COMMUNITY DEVELOPMENT WORKERS

"Improving Government's capacity to fight poverty and foster development."

PROVINCIAL CDW WORKSHOP

Cape Town, October 2004

A Home for All

CONTEXT

- NATIONAL
  - State of Nation Address
  - National Coordination (DPSA/DPLG)
  - Handbook on CDW – National Framework
  - Successful learners – CDWs / programme refined over time
- PROVINCIAL
  - Numerous Initiatives
  - Uneven, un-coordinated, misalignment - different Condt of service
  - Undermine efforts.
- STRATEGY : PROVINCIAL UNIFORMITY
  - ST – Manage new initiatives
  - LT – Integrate and standardise
- NEED TO RE-ORIENTATE GOVERNMENT

RATIONALE FOR CDWs

- Assist in addressing the challenges of the new decade: Poverty and unemployment
- Provincial Level : Advancing the Provincial Strategy – Provincial Cabinet Targets, GDS Objectives, Ekapa.
- Local government delivery and development imperatives.

HOW

- Strengthening the interface between government and community – improve participatory and contractual governance
- Information and communication – (improved targeting)
- Gearing public with community resources
- Intra and Intergovernmental coordination
- Complimenting capacity gaps and targeting – pro poor interventions

Key Elements of Provincial Strategy

- Supporting the provincial strategy to address poverty and unemployment;
- Enhancing economic development while providing human security for the marginalised and vulnerable sections of the community;
- Strengthening community participation in the governance and the provincial economy;
- Increasing intergovernmental coordination to reduce the diseconomies in service delivery; and
- Supporting capital formation with specific reference to physical (including community infrastructure and environmental assets), social, and human capital.

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

- Developed Over Time – Through training and experience.
- Collect and provide active information to communities
- 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

Attributes of CDWs

- Live in communities in which they work;
- Show respect towards the people, their norms and values and promote cohesion (not exacerbate tensions)
- Be disciplined and accountable, and willing to learn from communities and government;
- Acknowledge the accepted leaders;
- Deepen insight into people's needs and resources , and able to identify local community resources; and
- Promote the notion of partnership between themselves and local structures of government at community level

Scope and Competencies

- ***Communication and inter-personal skills*:**
  - Ability to communicate effectively and in an understandable manner
- ***Cultural Sensitivity*:**
  - Respect the culture, values and customs
- ***Programming and Development Skills:***
  - Basic ability to plan, monitor and evaluate programmes
- ***Personal Attributes*:**
  - Self-motivation, flexibility and teamwork ability.
- ***Added advantages:***
  - Computer literacy, research skills, driver's license…

INSTITUTIONAL National

- Integrated National Programme, led by DPSA and DPLG.
- Defining national policy framework and programmes which include: conditions of service, programmes, standards, training, monetoring and evaluation..
- Facilitating communication between the different spheres of government.

Institutional : Provincial

- Leading the programme implementation – led by the Premier.
- Adapting national guidelines to suit Provincial conditions with **specific role of developing training programmes, seminars that are specific to provincial conditions.**
- Coordination among provincial government departments and spheres.
- **Receiving and directing information to the relevant national and provincial departments, as well as local government.**
- 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.
- Performance monitoring and publicity.
- Determining administration and procedures.

Institutional : Local Government

- Providing accommodation (where required) and institutional support to CDWs.
- Provision of information on the local government services to CDWs.
- Supporting the Provincial monitoring and evaluation of the activities of CDWs.
- Providing mentorship to CDWs during learnership.
- Creating an enabling environment for CDWs.
- 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

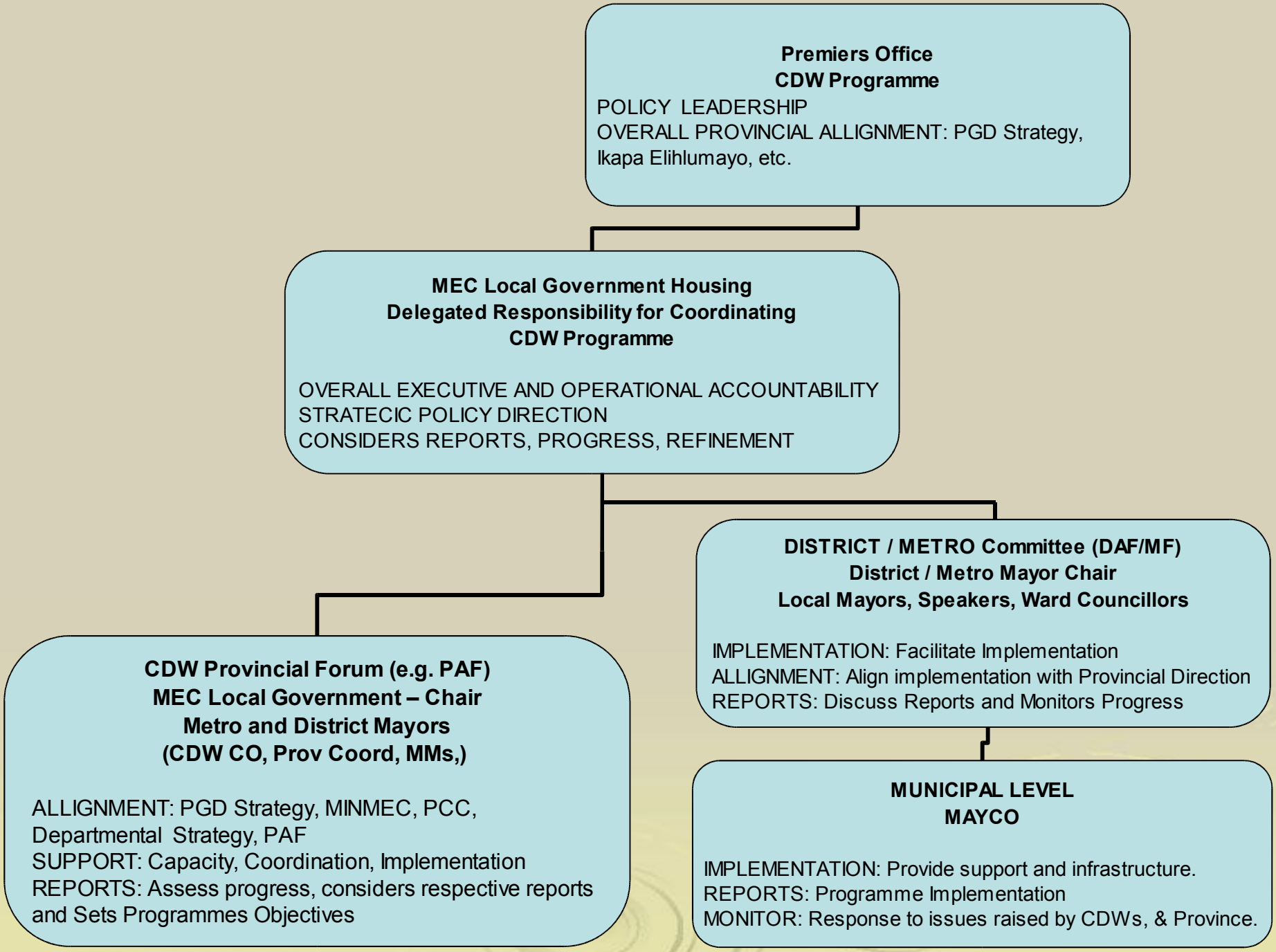
- **DPLG:** Supporting implementation, research, Development and M&E
- **DPSA:** Incubation, standardisation, public sector integration, research, etc
- **DOL :** Providing national framework for learnerships;
- **National Treasury (NT): Funding and sustainability.**
- **South African Management and 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, profiling of CDWs;
- **SALGA:**
  - Supportative and coordinating function
- **SETA**
  - Mentors, funding, support, M&E of learnership programmes

Current Status

- Draft Provincial framework based on the national framework.
- Extensive research, international practices, extensive discussion at Cabinet level.
- Engagement with SETA to train 200 learners beginning Jan/Feb next year.
- Successful learners will be absorbed into the public service – DPSA conditions.
- Appointing a technical team to develop curriculum
- Preparing for the institutional management of the programme.

Current Status Continued

- Need for communication across government and civil society – this workshop.
- Selection process CDWs
- Training and development – ongoing and refined over time.
- Monitoring, evaluation and programme reengineering.


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
STRATECIC POLICY DIRECTION
CONSIDERS REPORTS, PROGRESS, REFINEMENT
DISTRICT / METRO Committee (DAF/MF)
District / Metro Mayor Chair
Local Mayors, Speakers, Ward Councillors
IMPLEMENTATION: Facilitate Implementation
ALLIGNMENT: Align implementation with Provincial Direction
REPORTS: Discuss Reports and Monitors Progress
CDW Provincial Forum (e.g. PAF)
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
MUNICIPAL LEVEL
MAYCO
IMPLEMENTATION: Provide support and infrastructure.
REPORTS: Programme Implementation
MONITOR: Response to issues raised by CDWs, & Province.

PRE-SELECTION

- 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

- 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/screening committee made up of Management Unit, provincial departmental representatives, SETA, and respective local 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.

Provincial Institutional Framework

- Premier (Accountability)
  - Political Leadership, branding, coordination and alignment – across departments and service delivery institutions.
- Local Government and Housing
  - Executive and operational functions
  - Vertical Alignment and coordination
  - Chair CDW PAF or similar institution

(include speakers, E Mayors and managers.

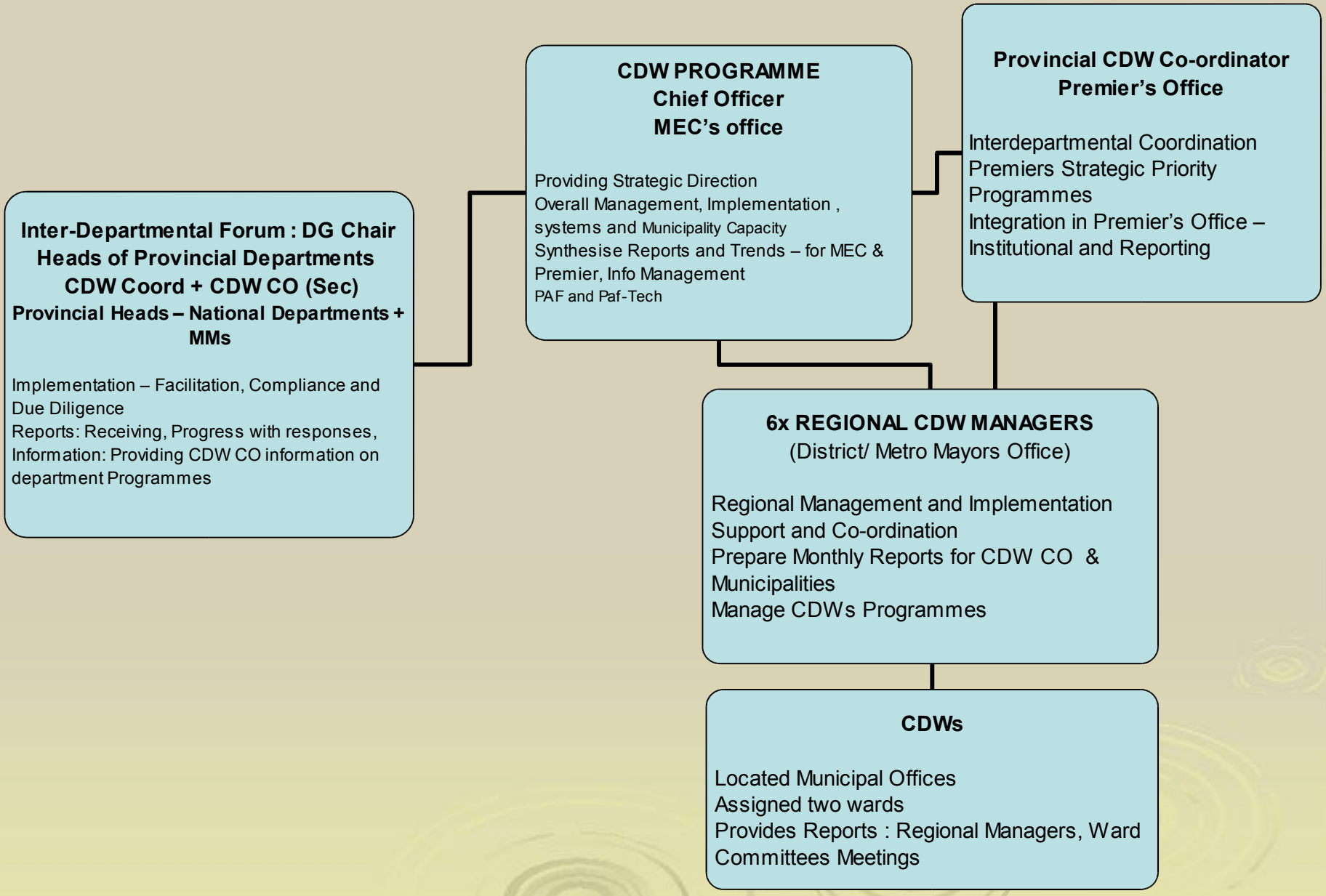
Local Government …

- MAYCO – Execution/ Logistical Support/ Municipal level monitoring (Institutionalisation)
- DAF/MF – Regional coord, Support, Facilitate alignment, Monitoring

Provincial Framework …

- WARD LEVEL
  - Accountable to Regional Manager / Province
  - CDW : Intergovernmental role
  - Support the work of Ward Councilor where possible
  - Ward Councilor: operate through the municipal governance process.
  - Disputes – resolved through the intergovernmental process

LONG TERM


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
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
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

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

Technical Management

- Report to Premier, Transversal coordination, and Integration with strategic and priority programmes in the Premier's office
- DG – responsible for compliance, due diligence and technical coordination.
- Management and implementation – department of local government (HOD), supported by 6 regional managers in the metro and districts.
- Municipal Level: MMs have a critical role in supporting implementation.

Key Milestones

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

TIMEFRAME FOR IMPLEMENTATION

Period Ending	October 30				November 27				December 31					January 29				February 26							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Finalising Prov F/W																									
Management Unit																									
Reference Team CD																									
TOR Cur Development																									
Municipal Consul Ass																									
Implement Manual																									
F Learnership Agree^{nt}																									
MOU Municipal																									
Recruitment DM																									
Training/Induction																									

KEY QUESTIONS

- How can we as social and institutional partners support this programme?
- How can we overcome the fears and concerns that we have with the CDW programme of the Province?
- What are the key issues that must be considered in the training?
- What would you consider as success factors in monitoring and evaluating the programme?
- Social Partners: How can this programme work and collaborate with the work of social institutions?

Nkosi

Dankie

Thank You