Directorate: NPO Management**

### **1x Social Work Manager: Funding & Partnerships, Monitoring and Evaluation**

#### **Sub-unit 1: -Funding and Partnerships**

**Purpose:** To manage departmental funding processes in line with the legislation, prescripts and developed funding policies.

### **Functions: Funding and Partnerships**

- Co-ordinate implementation of NPO Sector Funding Policy, models and guidelines on Social Welfare and Community development programs.
- Co-ordinate partnerships to strengthen integrated social development NPO sector in tandem with the NPO and program 2, 3, 4 prescripts and policies.
- Manage implementation of automated processes in transfer management systems for all departmental programs
- Co-ordinate the implementation of Policy on financial awards and transfer management systems and processes.
- Monitoring transformation and insuring the rendering of quality and equitable social services.
- Ensuring that the budget is allocated and utilised appropriately according to the Funding Agreement.
- Assisting in developing appropriate costing norms.
- Conducting of audits and DQA's to funded NPO's and NGO's

### **Financial Management Supervision: Financial Management support for NPO's**

#### **1x Senior State Accountant**

- Provision of Financial Management and Administrative Support for District NPO Management
- Provision of Financial Management Support on funding processes for NPO's in the District.
- Provision of budget and expenditure management on funded NPO's.
- Facilitate monitoring of funded NPOs for compliance on financial management and implementation in line with Departmental prescripts.
- Conducting of audits to funded NPO's and NGO's
- Monitor expenditure and financial analysis on quarterly basis for tranche payments processed by the local service offices and report on subsidy payments.



- Capacity building in the emerging NPOs on financial management issues.
- Facilitate business plan evaluation and NPO budget approval processes in partnership with the programs.
- Reconcile transfer payments. analyses Audited Financial Statements. consolidate transfer payments.

## **Funding Support Supervision: Funding and administrative support service**

### **1x Social Work Supervisor**

### **1x Senior Administrative Officer**

- Provision of Management and Administrative Support on District NPO Management
- Provision of Administrative support on funding processes for NPO's in the District
- Provision of support to NPO funding processes on business plan administration processes.
- Provision of support to NPO funding evaluation processes to Master list and contracting Processes.

## **Sub-Unit 2: NPO Monitoring and Evaluation**

**Purpose: Monitoring of NPO's for compliance and evaluation of the effectiveness of the funded interventions in line with applicable prescripts**

### **Functions**

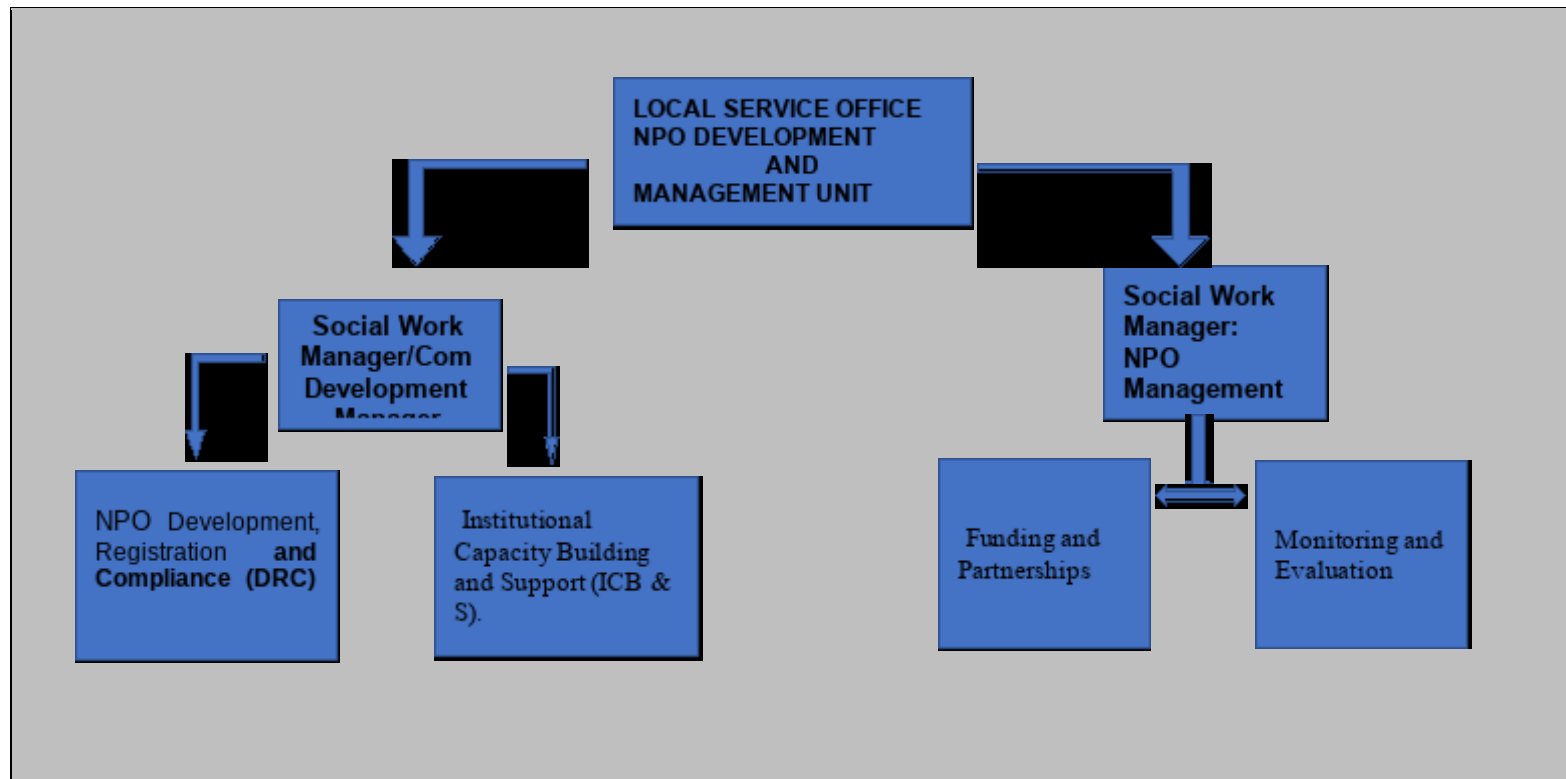
- Co-ordinate the development of monitoring plan for NPO's in compliance with NPO and departmental program applicable legislation and prescripts.
- Co-ordinate the implementation of integrated monitoring on funded social welfare and integrated community development initiatives.
- Management of information knowledge on monitoring and evaluation trends in the District.

### **NPO Monitoring and Evaluation Supervision**

**2x Social work Supervisor: NPO Monitoring and Evaluation**  
**1x Senior State Accountant**

- Identification of NPO's financial and administrative capacity building requirements upon monitoring for social welfare services, children and families, restorative services and integrated community development.
- Managing the provision and submission of progress reports on the implementation of NPO's financial and administrative capacity building plan.
- Identification of non-compliance of NPOs to funding model and instruments
- Managing the preparation of reports on programs performed by NPO's.
- Managing the completion and submission of recommended appropriate interventions.
- Conducting of audits s to funded NPO's and NGO's.

## LOCAL SERVICE OFFICES: NPO DEVELOPMENT AND MANAGEMENT ORGANOGRAM



## **CHIEF DIRECTORATE: NPO DEVELOPMENT AND MANAGEMENT: OSD AND NON-OSD ALIGNED FUNCTIONS:**

### **MATATIELE, MBIZANA, NTABANKULU AND UMZIMVUBU SERVICE OFFICES**

**DIRECTORATE: NPO Development**

**1x Social Work / Community Development Manager: NPO Development**

**Unit: NPO Development, Registration, Compliance and Institutional Capacity Building & Support**

**Purpose: To manage development of NPO's sector, their registration, compliance and support through institutional capacity building in line with the NPO Act and applicable service norms and standards in social welfare, children and families, restorative services and community development.**

**Functions: Development, registration and compliance**

- Facilitate planning and development of programs for NPO's at District Level.
- Manage the registration and compliance processes for Non-Profit Organizations.
- Co-ordinate development and maintenance of data on NPO registration and compliance line with the NPO Act and applicable social welfare service legislation including relevant norms and standards.

**Functions: Institutional Capacity Building and Support**

- Co-ordinate in house capacity for social service practitioners to capacitate community development initiatives on social welfare and community development.
- Co-ordinate the implementation of capacity Building for CBO's, NPO's and Co-operatives.
- Co-ordinate the functionality of District NPO Partnership structures.
- Monitor and evaluate the district capacity building programs for community initiatives

**Sub-Unit: Development, registration and Compliance**

**1x Community Development Supervisor: Development, Registration and Compliance**

**1x Community Development Practitioner:**

**1x Assistant Community Development Practitioner**

- Provide guidance on the implementation of NPO Development processes on social welfare including community development
- Manage processes on NPO registration in line with departmental prescripts
- Management of NPO compliance through compliance interventions in line with the applicable prescripts
- Provision of support for the functioning of the Community Development Partnership structures
- Co-ordinate the implementation of capacity Building for CBO's, NPO's and Co-operatives.
- Co-ordinate the functionality of District NPO Partnership structures.
- Monitor and evaluate the district capacity building programs for community initiatives

**Sub-Unit: -Institutional Capacity building and Support**

**1x Community Development Practitioner:**

**1x Assistant Community Development Practitioner**

- Co-ordinate training of employees on in-house capacity for social service practitioners to capacitate community development initiatives on social welfare and community development.
- Co-ordinate the implementation of capacity Building for CBO's, NPO's and Co-operatives.
- Co-ordinate the functionality of District NPO Partnership structures.
- Monitor and evaluate the district capacity building programs for community initiatives.

**Directorate: NPO Management**

**1x Social Work Manager: Funding Partnership, Monitoring & Evaluation**

**Sub-unit 1: -Funding and Partnerships**

**Purpose: To manage departmental funding processes in line with the legislation, prescripts and developed funding policies.**

**Functions: Funding and Partnerships**

- Co-ordinate implementation of NPO Sector Funding Policy, models and guidelines on Social Welfare and Community development programs.
- Co-ordinate partnerships to strengthen integrated social development NPO sector in tandem with the NPO and program 2, 3, 4 and prescripts and policies.
- Manage implementation of automated processes in transfer management systems for all departmental programs
- Co-ordinate the implementation of Policy on financial awards and transfer management systems and processes.
- Monitoring transformation and insuring the rendering of quality and equitable social services.
- Ensuring that the budget is allocated and utilised appropriately according to the Funding Agreement.
- Assisting in developing appropriate costing norms.
- Conducting of audits and DQA's to funded NPO's and NGO's

## **Financial Management support for NPO's**

### **2x State Accountants: Financial Management support for NPO's**

- Provision of Financial Management and Administrative Support for District NPO Management
- Provision of Financial Management Support on funding processes for NPO's in the District.
- Provision of budget and expenditure management on funded NPO's.
- Facilitate monitoring of funded NPOs for compliance on financial management and implementation in line with Departmental prescripts.
- Conducting of audits to funded NPO's and NGO's
- Monitor expenditure and financial analysis on quarterly basis for tranche payments processed by the local service offices and report on subsidy payments.
- Capacity building in the emerging NPOs on financial management issues.
- Facilitate business plan evaluation and NPO budget approval processes in partnership with the programs.
- Reconcile transfer payments. analyses Audited Financial Statements. consolidate transfer payments.

## **Funding and administrative support service**

### **2x Administrative Officer: Funding and administrative support service**

### **4x Administrative Clerk**

- Provision of Management and Administrative Support on local NPO Management
- Provision of Administrative support on funding processes for NPO's in the Area
- Provision of support to NPO funding processes on business plan administration processes.
- Provision of support to NPO funding evaluation processes to Master list and contracting Processes.
- Develop and maintain NPO registry for proper record keeping
- Consult and plan with local stakeholders (NPO) on various stages of funding processes
- Conduct monthly meetings with NPO forums for planning and monitoring plans implementation

## **Sub-Unit 2: NPO Monitoring and Evaluation**

**Purpose: Monitoring of NPO's for compliance and evaluation of the effectiveness of the funded interventions in line with applicable prescripts**

### **Functions**

- Co-ordinate the development of monitoring plan for NPO's in compliance with NPO and departmental program applicable legislation and prescripts.
- Co-ordinate the implementation of integrated monitoring on funded social welfare and integrated community development initiatives.
- Management of information knowledge on monitoring and evaluation trends in the District.

### **NPO Monitoring and Evaluation Session**

**2 x Social Work Supervisors grade 2:  
1x Community Development Supervisor Grade2  
10 x Social Workers  
5 x Community Development practitioners  
2 x Social Auxiliary Workers  
2x Assistant Community Development Workers grade1  
2x Senior State Accountants  
1 x Senior Administrative officer**



## **02 x Administrative Officer**

### **Functions**

Identification of NPO's financial and administrative capacity building requirements upon monitoring for social welfare services, children and families, restorative services and integrated community development .

Managing the provision and submission of progress reports on the implementation of NPO's financial and administrative capacity building plan.

Identification of non-compliance of NPOs to funding model and instruments

Managing the preparation of reports on programs performed by NPO's.

Managing the completion and submission of recommended appropriate interventions.

Conducting of audits s to funded NPO's and NGO's.

Maintain functional data base for the NPO sector

Monitor Compliance with SLA, Legislation and business plan

**CHIEF DIRECTORATE: DEVELOPMENTAL SOCIAL WELFARE SERVICES AND COMMUNITY DEVELOPMENT:  
OSD AND NON-OSD ALIGNED FUNCTIONS: -  
DISTRICT OFFICE PROG 2-5**

Posts	Purpose	Core function	Key Activities
			•
<b>5 X Community Development Managers</b>	To provide community developmental services to women, youth, adults and elderly	Implement women development and empowerment programmes	<ul style="list-style-type: none"> <li>• Monitor implementation and manage integrated social empowerment programmes targeting women and youth</li> <li>• Develop entrepreneurship skills and access to economic opportunities for women and youth</li> </ul>
		Implement youth development and empowerment programmes	<ul style="list-style-type: none"> <li>• Monitor implementation and manage integrated social empowerment programmes targeting youth</li> <li>• Develop entrepreneurship skills and access to economic opportunities for youth</li> </ul>
		Implement sustainable livelihood programs	<ul style="list-style-type: none"> <li>• Manage and monitor implementation of poverty alleviation programs</li> <li>• Manage and monitor implementation of food security programs</li> </ul>
		Implement institutional capacity building programmes	<ul style="list-style-type: none"> <li>• Capacity building of NPOS and co operatives</li> </ul>
		Implement anti-poverty programmes	<ul style="list-style-type: none"> <li>• Manage and monitor implementation of anti-poverty programmes</li> </ul>
		Implement population development and research programmes	<ul style="list-style-type: none"> <li>• Manage and implement population development and research programmes</li> </ul>
<b>2 x Social Work Managers</b>	To provide integrated	Provide social development	<ul style="list-style-type: none"> <li>• Monitor implementation of child protection services</li> </ul>

	developmental social welfare services to children and families	programmes to children in residential care facilities, CYCC and ECD,	<ul style="list-style-type: none"> <li>• Monitor implement services to children placed in residential care facilities</li> <li>• Monitor implementation of community-based care services to children</li> <li>• Monitor implementation of services to children in ECD centers</li> <li>• Monitor implementation of social welfare services</li> <li>• Monitoring of funded NPOS</li> </ul>
<b>1 x Social Work Managers</b>	Provide social development programmes in residential care facilities People with disabilities and community based care services for Older Persons	Older Persons and People with disabilities	<ul style="list-style-type: none"> <li>• Monitor implementation of services to people with dsabilities</li> <li>• Monitor implement services to persons admitted in residential care facilities</li> <li>• Monitor implementation of community-based care services to older persons</li> <li>• Monitoring of funded NPOS</li> </ul>
<b>5 x Data capturers</b>	Ensure high standard of information and data management	Capturing of data	<ul style="list-style-type: none"> <li>• Capturing and interpretation of data</li> <li>• Proper management of data</li> </ul>

## SERVICE OFFICES

## CHIEF DIRECTORATE: DEVELOPMENTAL SOCIAL WELFARE SERVICES: OSD AND NON-OSD ALIGNED FUNCTIONS: - MATATIELE, MBIZANA, NTABANKULU AND UMZIMVUBU LOCAL SERVICE OFFICES

Our proposal is that we do away with the Local Service Office and only have Service Office.

<b>Directorate: Developmental Social Welfare Services</b>			
<b>Posts</b>	<b>Purpose</b>	<b>Core function</b>	<b>Key Activities</b>
<b>1 x Service Office Manager</b>	<b>Overall management of the service office</b>	<b>Administration, community development, and developmental social welfare services</b>	<ul style="list-style-type: none"> <li>• Facilitate planning processes in terms of producing APP and OPS plans documents at service office level</li> <li>• Proper management of administration at service office eg asset management and leave management</li> <li>• Proper coordination of reporting system at service office level</li> <li>• Proper coordination of effective service delivery in terms of community development and developmental social welfare services</li> <li>• Ensure implementation and compliance of departmental policies and prescripts.</li> </ul>
<b>1 x Social Work Manager (FOR EACH OF THE SERVICE OFFICES WITHIN THE DISTRICT)</b>	<b>To manage development social welfare services in line with the prescribed prescripts and applicable service norms and standards in social welfare, children and families, restorative services.</b>	<b>Ensure implementation of developmental social welfare services</b>	<ul style="list-style-type: none"> <li>• Facilitate planning and development of programs for social workers at Service Office Level.</li> <li>• Consolidate developmental social welfare services reports monthly, quarterly, half yearly an annual report.</li> <li>• Ensure compliance with the norms and standards and prescripts of the program.</li> <li>• Organize capacity building programs for social service practitioners</li> </ul>

6 x Data capturers	Ensure high standard of information and data management	Capturing of data	<ul style="list-style-type: none"> <li>• Capture and interpret data</li> <li>• Proper management of data</li> </ul>
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Directorate: NPO Development			
Posts	Purpose	Core function	Key Activities
1x Social Work / Community Development Manager: NPO Development	To manage development of NPO's sector, their registration, compliance and support through institutional capacity building in line with the NPO Act and applicable service norms and standards in social welfare, children and families, restorative services and community development.	Development, registration and compliance	<ul style="list-style-type: none"> <li>• Facilitate planning and development of programs for NPO's at District Level.</li> <li>• Manage the registration and compliance processes for Non-Profit Organizations.</li> <li>• Co-ordinate development and maintenance of data on NPO registration and compliance line with the NPO Act and applicable social welfare service legislation including relevant norms and standards.</li> </ul>
Sub Unit			•
ICBS	Capacity building of NPO'S	Institutional Capacity Building and Support	<ul style="list-style-type: none"> <li>• Co-ordinate in house capacity for social service practitioners to capacitate community development initiatives on social welfare and community development.</li> <li>• Co-ordinate the implementation of capacity Building for CBO's, NPO's and Co-operatives.</li> <li>• Co-ordinate the functionality of District NPO Partnership structures.</li> <li>• Monitor and evaluate the district capacity building programs for community initiatives</li> <li>•</li> </ul>
1x Community Development Supervisor:	Development, Registration and Compliance		<ul style="list-style-type: none"> <li>• Provide guidance on the implementation of NPO Development processes on social welfare including</li> </ul>

<p><b>1xCommunity Development Practitioner:</b></p> <p><b>1x Assistant Community Development Practitioner</b></p>			<p>community development</p> <ul style="list-style-type: none"> <li>• Manage processes on NPO registration in line with departmental prescripts</li> <li>• Management of NPO compliance through compliance interventions in line with the applicable prescripts</li> <li>• Provision of support for the functioning of the Community Development Partnership structures</li> <li>• Co-ordinate the implementation of capacity Building for CBO's, NPO's and Co-operatives.</li> <li>• Co-ordinate the functionality of District NPO Partnership structures.</li> <li>• Monitor and evaluate the district capacity building programs for community initiatives</li> </ul>
<p><b>1x Community Development Practitioner:</b></p> <p><b>1x Assistant Community Development Practitioner</b></p>	<p><b>Institutional Capacity building and Support</b></p>	<p><b>Capacity building and Support to NPOs</b></p>	<ul style="list-style-type: none"> <li>• Co-ordinate training of employees on in-house capacity for social service practitioners to capacitate community development initiatives on social welfare and community development.</li> <li>• Co-ordinate the implementation of capacity Building for CBO's, NPO's and Co-operatives.</li> <li>• Co-ordinate the functionality of District NPO Partnership structures.</li> <li>• Monitor and evaluate the district capacity building programs for community initiatives.</li> </ul>
<p><b>1x Social Work Manager: Funding Partnership, Monitoring &amp; Evaluation</b></p>	<p><b>To manage departmental funding processes in line with the legislation, prescripts and developed funding policies.</b></p>	<p><b>Funding and Partnerships</b></p>	<ul style="list-style-type: none"> <li>• Co-ordinate implementation of NPO Sector Funding Policy, models and guidelines on Social Welfare and Community development programs.</li> <li>• Co-ordinate partnerships to strengthen integrated social development NPO sector in tandem with the NPO and program 2, 3, 4 and prescripts and</li> </ul>

			<p>policies.</p> <ul style="list-style-type: none"> <li>• Manage implementation of automated processes in transfer management systems for all departmental programs</li> <li>• Co-ordinate the implementation of Policy on financial awards and transfer management systems and processes.</li> <li>• Monitoring transformation and insuring the rendering of quality and equitable social services.</li> <li>• Ensuring that the budget is allocated and utilised appropriately according to the Funding Agreement.</li> <li>• Assisting in developing appropriate costing norms.</li> <li>• Conducting of audits and DQA's to funded NPO's and NGO's</li> </ul>
<b>2x State Accountants: Financial Management support for NPO's</b>	<b>Financial Management support for NPO's</b>		<ul style="list-style-type: none"> <li>• Provision of Financial Management and Administrative Support for District NPO Management</li> <li>• Provision of Financial Management Support on funding processes for NPO's in the District.</li> <li>• Provision of budget and expenditure management on funded NPO's.</li> <li>• Facilitate monitoring of funded NPOs for compliance on financial management and implementation in line with Departmental prescripts.</li> <li>• Conducting of audits s to funded NPO's and NGO's</li> <li>• Monitor expenditure and financial analysis on quarterly basis for tranche payments processed</li> </ul>

			<p>by the local service offices and report on subsidy payments.</p> <ul style="list-style-type: none"> <li>• Capacity building in the emerging NPOs on financial management issues.</li> <li>• Facilitate business plan evaluation and NPO budget approval processes in partnership with the programs.</li> <li>• Reconcile transfer payments. analyses Audited Financial Statements. consolidate transfer payments.</li> </ul>
<p><b>2x Administrative Officer: Funding and administrative support service</b></p> <p><b>4x Administrative Clerk</b></p>	<p><b>Funding and administrative support service</b></p>		<ul style="list-style-type: none"> <li>• Provision of Management and Administrative Support on local NPO Management</li> <li>• Provision of Administrative support on funding processes for NPO's in the Area</li> <li>• Provision of support to NPO funding processes on business plan administration processes.</li> <li>• Provision of support to NPO funding evaluation processes to Master list and contracting Processes.</li> <li>• Develop and maintain NPO registry for proper record keeping</li> <li>• Consult and plan with local stakeholders (NPO) on various stages of funding processes</li> <li>• Conduct monthly meetings with NPO forums for planning and monitoring plans implementation</li> </ul>



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<b>Sub-Unit</b>			
<b>NPO Monitoring and Evaluation</b>	<b>Monitoring of NPO's for compliance and evaluation of the effectiveness of the funded interventions in line with applicable prescripts</b>		<ul style="list-style-type: none"> <li>• Co-ordinate the development of monitoring plan for NPO's in compliance with NPO and departmental program applicable legislation and prescripts.</li> <li>• Co-ordinate the implementation of integrated monitoring on funded social welfare and integrated community development initiatives.</li> <li>• Management of information knowledge on monitoring and evaluation trends in the District.</li> <li>•</li> </ul>
<b>2 x Social Work Supervisors grade 2:</b> <b>1x Community Development Supervisor Grade2</b> <b>10 x Social Workers</b> <b>5 x Community Development practitioners</b> <b>2 x Social Auxiliary Workers</b> <b>2x Assistant Community Development Workers grade1</b> <b>2x Senior State Accountants</b> <b>1 x Senior Administrative officer</b> <b>02 x Administrative Officer Functions</b>	<b>NPO Monitoring and Evaluation Session</b>		<ul style="list-style-type: none"> <li>• Identification of NPO's financial and administrative capacity building requirements upon monitoring for social welfare services, children and families, restorative services and integrated community development .</li> <li>• Managing the provision and submission of progress reports on the implementation of NPO's financial and administrative capacity building plan.</li> <li>• Identification of non-compliance of NPOs to funding model and instruments</li> <li>• Managing the preparation of reports on programs performed by NPO's.</li> <li>• Managing the completion and submission of recommended appropriate interventions.</li> <li>• Conducting of audits s to funded NPO's and NGO's.</li> </ul>

			<ul style="list-style-type: none"> <li>• Maintain functional data base for the NPO sector</li> <li>• Monitor Compliance with SLA, Legislation and business plan.</li> </ul>
<b>Directorate: Community Development</b>			
<b>Posts</b>	<b>Purpose</b>	<b>Core function</b>	<b>Key Activities</b>
			<ul style="list-style-type: none"> <li>•</li> </ul>
<b>3 x Assistant Managers Women, Youth, Poverty and Sustainable Livelihoods)</b>	<b>To provide community developmental services to women, youth, adults and elderly</b>	<b>Implement women development and empowerment programmes</b>	<ul style="list-style-type: none"> <li>• Monitor implementation and manage integrated social empowerment programmes targeting women and youth</li> <li>• Develop entrepreneurship skills and access to economic opportunities for women and youth</li> </ul>
		<b>Implement youth development and empowerment programmes</b>	<ul style="list-style-type: none"> <li>• Monitor implementation and manage integrated social empowerment programmes targeting youth</li> <li>• Develop entrepreneurship skills and access to economic opportunities for youth</li> </ul>
		<b>Implement sustainable livelihood programs</b>	<ul style="list-style-type: none"> <li>• Manage and monitor implementation of poverty alleviation programs</li> <li>• Manage and monitor implementation of food security programs</li> <li>• Manage and monitor implementation of anti-poverty programmes</li> </ul>

1. PROPOSAL AS PER THE APPROVED CURRENT NORMS AND STANDARDS PROVIDES AS FOLLOWS.

- 1 ACDP: per Ward /33 000 (Ward population)
- 1 CDP: 23 000 (Ward population)
- 1 supervisor: 8 CDPs/CDP
- 1 community Development assistant manager: 8 CDS

**APPROVED BY:**

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**MRS NE MGILANE**  
**DISTICT DIRECTOR: ALFRED NZO**

**DATE:** \_\_\_\_\_

# NELSON MANDELA METRO PROPOSED MODEL

## STANDARDIZED SERVICE DELIVERY MODEL FOR SERVICE OFFICES IN NELSON MANDELA METRO

30 JUNE 2021



## BACKGROUND SUMMARY

- A District Planning session took place on 04/12/2018 following challenges with different operational processes in place in service offices
- A standardized and uniform operating model for all service offices for more effective service delivery in the Metro was proposed
- Tasked with a mandate to this effect, Service Office Managers drafted a proposal in January 2019 based on past experiences and challenges in offices
- This was followed up with consultative engagements with supervisors in the service offices

## PRINCIPLES CONSIDERED

- Preservation of social work ethics, social work values and acknowledged social work methods (case work, group work, community work, supervision and research)
- Equality and fairness in workload of social workers and more effective workload management/PMDS assessments
- Continuity in service delivery with client system maintaining rapport and trust in the social worker/client relationship
- Prevent fragmentation of the generic social work process
- Prevent rotation of officials in teams causing instability and disruptions in case allocation and service delivery



## PRINCIPLES CONSIDERED (CONT...)

- Prevention of lost files/ untraceable files and clients falling through the cracks
- More effective supervision, case management and administrative structures / processes (e.g case registers, return date monitoring and evaluation of impact of services)
- Equal opportunity for holistic development and professional growth of social workers in all social work methods as well as levels of intervention
- Service integration to ensure better service to individuals, families, communities and organizations in the system

## PROPOSED MODEL

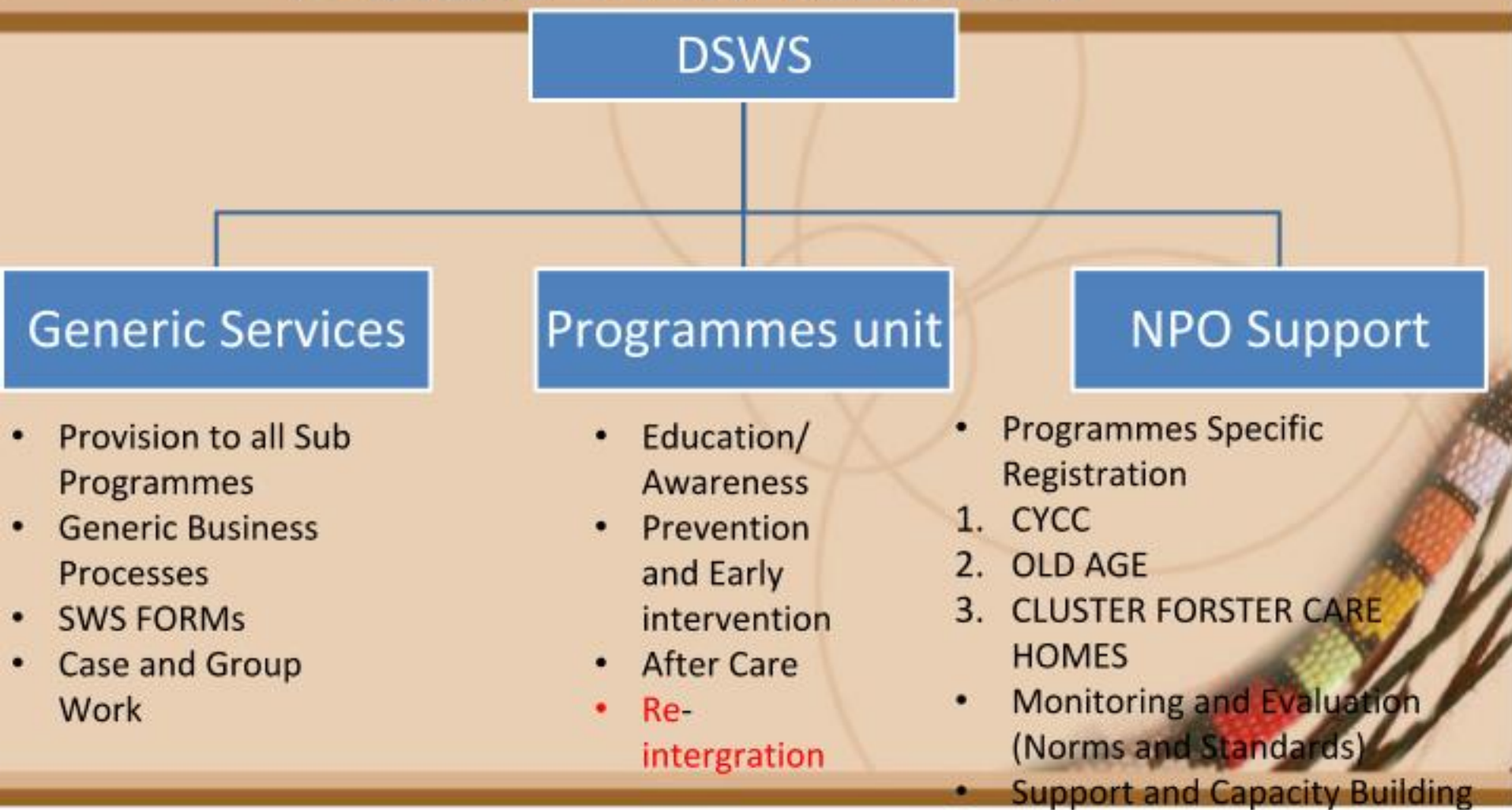
Taking into consideration the aforementioned, the following standard operating model is proposed:

- All service offices render / divide services according to designated geographical areas (service delivery centres) as suitable to the specific area dynamics and boundaries (ward based approach where possible)
- Alignment with the proposed organisational structure of the District (as far as possible and implementable) establishing four local service offices and the relevant service centres
- Centralization of some work areas at local service office level due to limited staff complement and limited resources





# SERVICE DELIVERY MODEL



# SERVICE DELIVERY MODEL

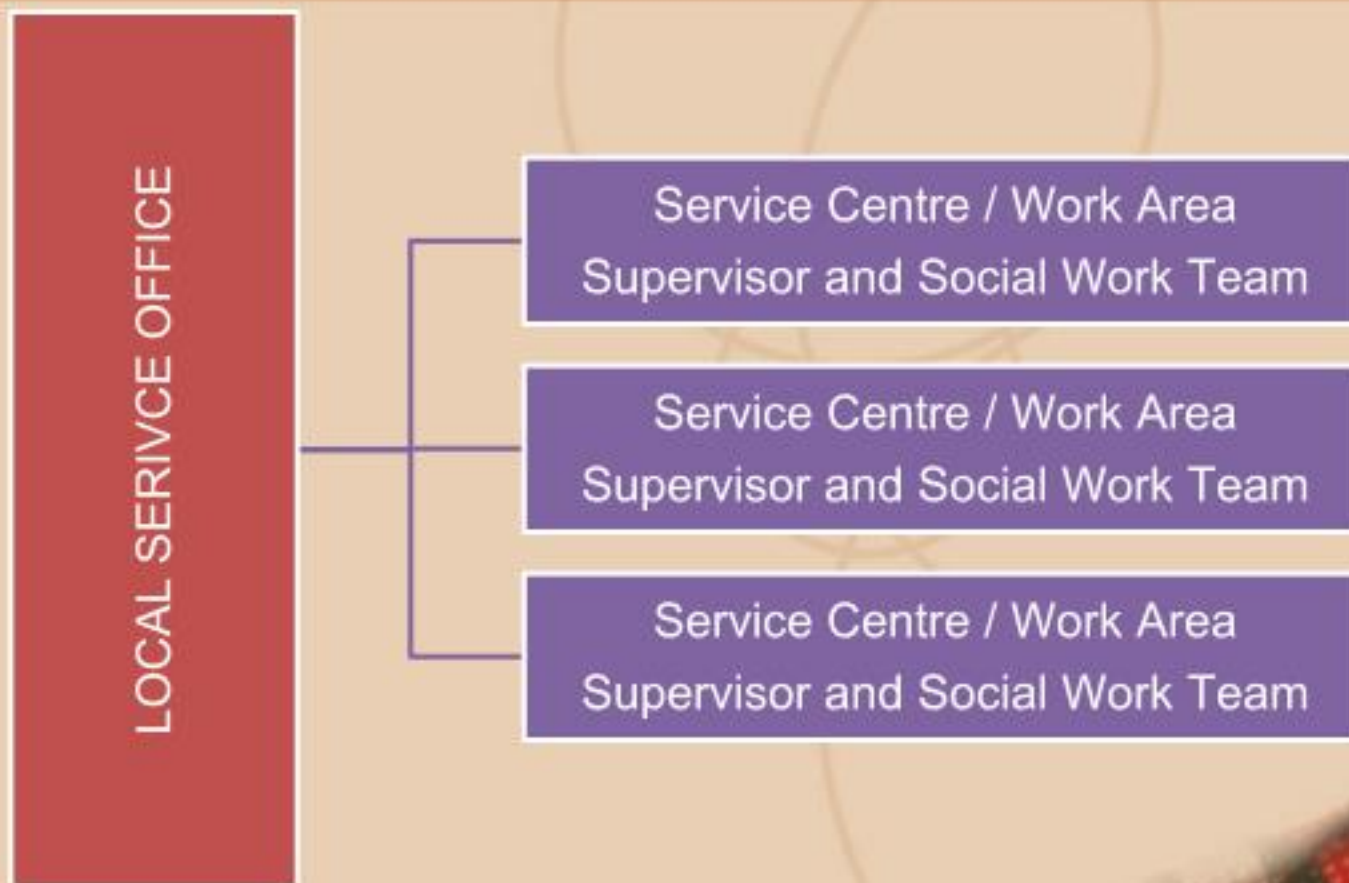
SW Services	NPO Management	Comm Dev Services	Admin Services
<p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>➤ Prog 2-4 social work services (generic programme)</li> <li>➤ NPO services linked to prog 2-4 e.g. registration etc and support</li> </ul>	<p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>➤ NPO HelpDesk</li> <li>➤ NPO payments</li> <li>➤ Business Plan Process</li> <li>➤ Monitoring and Evaluation</li> </ul>	<p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>➤ Integrated com. dev services in all prog 5 sub programmes</li> <li>➤ Support to all funded projects</li> </ul>	<p><b>Functions:</b></p> <ul style="list-style-type: none"> <li>➤ Finance</li> <li>➤ Customer Care</li> <li>➤ Supply Chain</li> <li>➤ Contracts and Leases</li> <li>➤ HR</li> <li>➤ Records Management</li> </ul>
<p><b>Personnel:</b></p> <ul style="list-style-type: none"> <li>➤ Coordinators for Prog 2-4</li> <li>➤ Social Work Supervisors</li> <li>➤ Social Workers</li> <li>➤ Social Aux. Workers</li> <li>➤ Data Capturers</li> </ul>	<p><b>Personnel:</b></p> <ul style="list-style-type: none"> <li>➤ Assistant Director</li> <li>➤ Finance Clerks</li> <li>➤ Data Capturer</li> <li>➤ Social Workers</li> <li>➤ Social Aux. Workers</li> <li>➤ CDP's</li> <li>➤ ACDP's</li> </ul>	<p><b>Personnel:</b></p> <ul style="list-style-type: none"> <li>➤ Assistant Manager Community Dev</li> <li>➤ Community Dev Supervisors</li> <li>➤ CDP's</li> <li>➤ ACDP's</li> <li>➤ Data Capturer</li> </ul>	<p><b>Personnel:</b></p> <ul style="list-style-type: none"> <li>➤ Assistant Director</li> <li>➤ Admin Officer</li> <li>➤ Admin Clerk</li> <li>➤ Customer Care</li> </ul>



# SOCIAL WELFARE SERVICE DELIVERY

- Must be rendered generically, where every social worker renders services from engagement level to termination level with client system (for continuity)
- Services by a social worker to be rendered across all sub-programmes as per the Life Cycle Approach (as per Generic Social Welfare Processes in Framework for Social Welfare Services)
- Services also to be rendered on all Intervention Levels (Prevention, Early Intervention, Statutory/Residential/Alternative Care, Reunification and Aftercare) for holistic development as a social worker

# GENERIC SOCIAL WORK SERVICE DELIVERY





# SOCIAL WELFARE INTERVENTION PROCESS



# IMPLEMENTATION OF SUB-PROGRAMMES

- Program representatives in service offices given responsibility of implementation of awareness programs and campaigns
- Sub-programme co-ordinators / managers on district level to take full responsibility for the implementation of the sub-programs in service offices
- **Consideration be given to allocation of current coordinators in district office (OSD level Social Work Supervisors) to service offices due to lack of capacity on supervision level in service offices (numerous acting supervisors)**
- District to take responsibility for capacity building and direct engagement with service office supervisors who are then linked to oversee a specific programme in the service office
- Social workers in different geographical work areas linked to sub programmes as reps
- Active and direct engagement of the supervisors/officials with sub-programs co-ordinators
- To revive commitment and a sense of responsibility with social workers and supervisors regarding balancing case and group work to include more intensive efforts relating to programme implementation



# DISTRICT SUB-PROGRAMME COORDINATOR

## SOURCE DOCUMENTS

- Relevant Legislation
- Policies and Guidelines
- Government Priorities

## SERVICE DELIVERY MANDATE

- Coordinate implementation of sub-programme priorities through service delivery to client system
- Prevention programmes focusing on awareness and education
- Commemoration of National Days

## RESPONSIBILITIES

- Planning (Strategic / APP / Operational)
- Pre-implementation sessions
- Capacity building / expert guidance and support to supervisors and social workers at LSO
- Direct involvement in implementation of programmes at service offices and quality assurance (reports / POE)



# LSO SUB-PROGRAMME IMPLEMENTATION

## SOCIAL WORKER

- Participate in planning of activities aligned with targets set
- Implement programme through direct service delivery and campaigns to reach clients, groups and communities
- Activities and tasks as stated in annual work plan and weekly plans

## SOCIAL WORK SUPERVISOR

- Ensure and oversee implementation by social workers
- Supervision function
- Collate and verify POE
- Submit month report and quarterly report to district programme manager
- Engage with district on expert guidance needed

## SERVICE OFFICE MANAGER

- Coordinate service office APP and Operational Planning Process
- Control function re performance management
- Liaison with District Programme Manager if challenges experienced

## CONSULTATIVE PROCESS

- SOMS consulted (several sessions) with supervisors and presented the model/approach as drafted by SOMS based on past experience and challenges regarding service delivery
- Supervisors felt it crucial to involve officials in a consultative process to ensure transparency resulting in a supervisors task team being established
- Social workers in all service offices were involved in the process and provided their input



## WAY FORWARD

- SOMS are presenting the proposed Model to District Management for consultation and further deliberations
- Social Work Supervisors have also indicated that, following their consultations with officials, they have prepared a draft model on future service delivery in service offices and is requesting this proposal to also be considered
- Cognisance is taken of the complex and dynamic nature of the process
- Process requires wisdom and intensive reflection to ensure the best outcome for service delivery