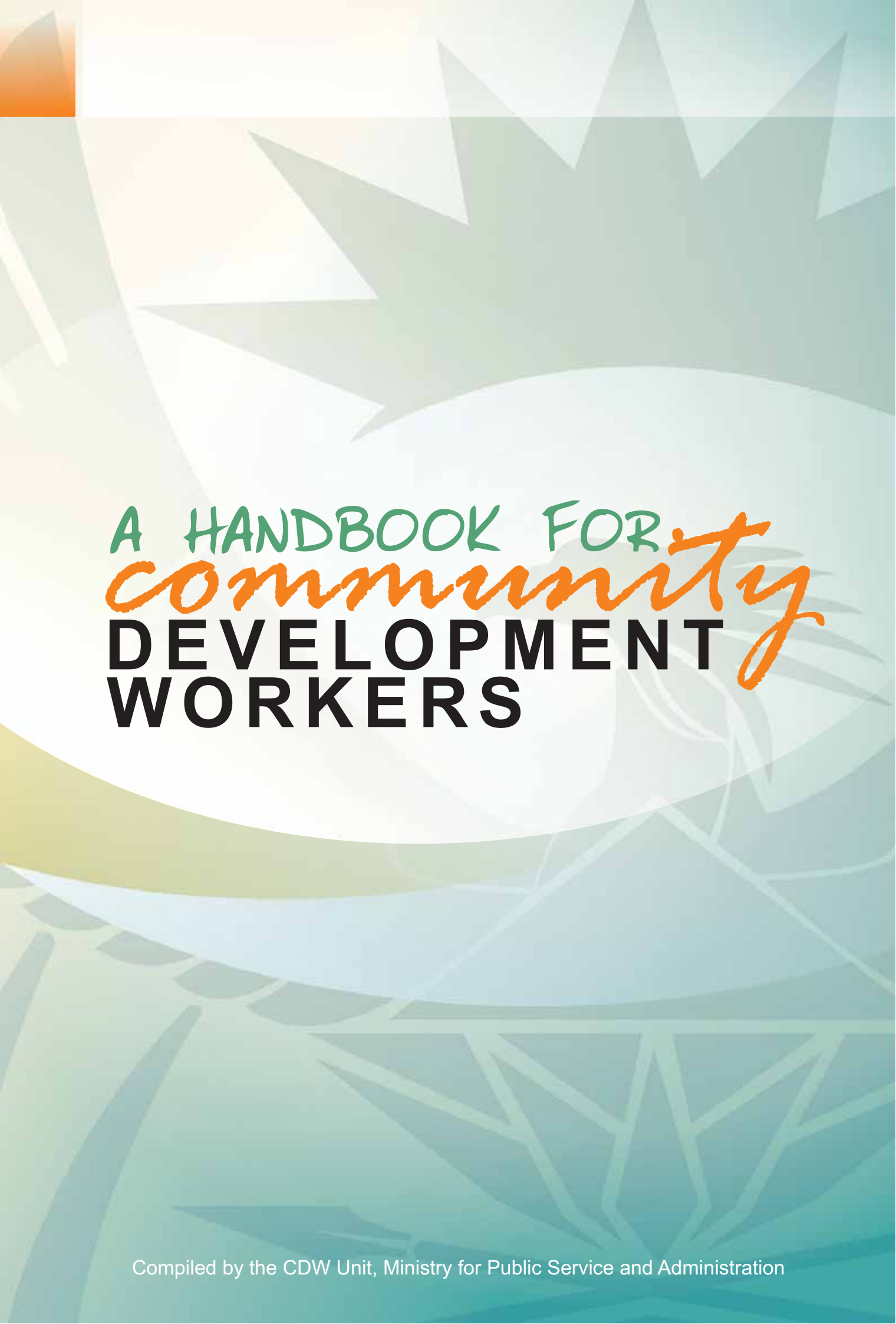




A HANDBOOK FOR *community* DEVELOPMENT WORKERS

Compiled by the CDW Unit, Ministry for Public Service and Administration



MINISTRY
PUBLIC SERVICE AND ADMINISTRATION

A Handbook For Community Development Workers

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Foreword

The publication of this Handbook for Community Development Workers registers an important step forward in South Africa's developmental agenda. Community development workers (CDWs) are a fundamental building block of the public service. Their commitment and hard work in the effort to create a better life for all is to be commended.

Since it began in 2003 this programme has accomplished a great deal. With dedication and enthusiasm, CDWs are working every day in poor and marginalised communities throughout South Africa. The programme is beginning to bridge the gap between the government and those in greatest need of the services provided by the state.

We are publishing this handbook as a comprehensive reference guide for CDWs. The book will also serve as a useful resource for others touched by the programme, including ward councillors, ward committees, students studying in the development field, social workers, community-based organisations and civil society organisations.

As South Africa's developmental agenda evolves in line with the country's broader social and economic imperatives, so does the CDW programme. Accordingly, the national task team coordinating the programme intends to update this handbook on an annual basis so that the cadres will be kept abreast of all programme developments.

We hope that this handbook will be a valuable guideline in community development work, and in creating a better life for all South Africans.

Geraldine J Fraser-Moleketi
Minister for Public Service and Administration

Acronyms

CBO	Community-based organisation
CDW	Community development worker
CDWP	Community development worker programme
DPLG	Department of Provincial and Local Government
DPSA	Department of Public Service and Administration
GCIS	Government Communication and Information System
LG SETA	Local Government SETA
NGO	Non-governmental organisation
NQF	National Qualifications Framework
RDP	Reconstruction and Development Programme
SALGA	South African Local Government Association
SAQA	South African Qualifications Authority
SAMDI	South African Management Development Institute
SETA	Sector Education and Training Authority

A Presidential Programme led by the Ministers for the Public Service and Administration and Provincial & Local Government in partnership with:

The Government Communication and Information System

The South African Management Development Institute

The South African Local Government Association

The Department of Labour

Provincial governments

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Section 1

THE COMMUNITY DEVELOPMENT WORKER PROGRAMME

INTRODUCTION

We welcome you to the community development worker programme (CDWP) and hope that you will find this handbook useful. As a community development worker you are in the special position of being able to help the people in your community gain access to the range of services provided by the government. You are also in the important position of giving feedback to government structures on your communities' needs and how these services are working.

The Handbook

This handbook will help you to improve your understanding of your roles and responsibilities as a CDW. It will tell you more about the CDW learnership programme: how long it will take, what will be expected of you and how the learnership is run.

The handbook is full of useful information on related topics that will build on your existing knowledge, such as convening meetings, writing reports and compiling a profile of the community you work in. It spells out various ways in which CDWs can work effectively and efficiently. This book should also be useful for people who may want to become CDWs as well as people in other government structures who are linked to the programme.

The Programme

The CDWP, which began in 2003, requires participants to work across

different levels of government to help people to access the services available to them.

To understand why the government decided to launch the CDWP, it is useful to understand the democratic government's approach to social welfare. The 1997 White Paper on Social Welfare summarised this approach as follows:

‘The goal of developmental social welfare is a humane, peaceful, just and caring society which will uphold welfare rights, facilitate the meeting of basic human needs, release people's creative energies, help them achieve their aspirations, build human capacity and self-reliance, and participate fully in all spheres of social, economic and political life.

South Africans will be afforded the opportunity to play an active role in promoting their own well-being and in contributing to the growth and development of our nation. The challenge facing the welfare system is to devise appropriate and integrated strategies to address the alienation and the economic and social marginalisation of vast sectors of the population who are living in poverty, are vulnerable, and have special needs. An intersectoral response is needed within government and between government and civil society to adequately address welfare needs. A further challenge is to address past disparities and fragmentation of the institutional framework in the delivery of welfare services.’

Six years later, in his 2003 State of the Nation address, President Thabo Mbeki presented the rationale for the CDWP, carrying forward the government's stated intention to address the economic and social marginalisation of the majority of South Africans:

*‘Government will create a public service echelon of **multi-skilled** community development workers who will maintain **direct contact***

with people where these masses live. We are determined to ensure that government goes to the people so that we sharply improve the quality of the outcomes of public expenditure intended to raise the standards of living of our people. It is wrong that government should oblige people to come to government even in circumstances in which people do not know what services the government offers and have no means for transport to reach government offices.'

The President also reminded us that it is a constitutional responsibility of government to ensure that citizens have **access to** and receive **quality services**, which include information, social security, sufficient food and water, health care, and an administration that is lawful and reasonable, with fair procedures.

We have highlighted some of the President's words to show how important it is for you to be multi-skilled, and to work in direct contact with communities to ensure that citizens have access to quality services.

As a CDW you are expected to know about services provided by various departments at different levels of government. It is essential that all levels of government cooperate to give citizens a complete package of services that will improve their conditions. Well-trained CDWs will help enrich the quality of government services for communities by identifying new programmes and creating linkages and coordination with other community stakeholders. For example, CDWs will help people access information and services to set up community-based projects such as small business development projects.

Reflecting on your learnership and the work that is expected of a CDW, explain in a few sentences how it cuts across a broad range of social improvements and requires you to have a range of skills.

The Thinking Behind The Programme

The concept of participatory governance is part of the government's overall strategy to improve the lives of all South Africans and informs its approach to community development.

The CDWP programme is based on the following objectives:

- To improve social equity and justice
- To enhance service delivery
- To deepen our democracy
- To contribute to citizen education.

COORDINATION

Programme Coordinators

The Ministry of Public Service and Administration and the Ministry of Provincial and Local Government are jointly responsible for coordinating and rolling out the CDWP.

In implementing this initiative, the two departments work closely with a range of stakeholders (including health workers, sports developers, NGOs and ward councillors) who are involved in service delivery and community development. These stakeholders are expected to support and create a favourable environment for the smooth implementation of the programme and the functioning of CDWs.

Each province has coordinators. They work with regional coordinators to give direction and to ensure that the programme runs smoothly at both provincial and local level, where CDWs do their work.

The provincial coordinators and national coordinators form the national CDW task team, which is responsible for strategic direction and coordination of the programme.

Why The Programme Was Established

Since 1994 the government has made great progress in transforming the state so that it responds to the needs of its citizens, but it still faces big challenges. These challenges include finding practical, effective and efficient ways of providing quality services, particularly in rural areas where the pace of transformation has been slow.

As a result of these challenges, the government's priorities include:

- Ensuring integration and consolidated functioning of government at all levels (national, provincial and local) and between departments
- Raising skills levels within local government
- Improving the dissemination of information to all sectors of society.

Coordinating Work Across Government Departments

A challenge in improving service delivery has been to achieve better coordination and integration across departments, agencies and different spheres of government. We know that we need to put “people first” but unless departments work together this will not happen. Improved coordination strengthens service delivery programmes to the benefit of all.

The grouping of government departments into clusters was designed to overcome this problem, and to date it has been successful. This high-level means of ensuring integrated activity in the national sphere needs to be mirrored at local government level to strengthen coordination and collaboration. If the cluster system is implemented effectively, local government and community relations will improve alongside service delivery.

The Intergovernmental Relations Framework Act

Integrated and coordinated government is crucial to improving service delivery. It prevents unnecessary duplication and promotes the sharing of scarce resources at national, provincial and local government levels.

The Intergovernmental Relations Framework Act lays a basis for the work of the CDWP. The aim of the act is to provide a means for all organs of state to coordinate the realisation of national priorities. These priorities include poverty alleviation, economic growth, building the capacity of the state to do its work effectively, enhanced service delivery and job creation. Through the act, the responsibility of service delivery and promoting of community development shouldered by municipalities becomes the responsibility of all organs of state. Local government implements programmes that meet the national priorities,

while national and provincial government monitor progress and assist with problem solving and institutional capacity development.

The idea is to ensure that planning undertaken by a municipality, for example, is aligned with the development plans and strategies of other affected municipalities and organs of state.

A range of institutional structures support this act, from the Presidential Coordinating Council, to the Local Government Budget Forum, to the izimbizo that take place at community level. (See page 17)

Strengthening Local Government Skills

The role of local government in development is important because it is the branch of government closest to the people. People find it easier to get to a local government office than to a provincial or national one, so it is important that local government officials have the skills to interact with people on the wide range of government programmes and projects that are available to improve their lives. Training is a key aspect in the transformation effort, but so too is the embedding of the traditional value system of ubuntu that places collective advancement above narrow individual interests.

The CDW As An Information Provider

As we work towards eradicating poverty, we need to ensure that poor people can access the vital information they need to help them deal with some of the challenges they face.

Information about government services, such as how to get grants or pensions, does not seem to reach ordinary people in the under-served and rural areas as quickly as it should. When the information is



provided, the language is often too difficult for people to understand. In addition, nearly 7 million South Africans are unable to read.

Communities have the right of equal access to information on all services and opportunities that are available and the information should be provided in a simple, accessible and understandable way.

Your role as a CDW is to give out information to the most disadvantaged and economically vulnerable so that they can rapidly access programmes designed for their benefit.

The cross-cutting nature of your work (working with government agencies, local structures, departments, provincial and national) means you become a channel for the poor and most vulnerable communities by processing and passing on the issues that are presented to you to the relevant institutions. To carry out this role successfully it is important that you receive periodic orientation on services that the government offers. It is the task of the national task team to ensure that this is provided.

Your role in the increasing levels of information is critical. By working at community level you are in a position to help improve people's access to local government so that the country's most vulnerable are able to communicate effectively with their elected representatives and government officials. Government has recognised that a more inclusive and interactive process of communication is needed at community level. Better communication through CDW intervention will deepen democracy and allow the people to influence government service delivery to meet their needs. Your interventions will, over time, empower communities to access and use government services more effectively.

This is the thinking that informed the Cabinet's decision to establish a cadre of multi-skilled community development workers: to focus on the widest range of issues confronting communities in general and the

poor in particular. As a CDW, you are an important channel for government to get information directly to the people and from the people. This makes you a key part of improving service delivery throughout South Africa.

WHAT IS A COMMUNITY DEVELOPMENT WORKER?

CDWs are participatory change agents who work in the communities where they live, and to whom they have to answer for their activities. They are required to help people in communities improve their own lives and change their circumstances. To do this CDWs are expected to help community members to understand how they can participate in the plans for development in their communities. CDWs are expected to facilitate community participation in policy making and implementation, and in service delivery.

CDWs give community members information and help to empower individuals and communities. One of the main roles of the CDW is to guide and support community members working in community-based projects such as small business development projects, projects that help people generate an income, or projects that develop local assets and resources.

The work of CDWs cuts across structures. CDWs have to work collaboratively with other development workers in helping community members to obtain information and services.

CDWs are employed by the state and are given functional support by a range of government institutions.

The work of the CDW is complex and varied, and CDWs have mentors who support them in their work. These mentors are known as

community development supervisors, and they in turn report to community development managers. The CDWs, supervisors and managers are all employed by provincial governments, with assistance from national and local government.

Tips For The Successful CDW

To be effective and successful in your work, you should:

- Live in the community in which you work
- Show respect towards the people – respect their norms and values
- Remember that you are dealing with people and not with “things”
- Be passionate about community development
- Acknowledge the accepted leaders
- Be open about your tasks
- Get to know the people and their circumstances
- Deepen their your insight into people's needs and resources
- Identify the local structures with which you will work
- Promote partnerships between yourselves and local structures, such as ward committees
- Exchange information, give guidance, provide expertise, enable people, advocate and bring about action
- Communicate effectively
- Have good interpersonal skills so that you can interact easily with people of all ages and from various cultural backgrounds
- Be sensitive to different cultures
- Plan, develop and manage operational programmes
- Be self-motivated and flexible
- Work well in a team

Living And Working In The Community

You will have noticed that we have said that CDWs are expected to live in the community in which they work. Why is this so?

The initial contact that you as a CDW make with your community is very important. Usually it is not so easy for an “outsider” to gain entrance to a community, because people need to get to know you before they will accept you. It is much easier if you are already a part of the community.

Key Responsibilities

From what you have read so far, you can see that the role of CDWs can be described in six key points. They are:

- To assist in the smooth delivery of services by identifying and removing obstacles
- To strengthen the social contract between government and communities
- To link communities with government services
- To pass on community concerns and problems to government structures
- To support and nurture the increased exchange of information
- To improve government-community networks.



We have looked at a number of different tasks that a CDW has to do. Look back at what we have discussed and think about the most important skills, qualities, attitudes and knowledge that a CDW should have. Write down your ideas below:

To summarise the overall responsibilities of the CDW, we quote James Yen, a pioneering community development worker. Yen dedicated his life to mass education and rural reconstruction, first in Asia and then worldwide. In 1920 he had this to say about what a community development worker needs to do:

*Go to the people
Live among the people
Learn from the people
Plan with the people
Work with the people
Start with what the people know
Build on what the people have
Teach by showing; learn by doing
Not a showcase but a pattern
Not odds and ends but a system
Not piecemeal but an integrated approach
Not to conform but to transform
Not relief but release.*

THE CDW AT WORK

Community development workers assist communities by bringing together all government departments that implement service delivery projects and programmes at a local level.

As a CDW, you form part of a special group of trained personnel whose employment straddles several levels of government structures. Your employment is governed by the Public Service Act (1994), and you are deployed to work at a municipal and community level.

At a national level the coordination of CDWs is done by the Ministry of Public Service and Administration and the Ministry of Provincial and Local Government, and the respective ministers act to champion the programme.

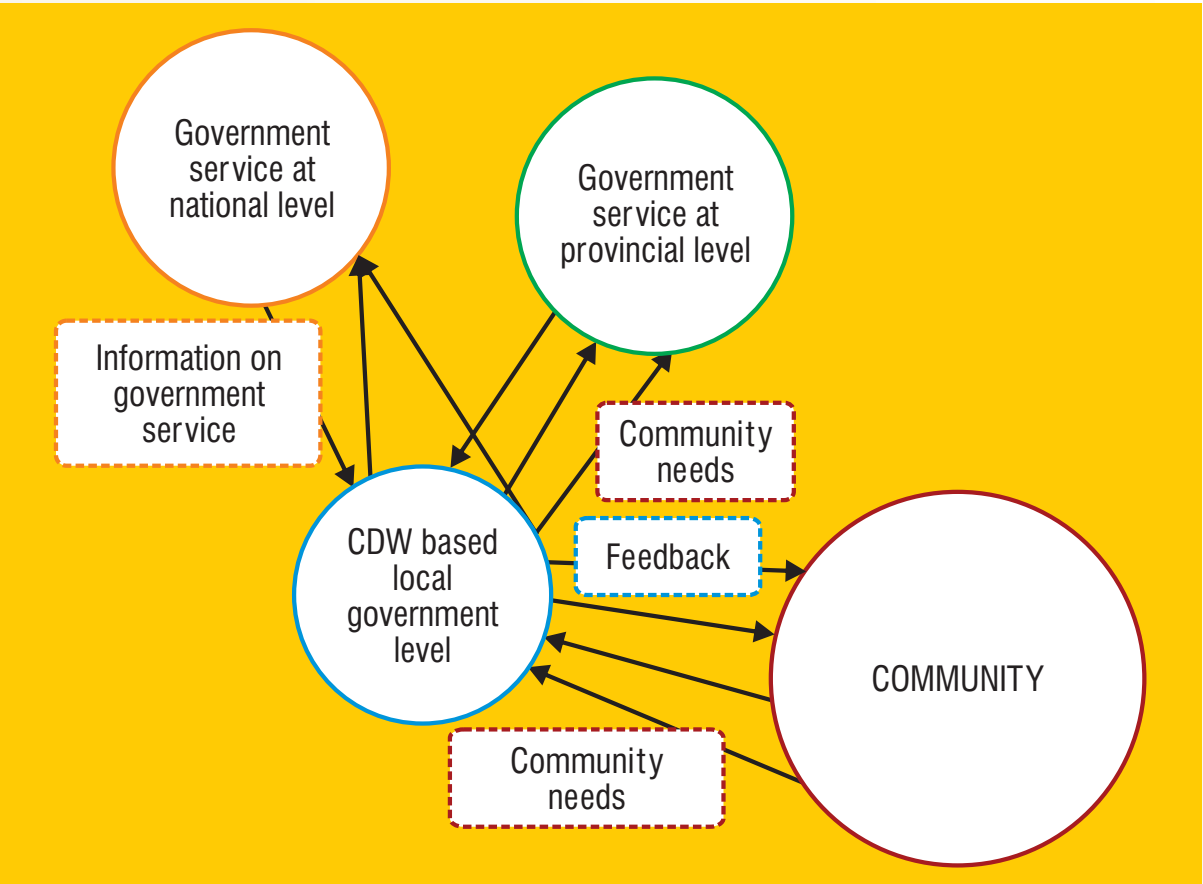
In all provinces the premiers have political oversight over the CDWP. With exception of Limpopo, premiers have delegated responsibility for coordinating and implementing the programme to the MECs for Local Government, Housing and/or Traditional Affairs.

Located in a municipal structure, you as a CDW are expected to work closely with all stakeholders (mayors, councillors, ward committees and officials) in local government. It is the intention of government to place at least one CDW in each economically vulnerable ward and municipality in the country. Municipalities are required to support and create a supportive environment for community development work. Mayors act as “political champions” of the programme at municipal level and they can delegate the speaker to give the CDWs administrative and logistical support.

This illustration on the following page shows how CDWs link with government and communities. Your communication networks should

link across all spheres of government, and you must be able to recognise and unblock bureaucratic bottlenecks at each level.

Your Relationship With Government And The Community



You will interact with communities in a variety of ways – from door-to-door visits to awareness campaigns, izimbizo, meetings and so on. In the course of your work you will learn about community concerns, initiatives and service delivery gaps. You will refer these cases to the appropriate government agencies, which should provide feedback and take appropriate action. Often, you will need to follow up to make sure that the community's concerns are properly addressed. There is a constant interaction between CDWs, communities and the government.

By now you will be aware of the complex role you play as a CDW. What skills and knowledge do you think you need? When you have written these down, tick off those elements that you already possess.

What skills a CDW should have	✓	What knowledge a CDW should have	✓

CDWs, Councillors And Ward Committees

Most of your work takes place within a ward. A ward is a division of a city or town designated for administrative or representative purposes – generally an electoral district. It is part of a municipality, and falls under municipal jurisdiction. A municipality is a designated area of a province given powers of governance and responsibilities of service delivery. Each municipality has a council where decisions are made, and where officials and staff carry out the work of the municipality.

Ward councillors, proportional representative councillors and a ward committee are local elected representatives. The proportional representative councillor is allocated by the municipal council to a

ward and provides support to the ward councillor on issues that relate to the ward or the ward committee.

Ward committee members, ward councillors and CDWs all work together. Their roles are complementary although their mandates and structures are different. Working collaboratively, their task is to be active development agents and to ensure government programmes aimed at improving the lives of people in the communities are implemented. The nature of their collective task means they have to communicate constantly with each other and with the community, so that government programmes can make the greatest possible impact.

Table 1 on the next page shows the different roles and responsibilities of CDWs, councillors and ward committees:

Councillors

Politically elected representatives who live in and service the wards

The ward councillor:

- Chairs the ward committee
- Convenes the constituency meeting to elect ward committee members
- Calls committee meetings
- Ensures a schedule of meetings is prepared, including ward committee and constituency meetings
- Works with the ward committee to draw up an annual plan of activities
- Handles queries and complaints
- Resolves disputes and refers unresolved disputes to the municipality
- Should be fully involved in all

Ward committees

Up to 10 community or sectoral representatives elected at a ward general meeting to represent sectoral interests. The committee is the centre of local development

A ward committee:

- Takes issues of local concern to the councillor, who in turn takes these to council
- Has a direct say in the planning, decision making and project implementation that has an impact on their ward
- Increases the participation of local residents in municipal decision making
- Is not politically aligned
- Should be involved in matters such as the integrated development planning process,

CDWs

Appointed public servants governed by the Public Service Act 1994

The CDW is expected to:

- Regularly communicate government and other information to communities in an accessible way
- Pass concerns and issues on to service providers
- Coordinate teams of volunteers in community projects
- Coordinate teams employed on public works programmes
- Help communities develop and submit proposals for inclusion in integrated development plans to municipalities, other spheres of government or donors
- Coordinate inter-departmental programmes and encourage integration

community activities. The proportional representative councillor: • Should attend ward committee meetings, constituency meetings and special meetings • Can assist with resolving disputes and making referrals • Can help with the implementation of projects Supports the ward councillor, but does not replace the ward councillor	municipal performance management, the annual budget, council projects and other key activities • Can identify and initiate projects to improve the lives of people in the ward • Can support the councillor in dispute resolution • Can monitor the performance of the municipality and take issues of concern to the local ward • Can help with community awareness campaigns on issues such as waste, water and sewage, payment of fees and charges Forwards names of prospective CDW candidates from their respective wards for learnership.	• Maintain communication with CBOs and workers • Promote the principles of Batho Pele and community participation • Inform communities about problems in the delivery of basic services • Help implement projects • Liase with and advocate on behalf of communities with parastatals, NGOs and private donors • Monitor, evaluate and report on the impact of developmental projects • Help communities deal with disease (such as TB, HIV and Aids) and intensify education and awareness of sexually transmitted diseases and other health matters • Help government achieve the People's Contract of a better life for all Act as a resourceful and dedicated public servant.
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Batho Pele

The Batho Pele initiative aims to enhance the quality and accessibility of government services by improving efficiency and accountability to the recipients of public goods and services.

Batho Pele requires that eight service delivery principles be implemented:

- Regularly consult with customers
- Set service standards
- Increase access to services
- Ensure higher levels of courtesy
- Provide more and better information about services
- Increase openness and transparency about services
- Remedy failures and mistakes
- Give the best possible value for money.

The full list of principles appears on page 80

RELATIONSHIP WITH OTHER COMMUNITY DEVELOPERS

We have referred several times to the importance of CDWs collaborating with other departments, civil society organisations, parastatals and government agencies, and also with other community developers such as health and sports community workers, NGOs and corporate responsibility project teams.

Think about and write down what different community-based workers are active in your own community. In the second column, say what their roles are:

Type of community-based worker	Roles

Other Community-based Workers

Department	Community-based worker
Health	Community care givers
	Community health workers
Social Development	Child and youth care workers
	Youth workers
	Community development practitioners
	Early childhood development practitioners
Sports and Recreation	Community sports workers
Agriculture	Community extension officers
Public Works	Community liaison officers
Housing	People’s housing project liaison officers

The community development practitioners' main responsibility is to facilitate the identification, planning and implementation of integrated and transformative social development programmes.



The community care givers will be involved in the provision of home- or community-based care to the various beneficiary communities in the various provinces where the social sector programmes are being implemented.

Home- or community-based care is defined as the provision of comprehensive services, including health and social services, by formal and informal caregivers in the home. The Community Health Worker Policy Framework was introduced in 2004 and provides for the introduction of a community health worker in every community of 250 households or more.

Youth work is a distinctive field of practice within the human services category and its purpose is to nurture lives, foster self-education, and enable young people to make positive contributions to society.

Community sports workers develop sporting activities by introducing new sports into primary schools and host sporting tournaments in communities.

To date, the coordinating departments have agreed that the CDW should act as a **generalist**. In other words, CDWs should coordinate community development efforts at local level without duplicating the work of **specialist** community workers. Specialist workers and a coordinating generalist CDW working together should serve the community by ensuring integrated, effective service delivery.

Community Development Forums

Local governments have established community development forums in accordance with the Municipal Systems Act (2000). As a CDW you should attend the monthly forum in your official capacity. Your task is to report to the forum on the work that you have been involved with as

you would to the ward committee meeting. The forums are particularly strategic meetings as they provide the opportunity for you to coordinate your work with community-based organisations, NGOs and other provincial and national departments that are involved in local communities.

Reports from these forums are taken up by the national CDW task team.

If there are no district and provincial level community development forums, they should be established. As a CDW, you should work to put a forum in place by approaching the ward councillor for more information on establishing the forum.

The National Task Team

Government established a national task team to guide the implementation of the CDWP. The Ministry of Public Service and Administration and the Ministry of Provincial and Local Government lead the task team. Other key participants include the Presidency, the Local Government SETA, the South African Management Development Institute, the South African Local Government Association, the Government Communication and Information System and provincial representatives. The team's major responsibilities are to ensure successful implementation and thorough coordination of the programme.

A Vision For Developmental Local Government

Local government's developmental role is spelled out in the Constitution. As part of providing democratic and accountable

government and ensuring the provision of services to communities, local government must also:

- Promote social and economic development
- Promote a safe and healthy environment
- Encourage the involvement of communities in matters of local government.

A New Approach

Developmental local government only came about with the beginning of democracy in 1994. This means a completely new way of doing things. Municipalities must begin to focus their energies on a clear set of developmental outcomes, including:

- The provision of household infrastructure and services
- The creation of liveable, integrated cities, and rural areas
- Local economic development
- Community empowerment and redistribution.

To achieve these outcomes, local government is constitutionally required to structure and manage its administration, planning and budgeting in a new way. This means adopting:

- Integrated development planning
- Performance measurement and management
- Structures and systems to enable the active involvement of citizens and communities in the affairs of municipalities.

Source: The DPLG Fact Book

The CDW And Developmental South Africa

All community workers have a duty to ensure that they work together for the benefit of the communities they serve. For this reason, the CDWP should be linked to existing programmes such as the national youth service programme, the free basic services programme, the

Municipal Infrastructure Grant, the Expanded Public Works Programme, the Urban Renewal and Development Programme, the Integrated Sustainable Rural Development Programme and the local economic development programmes.

Guiding Principles

The actions taken by CDWs should:

- Promote equitable, acceptable and affordable access for all
- Promote gender equality and be culturally sensitive
- Use cost-effective, appropriate technologies that create useful work opportunities, supporting a fair distribution of resources
- Encourage full, continuing and meaningful participation of individuals and groups through direct democracy and involvement
- Secure appropriate coordination between sectors, disciplines, agencies and departments
- Prioritise programmes that are identified by the beneficiaries themselves and which may lead to improvements in the lives of everyone, paying particular attention to the most vulnerable, disabled and disadvantaged
- Be consistent with Batho Pele principles in line with the spirit of the Constitution.

The Pledge Of The Community Development Worker:

I,

A South African community development worker,

Solemnly pledge myself

In the presence of all my fellow South Africans

Present here today

To serve all fellow South Africans as equals

In accordance with our constitution

Guided by my country's philosophy

Of Batho Pele

I shall, when called upon

Act as the

Conscience of the unconscious

Ear of the deaf

Mouth of the dumb

Eyes of the blind

Lead with the spirit of Ubuntu

Educate, develop and train

Any marginalised groups in my community

I will not allow colour, creed, gender and race to

Come between my service and my community

The learnership in my field of service

Commits me to act as a role model

That holds high human values of

Individual freedom, dignity and equality

At all times during the course of my service

To benefit all South Africans to

Speed up the process in

Growth, development and transformation.

Nkosi sikelel' iAfrika. God bless South Africa!!

The pledge was written for CDWs by Khabo Moseneke, who was involved in the initial training.

CDW EDUCATION AND TRAINING

As a CDW, you need to be capable of dealing with complex, real-life issues. The CDW deals with the concrete needs of the community, such as their access to services, as well as their need for dignity and empowerment.

The Learnership

The learnership is a period of training that usually lasts for one year. During this period the trainee CDW is expected to undergo community-based learning, gaining practical experience in the workplace, and is also expected to study development theory in a class setting.

As the CDW deals with real-life experiences, the learnership curriculum has been designed to enable the CDW trainee to get the necessary practice in the workplace, based in the community. Community-based experience enables you to learn to deal with the problems and issues facing your community in a realistic and competent way. Workplace training gives you an excellent opportunity to get this experience. This means the CDW trainer has to match the training with the needs of the community in which the learning is taking place.

The idea of workplace training is not new. Many other community development training programmes, such as those in India and the Philippines, follow a workplace training model.

The government has decided that the CDW learnership will focus on “learning by doing”. The Skills Development Act (1998) created a framework for learnerships, allowing on-the-job training to lead to a qualification. Learnerships give trainees the theoretical knowledge and supporting skills together with opportunities for the practical experience required to get a full qualification. By the end of the learnership the CDW should have certain practical competencies, such



as project management and financial skills. Funding for the training comes mainly from the National Skills Fund to which all employers contribute.

The CDWP pays special attention to the recognition of prior learning. Some CDWs already have experience in community work and are already competent in certain areas of the overall qualification. These learners may not have to complete the whole of the learnership, and can be declared competent as CDWs (after they have been assessed) if they can show they have the relevant knowledge and skills.

The learnership approach is designed to emphasise a professional approach by CDWs in all their work, and to encourage them to develop a commitment to lifelong learning. A further aim is to give them an opportunity for career-pathing

Once the CDW has completed the learnership and obtained the General Education and Training Certificate and the Further Education and Training Certificate, he or she can continue studying to obtain a university degree (undergraduate or post-graduate) in development practice or a similar discipline.

The training and job descriptions of CDWs are standardised across the country (apart from minor provincial variations), so that if a CDW moves to a new community, he or she can transfer the qualification and potential for employment to that community.

Recruitment And Selection Criteria For Learnerships

To begin to qualify for recruitment and selection, candidates should:

- Live in the community in which they wish to serve
- Be acceptable to and trusted by members of the community

- Show potential to be excellent communicators
- Be knowledgeable about the community
- Be known to be reliable and responsible, having voluntary or other community-based experience in that community
- Be respectful of the community
- Have the best interests of the people in that community at heart
- Be able to work effectively with the local political structure
- Have a minimum of NQF level 4 or grade 11 (standard nine) or equivalent to access the learnership. (Provinces are reviewing additional educational requirements.)

Prospective CDW candidates are selected after being interviewed by their ward committees. As the selection panellists, ward committees are required to identify equal numbers of men and women and are encouraged to include people with disabilities.

Basic Steps For Recruitment And Training

1. Apply in response to an advertisement for a CDW position
2. Interview and selection by the provincial coordinator and municipal officials.
1. Learnership training – with temporary employment to facilitate access to government resources and to comply with the Skills Development Act
2. Practical exposure to communities during training
3. Assessment to be considered for full-time position as a CDW
4. Absorption into the CDWP
5. Exposure to further training.

Educational Providers

CDWP educational providers are those higher education institutions and FET colleges contracted by the Local Government SETA

(LGSETA) to offer training and issue certificates to those registered for the CDW learnership. A list of educational providers will be generated by SALGA, the Public Service SETA, LG SETA and SAMDI. Provinces will select the final training provider and sign a contract with them. The lead provider will work with emerging providers. This will ensure that there is a spread of service providers across the provinces.

Remuneration And Conditions Of Service

Once the learnership has been registered, the learner CDW will receive a monthly allowance, as determined by the Minister for the Public Service and Administration. The National Skills Fund will provide the funds for the learnership. This is in line with the Guide on Remuneration and Conditions of Service of Employees/Persons Undergoing Learnerships in the Public Service.

The full-time employment of CDWs is governed by the Public Service Act 1998 and the Public Service Amendment Regulations, 2002 as well as the special conditions governing CDWs that will be determined by the Ministry for Public Service and Administration.

The guide on remuneration and conditions of service of persons undergoing learnerships in the public service forms part of the Public Service Act and applies to all persons in employment as interns or learners. The determination took effect from June 2006. An intern or learner is entitled to the same conditions of service as a casual employee referred to in regulation 1/VII/B.1(e) of the Public Service Regulations, 2001 (as amended). An intern or a learner shall be paid a monthly salary not less than the amount determined in accordance with the schedule provided in the determination. For more information about the guide go to <http://www.dpsa.gov.za/documents.asp>, page 50.

The Learner's Contract

There are three types of contracts that an employer may sign with the learner:

1. A learnership agreement is a legal contract signed by the hosting department, a learner (or parents or guardians if the learner is too young to sign a contract) and a training provider. It specifies what the programme is designed to achieve, and explains the parties' rights and responsibilities.
2. The learnership determination document is an agreement between the LG SETA and the learner. The SETA indicates the duration of the learnership (12 months) and commits to pay both tuition fees and a monthly stipend as determined by the relevant authority. The learner commits to finishing the programme. This document restricts learners from finding employment during the learnership.
3. Once the learner has successfully completed the learnership and is selected by the province for employment as a CDW, an employment contract is signed..

Further details will be available in the learnership framework being developed by the Department of Labour and the DPSA.

Support For Learners

CDWs are trainees during the initial learnership phase. Once qualified they become full-fledged CDWs provided they have achieved acceptable performance levels. Appointment is not automatic but is dependent on budgetary allocation to the CDWP in the province.

Professional training, support, mentoring and guidance for CDWs

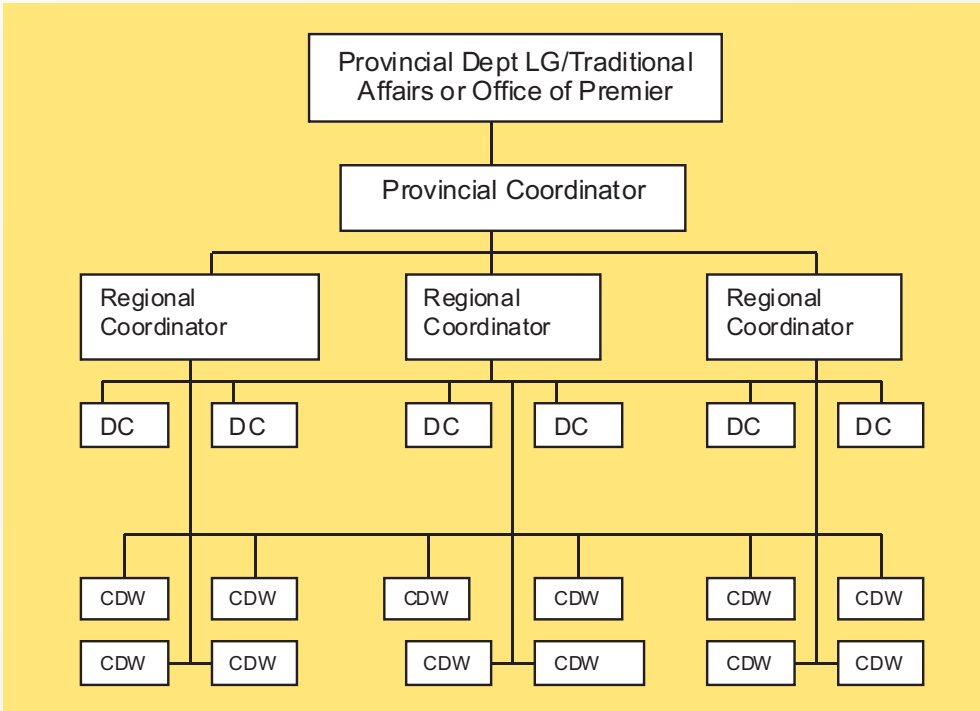
comes from the district coordinators, regional coordinators or provincial managers (also referred to as provincial coordinators).

In some provinces these mentors are employed by municipalities and report to municipal managers; in others they work for the provincial department of local government or the Office of the Premier and report to provincial coordinators.

A district coordinator is responsible for a municipal area and supervises all CDWs in that municipality. CDWs report to district coordinators, who in turn report to regional coordinators. Regions are generally made up of several municipalities. Regional coordinators report to provincial coordinators.

Municipalities provide CDWs with administrative and logistical support, by agreement with provinces.

The chart below illustrates the relationship between CDWs, coordinators and managers.



DC = District Coordinators

LOCATION AND DEPLOYMENT

To ensure the success of the CDWP a comprehensive support structure is essential. This includes adequate training, technical expertise and supervision, from national to local level.

National Government: Defining Programmes And Standards

National government has the major responsibility for guiding the CDWP, for funding and for development of a standardised approach. These responsibilities include:

- Commissioning research and evaluation
- Working with the National Treasury and other departments on funding
- Promoting collaboration
- Formulating policy, enabling legislation and developing strategies
- Preparing model job descriptions, application procedures and performance standards
- Developing unit standards, curricula and certification processes aligned with SAQA requirements in collaboration with the appropriate SETAs
- Setting up a thorough reporting and monitoring system
- Producing generic printed materials to support information and training
- Facilitating communication between the different spheres of government
- Organising or sponsoring national conferences on development.

Provincial Government: Communication, Monitoring And Support

The programme is coordinated by the Office of the Premier. The premier may delegate the responsibility for implementing the programme to a provincial department such as the Department of Local Government.

Provinces adapt national guidelines to suit the districts in which the programme is going to be implemented. They need to use a broad approach to meet different language and cultural needs. Provinces should work with training institutions to provide both facilities and community-based training for CDWs. The province's role in communication is particularly important because of its position between national and local spheres of government.

The primary responsibilities of provincial government in implementing the CDWP are:

- Liaison with the national and local government, and with other provinces
- Employing as many CDWs as needed
- Promoting intersectoral collaboration at district and local level
- Working with educational service providers to establish training capacity
- Commissioning training
- Building capacity among personnel
- Providing publicity for the programme
- Working with the media
- Allocating funding to municipalities and monitoring finances
- Monitoring performance
- Adapting materials to suit specific language and cultural needs
- Providing logistical support to municipalities
- Organising learning seminars for community-based practitioners
- Administration of procedures.

Local Government: Coordination, Training And Administration

At the municipal level, the programme is coordinated by the executive mayor. The mayor may delegate this responsibility to the speaker, who already has the necessary administrative structures needed for public participation in place.

Local councils are supposed to drive the CDWP as part of promoting participatory democracy and improving service delivery. This may include:

- Giving the CDWs administrative and logistical support
- Coordinating CDWs' service delivery reports to the council and ensuring follow up
- Monitoring and evaluating CDW activities
- Publicising the work of CDWs
- Ensuring that CDWs are effectively integrated into municipal work.

Although the CDW programme has many stakeholders, it is driven locally. Its success depends entirely on coordination within municipalities and on the kind of commitment municipalities give to this presidential priority.

Responsibilities Of National Departments And Agencies

Critical responsibilities at national level are outlined below.

The Department for Public Service and Administration:

- Establishes national recruitment standards, implementation and learnership frameworks; coordinates the programme in its initial stages; and monitors and reports to the Cabinet

- Facilitates appointment of educational service providers for learnerships
- Makes funds and resources available in association with the DPLG
- Coordinates and appoints service providers for CDWs
- Stages national CDW conferences in conjunction with DPLG.

The Department of Provincial and Local Government:

- Profiles and advocates intervention
- Mobilises funds and resources in association with the DPSA
- Assists in development of communication materials and themes
- Monitors and reports to the Cabinet
- Commissions research, evaluation and surveys.

The South African Management Development Institute:

- Participates in the identifying and appointing of service providers
- Gives technical support, ensures quality control and reviews the CDW learnership
- Participates in the national CDW task team
- Commissions research, evaluation and surveys on CDWs.

The Government Communication and Information System:

- Gives guidance on communication themes for CDWs
- Creates profiles of CDWs and draws up case studies
- Develops communication frameworks for CDWs with other departments
- Monitors the implementation framework for CDWs.

The South African Local Government Association:

- Mobilises resources to support the programme
- Facilitates the creation of an enabling environment for CDW deployment
- Develops a deployment framework for CDWs

- Monitors the delivery of the CDW learnership
- Compiles reports on CDWs.

The Local Government SETA:

- Registers and monitors the CDW learnership, and revises standards
- Provides mentors and coordinates appointment of service providers
- Monitors the work of learnership service providers.

COORDINATION AND REPORTING REQUIREMENTS

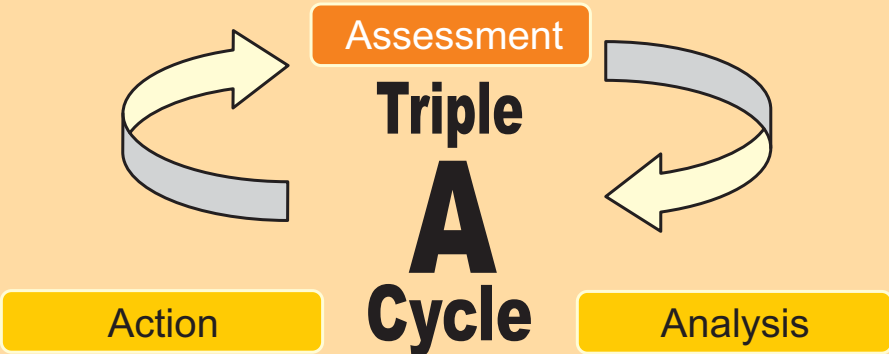
Coordination and monitoring of the CDWP is done primarily by provincial government. Monitoring and evaluation are complementary and crucial processes for assessing progress. The following points should be kept in mind:

- Monitoring focuses mainly on progress with input, process and output
- Good record keeping is essential for monitoring and makes evaluation easier and more meaningful
- Evaluation should be carried out both during and after the project
- Monitoring and evaluation should be kept as simple as possible.

To ensure that a sound monitoring and evaluation is carried out across the programme, all CDWs should:

- Submit weekly reports to the provincial coordinator through their community development managers and district coordinators
- Attend monthly and quarterly meetings where they share experiences, and decide on best practice and corrective action
- Cooperate with government-wide surveys that aim to determine the effectiveness of service delivery programmes.

At municipal level, supervisors compile reports on a monthly basis and submit them to the provincial coordinators. Provinces consolidate these reports and forward them to the MPSA. An independent team will evaluate the CDWP. Evaluation will focus on success in improving service delivery.



ANALYSIS, ASSESSMENT, ACTION

A guiding principle of community development work is the “Triple A” method. In their work with communities, CDWs are expected to analyse, assess and take action on the situation as required

FREQUENTLY ASKED QUESTIONS

What Is Your Job As A CDW?

Community development workers are public servants who act as foot soldiers for change and development within communities. Your job is to interact and consult with people to ensure that their basic needs are met and that sustainable solutions are found to improve their quality of life.

Why Is The Programme Necessary?

There is a gap between government programmes and services and the communities they are intended to benefit. The CDWP is designed to bridge this gap. Government wants to ensure that it improves the results of public expenditure to raise the standard of living of South Africans. To do this, it is necessary to bring government closer to the people. The CDWP is an important part of the government's developmental approach, which aims to eradicate the social, political and economic legacy of apartheid.

What Is The Difference Between A CDW And A Social Worker?

The difference lies in the types of training each receive. Social workers are trained as specialist social development agents helping people of all ages to cope with the problems caused by poverty, unemployment, illness and so on. CDWs are trained as local development generalists at the forefront of efforts to develop and transform communities.

Who Do You Report To? Who Are You Accountable To?

You report to mentors, known as community development supervisors, who are based in municipalities. Mentors are expected to guide you in your daily work and ensure that you have all the resources necessary to do your job successfully. You also report to provincial coordinators on a monthly basis. You are employed by and accountable to the Provincial Department of Local Government and Housing.

What Is The Difference Between Reporting And Accountability?

Reporting refers to writing about your work for a supervisor. Accountability is about meeting your contractual obligations.

How Do You Report?

You submit a written report to provincial coordinators through your district and regional coordinators each month.

Which Programme Provides The Most Effective Community Outreach?

Community development programmes need to work together. They are not in competition with each other. All programmes are working to ensure that government services reaches citizens, and all are equally important.

Should The CDWP Be Located In The Mayor's Or The Speaker's Office?

At the local government level, the office of the mayor has political oversight over the CDWP, but in most municipalities mayors have delegated the operations of the programme to the office of the speaker. Generally, the speaker's office is well-placed to guide the operational requirements of the programme.

What Kind Of Relationship Should You Have With Ward Councillors, Ward Committees And Community-based Workers?

These relationships should be professional and collaborative, reflecting a spirit of cooperation.

Do You Receive Higher Pay Than Other Community Workers?

You are remunerated at the same level as other community workers at entry level.

Do You Have The Necessary Skills And Knowledge?

You receive comprehensive training to give you multiple skills as a development worker, and training continues beyond the learnership. The nature of the work – being at the forefront of development and transformation – means that you will constantly be breaking new ground and gaining on-the-job experience. This is challenging and empowering, and it will increase your skills and expertise.

Do You Receive Allowances And Transport Subsidies?

Yes. You qualify for these as a public servant. The regulations that guide remunerations and benefits for public servants apply. (http://www.dpsa.gov.za/r_documents.asp)

Do You Qualify For Promotions And Pay Increases?

Yes. You qualify for promotion according to performance development procedures applicable to all public servants. You can also apply for more senior positions in the public service.

Do You Get A Uniform?

Provision of uniforms depends on the province and the availability of funds.

What Benefits Are Available To You As A Public Servant?

When you are employed as a CDW the human resources department will tell you about the benefits available to you as a public servant. These include counselling, medical assistance, management of injury on duty, compensation of ill health and other benefits. Management of injury on duty refers to processes relating to compensation for disablement caused by occupational injuries or diseases sustained or contracted in the course of employment, or for death resulting from such injuries or diseases. Compensation of ill health relates to benefits of sick leave as provided for in the Basic Conditions of Employment

Act. In the public service, 36 days sick leave has been provided over a cycle of 3 years. The leave is taken when employees are ill and have been certified ill by a competent medical practitioner.

Is Counselling Available If Needed?

In the course of your work you may experience grief or stress. Supervisors are expected to provide initial counselling. CDWs also have access to the employee assistance programme in their employing department.

How Do You Become A CDW?

CDWs are recruited through a formal advertisement placed in the media and, after a screening process, enter into the learnership. Recognition of prior learning will be used, so not everyone will need a full 12 months to complete the course. After completing the learnership you can apply for formal employment in the public service. During the learnership period, you will be paid a stipend determined by the Minister for Public Service and Administration, based on the guidelines for other public service learnerships.

Will You Be Appointed To The Public Service After The Learnership?

Not all trainee CDWs will be appointed to permanent positions in the public service. This will depend on the number of posts available. Learner CDWs will have to go through the normal process of interviews to be considered for appointment.

LEGISLATION, PUBLICATIONS AND OTHER RESOURCES

The Constitution of the Republic of South Africa (1996)

The Constitution has been called the "birth certificate" of the new South Africa. It is the supreme law of the republic. The Constitution defines the rights and duties of citizens, and the devices that keep those in power in check. You should carry a copy of the Constitution with you at all times for reference.

www.constitutionalcourt.org.za – The Constitution

The Bill of Rights

The Bill of Rights incorporated in the Constitution (Chapter 2) is a cornerstone of South Africa's democracy. It enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom. The Bill of Rights is a foundation of the CDWP and should guide every CDW.

www.concourt.org.za

Basic Conditions of Employment Act (1997)

The act gives effect to the right to fair labour practices referred to in the Constitution by establishing and making provision for the regulation of basic conditions of employment. As employees, CDWs are covered by the act.

www.polity.co.za – acts

The Public Service Act Amended (1994) [amended 2006]

CDWs are public servants, and your employment is regulated by this act.

www.dpsa.gov.za – document archive – acts and policies

The Labour Relations Act (1995) [amended 1998]

The Labour Relations Act gives effect to section 27 of the Constitution through regulating labour relations in the workplace and explains how

labour disputes are judged and which structures can assist with dispute resolution. The act applies equally to the public sector as it does to the private sector.

www.labour.gov.za – legislation

The Municipal Structures Act (1998) [amended 2000]

You should be familiar with this act because your work takes place at municipal level. The act sets out the division of functions and powers between municipalities, and systems of municipal governance.

www.polity.org.za – acts

The Municipal Systems Act (2000) [amended 2003]

The Municipal Systems Act explains out the notion of developmental local government, community participation in municipal business and social support for the most vulnerable and marginalised. It also supports integrated government.

www.dplg.gov.za – documents – legislation and bills

Intergovernmental Relations Framework Act (2005)

This act supports the cross-cutting function of the CDWP and the principle that community development is the responsibility of all organs of state.

www.dplg.gov.za – documents – legislation and bills

Batho Pele principles

See page 80

Project Consolidate

Through Project Consolidate, national and provincial government support municipalities that require technical assistance.

www.dplg.gov.za – programmes– Project Consolidate

The White Paper on Social Development (1997)

The White Paper – particularly the preamble – laid the basis for what would later become the CDWP.

www.gov.za – documents – white papers

Skills Development Act (1998)

CDW learnerships adhere to the tenets of this act.

www.polity.org.za – acts

State of the Nation Address

The President's annual State of the Nation address sets out the government's policy direction for the year ahead, including the developmental framework in which CDWs work.

www.gov.za – speeches and statements – State of the Nation Address

State of the Province Address and Annual Mayoral Address

These annual speeches, delivered after the State of the Nation address, provide a provincial or regional focus.

See provincial websites, or contact municipal offices or SALGA.

Section 2

USEFUL INFORMATION, GUIDELINES AND TOOLS

GOVERNMENT'S COMMUNICATION STRATEGY

The objectives and results of the CDWP must be communicated to communities as effectively as possible. The GCIS, along with the DPSA and the DPLG, coordinate communications about the programme.

Communication objectives

The main objectives are to:

- Introduce the community development concept to South Africans and outline the roles and responsibilities of CDWs
- Promote an understanding of the unique role CDWs can play in enhancing service delivery
- Mobilise communities and relevant stakeholders to support the initiative
- Provide information about CDW recruitment and training
- Create a common understanding of the programme and clear up any confusion.

A Key Message: Bringing Government Closer To Communities

CDWs are recruited from the communities where they live, and have a good understanding of the needs of the communities they serve. As a result, they can move rapidly to help effect improved service delivery. CDWs do not start from scratch but rather work creatively with other government initiatives that have local and community roots. They are set up to enhance service delivery rather than making it more complicated.

VUK'UZENZELE

Vuk'uzenzele is a magazine published by the GCIS focusing on opportunities – economic opportunities and others – and how to access them. It discusses options available for people to improve their lives in an accessible, enjoyable format way. The magazine covers service delivery, government campaigns and programmes that include community participation. It presents community development initiatives and feedback on issues raised during government Izimbizo. To get a printed copy of Vuk'uzenzele call the GCIS at 012-314 2159 or email, vuk'uzenzele@gcis.gov.za .

SERVICE CENTRES AND GATEWAYS

Thusong Service Centres are places where government services, programmes and opportunities can all be accessed on a one-stop basis. They have been identified as one of the ideal operational bases from which CDWs can operate. The fact that more and more community members are using these centres and that the centres have systems where feedback is given about people's needs makes them an ideal reference point for CDWs. Izimbizo are often held at the service centres, giving communities an opportunity to raise concerns with government.

CDWs will draw on other programmes, such as the Planning Implementation and Management Support Centres and community-based public works initiatives.

CDWs can also find support through the e-Gateway, where information about government services will be available online. CDWs will have access to the e-Gateway via laptops, cellphones or PCs in municipal and provincial offices.

HOW TO CALL AND RUN A MEETING

Ward councillors and ward committees generally call meetings. However, you may be expected to call a meeting of members of your community when there is important services information to be delivered or when you need to consult on a development issue. For this reason the following “how-to” information has been included. You are encouraged to make this resource available to other members of your community so that they can learn how to hold successful meetings.

Preparing A Meeting

- Plan for the meeting in consultation with your immediate supervisor or provincial coordinator.
- Inform people of the time and place of the meeting – if possible, well in advance. Get the municipal administrators or community liaison officers to help you.
- Decide who is going to chair the meeting and who is going to write down what happens in the meeting (i.e., take minutes).
- Prepare a draft agenda listing the issues to be addressed.

At The Meeting

- The chair will welcome all present and open the meeting.
- An attendance register should be taken that includes contact details.
- Go through the minutes of the last meeting. Ensure that you keep your own notes if you are not the secretary.
- Business arising from the last minutes – all matters discussed at the last meeting and especially those that need follow up must be discussed.

- Review correspondence, including letters sent by other bodies, for consideration during the meeting.

After The Meeting

- The chairperson and the secretary must agree on the record of proceedings (the minutes) before it is sent to other members.
- The minutes, which record what happens, particularly decisions made, must be ready within five days.

The Secretary's Role

- Prepare the agenda: ask members if they have items they want the meeting to discuss.
- Discuss the agenda with the chairperson before sending it out to other members.
- Take minutes.
- Correct or amend the minutes at each subsequent meeting.
- Distribute the minutes and file a copy in a safe place.

To write appropriate minutes, learn to write while people are speaking, but summarise what they are saying. The minutes do not have to be verbatim (the exact words used) but rather group the ideas together. Most importantly, write down what decisions were made on issues that the members agreed or disagreed on. Don't say "so and so disagreed with her/him" but rather "the meeting decided to..."

The Chairperson's Role

- Convene meetings.
- Chair or preside over meetings.

- Listen to what others are saying and make sure they stick to the agenda.
- Jot down the main points of the discussion.
- Summarise the main points or issues at the end of each item.
- Keep order in the meeting. Ensure that those who are speaking are not interrupted. All participants must respect each other.
- Stick to the time allocated.
- Try to end the meeting on time. If this is not possible, ask people how much longer they can stay, or adjourn to an agreed date.

It is important for everyone in a meeting to participate. The chairperson should not dominate the meeting. Guide participants through the agenda. Act like the leader of a band, not a solo performer.

COMPILING A COMMUNITY PROFILE

One of your tasks is to compile a community profile – a summary of useful information for planning and intervention in your area. In writing a community profile, you need a template (a kind of outline) with the following information:

(It is recommended that you copy the following pages and increase the page size on the photostat machine for more writing space)

Basic Information

The scope of the profile

- Your name, ward, municipality and name of the province
- The name of your supervisor or immediate coordinator/mentor
- Date and specific area to be covered (if it is not the whole ward or municipality)

The People In My Community

In this section describe the population living in your community. You will need to contact your council or the clinic to obtain estimates on the following:

How many people live in your area? _____
How many of these are women/girls? _____ Men/boys? _____
How many people are under 18? _____ Over 65? _____
How many of over 65's are women? _____ Men? _____

The Facilities In My Community

How many of the following facilities are in the community and what are the main problems experienced in each case?

Facilities	Number	Problems
Primary Schools		
High Schools		
Crèches		
Sports Field		
Clinics		
Community Halls		

The Geographic Layout Of My Community

Draw a map on a clean sheet of paper. On the map, show the location of

each of the following sites and then complete the following table to show how far the various sites are from the area where most people live.

Service	Distance in km	List any problems with accessing this service
Police station		
Post Office		
Clinic		
Hospital		
Shops		
Banks		
Fire Brigade		
Bank		
Public phone		
Magistrate court		
Pension Pay point		

Employment And Unemployment

What percentage of adults are unemployed: men _____ % women _____%. Are there any extended public works programmes (active or planned for) in your community? (Say what type and where.)

Say what kinds of informal-sector activities are common in your community. Number them from 1 – 4 being the most common:

- Food sales
- Goods sales (such as clothing)
- Manufacturing or building
- Services (such as hairstyling or sewing)

What Kinds Of Work Do Most Women Do?

Write down the most common types of work done by women, their most common problems and what they are paid.

	Types of work	Problems they experience	Rate of pay	% women in this type of work
e.g.	Domestic worker	Bad pay, long hours, no benefits can't care for own children poor transport after 5pm	R500 per month	30%
1				
2				
3				
4				
5				

What Kind Of Work Do Most Men Do?

Write down the most common types of work done by men, their most common problems and what they are paid.

	Types of work	Problems they experience	Rate of pay	% women in this type of work
e.g.	Domestic worker	Bad pay, long hours, no benefits can't care for own children poor transport after 5pm	R500 per month	30%
1				
2				
3				
4				
5				

Water, Sanitation And Fuel

Where do households get water?

Write all the different ways in different parts of your community and the problems associated with each method.

Area	Water source	Problems

What kinds of toilets do people use?

Write all the different ways in different parts of your community and the problems associated with each.

Area	Toilet type	Problems

What do most people use for fuel for cooking?

(For example: wood, electricity, paraffin, gas, coal, dung). List the problems with each.

Area	Fuel	Problems

Housing

What kind of houses do people live in?

Note the different types in different parts of your community and the problems.

Area	Type of housing	Problems

Transport

What kind of public transport do most people use and what are the problems?

(Think about the different problems men and women may have)

Area	Types of transport	Problems

Health, Welfare, Social And Legal Issues

What are the most common health problems for the different target groups?

Target group	Health problems	Target group	Health problems
Girls under 16		Boys under 16	
Women up to 64		Men up to 64	
Women over 65		Men over 65	

What Are The Most Common Family Problems?

What Are The Most Common Problems About Crime And Violence?

ACCESS TO SERVICES

1. How many people have access to free basic water
and electricity? _____
How many do not? _____
2. How many receive free electricity per month? _____
How many receive free water? _____
3. How do people access these free basic services?

4. What is the indigent policy of the municipality and how do you become a beneficiary?

5. Where is the nearest place to apply for pensions and grants?

6. Where is the nearest Home Affairs office?

7. Where is the nearest place to apply for a housing subsidy?

8. How do you get onto a waiting list for a house?

9. Where can you get support for small business development?

10. What are the key infrastructure problems in informal settlements?

11. Obtain a programme of the ward councillor and ward committee meeting/s held in your ward.

Changes In The Community

Since you started working as a CDW, what have you seen changing in your community?

(Keep a monthly log where you record the changes that happen and the development that takes place. This log will be valuable for monitoring and evaluation. Remember to date your observations.)

Section 3

SUPPORTING INFORMATION

RAISING FINANCE FOR PROJECTS

One of your tasks is to help put community members in touch with ways and means to raise finance to carry out development projects. A useful website that offers a great deal of information is run by the Community Microfinance Network, South Africa. The web address is <http://www.cmfnet.org.za>. The network is a facility for learning, advocacy and documentation for organisations and individuals working with poor rural and urban communities. Its goal is to assist these communities with the development of capacity through savings and credit activities. The listing below is a sample of the type of information on the site.

What Is Developmental Microfinance?

Developmental microfinance describes organisations that provide microfinance (loan) services to augment the livelihood strategies of poor households. These organisations aim to reach households not served by mainstream institutions and to build up community institutions and assets.

Rural finance learning centre

www.ruralfinance.org

This is a website dedicated to providing access to the best materials for capacity building in the field of rural finance. The site includes guides for trainers, self-study guides, training tools and training opportunities. If you are able to work online, it offers free, interactive lessons in rural microfinance where you can work at your own pace. A reference library of documents and multimedia is available. A discussion forum provides a space for development workers to discuss rural and development finance.

Micro enterprise alliance

www.mea.org.za

This alliance is a membership association of African organisations and individuals working in the field of micro enterprise development. The membership of the alliance includes very small NGOs in townships and rural areas, established NGOs, private companies, provincial development corporations and banks.

The Utshani Fund

www.utshani.org.za

Head office	Durban office	Johannesburg office
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Tel: 021-447 4740	031-304-9694	011-339 2974
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Fax: 021-447 4741	031-304-5299	011-339-2974
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Utshani is a not-for-profit housing finance and development company. It invests in partnerships between organised slum dwellers and the government by driving forward community-led human settlement development and encouraging its adoption for the country's subsidised housing system.

Beehive Entrepreneurial Development Centre

www.cmfnet.org.za/Beehive.htm

Tel: 013-235 1695

Fax: 013-235 4372/4436

wessel@bedc.co.za

Beehive is a microfinance programme that serves mainly rural households. It uses a group model of loaning. All members save monthly, their savings are pooled and the pool is used as collateral for all borrowers in the group. The more they save, the less interest they pay on their loans. Each group writes up its own constitution with Beehive's assistance to manage risk. It targets lower-income groups that are sidelined by commercial banks.

Savings and credit cooperatives

www.saccol.org.za

Savings and credit cooperatives (Saccos) are democratic, member-driven, self-help cooperatives. They are owned, governed and managed by members, who agree to save their money together and make loans to each other at reasonable rates of interest. The Savings and Credit Cooperative League (SACCOL) of SA has a national office, and regional offices in Gauteng, Eastern Cape and Limpopo. Contact details are available on the website.

Marang Financial Services Ltd

www.marang.co.za

Tel: 012-320 1745

Fax: 012-320 6986

info@marang.co.za

Marang Financial Services is a development microfinance institution that operates in five provinces through a network of 17 branches. Marang has about 14 470 clients in 3 000 groups countrywide. It makes loans from R400 to R2 200 over terms of 4-9 months. It loans to established micro enterprises and individuals who have run a micro enterprise, but not to start-ups. Its target market is women, 30-55 years old, who cannot get loans from the formal financial sector, due to lack of acceptable collateral.

The South African Micro Apex Fund

www.samaf.org.za

South Africa Micro-Finance Apex Fund National Office

Tel: 012 394-1796/1703

Fax: 012 394-2796/2703

info@samaf.org.za

The goal of the South African Micro Apex Fund (SAMAF) is to deepen and broaden financial services in rural areas, informal and peri-urban

settlements to provide opportunities for the economically marginalised.

The fund's mandate is to smooth the way for affordable access to finance by micro, small and survivalist businesses so that they may grow their income and asset base. It will also act as a catalyst in the development of a vibrant microfinance industry in the country with the goal of building a network of self-sufficient and sustainable microfinance institutions.

Samaf is working with partner organisations in eight out of the nine provinces. They are all community based and include financial services cooperatives, village banks and medium-to-large microfinance institutions. Their role is to receive loan funding, disburse and manage funds, and provide an effective service to their clients – the working poor and the survivalist entrepreneurs.

SAMAF and its partner organisations make loans in three ways. Loans are provided to clients earning more than R1 500 a month; clients earning less than R1 500 a month; and to savings schemes to enhance savings mobilisation. To make sure that the goals of the fund are met, Samaf also helps its partner organisations with funding to help improve and sustain efficient performance.

To find out more, contact the SAMAF coordinator in your province. Details are provided below:

Gauteng

Tsholofelo Molebaloa
tsholom@samaf.org.za
083 457 3145

KwaZulu-Natal

Thanda Madlala
thandam@samaf.org.za
083 283 2906

Western Cape

Mark Alard
marka@samaf.org.za
082 644 9599

North West

Ike Makwela
ikem@samaf.org.za
082 950 1598

Limpopo

Patrick Mathoma
patrick@samaf.org.za
082 880 1506

Mpumalanga

Sabelo Mamba
sabelom@samaf.org.za
076 474 5435

Free State

Tefo Lukutle
Tefoltefol@samaf.org.za
082 414 6263

Eastern Cape

Yolisa Ndema
Yolisan@samaf.org.za
074 244 7115

The Women's Development Bank Group

Tel: 011-341 9900
Fax: 011-341 9911
Email: info@wdbih.co.za

The Women's Development Bank Group was founded in 1991 as microfinance not-for-profit organisation. The focus of the group has been rural women – providing them with capital in the form of group loans and basic training. To date, more than R20 million has been loaned and over 15 000 women have been trained. Recently the group has decided to narrow its focus to the poorest of the poor, targeting families who earn R600 a month and less. The Group has four branches operating in Limpopo and Mpumalanga.

GRANTS

Social assistance refers to grants provided by the government to residents who are unable to sustain themselves. Before a decision to award a grant is taken, certain requirements are taken into account through the means test.

A means test determines a person's financial position. Grants are only awarded if the applicant's financial resources are below a certain level. In determining whether an applicant qualifies for a grant, and if so, to what amount he/she would be entitled, the income and assets of the applicant and spouse or the concerned foster child are assessed.

Old Age Grant

The applicant:

- Must be a South African citizen or permanent resident
- Must be resident in South Africa at the time of application
- If a male, must be 65 years or older
- If a female, must be 60 years or older
- The spouse must comply with the means test
- Must not be maintained or cared for in a state institution
- Must not be in receipt of another social grant
- Must submit 13 digit bar-coded identity document.

Disability Grant

The applicant:

- Must be a South African citizen or permanent resident
- Must be resident in South Africa at the time of application
- Must be between 18 to 59 years of age if a female and 18 to 64 years of age if a male
- Must submit a medical/assessment report confirming disability
- Spouse must meet the requirements of the means test
- Must not be maintained or cared for in a state institution
- Must not be in receipt of another social grant
- Must submit 13 digit bar-coded identity document.

War Veterans Grant

The applicant:

- Must be a South African citizen or permanent resident
- Must be resident in South Africa at the time of application
- Must be 60 years and over or must be disabled
- Must have fought in the Second World War or the Korean War
- Spouse must meet the requirements of the means test
- Must not be maintained or cared for in a state institution
- Must not be in receipt of another social grant.

Child Grants/Foster Child Grants

- The applicant/child must be resident in South Africa at the time of application
- Possess a 13 digit bar-coded ID document (applicant)
- Court order indicating foster care status
- Must have valid 13-digit ID number in respect of each child
- Foster child must pass the means test.

Care Dependency Grants

- Must be South African citizens except for foster parents
- The applicant and child must be resident in South Africa
- Age of child must be from 1 to 18 years
- Must submit a medical/assessment report confirming disability
- Applicant, spouse and child must meet the requirements of the means test
- The care-dependant child/children must not be permanently cared for in a state Institution
- 13-digit bar-coded ID document (applicant)
- 13-digit birth certificate (child).

(Note: the income of foster parent is not taken into consideration.)

Child Support Grant

- The child and primary care giver must be a South African citizen and resident in South Africa

- Applicant must be the primary care giver of the child/children concerned
- The child/children must be under the age of 14 years
- The applicant and spouse must meet the requirements of the means test
- 13-digit bar-coded ID document (of the care giver)
- 13-digit birth certificate (of the child)
- Cannot apply for more than six non-biological children.

Grant in Aid

- Must require full-time attendance by another person owing to his/her physical or mental disabilities
- Must not be cared for in an institution that receives subsidy by the state for the care housing of such beneficiary
- Must be a social grant recipient.

A grant in aid is an additional grant awarded to persons who are in receipt of an (Old age/Disability/War Veteran's Grant), and who are unable to care for themselves.

Important Information About Applying For Grants

- You apply for a grant at the Social Development office nearest where you live
- If you are too old or sick to travel to the office, a family member or friend can apply on your behalf
- Your application form will be completed in the presence of an officer from the department
- When your application is completed you will be given a receipt
- Keep this receipt – it is your only proof of application
- You do not have to pay any money to apply
- If your grant is approved you will be paid from the day you applied
- If your application is not approved the reason for denial must be given in writing
- You have the right to appeal to the Minister for Social Development in your province, in writing, explaining why you disagree with the decision. This appeal must be lodged within 90 days of notification of the outcome of your application.

Grants may be suspended in certain circumstances. Application for restoration of a grant must be made within 90 days of the suspension.

WRITING A CASE STUDY

What Is A Case Study?

A case study is a descriptive way of looking at a community or event and reporting the results of an action or intervention. Conducting such studies can be helpful to you as a CDW because they can lead to a better understanding of the challenges that communities face. Case studies also help government design and/or improve programmes by understanding what is happening in real life.

Your work as a CDW includes writing case studies. You are constantly collecting information (data) through direct observations, interviews and gathering documents, and it is this information that you need to prepare case studies. Always keep your data safe so you can refer to it when you write your case studies.

Case studies are about describing, understanding and explaining something in detail – and then drawing conclusions about it.

Your case study should have six components

- Explaining the problem that is being addressed
- Why you set out to address the problem and what approach was taken
- Describing the physical setting that your task was carried out in
- Describing the problems that you experienced
- How the task links to your work as a CDW
- What you have learnt from the experience and how you would do things differently.

You also need to clearly spell out:

- The background or context of the work done
- The time period you are writing about

- All the details that will help people reading your case study to follow up
- Why you want to record the case – what are the special ingredients?
- If you are including specific data/information – for example, statistics – say how you selected and collected this information.

There is no set way to write a case study. Because you are telling a story, include as much detail as you can remember. Feel free to use dialogue if it helps you tell the story.

When you have finished writing your case study, write your name and your contact details at the bottom of the work so that you are credited as the author, and so that members of the programme who want to learn more from your experience can contact you.

The outline on the right can help you organise your thoughts in writing a case study.

Source: C Badenhorst, Case Study Writing

Outline For A Case Study

This case-study outline is intended as a general guideline. Modify it as you see fit.

1. **Background:** Put the project in perspective. Briefly and very generally explain the environment and challenges. Describe the region – is it a township or a rural area? Talk about any special economic challenges in the area. What characteristics define the community you are working with?
2. **Intervention goals:** Clearly and in detail explain the expected long-term and short-term goals/outcomes of the intervention:
 - Who is the project supposed to benefit?
 - What services are to be provided?
 - Who is involved? Any partner organisations?
 - When did the intervention start and finish?
3. **Users:** Who is using the services? Is the community getting what it expected? How is the response?
6. **Sustainability:** Will your intervention continue independently? If not, what kind of assistance does it need? This can include items such as future funding, maintenance requirements, necessary training, and so on.
7. **Lessons learnt:** What would you do differently if you could begin again? What recommendation would you make to others? Can the project grow to other areas?

ACTION PLAN TEMPLATE

Phases	Event	Targets	Deadline	Responsibilities
Phase 1				
Phase 2				

Phase 3		

Batho Pele Principles

Eight Batho Pele principles were developed to serve as acceptable policy and legislative framework regarding service delivery in the public service. These principles are aligned with the Constitutional ideals of:

- Promoting and maintaining high standards of professional ethics;
- Providing service impartially, fairly, equitably and without bias;
- Utilising resources efficiently and effectively;
- Responding to people's needs; the citizens are encouraged to participate in policy-making; and
- Rendering an accountable, transparent, and development-oriented public administration

The Batho Pele Principles Are As Follows:

1. Consultation

There are many ways to consult users of services including conducting customer surveys, interviews with individual users, consultation with groups, and holding meetings with consumer representative bodies, NGOs and CBOs. Often, more than one method of consultation will be necessary to ensure comprehensiveness and representativeness. Consultation is a powerful tool that enriches and shapes government policies such as the Integrated Development Plans (IDPs) and its implementation in Local Government sphere.

2. Setting service standards

This principle reinforces the need for benchmarks to constantly measure the extent to which citizens are satisfied with the service or products they receive from departments. It also plays a critical role in the development of service delivery improvement plans to ensure a

better life for all South Africans. Citizens should be involved in the development of service standards.

Required are standards that are precise and measurable so that users can judge for themselves whether or not they are receiving what was promised. Some standards will cover processes, such as the length of time taken to authorise a housing claim, to issue a passport or identity document, or even to respond to letters.

3. Increasing access

One of the prime aims of Batho Pele is to provide a framework for making decisions about delivering public services to the many South Africans who do not have access to them. Batho Pele also aims to rectify the inequalities in the distribution of existing services. Examples of initiatives by government to improve access to services include such platforms as the Gateway, Thusong Service Centres and Call Centres.

Access to information and services empowers citizens and creates value for money and quality services. It reduces unnecessary expenditure for the citizens.

4. Ensuring courtesy

This goes beyond a polite smile, 'please' and 'thank you'. It requires service providers to empathise with the citizens and treat them with as much consideration and respect, as they would like for themselves. The public service is committed to continuous, honest and transparent communication with citizens. This involves communication of services, products, information and problems, which may hamper or delay the efficient delivery of services to promised standards. If applied properly, the principle will help demystify the negative perceptions that citizens in general have about the attitude of public servants.

5. Providing information

As a requirement, available information about services should be at the point of delivery, but for users who are far from the point of delivery, other arrangements will be needed. Managers and employees should regularly seek to make information about the organisation, and all other service delivery related matters available to fellow staff members.

6. Openness and transparency

A key aspect of openness and transparency is that the public should know more about the way national, provincial and local government institutions operate, how well they utilise the resources they consume, and who is in charge. It is anticipated that the public will take advantage of this principle and make suggestions for improvement of service delivery mechanisms, and to even make government employees accountable and responsible by raising queries with them.

7. Redress

This principle emphasises a need to identify quickly and accurately when services are falling below the promised standard and to have procedures in place to remedy the situation. This should be done at the individual transactional level with the public, as well as at the organisational level, in relation to the entire service delivery programme.

Public servants are encouraged to welcome complaints as an opportunity to improve service, and to deal with complaints so that weaknesses can be remedied quickly for the good of the citizen.

8. Value for money

Many improvements that the public would like to see often require no additional resources and can sometimes even reduce costs. Failure to give a member of the public a simple, satisfactory explanation to an enquiry may for example, result in an incorrectly completed application form, which will cost time to rectify.

THUSONG SERVICE CENTRES

GAUTENG

Cnr 8th Avenue and Roosevelt Streets,
Alexandra Township, Johannesburg

Tel: (011) 531 5599

Fax: (011) 531 5657

Cell: 072 641 1384

Centre Manager: Lefa Molefe

1770 Komane Street, Mini Munitoria Building-
Attridgeville, Pretoria

Tel: (012) 358-5077

Fax: (012) 358-5078

Cell: 072-123-4963

Caretaker: Oupa Mokoka

2304 Block F Soshanguve Shopping Centre

Tel: 012 799 4456

Fax: 012 799 4456

Cell: 083 757 1246

Centre Manger: Davey Mabotja

8015 Khumalo Str, Thokoza, 1426

Tel: 011 905 1404

Fax: 011 905 0186

Cell: 082 458 4209

Centre Manger: Ndoli Mosaine

Portion 01 of Stand 01 Khutsong South, Carletonville

Tel: 018 783 9032

Fax: 018 783 9033

Centre Manager: Tommy Thomson

238 Igqagqa Section Cnr Goerge Nyanga and
Andrew Maphethu Drive , Tembisa

Tel: 011 920 1120

Fax: 011 920 1011

Cell: 082 838 5539

Centre Manger: Adelaide Twala

Faranani, Modjadji Str, Tsakane, Brakpan

Tel: 011 738 8753

Fax: N/A

Cell: 073 602 4046 / 076 594 8805

Centre Manger: Thabang Mofokeng & Abel Mohlabe

2237 Cnr Mbokane & Mothibe Drive, Zithobeni, Broonkhorstspuit

Tel: 013 937 0133

Fax: 013 937 0284

Cell: 076 910 8177

Centre Manger: James Mahlaba

Ipelegeng Community Centre, 1283 Cnr Phera and Khumalo Str,
White City Jabavu, Soweto

Tel: 011 982 5810

Fax: 011 982 6400

Cell: N/A

Centre Manger: Nombuyiselo Majova

Stand 2013 Phase 2, Thepiso , Sharpeville, Boitshepiville

Tel: 016 451 2880 / 3

Fax: N/A

Cell: N/A

Centre Manger: Morwe Dikeledi

8137 Ngakane Str, Orlando East, Soweto

Tel: 011 935 8432

Fax: N/A

Cell: 082 857 2643

Centre Manger: Thami Qubeka

LIMPOPO

Bogalatladi village at Safe City - Atok, Burgersfort.

Tel: (015) 622 - 8000

Fax: (015) 622 - 8026

Cell: 082 820 4976

Centre Manager: Gary Thamaga

268 Paul Kruger Str, Vaalwater, 0530

Tel: 014 755 3751

Fax: 014 755 3824/3534

Cell: 083 401 3477

Centre Manger: Ephraim Lefawane

Botlokwa village, Machaka Tribal Authority, (Next to taxi rank)

Tel: 015-527-1596

Fax: 015-527-1742

Cell: 082-766-7109

Centre Manager: Maria Mohale

Kgautswane MPCC, Ohrigstad, 1122

Tel: 013 231 7515

Fax: 013 238 0260

Cell: 082 533 7718

Centre Manager: Clara Masinga

Makhuva Village , Giyane

Tel: 015 812 5602

Fax: 015 812 5602

Cell: 083 457 0894

Centre Manger: TR Mathevula

NORTH WEST

Boikhutso Village, Venterdorp

Tel: 018 264 2332

Fax: 011 905 0186

Cell: 082 925 9255

Centre Manger: Ivor Kole

Tshidilamolomo Village, Molopo, Mafikeng , 2745

Tel: 018 361 0140 /52/54

Fax: 018 361 0149

Cell: 083 523 6647

Centre Manger: Tebogo Mokaba

KWAZULU NATAL

Olakane Ward Reserve no. 14, Sodwana Bay Main Road,
Mbazwana , 3974

Tel: 035 571 0970

Fax: 035 571 0970

Cell: 072 512 5553

Centre Manger: Nana Tsatsi

FREE STATE

No 1230 Section E, Botshabelo Multi – Function Centre, Bloemfontein

Tel: (051) 532 6791

Fax: (051) 532 6791

Cell: 083-346-5451

Centre Manager: Julia Matsau

Thaba nchu Township, Sediba (Next to Clinic)

Fax: N/A

Cell: 082 550 8512

Centre Manger: S.A Thete

NORTHERN CAPE

199 Tin Single, Augrabies

Name: Augrabies Thusong Service Centre

Tel: 054 451 0282

Fax: 054 451 0388

Cell: 083 363 7512

Centre Manger: Valerie Turner

92 Starling Str, Pescodia, Kimberley

Name: Pescodia Thusong Service Centre

Tel: 053 873 1072

Fax: 053 873 1298

Cell: 073 191 2856

Centre Manger: Vernon Patrick

776 Cnr Matanzima & Letsolo Str, Mankurwane, Kimberley

Name: Galeshewe Thusong Service Centre

Tel: 053 872 2644

Fax: 053 872 2647

Cell: 082 820 4559

Centre Manger: Anastacia Ndubula

Cnr Kerk & Chamberlain Str, Colesberg

Name: Colesberg Thusong Service Centre

Tel: 051 753 2170

Fax: 051 753 2182

Cell: 082 808 6446

Centre Manger: Golden Khapha

WESTERN CAPE

No 3 De Vries Street, Beaufort West. Beaufort West

Tel: (023) 415 1008

Cell: 072 545 4742

Centre Manager: Russell Maritz

Cnr Jakkalsvlei & Elder Streets, Bonteheuwel, Cape Town

Tel: (021) 695 – 5425

Fax: (021) 695 – 5425

Cell: 083 966 4816

Centre Manger: Rushine February

Xiphula Str, KwaNokuthula Location, Plettenberg Bay, 6600

Tel: 044 501 3134

Fax: 044 533 6993

Cell: 078 4578 407

Centre Manger: Vusimuzi Thomas

PO Box 9669; George, 6530
Tel: 044 880 1711
Fax: 044 880 1711
Cell: 082 592 1493
Centre Manger: Mzwandile Bam

Hoof Straat, Waboomskraal, George
Tel: 044 886 0040
Fax: 044 886 0040
Cell: 076 731 1035
Centre Manger: Samuel Jooste

Cnr Main & 3rd Avenue; Laingsburg, 6900
Tel: 023 551 1899
Fax: 023 551 1899
Cell: 083 701 4892
Centre Manger: Steven Schippers

Langebaan MPCC, No 7 Antonio & Sienie Str, Langebaan, 7357
Tel: 022 772 2622
Fax: 022 772 2622
Cell: 083 296 8749
Centre Manger: Marie Brand

1 Mandela Str, Vanrhynsdorp, 8170
Tel: 027 219 1917
Fax: 027 219 1754
Cell: 083 677 5250
Centre Manger: Jenny Riddles

WESTERN CAPE (Contd)

Sithandatu Avenue, Nyanga, 7750
Tel: 021 386 8656
Fax: 021 386 1032
Cell: 072 928 2886
Centre Manger: Mxolisa
Gontsana

EASTERN CAPE

Senqu Municipality , 79 Main Str ,
Sterkspruit
Tel: 051 611 0042
Fax: 051 611 0042
Cell: 072 539 5499
Centre Manger: Mlindeli Msuduza

Provincial Community Development Workers Coordinators

PROVINCE	NO.	NAME	SURNAME	TEL
National Office	1	Florence	Maleka	012 336 1231
	2	Vincent	Monene	012 336 1577
	3	Ben	Cele	012 334 4943
Eastern Cape	1	Thabo	Mdukiswa	040 609 5487
Free State	1	Carina	Quenet	051 407 6729
Gauteng	1	Russel	McGregor	011 355 5029
Kwa-Zulu Natal	1	Thembisile	Mavundla	031 204 1712
Limpopo	1	Evans	Selomo	015 287 6041
	2	Makitimela	Mohlala	015 287 6288
Mpumalanga	1	Hlanganani	Nkosi	013 766 6628
	2	Aaron	Mkhabela	013 766 6606
Northern Cape	1	Geoff	Boshupeng	053 830 9480
North-West	1	Nokuthula	Khumalo	018 387 5088
Western Cape	1	Faiez	Jacobs	083 633 7690

FAX	CELL	E-MAIL
086 615 4847 012 336 1806 012 334 4943	082 808 5620 082 313 1477 083 547 1868	florencem@dpsa.gov.za vincentm@dpsa.gov.za benc@dplg.gov.za
043 639 2135	072 711 0863	thabo.mdukiswa@dhlgt.escape.gov.za
051 407 6732	083 467 0895	chohne@lgh.fs.gov.za
011 355 5196	082 373 7715	Russel.McGregor@gauteng.gov.za
031 204 1746	083 550 5126	thembisile.mavundla@kznlgt.esc.gov.za
015 295 6982 015 287 6063	072 451 3617 082 830 5533	selomoe@premier.norprov.gov.za mohlalamak@premier.norprov.gov.za
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NOTES

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community
development workers

CDW Programme
Ministry for Public Service and Administration
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www.gov.za (key issues – community development workers)
www.dpsa.gov.za

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