Community Health Committee Training

LEARNING CIRCLES
Organisational Sustainability

Anita Marshall – UCT, School of Public Health
Health and Human Rights Programme

A LEARNING NETWORK INITIATIVE

Learning Network is a collection of 5 civil society organisations that are based in Cape Town: **The Women's Circle, Ikamva Labantu, Epilepsy South Africa, The Women on Farms Project** and the **Cape Metro Health Forum** – the umbrella body for health committees in the Western Cape, as well as 4 higher education institutions:
University of Cape Town (UCT)
University of the Western Cape (UWC)
Maastricht University, in the Netherlands
Warwick University in the UK


Curriculum Developed by: Anita Marshall

Health and Human Rights Programme
University of Cape Town
Department of Public Health and Family Medicine
Tel: 021 406 6488
Fax: 086 403 0582
Email: anita.marshall@uct.ac.za

Sustainability

Learning Objectives: Community Health Committee members will;

- Develop a clear understanding of the priority health concerns that CHCs want to address.
- Recognise training and capacity building needs.
- Have an idea of the various elements of project management and governance.
- Understand the processes required to establish a legal body.
- Have information on avenues to access state funding for community development work.

| Meets a Need | Relevance | Trained Staff | Productivity | Funds | Viability |
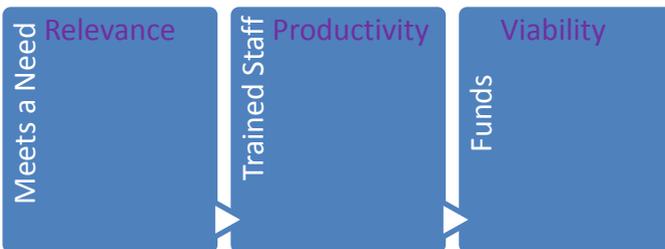
Health Committee Sustainability

Definition: Sustainability responds to the question;
"Can our organisation endure? What will keep it going?"

The following activities are intended to assist community health committees to examine their core functions and to conduct a risk assessment and look at options for growth and development. Currently health committees affiliate to a mother body, which does not have funding and the activities that the health committee members carry out, are done without any resources.

The most consistent feedback in evaluation remains the concern about a lack of resources and no money to carry out activities. This means that individual health committees have to participate in contingency planning to ensure long-term sustainability for health related activities, carried out in their communities.

This is a big challenge. It requires a mind-shift from complacency and 'waiting for a saviour' to one of innovation, determination and activity. Can individual health committees develop the organisational strength for sustainability and what does this mean?

In order for health committee members to fully understand their needs, they need to embark on a comprehensive planning process, so that the interventions that they offer is based on community need and is more focused, rather than 'all over the place'.

The following activities intend to assist health committees with this process.

Activity 1: Project Planning.	1 hour

Purpose: To help participants clearly outline their goals and objectives
Method: Buzz sessions
Material: Khokis and flipchart paper

Procedure: Participants respond to the following questions

- What is the project going to achieve?
- What activities will be carried out to achieve its purpose?
- What resources are required?
- What potential problems could affect the success of the project?
- How will the progress and ultimate success of the project be measured?

The participants then review the outcomes and refine their project plan in relation to areas of consensus amongst all committee members.

Activity 2: Skills and Services	30 minutes

Purpose: To help participants identify a realistic service plan and the skills required to do so.
Method: Brainstorm
Material: Khokis and flipchart paper

The facilitator requests that participants in a brainstorm identify the kinds of services that they will render and the skills required to do so.

CHECKLIST

1. **Services**:

- Home-based care
- Caregiver Training
- Life-skills for children
- Child protection forum
- Nutrition programme/soup kitchens
- HIV/Aids prevention, management and care
- After-school care, counselling and play therapy
- Childhood trauma and grief counselling

■ Future planning

2. Project Management

■ Leadership and Governance
■ Report-writing
■ Writing Funding Proposals
■ Time management
■ Facilitation skills
■ Project Planning
■ Administration
■ Data capturing
■ Financial Management
■ Monitoring and evaluation

If a need for the community health services are clearly established and no government funding exists, then community organisations should develop an alternate plan to meet this need. In order to secure funding from various provincial and national government sources, a legal body must be formed.

The management structure has to review the required skills and come up with a capacity development plan. Some areas for capacity development include;

Organisational Capacity Development;
   a) Governance
   b) Organisational Strategy
   c) Infra-structure
   d) Staffing and HR Management
   e) Finance (Fundraising and management)
   f) Advocacy and marketing
   g) Community involvement

Once all the above on in place the organisation is now ready to set up a board of trustees and to develop a management structure.

Establishing a Board

The Primary Responsibility of the Board is Oversight.

- Governance principles should embody the values of the aims and objectives of the organisation.
- The board defines and enforces accountability that enables the management structure and the staff to manage the day to day function of the organisation effectively and efficiently.
- The board does not get involved in the day-to-day operations, decisions and management of the organisation but can be asked for assistance e.g. financial management or legal guidance.
- Programme management is the function of the management structure (Organisation's leadership) and the staff.
- The board entrusts all aspects of governance to the organisations leadership structure.
- Director, finance person and secretary can serve on the board as Executive board members.
- The Director or CEO is always an executive board member.

Activity 3: **Establish a board**   30 minutes

Purpose: Legal Compliance and organisation oversight
Method: Brainstorm
Procedure: In a brainstorm discuss who should be on the board and why.

Review Participation of each board member to identify possible conflict of interest between organizational participation and oversight role. This could also be in relation to having friends or relatives on the board.

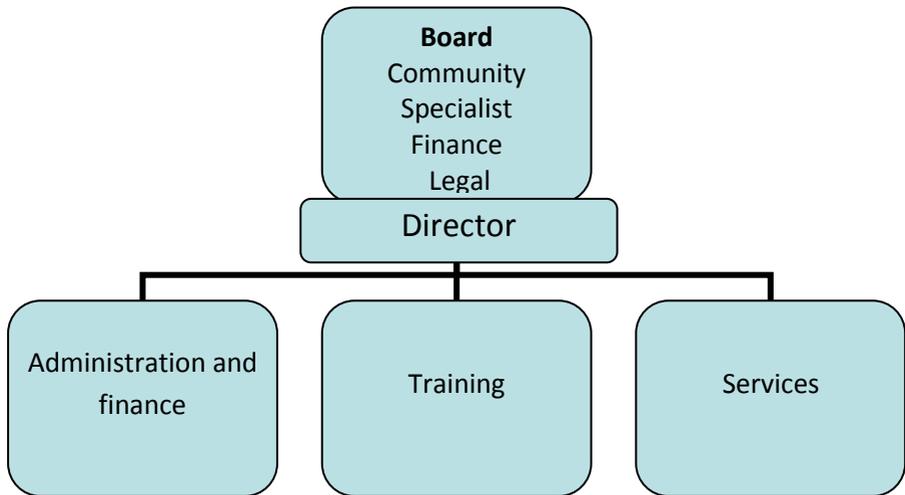**Activity 4: Establish a Structure**   30 minutes

Purpose: Transparency and Accountability
Method: Group-work

Procedure: Draw an organogram and identify roles and responsibilities of management structure.

Develop a basic organogram so that roles and responsibilities of the management structure or clearly outlined.

An Example of a Basic Organogram

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                    ┌─────────────────────┐
                    │       Board         │
                    │     Community       │
                    │     Specialist      │
                    │      Finance        │
                    │       Legal         │
                    ├─────────────────────┤
                    │      Director       │
                    └─────────────────────┘
        ┌───────────────────┼───────────────────┐
┌───────────────┐   ┌───────────────┐   ┌───────────────┐
│ Administration │   │               │   │               │
│      and       │   │   Training    │   │   Services    │
│    finance     │   │               │   │               │
└───────────────┘   └───────────────┘   └───────────────┘
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1. Purpose of Board

Good governance ensures that the operational management conducts the affairs of the organisation to the satisfaction of the primary stakeholders.

In addition;
1. The NGO is an institution and requires protection.
2. A formalised structure makes the NGO more recognised and relevant to corporate decision-makers and donors.
3. Serious failures in agenda, communication or strategy can be addressed through recognised systems which the board enforces through its executive leadership.

2. Core Values

The core values should be reflected in the way that staff members interact with each other and with community members and target group. The key challenge within the governance structure and systems in place, is to find an appropriate balance between performance and good governance principles. The board ensures;

- a good organisational philosophy,
- staying focused on the organisation's intention
- quality leadership,
- internal audits,
- operational units and geographic spread,
- professional proficiency,
- organisational status and objectivity,
- technically competent staff with suitable qualifications,
- reliability and integrity of financial and operational information,
- economic and efficient management
- regular meetings and reporting.

The Director is an executive board member. Other members are non-executive members. The responsibility for implementation lies with the executive director primarily and non-executives directors through oversight. The board functioning and the programme implementation together make up the organisational culture so a healthy communication with inter-personal respect is encouraged between board members and management structure.

Activity 5: **Develop your organisational vision and mission   30 minutes**

Purpose: Have a clear vision and a mission statement of how to get there.
Method: Group-work
Procedure: Each group shares their idea until one is agreed upon.

Characteristics of Best Practice (Good Governance):

A. **O**perate within the country legislation
B. **F**airness
C. **S**ocial Responsibility

D. **I**ndependence
E. **A**ccountability
F. **C**ulture of discipline
G. **T**ransparency

When all this information is written up, the organisation is ready to register as a legal entity.

NPO Application: The Nonprofit Organisations Directorate was established in terms of the Nonprofit Organisations Act 71 of 1997 to essentially administer the Register of Nonprofit Organisations in South Africa.

The Register of Non-profit Organisations (NPOs) is a voluntary registration facility that enhances the credibility of the registered NPO as it reports to a public office. This accountability and transparency improves the governance of an organisation as it is also expected that a registered NPO must comply with the requirements of the NPO Act.

The NPO registration status is also a funding requirement for most donor and funding agencies. The national NPO registration facility therefore brings NPOs into a public system that allows for information about the sector to be gathered and made publicly available which in many ways increases the confidence of the public in the non-profit sector.

To apply for registration as a NPO:

1. Organisations fill-in a prescribed application form and submit it to the Directorate for Nonprofit Organisations with;
2. Two copies of the organisation's founding document i.e. **A Constitution** for a volunteer association; **NPO Certificate** or **Memorandum and Articles of Association** with the company's registration letter for a not-for-profit company; The founding document of the organisation must meet the requirements of section 12 of the NPO Act.

Once the organisation is registered, it is obligated, in terms of sections 18 and 19, to submit within nine (9) months after the end of its financial year, annual reports (a narrative report, annual financial statement and an accounting officer's report) including any changes to the organisation's constitution, physical address and office bearers.

A thirty (30) days notice is served to all those registered NPOs whose reports are due as per requirements of section 20 of the NPO Act. Failure to comply with this notice, an organisation registration status is cancelled in terms of section 21 for the NPO Act.

Submission

You can submit your application at your nearest provincial Social Development office, post it to The Directorate, Non-profit organisations, **Department of Social Development, Private Bag X901, Pretoria**, **0001** or deliver it by hand to the Department of Social Development, 134 Pretorius Street, HSRC Building, Pretoria.

A. Operate within country legislation: Companies Act of S.A.:

Section 21: Articles of Association, Constitution or Memorandum of Agreement define the NGO practices, responsibilities of management structure and governance procedures pertaining to formal meetings, notices and acts of diligence.

The non-executive directors (not part of the management structure and no regular remuneration) ensure corporate compliance and transparency.

B. Fairness:

Systems and processes must be in place. These become organisational policies. Systems ensure fair, transparent and consistent practice. Board approves. The organisational management takes full responsibility to ensure policies and procedures in place. Value is added when staff members are able to provide input. All individuals from board to staff understand and agree with the organisations policies and the systems in place to implement

the policies. Individuals are therefore treated with equal rights and respect regardless of position in the organisation.

Various policy documents will reflect the organisational procedures:
a. Code of Conduct
b. Financial Management Systems
c. Communication
d. Training Plan
e. Community Services

Activity 6: **Governance**   **1 hour**

Purpose: To have a good understanding of how to develop organisational policies.
Method: Group-work
Procedure: Break into pairs and choose a policy from the list above. Each group presents in plenary and other can add or question till consensus is reached.

Policies and procedures are in place as active documents that follow internal mechanisms to provide corrective action and for addressing misconduct by any organisational representative. Staff members accept and understand the consequences of misconduct. Where business processes are inadequate it is the responsibility of the board to remedy such omissions with urgency.

C. **Social Responsibility**:

Social responsibility relates to our primary purpose. We interact with communities with respect and deliver the services for which we are funded.
Good practice in social responsibility means that we follow community ownership principles. This means that we consult with and provide feedback to our direct recipients on a regular basis. These should be scheduled meetings that are planned for and in the budget. It is advisable to have more than one community activist on the board to provide the assurance that we have the community needs at heart and as an act of accountability.

D. **Independence**:

Board independence is the extent to which mechanisms are in place to avoid domination by a single individual, family or a voting pool on the board. Democratic principles should be followed so that personal, unfair or unconstitutional agendas cannot be pushed onto the organisation.

Rotating board membership (every 5 years) and annual review of board members should be written into the constitution or guiding document. Ensure equal or more non-executive directors who have nothing to gain but have the communities' interests at heart. The onus is on non-executive directors to ensure corporate compliance and governance transparency.

E. **Accountability**:

Reporting mechanisms should be in place to hold groups and individuals accountable.

- Field staff reports to supervisor.
- Supervisor reports to the Management structure.
- Programme Managers report to the Director.
- Director accounts to the board.
- Board accounts to the community members for whom the services are intended.

Senior managers need to have a day-to-day activity plan supported by defined processes within organisational outcomes. These mechanisms allow for accountability. The board can at any time request or query, in order to assess the actions of operational staff.

F. **Culture of Discipline**:

The culture of discipline applies to all representatives of the organisation. Board members can and should also be held accountable for ill-discipline if their actions do not reflect the values of the organisation. These should be stipulated in the guiding document. Organisational ethos is top down. (If the director is corrupt, manic or off-target, this will be reflected though-out the organisation).

Require highest ethics of board members. Staff members are appointed on best practice principles as defined by the organisation, not nepotism.

G. **Transparency**:

Open communication. No secrets. Organisational goals and activities are contained in public documents. All staff meetings and minutes are open source information. Financial records are available for public scrutiny.

Finances are geared at serving the community, not the organisational executives. All remuneration scales are openly agreed on and consistently applied. Director is accountable to the board, organisation and community. Director takes full responsibility for ensuring that the organisation delivers on the services agreed upon in all proposal documents.

Board Roles and Structure

- Ultimately accountable for the organisational governance. Ensures adherence to policies and systems in place e.g.
- Regular programme and financial reports, meetings and minutes reflecting decisions taken at board meetings.
- Risk management: Identify key risk areas and develop performance indicators
- Final approval for strategic direction.
- Appoint a Director from membership.
- Ensure effective organisation control without interfering in day to day operations.
- Monitor and evaluate programme progress and make recommendation.
- Develop orientation on board role and functions to new board members.
- Perform background checks on new directors to ensure ethics.

Composition:
- A balance of executive and non-executive members.
- A majority of non-executives is preferred
- Demographic consideration. (gender, issues addressed by organisation, community)
- Not too big or too small. (Appropriate for organisation size).

Board Chair:
- The chairperson is preferable as a non-executive director.
- The function of Director is different from the chairperson.
- The Chairperson and the board appraises the director performance annually.
- The chairperson advises the finance manager or remuneration committee of the appraisal outcome.

Board Directors: Remuneration

- All non-executives serve on board without remuneration. Constitution can provide for an attendance stipend and full transport costs.
- The board director's support or challenges decisions made by chair so that one person does not make all the decisions.
- Non-executive directors should be individuals of calibre and credibility and have the necessary skills, experience and independence of thought to bring independent judgement to bear on issues of importance.
- Directors should be categorised as follows in the annual report;
- Executive directors- involved in operations and remunerated as full time staff.
- Non-executive directors- not involved in day to day activities, no full-time salary.
- Independent directors- bring specific expertise and community accountability.

- Shadow directors who do not attend meetings or contribute to board function in any way, are discouraged.
- Executive directors who serve as non-executive directors on other boards should ensure no conflict of interest.
- In the absence of the chairperson a non-executive director is appointed to chair meetings.
- The board appoints an audit or remuneration committee. Two or three people responsible for financial recommendations and management.

Board meetings:

- The board meets quarterly, except when an urgent meeting is called for special circumstances.
- Number of meetings and attendance should be disclosed in the annual report.
- Members must receive notices, minutes, full information timely (as set out in constitution) in order to make informed decisions.

- Non-executive directors may meet independently with staff members without attendance of executive directors. Must be done in a transparent manner.
- The board must ensure that decision-making and accuracy of reporting and documentation are maintained at the highest level.
- The board should always be up to date on organisational finances.
- The board should be up to date on challenges and successes in programme implementation.

Board Committee:
- The board can task functions to sub committees.
- Clearly define terms of reference, reporting procedures and time span.
- A non-executive director will chair.
- A sub-committee can seek professional outside assistance.
- Composition and purpose and outcomes of different committees should be documented in Annual report.

Board Secretary:
- Plays an important role in supporting the chairman in effective board functioning.
- All directors have access to the services of the company secretary.
- Provides the board with necessary documentation, guidance on policies and ethics.
- Assists the director and chairman with administration tasks such as minutes, compiling reports, communication and notices.

Risk Management:
This is the total responsibility of the board. Board members are therefore required to input on;

- Organisational strategy as presented by executive directors.
- Remuneration policies in liaison with executive directors.
- Decide on risk exposure limits.

- Used generally recognised internal control models to maintain a risk management system.
- Support an annual review for the purposes of public statements and programme strategy.
- Responsible for disclosure in Annual report in relation to risk management.

Code of Ethics:
- The board is responsible for ensuring that a code of ethics exists.
- Determines standards of ethical behaviour.
- Creation of systems and procedures to introduce, monitor and enforce ethical behaviour.
- Assign higher level individuals to develop, provide training and oversee compliance.
- Assess staff in terms of integrity.
- Develop a safe policy for reporting unethical behaviour.
- Enforce consistent discipline
- Prevent re-occurrence of offences.
- Require same ethics of partners.

Staff Sustainability issues:

1. Safety
Health related work: All staff should be trained on universal precautionary measures to ensure the highest standards of safety for staff and clients.

2. Health
Health is critical against the pandemic of HIV/Aids, in neighbourhoods with high levels of violence and under-resourced communities. The board should understand the needs of staff in relation to;

- Nutrition and economic status
- Social and economic impact of HIV/Aids, poverty, unemployment.
- Adopt appropriate policies to address potential impact on staff members

- Measure performance against indicators

3. Social Transformation

The organisation should act within the national transformation agenda of the country to address our unique concerns. The board is responsible for compliance in relation to;

- Employment equity
- Diversity management (a board should reflect the community where it operates).
- Women's empowerment
- Social investment
- Economic empowerment

Funding and Assets

The board is ultimately responsible for directing the organisation on a path for ensuring the growth of the organisation towards one of sustainability and increased growth and the attainment and protection of assets. This must be reflected in decision-making.

Activity 7: Review your board for diversity in relation to;   15 minutes

- essential skills
- sector representation
- community participation
- women
- youth

Write up what missing skills are required on your board for future planning.

GOVERNANCE

To appropriately address all of the above, each area requires a developmental action plan. Depending on the answers to these questions,

we need to put in place a Developmental Action Plan in order to increase our organizational capacity.

In terms of governance therefore we would ask ourselves the following questions:

A. Do we have a constitution?
B. What is our organizational Mission Statement and the related goals?
C. Board structure with committed members, appropriate roles and responsibilities and community representation.
D. Is there a good relationship between the Project Manager and the board members?
E. Do we address problems as they arise?
F. Is financial management open and transparent and is spending appropriate in relation to our goals?
G. Do we have appropriate future plans for governance?

Our **Action Plan** will then look similar to the table below:

Activity	Responsibility	Budget needed	Deadline	Follow-up
Draw up a constitution	Project Manager and board members	none		Circulate to relevant staff
Workshop our Mission Statement and develop clearly defined goals	All staff	none		Have Mission Statement printed up.
Evaluate our board structure	Board members	none		Invite relevant persons to sit on the board
Draw up	Project	none		Regular

dates for monthly meetings between Project Manager Board Chairperson	Manager and Board Chair			meetings to address organizational issues as they arise
Develop an operational plan and a budget	Project Manager and staff and special skills			Submit to various donors

This process can be followed in each area of organizational capacity development.

ORGANISATIONAL STRATEGY

- Do we have a clear annual work plan that we adhere to?
- Have we identified our strengths and weakness in order to maximize our strengths and address the weaknesses that exist?
- Do we have an organizational ethos that we take with us into the community?
- Have we identified the relevant public and private sector partners that can help us to achieve our goals?
- Do we have an operational Plan?
- Do we have a budget?

INFRASTRUCTURE

This relates to the visible structure of the organization.

a) Do we have an organogram?
b) Are roles and responsibilities clearly understood and do not overlap?
c) Do we adhere to internal accountability structure?

HR MANAGEMENT

Skills need to be constantly updated. The questions we would ask ourselves are;
   a) Do all staff members have equal access to skills development when opportunities arise?
   b) Has the organization budgeted for this eventuality?
   c) Does staff have an opportunity to discuss there needs openly in a staff meeting or with the unit manager?

Here are some indicators for HR management

1. The organisation has adequate staff in all key positions
2. Compensation is adequate and equitable.
3. Monetary and non-monetary incentives support targeted behaviour.
4. The staff turn-over rate is low.
5. Opportunities exist for staff professional development and on-the-job training.
6. Staff is held accountable for getting work done according to clear performance standards.
7. Staff needs are analyzed in the planning process.
8. Recruitment and promotion policies provide for internal and external staff growth.
9. Fiscal data are up to date and accurate.

FINANCE
   a) Is the organization appropriately funded for the programme activities, salaries, growth requirements, infra-structure and administration of the organization?
   b) What additional strategies are needed to improve funding?
   c) Whose responsibility is this?
   d) Who manages the budget?
   e) Who accounts to funders for spending against programme plans?

Here are some capacity indicators: Tick off those that apply to your organization. Draw up an action plan for those areas that are lacking.
   a) The organization has access to resources in line with planning budgets.
   b) The organization has control over its own budget.
   c) The organization is aware of future resource needs.
   d) Effective financial management and accounting procedures are in place. Budgets are used as a planning and monitoring tool.

ADVOCACY AND MARKETING

   a) What is the organizations image?
   b) Is this what we want to reflect?
   c) What strategies can we embark on to appropriately reflect the work and goals of the organization?

COMMUNITY INVOLVEMENT
   a) To what extent is the local community involved in the work and goals of the organization?
   b) Are there steps we can take to improve this?
   c) What outreach activities can we embark to further involve the community?

1. Administration
Again here we can look at the basic requirements that provide for efficient administration. These include;

- Telephone, fax, email facilities. In other words basic communication tools.
- Front desk and administrative personnel.
- Office equipment and stationary
- Anything that is required for proper administration of the project needs to be budgeted for.

2. Staffing
a) What staff requirements do have to meet the goals of the organization?
b) How will we recruit these staff members?
c) What skills training do existing individual staff members need in order to function properly?
d) Have we budgeted for this?

3. Leadership
When you head up an organization, you are a leader and should be prepared for the challenges of Leadership. These include;
a) Ultimate accountability
b) Staff issues
c) Dealing with donors
d) Managing Budgets (even though there is a financial manager)
e) Dealing with Conflict
f) Ethics
g) Creating an organizational ethos
h) Planning for Growth

A good leader will have a good handle on all of the above and will ensure that;

1. The organizational policy contributes towards achievements of goals and strategies.
2. The organization is effectively presented to external interests.
3. The organization has a clear vision, affirmed in shared values.
4. There is evidence of effective organizational innovation and learning.
5. The organization has effective staff involvement and practices teamwork in planning and implementation.
6. The external image is consistent with the goals and objectives of the organization.

7. All staff are oriented toward producing results that meet organizational goals.
8. Leadership philosophy is clear.

Donors and Partnerships
Sizani Foods: Telephone: +27 (11) 659-7048/9

Fax: + 27 (0) 86 622 7161 Email: brian@sizani.co.za Web site: www.sizani.co.za Skype: brian.moore.sa

Food Parcels: A food parcel is a pre-packed parcel of specific food items to meet the needs of its beneficiary. We also look at the ***number of beneficiaries per parcel, as well as type.*** Is a parcel for a single person or for a family or for children or adults?

"*Business Opportunity!*

We are expanding our distribution network for Melsi Milk Powder and are looking for the following:

Income generation: South African Area Agents - Non Chain Stores

These area agents will buy Melsi Milk Powder 24 x 500g cartons at a special re-seller price and resell to all non-chain supermarket, cafe's, spaza shops and independent wholesalers, schools, mines etc in their area. It is highly profitable and will suit people or companies who are already calling on these types of outlets. Call to see if your area is still available."

Woolworths: Food bank

Postal address:	**Physical address:**
P.O. Box 564	*The Waverley Business Park*
Howard Place	*Unit 205, Building 17*
7450	*Wyecroft Road*
South Africa	*Mowbray*
	7700

South Africa

Phone: 0800 00 food (0800 00 3663) toll-free from South Africa   +27 (0)21 448 3108

- **Food Rescue Program:** FoodBank receives thousands of tonnes of good quality food donated mainly by South Africa's leading food retailers, manufacturers and farmers. As most of this food would otherwise have gone to waste, this program is extremely "green". FoodBank transports this food to its warehouses in the country's major cities. The branding is removed and the food sorted into nutritional parcels before being distributed. The food is given to "Agencies" (other non-profit organizations that work directly with the hungry, such as early learning centres, soup kitchens and HIV/AIDS clinics). The Agencies in turn donate the food to the people most in need.

- **Food Procurement Program:** FoodBank uses donor funding to buy staple foods. FoodBank's scale and strong relationships enable it to buy this food extremely cost effectively. The food purchases enhance the nutritional content of the rescue food given to the Agencies and allow a more reliable supply of food.

State Funding: EPWP

The Programme is a key government initiative, which contributes to Governments Policy Priorities in terms of decent work & sustainable livelihoods, education, health; rural development; food security & land reform and the fight against crime & corruption. EPWP subscribes to

outcome 4 which states "*Decent employment through inclusive economic growth.*"

In 2004, the EPWP was launched and is currently still being implemented. The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises. The Programme provides an important avenue for labour absorption and income transfers to poor households in the short to medium-term. It is also a deliberate attempt by the public sector bodies to use expenditure on goods and services to create work opportunities for the unemployed. EPWP Projects employ workers on a temporary or on-going basis either by government, by contractors, or by other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions.

EPWP is not a favour granted by a political official or any other individual or structure. It is national policy and provinces have to find ways to absorb unemployed community workers, through established structures.

The EPWP creates work opportunities in four sectors, namely, Infrastructure, Non-State, Environment & Culture and Social, through:

- increasing the labour intensity of government-funded infrastructure projects under the Infra-structure sector,
- creating work opportunities through the Non-Profit Organisation Programme (NPO) and Community Work Programme (CWP) under the Non-State sector, and
- creating work opportunities in public environment and culture programmes under the Environment and Culture sector.
- creating work opportunities in public social programmes under the Social sector

Western Cape: More Information

Contact the EPWP: Provincial Co-ordination Office
Allison Petersen
Tel: 021 483 8528

E-mail: Allison.Petersen@westerncape.gov.za
or visit the national EPWP website: www.epwp.gov.za

ECD Funding

Early Childhood Development Centre (Crèches) is a facility that provides learning and support appropriate to the child's developmental age and stage.

WHAT IS OFFERED: Funding and assistance with setting up ECD sites

WHO QUALIFIES: Organisations that are running ECD Centres (including crèches) in the community for children between the ages of 0 - 6 years

STEPS TO FOLLOW

• Complete an application form for registration as a place of care
• Develop a weekly menu and daily programme
• Submit:

- A building plan/hand drawn sketches of building
- Copy of constitution, signed and dated (for funding purposes)
- Service/Business Plan (for application for funding
- Financial report of the past year (for funding purposes)
- Contract with the owner of the building (lease - for funding purposes)
- Undergo assessment from the Local Authority on structural and health requirements

- Form 11 is available at your nearest department of social development or municipal office.

1. Your application must contain the following:
   o your particulars (identity number, address and telephone numbers)
   o the physical and postal address of the partial care facility

- o the number of children that will be accommodated by the facility
- o your qualifications, skills and experience
- o a description of the programmes and services to be offered, including the aims and objectives.

2. Submit the following:
   - o a business plan containing:
     - the business hours of the partial care facility
     - the fee structure
     - the day-care plan
     - the staff composition
     - the disciplinary policy
   - o the constitution containing the:
     - name of the partial care facility
     - composition, powers and duties of the management

Western Cape: 021) 483 3858/3765/3158/5445

Social and community development:

- N**eighbourhood Development Grant programme** - a conditional grant to municipalities to stimulate and accelerate investment in poor, underserved residential neighbourhoods.
- **Home-Based Community Care Programme** provides health and social services to vulnerable people in their homes, and trains caregivers to administer these services.

SASSA: 0800 601 011 (Child support, old-age pension, foster care)