

1ST CDW CONFERENCE, JUNE 2007



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Executive Summary

The purpose of the first National Community Development Workers (CDWs) Conference held on 11 and 12 June 2007 at the Gallagher Conference Centre in Midrand was to share experiences and to analyse opportunities and challenges around the National CDW Programme (CDWP) with a maximum of stakeholder participation.

The CDWP is a lead programme for the Presidency which aims to improve service delivery for the people, facilitate community development and work jointly towards sustainable economic and social upliftment. The basis for the CDWP can be found in the preamble of the South African Constitution namely to “improve the quality of life of all citizens and free the potential of each person”. The principles of the CDWP reflect the Batho Pele principles and spirit of Ubuntu. Placed as it is in this august arena, the CDWP occupies a very special place in the South African public service.

The Minister for Public Service and Administration, Geraldine Fraser-Moleketi stated clearly that programme is here to stay in her speech during the opening ceremony. The Minister’s statement implied two things: that the programme will be implemented well into the future and that participants should use the small windows of opportunity during the conference to maximise their efforts to develop promising and practicable ideas to improve the impact of the programme in their communities.

Some achievements of the CDWP

The CDWP has provided support to Government’s poverty alleviation and local economic development (LED) programmes as well as to environmental (social) analysis. The positive impact of CDW efforts is noticeable and visible in the communities. Since the start of the programme in 2003, over 3 000 CDWs have

been recruited who are active in some 2 000 wards in all nine provinces. In total 3614 cadets completed the one-year learnership, while only 123 dropped out.

The workload of the CDW is distributed to the following areas

- Social issues (for example, housing, grants, identity documents, family problems) most focus has been directed to this area, to date.
- Economic issues (small-medium and micro-enterprises (SMME), hawkers, shelters, access to funding). A growing focus that is expected to demand equal focus with social issues, henceforth.
- Investment issues, for example, tourism and justice and governance issues. CDWs provide a modest focus in these areas.

Commissions

Four themes were discussed in four commissions. The subjects referred to the integration of the CDWP in national and provincial government structures, the relation between stakeholders and CDWs, monitoring and evaluation and the support a CDW can provide to the National LED/poverty alleviation programmes.

All commissions presented their results during a special plenary on day two.

Some highlights of the plenary discussions:

- CDWs are not "spies", their intention is progress.
- CDWP support and information should be mainstreamed in all government departments at all spheres of government.
- An independent impact study on the programme is needed.
- Continuous training and mentoring of CDWs to form part of programme regulations.
- Development of an M&E system with clearly formulated reporting formats.



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- The tension that politics brings to the programme – partly creative, partly challenging.
- Lack of agreement on the location of CDWs at the provincial and the municipal level.

Conclusion

The conference set out to promote the CDWP, to recognise the commitment of the CDW delegates and to discuss broad strategic areas that drive their activities. There was overall consensus that it achieved these objectives. Following the event a working/reference group made up of stakeholders and members of national office will follow up the recommendations of the conference. Progress will be tabled at the 2nd national conference in 2008.



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ACRONYMS

CBO	Community based organisation
CDW	Community development worker
CDWP	Community Development Worker's Programme
CEO	Chief Executive Officer
DME	Department of Minerals and Energy
DPE	Department of Public Enterprises
DPLG	Department of Local Government
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
EPWP	Extended Public Works Programme
FBO	Faith based organisation
GTZ	German Development Co-operation
ID	Identity document
IDP	Integrated development programmes
IGFRA	Inter-governmental Framework Relations Act
IGR	Inter governmental relations
KZN	KwaZulu-Natal
LED	Local economic development
M&E	Monitoring and evaluation
MEC	Member of the Executive Council
MPSA	Ministry for Public Service and Administration
NGO	Non governmental organisations
NTT	National task team
NYC	National Youth Commission
PC	Personal computer
SALGA	South African Local Government Association
SAMDI	South African Management Development Institute
SARS	South African Revenue Services
SEDA	Small Enterprise Development Agency
SETA	Sector Education and Training Authority
SITA	State Information Technology Agency
SMME	Small medium and micro enterprises
UNICEF	The United Nations Children's Fund



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Section 2

Section 1

Background

The Community Development Workers Programme (CDWP) was established in 2003, following an announcement by President Thabo Mbeki in his State of the Nation Address to Parliament. The CDWP was underpinned by a commitment by the government to build a partnership with the people of South Africa, as part of a national effort to build a better life for all. The Programme was also intended to bring government services closer to the people and to make sure that communication about services and government programmes reach communities.

When government created the new echelon of public service in the form of the Community Development Workers (CDWs), it made it clear that it is important for all spheres of government to work in collaboration to implement the CDWP. In order to consolidate this position Cabinet took a decision at its sitting in November 2003 and placed emphasis on the fact that *"provincial government should be the employer and that local government should be the work place of the CDWs, however there would be provincial variation according to capacity and budgetary requirements"* Cabinet recommended that the municipalities should take *"responsibility for the daily activities of the CDWs and these arrangements should take place through the office of the municipal manager"*.

Cabinet gave the central joint coordination of the program at national level jointly to the Ministers for Public Service and Administration, and Provincial and Local Government.

In the establishment of the programme there was a clear understanding that CDWs will complement the work of other departments at all levels including municipalities with the main aim to ensure that services reach the people they are intended for. The new cadre of public servants will be *"skilled facilitators, filling the gap between government services and the people. They will be public servants who assist citizens with matters such as birth certificates, IDs and social grants applications, and small business start-up, at their doorstep and in their own communities."* This example illustrates that community development workers are the only kind of public servants whose work crosscuts all levels of government and they *"are different to the mainline public servants or local government officials"*.

All provinces have established responsible units in their local government departments for the rollout of the programme except for Limpopo province where management of the programme resides in the Office of the Premier.

Purpose of the conference

The purpose of this conference was **to review the process and the progress in the implementation of the programme** and to map a way forward.

In its 5th year of existence, it had become imperative for all three government spheres to jointly review the progress and challenges facing the programme's implementation and to review whether it is achieving its purpose in ensuring that communities have an improved access to government's information and services. From government's side, whether the CDWP has enabled it to have a better understanding of communities' needs and aspirations.

Issues concerning the relationship between CDWs and ward committees, councillors and local stakeholders were identified as a critical area for interrogation. While in

some areas sound relations have been forged, there are certain challenges that have been commonly experienced and that need addressing. The conference received inputs from practitioners that would highlight these challenges.

Furthermore, the conference would deliberate on how to better involve key stakeholders and to clarify their relationship to the programme existing best practices with some stakeholders would be shared.

Conference Objectives

An overall objective of the conference was to analyse the process and progress of the CDWP in addressing the problems of communities and whether the programme had made inroads in assisting to establish and strengthen democratic processes and community participation.

To achieve this, the conference would carry out the following:

- Review the implementation process in place over the past three years.
- Evaluate the nature and scope of the work being done by the CDWs.
- Share experiences and challenges on how the different provinces have implemented the CDWP and how to improve the Programme's implementation.
- Evaluate whether the CDWP is assisting government to achieve its objectives of reaching the communities through its services and improving people lives for a better life.
- Refer to the country's 2014 Vision that is based on the United Nations (UN) Millenium Development Goals.
- Work out best approaches to implement an effective monitoring and evaluation system and communication and marketing strategy.
- Deliberate on how to identify local economic opportunities that could be exploited by local communities to bring about accelerated and shared growth and development in partnership with government.

- Explore ways in which to strengthen stakeholder involvement in improving community participation for improved coordination and integrated service delivery; including how to provide an anchor for the development of youth and their involvement in community development.
- Celebrate the successes and achievements of the CDWP thus far.

The conference theme

“The Community Development Workers Programme as a vehicle to strengthen the capacity of the State to deliver integrated, sustainable development initiatives and partnerships”.

Participants

Approximately 600 delegates attended the conference. They included highranking representatives of stakeholder institutions and government departments.

Community development workers (approximately 20 per province, which were selected by their respective provincial governments); CDW Provincial Coordinators; CDW Mentors; faith-based organisations (FBOs); trade unions; Non-governmental organisations (NGOs); youth structures; National Youth Commission (NYC); The Presidency; the South African Management Development Institute (SAMDI); the Local Government SETA; the Department of Public Service Administration (DPSA); the Department of Provincial and Local Government (DPLG); the Department of Education (DoE - ABET campaign); provincial departments of sport, arts, culture and recreation; the Department of Agriculture (**DoA**); the Council for Social Workers, international organisations such as United Nations Childrens’ Fund (UNICEF) and the German Development Corporation (GTZ).

Proceedings

Ms Barbara Watson, Chief of Staff, MPSA

Ms Barbara Watson welcomed the delegates to the conference, delivered the conference objectives and thanked the State Information Technology Agency (SITA) for sponsoring an internet café for the delegates.

Minister for Public Service and Administration, Geraldine Fraser-Moleketi

The Minister for Public Service and Administration opened the conference with a powerful input. The purpose of her speech was to give an overview of the programme and to steer the conference towards constructive discussions. The Minister mentioned the broad strategic goals of government and how the CDWP fit into these.

Summary of the Minister's speech

The Minister began her speech by asking that the conference sing the National Anthem. The Minister did this to focus the assembly on the Constitution of the Republic of South Africa that in its clauses clearly defines the role of the public service. The Minister spoke of the importance for all public servants to understand and live by the basic values and principles that govern public administration as set out in the Constitution. She then spoke of the important role CDWs play in the delivery of the key constitutional principles concerning the right of access to water, housing, education and a better life and the part that they as agents of development and democracy play in upholding them.

It was mentioned by the Minister that there are inspiring case studies from CDWs from different provinces. In these case studies, the Minister spoke of the dedication of CDWs and the innovative and fresh thinking that they apply to their work. The

Minister took time to welcome the stakeholders and CDWs present. She also explained the role of CDWs in depth. She said one of their main responsibilities was to manage blockages and open doors to improved service delivery. This conference, she said, must serve as a review to critically reflect where we come from and discuss the challenges that lie ahead.

The Minister stated that South Africa's economy is growing at a rate that was not thought possible six years ago. With this growth the spin-off has been that there has been an increase in infrastructure spending. The Minister said that there is no denying that the progress being experienced, gives stakeholders of development an even firmer platform from which to pursue the designing and building of our developmental state with confidence and vigour. This platform, she said, should be providing us an opportunity to ask critical questions about the CDWP. Questions should include:

- How to optimise on shared dreams?
- How to optimise efforts to improve the development of skills?
- How to promote the growth of the small medium business sector?
- How to deepen government's programmes targeted at the most vulnerable in our country?
- How to ensure that the public sector discharges its responsibilities as the critical player in the growth, reconstruction and development of the country?

The phenomenal growth in South Africa's economy had not yet translated itself into changing the lives of many citizens. She said that the country still experienced high rates of unemployment that particularly included the youth under 30 years of age and unemployed women. This meant that government officials particularly have to work ever harder and in a more focused way with the aim of achieving an improved quality of life for all citizens. The core aim should be that of releasing citizens that are caught in the 'poverty trap' so that they too can benefit from the fruits of growth.

When the CDWP was launched in 2003, it was in response to a call by President Mbeki in his State Of The Nation address to create a new echelon of public servants whose work cut across all government departments. The Minister stressed that the main aim of the CDWP was to work as a link between the government and the community, thereby bringing government closer to the people.

The Minister said that there have been tremendous successes regarding delivery of services in the past six years. She mentioned that there was a growth from 3,5 million to 12 million beneficiaries of social grants with the majority being child support grants. CDWs have made great strides in giving meaning to the President's call with their work feeding into government's broad developmental agenda that includes halving poverty by 2014.

The key role that CDWs have been playing as channels for government information to reach communities to educate about policies and programmes designed to improve and uplift the lives of those most marginalised, means that they have become broad-based agents of change and development. This, together with the way that CDWs assist government in enhancing the process of public and community participation and work at upholding the core values of the public service encapsulated in the Batho Pele principles, demonstrates that they are responding very positively to the President's call.

Looking at future directions, the Minister spoke of the important focus that CDWs would need to maintain on local economic development. Cross cutting cooperation would be needed for the cadres to contribute in ensuring the success of the Extended Public Works Programme (EPWP) and the Department of Trade and Industry's (DTI) cooperatives building initiatives. The importance of these coordinated actions would help to provide agency to achieve real poverty reduction beyond social grants to enabling conditions for sustainable livelihood. The time for tinkering with development and trying to effect shifts the Minister said, is over. All work that is

undertaken to draw the marginalised out of poverty has to be done bigger and bolder so that the paradigm that defines our society is conclusively changed.

MEC for Local Government, Gauteng Province, Qedani Mahlangu

Member of the Executive Council (MEC) Mahlangu emphasised that the CDWP was started in Gauteng Province in 2003. The aim of the programme she said would be to align it with national programmes focusing on the delivery of services. CDWs, she said, are employed by the departments of local government across the provinces, but their workplace is in the communities in which they live. Their main task, she said, is to support the provincial departments in the alleviation of poverty and the reduction of unemployment, in particular unemployment of young women.

To support these tasks, the CDWs should:

- Impartially serve the community and the constitution under development aspects;
- organise social support (for example, housing, identity documents (ID), social grants);
- assist in identifying communal and individual problems and “short cut” the way from the identification of a community problem to its solution;
- ensure that notice of community problems (such as a burst pipe) arrives quicker at the decision making levels;
- play an important role to finalising these problems; and
- complement the work of a counsellor.

Some examples of the work of CDWs as highlighted by the MEC are:

- Door to door activities to assist the community members on an individual basis and to collect data to feed into provincial programmes and planning.

- Provide support in the form of facilitation and advice to small business development.
- Support South African Revenue Service (SARS) with the amnesty campaign that has been running in 2007.

After four years of experience the following challenges have been noted by the MEC's department:

- CDWs are not perceived as an integrated force to support the department's programmes, they are perceived as "bad people". This has resulted in her department starting a process to create a directorate which deals specifically with issues raised by CDWs on a daily basis.
- Weekly meetings with the Speakers have not been effective. Mayors and municipal managers should be more involved. This means that more efforts and energies will be put into getting municipal leadership to embrace the programme.

The MEC presented the following proposal:

To provide a better information technology (IT) infrastructure so that CDWs will be able to speed up their work and provide information to relevant decision-makers on time.

The MEC appealed to all spheres of government to strive for greater integration and co-ordination with the CDW programme. She said that all sector departments must recognise the CDWP and support the CDWs to achieve their difficult tasks.

The MEC said that co-ordination between municipalities and provincial government must be an interdependent and transparent process, such as to avoid working in isolation and not to suffocate interventions/innovations coming from CDW cadres.



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From the point of view of Gauteng Province, the MEC said that the CDWP strives to create a link between individuals and government. As such, a CDW adds value to the quality of life of the population.

Acting Chief Director CDWP, MPSA, Florence Maleka

Ms Maleka said that CDWs serve as public servants who must be visible and accessible to the population. The establishment of the CDWP was informed by the government's direct interaction with citizens through the imbizo programme where it became clear that many communities in both rural and urban areas were not able to access the services and benefits offered by government.

Thanks to the CDWP, the level of interaction between citizens and government has improved exponentially. Employed by the provincial government, their workplaces are located in local municipalities and their key role is to accelerate access to service delivery to enhance sustainable community development.

Achievements relating to recruitment in brief

To date the programme has recruited three and a half thousand CDWs in approximately 2 000 wards across the country. Overall, 3 614 completed their learnerships and 123 dropped out during the learnership period.

Role and mandate of a CDW

A CDW is an additional type of public servant, filling the gap between citizens and government. CDWs are different to mainstream public servants, or government officials. Working as mobile agents of development (they are not office bound) CDWs provide individual help and services to all members of their communities who need it.

The mandate of CDWs can be described as follows:

- Maintain direct contact with people where they live.
- Co-ordinate integrated service delivery.



- Provide citizens access to government information and improve networking between government, local communities and stakeholders.
- Contribute towards transformation and ensure that government services reach intended beneficiaries.

Central co-ordination which is currently carried out by both, the MPSA and the DPLG, will be handed over after the inception to the DPLG.

Vision 2014 of the National Government

Key focus for the CDWP

Top priority is to deliver services especially to people in the second economy.

Thus, government is committed to the following by 2014:

- To eradicate the bucket system;
- Universal access to potable water;
- Universal access to decent sanitation; and
- Universal access to electricity.

Each CDW plays a crucial role to support and help achieve this vision.

Challenges for the CDW Programme

- Lack of integrated planning;
- access to information of all economic development projects that address poverty;
- creating sustainable partnerships with departments and private sector stakeholders;
- access to resources to enhance development efforts; and
- common understanding of roles and responsibilities of CDWs.



The way forward for the CDWP

- To look at the government vision 2014 and identify roles which CDWs can play to ensure that government meets its targets.
- To pay attention to the President's areas of concern as raised in the SONA of February 2007, namely to
 - ✦ clearly define the poverty matrix of our country;
 - ✦ develop a proper database of households living in poverty;
 - ✦ identify and implement specific interventions relevant to these households;
 - ✦ monitor progress in these households as the programme takes effect;
 - ✦ address all indigence especially the high number of women affected; and
 - ✦ coordinate and align anti-poverty programmes to maximise impact and avoid duplication.



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Section 2

Provincial CDW Experiences

CDWs from four provinces were asked to speak of their experience as a CDW. The following section reports on what they told the conference

**Chair: Russel Macgregor
(Director, CDWP Gauteng Province)**

KwaZulu-Natal Province

Nhlanhla Sanga, CDW

Ilembe Municipality

Top performer for KwaZulu-Natal

Mr Sanga began by telling the delegates that the learnership phase of the programme was the most important as it helped prepare them for the many challenges that they have encountered. Most of the CDWs in his province were involved in activities around development. It was these experiences he said, provided then with the background for their present activities. CDWs in KwaZulu-Natal he said work in cooperation with stakeholders to develop their communities.

Achievements

Cadres of the programme Mr Sanga related work tirelessly to build sustainable relationships with stakeholders especially at ward level including councillors, amakhosi, NGO's and social clubs. This promotes synergy with government departments. Synergy is also promoted through izimbizo and New Partnership for Africa's Development (NEPAD) programmes.

Mr Sanga emphasised that a conducive environment that promotes good relations between stakeholders and communities, allows CDWs to carry out their work as directed by government.

As KwaZulu-Natal is a predominantly rural province communities in which CDWs are present feel that government is behind in delivering on its promises. Mr Sanga has been able to report that CDWs enable communities where the service delivery is poor by interacting with government to strengthen the social contract. The information

management system that they are part of has assisted them to turn the situation of poor delivery around.

Information dissemination has been regularly carried out. Skills development programmes allow CDWs to attend workshops that provide them with much information that they channel back to communities.

Messages of HIV and AIDS are actively and well disseminated through CDWs in the province.

The recently published CDW booklet "Grass Roots Innovation" contained many case studies from KwaZulu-Natal. This emphasises the amount of good work that is happening in the province.

Challenges

The rural nature of KwaZulu-Natal has led to a backlog of infrastructure development and there are long distances to travel. This causes hindrances for CDWs to operate effectively. Moving from one household to another means walking many kilometres and this results in time management constraints. If resources such as transport (car or bicycle) were not scarce their work would be easier. Ward offices are far from sources of intervention.

Allocation of CDW across municipalities in the province of KwaZulu Natal has very big wards. Cadres find themselves operating in a radius of 100 kilometres which makes it unrealistic for them to be able to reach all the households on a regular basis. Mr Sanga cited his municipality as an example. There are 20 wards and only 5 CDWs. Clustering mechanisms helps to a certain degree, but it pulls CDWs in too many directions. Loyalties to councillors are being sorely tested.

Mr Sanga felt that there was a discrepancy in the way that government departments manage CDW reports. He said that CDWs are not confident that when they provide



reports that they are taken seriously and acted upon. He also mentioned the poor feedback they were getting. He said that this was a very strenuous challenge facing CDWs in the province.

When a CDW dies, resigns or moves on, gaps are created that are very difficult to fill. It is difficult to fill the post of a CDW as this person has grown with her/his environment and had a feel for the community, which the replacement CDW may well not have.

Political threats challenge the programme. Mr Sanga said that CDWs were quite aware that they are not able to run away from these threats as they will always remain in their communities. What has helped them is capacity building of relevant stakeholders as this has enabled them to operate in these difficult conditions.

Case study

The promotion of local economic development.

KwaZulu-Natal is rich in history and heritage and as a result, local heritage forums have been set up. CDWs decided that they would be in the forefront of these forums. Ilembe, the district, where Mr Sanga lives and works was strongly involved in this activity. He and his fellow CDWs decided to work on the heritage project to make sure that the most benefit could be derived for surrounding communities.

The problem was that there was not enough capacity to monitor and evaluate the work of the forums.

Free State Province

Phakamile Kulumane
Xhariep Region
Top performer for Free State Province

'It is important that we continue to work to achieve monthly objectives, which are set by our employer.'

Achievements

In the Free State, Mr Kulumane said that CDWs maintain good partnerships with government departments and with local and provincial stakeholders. He also thinks that their "door to door" activities are a further key to success for the CDWP.

Mr Kulumane said that most councillors in the Free State are supportive of CDWs. He cited the town of Bethulie as an example saying that the support is excellent and that there is a good working relationship between CDWs and councillors. He did emphasise however that CDWs must continuously work to maintain or improve effective working relationships with their councillors. Mr Kulumane also reported good collaboration between CDWs and home based care workers.

A regular monthly feedback session in the province helps the cadres improve the quality and focus of their community work.

The Free State has succeeded in creating LED projects. Citing Bethulie again, he told the delegates about fishing projects that have been set up in the municipality. A river runs through Bethulie that is well stocked with barbel, geelvis and carp. Forty people have been employed in fishing projects. In addition, a poultry project and a vegetable garden project were funded by the Department of Agriculture. Mr Kulumane said that CDWs make sure that the most needy people are employed when there is a project allocated. He said that they also ensure that training takes place to make sure the projects are well managed. Over and above the fishing, tourism and garden projects

CDWs in Bethulie have been assisting their communities in establishing tourism projects and organising training about tourism.

With employment levels low, most of the population of Bethulie is dependant on grants so CDWs in the municipality focus on helping those whose documents are not correct. Elderly citizens are especially assisted. They are all receiving grants, something that CDWs have made sure of. When there is allocation of housing, CDWs make sure that elderly people are first in line.

Mr Kulumane reported that community policing forums are 90% functional in Bethulie.

Mr Kulumane's ward, Kopanong, has achieved the 2014 target for the eradication of the bucket system.

Challenges

- Resources: Resource needs include transport so as to be able to access farms, the means at hand to be able to have direct access to other government's programmes and access to faxes and phones.
- Councillors: Some CDWs in the Free State have problems building strong relationships. This is largely due to political differences.
- Poor infrastructure poses a big challenge in Mr Kulumane's region. Roads are in very bad condition, which makes the work difficult. Many towns do not have traffic lights.
- Lack of work plans: Mr Kulumane also feels that a ward profile would help structure CDWs' work and make it easier. A focus on key priorities would help to draft user-friendly monthly and quarterly reports that will improve the monthly feedback sessions that take place in the province.



Case study

The following case study related by Mr Kulumane reflects the reasons for blockages of service delivery in their area. A young, virtually impaired and deaf child needed assistance. She had been disabled because of a post-delivery complication. Bethulie CDWs requested the Free State Department of Health to investigate the case and also involve the MEC.

After a year of consistent enquiries from their side, the department issued a report which was not at all satisfactory and would not have supported the child. After the child's mother passed away, the family of the mother cared for the child. Mr Kulumane wrote to the Public Protector who referred him to the head of department. Eventually it turned out that the documents had been displaced and to the present day the case remains unresolved. The only way to resolve it is through the child being able to access a grant that will support her appropriately. The Free State Department of Social Development however has been very unresponsive.



Limpopo Province

Munene Nukeyi
Greater Tzaneen Municipality
Limpopo Province
CDWs National Award winner for 2007

The CDWP is well anchored in the Office of the Premier, which is very helpful to provide the mixed development activities within the province.'

Achievements

Community development workers are supervised by peer managers who set high performance standards.

The CDWP in Limpopo is based on an annual national strategic plan. Topics such as phasing, roles and responsibilities are defined in this plan.

There is a good level of awareness at both the administrative and the political levels at all levels of government.

On an operational level, there are weekly meetings scheduled at municipal level and monthly meetings at district level.

In the main, CDWs activities relate chiefly to service delivery issues.

Dominant values that drive Limpopo CDWP

Batho Pele and Ubuntu

Lessons learned

- The programme works well when supported at the highest provincial level.
- Important to have annual strategic planning.
- Important to be value driven (Batho Pele and UBUNTU).
- Must have adequate infrastructure support.



- Regular meetings and sharing best practices are imperative.

No Case study provided

Challenges

- Transportation factors because of the large areas that need to be covered.
- Insufficient communication facilities.
- Too few CDWs per ward.

North West Province

GG Nkate
Mafikeng Municipality
North-West Province

The CDWP is not as entrenched in the North West Province because it joined the programme relatively recently. There were no achievements mentioned by Ms Nkate.

Lessons learned to date

- The important function that the provincial coordinator plays, linking the local government provincial department and the CDWP.
- The key role that stakeholder awareness plays to develop and gain acceptance of the programme.
- Cadres should be formally introduced to communities in order to gain community buy-in for the CDWP.
- The need for clearly defined support structures for CDWs at different levels of government.
- Appropriate allocation of resources to help enhance the work of the CDWs.

Challenges

- There is a lack of overall management of the programme.
- Working conditions do not allow for efficient and effective interventions.



- No performance contracts.
- No programme induction process for peer managers.
- No strategic planning.
- Weak relationship between the provincial and the national government.
- Some semi-rural and rural communities are difficult to reach for the CDWs.

Ms Nkate said that the concept of the learnership was not well understood nor well communicated by the national office. At the time of the Programme's introduction, the province did not commit itself to the welfare of the learners. Under difficult circumstances, the provincial co-ordinator organised and supported the learner CDWs and their trainers demonstrating a high level of commitment.

The training included aspects of government and transformation, development, and skills and knowledge necessary to perform development work. Subjects included for example project management, the SMME sector, how to conduct community needs assessments.

Activities of the CDWs in the province include supporting projects and small businesses, for example poultry farming, but mainly service delivery activities such as access to water, electricity and rural roads.

Ms Nkate feels that the provincial climate is conducive to receive CDW cadres. However, the systems are not yet effectively coordinated and interlinked which hampers smooth integration.

The Department of Public Service and Administration should be more visible and give more support to the North West Province.



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Section 3

Commissions

COMMISSION A

Facilitator Evans Selomo
Resource Person Yusuf Turundu
Rapporteur Elizabeth Mokotong

Theme

Strengthening the integration and coordination of the CDW programme across government departments, agencies and different spheres of government.

Key discussion issues

- Coordination to be emphasised at a community level hence the importance of unearthing potential
- Institutional coordination and integration
- Content coordination and integration
- Coordination beyond government and its institutions

Resource input

Dr Turundu prepared a comprehensive input that is to be found as an annexure. What follows is a short summary.

As CDWs operate in a transformative framework at institutional and operational level, the Programme has to be rooted in an institutional web encompassing all sectors of society. With government services delivering through complex structures and processes, CDWs are required to act as catalysts to ensure the equitable spread to citizens. A strategic exercise that monitors systems of alignment, levels of capacity and accountability should be carried out at national office. This will make sure that relationships across the spheres are harmonised and that the CDWP is visible and present at all the focal points of provision and power. Dr Turundu's input sets out recommendations to stimulate debate in the commission. The recommendations include transparent overall supervisory functions by a cutting edge department, coordinated structures at all three levels of government and a more committed role to be played by lead departments and agencies to bring about optimal working

relationships between CDWs and councillors. An officially sanctioned understanding of CDWs carrying out a periscope function of communicating all development achievements to central government and a community worker forum acting as the crucible of development work, practice and thinking in the country was also proposed.

This Dr Turundu felt would align the cadres with parallel development initiatives such as the Thusong Service Centres the gateway programme and others. A highly professional team of cadres with defined career paths in order to attract multi-skilled developmentalists into the programme it was proposed, would assist in locating the programme at the centre of the government's development agenda. The cadres would draw from and work in close cooperation with tertiary institutions and other development practitioners to continually build skills and understanding of the centrality of the development agenda to our country's growth and stability.

Report back from the Commission A

Commission members NGOs, CBOs, ward committees, individuals, ward councillors, governance structures, traditional leaders, forums, committees

Role of the different spheres of government

Local municipal level

- Appointment of full time district and local coordinators to introduce formal coordination at ground level.
- The need to have coordination structures such as district task teams with representation at a decision making level.
- Active administrative and political participation in IGR Structures at district level.
- CDWP to remain a standing agenda item in IGR Structures.

Provincial Level

- Provincial task team/unit with coordination at a decision making level.

- Getting heads of departments, Chief Executive Officers (CEOs) of government agencies and institutions, regional managers of national departments in provinces and other stakeholders represented at the provincial level.
- Task teams at all levels to serve as feeders to technical structures of the IGR Forum and Executives.

National Level

- Overall administration
- Policy making
- Management of the national task team.
- Providing resource to the programme.
- Relationship planning.
- Development of legal instruments.

Recommendations

Content Coordination

- The need to coordinate and manage the content of development programmes carried out by departments and agencies.
- Coordinate monitoring of development projects initiated by government in communities.
- Coordinate analysis of policy implementation and identify trends and areas of further development.
- Coordinate work of agencies and departments to develop common purpose for relationship building.

Political Location and Legislation

- Re-affirm/confirm the status quo and the need for further engagement.
- The South African Local Government Association (SALGA) should play an important role in the creation of an environment for positive relations between councillors and CDWs.



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development workers

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In addition, it was recommended that in order to clarify the roles and functions of CDWs a policy should be developed to guide and inform their roles. Such a policy would also play a crucial part in informing government departments and municipalities of the role and functions of CDWs since departments appear to be unaware of the CDWP. Some delegates at the conference felt so strongly about the development of policy pertaining to the CDWP that they recommended the promulgation of an Act which would regulate and inform their roles and functions.

Commission B

Facilitator Lesiba Thulare, SAMDI
Resource Persons Faiez Jacobs & J. Francis
Rapporteur, Henning Morr

Theme

Stakeholder relations, role of CDWs in the development agenda of the state.

Key discussion issues

- Are CDWs supposed to be involved in IDP and LED forums and processes in the municipalities? What role should they play in these processes?
- Do CDWs participate in ward committees and what is their role in the business of ward committees?
- Is there a need to invite CDWs to observe the proceedings of council meetings?
- What is the nature of relations between CDWs, councillors, ward committees and other municipal officials?
- How should we improve the working relation between these stakeholders mention above?
- What is the role of SALGA and the provincial government in supporting the CDW programme and facilitating harmonious relations between CDWs, councillors, ward committees and other municipal officials?
- What is the ideal location of the CDWP in the provinces and nationally, and is the office where the programme is located ideal for the programme to have an impact?

Resource input

The absorption of CDWs as full time public servants has been implemented in all provinces. CDWs are deployed in municipal offices where they are required to work collaboratively with councillors, ward committee members and other officials of the municipality.

The role of CDWs is cross-cutting and as such they need to work across all spheres of government in fulfilling their mandate.

The cooperation and good working relations between CDWs and other stakeholders at the level of local government is critical to the endeavours of government to bring services to communities.

These stakeholders need to communicate with 'one voice' and also to communicate consistent messages to the communities while at the same time being able to articulate the concerns of the communities to the relevant government structures so as to ensure targeted interventions by government.

The discussion in this commission dealt sequentially with the topics suggested by the resource persons

Task 1

Are CDWs supposed to be involved in IDP and LED forums and processes in the municipalities?

It was agreed that CDWs ought to be involved in IDP and LED, because these are community participative processes. These programmes can only exist through community participation – the IDP and LED cannot be comprehended independently of the community.

The nature of, and rationale for their existence (IDP and LED) demands the involvement of the CDW. The question should rather read How should CDWs be involved and how can they assist to develop strategies of stakeholder relationships?

Stakeholders involved in the IDP/LED process are NGOs, FBOs, the private sector, traditional leaders, Chapter 9 institutions, municipalities, councillors and ward committees. This list is not all encompassing as stakeholders may vary in different municipalities, but it should give an indication of the kinds of organisations which have a stake in strengthening community development.

Stakeholder relationships with CDWs should be mutually rewarding which implies that the CDWs should have a clear understanding of their role in creating and sustaining relationships in the course of their work. The CDW furthermore should understand the

mandate of the stakeholders and also that the ward committees represent various stakeholders and sectors.

The role of the CDW in this regard should be limited. S/he should act as a facilitator in mobilising communities and in addressing a particular agenda. The CDW should address social and economic issues as well as communicate the importance of community participation as the basis for the development of LED and the implementation of IDPs. CDWs are required to take an active part in the outreach programmes of the various departments. They should be knowledgeable about the various subjects and issues and should be imbued with a certain degree of activism. A CDW does not represent any specific organisation, but should rather broadly support development goals.

Constraints on the CDWs productivity were identified as follows

- CDWs are often faced with a lack of information and resources.
- Stakeholders are not well informed about the existence and purpose of the CDWP which can result in their forming negative perceptions of the cadres.
- Initiatives blocked when local decision makers, for example, councillors may feel threatened by CDWs.

Tasks 2 – 5

The involvement of CDWs in ward committees, council meetings, and the nature of these relations

Council meetings are open to the public and CDWs should attend these meetings to exchange information. CDWs play different roles in these meetings. Some become minute takers however, in some instances, CDWs are not allowed to participate.

CDWs are expected to participate in ward committee meetings. It is stressed that in this sense, participation and involvement of CDWs in ward committee meetings should be increased beyond being merely an observer. It was felt that their status in these meetings should be elevated – they should receive formal invitations and be formally introduced at the meetings.

The question arises - should CDWs be entitled to be officially invited, to receive meeting packages and so on?

The nature of the CDWs involvement in ward committee meetings should be based on the same principles guiding the work of the CDW in the community. For this reason their role in meetings should be facilitative - distributing and sharing information, engaging in community mobilisation plans, advocacy work and raising of awareness.

Task 6

How can constraints and challenges be addressed? In other words, what recommendation can the commission suggest to harmonise the relationship between CDWs and stakeholders?

A code of conduct for CDWs should be developed to regulate relations between CDWs and stakeholders. This includes a clarification of roles a CDW plays in her/his relationships with stakeholders. Stakeholders should be invited to all meetings, including to road shows and other advocacy campaigns.

A database of all structures should be kept and the CDW matters should be incorporated as a standard item on the agendas of all structures.

It was recommended that CDWs should receive continuous support and mentoring as a means of strengthening their capacity. While it is expected that CDWs should interact with their mentors on a regular basis, it is noted that the mentoring programme would need to be more structured and strengthened to ensure that mentoring functions adequately.

CDWs should have a forum where they can exchange and discuss their best practices.



Task 7

What is the role of SALGA and the provincial government in supporting the CDW programme and facilitating harmonious relations between CDWs, councillors, ward committees and other municipal officials?

Provincial government must take over the logistics and the HR functions as well as the financial functions. This is where the responsibilities of the employers should reside.

Task 8

Where to place the CDWP at local government? Should they be in the offices of the councillor, the mayor or the municipal manager?

In most areas, CDWs are located in the Office of the Speaker as it was noted that all threads connect in this office and all strategies are located there.

This recommendation is also in line with the National SALGA resolution that CDWs should be allocated at the Offices of the Speakers. (This matter is taken up in more detail in the final section of this report.)

A general remark was made that it does not matter where CDWs are situated, but that wherever they are, they must be adequately supported.

Commission C

Facilitator Thuli Radebe
Resource Person Frangelina Tema
Rapporteur Simphiwe Ngxambuza

Topic

Implementing an effective monitoring and evaluation system and communication strategy

Key discussion issues:

- How are CDW reports processed? Does the reporting system help to monitor CDW activities?
- What happens to the matters referred to the various stakeholders?
- Are there follow-ups on issues reported and what action is taken?
- Who give instructions to CDWs, when, how and what?
- What is the channel of command?
- Do provinces have a framework used to monitor the activities of the CDWs?

Input by the resource person

The implementation of the CDWP has been successful with the deployment of CDWs in all nine provinces. The biggest challenge faced by most provinces relates to how government can effectively monitor and evaluate the impact of the programme on service delivery thereby ensuring that government services reach the communities. There is a need for a comprehensive monitoring and evaluation (M&E) model that can be employed by provinces and municipalities to track progress of the CDWP.

Currently, M&E of the Programme takes place through monthly and quarterly reports from coordinators. The tool is being re-designed to ensure a more effective measure of impact. To help evolve M&E, the following questions need to be considered:

- How to standardise M&E across the country?

- There is an urgent need to develop a standard system for monitoring in all provinces. The systems of monitoring and evaluation as implemented in Limpopo and Northern Cape should be replicated in the other provinces.
- How to integrate CDW work with provincial programmes (to align with their M&E processes)?

In the beginning of every financial year the provinces hold a strategic planning workshop or meeting that should include representatives of the CDW programme.

- How to ensure that CDW perspectives reflect in provincial planning?

There is a need to develop a provincial structure that will include CDW representation, so that these representatives could advise on issues relating to CDWs.

Most of the CDWs who experience blockages in the different levels of government feel that this is due to the lack of understanding about what the work of CDWs involve. Hence, there is a need for a programme to be developed to orientate municipal officials and ward committees. A programme that will build the capacity of provincial co-ordinators, mentors and supervisors needs to be put in place in order to equip them with better management skills and to orientate them towards the function of the CDWP.

It was indicated that in some provinces, the reporting process has been well developed. There were suggestions that the national office might examine these experiences so that they form part of the discussion in investigating why they were successful. These good experiences could be used to benchmark the process of M&E. However, it is important that the national office develop national indicators that will be utilised by all provinces.

It was also strongly felt that there was a need to safeguard CDWP autonomy at community level as this would help provide clarity about the unique role of CDWs to community members.



The Commission then resolved that given the above

- The CDWP must be sure to play a continually relevant role in the building of the South African developmental state.
- The national office should develop a standard format for guiding the way in which CDWs report.
- The national office should intervene when CDWs face problems.
- A national programme is developed to address the skills gap.
- The national task team be transformed and be called the South African Association for CDWs.
- The national office should develop an orientation program for officials and ward committees.
- The national office should develop a national policy for CDWs travel and other allowances.

Commission D

Facilitator Michael Currin
Resource person Thule Kgabela, Small Enterprise Development Agency (SEDA)
Rapporteur Dumisani Ntombela.

The role of the CDWs in local economic development and poverty alleviation programmes.

Key discussion issues:

- What opportunities are presented by EPWP and other events like the Soccer World Cup for local communities?
- What other economic development opportunities exist?
- How can local communities, especially the poor be assisted to take advantage of these opportunities?
- What is the role of CDWs in assisting local communities take advantage of economic opportunities?
- What role can CDWs play in assisting government in its effort to alleviate poverty and achieve its goal of halving poverty by 2014?

Resource input and discussion combined

The commission noted:

- That the South African government has committed to local economic development as articulated in Section 153 of the Constitution,
- that further government's programmes aimed at providing sustainable local economic development opportunities in communities, and
- that the emerging role which CDWs as a special cadre of public servants are able to play in providing information about and access to these opportunities.

Nonetheless the commission was mindful of challenges in this process including:

- Gaps in the coordination and sharing of information about economic opportunities,

- inadequate training of CDWs in the various economic programmes and opportunities accessible from government,
- the proximity of economic agencies of government to communities, and
- current limits in the way economic programmes are coordinated

The commission therefore resolved that:

- The CDWP should be better aligned to the economic clusters to ensure that the role of CDWs as agents of economic opportunities is strengthened locally. This should be done through:
 - Representation of a CDWP at the economic cluster nationally and provincially,
 - presentation of the CDWP and its role in local economic development, to the cluster,
 - signing a memorandum of understanding with key departments in the economic cluster for CDWs to become agents of economic opportunities in communities, including the SEDA, Department of Minerals and Energy (DME), Department of Public Works (DPW), Department of Public Enterprises (DPE) and other relevant departments.
- The CDW communication and promotion strategy should be refined to place emphasis on the role of CDWs as agents of economic development in communities and should include the promotion of the programme to government departments.
- Based on the experience of CDWs to date, more effort should be placed in ensuring that all IDPs have credible economic plans which are aligned to the provincial and district growth and development strategy which CDWs have shown is not necessarily the case.
- In line with appropriate conditions and guidelines, CDWs should support the establishment of at least one project and one cooperative in a semester.

- CDWs should receive training to enhance their roles as agents of economic development for example at the level of public private partnerships.
- The critical role of CDWs in the monitoring of social plans of business should be recognised especially as they are able to lobby for learnerships to be implemented out of these plans.
- In order to strengthen the current flow of information about economic opportunities to CDWs, the provincial and district CDW coordinators should sit in the provincial and district LED forums respectively. This will provide an opportunity for them to report and receive information about programmes which the CDWs should be involved in implementing.
- The central role of CDWs as information gatherers of economic opportunities, stakeholders, plans and knowledge should be recognised as a critical resource to be utilised when government plans economic development initiatives.

WAY-FORWARD

The CDWP is clearly able to grow into an active agent of LED based on past experiences, lessons that have been learnt and above all her/his ability to mobilise local communities. In order to optimise this role, the following should be done:

- Economic stakeholders should better understand the role and influence of CDWs locally through promotion and alignment of CDW processes with the various economic clusters and stakeholders. It is important that service level agreements be entered into with key economic agencies and structures which will allow the CDW to become a local economic champion. This should extend to projects associated with the FIFA World Cup in 2010.



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- Agencies of government (DTI, Seda, Department of Social Development (DSD), DME and Umsobomvu Youth Fund (UYF) and local government agencies) that are rolling out their services should ensure that they work closely with CDWs.

- Through service level agreements which should be entered into between economic agencies of government, there should also be allowance made for training of CDWs to equip them to become local economic agents. A recent positive example has been the training for CDWs to be agents in mobilising and driving the establishment of cooperatives.

- Specific targets for achieving local economic development should be set for CDWs – we recommend that CDWs be tasked to set up at least ONE cooperative per semester (two annually) and at least two economic projects per semester (four per annum).

Section 4

Addresses at the Gala Dinner

Russel McGregor, Director, CDW Programme, DPLG, Gauteng Province

Mr McGregor talked about the Gauteng CDWP and highlighted the importance of sharing practical experiences. Consultations were conducted between the DPLG and ward committees in 2004, in order to define the institutional context. The DPLG appointed CDWs to work in nodal areas. There are many reasons justifying the CDWP CDWs are pro-active - they go out to reach people at their homes and assist them under considerably hard and stressful conditions.

CDWs create or facilitate easy access to services. CDWs are correctly positioned to fill the service delivery gap. Citizens benefit from the work and efforts of CDWs as they obtain identity documents, and social services, in a holistic way. CDWs live amongst the citizens they serve and at the same time they act as communication channels between the ward committees and government.

The current focus of the programme is to take communities out of the poverty trap and to accelerate the access to government services, which corresponds to the country's Vision 2014.

Another focus is to improve the quality for women in our society.

Mr McGregor mentioned that the MPSA is responsible for the management of the CDWP during the incubation phase, but would hand over the programme to local government once this phase was over.



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Qedani Mahlangu, MEC for Local Government, Gauteng Province (speaking on behalf of Minister Geraldine Fraser-Moleketi)

The MEC reiterated that the CDWP occupies a special place in government because it provides a unique resource that helps build a conducive environment for growth and development. For this reason, it is imperative that the programme find ways to become very creative so that it can help government realise its commitments. The CDWP is regarded as an important part of the transformation process. However, CDW work can be very frustrating, because certain sections of government are not yet ready to deal with CDWs appropriately. Furthermore the work of a CDW can be very traumatic as they operate in an environment where poverty, HIV/AIDS, frustration, violence, is common.

The MEC encouraged the CDWs to take up options for further training. She said that CDWs should register for university courses on development economics to gain a deeper understanding of their craft.

She offered suggestions to support the work of CDWs - toolkits to allow them to work smarter and an instrument to monitor their workplace performance. She also felt that CDWs should have access to emails and internet portals.

The MEC concluded that CDWs are agents for change. The economic and social situation in communities will improve. CDWs must work with, rather than compete with councillors. They must also be able to work at all spheres of government and they must always go the extra mile. This is a way, she said, how all can win.

Section 5

Day 2

**Chair: Bheki Nkosi
(General Manager Public
Participation, KwaZulu-Natal)
&
Solly Mogaladi (Samdi)**

Mr Ben Cele, Manager: Public Participation, Department of Provincial and Local Government

Mr Cele spoke about the role of the CDWP in stimulating and developing sustainable local economies. The strategic context of the Programme consists of the national framework for local economic development (LED), public sector leadership and governance and sustainable community investment programs, and the chapter concerning developmental local government in the White Paper on Local Government (1998). These are the key guiding principles for a successful role for the CDWP in the development of local economies. The CDWP could serve as a connector between LED and different government institutions to unlock resources.

The CDWP is aligned with government's approach of mainstreaming hands-on support to local government to improve municipal governance, performance and accountability. The country's economic growth does not yet lead to the kind of social transformation that will have a positive effect in marginalised townships and rural areas. In this context, the CDW can assist in two ways social mobilisation, which would include knowledge and skills sharing programmes, and building understanding on how to use their potential to start or intensify economic activities as opposed to waiting for grants.

Key guiding principles for the CDW encompass the Inter-government Framework Relations Act (IGFRA), Constitutional considerations and local government considerations.

The IGFR, which refers to the three spheres of government¹, forms a basis to guide the CDWs in ensuring that they act in a coherent way to achieve their goals as they work within the municipal system of government.

Constitutional considerations guide the CDWs as they learn to understand local government in respect of the LED, with a special focus on delivery.

Seven Acts, White Papers and Guidelines (1998 – 2000) provide a broad theoretical background of the LED for the CDWs. This helps the CDW to understand the interrelationship between the three spheres of government and LED. A copy of the slides of Mr Cele's presentation is to be found in the annexures.

¹ The object of the Intergovernmental Relations Framework Act is to provide a means for the three spheres and all organs of state to facilitate coordination in implementation of policy and legislation that includes seamless government, effective provision of services, monitoring of implementation and realisation of national priorities such as the eradication of poverty, the development of the country and equal access of services to all. The provisions of the IGFR Act facilitate and provide an enabling environment for community development worker to function and fulfil their mandate.

Final Session Challenges, suggestions and recommendations

The following reflects suggestions and recommendations raised by participants during the final plenary discussions. The floor was open for clarifications and discussions around issues emanating from the commissions' presentations, and for general remarks.

General issues

CDWs are already acting as pro-active agents of local economic and social development, but if they are to be more effective in their work, they need more support and commitment from political and related technical units.

Experiences and lessons learnt on both the decision-making level and on the community level, have proven the potential of the programme to respond to its main objective to ease and facilitate the service delivery mandated by the National Social and Economic Development Programmes.

The CDWP needs a more efficient integration into all government departments through all spheres of government. These departments on all levels have to make a conscious effort to join forces, and work with CDW's.

Information management and dissemination of best practices

Mention was made that the South African CDW programme could learn from lessons of similar programmes of other nations, for example, India. International CDW experiences could be usefully drawn upon to enlarge the

thinking around the programme, thus to strengthen South Africa's programme. The converse is also true – the South African experience should be disseminated internationally to contribute to other developing countries.

Exchange of provincial information

Available provincial case studies should be tailored and summarised so as to collect and exchange best practices. This would also include models of excellence. Provincial case studies and research on the impact (e.g. the impact study from SAMDI) should be disseminated.

The flow of information

There is a need for a structure which determines the flow of information that will strengthen M&E. Models for reporting in KwaZulu-Natal and Limpopo provinces need to be assessed for wider implementation.

Monitoring and evaluation

Different aspects on the content of a standardised M&E system were discussed.

The monitoring of workplace performance of the CDWs

This was suggested by the plenary and by Commission 4.

Monitoring of service delivery

A need was formulated to address the question about how CDWs should carry out monitoring of service delivery in their communities, and what

impact this would have on the councillors. It is perceived that CDWs interfere with the service delivery and that members of ward committees, in particular councillors perceive CDWs as “spies” or “bad people”.

Independent impact evaluation

A part of improving the CDWP lies in measuring its impact. The impact of the CDWP on the communities is not known. A suggestion was made that an independent view is needed. An independent scientific research should be commissioned to gain knowledge about the effects of CDW activities in the communities. The research should include the implementation of Integrated Development Programmes (IDPs) and the short- and long-term effects and intended and unintended consequence of the intervention.

The question of “added value” of CDWs to government needs to be properly addressed through an empirical research of some sort.

The need for national indicators

An initiative has already started developing a series of indicators. Currently there is a government-wide initiative to develop a standardised monitoring and evaluation system. To feed into that system, a need was formulated for CDWs to have a common understanding of their performance criteria and how to measure the quality of their performance. This would necessarily include the development of Key Performance Indicators (KPIs) and Key Performance Areas (KPIAs). The development of the M&E system should be a consultative process, where stakeholders and CDWs (workplace experiences) should give inputs. The National Task Team (NTT) should take over a central role in this process.

Government officials at the coal face and beyond should be interviewed and evaluated in terms of how they relate to the CDWs tasks.

The location of the CDW

Much of the debate was around the location of the CDW at local government level. Political matters could impact negatively on the quality of the local and provincial CDWP.

CDWs may inadvertently be drawn into or be affected by political constraints due to the nature of their work. While it is acknowledged that the political dimension can be an opportunity, CDWs nevertheless need to be trained in risk management, or in improving their diplomatic skills, so that they can handle and deal with political constraints.

Some of the arguments are summarised as follows:

- CDWs should be located in the Office of the Speaker.
- The different provinces and municipalities should decide on best institutional arrangements.
- CDWs are linked to public servants and they work according to the public servants' levels depending on where they are located.
- Public servants contracts of performance should include a generic evaluation dealing with development to tie their work up with that of the CDWs.
- Cabinet will decide when the DPLG will take over control of the programme.
- The mayor may decide to delegate CDWs to the Office of the Speaker because the latter as a councillor reports to the mayor and is the head of the council.*
- The Speakers are accountable to the council; the mayor does not have the authority to delegate to the Speaker.*
- As CDWs straddle three spheres of government they must have access to all departments at each level. The officials must know and understand

that they should have this access. The fact that they do not is why CDWs have problems breaking in.

- Those CDWs who are attached to the mayor fall under section 18 and those who are attached to the Offices of the Speakers are Section 56.
- Wherever CDWs are located, they need commitment and support.
- The final recommendation was for each province to make a strategic choice as to where the CDWs should be located taking into consideration Cabinet's foundational directives. It was not felt that conference could be prescriptive.

** These two arguments are clearly contradictory. It is important however that they are documented as they demonstrate that from the perspective of the CDW, there is some lack of definition in some municipalities that requires fleshing out.*

Improvement of CDW training and education

Ongoing training and development for CDWs

In addition to the role of government, CDWs should also take responsibility of their own education and training. They should not think that they have completed their learning but should register for relevant university courses, (for example, economic development – capacity development of CDWs through education and development). CDWs should contribute and take responsibility for their own capacity building. This includes taking a proactive role to advocate and request training where they are still challenged, (for example, trauma counselling, diplomatic skills, report writing, new government programmes, strategies, basic computer literacy.

A further important aspect of continuous training for the CDW is learning from best practices (see also section on information).

Living in an information culture necessitates the development of a CDW website that would have manifold effects. It would post their best practices,

relevant information would be easily accessible, newest developments posted, databases maintained. This underscores the need for CDWs to have access to personal computers (PCs) and to be trained to use technology in their work.

On a separate note, a point was raised about equipping extension officers with project management skills.

The wellness of CDWs needs to be prioritised. The occupational circumstances of CDWs make it necessary for them to have access to a formal counselling and holistic support programme.

Stakeholder relationships

“We, the CDWs are public servants of a special nature, because we spread across all spheres of government. We therefore need a policy that is going to articulate and explain this to our officials”.

The discussion about stakeholders touched on the stakeholders numerous roles and levels of participation in the CDWP. Stakeholders are a homogeneous group, as they differ from site to site and in the different spheres of government. One key task for stakeholders could be to assist in drafting a National “Code of Conduct for CDWs”, or a “CDW Policy”. Such a document should also regulate relations between CDWs and stakeholders. This includes the clarification of stakeholder/CDW relationships. In addition to this, stakeholders should be invited to all meetings, incl. to road shows and other advertising campaigns.

A CDW advocacy strategy for local government

As much as public servants should understand the mandate of local government, they should also understand the role of CDWs. An induction

programme laying out the parallel roles of local government and CDWs as key agents of development should be rolled out to all relevant departments.

The following lists some aspects that the delegates felt should be part of a compulsory induction and re-orientation programme of public servants:

- Speaker from the Public Service Commission
- Why there should be adherence to the Batho Pele principles
- Promoting the ethos of serving the people
- Issues such as gender mainstreaming

The following suggestions for the content and structuring of the CDWP were made:

- Different modules to be developed to suit different levels of staff
- Generic as well as customised modules
- Toolkits for learning to be done at an individual's own pace
- To integrate the move towards a single public service into the induction

Role of the SAMDI, the DPLG and the DPSA

Cabinet took a decision to work out a programme that is responsive to the public service commission on the status of the public servants. The failure of public servants to comply with the Batho Pele principles and to promote a service ethos has made it necessary to offer a special induction programme for all public servants.

The DPLG and the MPSA should remain the responsible agencies to host the CDWP . Both agencies should work to have CDW matters a standard agenda item in all relevant structures.

SALGA's role in harmonising CDW relationships is to make sure CDWs are capacitated (identify and organise further training) and offer technical support. SALGA should include in their agenda the training of councillors on the role of CDWs and provide ongoing support in this area to see that CDWs should receive continuous support through mentorship. CDW should report to their mentors and to the relevant addressees (dual reporting).

CDWs should have a forum where they can exchange and discuss their best practices.

Economic stakeholders should better understand the role of and influence CDWs locally through promotion and alignment of CDW processes with the various economic clusters and stakeholders. It is important that service level agreements be entered into with key economic agencies and structures which will allow the CDWs to become local economic champions. This will extend to projects associated with the FIFA World Cup in 2010.

Agencies of government rolling out services at the local level should ensure that they work closely with CDWs. This is especially the DTI, the Seta's, DSD, DME and the UYF.

Prospects for the CDWP

Extending the reach of the CDWP

The CDWP should be extended to other departments such as the Departments of Sports, Arts, Culture and Recreation (in Gauteng Province, they already trained +/- 100 CDWs to gain support for their Mass Participation Programme) and the Department of Education and Health. These additional sectorally-based CDWs could provide help to support the generalist CDWs.

The National Department of Agriculture is at a stage where it wants to negotiate to include CDWs in its Extension Service Programme. The Department intends to clarify points of similarities in order create synergy and gain leverage from the CDWP. Plans are at an early stage. Once results are out, communication will be filtered down to relevant stakeholders.

The lifespan of the CDWP

As the plenary discussed the time frame of the CDWP, it became evident that the programme will stay. The following reflects the points of views of the participants:

- Will there be a stage in terms of public sector reform when we can say we do not need the CDW's intervention, or will public sector reform be ongoing?
- If the CDW intervention is addressing backlogs, does this mean that if public servants do what they should be doing and if these backlogs are addressed, there will be no need for CDWs?

The responses were as follows:

- The question of the timeframe of the CDWP has been difficult to answer. One cannot say that backlogs will be eradicated and at what point in time. We need to change people's mindsets.
- We may need to re-define the future role of the CDWs to go beyond the interventionist role.
- The question of what is the time frame of the CDWP has been poised a number of times – the task of the CDWP is to ensure that there is transformation of the public service.

Role of a CDW

Roles and responsibilities of a CDW during the learnership phase were extensively discussed. The course material provides a section on roles and responsibilities, also the limits of a CDW. Some participants added to this topic

CDWP is an intervention – seeking to improve the way that the public service operates. The programme is seeking to transform communities not to depend on government for social support but to be masters of their own destination. CDWs exist to deal with service delivery backlogs.

An intervention is a fast-tracked mechanism to address specifically identified issues – this should exist to enhance the work of public servants and not to replace it.

CDWs perform roles which sometimes government might find it difficult to undertake, such as mobilisation of communities. This they are able to do because they possess a unique knowledge of their workplace because they live in it.

CDWs are conscious about social awareness. This needs to be understood within the framework of the South African developmental state. CDWs take the social security agenda of the government into communities.

It is necessary to understand the CDWP as targeting both the economic and the social development agenda. Economic development cannot happen if social security is abandoned. Development has to be a parallel process. Social security runs side by side with economic development. The cadres are seeking to transform how the public service should operate. They are seeking to transform people's lives and this implies the reduction of the grant culture.

Allowances and HR matters

There are policies in the public service that determine allowances and Human Resources (HR) regulations. The national guidelines need to be followed. Notwithstanding, the regulations could be adapted to the specific needs of CDWs who may require specific access to transport or other allowances. Provinces should make recommendations to national regarding the transportation of CDWs – how this should be resolved should come from the provinces.

A CDW association

The issue regarding the development of an association should be separated from the NTT. The envisaged association should be a professional forum that will regulate and register CDWs, much like a teachers' association. It should cover registrations and codes of practice. There was consensus that the NTT cannot be replaced as its function is to guide the implementation of the programme.

Conclusion

The participants agreed only on one conclusion, "we will meet again next year. At that meeting we expect CDWs to hold government accountable for all the undertakings discussed today".



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Speech by the Minister for Public Service and Administration

Geraldine Fraser Moleketi

'Establishing important links and relationships with critical stakeholders is what CDWs do best.'

This very simple yet powerful statement that was written by one of our CDWs in a recent case study provides an excellent starting point for me today. Today represents an important and decisive moment in the life of the CDW programme, a programme that started four years ago with the first intake of learners into the learnership programme in 2003. Through the subsequent years it has steadily grown in strength and stature – a fact borne out by the excellent work that our three thousand strong cadreship is undertaking in over 200 wards across the country. The case studies that I read from the

provinces and that I am always impatient to receive, reinforce my belief in the centrality of the programme to the development project as I am continually presented with inspiring stories of dedication and service, innovation and fresh thinking. As we find ourselves steering the programme in its fourth year of existence it is indeed time for conference to review and



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reflect on the years that lie behind us before the gathering turns its attention forward to consider new horizons and future directions.

I am confident that reflection and review will be dealt with later in the programme and so my intention today is to consider new horizons and future directions.

As we gather here today, we do so comfortable in the knowledge that our economy is growing year by year, that we are reaching growth rates that five or six years ago we did not believe possible. In fact economic growth has expanded by an average of 5% over each year for the past three years. Government's infrastructure spending of R416billion has begun to roll out and will be gaining stronger momentum in the months ahead. There is no denying that the progress being experienced, gives us an even firmer platform from which to pursue the designing and building of our developmental state with confidence and vigour. This ever sturdier, more solid platform is shared by all stakeholders of development, many of whom are in this hall today. The question we need to ask ourselves as we stand together on this platform is how do we optimise on our shared dreams... how do we optimise our efforts so that together we work on programmes that respond to the challenges of the Second Economy.... that together we promote the growth of the small and medium business sector.... that together

we speed up the process of skills development.... that together we 'deepen government's programmes in such a manner that they impact effectively on



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the well-being of citizens'¹and that together we ensure that the public sector discharges its responsibilities as a critical player in the growth, reconstruction and development of our country?²

These questions are important. Despite the phenomenal growth of our country's economy, the number of unemployed has risen rather than fallen. The most affected are youth with official statistics reflecting a rate of 49% for the under 30's followed by women at 32%³. Progress therefore as I have shown in the macro economic figures has been remarkable, but the proverbial pyramid is still well in place with the general consensus being that inequality is growing and that there remains a considerable proportion of our population that is caught up in the 'poverty trap'. These statistics tell us that we have to work even harder and in a more focused and directed manner as public officials to produce the development outcomes that government's programme of action consistently aims to achieve: Higher rates of economic growth and development, improved quality of life of all our people and the consolidation our social cohesion. As we deliberate about the programme over the next two days and as we look to the future direction of the CDW programme, I ask you to keep this in mind at all times.

When the programme was launched in 2003 it was in response to a clarion call from our President that was made in his State of the Nation address of

¹ Stan Sangweni PS Report 2007

² SONA 2007

³ Joel Netshitenze March 2007



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the same year. Our President called on government to 'sharply improve the quality of the outcomes of public expenditure intended to raise the standards of living of our people'. In the beginning years of the programme, the focus for CDWs was placed on bringing government closer to the people in their role as foot soldiers of service delivery. As a new echelon of public servants, whose work cut across departments and spheres CDWs over the past three years have materially improved the lives of thousands of vulnerable citizens by bringing them into the social security system and assisting local government to bring relief and dignity to the desperate, indigent and helpless. The strides that CDWs have made in enhancing community participation at the local, provincial and national levels, their contribution towards giving meaning and form to the Batho Pele principles must also be noted. The cadres have responded magnificently to our President's call.

As we look to the future of the programme however it is important to reflect on government's commitment to halve unemployment and poverty by 2014 and make sure that there is a clear alignment between the programme and this commitment. As much as we must not lose our focus on service delivery and the important role of communication and information dissemination that CDWs play, we must look to how we consolidate our focus and the programme's deliverables on the development agenda. In so doing, we will take the programme well beyond social security and social assistance and reshape it as an agency for sustainable development, playing a key role in the broader development project and the economic interventions of government in the years leading up to 2014. The CDW cadres thus evolve



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from being footsoldiers of service delivery to agents of sustainable development and economic upliftment.

The broader development project that I have referred to has many *dimensions* and we need to look strategically at them all and ascertain where we can fit as a programme and how we can interface with them in a manner that will ensure that we make a positive contribution to embedding sustainable development. Allow me to highlight a few of them here:

The citizen portal that is currently in the design phase at the DPSA and that should be fully functional in 2008 is going to revolutionise the way that government interacts with the public. The portal will become the citizen's access to government as a whole and together with the Batho Pele gateway will provide a holistic and 360 degree access to services and to all manner of government initiatives. The role that the CDWP can and will play in this exciting project will be central. Not only will CDWs be able to access government services to enhance their own day-to-day activities, but they will become active promoters and communicators of the citizen portal amongst their communities

The Extended Public Works Programme that has been running for the past three years is in the process of stepping up its advocacy and communication campaign to position itself as an entry level labour employment initiative that is a programme of the whole of government. There is much possible synergy



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between the CDWP and the EPWP as the CDWP should become an important and valuable stakeholder in the poverty alleviation programme. As development activists the CDWs' reach into their respective communities is broad and deep. The creation and maintaining of 'poor registers' for example by CDWs can feed into the EPWP recruitment phase. Harmonisation of the two programmes therefore must become a priority in order that the developmental goals of the public works programme are reached by 2009 – creating job opportunities for a million South Africans.

The EPWP should not be seen as a standalone programme. The skills and training that beneficiaries receive is designed to propel them into the labour market. This important programme outcome that is fundamental to creating a growing base of employable individuals needs to dovetail with the CDWP and other initiatives that are currently being developed such as the labour services system. The CDWP should act as a mobiliser for the labour services system, the essence of which is to create a network of one stop labour centres in communities across the country. Its rationale being to allow job seekers to save their money rather than spend it on on travel to regional or district centres which at present is the case. Not only can the CDWP become a key stakeholder in the system and act as a catalyst in communities, it will also help contribute to its success by creating linkages between it and urban and rural development projects situated in municipal integrated development plans.



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The third area that I would like to highlight is the DTI's initiative of cooperative training that is currently in process. Government has fully

endorsed this model of economic activity and wants to see it progressively rolling out to help embed economic upliftment through entrepreneurship and self employment. These initiatives need much support and monitoring to help

build sustainability into the overall initiative. I know that the CDWP has already started to play a role here, but the work needs to be extended and deepened with close cooperation and partnership continuing between the DTI and the CDWP as the cooperative concept is progressively taken up at the grass roots.

Let us not forget that CDWs are cross cutting agents of change in their communities. The examples I have highlighted will further strengthen their agency in their respective communities as we take the programme forward.

We should not run ahead too far of ourselves however. Let us remember that the CDW programme must form part of a much wider developmental project – it does not stand alone. The programme's strength is its mandate to work with the most marginalised and carry out interventions that make a real and meaningful difference to individuals. The CDWP's intrinsic strength is its *collective* deep understanding of the needs and aspirations of the most



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vulnerable. I am convinced that now is the moment to take these unique attributes and shape them into an instrument that acts on behalf of government, all spheres of government, to provide agency to poverty

reduction programmes - beyond grants to enabling conditions for sustainable livelihood.

The unique positioning of the CDW cadres as agents of development provides opportunity to advance the constitutionally driven requirement for participatory governance. In his State of the Public Service Report for 2007, Commission chairperson, Stan Sangweni states: "The involvement of citizens in the decision making process is important to ensure that experiential and grounded perspectives inform government of what the needs are and how these can be best addressed..." The report continues to say that over 75% of government departments do not include public comments in their policy formulation processes. The challenge here to departments is to radically improve this poor statistic and to do this, the CDWP can play a valuable role.

The collaborative approach and the participatory model that departments must engage upon has to become one of the key drivers of the CDWP going forward in its evolving role as agent for sustainable development.



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In her address to the 4th Rural Women's Congress in Durban in April this year, our Deputy President spoke of the constraints that bind rural women to a life of poverty and misery. As much as her address was directed at rural women, her standpoint on the matter of economic upliftment applies across the board: The economic paradigm, she said, has to change, not shift. No amount of tinkering with social problems will help the marginalised climb out

of the poverty trap. We have to do bigger things the Deputy President said, and we have to do them in an integrated and directed fashion. My challenge to you all here today therefore is twofold: One - for government agencies to work transversally to effect poverty reduction and sustainable development programmes to secure sustainable livelihoods by collaborating wholeheartedly with the CDWP...and two for provincial CDW programmes to work and collaborate *together* in order to provide the most effective support to the developmental agenda as possible. As the Deputy President said, we have to do bigger things. For the programme to provide clear and sustained deliverables to the developmental agenda, provinces will need to pull together and work to a common and shared purpose – we have to change the paradigm, not shift it.



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Input by Dr Turundu, Commission A

Existing patterns of development and human relations often determine one's access to resources and services.

Socio-Political Integration

The CDW programme operates within a transformative framework. This therefore implies that at both institutional and operational level, it has to be rooted in a web of social, government, cultural and economical institutions.

The CDWs must be aware that citizenship refers to the rights, privileges and associated responsibilities. Their point of functional departure, therefore, must be from a human rights perspective as enshrined in our constitution. The CDW skills are therefore to be used to promote, advocate, and strengthen the social and economic integration processes, to proactively enable the citizens to migrate towards and appreciate mainstream services. Citizens have to be inspired to engage their environment in order to improve their quality of life.

This integration process promotes self-reliance, strengthens group cohesion, increases awareness about discriminatory practices, builds alliances for common purposes, combats racism, confronts xenophobia, discourages sexism, and promotes social and economic integration.

Social integration of the people requires proper integration of government laws, policies and programmes. The CDWs should therefore play a crucial



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role in this regard. They should equally be monitoring and evaluating peoples' responses to available resources and methodical distribution of such scarce resources.

Institutional Integration

The South African government services are delivered through a complex web of systems, sub-systems, and processes. The CDWs are a catalyst for ensuring the spread of such service deliverables to the population. Within the three spheres of government, focus points have to be created, resourced, and given the legitimate authority for service to the people. There is a need for alignment, capacity building and accountability to support the technical and administrative processes in the execution of such services. This is where the CDWs become most relevant.

Planning for monitoring has to be incorporated into the national office's operations as a strategic exercise. This will assist in harmonising relationships and in creating visibility within all the relevant contributing units of provision and power. The program of disbursement, channelled through the CDWs will then be accepted and embraced. In this way, services by all arms of governance will be monitored efficiently, reliably, and with full accountability.



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Recommendations:

I Institutional

- Through the Intergovernmental Relations framework, there should be a clear-cut definition of agreed-upon roles by the cluster stakeholders in the CDW. The cutting-edge government department with the ultimate supervisory role over the CDWP should have sufficient supervisory and regulatory functions for ensuring a transparent administrative 'home-base' for the CDWs.
- There should be a mechanism to formally coordinate structures at the local municipal and provincial levels, such as District/Provincial Task Teams, with representation at decision making level and comprised of all institutional stakeholders in community-driven processes. In this way, the CDWP could better align with traditional institutions etc, and their two-way communication role will be better positioned. Also, the task teams will be major feed-back channels for the technical structures of the IGR forum and policy implementing executives.
- The DPSA, SALGA and other relevant entities should pay closer attention to creating a more conducive working relationship between Councillors and the CDWs including forums for mutual exchange of shared experience and of the harmonisation of development perspectives.
- In terms of collaboration with other Specialist Community-based workers from departments, government agencies and the civil society, it is critical that the generalist role of the CDWs is identified within the Batho Pele principles and obligations of the national government to



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- ensure proper and efficient monitoring of all development agenda on-going in any part of the country. The CDWs should be seen by all as a periscope in overlooking and communicating all development achievements to central government.
- The community worker forum should not only be a talk-shop, but rather a clearing-house for articulating and bench-marking quality standards in social work services. This would enable effective and organised interventionist possibilities for public-private partnerships, and collaboration in community development. It will also alleviate unnecessary rivalries and territoriality on role performance among the different community workers. With such rapport in place, CDWs could then easily compliment programmes such the Thusong Service Centres; the Gateway programme; community outreach programmes; the ward committee system; etc.
- Communication is the key functional tool of the CDWs. It is, therefore, absolutely imperative that teamwork among them is properly structured and quantified. It is said that "charity begins from home". So, it is only when harmony of purpose emanates from them that proper in-road can be made in relationship with other stakeholders.
- The reporting mechanism of CDWs is the very reason for their existence. Shoddy and inadequate treatment of their reports, therefore, constitutes a total defeat of their purpose. It is worthwhile recommending, in our view, that a broader-based feedback system should be established so that their task is not jeopardised by single-channel feed-back failure or breakdown.



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TRAINING

- A proper professional cadre should be established that would clarify career paths for the CDWs and thus ensure mobility for the participants. This will reassure motivation and attract the best applicants to become multi-skilled professionals needed for the job.
- There should be a process of defining and ensuring the implementation of the multi-skill capacity for all CDW drawing on resources from the development practitioners, tertiary institutions and implementing departments.

At the community level, it is obvious that the CDWs would be critical anchors to both initiatives especially as opinion leaders in a train-the-trainer pact with the universities.

POLITICAL

- There is in the first place an understanding of the overriding philosophies that inspire governance. While the Batho Pele principles guide actual performance, there is need for a grand principle that should be the focal inspiration for every citizen irrespective of political orientation or creed. Many stable federated societies have built-in philosophies of integration within their body politic.
- In South Africa, there have been only been isolated references to the very important philosophy of Ubuntu. Within it lies a notion of universal bond of sharing, which connects all humanity. The role of the CDW can be seen as a manifestation of Ubuntu.



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- As an immediate need, there is a need for the CDWs to remain totally and fully politically neutral. We heard this morning the MEC mentioning that a CDW inadvertently reported her as ANC member. This is a dangerous oversight. The CDWs must see their role as national in outlook. They should listen to all South Africans without bias and attend to their needs.



the dplg

Department:
Provincial and Local Government
REPUBLIC OF SOUTH AFRICA

National Conference: Community Development Workers Programme

Stimulating and Developing Sustainable Local Economies: The role of CDWP

11th—12th June 2007

1

Outline

- Strategic Context
 - National Framework for Local Economic Development
 - Public sector leadership and Governance and Sustainable Community Investment Programs.
 - White Paper on Local Government (1998): ‘developmental local government
- Strategic Role of the CDWP as a connector in respect of LED drawing upon resources locked in a range of different government support institutions into local spaces.
- Key Guiding Principles for a successful role of CDWS in the development of Local economies

2

Strategic Context

3

Minister of Provincial & Local Govt.

“ In the final analysis, all economic development takes place at the local level; and local government must influence the shape and direction of local economies if the national economy is to attain the goals set for it and if it is to grow and create a better life for all its residents”.

4

National Framework for Local Economic Development

- The framework aims to support the development of sustainable local economies through integrated government action
- This framework supports the strategic agenda for local government and the 5-year local government implementation plan
- It regards local economic development as an outcome which is strongly interrelated and dependent on the municipal transformation and organizational development, basic service delivery, municipal financial viability and management, good governance and public participation

5

Public Sector leadership; Governance & Sustainable Community Investment Programs

- There are 4 key strategies that emanate from this policy thrust:
 - a) Improving good governance, service delivery, public and market confidence in government (Batho Pele, etc)
 - b) Spatial development planning and exploiting the comparative advantage and competitiveness of Districts and Metros
 - c) Enterprise support and business infrastructure development
 - d) Introduction of sustainable community investment programs focusing on organizing communities for development and maximizing circulation of public spend in local economies

6

White Paper: Developmental Local Government

- White paper introduces the concept of 'developmental local government' defined as local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives.
- The powers and functions of local government should be exercised in a way that has maximum impact on the social development of communities—in particular meeting the basic needs of the poor and on the growth of the local economy

Strategic Role of the CDWP in the Local Economic Development Agenda

CDWP and government approach of Mainstreaming hands on support to Local government to improve municipal governance, performance, and accountability

Background:

- South Africa is aiming at raising economic growth to unprecedented levels. With the macro-economic fundamentals in place the country aims to reach a consistent annual economic growth rate at least at 6% by 2010.
- Through asgisa the state together with its agencies will become more focused over the next 10 years in accelerating growth leading to large-scale social transformation.
- This transformation will impact on the large marginalized townships and rural areas the heart of the 2nd economy.

9

Of what relevance is the CDWP in this context?

- CDWS:** Wide-scale social mobilization through information, knowledge and skills sharing programs can help in driving this process to a higher growth path.
- CDWS:** Can assist communities in making them recognize that they are change agents who are responsible in taking advantage of the conducive environment for business development rather than being passive citizens to whom services must be delivered.
- The active involvement of local population in the development process is the path to accelerated and shared growth in local spaces

Spheres of Government cooperating with CDWP?

The government intends to be more vigorous in creating an enabling environment for individuals, business and communities to organize themselves, take control of their destiny and work towards prosperity.

Spheres of government: should implement their Constitutional mandates by enhancing their developmental role and working together with communities towards a realization of the 'people's contract'—to find solutions to their economic, social, and material needs.

- The inter-governmental relations Act will form the bases to guide the CDWS, and all spheres of government in ensuring that they act in a coherent way to achieve integrated outcomes in different municipal areas

- CDWS:** will ensure that local based development is being pursued to benefit the local areas, and all of their residents, in a fair and responsible manner, by municipalities, and other government departments

Key Guiding Principles for CDWS in LED

KEY PRINCIPLES TO GUIDE CDWS IN THEIR LED ROLE

- **Constitutional Considerations**

- Understanding the Constitutional Mandate of local government in respect of LED, and Service Delivery Matters
- Understanding what the State can do to support and reward citizens who organize locally and operate in local level partnerships to engage in greater economic activity, spreading economic development in an even manner.

13

Local Government Considerations

- Understanding the White Paper on local government (1998)
- Local Government: Municipal Systems Act (2000)
- A policy paper on integrated development planning (2000)
- Local Economic Development strategies and instruments
- LED guidelines and the institutional arrangements (2000)
- Policy Guidelines for implementing LED in South Africa (2005)
- National Framework for LED in South Africa

14

Community Development Workers National Conference

Approach

- Forthcoming conference on 2010 opportunities
- Targeted sectors
- Some of the challenges that SMMEs face
- Business Planning
- Information Dissemination

Business Opportunities Conference

- As part of 2010 preparations, conference on business opportunities will be held on 19 – 20 June 2007 @ Emperors Palace.
- Organizers: LOC, the DTI family, Ekurhuleni Metro, FIFA to be involved – government, business, civil society
- Local conferences will also be held in hosting cities (non-hosting provinces to be involved)
- Event to be held annually

Objectives of the Conference

- To unveil new business opportunities linked to 2010
- To integrate efforts by all tiers of government to support small and medium enterprises
- To identify and remove obstacles to full participation by small and medium entrepreneurs (SMEs must be vocal in matters that affect them and NOT become beggars and apologetic)
- To establish linkages between big business / LOC / government / SME community

Sector-specific Focus

- **Construction and Engineering** construction of stadiums, roads, rail network, etc.
- **Transport** infrastructure, government spending 5 or 6x more
- **Tourism** B & B's, tour guides, transfers, national parks, lodges, agents; (think of other support services e.g. laundry, housekeeping, food & beverages, volunteer training, etc)
- **Catering** basics of food preparation, importance of hygiene, health and customer service education
- **Security** retractable fencing, high tech equipment for identity checks; collaboration with private security companies, provision of bodyguard services; mobile police stations with holding cells and courtrooms for immediate prosecution; Home Affairs offices for possible deportation
- **ICT** between R2b – R5billion; broadcast centre (newsroom for live transmission); 4000 official accreditations for VIPs, clubs, etc.

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Preliminary draw

- **2010 Preliminary draw will be held in Durban on 23rd November 2007** (FIFA has received 204 entries, 32 teams to contest in the WC, 31 spots available)
- **SME exhibitions at the conferences and in Durban**
- **Exhibition at the OR Tambo International Airport** – sponsorship of 12 SME's by seda at the ABSA International Trade Bureau

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Procurement strategy

- LOC developing new procurement strategy which will be biased towards small and medium enterprises (think of procurement opportunities from FIFA corporate partners, issues of merchandising)

SA to rake over US\$7.4 billion; 3.2 million tickets for sale worth over \$663 million in revenue
Vuvuzela's weight – *an instrument of hell* – could be reduced from 140g to 100g for it not to be used as a 'weapon' (discussions not finalized yet)

- Aim of the strategy; to ensure that small and medium enterprises are sustainable beyond 2010 and contribute to AsgiSA objective of halving unemployment by 50% in 2014

Tourism programs

- Tourism industry – priority sector by AsgiSA
- 2010 grading of non-hotel accommodation *for the 1st time in the history of FIFA World Cup (MATCH)*
- MATCH and TGCSA will embark on roadshows in all 9 provinces between June and November (*signing contracts with local accommodation providers*) and a possible listing on FIFA website
- 200 rooms in satellite accommodation
- R170m to be invested in Tourism Enterprise Programme
- Gauteng Province - 2 host cities, 3 stadiums, 21 matches, opening & closing ceremonies
- SA: crafty nation – remarkable range of arts & crafts
- Training workshops for SME's (skills audit) e.g. *service excellence & hospitality*

Challenges facing SMME's

- High failure rate (new businesses collapse within the first 3 years)
- Access to finance
- Lack of skills / experience
- Inadequate mentors

Business planning

- Starts with an idea, viable? Start with a simple, well researched business idea
- Legal status
- Business Plan – be involved in the write-up
- Define your business – do you know your customers, what do you want to sell, do you have a growth plan, do your products respond to the market trends, your competitor analysis?
- Forge partnerships – maximize the benefits of 2010
- Teach yourself to use at least basic financial tools
 - ✓ Cash budget to track the flow of cash into and out of a company over time and to ensure that adequate supply of cash is available to meet operating expenses
 - ✓ Do not disregard the tax man

How does seda work?

seda provides its services to clients through three main channels:

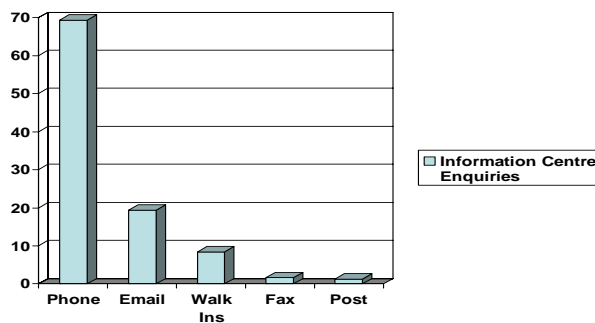
- Website (+800 pages)
- National Information Centre (all official languages)
- A national network of seda branches and Enterprise Information Centres (EIC) that offer uniform products and services

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National Information Centre

- Most enquiries are by phone (69.35%) and the rest via email (19.35%), few walk-ins (8.39%), fax (1.62%) and post (1.29%)

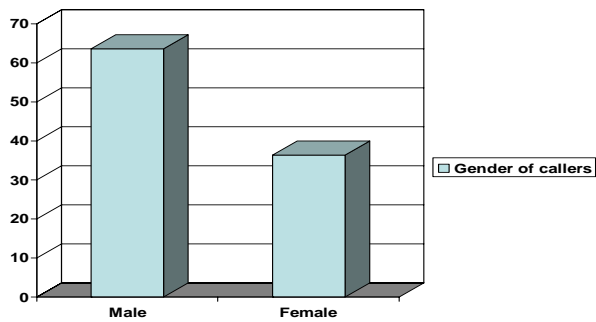


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National Information Centre

Most callers are men (63.59%) and female (36.41%)

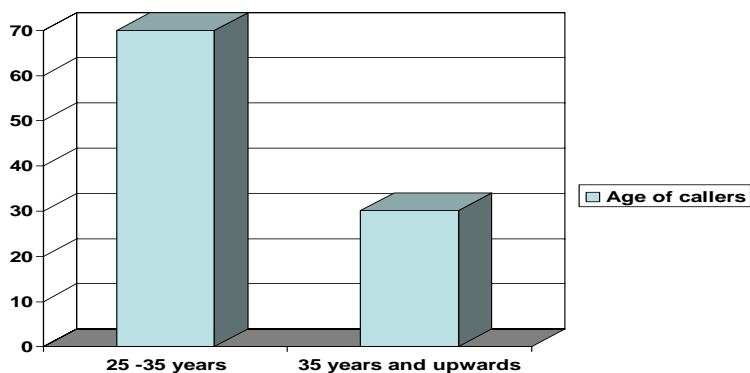


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National Information Centre

Most callers (69.91%) are aged below 35 years



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National Information Centre

	%
▪ Gauteng	58.67
▪ Mpumalanga	12.64
▪ KZN	9.28
▪ Western Cape	4.25
▪ Limpopo	3.08

Contact details

- Website: www.seda.org.za
- National Information Centre: 0860 103 703
012 441 1000
- Physical address: Block G
The DTI campus
Sunnyside

“I have a simple but strong belief:
the most meaningful way to differentiate
your company from your competition –
the best way to put distance
between yourself and the crowd –
is to do an outstanding job with information.

How you gather, manage and use information will determine
whether you win or lose.”

Bill Gates
Chairperson, Microsoft
(Business @ the Speed of Thought)

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THANK YOU

Small Enterprise Development Agency



2nd National Conference of the Community Development Workers Program

THE COMMUNITY DEVELOPMENT WORKERS PROGRAM AS A
VEHICLE TO STRENGTHEN THE CAPACITY OF THE STATE TO
DELIVER INTEGRATED ,SUSTAINABLE DEVELOPMENT
INITIATIVES AND PARTNERSHIPS



CDW PROGRAM

Community Development Workers Program: An
overview since its inception



AN OVERVIEW

This phase was to respond to the challenge posed by the President when he announced in 2003, the creation of new rank or level of public servants who will ;

- ◆ **“maintain direct contact with the people where these masses live”**
- ◆ **“improve the quality of the outcomes of public expenditure intended to raise the standard of living of our people”**

COMMUNITRT DEVELOPMENT WORKERS

Another reason cited by the President for the creation of the CDW is that

- ◆ **“It is wrong that government should oblige people to come to the government even in circumstances in which the people do not know what services the government offers and have no means to pay for the transport to reach government offices”**

CDWP

Establishment of Community development Workers was informed by the government's direct interaction with citizens through the imbizo, where it became clear that many communities In both rural and urban areas have not been able to access the services and benefits offered by government

CDWP

- As a result of the announcement, towards the end of September 2003, Cabinet approved the rollout of community development workers
- To explain how the new group of public servants will function, the Minister for Public Service and Administration gave the following outline : "Community Development Workers are additional type of a public servant (different to the mainline public servant or local government official) who will be a skilled facilitator ; filling the gap between government service and the people. This will be a public servant who is able to assist citizens with matters such as birth certificates, IDs and social grants applications, and small business start -up, at their doorstep and in their own communities"

Mandate of Community Development Workers is to:

- Ensure that government maintains direct contact with people where they live
- Strengthen the coordination and integration of service delivery at local and community level
- Improve people's access to government information, knowledge and services
- Provide people with access to government information, knowledge and services
- Provide a holistic services delivery option with the deployment of multi-skilled, trained personnel
- Improve communication and networking between government and the local community and other stakeholders
- Ensure transformation and that government services reach their targets

WHY CDW?

- On 11 June 2003, Cabinet took a decision that it is not possible for ward level structures to deal with closing the gap “because more services are at stake than those for which local government is responsible”
- At the same meeting, Cabinet indicated that local “councillors and ward committee members are largely part time and do not have the resources to attend to matters not directly relating to local government delivery”

Training for CDW

- Government adopted in 2003, the approach of longer term training of CDWs through learnership and ensuring that there is deployment whilst being mentored
- Towards the end of 2004, the first group of CDW were deployed to 21 identified urban and rural nodes.



Coordination of the DWP

Ministers for Public Service and Administration and Provincial and Local Government were given the joint responsibility for the central coordination of the program with clear indications that Ministry for Public Service and Administration will focus on the inception and incubation of the program with the commitment that the project will be handed over to the Department of Provincial and Local Government subsequent to the inception and incubation period

Where is the program now

- ◆ The program has been rolled out to nine provinces
- ◆ According figures submitted by LGSETA , a total of 3737 community development workers were recruited, 3614 have undergone the learnership training and 121 have dropped out of the learnership program.
- ◆ In line with the recommendation made by Cabinet, the community development workers are employed by the provincial government and the Local Government is the workplace of the CDW. Whilst the Municipality is taking the responsibility for the daily activities of the CDWs and these arrangements should take place through the office of the Municipal Manager

Current Focus of CDWP

- 60% on social issues
- 15% on Economic issues
- 5% on Investment issues
- 5% on Justice issues
- 15% on governance issues

How CDW should approach their mandate

*“Accelerate access to service delivery
to enhance sustainable community
development”*



Vision 2014

*The top priority of our Government is the
delivery of services, especially to people in
the second economy*

*Government has thus developed focused policies and program that are
synthesized in the vision 2014, which is the template for the Government's
efforts to meet its development priorities within the framework of the
development state*

- ✦ Eradicate bucket system by 2007,
- ✦ universal access to potable water by 2008,
- ✦ universal access to decent sanitation by 2010
- ✦ universal access to electricity by 2012.

PROGRAMMES TO MEET THE 2014 VISION

Community Development Workers program is one of the programs put in place by Government to deal with the 2014 vision.

Others are:

- ◆ Accelerated and Shared Growth Initiative-South Africa (Asgi-SA) and Joint Initiative for Priority Skills Acquisition (JIPSA)
- ◆ The Early Childhood Development programme, based on community participation
- ◆ The more extensive use of labour intensive methods of construction targeting housing, schools, clinics, sports facilities, community centres and the services infrastructure

PROGRAMS TO MEET 2014 VISION

- ◆ Business plans for the Agricultural Credit Scheme. The scheme forms part of the broader small and micro-credit initiative, to enable those formerly excluded the opportunity to access credit for productive purposes.
- ◆ Expanded Public Works Programs
- ◆ National Youth Service.

South African Vision: 2014

Government has integrated Millennium Development Goals in the Program of Action.

- ◆ To eradicate extreme poverty.
- ◆ To achieve universal primary education.
- ◆ To promote gender equality and empower women.
- ◆ To reduce child mortality.
- ◆ To improve maternal health.
- ◆ To combat HIV/Aids, malaria and other diseases.
- ◆ To ensure environmental sustainability.
- ◆ To develop a global partnership for development

challenges

- ◆ Lack of integrated planning
- ◆ Economic development projects to address poverty on a large scale and access to resources to deal with this challenge-dti, seda
- ◆ Lack of common understanding of the roles and responsibilities of the Community Development Workers
- ◆ Establishment of sustainable partnerships with private sector as well as other departments within the public service, and government agencies

Way forward

Specific issues for consideration when the program is taken forward

Issues raised in the SONA of February 2007

- ✦ define clearly the poverty matrix of our country
- ✦ Develop a proper database of households living in poverty
- ✦ Identify and implement specific interventions relevant to these households
- ✦ Monitor progress in these households as the program take effect in graduating them out of poverty

Way forward

- ✦ Addressing all indigence especially the high number of women so affected.
- ✦ Coordinate and align anti-poverty programs to maximize impact and avoid duplication , and
- ✦ Accelerate the training of family social workers at professional and auxiliary levels to ensure that identified households are properly supported and monitored

Way forward

Critical areas remain

- ◆ Poverty eradication programs
- ◆ Local economic development
- ◆ Deepening democracy
- ◆ Environment analysis/early warning systems
- ◆ Building sustainable partnerships in both public and private sectors



END

THANK YOU



CDWP

Monitoring and Evaluation

By

Frangelina Tema

@

CDW Annual Conference

11-12 June 2007

Presentation Outline

- What is Monitoring
- What to monitor
- Reporting
- Monitoring of Implementation
- What is evaluation
- Major Principles of Evaluation
- Evaluation Criteria

What is Monitoring

- An integral part of day-to-day Management
- Tool to identify and solve problems
- Tool to assess progress

What to monitor

- Activities
- Desired results: efficiency
- Results meeting project purpose: effectiveness
- Do the assumptions hold true/
- PM needs to know: How objectives are

PM needs to know...

- How objectives are met
- Environment (stakeholders, local strategies, policies)
- Corrective action

Reporting

- Communication
- Progress review meetings
- Progress reports:
 - Intended achievements vs.
 - Actual achievements
 - Problems
 - Opportunities
 - Intervention and alternatives

What is evaluation

- Assessment
- Systematic and objective
- Provides credible information
- Determines relevance, effectiveness, impact and sustainability.
- Provides lessons learnt

Major Principles of Evaluation

- Impartiality
- Credibility
- Usefulness
- Participation of stakeholders

Evaluation Criteria

- Relevance/appropriateness
- Efficiency
- Effectiveness
- Impact
- Sustainability

Thank you

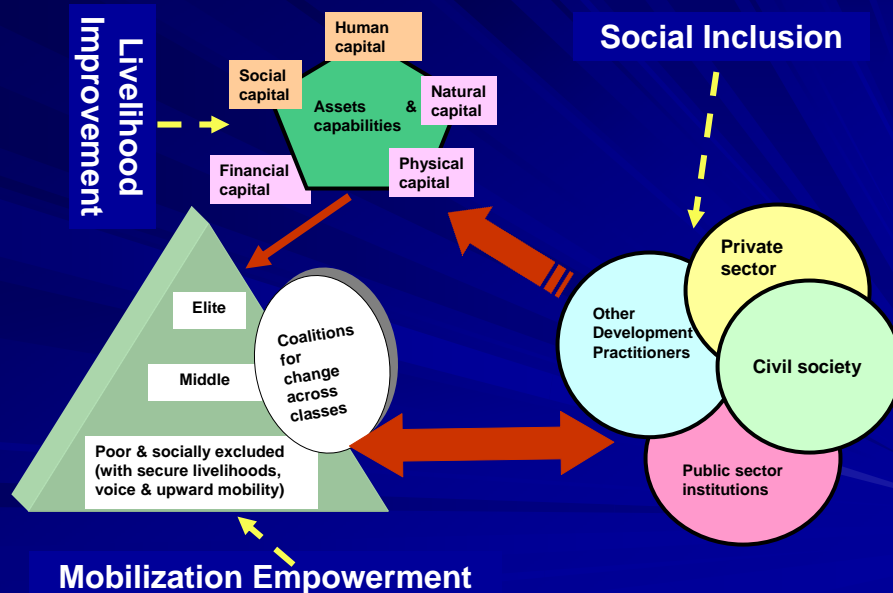
Any questions or comments?

STAKEHOLDER RELATIONS: Role of CDW in the Developmental Agenda of the State

J. Francis

Centre for Rural Development
University of Venda

FRAMEWORK OF SOCIAL MOBILIZATION



ROLE OF CDW in National Development Agenda

- **Work with communities experiencing various types of disadvantages to enable them to collectively identify needs & rights, clarify objectives and take action to meet these within a democratic framework**

BUT HOW?

WHAT DOES COMMUNITY DEVELOPMENT WORK INVOLVE?

- **Community mobilization – systematic effort to actively involve local people to take part in resolving a specific development issue using various communication means and methods**
- **Networking/Partnership – attempts to have different groups or associations, within or from outside the community, joining and working together to address, more effectively, specific issues or problems**
- **Guiding through providing relevant information**
- **Education and Advice**
- **Advocacy/Promotion**
- **Enabling**
- **Facilitating**

WHAT IS A STAKEHOLDER?

- Anyone with an interest in the issue being addressed or who can be affected by its resolution or lack of it.

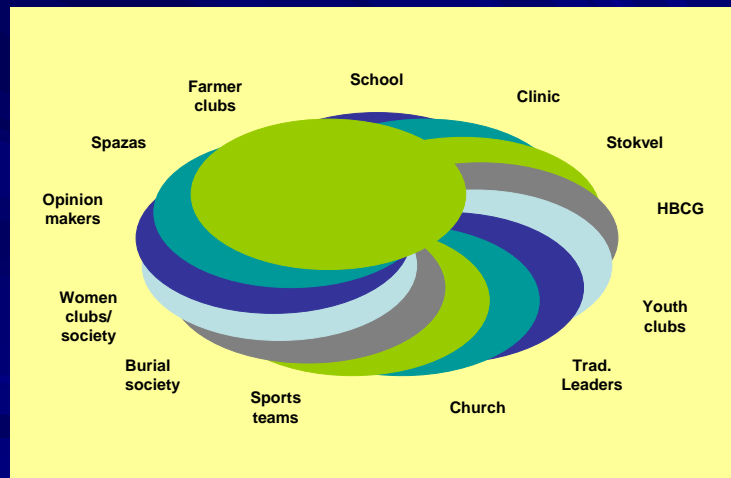


- So, who are the stakeholders in community development work in SA?
- Why is it important to build and sustain excellent stakeholder relations?

WHO ARE THE CRITICAL WARD LEVEL STAKEHOLDERS?



Inter-linked Village-based Organizations and Institutions



WHAT THEN SHOULD BE SOME OF OUR MAJOR REFLECTION QUESTIONS?

- What are the attitudes and mindsets of stakeholders towards the role of CDW?
- How much influence do these stakeholders have?
- What precipitates the stakeholders' attitudes and mindsets?
- What type of communication and social marketing strategy would be appropriate in managing relations throughout the CDW Programme?
- How strong are CDW-CDW relations, i.e. within and across Local Municipalities, Districts and Provinces?
- What strategies should be applied to change the negative attitudes and mindsets?
- What strategies must be applied to sustain already existing excellent relations?
- What roles should different Managers within the CDW Programme play to harmonise and sustain positive relations?

CRITICAL REFLECTION QUESTIONS Cont'd

- **What types of conflicts are CDWs experiencing?**
- **What is the nature of the conflict(s)?**
- **What causes the conflicts?**
- **Who is (are) involved?**
- **How frequent and serious are the conflicts?**
- **How can the conflicts be minimized or completely resolved?**
- **What would be the consequences of not properly resolving the conflicts**

Thank You

Progress on Governance Actions



Department of **Local Government and Housing**
Isebe **looRhulumente boMmandla nezeZindlu**
Departement van **Plaaslike Regering en Behuising**

www.capegateway.gov.za/dlgh

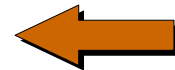
CONTENT

1 ...

2 **LGMTEC 3: Critical trends**

3

4



Context to LGMTEC 3

The LGMTEC 3 took place within context of:

(a) 5 year Strategic Agenda for Local Government (2006-2011)

Goal: to have municipalities discharge constitutional mandate by end of the second term of local democracy 2011

Focus on 5 Key Performance Area:

- Basic Service Delivery and Infrastructure
- Local Economic Development
- Municipal Transformation and Institutional Development
- Municipal Financial Viability; and
- Good Governance and Community Participation

(b) IDPs as integrative planning tool of government

National Cabinet Lekgotla and President Co-ordinating Council decisions in 2003, 2005 and 2006 on harmonisation of NSDP, PGDS and IDP, and improving intergovernmental planning and budgeting

(c) MFMA requirements on Section 22 & 23:

Provincial Treasury to receive and comment on municipal draft budget before final approval by municipalities

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LGMTEC process 2006/7

Engagement	Purpose	Date	Responsibility
LG MTEC 1 (PCF meeting)	High level alignment: - PGDS guides alignment - Metro/Districts demonstrate their roles	4 Oct 2006	<ul style="list-style-type: none"> • Relevant departmental and municipal accounting officers • Provincial Treasury • Department of Local Government and Housing
One-on-One Engagement	To ensure spatial alignment of provincial department resource allocation with municipal plans; and to communicate provincial transfer amounts to districts and municipalities.	Oct-Nov 2006	<ul style="list-style-type: none"> • Department of Local Government and Housing • Relevant Departmental and municipal accounting officers • Provincial Treasury
LG MTEC 2	To check with municipalities on financial health and proposed transfer amounts from province to municipalities.	25 Jan 2007	<ul style="list-style-type: none"> • Relevant Departmental and municipal accounting officers • Provincial Treasury • Department of Local Government and Housing
LG MTEC 2 (once off)	Hands-on Support Sessions to prepare municipalities on: - Socio-economic profiling - Credible IDP Criteria - Financial Health assessment	13 Feb – 2 March 2007	<ul style="list-style-type: none"> • Provincial Treasury • Department of Local Government and Housing
LG MTEC 3	Assessment to ensure alignment of IDPs and LED strategies with municipal budgets as well as provincial growth and development strategy and spatial development framework	23 April – 24 May 2007	<ul style="list-style-type: none"> • Relevant Departmental and municipal accounting officers • Provincial Treasury • Department of Local Government and Housing

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Critical Trends identified

1. Bulk Infrastructure pressures
2. Health profile warrants continued investment
3. Social development (including education)
4. Community Safety actions
5. Economic thinking
6. Land availability and access to land
7. Environmental issues
8. Housing options
9. Lack of sufficient planning
10. Municipal viability and institutional support

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Critical Trends confirmed (10)

1. **Bulk Infrastructure pressures**
Consistent confirmation of **backlogs** and pressure on water, sewerage, waste, road infrastructure (mobility/network), public transport, and energy infrastructure in the province.
Maintenance of municipal infrastructure needs a concerted effort when considering the limited municipal funding available .
 2. **Health profile warrants continued investment**
Across municipalities the **burden of disease** are clearly identifiable with pressures on specific facilities (be it clinics, hospitals, home-based care or ambulance services) – incl. TB and HIV/AIDS.
 3. **Social development (including education)**
Across municipalities there are concerns on **youth** development, the school drop-out rate, care of street children, teenage pregnancies, early childhood development, adult basic education, child labour in rural areas, and sustainable poverty related projects (including soup kitchens, food gardens and projects targeting the unemployed).
Individual municipalities identified **specific investments** required in library facilities, multi-purpose centres, sport facilities, and cemeteries.
Partnerships for **skills** development must be initiated and sustained – Assistance: Dept Labour.
 4. **Community Safety**
Across municipalities the increase in **crime** (particularly drug related crime) was noted - Secondary issues of safety of school learners..
 5. **Economic thinking awareness**
Municipalities showed a growing awareness of **potential areas for investment** – be it skills development, specific economic sector support or “path-breaking” projects within their municipal areas, the training/procurement of local small contractors; the positioning of the municipality in the regional economy and local business support initiatives (including the Real Enterprise Development (Red Door) functioning
- NB:** The most notable **shift** was the emerging suggestions on **strategic infrastructure** investment in upgrading airports, roads, rail networks, harbours and information technology connectivity. These suggestions were often linked to the Soccer World Cup 2010 and repositioning arguments of district municipalities.

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Critical Trends confirmed (10)

6. Land availability and access to land

Municipalities raised the issue of the access to **land** – be it for housing, land reform, urban reconstruction, or specific land transfers to support development. Coastal municipalities were under extreme pressure to access land for development.

7. Environmental issues

Municipalities raised the process and speed of dealing with **environmental impact assessment** by the provincial/national authorities and receiving the record of decision.

NB: However, a noticeable **improvement** in specific EIA cases since 1-on-1 engagements in Oct/November 2006

8. Housing backlogs / options

Municipalities consistently raised housing **backlogs**, impact of farm evictions, and backyarders housing access. The size of the existing **funding regime** is criticised for not enabling municipalities to deal with backlogs. Specific municipalities cannot **construct houses** due to infrastructure and funding constraints (CB/PA/BR)

9. Lack of sufficient planning

Municipalities acknowledged that the quality of planning – be it **spatial** planning, integrated **human settlement** thinking, **disaster management** or local **economic development** – is not yet sufficient across all municipalities. This means that the long term planning logic in municipal plans are not well structured to inform resource allocation and implementation.

10. Municipal viability and institutional support

The reality of **limited revenue** in specific municipalities remains unchanged and some municipalities' future hinges on the contingent success of major private sector investments or the continued equitable share allocations from the National Treasury.

Growing awareness by municipalities of their position in the **space economy** and the reality of continued limited resources into the future, if it does not address its economic challenges.

There are clear actions proposed to improve the quality of **data underpinning planning** across municipalities and the concept of **shared services** within districts consistently raised

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Specific issues (LGMTEC 3)

2. BEST PRACTICES

- 2.1 Joint strategizing between stakeholders/spheres of government through memorandum of understanding
- 2.2 Linking indigent database with job creation
- 2.3 Human Development through 'human development' committee (Overberg towns) & Youth units elsewhere
- 2.4 Municipal databases being created by municipalities
- 2.5 Effective use of Community Development Workers
- 2.6 Public Participation alternatives through youth drama group and involving schools in role of municipality

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Specific issues (LGMTEC 3)

3. CONCERNING TRENDS

3.1 IDP: STRATEGIC and SPATIAL PLANNING

- **Infrastructure / basic services** provision ("infrastructure lead growth") unaffordable
- How IDPs are managed and quality of IDPs as implementation tools (---see 2.3.8)
- SDF's questionable: constant review, impact on integrated human settlements or IDP
- Housing planning in municipalities not complete (---see 2.3.4)

3.2 BASIC SERVICES

- **Electricity usage** is increasing rapidly – source of income (REDs).
- Low expenditure on **maintenance of service infrastructure**.
- **Water losses** occur and **water resource** studies seems incomplete as provincial priority

3.3 PUBLIC PARTICIPATION

- Meaningful participation is not being achieved in majority of municipalities

3.4 ROLE OF DISTRICTS

3.5 MUNICIPAL INSTITUTIONAL CAPACITY

3.6 IGR: CO-OPERATION BY NATIONAL/PROVINCIAL DEPARTMENTS

- Municipalities frustrated on what department's are doing or not having effective relationships. Departments still owe money to municipalities.

3.7 IMPLEMENTING THE PROVINCIAL GROWTH STRATEGY

- SEPLG did improve understanding, but mun's unable to engage own resources with PGDS.
- ***Kapa Eilhlumayo*** appears to have "too wide a spectrum". Preferably, a limited action list, referenced in IDPs and committed to by stakeholders should be investigated. Follow through on District Growth and Development Summits limited.

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LGMTEC 3 confirmed relevance of 5 KPA's (July 2005: Cabinet Lekgotla)

1. Institutional Capacity and Municipal Transformation

- Core municipal **systems** not established or implemented - e.g. Performance Management Systems
- Municipal **management** capacity/capability and high vacancy levels
- Poor **accountability** mechanisms
- Serious challenges in the areas of **financial** management, programme management, engineering and organisational development

2. Basic Service Delivery and Infrastructure

- Slow pace and poor **quality of services** delivered
- **Water** and **sanitation** backlogs emerge as one of the critical challenges
- **Housing** backlog sighted as a critical issue

3. Local Economic Development

- High levels of **poverty** due to unemployment
- **Poor quality LED plans and scarcity of municipal LED specialists**

4. Financial Viability and Management

- Inadequate billing, debt management and credit control **systems**
- Poor municipal financial management **capacity** and systems
- Low **revenue** base due to high levels of indigents *

5. Good Governance

- **Instability** within and between political and administrative domains
- Poor **communication** between council and communities
- Non-functioning of **ward committees**

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Specific issues (LGMTEC 3)

I. FINANCIAL MANAGEMENT

- Real concern about **financial sustainability** of specific municipalities: revenue enhancement
- Basic financial controls
- Although capital budgets increased over MTEF, **capital spending** is slow
- Conversion from IMFO to GAMAP/GRAP in **financial accounting** is continuing to generate qualified Auditor General Reports
- **Supply Chain Management** (MFMA) is hampering spending and undervalued as factor
- **Generic issues** ranging from IYM, DoRA allocations, non-secured funding in budgets, AG issues, supply chain management, and financial controls and policies.
- **Positive trends:**
 - Some municipalities starting to prepare annual project list and tender documentation BEFORE the next financial year starts
 - Some municipalities benefiting from 'independent' reporting on their financing – achieving better credit ratings, investment advice and financial best practices
 - Selected municipalities doing better 'financial modelling' improving planning and budgeting
 - Municipalities realising that basic controls – i.e. water usage – needs attention

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City of Cape Town Issues



Challenges / Issues engaged with:

Services Delivery:

- A shared **infrastructure** investment framework (targeting big issues of WC 2010, public transport)
- **Basic infrastructure** investment in the next 5 years: incl. maintenance cost burden
- **Health and Safety** as opportunities to cement joint action.
- Investment in **education and skills**
- The main strategy is to 'invest now' in infrastructure lead investment for growth. The municipality expressed the view that LED will be supported 'within the mandate of the municipality' and linked to infrastructure and basic services provision. The R1,7 b Capital budget is spread across the city, with the clear intention to support economic growth.
- There is existing close co-operation between the City and provincial sector departments on key function which will be strengthened.
- Co-operation on integrated human settlement and housing delivery – which ranges from housing demand responses, co-operation on major projects (i.e. N2 Gateway) and dealing with a plan for the 242 informal settlement areas across the city.
- Co-operation on the newly launched Greater Cape Town functional region planning work.

Finances:

- The City's has steadily improved its financial position as reflected in cash flow, healthy reserves and favourable debt ratings. The city is 1 of the 2 South African Cities that has received an unqualified audit over 2 consecutive years. However, the financial sustainability of the city is under pressure and the city has not yet reached the desired rating as proposed by National Treasury – i.e. to be above Level 3 (out of 6) in Financial Management. This covers various issues, from annual under-spending on Capital budget to effective financial policies.
- Several Economic actions are occurring within the city. This includes linkages to the newly launched Regional Industrial Development Strategy, SMME support, and active linkages to business community in revitalizing the city centre and growth nodes. The city is created jobs through projects at a rate of +/- 7000 per year (i.e. 2217 from July to Dec 2006). There is a dedicated 1% of budget the LED related action, although a lot of Red Tape removal actions do not cost money.

Governance:

- Action on improving meaning full participation
- Institutional restructuring and gearing up on internal capacity

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Eden Issues



Challenges / Issues engaged with:

- Distinctive development challenges, notably the high in-migration, bulk infrastructure pressures (notably water, waste, and road network), increase in unemployment and poverty levels, high recorded HIV/AIDS and health indicators, general development pressures
- Water source (dams, desalination); Airport upgrades (Oudtshoorn, Bitou); Harbours; Road infrastructure (incl. N2 and specific local roads); Waste disposal in region (land fill sites/recycling)
- A concerted economic development strategy
- “Water storage/capacity” to underpin growth.
- The vulnerability of the road network to floods, including N2
- The significant migration pressures impact on service delivery and requires a regional approach to development (including crime, economic growth, and skills development)
- A concerted leadership effort to improve IGR between municipalities is required to combine the energies of municipalities on major challenges.
- The Housing pressures are proportionally more than other areas outside of the Metro and require a concerted efforts
- The financial sustainability of the district is under pressure, notably the under collection of revenue, actions to deal with outstanding debtors, underspending on capital expenditure, and a decreasing budget.

Financial Government Western Cape - uRhulumente Wepondo leNtshona Koloni - Provinsiale Regering Wes-Kaap

Overberg Issues



Challenges / Issues engaged with:

- The financial viability of this district is questionable as it requires a sustainable revenue stream. Historically, businesses did not generate a big income and the replacement national equitable share allocation is not enough to sustain the institution as a going concern. The dependence on grants is very high.
- The internal institutional capacity and management is under severe strain which inhibits the district to fully take up its leadership role.
- The health indicators – especially TB in Theewaterskloof needs attention.
- Illiteracy rates in specific areas – notably Theewaterskloof needs attention.
- Farm eviction response through housing strategy required.
- Reality of seasonal workers requires concerted response.
- The municipal capacity concerns centres on creating a strong management team, strategic planning, and environmental expertise.

Financial Government Western Cape - uRhulumente Wepondo leNtshona Koloni - Provinsiale Regering Wes-Kaap

Cape Winelands Issues



Challenges / Issues engaged with:

- The district is taking the lead in district-wide strategy, which includes proposed actions following on the District Growth and Development Strategy. This includes improving on economic intelligence, inter-governmental co-ordination, and being an NSDP pilot.
- A concerted effort on illiteracy and skills development is required, and the district itself has moved on establishing the Wolwekloof Academy.
- There is a clear understanding of bulk Infrastructure pressures (so-called 'hot spots' where services are under pressure). The district municipality has moved to have a team meet on a monthly basis between municipalities on these issues
- The 'quality of water' seems to be a growing concern. It is not clear whether this is primarily due to the extensive 'above ground construction' the past decade that did not go hand in hand with sewerage works upgrades.
- The next priority seems to be roads & storm water to support the economy, followed by increase in the electricity provision.
- The District's draft budget still shows a high dependency on grants (84%), but the sustainability thereof is receiving constant attention. Actions to deal with under spending, asset management, and internal staff vacancies are noted.

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West Coast Issues



Challenges / Issues engaged with:

- The water resource in the West Coast needs a long term solution. There are steps to raise the Clanwilliam Dam wall, but tension between farming and urban settlement usage is understated.
- Literacy, skills levels and education issues need attention – especially dispersed rural settlements in West Coast area. This extends to health facilities and cure rates of diseases.
- It was noted that the District Municipality spends 85% of its equitable share allocation in the District Management Area. (Notably the R1,5m in Bitterfontein and Nuwerus, includes a Multi-purpose Community Centre.)
- The district municipality has taken the lead in developing a variety of strategies. However, the local municipalities need to take ownership of these in their own action and funding in support of such strategies.
- Most municipalities have LED strategies, but are not actively implementing them.
- The District Growth Summit process needs further action and support.
- The District municipality's draft budget is sustainable, with cognisance of actions to ensure revenue collection, preventing strain on internal reserves, improving expenditure rate and reducing dependence on grants.

Financial Government Western Cape - uRhulumente Wepondo leNtshona Koloni - Provinsiale Regering Wes-Kaap

- Actions by Department Local Government and Housing (following LGMTEC 3)

Dept LG&H Actions

(A) PROVINCIAL WIDE & (B) PER MUN

A. PROVINCIAL WIDE ACTIONS

Housing:

1. Complete outstanding **land audit**
2. Assist in accelerating **land transfers** in specific municipalities.
3. Complete **housing demand survey**
4. Hands on Support on credible **municipal housing plans**
5. Assistance to have a **plan for informal settlement** areas.
6. **On-going:** grant funding, Consumer Education and technical.

Dept LG&H Actions

(A) PROVINCIAL WIDE & (B) PER MUN

A. PROVINCIAL WIDE ACTIONS

Governance:

1. **Categorization of municipalities** (incl LGMTEC 3): early warning / support
2. **Co-operation with nat/prov dept's** with mun's, incl. use of IGR structures.
3. Co-operation Provincial Treasury MFMA actions to strengthen interventions
4. Monthly tracking of **EIA applications** - housing or MIG projects with DEADP
5. Co-operation with DEADP on **spatial planning** (int. human settlement/IDP)
6. Improved intelligence on **monitoring implementation within mun's**
7. **Support to District Municipalities** to take up their strategic role, noting revenue streams.
8. **Training programme councilors:** incl. infrastr. pressures & services targets
9. **Disaster management planning**, incl. co-ordination at district level.

Dept LG&H Actions

(A) PROVINCIAL WIDE & (B) PER MUN

A. PROVINCIAL WIDE ACTIONS

Municipal Infrastructure:

1. Complete **studies: municipal streets / water demand / solid waste mngt**
2. Hands-on support on **Water and Sanitation Master Plans** (all mun's)
3. Monitor national target of **eradication of bucket system** in formal townships by Dec 2007.
4. Complete **Pavement Management System** in five municipalities.
5. **Co-operation on MIG with sector dept's**, incl. Prov. Treasury & DWAF
6. **Inadequate MIG grant funding** communicated to National Treasury.
(MIG grows at 4% per annum and does not match housing development, service hotspots or maintenance.)

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