

COMMUNITY DEVELOPMENT WORKER POLICY

DEVELOPMENT PROCESS: A ROADMAP

The Department of Public Service and Administration (DPSA) and stakeholders have embarked on a process of developing a Community Development Worker (CDW) policy. The following provides answers to key questions you may have in relation to the CDW policy development process.

Why do we need a CDW policy?

The Community Development Worker Programme (CDWP) is an integral part of government's Access Strategy, designed for the purpose of accelerating service delivery by taking government services to communities. For this reason, it was adjudged that the CDWP did not necessarily require a policy as it was not a stand alone programme. Having been launched in November 2003 and collectively overseen by the DPSA and the Department of Provincial and Local Government (dplg), the CDWP has generated some useful operational lessons and has been fairly widely assessed and documented. Various operational guidelines, training modules and master plans have been published through the activities of the National Task Team (NTT). Despite the availability of these guidelines and literature, the need for a comprehensive policy has been identified because of inconsistencies in the interpretation of the various documents and their recommendations.

What will inform the policy development process?

As indicated, the CDWP has been the subject of several surveys and evaluations that have broadly sketched out the conceptual and operational issues that confront the programme. Many of these reports exist as stand-alone perspectives of the programme and no consolidated, multi-faceted perspective of the programme currently exists.

Hence, the policy development process will start off by setting out the key parameters of a policy framework for the CDWP. The mechanism to achieve this is a single policy discussion document on CDWs that consolidates information contained in the various assessment and evaluation reports undertaken to date. The policy discussion document should constitute the basis for a future

CDW policy and will not only overview key issues and discourses related to CDWs, it will refine these topics and set out the optimum policy provisions that will build on past successes and resolve weaknesses and contradictions.

Are there any specific areas that the CDW policy development process will focus on?

The policy development process will focus upon the following areas:

- *CDWP Objectives and Purposes*: review and apply good governance framework to clarify priorities
- *Definition and Role of a CDW*: where is a CDW located in the interface between government and civil society and how this impacts on their status as a civil servant? The role of CDWs will clarify why CDWs have special status as public servants and the implications for the line departments they work with (public servants of a special kind)
- *Financial and Institutional Responsibility*: who ideally should be responsible for the salaries, benefits, training and development of CDWs
- *Coordination and Integration*: what broad model best reconciles the need for national coordination and oversight with provincial supervision and local deployment. Structural arrangements (organograms) for CDW deployment and management to be clarified.
- *Planning, Management and Reporting*: which spheres of government should be involved and how should past systems be refined / strengthened.
- *Governance and Accountability*: key issues exist both in terms of administrative / bureaucratic employee – employer accountability and relations with civil society.
- *Expectations Clarification*: for various stakeholders including particular government line departments, different spheres of government and community partners
- *Recruitment Requirements and Induction Procedures*: what administrative, developmental and political objectives are served and are these reconcilable / mutually reinforcing
- *Entry Competencies and Grading*: what defines these and how should they be applied
- *Training, Development and Career-pathing*: clarification of the public service vision that informs and underpins the programme ('Minimum' requirements to qualify for each post')
Prototype job descriptions to be described

- *Conditions of Service*: service and remuneration principles to be clarified / modeled – this will describe the pertinent issues and will not venture into the fine detail required by civil service employment policies and labour legislation
- *Norms and standards*: minimum performance measures and “tools of the trade” for CDWs in order for them to efficiently fulfill their responsibilities

Where are we now in the policy development process?

Currently, a draft policy discussion document is available. This document is informed by an extensive literature review covering all prior reports and resource documents that have focused on the CDWP. This draft policy document was presented and discussed at the June 11-12 meeting of the CDW National Task Team (NTT). Once NTT inputs to this draft have been finalized, the policy document will be posted on the DPSA website for inputs from other stakeholders.

What are the next steps?

Once inputs from the NTT have been included in the draft policy document, the policy discussion document will go through further consultation processes which will include:

- Core Stakeholder Consultation: This group will include experts who have engaged with or researched CDWs to date; relevant national and provincial government staff, inter-ministerial committees and premiers committees.
- Civil Society Stakeholder Consultation: This group will comprise civil society representatives and network-based NGOs and CBOs who have engaged with the CDWP.

In both instances the focus will be on emerging policy lessons. Core stakeholder inputs and civil society stakeholder inputs will be compared and collectively analysed with a view to refining draft policy positions. Both sets of inputs will be compared with the draft literature report and the policy insights that emerge therein. From this process, a fresh set of semi-finalised policy points will be drafted in the form of a *Draft CDW Policy Discussion Document* for the CDWP.

A panel of experts comprising representatives of the core stakeholder groups, the civil society stakeholder group and the dplg / GTZ project steering committee will be convened to discuss and make final inputs on the *Draft CDW Policy Discussion Document*. Based on the inputs the draft

document will be adjusted and will be ready for final presentation to local and provincial stakeholders across all nine provinces.

What are our timeframes for the finalisation of the policy development process?

The timeframes for the process are outlined below:

	Deliverables	Months: 2009					Delivery Date			
		May	June	July	Aug	Sept	Oct	Nov	Dec	
1.	Literature Review Report									End May: draft framework of policy issues End Sept: final inputs into policy report
2.	Stakeholder Engagement Reports									End July
3.	Draft policy report									End Aug
4.	Panel of experts convened									End Sept
5.	Policy Recommendations Report (second draft)									End Sept
6.	Final CDW Policy Document									December

Who should you contact for more information about the policy development process?

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