THE COMMUNITY WORK PROGRAMME:

BRIEFING SESSION ON THE PROJECT MANAGEMENT UNIT (PMU)

1 December 2017

BACK TO BASICS: SERVING OUR COMMUNITIES BETTER
WHAT IS THE CWP?

- A government-wide initiative targeting the poorest
- A component of the EPWP

- Offers work opportunities as a safety net
- Community-driven

- Labour-intensive, predictable and regular work
- **Partnerships** and **training** are key design imperatives
THE COMMUNITY WORK PROGRAMME

Initiated as part of the 2nd Economy Project

Piloted from 2007 to 2009

Incorporated into EPWP in 2009

Transferred to DCoG in 2010
CWP Features / Characteristics are:

1. **Programme implemented through implementing Agents (IAs) who are Non-Profit Organisations (NPOs).**

2. Each IA/NPO contracted to manage a number of CWP sites in one or more provinces.

3. A site is in a municipality and normally encompasses two or more wards and enrols participants for the equivalent of two days a week or eight days a month.

4. **Partnerships Key (Public, Private, Civil Society)**

5. **Guided by the ‘Theory of Change’**
The primary objective of the programme is to provide a safety net to poor, unemployed and under-employed people by providing them with regular and predictable work (opportunities) enabling them to earn a monthly wage, presently R92.00 a day, for 2 days a week, 8 days a month or 100 days a year for as long as they need it. Revised annually guided by a Ministerial Determination (Department of Labour)
CWP OBJECTIVES: SECONDARY OBJECTIVES

1) To skill (train) participants for purposes of:
   • optimising their work outputs,
   • equipping them with life skills, and
   • enhancing their employability and self employment prospects

2) To contribute to the development and maintenance of public assets and the provision of services in poor communities

3) To strengthen public and community participation in decision making around development

4) To enhance the economic agency of participants, thus promoting social and economic inclusion
CWP CONTRIBUTION TO GOVERNMENT STRATEGIC PRIORITIES

• Contributes to achieving government development priorities
• Reduces inequality
• Alleviates poverty
• Addresses unemployment

Outcome 9 (Also 4, 7, 13 & 14);
Back-to-Basics National Development Plan

Regular and predictable work provided

Wages earned facilitate acquisition of basic goods and services

Focus on the poorest Youth, Women & People with Disabilities

• Reduces inequality

cooperative governance
Department: Cooperative Governance
REPUBLIC OF SOUTH AFRICA

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EXPANDED PUBLIC WORKS PROGRAMME
CWP CONTRIBUTION TO GOVERNMENT OUTCOMES

○ CWP is an element of Outcome 9: “A Responsive, Accountable, Effective and Efficient Local Government System”

○ It contributes to the following:
  ❖ Outcome 4: “Decent Employment through Inclusive Growth”
  ❖ Outcome 7: “Vibrant, Equitable and Sustainable Rural Communities and Food Security for all”
  ❖ Jobs Driver 4 of the New Growth Path: “Investing in social capital and public services.”
CWP:
Communities have a say regarding useful work to be undertaken at CWP sites;
Work is part time but available long term
Poor areas are targeted
Flexibility is built in – participants can step in and out as circumstances change

EPWP:
Government decides on projects;
Work is full-time but temporary
Work is undertaken anywhere
Participants may not return after exiting
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<tr>
<th>INSTITUTION</th>
<th>RESPONSIBILITY/ROLES</th>
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| National CWP Steering Committee| Advisory Role:  
- Coordination,  
- Oversight  
- Members: DCoG, DPME, NT, DPW, DSD, DED |
THE ROLE OF PROVINCIAL CoGTAs

Serving as “CHAMPIONS” of the CWP in the province – facilitating IGR and overall programme effectiveness:

1) Supporting and participating in the development of a provincial roll out plan for CWP working with Implementing Agents

2) Establishing and facilitating a provincial structure for coordination with other stakeholders, primarily those in provincial government

3) Facilitating the municipalities’ effectively playing their roles in the programme e.g., Obtaining Council Resolutions & aligning CWP plans with IDPs

4) Oversight and monitoring of site implementation through site visits and ensuring adherence to programme norms and standards achievement of targets

5) Monitoring and verification of Implementing Agent reports

6) Facilitating the establishment and functionality of Reference Committees

7) Assisting with the unblocking of obstacles to effective CWP implementation in the provinces and contributing to overall programme success, e.g., through advice to DCoG
Serving as “Champions” of the CWP in the local space

1) Participation in and supporting the programme initiation and roll-out process, e.g., through identification of wards where CWP is to be rolled out
2) Issuing of Council Resolutions adopting the CWP
3) Establishment of and participation in Local Reference Committees
4) Participation in and contribution to the functionality of Reference Committees
5) Alignment of CWP to municipal IDPs (and Ward Plans)
6) Site-level programme monitoring and oversight
7) Co-funding or provision of in-kind support to the CWP
8) Giving advice on partnerships between the CWP and other entities
9) Strengthening the overall implementation of the CWP
## THE ROLE OF NPOs/IAs

### Facilitate delivery on the CWP in assigned provinces/sites:

1. Facilitate effective day-to-day CWP implementation, administration and management at site level

2. Strategic interface with beneficiary communities and participating municipalities through (and together with) provincial departments responsible for Local Government in the respective provinces

3. Site inception: including consultation with municipality, province, & communities as well as community mapping / profiling and facilitation of Local Reference Committee establishment and functionality

4. Site implementation – Participant registration, site plan development, implementation and monitoring to ensure adherence to CWP Norms and Standards and applicable Standard Operating Procedures (SOPs)

5. Procurement of goods and services for CWP work at sites (e.g., Protective Gear, Tools and Materials, Training)

6. Registering participants for UIF and COID and doing administrative work to facilitate the payment of these

7. Preparing and submitting reports and all relevant supporting documents at set intervals (after verifying accuracy, authenticity, completeness, etc.)
A Local Reference Committee (LRC) is a multi-stakeholder structure that plays an advisory, support and facilitative role to the CWP at site level.

LRCs are generally made up of:

1. The CWP Champion assigned to the CWP by the municipality
2. An Implementing Agent Representative/NPO Representative
3. Ward councillors for CWP wards
4. Traditional Leaders
5. Community members involved in or committed to community development
6. Sector departments whose mandates are aligned to anchor activities for the particular site
7. Representatives of local community-based / civil society organisations
8. Community Development Workers
9. Provincial CoGTAs
Removal of bottle-necks in the implementation process in order to facilitate the achievement of programme objectives

- Decision making around techniques / mechanisms to be utilised to identify participants to be prioritized for enrolment
- Decision making around “useful work” to be prioritized
- Provision of guidance on procurement of operating resources (tools of trade) including human resources.
- Provision of advice on Conflict Resolution
- Facilitation of stakeholder and community participation.
- Facilitation of alignment of site projects / useful work in Site Business Plans with Municipal Integrated Development Plans and community development aspirations
- Sign off on Site Business Plans
1. Large amounts of irregular expenditure incurred
   - non-adherence to government procurement prescripts
   - Non-compliance to administrative procedures (e.g. bid evaluation and adjudication)
   - Non-compliance to norms and standards

2. Inadequate record management
   - Inaccurate or non-existence of asset registers
   - Warehousing of store items
   - Participants records management
Key Imperatives for the revised Model:

1. Value for Money
2. Risk Reduction
3. Effective Contract Management
4. Effective Programme Implementation and Management (Equitable Institutional Capacity)
   - Improve efficiencies and address operational challenges
Integrated Implementation Model

1. DCoG retains the wage payment function.

2. Outsource non-wage component (full service elements)

3. Direct transfer of non-wage component to NPOs

4. Direct procurement and responsibility for assets by NPOs

5. The removal of current areas of irregular expenditure

6. DCOG focus on contract management that holds NPOs accountable for delivery of outputs

7. Reduced administrative burden for NPOs allows greater focus on quality of outputs, outcomes and impacts
DCOG should enhance capacity/systems to ensure that:

1. Funds are spent for the intended purpose (since transfer mechanism grants NPOs more discretion)

2. Effective Contract Management Capabilities exist in the department.

3. Effectiveness and quality of oversight in the department to ensure programme objectives are achieved.

4. Effective systems and internal controls to realise operational and reporting efficiencies in programme management and delivery.
1. Develop a NPO Transfer Policy (funding/transfers conditions, monitoring and reporting requirements).

2. Development of an appropriate Service Level Agreement/NPO Transfer Agreement

3. Development of a detailed procedure with internal controls for management, administration and monitoring of transfers to NPOs (Section 38 (1) (J) and (K) of PFMA and Treasury Regulation 8.4)

4. Develop an NPO Performance and Reporting Framework and Systems
1. An external technical team is being sourced to establish a Project Management Unit (PMU) and provide support to CWP Management towards strengthening project management capacity and to build a well capacitated unit (for a period of three years).

- A Business Case for CWP is being developed with support from GTAC to determine appropriate institutional arrangements to achieve operational efficiencies for a programme of this nature and magnitude. (e.g. possible specialized unit may be explored).
2. The (PMU) will, amongst others:

- Facilitate the implementation of the CWP service delivery model
- Provide administrative and project management support to projects within the programme, and address internal control deficiencies inherent in CWP
- Support the management of programme performance and identify early warning signs of non-performance.
- Provide input towards documentation of the technical and user-specifications of the CWP MIS
- Build the technical capacity of the CWP Monitoring, Evaluation and Reporting function
- Transfer skills to CWP unit staff and develop an exit strategy to ensure institutionalisation of the Project Management Unit (at end of contract)
Thank You!

Moving South Africa Forward, Restoring Dignity Through Work Opportunities!

Thank You!

Cooperative Governance
Traditional Affairs

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