



COMMUNITY DEVELOPMENT WORKERS

“Improving Government’s capacity to fight poverty and foster development.”

DISCUSSION DOCUMENT

PAF, OCTOBER 2004

A Home for All

CONTEXT

- State of Nation Address
- National Coordination (DPSA/DPLG)
- PCC and MINMEC
- Handbook on CDW – National Framework
- Numerous Initiatives
 - Uneven, un-coordinated, confusion
 - Misalignment, different Cond't of service
 - Undermine efforts.
- ST – Manage new initiatives
- LT – Integrate and standardise
- **NEED TO RE-ORIENTATE GOVERNMENT**

RATIONALE FOR CDWs

- New Decade challenges: Poverty and unemployment
- Interface between government and community – improve participatory and contractual governance
- Information and communication – diseconomies
- Citizen awareness
- Gearing public with community resources
- Intergovernmental coordination
- Complimenting capacity gaps
- Targeting – pro poor interventions

What are CDWs

- Cadre of civil servants with specific and limited levels of training
- Deployed at the community level and are community based resource persons for government
- Accountable to Government (3 spheres)
- Facilitate community engagement and participation
- Supported by government and the public sector (don't replace it + not a parallel level)
- **Not a magic silver bullet.**

ROLE

- Provide active information to communities
- Collect information on needs, problems and opportunities
- Identifies resource persons and organisations that can add value to government programmes
- Facilitate implementation coordination of intergovernmental programmes
- Facilitate ongoing liaison with government (3 levels)
- Monitor and evaluate programme implementation
- Assists with HIV/AIDS programmes
- Assists in implementing the People's Contract

Attributes of CDWs

- Live in communities in which they work;
- Show respect towards the people, their norms and values
- Be disciplined and accountable;
- Willing to learn from communities and government;
- Acknowledge the accepted leaders;
- Deepen insight into people's needs and resources within the communities;
- Able to identify local community structures with which they will work;
- Promote the notion of partnership between themselves and local structures of government at community level; and
- Act in one or more of the following ways, exchange information, guide, provide expertise, enable, advocate and catalyse action.
- Should not create or exacerbate tensions and divisions.

Scope and Competencies

- **National, Provincial and Local Programmes**
- ***Communication and inter-personal skills:***
 - Ability to communicate effectively and in an understandable
- ***Cultural Sensitivity:***
 - Being able to respect the culture, values and customs
- ***Adult education skills:***
 - Being able to teach **experientially** using participatory techniques
- ***Programming and Development Skills:***
 - Basic ability to plan, monitor and evaluate programmes
- ***Personal Attributes:***
 - Self-motivation, flexibility and ability to work in a team
- ***Added advantages:***
 - Computer literacy, research skills, driver's license...

SELECTION

➤ Pre-selection Process

- Finalising a Provincial Framework for the CDW Programme after consultation with National Stakeholders;
- Communicating this framework with Local Government leaders and officials (Workshop);
- Communicating the framework with councillors, ward committees, community organisations and community leaders;
- Setting up the necessary institutional mechanisms to implement the programme.

Recruitment

- Recruitment of Provincial and Regional Managers – Provincial Policies;
- Advertising in on municipality bulletin boards. The advert will clarify the areas/wards, the requirements and the main functions for the learnership agreement;
- A Selection committee made up of Management Unit, provincial departmental representatives, SETA, and respective local government representative;
- The selection committee will recommend to the MEC for Local Government and Housing appropriate candidates in order of preference, who make the final decision;
- Learnership agreements will be concluded.

INSTITUTIONAL National

- Defining programmes and standards
- DPISA – Inception and incubation
- Commissioning research and evaluation.
- Liaison with treasury and other departments regarding funding.
- Promoting intersectoral collaboration.
- Formulating policy, creating an enabling legislation and developing of strategies for CDWs.
- Preparing model job descriptions, application procedures and performance standards.
- Developing unit standards, curricula and certification processes in terms of the South African Qualification Authority (SAQA) in collaboration with the appropriate Sector Education Training Authorities (SETAs).
- Setting up a rigorous reporting and monitoring system.
- Facilitating communication between the different spheres of government.
- Organising/sponsoring national conferences on development.

Institutional : Provincial

- Adapting national guidelines to specific target districts
- It has the **specific role of engaging with training institutions**
- Intermediate position between national and local spheres of government
- Coordination among provincial government departments.
- **Receiving and directing information to the relevant national and provincial departments, as well as local government.**
- Promoting intersectoral collaboration at district and local level.
- Establishing training capacity in concert with educational service providers.
- Commissioning training required for the Province.
- Building capacity among personnel to understand the value added by CDWs, and responding effectively to the issues raised by the CDWs in a sustainable manner.
- Providing publicity for the programme, and liaison with media.
- Allocation of funding to municipalities and monitoring disbursements.
- Performance monitoring.
- Adaptation of materials to cater for the provincial language and cultural differences.
- Providing logistics support to municipalities.
- Organising learning seminars for community based practitioners.
- Administration of procedures.

Institutional : Local Government

- Providing accommodation and institutional support to CDWs.
- Provision of information on the local government services to CDWs.
- Submission of CDWs' reports to the province, through the CDW regional manager.
- Supporting the Provincial monitoring and evaluation of the activities of CDWs.
- Providing mentorship to CDWs during learnership.
- Creating an enabling environment for CDWs.
- Ensuring that CDWs are affectively integrated into the work ethos of municipalities.
- Mobilising stakeholders at municipal and ward level to understand and support the role of CDWs.
- Repositioning local government to support, engage with and respond to the issues raised by the CDWs.

OTHER ROLE PLAYERS: DPSA

- Determination of broad, standardized recruitment and implementation;
- Facilitation of appointment of service providers framework for learnership;
- Mobilisation of funds and resources in association with DPLG;
- Ensuring review of CDW learnerships;
- Facilitation of support in terms of platform for CDWs;
- Coordination and appointment of service providers for CDWs;
- Coordination of CDWs during inception and incubation period;
- Monitoring the CDW and report to Cabinet, PCC and G&A Cluster;
- Staging of CDWs' national conference; and
- Coordinating the development of a national learnership framework on CDWs.

Other Role Players: DPLG

- Stakeholders' mobilization and management;
- Coordination of the development of a deployment framework;
- Profiling and advocating CDW intervention;
- Facilitation the development for a policy framework on CDWs;
- Monitoring the appointment of service providers for CDW learnership;
- Mobilization of funds and resources in association with DPSA;
- Providing guidance on learnership for CDWs;
- Rendering assistance in the development of communication materials and themes for CDWs;
- Ensuring quality control of learnership;
- Monitor and report to cabinet, PCC, and G&A Cluster on CDWs intervention;
- Coordination of CDW activities subsequent to inception phase;
- Coordination of annual conference on CDWs;
- Commissioning research, evaluation and surveys on CDWs

Other Role Players – Contd.

➤ **DOL**

- Providing national framework, quality control, and learnership contract for CDW learnership;

➤ **National Treasury (NT)**

- Mobilize funding for CDW; support to the CDW task team on financial aspects, and advice provinces accordingly; compiling report to budget committee on CDWs

➤ **South African Management and Development Institute (SAMDI)**

- Identification and appointment of service providers; technical support on CDW learnership; review of CDW learnership

➤ **Government Communication and Information System (GCIS)**

- Providing guidance on communication themes for CDWs;
- Profiling of CDWs;
- Developing communication frameworks for CDWs together with DPSA and DPLG; and
- Monitoring implementation framework for CDWs.

Other Role Players – Contd.

- **South African Local Government Association (SALGA)**
 - Participation in the selection of CDWs and service providers;
 - Facilitating the creation of an enabling environment for the deployment of CDWs;
 - Development of deployment framework for CDWs;
 - Facilitation of implementation of learnerships for CDWs;
 - Monitoring the delivery of CDW learnerships;
 - Mobilisation of municipalities on CDWs;
 - Mainstreaming CDWs in the work of municipalities.
- **Local Government and Water Seta**
 - Providing CDW mentors, development of CDW learnership and unit standards;
 - Providing funding for CDW learnership;
 - Monitoring and review of CDW learnership;
 - Compiling of report on CDW learnership;
 - Ensuring quality control on CDWs learnership;
 - Coordinating appointment of CDW service providers; and
 - Monitoring the work of Service Providers on CDW learnership.

**Premiers Office
CDW Programme**
POLICY LEADERSHIP
OVERALL PROVINCIAL ALLIGNMENT: PGD Strategy,
Ikapa Elihlumayo, etc.

**MEC Local Government Housing
Delegated Responsibility for Coordinating
CDW Programme**
OVERALL EXECUTIVE AND OPERATIONAL ACCOUNTABILITY
STRATEGIC POLICY DIRECTION
CONSIDERS REPORTS, PROGRESS, REFINEMENT

**CDW Provincial Forum
MEC Local Government – Chair
Metro and District Mayors
(CDW CO, Prov Coord, MMs,)**
ALLIGNMENT: PGD Strategy, MINMEC, PCC,
Departmental Strategy, PAF
SUPPORT: Capacity, Coordination,
Implementation
REPORTS: Assess progress, considers
respective reports and Sets Programmes
Objectives

**DISTRICT / METRO Committee
District / Metro Mayor Chair
Local Mayors, Speakers, Ward Councillors**
IMPLEMENTATION: Facilitate Implementation
ALLIGNMENT: Align implementation with Provincial Direction
REPORTS: Discuss Reports and Monitors Progress

**MUNICIPAL LEVEL
MAYCO**
IMPLEMENTATION: Provide support and infrastructure.
REPORTS: Programme Implementation
MONITOR: Response to issues raised by CDWs, & Province.

**WARD LEVEL
CHAIED BY WARD COUNCILLOR**
Ward Reports : Discuss and monitor implementation progress.
REPORT to appropriate municipal level and council meetings

Provincial Institutional Framework

- Premier (Accountability)
 - Political Leadership
 - Overall Alignment
 - Coordination
 - Cabinet Oversight
- MEC Local Government and Housing (DI)
 - Executive and operational functions
 - Vertical Alignment and coordination
 - Chair CDW Provcom

Provincial Framework ...

- CWD Provcom (Mayors and Speakers + Officers)
 - Execution and coordination
 - Alignment: National and Provincial
 - Monitoring and reform
 - Intergovernmental management
- DISCOM/METCOM – Regional coord, Support, Facilitate alignment, Monitoring
- MAYCO – Execution/ Logistical Support/ Municipal level monitoring

Provincial Framework ...

➤ WARD LEVEL

- CDW : Intergovernmental role
- Attend and provide Reports to the Ward Committee Meetings
- Accountable to Regional Manager
- Support the work of Ward Councilor where possible
- Ward Councilor: operate through the municipal governance process.
- Disputes – resolved through the intergovernmental process

**Inter-Departmental Forum : DG Chair
Heads of Provincial Departments
CDW Coord + CDW CO (Sec)
Provincial Heads – National Departments + MMs**

Implementation – Facilitation, Compliance and Due Diligence
Reports: Receiving, Progress with responses,
Information: Providing CDW CO information on department Programmes

**CDW PROGRAMME
Chief Officer
MEC's office**

Providing Strategic Direction
Overall Management, Implementation ,
systems and Municipality Capacity
Synthesise Reports and Trends – for
MEC & Premier, Info Management
PAF and Paf-Tech

**Provincial CDW Co-ordinator
Premier's Office**

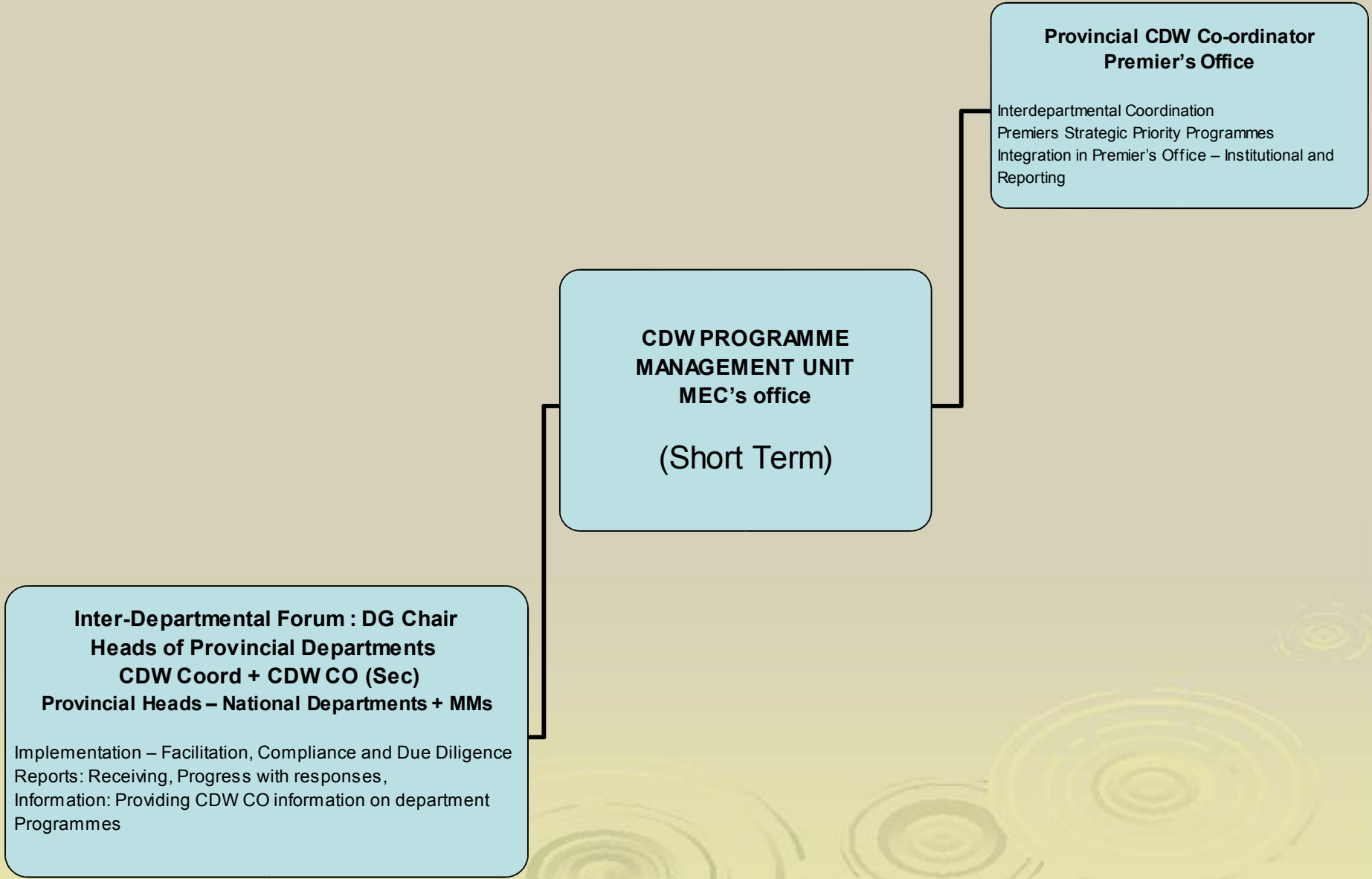
Interdepartmental Coordination
Premiers Strategic Priority Programmes
Integration in Premier's Office – Institutional and Reporting

**6x REGIONAL CDW MANAGERS
(District/ Metro Mayors Office)**

Regional Management and Implementation
Support and Co-ordination
Prepare Monthly Reports for CDW CO &
Municipalities
Manage CDWs Programmes

CDWs

Located Municipal Offices
Assigned two wards
Provides Reports : Regional Managers,
Ward Committees Meetings



**CDW PROGRAMME
MANAGEMENT UNIT**
MEC's office

(Short Term)

**Provincial CDW Co-ordinator
Premier's Office**

Interdepartmental Coordination
Premiers Strategic Priority Programmes
Integration in Premier's Office – Institutional and
Reporting

**Inter-Departmental Forum : DG Chair
Heads of Provincial Departments
CDW Coord + CDW CO (Sec)
Provincial Heads – National Departments + MMs**

Implementation – Facilitation, Compliance and Due Diligence
Reports: Receiving, Progress with responses,
Information: Providing CDW CO information on department
Programmes

Accountability

- CDW Provincial Coordinator
 - Report to Premier / COS
 - Transversal coordination
 - Integration with strategic programmes in the Premier's office
 - Coordinate with Premier's Strategic Priority Programmes
 - Regular reports to the Premier's Office
 - Link Person between the Premier's Office and the CDW programme

Accountability

➤ DG's Office

- Statutory Compliance
- Ensure compliance with provincial policies and procedures
- Due Diligence Assurance
- Chair CDW Provtech

➤ CDW PROVINCIAL TECHNICAL

- Technical committee
- Facilitate implementation
- HODs, Prov Coord, Prov Heads of National, D/M
MMs, CDW CO

CDW Accountability

➤ CDW MANAGEMENT UNIT

- Report to MEC
- Overall Management and Implementation
- Support, Capacity, Information management, MIS
- Manage Staff

➤ CDW Regional Managers (Dist. & Metro)

- Regional management
- Implementation and administration
- MI & Synthesize reports

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|----|-------------------------------|--------|
| 1. | Finalising Framework | Oct 04 |
| 2. | Provincial Cabinet Submission | Oct 04 |
| 3. | Local Government Workshop | Oct 04 |
| 4. | Management Unit Appointment | Oct 04 |
| 5. | CD – Contractor Appointment | Oct 04 |
| 6. | SETA Agreement | Nov 04 |
| 7. | Municipal MOU | Nov 04 |
| 8 | Recruitment / Agreements | N/D 04 |
| 9. | Orientation / Training | J/F 05 |
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Nkosi
Dankie
Thank You

