

## Western Cape: Department of Local Government

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### Community Development Workers Workshop 28 & 29 October 2004, Cape Town Civic Centre

#### Summary of workshop proceedings

The main purpose of the workshop was to facilitate the introduction of Community Development Workers (CDWs) in the Western Cape. The first day was directed at introducing the concept to senior municipal politicians and officials while eliciting the key concerns and issues around the concept of CDWs. On the first day of the workshop inputs from various people involved with CDWs were made with the aim of setting the scene for further discussions by workshop participants. On the second day of the workshop inputs from speakers on case studies of CDW programmes in Gauteng and Cuba were made. In addition, workshop participants participated in commissions to deal with the issues and concerns raised and continued to discuss the practicalities around the implementation of CDWs in the Western Cape.

The Head of Department:: Local Government, Ms Shanaaz Majiet, welcomed delegates to the workshop, the Premier of the Western Cape, Mr Ebrahim Rasool, did the opening of the workshop and the MEC for Local Government and Housing in the Western Cape, Mr Marius Fransman, addressed the workshop on the programmatic and process challenges facing the implementation of the CDW programme in the Western Cape.

#### Context for the introduction of the CDW programme:

In line with President's Mbeki's call for improved service delivery, the context within which the CDW programme is being implemented calls for a re-orientation or re-engineering of government to meet the needs of the people, particularly in respect of fighting poverty and unemployment. Since poverty presents itself in complex and integrated ways, the need for intra- and intergovernmental cooperation and communication and to consolidate programmes and projects at all levels become vital in efforts to meet development challenges. With the introduction of the CDW programme, Minister Fransman stated that "in essence we are seeking and building a means of bringing government services effectively to the people and deepening our democracy"; it is about bringing government to the people. President Mbeki referred to CDWs as the "eyes and ears of government's efforts to fight poverty and create work". MEC Fransman called on delegates to the workshop to creatively find ways to do more, to realign themselves with the intentions of the CDW programme, to render excellent and timely service to the people, to actively participate in creating a people-centred society.

#### Inputs were made by the following speakers:

Ricky Ngwenya, Local Government and Water SETA: Learnership programme for CDWs

Kam Chetty, Western Cape CDW Task Team member: Overview of progress and challenges in the Western Cape

Richard Levin, Director-General, Department of Public Service and Administration: The role of the Department of Public Service and Administration and National Guidelines

Renier Koegelenberg, Community Leadership Academy, EFSA Institute: Leadership and Partnership – The keys to sustainable community development  
 Xoliswa Sibeko, National Task Team on implementation and evaluation of programme  
 Emmanuel Mkgomo, Gauteng Department of Local Government: Case study on the Gauteng CDW programme; and input by Gauteng community development worker  
 Carlos Franco, Cuba: Case study on the CDW model in Cuba

### **Key issues discussed by workshop participants:**

Following inputs from key persons involved in the implementation of the CDW programme and similar international initiatives, workshop delegates participated in four commissions where the following topics were discussed.

- **Who will be a CDW?** – what personal qualities should a CDW have, what skills and abilities should a CDW have, what sort of experience should a CDW have had?

Participants proposed that suitable candidates for the CDW learnership programme should be passionate and committed to community work and development, they should be accountable, be able to resolve conflict, be able to work independently as well as in a team, be excellent communicators, have empathy, be flexible, have a voluntary spirit and be a “people’s person”.

- **Institutional issues** – what are the roll out requirements, what institutional structure is required for management at municipal sphere?

Participants expressed the need for monitoring and evaluation systems, a task team or forum to ensure proper co-ordination will all stakeholders, proper financial arrangements and the need to align efforts already operating (e.g. existing CDWs). Clear policy guidelines are also required. At provincial level service level agreements with municipalities are required. There is also a need to share and disseminate information; the provincial department can play a crucial facilitation role in this regard.

- **Role of CDWs** – what are the tasks of the CDW and how does the CDW relate to multi-purpose community centres, ward committees, community organisations, government structures and the municipality, existing CDWs?

Participants expressed the need for clarity around the nature of the relationship between CDWs and existing structures, e.g. ward committees and existing CDWs. They also expressed the need for forums and opportunities where social dialogue can be promoted among all stakeholders. CDWs should be able to make interventions on community level and CDWs have to facilitate access to government services and must possess the qualities to vigorously pursue services in the best interest of their community. In order to address community problems CDWs should develop a profile of the community to ascertain the needs of their community more specifically so that their efforts can be directed. A strict protocol, ensuring accountability, must be developed for CDWs.

- **Resourcing** – what other training and capacity building will be required above the SETA standards, what funding requirements are needed to sustain the programme, what are the resource implications for municipalities?

Participants suggested that all provincial and local government departments participate in the training of CDWs to inform them on the services and resources

offered and they should receive training in local dynamics and cultural diversity within different communities. It was proposed that municipalities assist the CDW programme by sharing workspace, infrastructure and transport. In terms of funding requirements participants expressed the need for the provincial departments as well as local municipalities to work together on this matter.

### **The implementation of the CDW programme in the Western Cape**

- **The role of CDWs:**

Although the role of CDWs will evolve over time through training and experience, some of the roles envisaged for CDWs include the collection and active provision of information to communities, identifying resource persons and organisations that can add value to government programmes, facilitating the implementation and coordination of intergovernmental programmes, facilitating ongoing liaison with government at all levels, monitoring and evaluating programme implementation and assisting with HIV/AIDS programmes.

- **Institutional structures and responsibilities:**

On provincial level the implementation of the CDW programme is led by the Premier. Responsibilities include adapting national guidelines to provincial conditions, especially in terms of training, coordinating the programme amongst different provincial departments and spheres, receiving and directing information to the relevant national and provincial departments and local government, building capacity amongst personnel to understand the value added by CDWs, and responding effectively to the issues raised by CDWs in a sustainable manner, monitoring performance and taking responsibility for publicity on the CDW programme and determining administration and procedures. The Department of Local Government and Housing will take responsibility for executive and operational functions, strategic policy direction, setting programme objectives, vertical alignment and coordination and will chair the CDW PAF (or similar institution). In addition, the Department will also closely be involved in monitoring and evaluation by assessing progress and refining the programme accordingly.

Local governments have a responsibility to provide accommodation (where required) and institutional support to CDWs, provide information on the local government services to CDWs, support the provincial monitoring and evaluation of the activities of CDWs, provide mentorship to CDWs during learnership, create an enabling environment for CDWs, mobilise stakeholders at municipal and ward level to understand and support the role of CDWs and to reposition local government to support, engage with and respond to the issues raised by CDWs. Mayors' offices have a critical role in the successful implementation of the CDW programme.

Along with national initiatives, all levels of government will be required to communicate the programme across government and civil society.

- **Recruitment and training:**

The CDW programme will be advertised on municipality bulletin boards and other appropriate channels. The advert will clarify the areas/wards, the requirements and the main functions for the learnership agreement. A selection or screening committee made up of the Management Unit, provincial departmental representatives, SETA, and respective local representatives (including social partners) will be established and this committee will recommend to the MEC for Local Government and Housing appropriate candidates. The MEC will make the final

decision. Learnership agreements will then be concluded with candidates. The CDW programme follows the learnership model in order to ensure the transfer of skills, knowledge and practical exposure that are required to attain a fully-fledged and qualified CDW and to inculcate a culture of professionalism and commitment to learners. National funding for the CDW learnership process is available from the Local Government and Water SETA and the NSF budget.

- **Deployment:**

With regard to the deployment strategy, Province will implement a ward-based and/or municipal-based approach with specific emphasis on poverty stricken nodes to cater for the unique challenges faced by the province.

- **Roll out and timeframes:**

The roll out of the CDW programme in the Western Cape is based on a number of milestones. These are:

- The framework and context in which CDWs will operate
- The management of the process
- Selecting the CDWs
- Training and skills enhancement of those selected (and developing the training curriculum)
- Placement of CDWs within communities

The reaching of these milestones is being managed in terms of the programme outlined in the following table.

1.	Finalising CDW Framework for the WC	Completed
2.	Provincial Cabinet Submission	Completed
3.	Workshop with Mayors and Municipal Managers	Completed
4.	Management Unit Appointment	On tender
5.	Curriculum D – Contractor Appointment	Agreements being finalised
6.	SETA Learnership Agreement with regard to training programme	5-27 Nov 04
7.	MOUs with Municipalities	5-27 Nov 04
8	Recruitment / Agreements with CDWs	9 Nov-31 Dec 04
9.	Orientation / Training of CDWs	15 Jan-26 Feb 05

As the table shows, by the latest in February next year, the programme should be in full swing with potential CDWs identified, training programmes agreed to and the training being underway.

### **General Conclusions of the Workshop**

In line with the call by the Premier and Minister Fransman, the workshop concluded on the following actions to be taken by municipalities and the province over the next 4 months:

- Municipalities will assist in recruiting CDWs who are passionate and committed to community work and development
- Municipalities will provide the required support, including office space and other resources, to CDWs
- Province will procure IT resources to facilitate the work of CDWs
- Province, with the support of municipalities, will ensure that the SETA training programme for CDWs will assist them in enhancing their skills and commitments
- Province will manage the programme and CDWs will be accountable to it
- The experience of other provinces and government departments will be drawn upon to ensure the effective implementation of the CDW programme

**Minister Fransman** closed the workshop by committing his department to actively contribute towards the implementation of the CDW programme in the Western Cape by i.a. providing funding for learnerships, putting in place a development unit to guide the process, additional fundraising to sustain the programme, etc. He requested municipalities to share responsibility in terms of spirit, approach/mind set and commitment the CDW process. The CDW programme will link up with Project Consolidate and best practices will be communicated to all municipalities. He concluded that the CDW programme is a programme of the mind, it is about the way in which we behave in our communities.