COMMUNITY DEVELOPMENT WORKERS

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

DISCUSSION DOCUMENT

PAF, OCTOBER 2004
STATE OF NATION ADDRESS

National Coordination (DPSA/DPLG)
PCC and MINMEC
Handbook on CDW – National Framework
Numerous Initiatives
  • Uneven, un-coordinated, confusion
  • Misalignment, different Condt 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…
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
- DPSA – 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,)

ALIGNMENT: 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
ALIGNMENT: 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
CHAIR 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 Councillor where possible
- Ward Councillor: 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

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

6x CDWs
Located Municipal Offices
Assigned two wards
Provides Reports: Regional Managers, Ward Committees Meetings

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

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
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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Nkosi
Dankie
Thank You