

DEPARTMENT OF SOCIAL DEVELOPMENT

**MASUPATSELA YOUTH DEVELOPMENT
PROGRAMME**

***BASED ON THE CUBAN MODEL OF SOCIAL
WORK***

BUSINESS PLAN

22 OCTOBER 2008

1 Summary

Masupa-tsela Youth development programme is an initiative of the Department of Social Development (DSD), which will ultimately become government-wide programme that will recruit, train and absorb unemployed and out of school youth of South Africa who are between 18- 35 years to become pioneers. The pilot phase will strive at linking youth participating in the project in sustainable livelihoods. The Department, working together with Provinces and other partners, endeavour to train and absorb 9 360 young people between 2008 and 2011. At the end of each project cycle link youth will either placed in permanent work or further education or self employment opportunities.

This programme is designed in the short to medium term to respond to the high shortage of social services professionals and in the long term to become a government-wide programme focusing at mobilising adolescent to teenagers as pioneers.

The general thrust of the programme is to first, intervene to the situation of young people through skills development and improve their situation by linking them to sustainable opportunities, and secondly promote activism, patriotism and social cohesion amongst the youth.

The pilot phase will be implemented in collaboration with the Cuban Ministry of Labour and Social Security as part of the signed agreement of cooperation between the Ministries of the two governments.

2. Background

2.1 History of SA/Cuba Collaboration

The republic of South Africa and Republic of Cuba's relations at a leadership and political level dates back to long before democratic governance in South Africa.

The relations were finalized in 1994 and the first Ambassador of Cuba in South Africa took place in 1995. Cuba paid a State visit to South Africa in 1998. The reciprocal visit by SA happened on 26 to 29 March 2001. A Joint Bilateral Commission (JBC) agreement was concluded in 2001. The agreement was supported by 18 Agreements, complemented by 5 provincial twinning arrangements and 1 political party agreement. In addition, there was much multilateral collaboration with Cuba being current chair of the Non-Aligned Movement. Cuba also has 25 000 doctors in 68 countries, including South Africa.

The Director-General of the DSD participated in 2005 JBC. Deputy Minister represented Minister at the 2nd Congress of Social Security in Cuba (18 – 25 March 2006). Now, recently the Minister of DSD with the support of 2 MECs visited Cuba from 1 to 6 September 2007 to conclude the Cooperation Agreement in the Fields of Social Development and Welfare, which contemplates collaboration in the following areas;

- Comprehensive Social Security;
- Improving services to vulnerable groups including children, older persons, youth, people with disabilities and women;
- Facilitating for community development and poverty alleviation in order to achieve sustainable livelihoods;
- Training of social services professionals in various related fields; and
- Community and household profiling.

This Agreement is supported by a draft implementation plan which proposes;

- Exchange of technical expertise on policy development;
- Study tours, training seminars and comparative studies in the field of social development; and

- Collaboration in the area of information, documentation and research on social services; and
- The training of 9 360 Masupa-tsela Youth Pioneer Programme.

The implementation to pilot the project was finalised during the 5th Session of the JBC to be hosted in Cape Town (6 – 9 November 2007).

2.2 Important Macro Environmental issues

Cuba has a unique political and development context which favours it with opportunities to facilitate focused development and social cohesion at all levels of society. The targeted Cuban Social Work programme is three pronged and offers participants with incentives to enter formal labour market, a career in social work and entrance to higher education. The Social workers address all developmental programmes and has rapidly filled a gap which before the “special period” was thought not to exist.

In the literacy campaign all sectors of society and professionals were utilised together with some **268,420 teachers**, reversing the **illiteracy rate from 42% to 0.2 %**, in an innovative manner for example in preparing the programme for **Bolivia**, along with a booklet, the **method used audiovisual technology, with 80,000 televisions and video recorders, powered by some 2,000 generators** for places not yet covered by the National electrical grid.

The **three prongs** offer participants with: incentives to enter formal labour market, a career in social work and entrance to higher education (for those that may have not previously qualified. “Cuba does not have the luxury of waiting to solve its economic problems. It is experiencing a difficult economic time, but the idea is to not leave young people behind and uneducated” according to one of the school’s founding faculty members, Lourdes de Urrutia, a professor at the University of Havana: “The idea (of emergentes) is to educate young people who can then go out and help other young people, “she says.

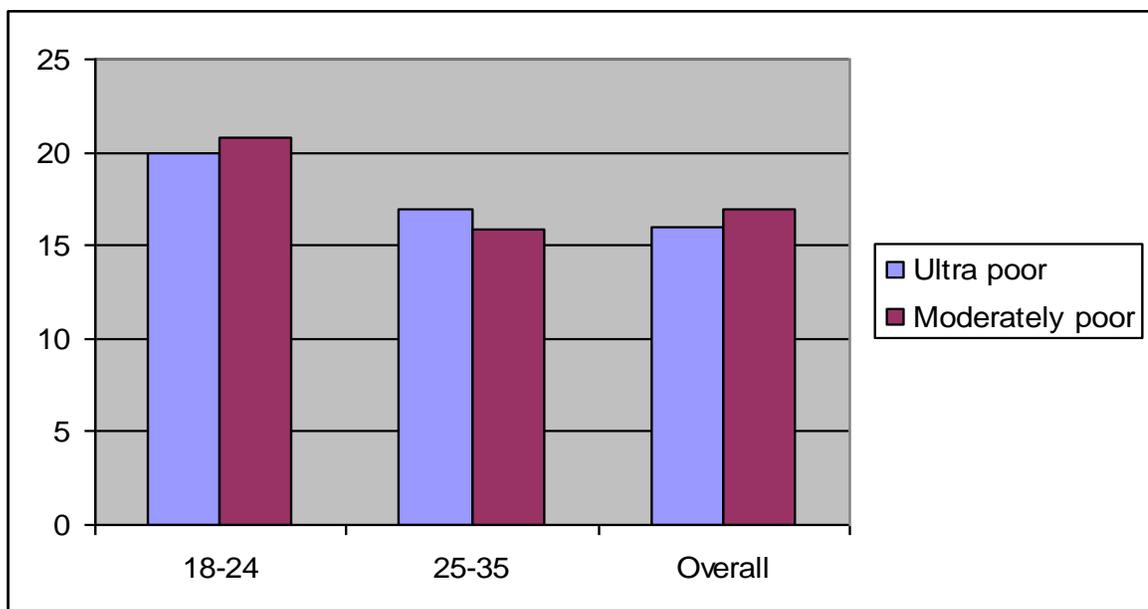
Castro believes that these social workers are part of an army who will be the great shield, supporter, brother and defender of the most needy and humble on the island.

Their role is not to care for those in need but to discover the people who need help and support. The **Psycho-social study reached 366 864 Cubans** living with various and multiple disabilities, through the utilisation of 10 897 family doctors, 3174 nurses, 8051 disability specialists, 102 Masters graduates, 81 Genetic engineers, 121 Masters students, and 11 200 professionals in various sectors.

3. Problem-statement

Strides have, and continue to be made in South Africa in terms of economic growth and development, yet poverty and unemployment still remain endemic generally and in particular amongst the youth between 18 and 35 years of age. Youth entering the labour market has increased from 6 million to 8.4 million, while the number of people who were employed only rose from 4.3 to 4.9 million. The number of unemployed young people is 3.5 million. One third of all youth (18 million) live in poverty, including 16 per cent as part of the ultra-poor, with the highest rates of poverty, and ultra-poverty, in younger ages of the youth category, amongst 18-24 year olds.

Figure 1. LEVELS OF POVERTY AMONG YOUTH



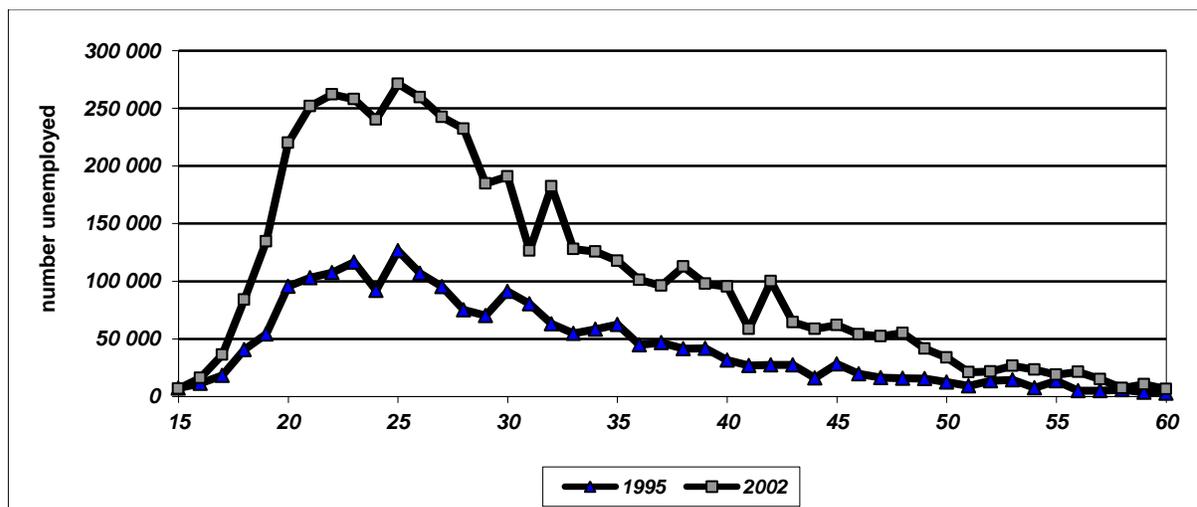
STATUS OF YOUTH REPORT 2005

The big issues for youth in terms of the economy and poverty are the following:

- Youth comprise the largest proportion of the unemployed;
- Young people with little education, women and rural youth are worse affected by unemployment than others;
- Social capital – family, networks of friends and acquaintances, clubs and associations – are often crucial to the economic participation of young people, especially to their entry into the labour market; and
- Insecure employment, and low levels of self-employment, characterise the work experience of many young people (*Status of the Youth Report, 2005*).

The lack of access to opportunities and assets, exacerbated by factors such as poor education, gender and geographic location, contributes towards keeping those who are at the lowest rung of the economic ladder trapped. There is visible and an increment in youth criminality and social ills in the age categories 12-16 years. Other contributory factors are low economic activity and a low spirit of entrepreneurship. Inequality is increasing among those who were squashed under the glass (*The Macro Social Report, 2006*).

Figure 2: Number of unemployed by age, 1995 & 2002



Status of the Youth Report, 2005

The result of the above situation is that it's hampering the ability of young people to live a fulfilling life, realize their potential and participate meaningfully in the social, political and economic mainstream activities of society.

3.1 DEPARTMENT OF SOCIAL DEVELOPMENT SITUATIONAL ANALYSIS

High shortage of Social Services Professional generally especially the chronic shortage of Social Workers at the moment South Africa has approximately 5 000 registered Social Workers, and the Universities are producing approximately 500 social workers per annum.

The mismatch between the overwhelming demand for services and the numbers of social workers, and consequently, high workload (incl. non statutory work) leads to low-staff morale, backlogs and delays in service delivery. To top it all, for the implementation of the Children's Bill there is a need for a production of at least 3,671 social workers and 6,723 Auxiliary Social Workers. These delays may lead to service delivery unrest and frustrations.

There are currently 5 054 registered ECD sites receiving a state subsidy, another 1 774 are known to the Department but not receiving a subsidy, benefiting some 306 277 children. The level of development and actual conditions of development and actual conditions of learning of each of them are actually not known in their entirety to the department. According to the Profile of Social Security Beneficiaries in South Africa Survey conducted by Stellenbosch University under the guidance of DSD which selected 7 000 such households, the following were the outcomes:

- 81% of grant beneficiary households have children;
- 86% of surveyed beneficiaries use electricity as the main source lighting energy;
- 71% of individuals in beneficiary households do not receive any grants;
- 78% of CSG households do not have toilet facilities available in the dwelling, and 57% have no formal refuse removal;
- 80% of CSG recipients buy food or keep livestock;
- 97% of them did and do not benefit from food parcels;
- 25% of the Households missed a meal due to not having money in the month preceding the survey; and
- Only 28% of the CSG recipients/ care givers have completed matric and or tertiary education.

Since the survey it is important to note that, the DSD is not sure whether there was intervention undertaken in the 7 000 households as it was not part of the research brief to do so.

DSD is committed to eradicate poverty and reduce inequality, through poverty reduction and social cohesion. Currently 2 157 national and provincial scholarship have been awarded for social work and 3 000 are target for auxiliary social work. Through the EPWP ECD sector plan 19 800 practitioners are to be mobilised and skilled over 5 years. Through the DSD joint MTEC bid all ECD facilities to be audited and registered in the MTEF period. Through the National Youth Service Programme about 300 unemployed youth have been engaged to provide probation services and service more than 2000 children awaiting trial and link them to diversion programme.

Through the MTEC Bid Integrated “**Bana Pele**” programme includes children and mother poverty profiling and interventions. The target set for DSD is to have 13,912 ECD sites registered over the next three years.

3.2 PROJECT RATIONALE

Given the above situation DSD can do more to deal with the urgent and Apex priorities whilst also rapidly responding to 3 key priority areas by utilizing young people in the shorter term and providing a sustained response to the development of future socially conscious cadres. The following have been suggested as possible solutions: Establishment of Youth Directorates in Provinces; Masupa-tsela youth pioneer programme and the secondment of Cuban experts to advice on programme implementation and broader capacity building.

3.2.1 MASUPA-TSELA YOUTH PIONEER PROGRAMME

Pioneer organisation started in Sophiatown, then known as the Masupatsela (guides), which was initiated by Duma Nokwe and later organised by Kate Molale. They played an important role in engaging children and youth in various developmental activities including teaching them history of our country and prepared them for future leadership.

Hence, the proposed name is Masupa-tsela was chosen due to the role played as outlined above and below guiding principles:

- “*The youth at SOMAFSCO, which must develop into a prototype of the new school that we will construct in a liberated SA, must carry out their responsibilities in a manner befitting **the pioneer role** in which history has thrust them. The children at the Charlotte Maxeke Crèche **must be brought up to play their role as the new men and women that a free South Africa will need**” [own emphasis] OR Tambo, January Statement 1981.*

Fundamentally, the programme will seek to engender patriotic spirit which directs youth action towards solidarity, cohesion, and cadre development.

Through this programme there is hope to produce young women and men of great worth, who will understand that their purpose as one of mission and service, no matter their future station in life.

3.2.2 Project aims:

Masupa-tsela project aims to:

- Reduce poverty amongst the youth,
- Second economy intervention especially in terms of skills development and improving youth employability,
- Building a new cadre of public servants especially within Social Sector with new values of caring & compassion, and
- Promote social cohesion and nation building.

3.2.3 Project Pillars:

- **Development** – where the skills and capacities of young people can be employed on projects & activities which promote development;
- **Skills training** – increase possibility of accessing opportunities, gain new experiences & develop new skills which will benefit them later in life;
- **National unity** – where young women & men from all walks of life are given the opportunity to work together with a spirit of reconciliation & national unity;
- **Service** – where young people volunteer their services for the benefit of the broader community.
- **Obligations** - Young people enjoy all the rights as normal citizens of South Africa as contained in the Bill of Rights and the Constitution. dignity, equality and freedom. Concomitantly young people have the responsibility to promote and advance these rights as they relate to other young people in particular and fellow South Africans in general.

3.2.4 Project Objectives the programme:

- To recruit and train 9 360 unemployed youth by 2011;
- To place engaged youth to work, further education and self employment opportunities;
- To build a new cadre of pioneers in South Africa, and
- To be a government wide programme,

3.2.5 Project Target and Period

The project is targeting out of school youth with a minimum of Grade 12 or equivalent thereof, between the ages of 18 - 35 years and priority will be given to youth from disadvantaged communities. The project will target youth in general between the ages of 18 and 35 especially those:

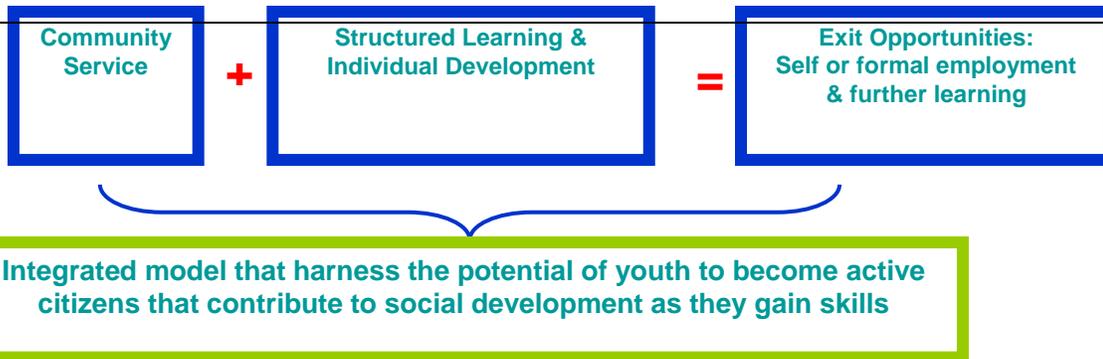
- Out of school youth,
- Unemployed graduates,
- Young women (50% participation),
- Rural youth, and
- Young people with disabilities (10% participation).

The period of implementation will be an 18 month pilot and development period, after review and further development sector wide implementation.

3.2.5 Areas of Service:

- The project will be delivered in all areas that are core mandate of the DSD, i.e. Community Development, Welfare Services, Early Childhood Development and Social Assistance.
- The pilot phase (2008/09 to 2010/2011) will prioritize:
 - Social Services Professionals especially Auxiliary Social Workers,
 - Community Development – Household Profiling of Child Support Grant (CSG) beneficiaries towards the development of Anti-Poverty Strategy, and
 - Early Childhood Development – audit, registration and pool of future ECD facilitators.

3.2.6 Project Model (Based on the NYS)



For young people to operate effectively in identified occupations, service activities are complemented by formal learning which covers:

- Life skills,
- Technical skills, and
- Patriotism

4. PROJECT METHODOLOGY

4.1 Recruitment and Selection:

Recruitment strategy will be developed to ensure maximum participation by young people. Such a strategy will base on conventional (advertisement on national newspapers, radios of different languages and television) and unconventional (extensive stakeholder engagement and mass mobilisation) methods.

All participants in the project will be given a stipend throughout their training and service duration.

4.2 Recruitment Plan

The guided by

4.2 Project Plans:

- Recruit and train 9 360 youth between 2008 – 2011,
- Annually 3 120 youth will be recruited,
- 1 428 (46%) youth offered bursary to study for the four year Social Work degree in 2008,
- 1 692 (54%) must be absorbed in work opportunities,

- 50% of the participants should be young women,
- 10% young people with disability,
- This will translate to about 11 young people per municipality (Nucleus Group in service coordinated and managed by an appointed 283 Team Leaders),

The youth will be recruited from local communities in respective provinces. Short lists will be compiled and interviews conducted at provincial level. All the appointed participants will then be oriented before contracts are signed with each. The youth that has been identified to be registered with a university to study a Social Work degree will start their studies in the institutions.

Training will resume for the youth that has been identified to be trained as Auxiliary Social Workers by the appointed Service Provider(s). The Project Coordinator in consultation with the training provider(s) and the provincial department will draw up a schedule of engagement of participants that will detail when the participants will be in training and rendering service.

The Project Coordinator will work directly with Provincial Office of the department. The Provincial Office in turn will liaison with the district offices. 1 428 youth from disadvantaged backgrounds will be recruited and offered a bursary to study for the four year Social Work degree in 2009. 3 120 youth countrywide will be trained as Auxiliary Social Workers per annum. This will translate to about 347 youth per Province annually.

4.3 Project Outcomes

- 9 360 qualified Social Aux Workers and either placed in work, FET & self employment opportunities,
- Increased education & awareness amongst the youth about Social Work & opportunities,
- Reduction of community vulnerability, and
- Improved delivery of services.

5. Monitoring & Evaluation Plan

5.1 National Project Coordinator

The Project Manager based in the National Office, will have the mandate and contractual obligation to coordinate, implement, manage and report to the department. In addition, the Project Manager will have a responsibility to supervise daily activities of the youth in service areas. The Project Manager will compile quarterly report on the project and submit it to the Department of Social Development.

The national Project coordinator will also do field visit in areas of service and during training. The Coordinator will interview some participants and consolidate a field visit report as part of the Monitoring and Evaluation. The National Coordinator will analyse reports and consolidate a national report with clear recommendations to the Directorate Youth quarterly. The reports will be shared with relevant Directorates and other stakeholders.

In addition, the national Coordinator will institute an annual evaluation of the project using an independent evaluating agency. This evaluation process will survey all the project elements including the performance of the service providers.

5.2 Provincial Project Managers

The Provincial Coordinators will be responsible to conduct recruitment, do field visits, interview some participants and interact with district official as part of the Monitoring and Evaluation. The Provincial Coordinators will use the district official and Project Manager's reports and the field visit report to consolidate a Provincial Report that will be submitted to the Project Coordinator in the national office.

5.3 Team leaders

Team leaders will be selected from 283 municipalities and will be responsible for about 11 young people in a municipality. The team leader will be responsible for supervising participants and writing quarterly reports to the Provincial Project Manager.

6. Institutional Mechanism

6.1 National Steering Committee:

A national steering committee shall be set to get the Project Plans and securing buy-in from stakeholders. The Steering Committee shall be comprised of:

- DSD Youth Directorate,
- Provincial representatives,
- Youth representatives,
- Cuban Experts,
- SAQA, and
- 1 X Representatives from Social Security, Social Welfare and Community Development.

The project will be located within the office of the Youth Directorate of the Department of Social Development. The Project Coordinator in the Directorate will be at the Director level. The Project Coordinator will amongst others assume the functions of:

- Project planning and internal coordination,
- Sourcing Service Providers and facilitating the contracting processes,
- Coordinating the Steering Committee,
- Representing the DG in the Curriculum Task team,
- Liaison with Stakeholders from Cuba and Democratic Republic of Congo,
- Monitoring and Evaluation, and
- Report writing and presentation to the DG.

Also the project will be located within the Youth Development directorate in the Provincial Departments of Social Development. The Project Coordinator will be at the Deputy Director level. The Provincial Project Coordinator will amongst others be responsible for:

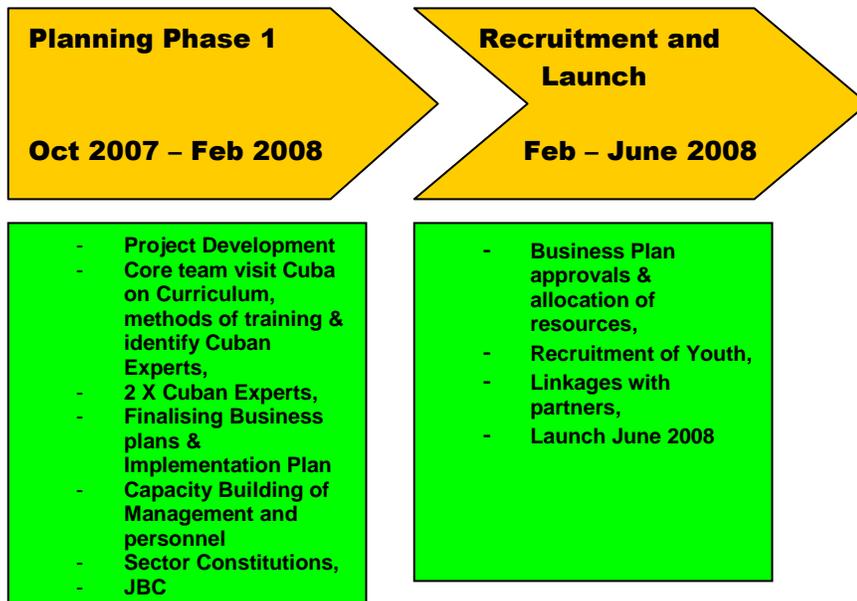
- Project Planning and Coordination,
- Liaison with the Service Provider Organization,
- Monitoring and Evaluation,
- Liaison with the national Project Coordinator, and
- Report writing and presentation to the Director.

7. Project Partners

Project Partners:

Organisation	Role
National DSD (PMO)	<p>Work with line functions within the Dept, government departments & CBO's to explore partnerships on the project,</p> <p>Develop guidelines to support the identification, design & implementation of the project,</p> <p>Manage the project, facilitate programme implementation, Provide financial & technical support, capacity building, contract management with service providers, link youth to exit opportunities for youth & M&E</p>
Ministry and MEC	Political champions and assisting in securing funds
Provincial DSD & Municipality	Implementing partners
HWSETA	Curriculum development, Skills Training and Funding
Historically Disadvantaged Universities	Provide technical training, assessment & graduation

8. IMPLEMENTATION PLAN



7.1 Phase - 1

The planning phases shall be between October 2007 to February 2007. During the planning phase the following activities will occur:

- Project Development – writing of the business plan, presenting it to Top Management, Heads of Department and MinMec for approval (October 2007),
- Recruitment of Cuban Experts, four people to travel to Cuban to recruit two Cuban Experts to assist in developing training programme & curriculum development (Nov – Dec 2007),
- Finalising of the business plan to secure funding (Oct – Nov 2007),
- Sector consultations and establishment of the steering committee (Oct 07),
- Capacity building of management Personnel (Feb 2008),

7.2 PHASE TWO

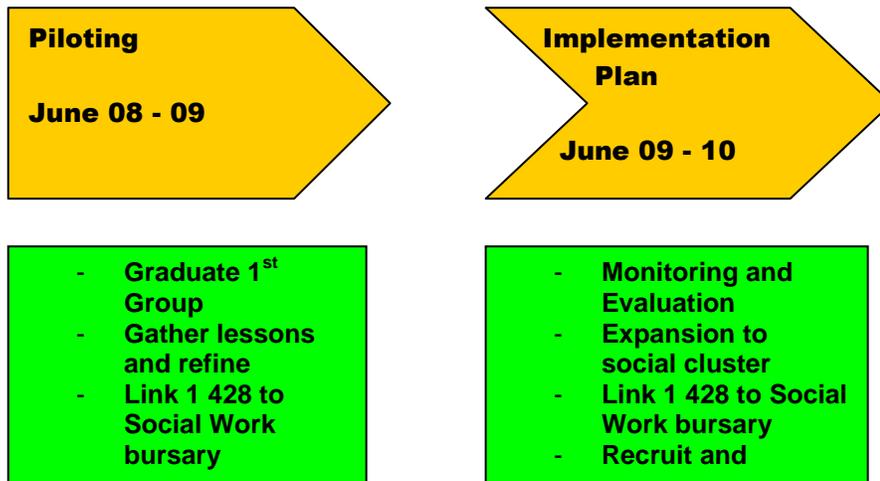


Fig. 5 Plan of Action: Phase 2

7.2.1 PILOTING

The second phase will commence with a build up programme towards the launch with the graduation ceremony of the 1st group. The next step would be to evaluate the 1st phase, gather lessons and refine where needs be. 1 428 young people from the 1st will be linked to the Social Work bursary.

7.2.2 IMPLEMENTATION PLAN

Monitoring and evaluation of the first phase will be done for a period of a month and then report back session to MINMEC and HSD will be organised. The programme will be expanded to the Social Cluster. Link the next 1 428 youth to Social Work bursaries. Recruit the next group of 3 120 youth to the programme. The second graduation ceremony to be held.

7.3 PHASE THREE

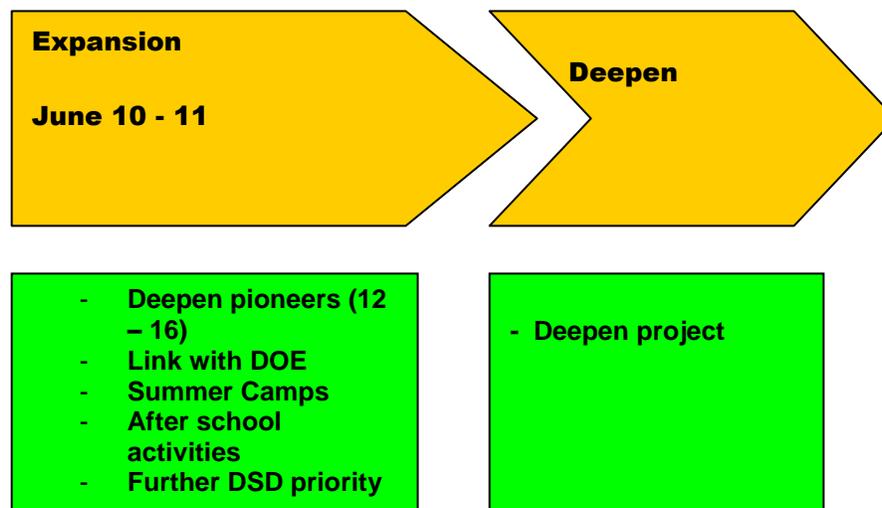


Fig. 6 Expansion and Deepening

The expansion and deepening period will be between June 2010 and 2011. The process of linking the Department of Education with the Programme will follow. The exhibition and recruitment of learners will be done through summer camps and after school camps. June 2011 to 2012 it will be the programme will be rolled out to other Social Cluster Department and it will be deepened.

9. RECOMMENDATIONS

It is recommended that the Minister and the MEC's approves the following:

- The proposed project framework, (Annexure A)

- Ministers and MEC become political champions of the project,
- The engagement of HWSETA to assist with aligning the training programme including curriculum development,
- That two Cuban technical experts come to South Africa for 12 months (1 year pilot phase),
- The engagement of Higher Education Institutions and other CS partners to provide technical support,
- The proposed budget of the whole programme (Annexure B) and
- The budget to Province be a conditional grant.