



khanya-aicdd
African Institute for Community-Driven Development

Report from the Khanya-aicdd Seminar in Limpopo, South Africa

***“How can services operate at scale to promote
sustainable livelihoods in Limpopo?”***

July 20th 2007

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Community-Driven Development
(Khanya – aicdd)**

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ACKNOWLEDGEMENTS

This seminar marked an important milestone in Khanya-aicdd's contribution to Community Driven Development in Limpopo. We wish to thank all partners who contributed and participated in the event and look forward to reinforcing our contact in Limpopo Province.

Limpopo Seminar Team
Khanya-aicdd

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The report is available from www.khanya-aicdd.org

Khanya-aicdd's vision is to be a world class Institute making a major contribution to sustainable development in Africa. Our mission is to promote sustainable livelihoods and community-driven development to address poverty in Africa.

To do this we work in action-learning processes linking government, communities, civil society and business, providing advice, facilitation, action research, implementation, sharing of experience and training, while drawing from global development thinking.

African Institute for Community Driven Development (Association incorporated under section 21 in South Africa)
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Glossary

'induna'	Traditional leader
ALE	Approved Legal Entity
ART	Anti Retroviral Therapy
ARVs	Anti Retrovirals
CBOs	Community Based Organisations
CBW	Community Based Workers
CDD	Community-Driven Development
CDWs	Community Development Workers
CEO	Chief Executive Officer
DFID	Department for International Development (UK)
DG	Director Generals
DoH	Department of Health
DoL	Department of Labour
DPLG	Department of Local and Provincial Government
DPW	Department of Public Works
DSD	Department of Social Development
EPWP	Expanded Public Works Programme
FFS	Farmer Field Schools
GDP	Gross Domestic Product
GTM	Greater Tzaneen Municipality
HBC	Home-based Care
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HWSETA	Health and Welfare Skills & Education Training Authority
IDP	Integrated Development Planning
LCDD	Local & Community-Driven Development
LDA	Limpopo Department of Agriculture
LED	Local Economic Development
LG	Local Government
LOD	Local Organisational Development
M&E	Monitoring & Evaluation
MIG	Municipal Infrastructural Programme
MSE	Mid-Season Evaluation
O&M	Operations and Maintenance
OVC	Orphans and Vulnerable Children
PLA	People living with AIDS
PMS	Performance management system
PMTCT	Prevention of mother to child transmission
PRA	Participatory Rural Appraisal
PTD	Participatory Technological Development
RWH	Rain Water Harvesting
SANP	South Africa National Parks
SANSOR	South African National Seed Organization
SC	Steering Committee
SLA	Sustainable Livelihoods Approach
SLSA	Sustainable Livelihoods for Southern Africa
TB	Tuberculosis
UIF	Unemployment Insurance Fund

Executive Summary

1 Introduction

This report provides a record of a seminar held at the Golden Pillow, Polokwane in Limpopo on 20 July 2007 to explore some of the challenges pertinent to community-driven development and sustainable livelihoods in Limpopo. The title of the seminar was “**How can services operate at scale to promote sustainable livelihoods in Limpopo?**”.

Lechesa Tsenoli, MP and Chair of Khanya-aicdd Board of Directors welcomed guests to the Seminar. He remarked that Limpopo is an important venue for the country this year, as it will provide the venue for the ANC’s Growth and Development Summit. He also stated that the seminar would provide a useful platform to identify ways in which people can make practical contributions to influencing the policy work being done around Sustainable Livelihoods. He pointed out that some of the challenges currently facing SA included the influx of political and economic refugees from neighbouring countries

2. “Capricorn, the home of excellence and opportunities for a better life” by Councillor M. J Matsaung

The Seminar was officially opened by Councillor M. J Matsaung, MMC for Water and Sanitation, Capricorn District Municipality who delivered an opening speech on behalf of the Executive Mayor, Capricorn District Municipality.

His speech highlighted the role of implementing agents in delivering services to the community, and noted that community-driven solutions work best within fairly decentralised government systems. He further stated that HIV/AIDS continues to remain a challenge, in spite of numerous interventions and indicated that the effectiveness of community-driven approaches should be at the centre of this debate. In closing he said that society stands to benefit significantly if it can find local solutions to local challenges.

3 Introduction to Khanya-aicdd and our approach by Dr Ian Goldman

Ian Goldman, CEO of Khanya-aicdd gave an overview of Khanya-aicdd and it’s approach to Sustainable Livelihoods and work currently being done in Limpopo.

Khanya-managing rural change was formed in 1998. Our head office is in a rural province – the Free State - where we are an important development actor. Our focus quickly fell on the sustainable livelihoods approach, and the challenge of linking the community-service agency level (micro-meso levels).

Our mission focuses on how to link the local government level with communities. Three major lines of work emerged: on local government, particularly around planning, on community-based planning (CBP), on community-based services, and more recently, on local economic development (LED). There was also an important focus on action-learning approaches and learning by doing.

Our approach has been based on the Sustainable Livelihoods Approach (SLA) – notably the SL Framework, the SL Principles and a set of six governance issues which Khanya-aicdd has developed to address these – based around empowering communities, strengthening local government, and realigning the centre to support these effectively, as well as providing strategic direction.

Khanya-aicdd has been involved in a number of pieces of work in Limpopo and in closing, Mr. Goldman stated that he looked forward to reinforcing Khanya-aicdd's contact in the province.

4 Comprehensive Health Care Limpopo Province by Louise Batty, CHOICE Trust

The CHoiCE Trust is an NGO based in Tzaneen, Mopane District and as it's core business offers training courses that have been accredited by health and welfare SETA (HWSETA). Their work involves mobilizing the community to be part of home-based care giving in the community.

Their Home-based care projects cover a number of areas as follows:

- Food sustainability projects: comprises a communal garden for the community (the elderly, orphans) to access food. Caregivers also have their own 'door-sized' gardens;
- PLWA Support Projects: Previously they had AIDS support groups, and they now have 17 PLWA support groups and 14 wellness training and ART Preparation Groups;
- Grandy Support groups: providing support to grandparents caring for orphaned children;
- Orphan and Vulnerable Children (OVC) Support group/ Project: Volunteers support children through their school and home lives and provide group therapy to these children;
- Scouts: have been adapted as a wonderful tool for kids to learn leadership skills.

5 The challenge of developing small-holder farmers: how can we have an impact at scale?'

Mortimer Mannya & Joe Ramaru

Mr. Mortimer Mannya gave a presentation on the process of developing, implementing and upscaling a participatory approach to extension services across the Limpopo Department of Agriculture. When he joined the Limpopo Department of Agriculture (LDA), in 1995 he found that the department was unable to adequately respond to the farmers' constraints.

The process emphasised participation of farmers and extension officers. It used an action learning approach that allowed extension officers to work closely with farmers with a view to mobilizing and organizing them. To facilitate this, they used a range of methodologies.

During this process, a number of changes evolved which included management processes being used, competencies in development issues, improved facilitation skills and leadership development.. The results achieved from this process included competency development within the department; strengthening of local organisations; support given to two other provinces who were interested in initiating a similar process and reviewing the entire value chain.

Some of the key lessons learned included the importance of an assigned team of implementers at all level to champion extension reforms; that "local is lekker"; the importance of external back-stoppers at an initial stage in order to build up an internal mentoring system and the need for a coordinated platform for service providers.

6 Can Community-driven development be scaled up? by Hans P. Binswanger - Mkhize

Hans Binswanger gave a presentation on approaches to CDD and Local Development, examples of scaled up programs and reasons why this has not occurred in South Africa. He also presented a step-by-step approach to scaling up.

He noted that three different approaches to working with communities had been developed as follows: the **service delivery approach**; the **intermediary model** and the **empowerment model**. None of these approaches can tackle the problem of local development. The emerging consensus around local and community-driven development is that an integrated local development is a co-production of communities, local governments, government sectors, and private organizations and that roles need to be properly defined, and actors need to be fully empowered in order to execute their roles, in particular with finances

Some illustrations of scaled up programmes include:

- In **Mexico** – where over one million projects in 15 years, nationwide – much of it in infrastructure;
- In **Brazil** – Over 300,000 projects in 1100 poor municipalities – much of it in infrastructure;
- In **Indonesia**: Infrastructure program at the Kamecatan level:
- **Burkina Faso**: National program, with formula-driven grants.

7 Community based approaches to water and sanitation: ‘Do they work or impact at scale – the Mvula experience?’ Goodenough Molefe, Mvula Trust

Sanitation job creation projects began in 2006/7 where CBOs, largely run by women, were running block making plants. Municipalities had given them good support and were influencing service providers to utilize block making plants. Pilots began in 2005/6 and have been done in Kwa-Zulu Natal & Limpopo.

Sanitation Job Creation Projects comprise partnerships with the local government and community; are a sustainable investment for donors; can contribute to an increase in the skills base of local government and a reduction in women’s vulnerability; can generate capital in the community and increase growth of local micro-economy

Some of the challenges and lessons learnt during this process included: a limited availability of key project stakeholders; a lack of commitment from key stakeholders; integrating projects for sustainability and little executive support given to projects

8 Closing Remarks

In closing, Karuna Mohan, Member of the Khanya-aicdd Board of Directors emphasised the need to demonstrate how approaches to community-driven development can be implemented and scaled up. She suggested that Khanya-aicdd establishes a learning site at the municipal level in order to showcase the social, economic and infrastructure development being implemented.

1 Introduction

1.1 Background

This report provides a record of seminar held at the Golden Pillow, Polokwane in Limpopo on 20 July 2007 to explore some of the challenges pertinent to community-driven development and sustainable livelihoods in Limpopo. The title of the seminar was ‘How can services operate at scale to promote sustainable livelihoods in Limpopo?’.

At the beginning of 2007, Khanya-aicdd launched a seminar series with a view to providing a platform for practitioners to engage on issues around community development. This was the second seminar in the series. The first seminar was held in January 2007 in Maseru, Lesotho and was titled 'Improving service delivery for sustainable livelihoods – highlights of emerging practice in Lesotho'. A full report can be accessed on <http://www.khanya-aicdd.org>

1.2 Welcome

Lechesa Tsenoli, MP and Chair of Khanya-aicdd Board of Directors welcomed guests to the Seminar. He remarked that Limpopo is an important venue for the country this year, as it will provide the venue for the ANC's Growth and Development Summit. He also stated that the seminar would provide a useful platform to identify ways in which people can make practical contributions to influencing the policy work being done around Sustainable Livelihoods. He pointed out that some of the challenges currently facing SA included the influx of political and economic refugees from neighbouring countries

Furthermore, the Chair pointed out that the increasing democratization of global institutes had implications for the work that Khanya-aicdd does, in that the interconnectedness of the work being done locally should speak to the agenda of these global institutes.

1.3 Seminar objectives

Lechesa Tsenoli, MP gave a brief context to the seminar and outlined it's objectives as being:

- To raise awareness of Khanya-aicdd and its work;
- To identify possible support that Khanya-aicdd can provide as a development partner in Limpopo;
- To engage with developmental challenges pertinent to community-driven development and sustainable livelihoods and
- To network with a range of stakeholders in Limpopo around these issues

Following the Welcome Address, the platform was given to Councillor M. J Matsaung, MMC for Water and Sanitation, Capricorn District Municipality who delivered the opening speech on behalf of the Executive Mayor, Capricorn District Municipality.

2 Capricorn, the home of excellence and opportunities for a better life.

Opening address delivered by Member of Mayoral Committee, Councillor M. J. Matsaung on “How can services operate at scale to promote sustainable livelihoods in Limpopo?”

Distinguished Guests

It is a pleasure and an honour for me to speak to you briefly in this seminar today. In opening this session I wish therefore to put a few things in context relative to the theme of the seminar and this part of our country.

Programme director, the people with energy, initiative and drive for sincere involvement in leading community-based responses to social challenges are mostly rural people, in particular rural women. Generally, I think the Rural Women in Dialogue recently held in Durban points to this fact and sought to build on this strength.

Programme director with regard to our district, I would say, despite consistent urbanisation, it is still predominantly a rural society - only now steadily emerging from a state of underdevelopment, thanks to our multiple communities that are driven and taking charge of their destiny.

So it makes sense that the Khanya-aicdd should consider these matters before us in this Province, where a great part of the land is not necessarily state land but communal – with ownership residing with communities through their traditional authorities. For the past two days we have been in workshops with our traditional leaders looking at implementation of the Municipal Property Rates Act within a rural context.

Because of their authority in the land, any implementing agent would be compelled to work through and in partnership with the community when delivering services. In our experience, as municipalities in the Capricorn District, most communities we work with take ownership and accountability for project success.

Because of government neglect over the past centuries and the resultant need for self-reliance, our communities in this district developed some notable own social capital – which is today a positive force we harness as municipalities in our community development effort. This holds out great hope for the future. It is a good basis for successful community-based solutions to socio-economic challenges of today.

The approach of community-driven solutions works best within fairly decentralised government systems. The system of government in South Africa, to me, is a decentralised system - with the local municipalities playing an equally important role alongside the central and provincial governments. This enables government to be closer to the people and therefore uses people as a force to achieve state objectives.

So it follows that we must see our communities a resource base and completely cut ties with the past where social capital existent in our rural communities was never valued or tapped into.

I think people such as Louise Batty of CHOICE are some of the people at the forefront of community-based initiatives in response to HIV/AIDS and are therefore alive to some of the realities on the ground.

About half a million new HIV infections occur every year according to national statistics. In Capricorn, the infection rate stands at 22.2%. This is therefore a matter of greatest concern ever. Our young people in the district are faced with a major challenge with HIV/AIDS, which continues to spread amongst our people especially the youth, creating untold sufferings in our communities. We know that our young people are aware about HIV/AIDS. And we are also aware that, despite knowing about the dangers of HIV/AIDS, our young people continue to engage in risky sexual behaviour, resulting in increasing new infections.

As the infections grow, so do the corps of home-based caregivers we work with. There are currently 2000 home-based caregivers in the district working and caring for those living with infected or affected by HIV/AIDS. A significant component of this group is made of young women who find meaning in caring for the most vulnerable in our communities.

Working closely with Lovelife and stakeholders, we continue to educate our young people about the dangers of irresponsible sexual conduct. Regardless of our interventions, HIV/AIDS remains a growing challenge. So the question as to whether community driven approaches are effective should be at the centre of our debates.

With regard to small-scale farmers - the Department of Agriculture in the Province just recently convened an indaba to discuss the agricultural sector's declining contribution to the Gross Domestic Product (GDP). Given that the Province is primarily agriculture based, agriculture's contribution to GDP is important for the consistent performance and/or improvement of the economy in the Province. So we must indeed find space for small farmers as well to make a contribution and reverse this decline in agricultural output.

It is estimated that between 20% and 25% of the economically active population employed in the agriculture are in the informal or subsistence smallholder-farming sub-sector. As such an important sector agriculture has the potential to lift millions out of poverty.

Our communities will be wonderful places to live in if we can manage to find local solutions to our local challenges driven by those local communities. This seminar is therefore a good example for us to start and build on.

I thank you.

3 Introduction to Khanya-aicdd and our approach

3.1 Introduction

Ian Goldman, CEO of Khanya-aicdd gave an overview of Khanya-aicdd and its approach to Sustainable Livelihoods and work currently being done in Limpopo.

3.2 History

Khanya-managing rural change was formed in 1998. Our head office is in a rural province – the Free State - where we are an important development actor. We focused quickly on the sustainable livelihoods approach (SLA), and the challenge of linking the community-service agency level (micro-meso levels). Government and donor investment has focused on official institutions that have absorbed most of the attention and money but at local level the only universal service is primary schools.

Three major lines of work emerged: on **local government** particularly around planning, on community-based planning (**CBP**), on **community-based services**, and more recently, on **local economic development (LED)**. There was also an important focus on **action-learning** approaches and **learning by doing**. This means working out what is best by piloting, learning and up-scaling to develop a coherent approach.

So our mission focuses on how to link the local government level with communities and to realise this we have promoted partnership approaches across Africa. However, our private sector status led to some suspicion, even though our values have always been very much development oriented - hence the conversion to not-for-profit in 2005, and to an Institute in recognition of our innovative role, and the emphasis on learning.

3.3 Our approach

The cornerstones of our approach include an adaptation of the sustainable livelihoods approach ([see Annex 2](#)) involving the livelihoods framework as a tool for understanding people's livelihoods, some principles of how to do development and six governance issues. Our work is also underpinned by action-learning approaches (see Figure 2) and a focus on certain practices (areas of knowledge).

The implications of the using the SLA framework lead us to:

- understand types of **capital** (or assets) that people have, which include capabilities;
- recognise the importance of **human capabilities** as central to the debate on poverty;
- understand their **vulnerabilities**;
- understand how **policies, institutions and processes** support/ hinder access to these capitals, increase or diminish people's vulnerabilities;
- identify and build on the **preferred outcomes** of people (and not decide for them);
- understand the **livelihoods strategies** people use and how they can be enhanced, and by whom.

Within the SLA framework, Khanya focuses on the middle area which is the community and their assets and the environment in which they operate. We try and influence this environment.

3.4 What drives us?

Khanya has developed a set of six governance Issues as ways of applying the SL approach in practice.

Empowered communities

1. People are actively involved in the development process (claiming their rights and exercising their responsibilities) (and what about poor people)? eg Community-based planning, school governing bodies.
2. Unless we get a responsible set of services within communities – we are not going to see progress (eg community-based, private sector or government), eg HBC workers, para-vets, voluntary savings and loan groups.

Strengthened local government level

3. At the local government level: services facilitated, provided or promoted effectively and responsively, coordinated with local government held accountable. Also, improving LG delivery with clear plans and budgets (Integrated Development Plans and service delivery and budget implementation plans); building capacity and improving accountability, improving inputs from communities to guide (CBP, PMS.).
4. Effective responses from local government; good co-ordination with the province **supportive and supervising** the district municipality and/ or the local municipality

Realigning the Centre

5. The centre providing strategic direction, redistribution and oversight, and responsive to community and LG/provincial level realities, improving policy, e.g. promoting CBP, stipends for community-based workers, increasing distribution to communities (eg R50k discretionary funds for CBP). This tries to counter the tendency of policies often being developed without an understanding of the realities on the ground.

3.5 Our practices

These approaches form the basic theory of our approach, what we actually do needs to explore ways of implementing these approaches in different settings and sectors.

We focus on trying to create the conditions for community-driven development through:

Rethinking governance

- Rethinking Forestry services, Uganda
- Participatory evaluation of service delivery in 6 municipalities in South Africa
- Schedules 4 and 5 of constitution for DPLG
- 4 Country Community-Based Worker Project inc Limpopo

Development planning (recognising that how resources are allocated is a key function of governments)

- Free State Development Plan (FSDP), Mangaung Integrated Development Plan (IDP), Free State Poverty Strategy, editing Lesotho Poverty Reduction Strategy
- Community-based planning (CBP) nationally in SA including Tzaneen, BelaBela

Community-based management

- CBP, Training of ward committees, use of discretionary funds in CBP, research on best practice in funding communities, community-driven development learning sites

We also focus on improving livelihoods through:

Food security (promoting production and social protection)

- Thaba Nchu Food Security Project
- Development of model for community livestock workers, Lesotho
- Our mission focuses on how to link the local government level with communities. Consultation on WB's World Development Report

LED (promoting pro-poor growth, promoting the second economy)

- National research on Pro-Poor LED funded by World Bank and DBSA
- Design of Economic Dev Agency for Motheo District
- LED Summit for Xhariep and Maluti
- Training in LED in Fezile Dabi District

3.6 Action-learning & our key services

Figure 2: Khanya-aicdd's action learning cycle



Core to our work is promoting action learning partnerships across Africa. The reality is that there is a lot of experience that can be drawn on but this doesn't always happen. Our approach is about learning together to make the world a better place.

The services we offer that complement this way of working include:

- **Action-research** projects whereby work is tied to action (rather than just being academic per se) and we learn from good practice; for instance: DSD evaluation in 21 nodes including Sekhukhune & Bohla Bela; funding Communities and Learning about Action-

Learning..

- Learning and sharing - with an emphasis on sharing experience across Africa and between government and civil society to improve policy and practice, eg our website <http://www.khanya-aicdd.org> has 1000 hits a week and we also support development of websites for programmes we are involved in such as www.wahenga.net. We produce many publications and policy briefs and also pursue distinct learning-oriented programmes such as Strengthening Management for Impact (SMIP) – where we are a regional partner.
- Building capacity: where we are involved in facilitating events and long term change processes – for instance delivering training in eight municipalities in CBP; training national DSD staff in the sustainable livelihoods approach and training Fezile Dabi District and locals in LED.
- Facilitation & consultancy work in the practice areas, and
- Up-scaling where we try and develop models that can be upscaled across different provinces and countries.

In South Africa our focus provinces are Free State, Limpopo and the Eastern Cape. We are also currently working in Lesotho, Uganda, Kenya and Zimbabwe, Mozambique and Tanzania.

3.7 Our work in Limpopo Province

Within Limpopo the work we have done includes:

- An Evaluation of DSD services in Sekhukhune and Bohla Bela;
- Training in mentoring of home-based care CBOs for CHOICE Trust;
- Assessment of alignment of IDPs – Sekhukhune;

- Evaluation of Nkuzi Development Association;
- Cluster in Community-based Worker project (HIV/NR);
- Community-based planning in Tzaneen and BelaBela;
- Analysis of community structures in Tzaneen in SCAPE Programme;
- Training in project management for South Africa National Parks (SANP);

In closing, Mr. Goldman stated that he looked forward to re-inforcing our contact in the province.

4 CHoiCe: Comprehensive Health Care Limpopo Province

4.1 Introduction

The CHoiCE Trust is an NGO based in Tzaneen, Mopane District and its core business is to deliver healthcare training. It currently serves a population of approximately 500,000.. Their training courses have been accredited by health and welfare SETA (HWSETA) organization, and they have been in partnerships with Khanya-aicdd.

Their work involves mobilizing communities in order to identify prospective people who can be trained to deliver healthcare services as home-based carers.

Until 2005, they had been working without stipends. In 2006, 170 volunteers started receiving stipends. The training they deliver has been so effective that CHoiCE volunteers are often employed by the government.

Their home-based care givers don't just look after people who are unwell; they also provide a door-to-door service giving home-care, family education, providing health and environmental advice, caring for people with mental health conditions as well as assisting with securing child grants. They also provide support around tuberculosis (TB). Caregivers often work a minimum of 20 hours a week, and often in excess of 40 hours a week, and are available 24 hours a day, including weekends.

4.2 Home-based Care Projects

- **Food sustainability projects:** Where water is readily available, home-based carers have established 'Food Sustainability Projects' which comprise a communal garden, where the community (the elderly, orphans) can access food. Caregivers also have their own 'door-sized' gardens.
- **PLWA Support Projects:** Previously they had AIDS support groups, and they now have 17 PLWA support groups and 14 wellness training and anti-retroviral therapy (ART) Preparation Groups.
- **Grandy support groups:** These provide support to grandparents caring for orphaned children.
- **Orphan and Vulnerable Children (OVC) Support group/ Project:** which is rights-based, and is integrated with home-based care. Volunteers support the children through their school and home lives. They also provide group therapy over a 12 week period, during which children are free to share their feelings in a safe environment and are supported in learning how to change their behaviour.
- **Scouts:** this has been adapted as a wonderful tool for children to learn leadership skills.

4.3 Relationship between the community and the community-based workers (CBWs)

Each volunteer services about 250 households and they often work very hard. It is therefore important to protect volunteers from themselves.

The care-givers are an incredible, amazing group of people and most of the care givers are, contrary to popular perceptions, older women. When CHoiCE did the initial mobilization in 1999, many of the caregivers were illiterate in both English and local languages. Many have now received training in basic literacy and are able to read and write in their local language and in English.

4.4 Impacts in 2006

- 128 Volunteers supported
- 153,000 home visits
- 31,000 sick people
- 16,000 referrals to other services
- 15,000 OVC's reached
- 150,000 reached through awareness on HV & TB
- 1,000 children supported weekly
- 700 trained in First Aid
- 500 trained in HIV awareness

4.5 Successes

- 400 well trained volunteers delivering quality range of services throughout Mopani District, Limpopo- CHoiCE currently has 188 active volunteers and they have recently had to mobilize more since some of the volunteers have been offered employment after receiving training.
- Good Monitoring & Evaluation Systems
- Six newly formed CBOs awaiting NPO Registration - Currently six local areas have been groomed to become Community Based Organisations – with each CBO comprising approximately 30 volunteers.
- Integrated services.

4.6 Challenges

There is some confusion around whether care givers are volunteers or paid employees. The issue is around understanding where they fit as pertains to UIF (Unemployment Insurance Fund), legal rights, compensation, etc. Would bringing in stipends mean the death of volunteerism? There hasn't been much communication between Dept of Health (DoH), the Dept of Labour (DoL) and the Dept of Social Development (DSD) around the role of care givers, volunteers and caregivers in receipt of stipends. Latterly, the DoH decided they weren't going to fund CBOs with more than 30 caregivers.

Another challenge arises when volunteers gain fulltime employment. This, ultimately is good for the volunteers, but is also a challenge to CHoiCE

Question & Answer session:

Question	Comments/ Responses
<p>As a private company who are committed to community development in Greater Tzaneen, they have identified Lenyenye as one of their beneficiaries. Can we exchange business cards (with CHoiCE)?</p> <p><i>David, Homegrown Solutions</i></p>	
<p>I was wondering whether government departments are not assisting with this programme. Is the Department of Labour not assisting with training?</p>	<p>The training is a 59 hour nationally accredited curriculum.</p> <p>The Department of Labour is very firm on their understanding of what casual labour comprises and what paid labour comprises. Within the Department of Labour there may be other things that they can discuss with</p>

Question	Comments/ Responses
<p><i>Malesela Mchaba,</i> <i>Department of Labour,</i> <i>Polo wane</i></p>	<p>CHoiCE in order to ensure that the skills fund is being utilized.</p> <p>This question was being asked to establish what the situation is in order to mobilize resources for their work.</p>
<p>How do you address the issue of volunteerism and the fact that some of your volunteers are quite elderly? The assumption is that once they have been trained, after the investment in their skills, they may soon die?</p> <p><i>Mortimer Manny,</i> <i>Limpopo Dept of Agriculture</i></p>	<p>Older people don't usually have the pressures that younger people have. Older people can also be trained and invested in though there is limited longevity. Younger people need to work in order to earn a living. The average of CHoiCE volunteers is between 40 years to 50 years old. They already have life-skills and some form of financial backing to support them.</p> <p>Younger people, on the other hand, have their own agendas, limited lifeskills, and want training in order to access employment</p>
<p>How are stipends paid? Are they paid weekly, monthly?</p> <p><i>Hans Binswanger</i> <i>Khanya-aicdd Board Member</i></p>	<p>Stipends are provided by the Dept of Health at R. 500 per caregiver per month.</p> <p>CHoiCE also has policies whereby if a caregiver gets pregnant, she can continue to receive stipends.</p>
<p>Service is important for the community. How is the community supporting the caregivers?</p> <p><i>Sam Chimbuya</i> <i>Khanya-aicdd CBP Practice Manager</i></p>	<p>Through preferential treatment. The volunteers get support when they bring patients to clinic; they also have access to <i>indunas</i> and Community Development Workers (CDWs) and their social capital is raised.</p> <p>When the project started, there was a suspicion that the volunteers were using sick people's names to get money from the government. They were threatened and they still hung on saying 'We are here for the people!' Also, when they have problems, they go to <i>indunas</i> to help solve their problems.</p>
<p>Can rates be seen as a resource to support the caregivers?</p> <p><i>Sam Chimbuya</i> <i>Khanya-aicdd CBP Practice Manager</i></p>	<p>If you have been receiving a service for free for eight years, and then you are asked to pay – that would be a problem.</p> <p>Choice provides uniforms, training and organises an annual conference, etc. The issues is about sustainability around the organization</p>
<p>Louise, you are doing great work. What partnership do you have with local government? We often hear complaints that NGOs come to us not for partnership, they just seem to want to funding.</p>	<p>At the local level, a few of our ex-caregivers are Ward Councillors</p> <p>We encourage our caregivers to attend their community meetings. The relationship with the municipality blows very hot and very cold.</p>

Question	Comments/ Responses
<p><i>Musima</i> <i>Capricorn District Municipality</i></p>	<p>It turns out that meetings are often promotions for the ANC and not what it was meant to be. It has been difficult to peg the person responsible for CBWs down, there has been little co-operation. Initially when we went directly to the CDWs, the CDWs don't know them. They currently have nice working relationship with CDWs and now see them as important feature of the community. We have never received funding from GTM (Greater Tzaneen Municipality).</p> <p>The heroes of the project are the caregivers. Nurses in a clinic see a patient for 10 minutes. The caregivers spend the rest of the time caring for the patients.</p>
<p>Karuna Mohan</p>	<p>EPWP could also be explored. The health sector in the EPWP has not been fully developed. Minimum wage aspect of casual labour or full time employment - may create a problem for donors. In the EPWP they have a wage scheme that's more amenable to this sector. This could be a useful way in to say let's see how we can intervene.</p> <p>The ideas of having partnerships with NGOs and civil society, in order to find a champion within the municipality is also very good.</p>
	<p>Khanya-aicdd will be hosting a workshop on Funding Communities in September with DGs.</p> <p><i>Ian Goldman,</i> <i>CEO, Khanya-aicdd</i></p>

5 The Challenge of developing small-holder farmers: how can we have an impact at scale?’ by Mortimer Mannya & Joe Ramaru

5.1 Introduction

Mr. Mortimer Mannya introduced his presentation with some background to the growth in the level of food insecurity at a global scale. He pointed out in 1990/92 there were said to be 168 million people who were under-nourished; in 1999/2001 this increased to 202 million. Is it a 1-step forward and 3-steps back scenario?

Limpopo Province

Limpopo Province covers an area of 12.46 million ha and this accounts for 10.2% of the total land area in the RSA; a varied climate allows Limpopo to produce a variety of agricultural produce; Limpopo has both commercial and subsistence farming system; the land reform programme in Limpopo encompasses lots of agricultural land; smallholder farms cover about 30% of provincial land; 273,000 smallholder farmers are located in poverty stricken poorly resourced areas; 60% people live in poverty (mainly rural, women & children).

Context

In 1995, when he joined the Limpopo Department of Agriculture (LDA), he found there was a problem with the extension officers, which was more of a human and institutional issue. As a result, the department was unable to adequately respond to constraints farmers were facing.

There was also a problem with the farming community – which was found to be poorly organised and unable to take ownership and responsibility for their decisions. There was poor motivation, a limited resource base and the farmers were not organized around a commodity or a specific approach. Institutionally, the system was unresponsive; capacity was inadequate as were the skills base. There were also too many role-players with different goals.

In response to this, they put together a team of people to work on this issue who faced several challenges as follows:

- Provincial Management Teams, GTZ Technical Advisor, Head managers (existing extension managers were not interested - believing the work would not be different from what they already knew);
- District Co-ordinators and extension officers - who had never had an opportunity in the past or were too bored ;
- Scientist – not interested – too busy with good science and did not want to devalue their reputation;
- Supervisors of extension officers – who believed that many things came and went with little change.

The emphasis was to ensure participation of farmers and extension officers using an action learning approach and allowing the extension officers to work closely with farmers to mobilize and organize them. It also involved the officers investigating what the problem was and seeing how best to work with them. This was an iterative process, gradually moving to the next level and at each stage reflecting and revisiting what had been done.

Methodologies used:

- PTD – Participatory Technological Development
- PRA – Participatory Rural Appraisal
- LOD – Local Organisational Development
- FFS - Farmer Field Schools

- MSE – Mid -season evaluation

5.2 Service Delivery Framework

Organising the demand: building local institutions and raising people's voices

Responding to demand: this was done to ensure that extension officers are able to respond to farmers' needs.

Supporting the response: when the programme started, a considerable amount of time was dedicated to developing the extension officers, subsequently their managers found it difficult to work with these officers. As a result of this, the whole system had to adapt in order to accommodate the officers. There was also a need to look at alternative ways of remuneration, policy changes and to re-organise the department.

5.3 Changes that evolved during the process

- Management methods;
- Competency: development issues- at the organisational level;
- Content: - deepening facilitation skills, to help them visualize their own set of values, self development, technology & methods, management methods;
- Local organisational development (LOD) i.e. leadership development using the umbrella organization concept & how technologies spread - for instance across villages;
- Linking response with the demand: - for instance with maize seed production; ordinarily maize production doesn't pay. A group went into small scale maize seed production which pays three – four times above the market price of maize. SANSOR had never registered maize seed from farmers that were un-registered. A similar process was applied for with bean-seed production.

5.4 Results

- Competency development within the dept;
- Strengthening of local organisations;
- Support given to two other provinces who were interested in initiating a similar process;
- Reviewing the entire value chain.

5.5 Lessons learned

- "Local is lekker";
- "N boer maak 'n plan";
- "Simunye" – organizational development ;
- Requires an assigned/dedicated team of implementers at all levels to champion extension reforms;
- Needs more of the external back-stoppers at an initial stage while building up an internal mentoring system;
- Building trust with farmers takes time;
- Soft skills followed by developing competencies in specific technical areas;
- Train all levels at the same time (both frontline staff & managers);
- Needs a good mentorship programme;
- Ensure to coordinate platform for service-providers.

6 Can Community-driven development be scaled up? By Hans P. Binswanger - Mkhize

Hans Binswanger-Mkhize, Khanya-aicdd Board Member gave an overview of approaches to CDD and local development. He is an international expert on Community-Driven Development, and has worked with the World Bank.

6.1 Presentation outline

This entailed:

- Approaches to CDD and Local Development;
- Examples of scaled up programmes;
- Why not in South Africa;
- A step-by-step approach to scaling-up.

Three different approaches to working with communities have been developed

- **Service Delivery Approach:** Government or other service providers consult communities and beneficiaries, adapt their services and deliver them through their own staff;
- **Intermediary model:** Government or other facilitators work with communities, but take a strong management approach, including selection of projects, technology, construction, and financial management. Communities co-finance projects and run and maintain them. Most projects in South Africa fall into this category.
- **Empowerment model:** Outside facilitators help communities in diagnosis, design, and execution. Communities manage funds, contracts and implementation. In this model - it is clear that such projects cannot work in a vacuum. Working in local development is not an affair for communities themselves. These require decentralised sectoral approaches.

None of these approaches can tackle the problem of local development.

The emerging consensus around local and community-driven development is that:

- Integrated local development is a co-production of communities, local governments, government sectors, and private organizations;
- Roles need to be properly defined, and actors need to be fully empowered to execute their roles, in particular with finances.

6.2 Illustrations of 'scaled-up programmes'

- In **Mexico** – Over one million projects in 15 years, nationwide – much of it in infrastructure. Programme is now a national policy with its own budget;
- In **Brazil** – Over 300,000 projects in 1100 poor municipalities – much of it in infrastructure;
- In **Indonesia:** Infrastructure program at the Kamecatan level: Approach is now national policy, integrated into fiscal system;
- **Burkina Faso:** National programme, with formula-driven grants. This was one of the most innovative programmes. Every year, communities receive a grant from the central state at US\$10 per capita. They do what they want as long as it is for positive use.
- All these programmes are co-ordinated at the municipal level.

Impacts in Brazil:

- Access to infrastructure and quality of housing has increased: all household assets have increased;

- Child mortality and incidence of several communicable diseases have declined;
- All household assets have increased, but increase is not statistically significant;
- Productive projects do less well than infrastructure projects;
- There has been a very quick and large increase in social capital at community and local levels, and that capital does not depreciate.

When communities go out and use the money on a project of their choice, it raises their level of confidence.

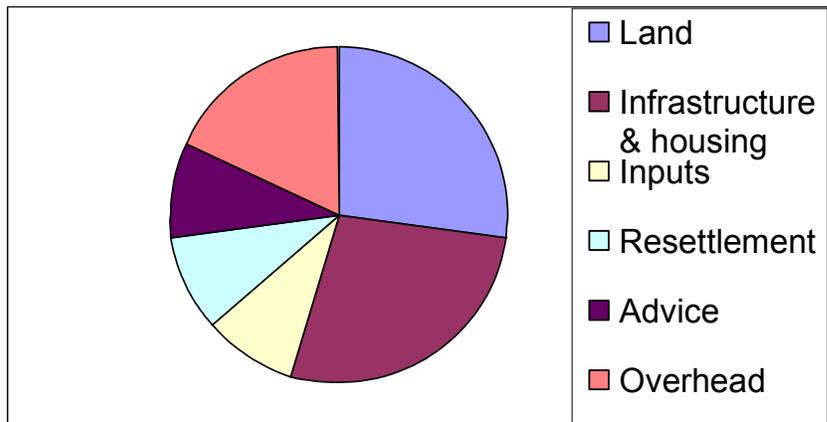
Scaled-up CDD land reform programmes

- In Brazil: the land reform programme combines credit and grants to people. The rates of return were between 6 to 9%. Within 10 years about 30% of farmers had dropped out. Communities have a very strong incentive to replace farmers who have dropped out. It is community owned.
- In Malawi it was also a success - close to 200 communities have resettled themselves, which is approximately 4000 families

6.3 Why not in South Africa?

To illustrate this, he noted that it's not the farmers who build their houses; it's the housing department that builds houses.

Components and costs of a typical land reform project



In Brazilian programmes and Malawi – the communities receive the total pie on the day the land changes ownership. In Malawi, farmers move in October and are still able to produce a bumper crop of maize at the end of the season

However, in South Africa, the government programmes are too fragmented. What are the chances that the money will come together when the community needs it? There are no truly integrated programmes supporting the community.

6.4 A step-by-step process to scaling up

Requirements to ensure minimal conditions include

- Strong political commitment;
- South Africa already has excellent decentralized structures;
- Successful empowerment efforts to build on;
- A unified disbursement mechanism.

The development phase

- Involve the key stakeholders from the start, including other donors;
- Diagnosis: Use all available pilots, ESW and assessments, complement with other assessments;

- Define common vision, objectives, design features;
- Test the implementation tools and logistics;
- Communicate, feedback, communicate.

Define actors, functions, responsibilities

- Do this at the local level, with all stakeholder so that you build on and mobilize all existing capacities;
- Community, sub-district and district level
- Support consultants;
- Design and implement the impact evaluation as part of the design and testing phase.

Training and Facilitation

- Mobilize community specialists, locally resident facilitators and trainers
 - Form them into training and facilitation teams;
 - Pay them low, uniform per diems rather than salaries
- Make extensive use of community to community and district to district extension and learning processes.

Participatory Planning and M&E

- Use well developed PRA tools for community capacity development and planning;
- Combine community plans and local development priorities into sub-district or district level development plans;
 - Keep it simple, as annual budgets within a list of multi-year priorities
- Use participatory M&E at community and local level.

Once communities get the money in their pockets, they are incentivized to find more.

Resource flows, allocation and accountability

- Provide communities and local governments with fungible block grants - give communities a block grant to work on all issues, instead of a single issue;
- Use earmarking only with very strong justification;
- Develop a single system of resource transfers to both levels;
 - Choose from a variety of options, then stick to them
- Develop ways to account for co-financing resources;
- Emphasize simple, transparent accountability systems at both levels.

Test the entire system in one or a few districts

- Once it works for all communities and all sub-districts of a district, it can be scaled up nationally;
- Review all processes ... learn, adapt, revise...communicate;
- Integrate all manuals, training materials, logistics systems into a into a single operational manual;
- Translate it into the key national languages;
- Produce it in quantity.

From development phase to national scale

- Publish and disseminate the lessons and impact evaluations from the development phase;
- Diagnosis: what is missing for national scale?
- Other donors, other programmes;
- Phase it in. So districts can adapt and fine-tune;
- Manage overhead costs;
- Communicate.

Consolidate

- Always learn and review;
- Take risks;
- Develop fiscal base of local governments and communities;
- Deepen accountability;
- Reduce donor dependence; re-target.

7. Community based approaches to water and sanitation: 'Do they work or impact at scale – the Mvula experience?' by Goodenough Molefe, Mvula Trust

7.1 Introduction

Community Based approaches

These are meant for capacity building and skills transfer; they also give people an opportunity to see a project and understand it. It follows that communities are more transparent and democratic; it's important for them to understand the issues, so that they know what questions to ask. Operations & Maintenance (O&M) had to kick in at the beginning of the project, by the time the implementing agent moves out - the community is asking the right questions.

Sanitation Job Creation – SJC – Projects began in 2006/7

CBOs, largely run by women, were running block making plants. Municipalities have given them good support and are influencing service providers to utilize block making plants; some municipalities e.g. Vhembe had similar projects that were unsuccessful, they are revisiting the projects now as their budgets were limited in the past year

Pilot Projects began in 2005/6

Pilots have been done in Kwa-Zulu Natal & Limpopo. It is estimated that this year, they will have implemented 50 pilots nationally. There have been problems with implementation. Designs were received from Irish Aid & DFID, which had to be developed before they could be implemented. Funding is now available for limited rollover. Mvula have been given a budget for 60 ALE's in the provinces. The Department of Water and Forestry (DWAF) has accepted these plans

7.2 Opportunities from livelihoods projects

Sanitation Job Creation Projects

- Partnerships with the local government and community;
- Sustainable investment for donors;
- Increase in skills base of local government;
- Reduction in women's vulnerability;
- Generation of capital in the community;
- Growth of local micro-economy;
- Emergence of opportunities for various enterprises; ;
- Increase in food security, and
- Reduction of poverty.

7.3 Challenges and lessons learnt

- Availability and terms of funding;
- Availability of key project stakeholders;
- Commitment from key stakeholders;
- Meeting commitments to projects;
- Integrating projects for sustainability;
- Executive support given to projects;
- Recognition of initiatives – scale/funds;
- Generalizing LED projects;
- Continuity of initiatives.

7 Plenary Session

Question	Response/ Comments
<p>Apparently water sources are running out in Capricorn District. Can rain water harvesting be used for sanitation?</p> <p><i>Ellen Mashakoe</i> <i>Capricorn District Municipality</i></p>	<p>Water is usually collected for food production and the problem would be the cost of lifting the water from the ground for sanitation and the cost of purification.</p>
<p>In preparation for the growth & development summit, do farmers need incentives? For instance with global warming, farmers don't have as much rainfall like as they had in the past, as a result there is a shortage of Lucerne (fodder) for feeding livestock; do mentors therefore need incentives to support the farmers?</p>	<p><i>Mortimer Mannya, LDA:</i> As regards mentorship arrangements, we develop a policy around mentorship at the farmer to farmer level. We still have to agree on the rates of remunerating those who are providing mentorship support. There is a need to create awareness and a number of technologies that need looking at. It has been found that the black communal farmers have more livestock than commercial farmers. We now need to look at the carrying capacity. In managing production, we are also looking at various possibilities.</p>
<p>When you benchmarked South Africa against other countries with the statement 'Too much planning and mistrust of communities' please clarify what you mean by this? At the municipal level, they have IDPs to support the planning process.</p> <p><i>Sello Chillo</i> <i>IDP Manager,</i> <i>Polokwane Municipality</i></p>	<p><i>Hans Binswanger:</i> When I used to work at the World Bank, I was supervising the Africa Development Programme. Staff would fly all the way to Uganda, and then sit at the Uganda Sheraton to write an operations manual that would be implemented in rural Uganda.</p> <p>You have to be able to use an operations manual that would make a difference in the entire district municipality, not just a few districts. If it works at district or municipal level, then it can be scaled up. If it can't even work at municipal level, it won't work beyond that. We have to convince central policy makers that they must hold their departments accountable and that the manual actually works at the municipal level.</p> <p>International experience shows that integrated long term planning doesn't work anywhere in the world. Consultants are the only people who can write IDPs, municipalities have to hire consultants to produce IDPs. They then come in and consult with the wards, they produce a document in English. Most can't read English. The capacity being developed is the capacity of the consultant and his payment programme.</p> <p>Municipal planning needs to be given an annual budget, and there is too much being</p>

Question	Response/ Comments
	<p>asked of municipalities</p> <p>Distrust of communities: In South Africa there are no programmes being run by civil society, or instances of government transferring money to the community. The money for actually building the slabs is not deposited into the community's hands. In communities you often find people who are entrusted with money and manage it well. You have retirees in the rural areas, who have experience from working in the urban areas. They can also be mobilized to manage communities.</p> <p>I inherited totally dysfunctional integrated rural development programmes in Mexico, being run by the World Bank. If you are sitting at the World Bank, you have some power. We negotiated with them. Unless you agree to develop a fund program, where money is managed at the municipal level. There was a lot of resistance, and finally the WB relented and let me have 30 – 40 million USD for the programme.</p> <p>The Mexicans decided if they got the money, they weren't going to let the municipality get their hands on this money. Against absolute opposition from everyone in the World Bank, they pushed the programme through. Nine months later, they saw projects everywhere. So the opposition was successful. Part of the process was to completely revamp the disbursement and procurement process of the WB.</p> <p>When I was posted to Africa several years later, I found no projects transferred funds to the communities at all. I discovered that it was Black people in official positions who also did not trust the communities. It took two years of running things at pilot level, before they could accept that it could work</p> <p>One of the greatest advantages of South Africa, is that it doesn't depend on donors. You need a really strong power to convince the World Bank to do something new. The mistrust of the communities is just as pronounced in the NGO community as it is in government. They are all using the community facilitation and the empowerment model.</p> <p><i>Ian:</i></p>

Question	Response/ Comments
	<p>Khanya-aicdd will be hosting a workshop on Funding Communities to look at how communities receive and use funding. Participants will be notified about this.</p> <p><i>Lechesa Tsenoli:</i> In Alex, Gauteng there are fascinating housing initiatives taking place using their own money.</p>
<p>If rainwater harvesting processes are implemented on a larger scale is it not duplication? Will it not affect replenishment of rivers? If implemented at a larger scale, the rivers could dry up.</p> <p><i>Ernest Moghanya</i> <i>Capricorn District Municipality</i></p>	<p><i>Goodenough Molefe:</i> The reasons rivers dry out is because the water doesn't go through the proper process. The water seeps into underground sources, while biomass has been depleted. The surface runoff is then reduced. However, irrigation allows for surface run-off.</p>
<p>Can you please talk more about the culture and political structure that allows for movement of communities?</p> <p><i>Chris Burman</i></p>	
<p>There has been a huge backlog in the development of sanitation services in Capricorn. Has Mvula looked at alternative methodologies for sanitation infrastructure development?</p> <p><i>Musima</i> <i>Capricorn District Municipality</i></p>	<p><i>Goodenough Molefe:</i> Sanitation in Capricorn – the backlog eradication strategy is looking at this issue. Problems have been identified around procurement and funding, where money is locked in mid-funding. There are lots of challenges there and there are lots of procedures. Also, the flexibility which enables community development is limited and is a hindrance. The municipality gives funding on the basis of national guidelines: we want communities to be involved in the programme - , for instance Mvula Trust is to build a given no. of toilets.</p>
<p>Why can't we learn from best practice? Zimbabwe farmers are now working successfully in Zambia – without extension support.</p> <p><i>Sam Chimbuya</i> <i>Khanya-aicdd</i></p>	
	<p><i>Comment from Mosima:</i> She understood that there is too much planning at the local and municipal level. We exhaust our communities, go into communities to plan, plan, plan and participate. The communities want something they can see e.g economic development projects that are sustainable, The project they did at is good. That's the kind of best practice they want to share, it's not easy, people will oppose you.</p>

8 Summary and Closing

In closing, Karuna Mohan, Member of Khanya-aicdd Board of Directors, issued a closing statement:

In the various presentations, we looked at social transformation and heard about healthcare givers and learnt how communities can get involved. In Mortimer's presentation we learnt about economic transformation, and how, as public servants, we can learn from the community. There was an experience shared from Zimbabwe. We are part of Africa and we must look at experiences of other African countries and learn from that. We looked at infrastructure development and how you can build partnerships with communities. We need to question how we are looking at communities, economies, consulting, planning and training people.

The big question is whether we can all come together i.e. different local authorities and the district municipalities. How can Khanya-aicdd help you to come together? We'd like to support communities, and support local government.

Upscaling: If you can bring it together and showcase it, you really have to be able to show that you are making sustainable livelihoods a reality. Community volunteers also have an interest and we need to connect as society and government. The danger is that communities will volunteer and funding will go elsewhere.

- By 2010 we want to ensure that every household has water
- By 2012, we want to have electrification for all
- By 2014, we want to have sites and services for stands

If we can demonstrate that we can do it, then there is an opportunity to scale up

Suggestion: That we have a learning site at the municipality to showcase the social, economic and infrastructure development being implemented at the community level.

Annexes

Annex 1 Seminar Programme

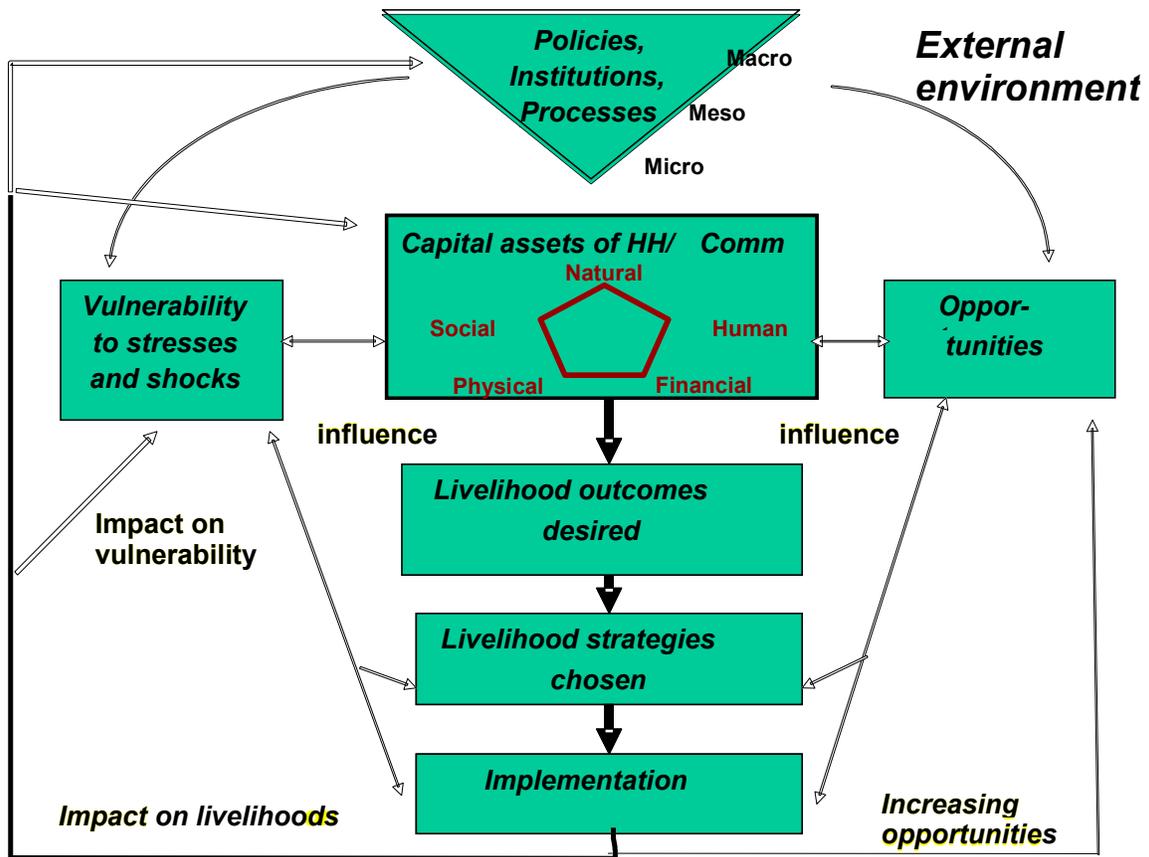
“How can services operate at scale to promote sustainable livelihoods in Limpopo?”

Friday, 20 July 2007 at the Golden Pillow, 57 Thabo Mbeki, Polokwane

Time	Session	Speaker
13.00	Arrivals, Registrations and Snacks	
14.00	Welcome & Seminar Objectives	Hon. Lechesa Tsenoli, Chair of Board, Khanya-aicdd
14.10	Opening Speech	Councillor Motalane D. Monakedi, Executive Mayor, Capricorn District Municipality
14.20	Introduction to Khanya-aicdd and our approach Introduction to Seminar Speakers	Dr Ian Goldman, CEO, Khanya-aicdd
14.35	Reaching the village with community-based HIV/AIDS-related services	Louise Batty, CHoICE, Tzaneen
14.55	‘The challenge of developing small-scale farmers: how can we have an impact at scale?’	Mortimer Mannya, GM Technical Production Services, Limpopo Department of Agriculture
15.15	Questions and discussion	Karuna Mohan, Board Member
15.35	Coffee break	
15.50	‘Community-based approaches to water and sanitation: do they work and can they impact at scale – the Mvula experience’	Goodenough Molefe Provincial Manager Mvula Trust
16.10	Can community-driven development approaches make an impact and operate at scale? What is the evidence?’	Hans Binswanger
16.30	Questions and discussion	Karuna Mohan, Board member
17.00	Closing	Mortimer Mannya, Board Member

Thank-you for attending the seminar today. Please take a moment to complete the evaluation form in your folder and leave it at the registration desk. We will endeavour to make the seminar report available from www.khanya-aicdd.org by mid August 2007. This will contain all participants contact details

Annex 2 Sustainable Livelihoods Framework as adapted by Khanya-aicdd



Annex 3 Seminar Participants

Name	Position	Organisation
Alfridah Ramoroka	Branch Manager	Small Enterprise Foundation
Chris Burman	Coordinator	DFTI
Cuthbert Ledwaba	Skills Development Facilitator	Mogalakwena Technologies
Ellen Mashakoe	LED Manager	Polokwane Municipality
Goodenough Molefe	Provincial Manager	Mvula Trust
Grace Mogashoa	Development Specialist	Polokwane
Hans Binswanger	Board member	
Ian Goldman	CEO	Khanya-aicdd
John Sarng	Programme Manager	Mvula Trust
K D Kgatalala	Marketing and Communication Development Co-ordinator	Homegrown Solutions
K G Makhele	Trainer and Gender Project Co-ordinator	NCWSTI
Karuna Mohan	Board Member	Khanya-aicd
Kedibone M Masete	Operations Manager	RADAR / SEF
Kenny Mashau	Branch Manager	SEF
Khathu Muthala	Manager, Advisory Services	Limpopo Dept of Agriculture
L Mpata	Manager	African Pathways
Lechesa Tsenoli (MP)		Khanya-aicdd
Lesiba Maotsela	Livelihood Officer	Mogalakwena Technologies
Louise Batty	Programme Manager	CHOICE TRUST
M J Matsaung	MMC	Capricorn District Municipality
Malesela Mothapo	ESP 2	Department of Labour
Mina Lelahane	Chairperson	Mankweng Intergrated Development
Mortimer Manny	General Manager, Technical Production Services	Limpopo Dept of Agriculture
Mosima Mehale	Head of Department, Strategy and Development	Capricorn District Municipality
Mphata Tibane	Branch Manager	African Pathways
Muthu Madzivhandila	Branch Manager	SEDA
Ngobeni Goodluck	Branch Manager	SEF
Philemon Talane	Project Manager	Nkunzi Development Association
Rahel S. Otieno	Sharing & Learning	Khanya-aicdd
Rashnee Parhanse	LED Practice Manager	Khanya-aicdd
Sam Chimbuya	Community Based Planning Practice Manager	Khanya-aicdd
Sello Chillo	IDP Manager	Polokwane Municipality
Stanley Phahladia	Researcher	Polokwane Municipality
T E Mokganya	Manager	Molemole Municipality
Tina Nkanyane	PA	SEDA
Violet Maja	Manager	African Pathways