

**Report from South  
African CBP Pilot  
Workshop  
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**GLOSSARY**

ADM	Amatole District Municipality
ASALG	Australian Aid Local Government Programme
CBO	Community-based organisation
CBP	Community-based planning
CDF	Community development facilitators
CDW	Community Development Worker
DBSA	Development Bank of Southern Africa
DFIDSA	UK's Department for International Development
DPLG	Department of Provincial and Local Government
EXCO	Executive committee (of Council)
IDP	Integrated development plan
IDT	Independent Development Trust
HOD	Head of department
ISRDP	Integrated Sustainable Rural Development Programme
MAP	Maluti-a-Phofung Local Municipality
M&E	Monitoring and evaluation
PAP	Planning Area Plan
PIMS	Planning, implementation and management support system (for IDPs)
PMS	Performance management system
SALGA	SA Local Government Association
SMME	Small, micro and medium sized enterprises
WC	Ward committee

## **Executive summary**

### **1 Introduction**

This workshop was held as part of the CBP/IDP project and brought together the 8 pilot municipalities to learn from each other's experience and specifically

- To be aware of where each pilot is at, and the achievements, constraints and learnings for the future, the political task required to build support for CBP
- Understand the tasks required around implementation, the municipal support they need to allocate, and have reviewed their plans for the completion of their pilots
- Have defined any additional support needed centrally
- And have started initial discussions of the implications of this work for the next cycle of CBP and IDP Review

There were 26 participants from the 8 municipalities and the CBP/IDP Steering Committee, and the workshop was held on 8/9 June at the IDT offices. The overall evaluation of the workshop was excellent.

### **2 Updates from municipalities**

#### **2.1 Tzaneen**

Tzaneen has completed the ward planning in 31 of 33 wards and has managed to link partially to the IDP. There was good participation and some good facilitation from municipal officials and ward committee members. Some problems were: particular problems in 2 wards, some poor facilitators, skewed participation due to timing and weather problems, challenges to document effectively. The municipality wishes to review the constitution of ward committees, mobilise youth to participate, consider remuneration of ward committees (WCs) and provide refresher courses for the less competent facilitators.

#### **2.2 eThekweni**

eThekweni has started with the training and finished planning of the first 10 of the 40 wards that will be covered. A lot of time has been put into pre-planning, hence a quick start when finally launched. Facilitators include 20 Council officials/20 facilitators, 4 Facilitators per team, allocated at least 80% during this period. They aim to finish the planning by August.

#### **2.3 Msunduzi**

Msunduzi Municipality has 37 wards. Those trained included 15 Municipal officials with experience in working with communities were drawn from different departments, a planner, and an IDP official, and initial training was done in 4 wards. There was inadequate preplanning and involvement of senior management and politicians. In some wards planning was done in more than 2 venues because of political and social disparities within wards. The funds have not yet been received from SALGA/DPLG and inadequate financial and human resources have been allocated by the Municipality. A dedicated team is needed.

#### **2.4 Mangaung**

Mangaung has 43 wards where CBP was applied in 2001/2. This influenced the IDP and R50 000 was provided in process funds to all wards, which was implemented successfully. A municipal fund has been created with R7m for municipal-wide programmes emanating from CBP plans. They hope to pilot Phase 2 soon.

### 2.5 BelaBela

Bela-Bela Municipality has completed the ward plans for its 7 wards. The Municipality will be starting with the IDP linkage in the few days to come. Particular challenges were experienced with the loss of key personnel, and a language issue in one ward with a significant population of non-South Africans. They wish to appoint dedicated people in the future and provide some remuneration to volunteers.

### 2.6 Maluti-a-Phofung

Maluti committed to CBP even before this programme started. 5 plans were done in the first training which have been submitted to Council. Size of wards is an issue and ward committee mandates are problematic. "Pilot overkill" is a big danger for the municipality and they need the support of SALGA/DPLG to intervene.

### 2.7 Mbombela

Plans have been completed for 34 of the 36 wards and there has been some linkage to the IDP through Planning Areas. Process funds have been delayed and so have been spent centrally on capacity-building.

### 2.8 Nkonkobe

There has been very good support from both senior management and politicians. 23 facilitators have been trained and all 21 ward plans have been completed. There were some problems due to size of wards and lack of involvement by some Ward Councillors, some ward committees, government departments, traditional leaders and managers. CBP has been linked to the IDP and outcomes have been very positive. R10 000 was allocated for process funds, spending of which has been delayed to get Council approval. Some projects have already moved forward informed by CBP.

## 3 **Emerging issues around the planning**

A set of issues derived from the previous discussion was the need for:

- **Agreed and common issues by politicians and management** (Commitment) – the possibility was raised of a joint structure to manage implementation, eg Nkonkobe's Steering Committee, and the provision of adequate resources;
- The need for **dedicated capacity** for planning and implementation, possibly located in a Public Participation Unit. There is a peak period during the planning when additional capacity is needed from other departments;
- **Sustainability of facilitation** for planning and implementation, possibly linked to the Public Participation Unit and using community development workers/facilitators
- **Pre – planning** is so important! This emerged from all municipalities;
- **Mobilisation and organisation of ward committees** and other stakeholders which are weak. Some suggestions were properly constituted ward committees, a budget for capacity-building of ward committees and the use of CDWs;
- **Scale** – some suggestions of methodologies were made for large wards, either splitting the ward or doing some activities separately in the planning;
- **Embedding CBP in the municipality** as a whole (across all sectors/departments) – it is important for all sector departments to realise they need this knowledge if they are to carry out their functions effectively.

## 4 Implementation

Mangaung were not able to present their experience at this point but their presentation has been included. Some issues which arose were:

- Clarification on the **role of the Process Funds** to support the ward taking forward their plans, and not referring to the funding of the planning itself, nor projects;
- **Appraising the ward plans** and approving the process funds - this needs to ensure there are no problems with the plan rather than to agree content and should be a quick process, so that implementation can start a maximum of two months after the planning has completed;
- **Appraising the submissions to the IDP** from the ward plans – this should only be concerned with ensuring that there is enough information about the project for the IDP, and to ensure that projects that may be bigger/macro scale are submitted to be part of the IDP process;
- **Releasing the funds** to the wards/financial management - it is important to delegate authority for financial management and approval of the process funds to the responsible department or the CBP Coordinator and to ensure that the procurement process supports local procurement;
- **Monitoring** and evaluation by ward committees of their projects, by the municipality of ward committees, and by citizens of ward committees. Monitoring is essential for support for implementation, to ensure that blockages are addressed, the municipality knows what is happening, is able to attend meetings etc. Specific people need to be allocated, eg in a Public Participation Unit, CDWs, or allocating wards to facilitators;
- Providing **ongoing support** to ward committees, to assist them to manage implementation – this could be a key role for CDWs.

## 5 Municipal programmes to take forward implementation

Each municipality planned how they would take forward the next stages of implementation and in some cases modified their process plan.

## 6 Taking the pilots forward

6.1 Pilots were reminded about the Pilot Operational Requirements and Expectations that they signed, which included aspects around learning.

6.2 Most municipalities have opted for the option of accrediting their facilitators which is based on

- the test at end of the course (must pass)
- appraisal of the ward plans by the service provider (and a sample will be submitted to University)
- an appraisal by the councillor or ward committee member of the facilitator, so we know they did facilitate appropriately (see Annex 4 for a copy of the form).
- Paying R300 per candidate to the University of the Free State (Nkonkobe requested support from DPLG to share half the cost of this)

6.3 Pilots were reminded of key elements of the learning methodology that they need to apply, notably a report from facilitators on each ward, a summary of report backs from wards,

a learning workshop, and an evaluation by wards after implementation has been well underway. Some of these formats are attached.

6.4 Participants brainstormed what types of support might assist with the rollout of the project. Support suggested included SALGA/DPLG giving a higher profile to the programme, additional financial support and a further workshop of pilots, as well as possibly a meeting of mayors and speakers.

6.5 For many municipalities they will need to incorporate CBP into the next IDP Review cycle, to use effectively the extensive information which has been generated. In addition the Mangaung pilot should generate a methodology for the review of the ward plans in subsequent years, but for most pilots this would not be applied until 2005.

6.6 A GANTT chart is attached showing the likely next stages of the project.

# 1 INTRODUCTION

## 1.1 Background

This workshop was part of the CBP/IDP Programme funded by DPLG, DBSA, DFIDSA and GTZ, which is expanding the piloting of community-based planning and its linkage to the IDP process in South Africa. The training of trainers was held in September 2003 and the pilot process has now been going since November 2003, including pilots in Nkonkobe (E Cape), Tzaneen and BelaBela (Limpopo), eThekweni and Msunduzi (Kwazulu-Natal), Mangaung and Maluti (Free State) and Mbombela (Mpumalanga). Some pilots have completed the ward planning part (but not IDP linkage), some are about to start. This workshop was agreed at the last CBP Steering Committee meeting of March 2004, and aimed to enable municipalities to share experience, and to elaborate what is needed to take the plans to implementation.

## 1.2 Objectives and process

The objective was that by the end of the workshop pilot municipalities:

- Are aware of where each pilot is at, and the achievements, constraints and learnings for the future;
- Understand the political task required to build support for CBP;
- Understand the tasks required around implementation, the municipal support they need to allocate, and have reviewed their plans for the completion of their pilots;
- Have defined any additional support needed centrally;
- And have started initial discussions of the implications of this work for the next cycle of CBP and IDP Review.

The workshop was not budgeted for in the original project design. A venue was provided by the IDT, DPLG paid for the accommodation and catering, and municipalities paid for their own travel costs. The workshop was held over two days on 8 and 9 June, with the first day concentrating on sharing of learnings from the municipalities, with the second morning around issues to take forward CBP to implementation. In the afternoon some other issues were touched on so that pilots understood what they need to do in recording learnings, further ideas for central support were raised, and how to link this to the next IDP Review cycle for 2004/5.

There were 26 participants from the pilots, in general 4-5 per pilot from the IDP Manager, CBP Coordinator, a relevant councillor, and lead trainers. In terms of the CBP Steering Committee, representatives from GTZ, DPLG (ISRDP) and DBSA attended a significant proportion, and Joe Leshabane of SALGA came to meet the municipalities and to address some administrative problems. The facilitators were Ian Goldman, Sam Chimbuya, and Khathu Muthala of Khanya, Marc Feldman and Cecile Ambert of Development Works, who are the two service providers taking forward the CBP/IDP programme.

In terms of participants' hopes and fears for CBP as a whole (and not just the workshop), issues clustered around understanding of CBP, adequate resourcing, commitment at ward level, municipality and nationally, linkage with the IDP and impact (see Annex 3):

- Understanding – there was a fear of lack of understanding at community level which could undermine the process;
- Resourcing – the need for adequate resourcing for the programme nationally, and the need to ensure dedicated capacity at municipal level;
- Commitment at ward level – both hopes that CBP would help to overcome dependency and fears that ward leadership is weak and anyway will change;
- Commitment from municipalities – concern that there is not enough buy-in from senior managers and politicians;
- Commitment nationally – the need for DPLG and SALGA to take a higher profile;
- Linkage with the IDP – the importance of linking appropriately and carrying through to implementation;
- Impacts – there were many hopes that CBP would have a serious impact and improvement of quality of life of vulnerable.

The overall evaluation was excellent (82%), as was the achievement of objectives, with lesser scores to the later objectives delivered through short exercises on the second afternoon. The updates and buzz groups on learning were enjoyed the most (80-90%). People felt their contribution and participation was very good (75%), and the facilitation excellent (86%). They would have liked the accommodation and venue in the same place.

## 2 UPDATES FROM MUNICIPALITIES

### 2.1 Tzaneen

#### Successes

- An exciting process that strengthens relations between the municipality and its people;
- People in the centre of planning;
- Good community participation. Hundreds turned up on the first 2 days;
- Had volunteers and donations from communities;
- Most of the councillors were highly involved;
- Facilitation was good. Had very good ward based facilitators who can be used in the future and officials were very helpful;
- Some of the ward committees assisted, turned out to be very good. Had a good way of probing.

#### Challenges which emerged

- in **2 wards** there are problems with no plans. This was due to no mobilization from the councillor, facilitator/councillor lack of coordination and so poor attendance and participation;
- There were **some poor facilitators** who led and influenced discussions, had poor communication skills, failed to keep participants' interest and attention and weren't skilled enough to apply the methodology. Poorness in some of the facilitators was due to the rotational system used, inadequate exposure to the methodology, poor/average educational background and Municipality's inappropriate selection criteria prior to training which gave the Councillors too much autonomy;
- **Skewed participation** – always had the unemployed and the elderly people dominating. In some cases there was poor attendance, logistical arrangements were problematic, problems with transport due to the vastness of some wards, people's ignorance, poor weather – it was raining at times and CBP was perceived in some places to be a campaigning strategy and ANC members event;
- **Documentation** - capturing of information for some wards was done incorrectly or not totally documented. Some of the wards' information was similar, probably due to the facilitators leading the discussions. In some cases documentation was done at a later stage by a different person who mixed up the work.

#### Ways forward

- Review of the constitution of ward committees;
- Mobilizing youth in particular to participate in developmental processes;
- Removing of misperception – ruling party events;
- Policy review of Ward Committees compensation/remuneration;
- Refresher courses for the average facilitators.

### 2.2 eThekwini

Exco's decision was to pilot in 40 out of 100 wards with a process funding of R50 000 per ward. The first training was held in May. CBP led to excitement from communities due to real ownership, facilitators were motivated and the project team were persistent.

This process currently uses project team members, 20 facilitators who are council officials, 20 community volunteers and support staff.

#### Methodological changes

- Provided dedicated CBP Capacity;
- Lot of investment in logistics and preparation - costs/finances process plan, management approval, debate for institute, commitment, information/communication system, big political task;
- Developed selection criteria for ward facilitators who were interviewed;
- Training: is 5 day theoretical training with a 2 day recap, followed by Ward Planning over a period of two weekends;
- Ward planning – will also be based over 2 weekends rather than in the week, with the weeks used for preparation and documentation;
- An Evaluation Workshop is scheduled for Friday, 11 June 2004.

#### Emerging issues

- Health (HIV-AIDS), Safety and Security, Skills Development and Sustainable Income;
- Addresses four strategic focus areas of the IDP;
- Speeds up service delivery;
- Makes the IDP a living document;
- Relationship to CDWs.

### **2.3 Msunduzi**

#### Current status of CBP in the municipality

Msunduzi Municipality has 37 wards, with 37 elected Councillors and 36 Proportional Councillors. 15 Municipal officials with experience in working with communities were drawn from different departments, also one planner, IDP official, who were trained by Khanya. Thereafter community representatives were trained by officials in a two weeks extensive training. The training was conducted with a very short period of time. Initial training was done in five wards but the fifth wards did not take off due certain problems. Proper planning was done on paper not on the ground. There has been interaction/networking with eThekweni Municipality. Planning for the remaining 33 wards will take off during the new financial year with funding being allocated to CBP. The funding has not yet been received from SALGA.

#### Methodology modification

- Launch in some wards done in more than 2 venues because of political and social disparities within wards

#### Linkage

IDP and CBP not yet connected/linked since we are still on a learning phase.

#### Achievements

4 ward plans were done. Ward 11 was completed, with the whole community represented and everyone participated. 3 wards completed but were not fully representative

#### Outcomes

- All community will be able to participate in CBP initiatives;

- The communities will have ownership of the projects.

#### Key issues

- Need to close gaps between community, community structures and Municipality. Found IDP not known to community;
- No predetermined criteria for the selection of community representatives and issue of whether they are paid;
- Need for full support of senior management and Councillors. Need for briefing of all people involved;
- Lack of proper pre-planning and so inadequate community participation;
- Provision of adequate financial resources. Process fund not released yet. Issue budgeting for finances and the need to identify sources. The process fund is critical to address the gap between community and municipality;
- Need for a technical support team – there is no dedicated CBP team. Needs to be sharing of functions and responsibilities by officials;
- Some wards too big for launch, also with political divisions and income disparities;
- Follow up to ensure IDP linkage to CBP.

#### **2.4 Mangaung**

Preparation for CBP required building political commitment in Mangaung. Ward planning started in September 2001 and completed Feb 2002. The training process started through a learning by doing approach. Later additional facilitators were trained in a 2 day introductory training. In all 40 facilitators were trained including Councillors, Ward Committees, 30 municipal staff, DLGH, Motheo District PIMS staff, Social Development. The pilot was conducted firstly in 3 wards and immediately transformed into full-scale implementation. A full plan for each ward was developed, with R50 000 allocated for process funds.

The IDP direction was influenced by CBP, as were provincial departments. A municipal fund has been created with R7m for municipal-wide programmes emanating from CBP plans. The question was raised by the group as to whether CB leads to impacts on the ground. Ian agreed to circulate the Mangaung evaluation.

The Mangaung report on implementation is attached later in section 4.1.

#### **2.5 BelaBela**

Bela-Bela Municipality has 7 wards. The Municipality have completed capturing wards plans, although this was delayed due to the resignation of Sammy. There have been four trainings within Bela-Bela Municipality. Facilitation has been done by Messrs Motsuki, Sammy, and Marc. The Municipality will be starting with the IDP linkage in the few days to come.

#### Modification of the methodology

The CBP methodology was modified in the following ways:

- The level of understanding and education of the participants;
- Language - Use of interpreters;
- Starting from simple to complex issues.

Key issues emerging from CBP

- The CBP process has made it easy to access data from the communities;
- The CBP process has helped in changing the attitude of the communities in relation to providing information towards IDP review process;
- This has resulted to having the communities feeling proud of having influenced developmental issues within their own wards.

Constraints

- Institutional issues – lack of clear responsibility, limited availability of staff who were not dedicated, capacity overall and management buy-in;
- Lack of financial resources;
- Few lead trainers and the change of personnel;
- Language - in ward 1, there is a settlement of former Namibian citizens who speak two different languages which are not South African (Owambo and Kavango);
- Lack of commitment from volunteers.

Key learnings for the future

- Enough financial resources needed;
- Train local persons to be lead trainers and facilitators in their own communities proved beneficial;
- Need to appoint permanent personnel dedicated to deal specifically with the CBP;
- CBP will be strengthened by participation from informed and committed community members;
- A need to encourage the volunteers by paying allowances to them. Use training as screen to identify facilitators and provide training to volunteers on an ongoing basis;
- A need to come up with a mechanism to bring sector departments contributions on board in areas where their offices are not within municipal area. Can also use ward planning to assist sector departments, to provide data for IDP, link with IDP, build participation culture;
- Pre – planning and preparing for CBP\* critical;
- Mobilisation vs Participation.

**2.6 Maluti-a-Phofung (MAP)**

Maluti is a rural node and accepted to take on the CBP methodology well before this pilots programme. Five wards have been completed in the first training, five ward councillors were trained plus five officials from MAP, two from DLGH and 50 ward committee members were trained. 1000 members of the community participated. Council has accepted and committed itself to the five completed ward plans. A political decision was also taken to set aside a budget of R3 million for the outstanding 29 wards. CBP gave meaning to the ASALGP pilot study which was conducted at Maluti. CBP was used as in the manual to enhance ASALG, NCMSD. The first stage was a pre- pilot BUT needs institutional readiness and commitment, and there is a problem of lacking “ Technocratic mindset”.

Methodological issues

- Budgeting for CBP on ability of civil society reps to engage with development process – cluster level;

- Different ways of implementing ward plans - Provincial and National sectors and municipal – official and politician and civil society and state owned companies. Clusters are used of organisations around a sector. Support to the ISRDP is through the IDP and some additional projects have been identified.

#### Planning, funding and IDP linkage

- During IDP review the CBP outputs were used to better the plan;
- R3 million has been budgeted for the outstanding 29 wards;
- Process funds for the first 5 wards was secured though not yet distributed to them;
- Some municipal-wide projects were identified as a result of CBP, eg a cleaning campaign for all wards was implemented with a budget of R2 million and 620 job opportunities were created;
- Presentation was made to Dihlabeng and other municipalities will follow soon.

#### Constraints

- Some problems of commitment of the municipality to CBP. CBP as a response to IDP participation requires political support. Linked to this "Pilot overkill" is a big danger for Maluti. Need support of SALGA/DPLG to intervene.
- Vastness of the wards affecting representativeness in meeting and ownership of the ward plan;
- Ward committees mandate have expired and new ones have come on board;
- Appointment of staff dedicated to CBP.

### **2.7 Mbombela:**

There are 36 Wards of which 34 have completed their ward plans. R15 000 has been allocated for Process Funds 2003-2004, with R 10 000 Process Funds for 2004-2005. Mbombela is also using a structure of Planning Areas and Precincts above ward level. CBP is being used as a means to get input into IDP, improve quality of services, and reducing dependency.

#### Facilitation/Process

- Good responses in rural areas;
- Mixed enthusiasm in urban areas;
- Most documentation done by 4 lead facilitators;
- Capacity of Facilitators is an issue;
- Buy-in from Mayoral Committee;
- Municipal Technical Forum.

#### Issues around CBP

- Process Plans and Implementation phase coincide with budget;
- Integration of CBP via PAP into IDP;
- Concept of Strategic Planning.

#### Methodological changes

Mbombela is planning at 4 levels:

- IDP/Municipal Planning;
- Planning Area Planning (PAP);
- Community-Based Planning;
- Precinct Planning;

The purpose of the PAPs is from a strategic side to give a Vision and Mission for the Planning Area, with Objectives and Strategies. From the Technical Planning side it is to:

- ensure functional planning and feasible solutions;
- create a rational spatial development framework for service delivery and land use management;
- incorporate detailed planning of development nodes/areas (Precinct Planning).

CBP to PAP – leads to common issues around the feasibility/use of resources. Planning areas are used for integration, and a technical forum tried to identify projects. Geographical issues arise. We are using the “precinct” for spatial planning, as a sub PAP unit.

#### Issues

- CBP/IDP – there is a split re project implementation;
- There is a proposed decrease in process funds because the funds were not spent, and need to be spent before the end of the financial year. Timing of funding is an issue. So rather using these funds for municipal-wide programmes;
- Urban areas reliance on municipality for implementation buy-in from stakeholders;
- Documentation was an issue;
- Facilitators was also an issue - what about different profile for facilitators?
- Mayoral committee.

## **2.7 Nkonkobe**

Nkonkobe Municipality is a pilot site for the Eastern Cape as well as South Africa more widely. The municipality has 21 wards. A Project Steering Committee is facilitating the process and ward plans have been developed in all 21 wards with 25 facilitators trained and we are awaiting completion and adoption of the IDP. An amount of R10 000 has been allocated for the process fund for each ward. The methodology has not been modified except being adapted to suit the rural context of our municipality. Expenditure to date is R448 280. The balance will be used in feedback meetings in various wards after the adoption of the IDP.

#### Key elements

- Understanding of the importance of the ward based planning concept;
- Support and commitment of Council for success of the programme. Council support led to informed support and Council resolution;
- Identification of willing and committed corps for training as facilitators, in each of the (21) twenty-one wards in Nkonkobe Municipality;
- Establishment of a group of trainers - training trainers to continue with the work in all the municipal wards, districts and in the Province;
- Development of a training programme based on our unique experiences;
- Involvement of traditional leaders in the process;
- Consistency and continuity in attending all ward planning meetings;
- Resources availability.

#### Timeline for CBP process in Nkonkobe

A timeline is shown in the table overpage.

Date	Activity
21 October 2003	Community-Based Planning concept introduced to Council
26 October	Management, Executive Committee briefed on CBP methodology
28 October	Ward Councillors and Ward Committees introduced to the CBP methodology and training programme
10–21 November	Training of facilitators for 11 days. Production of initial five ward plans in five wards, (2, 10, 12, 19, 21) in five days
3–4 December	Assessment and evaluation of plans
8 December	Review quality of plans and accreditation
8-12 December	Planning in 5 wards (3, 6, 11, 16, 20)
17-18 December	Assessment and evaluation of plans
12-16 January 2004	Planning for 5 wards (5, 7, 8, 14, 17)
19-20 January	Assessment and evaluation of plans
26-30 January	Planning for six wards (1, 4, 9, 12, 13, 15)
4-5 February	Assessment and evaluation of plans
9 -20 February	Drafting of ward business plans approval phase
16-20 February	Presentation of ward business plans at ward committee meetings
27 February	Linkage of ward plans to the IDP
01 July and ongoing	Project implementation
Ongoing	Coaching and mentorship

#### Key benefits of this approach

- Four lead trainers have been able to train 23 facilitators who will be able carry on with the municipal CBP review and further training of other municipalities independently;
- We have been able to rally the enthusiasm of the youth around this programme as it has also imparted life long skills to them;
- The encouragement of ownership of local development, releasing of local community energy for action thereby overcoming dependency;
- The use of small amounts of municipal finances to harness local energy and resources;
- Obtaining a sophisticated understanding of the assets, vulnerabilities, preferred outcomes and livelihood strategies of different groups within the community including the most vulnerable;
- Planning from strengths, not problems led to more realistic and creative planning valuable for the ward plans but also enabled practical implementation of the IDP;
- The plans are more targeted and relevant to addressing the needs of all groups, including the most vulnerable;
- The municipality empowered its ward committees to start to be effective, based around a ward plan which they need to support and monitor implementation;
- CBP has played a meaningful role in the reconciliation and mobilization of our communities, particularly where there was polarization and created better understanding of each other.

#### Taking forward the plans

- CBP/IDP linkage has been done and all the projects coming out of the CBP were included in the IDP for the purpose of sourcing funding;

- Some agricultural projects have been funded and some have received equipment and machinery;
- Community halls have received allocations for the next financial year;
- Some SMMEs have also received funding;
- An amount of R4m has been used on rehabilitation of roads.

#### Key issues arising from CBP

- Unemployment;
- Availability of skills in youth;
- Issue of HIV/AIDS;
- Job creation;
- Lack of training;
- Crime;
- Poor conditions of roads;
- Lack of equipment and medicine in clinics;
- Poor conditions of sports and recreational facilities;
- Poor water and sanitation services;
- Untapped agricultural, tourism potential and heritage sites.

#### Influence on the IDP

- The outcomes of the CBP have forced the municipality to revisit its development strategy on how it should formulate its IDP priorities as it became clear that some of its areas where the IDP was a “thumb suck”.
- The CBP process has warranted a realistic planning in the formulation of IDP
- For the first time the IDP is linked to the budget;
- For the first time the projects as contained in the IDP are time bound.

#### Constraints

- Lack of resources (financial/human);
- Outreach (geographically and population). There are vast and in some cases odd ward boundaries in rural areas;
- Literacy levels and terminology;
- Lack of elaboration on the content of the facilitators guides;
- Lack of involvement by some Ward Councillors, some ward committees, government departments, traditional leaders and managers.

#### Key learnings for the future

- That of really putting different sectors of the community at the centre of planning and social development;
- That of refraining from undermining the human potential and traditional economies that lie untapped in our communities;
- Teaching communities to rely on their energies and strengths;
- Involvement of all stakeholders in the planning is important.

### 3 EMERGING KEY ISSUES AROUND THE PLANNING

#### 3.1 Buzz group – Issues

There had been a lot of discussion and richness during the discussions. The objective of this session was to help in internalising the learnings and thinking of ways forward. Groups were asked whether they agreed with the statement given to the group, to give some detail of what they think is needed/involved in the issue and how to get this addressed in municipalities such as theirs. The set of issues derived from the previous discussion was the need for:

- Agreed and common issues by politicians and management (Commitment) (Nkonkobe- Mbombela group to cover);
- Dedicated capacity (Msunduzi);
- Sustainability of facilitation for planning and implementation (Tzaneen);
- Pre – planning is so important! (Mangaung);
- Mobilisation and organisation of ward committees and other stakeholders – they are weak what do we do? (BelaBela);
- Scale – what methodology to use for large wards (Maluti);
- Embedding CBP in the municipality as a whole (across all sectors/departments) (Ethekeini).

Another important issue raised was around disparate wards. Wards have been deliberately established to be disparate, and to bring together rich and poor. It defeats the transformational objective if those areas are planned separately, and Ian quoted his personal experience from Mangaung of planning in wards that were 20% black, and 80% black and how the planning brought the groups together (see Box 1).

#### 3.2 Need for agreed and common issues by politicians and management (Commitment)

The group agreed with the statement. They need to understand the process. There needs to be a structure that manages planning implementation and M&E, involving politicians and senior management to steer CBP and the linkage process. This could be a Process Steering Committee, who should have accountability, responsibility and ownership. Other issues are:

- Allocation of adequate resources;
- Everybody must be brought on board – Exco/Council – Management;
- Training and involvement of senior managers and politicians in process to build capacity and experience;
- A Council resolution is needed;
- Dissemination to increase credibility e.g. SALGA's Voice magazine.

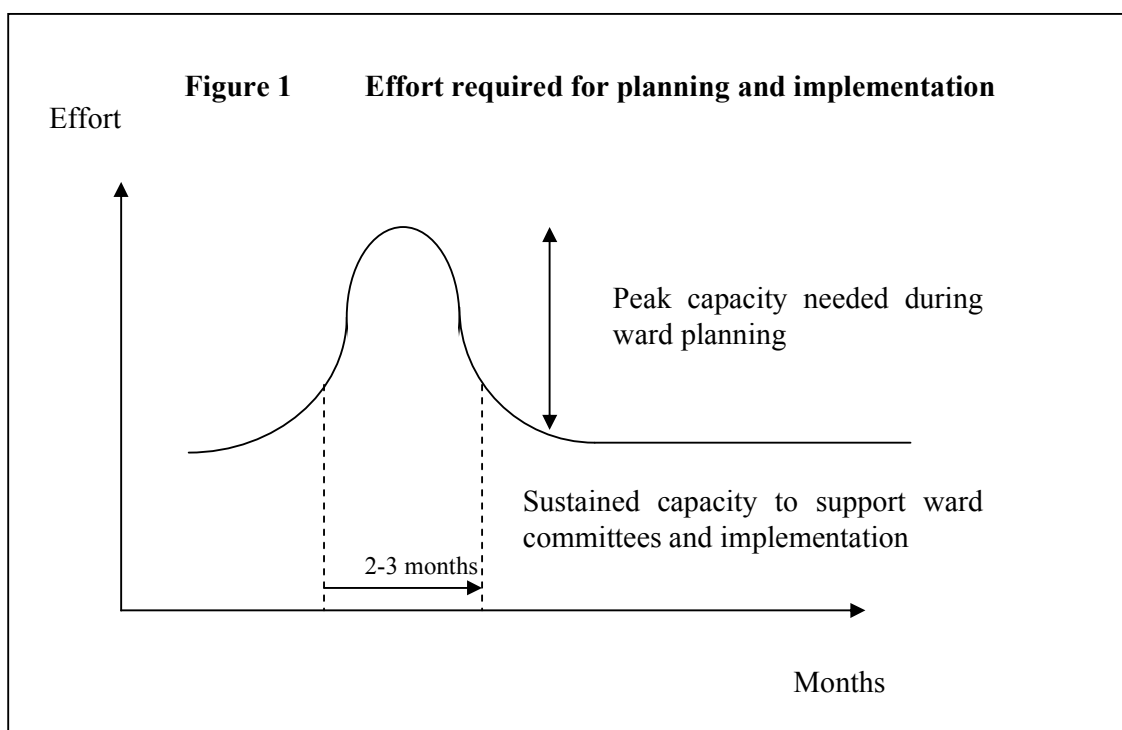
#### **Box 1 Ward 19 in Mangaung**

Ward 19 covers Bloemfontein's CBD. Although only 20% of the population, the black community participated much more actively than the white. The facilitator (Ian) gave an ultimatum to the (white) councillor that if he did not bring white people to participate, the plan would only represent his black constituents. The white councillor then did find whites to participate. There was one very difficult meeting with some hostile whites, but after they were listened to they participated and the process was successful. What also emerged was that there was a lot of commonality between groups' priorities, rather than great differences, which was important for them to realise. Both whites and blacks found it a powerful experience and the councillor became a great advocate of CBP.

### 3.2 Dedicated capacity

It was agreed that a full time CBP team would make the process far more effective and should address the needs for ongoing facilitation of implementation (see Figure 1) with additional capacity being brought in for the peak planning period of 1-3 months. This will enhance the CBP team, will empower communities and instill a sense of ownership. It is important to change the attitude of senior personnel to have respect and high regard for field workers, because they are in touch with real issues and grass roots. There is a need for:

- A separate entity controlled by one head with resources (Human and Financial);
- Full support from all other departments override all other functions until CBP is complete;
- Full buy-in of seniors officials e.g. Municipal Manager and Mayor, Senior Executive Managers;
- Proper planning ;
- Closing gaps between community structures and municipality;
- Presentation to full Council;
- Display of commitment and dedication by CBP team;
- CBP to be linked to all special outside funded projects e.g. Shosholoza.



### 3.3 Sustainability of facilitation for planning and implementation

There needs to be an institutional arrangement like a Public Participation Unit, with the use of CDWs/ward committees and CDF volunteers. This needs to be planned for with the IDP/PMS as well as CBP. There also needs to be policy formulated for ward committees, CDWs and CDF volunteers. It is important to ensure:

- Budget allocation (annually);
- Feedback reporting (HOS) at a management meeting monthly, then to council and also to the community/ward committee through CDWs and CDFs on a quarterly basis;
- Challenge of ensuring linkage across municipality. The municipal manager can help to ensure this, as can a Steering committee and the use of an intergovernmental forum.

### **3.4 Mobilisation and organisation of ward committees and other stakeholders**

The group agreed this was critical. A weakness is the lack of commitment of Ward Committees due to ignorance. This is because of poor information dissemination mechanisms. Are the right people getting elected? Councillors are not buying-in but they must – they are obliged to carry out their responsibilities under various Acts. The problem is partly due to dispersed wards, where they have to do extensive travelling and there may not be allowances. Some things needed are:

- Constituted ward committees;
- Available budget for capacity-building of ward committees;
- Use of CDWs;
- Communication Unit;
- Municipal newsletter- quarterly;
- Municipal accommodation;
- Local newspaper- weekly.

#### **NEED TO ADDRESS**

- Engage the communication unit for CBP;
- Ensure buy-in from ward councillors and all other stakeholders;
- Undertake capacity building programmes for ward committee and councillors ;
- Provide incentives for volunteers;
- Inform national about the appropriate role of CDWs to support CBP;
- Use IDP steering committee;
- DPLG to provide additional resources to support performance of ward committees.

### **3.6 Scale - what methodology to use for large wards**

This is a problem. Many of the pilot municipalities have some rural wards covering 50km, and a number of villages. The group suggested the creation of sub wards, eg three areas planning in terms of each area, and then to consolidate the three sub wards' priorities, finally presenting one integrated draft in one forum for prioritisation and for approval.

This would give everybody in the ward the opportunity to participate and contribute meaningful and effectively. Each sub ward priority will be given attention in terms of their different dynamics and peculiar situations. However the disadvantage is that it is time-consuming and there are additional cost implications, and it would require more commitment and buy-in from the municipality.

In discussion the following options were suggested:

1. To transport a large group of people from different villages to a common venue;

2. To transport representatives of different villages to a common venue (then the basis for representation would need to be worked out, subwards or village representatives being possible) ;
3. As suggested above, to break up the ward into subwards, plan separately and then combine;
4. To do the social groups in different villages (ie facilitators travel to the villages) and then combine for prioritisation and planning of strategies, projects and activities (may then involve 2);
5. To plan separately for the sub wards, which may politically be difficult (which wards are broken up, does each part get R50k?), but may be the easiest if there are major geographical barriers such as the very incised rivers as found in parts of the Eastern Cape coast.

The best option may vary from place to place, eg if the area is similar across but just dispersed options 1,2, 4 may be possible, but if very different, option 3 or 5.

### **3.7 Embedding CBP in the municipality as a whole (across all sectors/departments)**

The group agreed this was a major issue. It is important to ensure political and administrative resources and that municipal departments link to the process and buy in. The political driver must inform politicians who must instruct the City Manager and Senior Management Team, who then instructs Managers. Other issues are:

- Illegal connections;
- We need to challenge the assumption that the municipality can operate without detailed knowledge of ward committees/local structures;
- The municipality must recognise CBP as powerful and driving planning.

## 4 IMPLEMENTATION

### 4.1 Mangaung's experience with implementation

The stages followed were:

- Submission of ward plan to City Manager for approval and implementation;
- Financial procedure developed and communicated to ward committees;
- Separate votes for ward created;
- Quotations for release of discretionary funds were required;
- Funds were released strictly for projects in the plan;
- Payments made direct to service providers or third parties;
- Invoices were submitted to Finance Directorate;
- Bigger projects were incorporated into the IDP for resource allocation;
- Monthly reporting format developed for ward projects implementation.

#### Achievements

An evaluation was carried out of implementation both internally by the Audit Section and externally by the University of the Free State. This was very positive and suggested that there had been very significant community action as a result, the monies were well spent (98% correctly spent), and what emerged did reflect the priorities of the poor. Some specific findings were:

- Mangaung successfully produced and implemented 43 ward plans;
- CBP generated a new direction and thinking within the Municipality;
- The poor and disadvantaged were involved and their priorities represented in the plans
- There were high levels of commitment and ownership by wards and considerable community involvement and input towards resource allocation. Linked to this was high level of activism in the community and enhancement of planning and leadership capabilities;
- As a result there was a direct investment of resources in communities;
- Improved awareness in wards and the municipality of critical social issues (e.g. HIV/AIDS, clean environment etc);
- Improved community awareness and involvement in the governance affairs and the stimulation and building of a good relationship and dialogue between council, community and stakeholders;
- Increased stakeholder participation in municipal affairs (e.g approved annual programme on IDP Review and Budget process).

#### Taking CBP forward

Since then the ward plans have not been reviewed/rolled. However the following have been carried out:

- Establishment of support system/structures within the administration including public participation and councillor support offices;
- Availing resources to be utilised by ward committees. Some of the projects are still running and are given support by Municipality;

- Capacity building programmes for ward committees and councilors;
- Continued monitoring through workshops;
- Ongoing and programmed consultation on policy matters/issues;
- Clustering of wards for streamlining and coordination.

### Challenges and Constraints

Some challenges which emerged through this were the need for:

- Internal sector support, which was minimal, although departments did provide staff as facilitators;
- Streamlining and coordinating functions of ward committees and other civic structures
- Encouraging other spheres of government to recognise the role and existence of ward committees;
- Ensuring effective management of ward programmes/projects and strengthening monitoring and evaluation of implementation;
- Clarifying the role of ward committees in implementation of IDP projects;
- Consolidation of empowerment and skills development;
- Creating an enabling environment for performance of ward committees, including developing a reward system for best performance for wards (eg in following years their process funds may depend on previous performance);
- Develop a uniform reporting format for ward committees to the community, so ensuring they are accountable to the community;
- Strengthening the working relationship between ward committees and the administration;
- Promotion of a culture of public participation across all cultural and racial groups.

## **4.2 Issues around implementation**

None of these 8 pilot municipalities have yet moved to the stage of actually releasing the process funds to the wards, the essential next stage in implementation. In plenary participants discussed a set of the key technical issues that were needed around implementing the ward plans. The issues were:

- **Appraising the ward plans** and approving the process funds;
- Appraising the **submissions to the IDP** from the ward plans;
- **Releasing the funds** to the wards;
- **Monitoring** and evaluation by ward committees of their projects, by the municipality of ward committees, and by citizens of ward committees;
- Providing ongoing **support to ward committees**, to assist them to manage implementation.

How the municipalities have approached this is discussed first, and then overall comments.

### **(a) Clarification on the process fund**

The process fund is provided to get people to be able to act – to leverage vukuzenzele, and to get over the planning trap, of endless planning with no implementation. It is also to demonstrate that the municipality's role is to support and not replace community action. The funds are too small for projects, hence the use of the term "process funds". The funds are

intended to support the ward in its process of implementing their own plan. Municipalities are providing between R10 and R50 000 per ward. What is recommended is 1-2% of the capital budget to be allocated for wards, which can rise if wards spend the funds appropriately.

The allocation in some places is too small and they are proposing to use the process funds for learning and training, eg Nkonkobe. It is easy to fall into the trap of the community not taking ownership and so control of this money should be left with the ward. It is dangerous to elevate project to municipal scale as this is likely to happen. In Mbombela they will lose funds from its operational budget because of delays. As all wards require capacity building they are proposing to do a municipal wide programme to use the funds immediately.

### **(b) Technical appraisal and process funds**

#### Nkonkobe

1. After completion of the ward plan, each group of facilitators and lead facilitators look at the outputs
2. The team sits with the speaker, councillor, CBP Co-ordinator to look at the plan
3. Then sit with councillors and HOD's send plans to service providers for assessment, then amendments and corrections which are noted and the plan revised.
4. If the team is not able to do the revisions alone, call the working groups or ward committee to do the amendments.
5. 30<sup>th</sup> June plans sent to Council.
6. Action plan- five sets of plan were completed by 20<sup>th</sup> January - then submitted to next phase. 6 months before adopted by council.

Some of the projects in the CBP have already been implemented. Nkonkobe submitted detailed budget for each item through to treasury- somebody in each municipality- a council resolution says municipality has committed the money per ward.

#### Maluti-a-Phofung (based on first 5 plans)

1. After facilitating plan, lead trainer and facilitators checked the plans;
2. Plans were referred back to the ward committee members, who went through the details and made corrections and then brought back plans to the office;
3. Plan was then submitted to municipal manager who makes submission to mayoral committee;
4. Once the plan was "owned by the Mayor", the Mayor made a presentation to Council for resolution and approval to become a council document.

Departments are there to check the budget against what is prioritised. This took a long time because of other programmes- only last month got a Council resolution for plans complete 6 months ago.

#### Msunduzi

All funds are stuck at Council level. First appraisal is to check policy compliance and the process funds suitability. They need sufficient specification of what the money will be spent on and this must be transparent and specific so that accounting requirements can be met. However they recognise this must be a quick process.

#### Recommendations

CBP implementation involves 3 types of projects:

- (1) **Local** - projects that do not need funding, can happen immediately using local resources;
- (2) **Process fund** activities - projects that do need process funding but are community based – and where all these projects gets elevated this becomes hijacking
- (3) **IDP** – large projects or those which cross ward boundaries which need to be integrated into the IDP process

The ward plan is owned by the ward not the municipality. Therefore this technical appraisal is about a negative check:

- To check that there is no problem with the plan, that the plan will not create a disaster or contravene policy
- To approve the proposed use of process funds
- Apart from this it is not to say whether the municipality agrees with the contents of the plan, as the plan is the ward's

It is important to not burden this appraisal process re the process fund by trying to also consider IDP submissions. The plan includes a local action plan for the ward, by whom and by when. We need to respect this and the proposed timescales or else we will kill the process and the energy and enthusiasm generated during CBP. There are some actions that can go on making use of the local resources, even while waiting for the process funds to be released. Therefore it is important not to make this appraisal a bigger exercise than is necessary, and if possible to stagger the appraisal so that as each 4/5 plans are completed, they are appraised and the funds released, so there is not a big gap between completing the planning and implementation starting (maximum 2 months, and ideally one). If this gap is large the energy of the community will have been lost.

When the process funds are approved are they taken out and then set aside to make them immediately available.

**(c) IDP project submissions:**

This stage should only be concerned with ensuring that there is enough information about the project for the IDP, and to ensure that projects that may be bigger/macro scale are submitted to be part of the IDP process.

**(d) Financial management**

In some cases all financial authority is being signed by the Municipal Manager which is very inefficient. CBP is being allocated to a specific department to steer, eg the Office of the Speaker. It is important to delegate authority for financial management and approval of the process funds to the responsible department or the CBP Coordinator. They can then take submissions to treasury department.

In some municipalities the procurement policy is very unfriendly to small amounts of funds and local procurement in the community (eg for transport, or for catering). In this case an urgent item should be sent to Council requesting relaxation of procurement, eg that there is an allocation to the ward, signed off by the Office of the Speaker, with funding on the basis of three quotations. In some municipalities eg Mangaung, the finance is then given directly to the supplier.

**(e) Monitoring**

This involves four key elements:

- Monitoring by the ward committee of implementation of the projects and activities in their plan (and there is some guidance in the Facilitators' Guide);
- Monitoring by the municipality of how the ward is progressing with implementation (and there is some guidance in Facilitators Guide and IDP Managers' Guide);
- Monitoring by citizens of how the ward committee is progressing with implementing the plan (see Facilitators Guide);
- Monitoring by the ward of what the municipality is supposed to deliver on, the process funds, IDP projects, other support etc (see IDP Managers' Guide).

Monitoring is essential for support for implementation, to ensure that blockages are addressed, the municipality knows what is happening, is able to attend meetings etc. Some suggestions emerged from the discussion including:

1. Need to allocate specific human resources to be involved in the monitoring process, to interpret the reports being received, request for those not being received, flag problems to the Speaker etc. Also they need to ensure that there are adequate resources at their disposal to provide support to the wards;
2. Split the wards per lead trainer so they are responsible for monitoring a certain number of the wards;
3. Consider vertical monitoring using a Public Participation Unit;
4. Possibility of using the community mobilisers as in eThekweni for CBP monitoring. Mobilisers would be responsible for M&E, resolving blockages, etc... and feed up to the CBP co-ordinator;
5. Problems in monitoring of community level issues occurs because some Speakers are not doing their jobs. Therefore it is important to ensure that municipal officials attend community meetings and they can be used as a channel;
6. CDWs can help with monitoring. They can attend Ward committee meetings, provide support to ward committees, ensure they understand the monitoring formats, assist them with unblocking problems with project teams etc.

**(f) Support to ward committees**

There was little time to discuss this. Some ideas were raised including:

1. Requires real resources to be allocated otherwise implementation will fail and the whole point of CBP will be lost. This approach to CBP emphasising community action requires a commitment from the outset by the municipality to allocate people and resources to support wards;
2. The lead trainer or the facilitator can also be the co-ordinator of municipal and other sphere/sectors support. However they would need adequate authority for role-players responsible for co-ordinating support;
3. CDWs provide a real opportunity here that should be grasped before they are allocated all sorts of other duties.

## 5 MUNICIPAL PROGRAMMES TO TAKE FORWARD IMPLEMENTATION

### 5.1 Background

A critical objective of this workshop was that municipalities go away equipped to complete their pilots, notably around implementation. In this session municipalities reflected on the approach they will take to implementation and how this impacts on their process plan. They were asked to consider:

- any immediate challenges (eg briefing new municipal manager);
- each of the issues around implementation discussed previously, how to apply this in their municipality, and how to revise the process plan.

Comments from the project manager are shown in italics.

### 5.2 Nkonkobe

#### Immediate Challenges

- Convene a meeting and present ward plans to Ward Councillors, Ward Committees and the working groups to identify or tease out projects that do not require municipal support; *I think you need to link this with a formal approval of the process funds element - see below*
- Advise them to start implementing those projects;
- Request submission of quotation for the release of process fund;
- Monitoring and evaluation.

#### Technical appraisal of ward plans

1. After completion of ward plans each group of facilitators and lead facilitators to look at the outputs, then the team together with the speaker, councillors, CBP coordinator look at plan.
2. Convene a session with councillors and Senior Managers to look at the plan. *This can be the approval step for release of process funds;*
3. Submit the plan to the service provider for assessment *for accreditation. Do not delay the process fund process because of this unless the plan is very poor;*
4. Effect amendments and corrections as indicated by SP;
5. If the team is not able to do the revisions alone call the working group and ward committees to do such amendments;
6. Table the plan to Council.

*Note the SP only reviews the first few plans for quality control and submits comments to the Municipality so they can revise practice if needed, and review contents of others. The process of reviewing for accreditation should be a later stage.*

#### Technical appraisal of projects for IDP & approval & response

1. Submit plans to the IDP Steering Committee which includes Senior Managers, Lead Trainers, Amatole District Municipality (PIMSS' office) and the Service Provider;

2. Highlight projects that are candidates for submission to the IDP and how they came about as prioritized in the ward plans and how likely would change the face of the IDP;  
*You might want to consider here whether these are submitted to sector departments to be considered as part of their submissions. They will also need to give formal feedback on each submission as to what they have done with it (eg included in another project, rejected for the following reason etc). Note some submissions may be about changes to services and not just "projects".*
3. Table the plans to the IDP Forum which includes CBOs, various Associations, Lead trainers, managers, government Departments, Councillors and PIMSS's office of ADM;
4. Tease out projects for linkage to the IDP (*they may well be combined with other IDP projects at this point*);
5. Align vision, objectives, strategies and projects.

#### Release of process funds

1. Submission of quotations by Ward Committee to the CBP coordinator;
2. CBO coordinator checks whether the activity is as contained in the ward plan or whether there is no other provision of such activity within the municipality or govt departments;  
*This should happen at the approval stage – see under technical appraisal of ward plans. Once approved they should be able to go ahead with quotations and then you only need to check that it is as per the ward plan.*
3. CBP coordinator advises ward committees accordingly *as to what has been approved. So I suggest you do point 1 after this one;*
4. CBP coordinator seeks authorization of payment by submitting a requisition to the Finance department;
5. Implementation;  
*And you will need some form of audit to check that carried out and spent appropriately*

#### Financial management

1. Project Steering Committee receives bimonthly progress and financial reports from the Coordinator on the activities of the WC's in respect of their CBP operations;
2. The report is further submitted to the MM for preparation and submission to the management committee and council;
3. Finance manager receives financial reports on how CBP funds are expended;
4. Feedbacks are made to WC's on bimonthly expenditure patterns;
5. The financial management systems have to be linked to monitoring.

#### Monitoring

1. First done by WC's themselves by comparing what has been done against what is contained in the ward action plan. *See formats in CBP Facilitators' Guide. Need to ensure that WCs are meeting probably monthly after the plan to oversee implementation, to support working groups, and rolling their action plans. Need to check they are meeting and that you are getting reports. CDWs can assist here;*
2. Municipality will deploy CDWs to wards to assist with administration and other logistical support;
3. CDWs will further give feedbacks to WCs and the municipality on progress made;
4. CDWs will further assist in the development of ward based development plans and give support to WCs in the roll out of ward plans;
5. Monitoring will be co-driven by the Speaker and the Project Coordinator.

Support to ward committees

1. Financial support - transport and subsistence, cell phone allowances, seed funding;
2. Admin support - committee clerks, stationery, telephone, typing, photocopying and faxing
3. Technical support – from Engineering department, LED Officer, Govt depts, or any other available service providers. *It is critical that you are monitoring that they are meeting, and develop some capacity to flag where committees are not meeting and intervention by the Speaker may be needed;*
4. Skills development - Nkonkobe municipality to provide training for capacity building of WC's. Amatole DM to assist with the provision of training.

**NB:** Other areas of the process are ongoing while some have time frames

**5.2 Msunduzi Municipality**Immediate Process

1. Meeting with Strategic Executive Manager and Process Manager;
  2. Give them feedback from workshop;
  3. Check reponse about CBP from EXCO and Municipal Manager;
  4. Get clarity about funds and composition of CBP team.
- \* Meeting with all Strategic Executive Manager, Speakers office, PM and EXCO to do a presentation of what is taking place
  - \* Presentation at full council (information about completed ward and monitoring issues)

Pre-planning for roll out (revisit and amend present plan).

Technical appraisal of ward plans

- Service provider, SEM, specific technical department;

*Need to plan this process and ensure that it is seen as adequate to ensure that there are no problems with the plan (ie negative check list) and that you can approve the process funds so that implementation can start.*

Technical appraisal for IDP projects

- IDP Process Manager, EXCO and Municipal Manager;

*Consider how the submissions from wards get incorporated in the IDP process. Eg submissions can be summarised and sorted and forwarded to the appropriate sector department (see Tool 13 in IDP Managers' Guide). They will also need to give formal feedback on each submission as to what they have done with it (eg included in another project, rejected for the following reason etc). Note some submissions may be about changes to services and not just "projects".*

Releasing of Process Funds – needs dedicated finance officer

*Consider whether you are doing it through a vote in the Council account, funding wards directly or what. The former is probably appropriate for a first stage until you build confidence. Then you will need quotations from suppliers, who may well be paid directly.*

Monitoring

- CBP lead trainers;
- Leader of working group;
- Working groups selected from ward committee;
- Community.

*You need to think about the mechanism. This is a critical stage to ensure that things happen once the plans are finished, to support the ward committees, and ensure they are supporting working groups and monitoring progress. There is guidance in the Facilitators' and IDP Managers Guides.*

Support to ward committee/ working group - ongoing training

*See comments about monitoring. You will need to have someone monitoring ward committee reports, raising issues which emerge from these, and flagging problems, eg to the Speaker. Consider using CDWs to support on this.*

**5.3 Mbombela CBP**1 Immediate Tasks

**Approval of Way Forward** Next Week. Outcome should be approval of Item on:

- Immediate Actions;
- Process Plan 2004-2005;
- Dedicated Capacity.

Those involved: IDP Office, Public Participation Office, Section 80 Committee – Public Participation

2 Implementation**Appraisal**Documentation Appraisal

- Appoint Lead Facilitators;
- Look at CDW's as possible facilitators;

Technical Appraisal

- Set up of a Technical Appraisal Forum;
- Appraisal of 4 Ward Plans;

**Process Funds**

- SMME Training (Spending of unallocated Process Funds);
- Delegated powers for Process Funds at DD Communication;

**Implementation**

Lead Facilitators responsible for:

- Financial Management
  - Receive 3 quotations per action;

- Process quotations (Get signed by DDCOM);
- Release cheque to Ward Committee;
- Support;
  - Invite internal support departments to “Event”;
  - Invite other governmental support departments to “Events”;
- Monitoring - attend “Event” to monitor and evaluate;
- Implementation Support - Project Management System;

**Financial Management**

- CBP Implementation - Lead Facilitators;
  - Receive 3 quotations per action;
  - Process quotations (Get signed by DDCOM);
  - Release cheque to Ward Committee;
- IDP/ PAP Implementation - Prioritised Project submissions taken into IDP budget

**Support**

- **CBP Support;**
  - Invite internal support departments to “Event”;
  - Invite other governmental support departments to “Events”;
- **IDP Support** - IDP Representative Forum;

**Monitoring**

- **CBP Monitoring** - Attend “Event” to monitor and evaluate;
- **IDP Monitoring** - Performance Management System;

**5.4 BelaBela**

Activity	2004												Oct	Nov	Dec	
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep				
<b>1. Detailed process plan agreed</b>																
Negotiation and adapting proposal																
New CBP methodology adapted																
Adapted guides produced																
<b>2. CBP facilitators trained</b>																
Intro CB/ IDP training for 3 officials3 ward facil.																
Ward plans reviewed																
Check plans for certification/accred(optional)																
Learning workshop identifies key learnings																
<b>3. Meth dev for incorp of ward plans in IDP</b>																
<b>Brief CBP team on process plan revision 2</b>																
Process for technical appraisal of ward plans developed and agreed																
Clarify process for including ward info in IDP																
<b>4. Ward plans produced by communities</b>																
Further 1 plan produced (date)																
Review of quality of plans/feedback to facilitators																

Activity	2004														
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2 plans produced (date)															
<b>Clarify Process Fund availability and procedure</b>															
<b>Technical /Appraisal Committee estab/briefed</b>															
Initial appraised by technical committee of plans(for R50k and problems)															
<b>Ward Committees briefed to amend plans</b>															
<b>Final appraisal by technical committee to accept amended plans</b>															
Feedback to wards on approval of R50k budgets and feedback on plan															
<b>5. Systems for M&amp;E of ward plans developed and implemented</b>															
<b>Training on M&amp;E strategy &amp; procedure</b> (CBP team, Ward Councillors and Ward Reps)															
<b>Training on Process Fund expenditure &amp; accountability procedure</b> (CBP team, Ward Councillors and Ward Reps)															
Allocates staff for support of ward committees and ward plans															
Monitoring system for implementation adapted and starts															
Physical and financial monitoring implemented															
<b>6. Ward plans incorp into IDP and 2004/5 budget</b>															
<b>Training on CBP/IDP linkage</b> (CBP team)															
Ward information processed															
Include CBP in IDP phase 1															
Include CBP in IDP phase 2															
Include CBP in IDP phase 3															
Include CBP in IDP phase 4															
Approval by Council as part of IDP approval															
Feedback to areas and wards on approved projects															
<b>7. Interns and Translator March - June 2004</b>															
<b>Workshop to establish CBP team, CDWs &amp; PIMSS</b>															
<b>Arrangments made to formalise interns, translator, team &amp; CDWs, ( allowances, reporting etc)</b>															
<b>8. Training of Facilitators</b>															
5 ward facilitators for 11 nights															

## 5.5 Tzaneen

Activity	Fred	Moro- tha	Rienie	Moro ngoa	Niki we	Gef	By when
Report back to Morongoa Ramphele *2	X	X	X		X	X	Friday 12 <sup>th</sup>
Confirming roles and responsibilities: Specific role clarification so that there are additional support people for Morotha- communicated to HR Freddy- Link with management, co-ordination and getting institutional support to CBP Rieinie – Link with IDP Morotha- financial management and link with CDF's and admin Nikiwe- communication and facilitation Lebepe – support to contents + logistics???	X						Friday 12 <sup>th</sup>
Briefing meeting with Financial management + audit + discuss possibility of outsourcing (funds currently available), Request participation of financial person in appraisal co	X	X					Friday 12 <sup>th</sup>
Appraisal of 5 strong ward plans- test feedback to the wards	X	X	X		X		Thursday 23 <sup>th</sup>
Relaxation of procurement policy- (250 for petty cash, SMME, more than 250 – 2 quotes) urgent item to exco + discuss possibility of outsourcing	Write item	X					Tuesday 14
Revisions of ward plans	X	X	X		X	X	
Workshop organisation= Morongoa, workshop ward councillors, facilitators, etc...	X	X	X		X	X	July (early 2004)- CA in w/shop
Ward councillors, committee members and facilitators revise ward plans Co-ordinate with ward co's and facilitators + speaker	X						
Appraisal committee to start sitting (5 per week)	X	X	X		X		
Meeting with chairs of ward committees and secretaries to clarify what has happened and give report back	X	X	X	X	X	X	Thursd 24 <sup>th</sup>
Briefing meeting with CDF's to get them to clarify progress with ward plan implementation in the wards- Support from Nikiwe		X					Monday 13-
Report back- CDF's		X					Mon 20 <sup>th</sup>
Briefing of CDW's- activities in the wards and status quo +					X		

Activity	Fred	Moro- tha	Rienie	Moro ngoa	Niki we	Gef	By when
Morotha to forward guideline for CDW's to CA		X					
Compilation of summary re wards processs and responsibility for calling for support from sectors and line	X						
Continuing packing info for IDP			X				
Feedback to wards re projects included in IDP			X				
Packaging of information re sector departments performance			X		X		

## 5.6 eThekwini

### 1. Technical appraisal of ward plans + approval + response

The ward plans will be submitted to the relevant departments for their comments and appraisal. They will be given one week to submit their comments to the CBP Co-ordinator. Heads of the various units will submit the names of senior officials who will be responsible for commenting on and appraising the ward plans.

### 2. Technical appraisal of projects for IDP + approval + response

Ward plans will be forwarded through to the IDP office for them to do the linkages between CBP and IDP. They will also be expected to look at all the projects that need to be included into the IDP plan. They will be responsible for forwarding these projects through to the relevant departments.

### 3. Releasing of process funds

Once the ward plans have been appraised by the relevant departments a meeting will then be held with an official from the finance department who will be responsible for the facilitation of the transfer of funds.

### 4. Financial management

A report will be sent to the City Manager explaining the need for speedy delivery. In order for speedy delivery to take place the process funds need to be released timeously and the bureaucratic red tape needs to be by-passed.

### 5. Monitoring

The monitoring of the ward plans will be done by our Community Mobilisers for the relevant wards.

*The one issue eThekwini need to clarify is the stakeholder group that will oversee implementation (eg one rep from each social group etc)as you are not using ward committees. This should be set up during the planning process, or even during the preplanning so they can lead during the planning.*

## 5.7 Maluti

### Report and give feedback to MAP management team

1. Prepare a report on the status of CBP implementation;

2. Highlight challenges experienced during implementation;
3. Presentation of the Gant chart and delays experienced in terms of implementing the plan;
4. Proposal for the way forward e.g. INVITATION TO SALGA and DPLG TO MAKE PRESENTATION TO MUNICIPALITY.

#### SALGA/DPLG invited to address management team of the Municipality

1. Invite SALGA/DPLG to the Municipality;
2. Malekula to coordinate the meeting and Municipality manager to sign the letter;
3. Participants to the meeting - All senior managers, Mayco members, Speaker.

#### Processes Plan Funds

1. The office of the speaker should take control of the management of the process plan funds
2. CBP coordinator must be given authority to sign the requisition of the process funds and the speaker/ or municipal manager to co-sign;  
*Do you really need such senior people to co-sign – will make it very difficult. What about a manager?*
3. Inform finance department to understand the objective of the CBP *and to discuss mechanisms for financing (check IDP Managers' Guide);*

#### Technical appraisal of ward plans

1. Office of the speaker to chair appraisal committee, to check plans against policy;
2. Lead/ CBP facilitator, ward councillor/s to be part of the committee.

*Remember point about negative list – providing does not contradict policy, you should approve as it is a ward owned plan, and then inform the ward that they can proceed with submitting quotations etc. Need to consider technical appraisal of IDP projects separately. All you should be doing at this stage is submitting projects or proposals around services , and they should then form part of the wider consideration of IDP Projects (see Tool 13 in IDP Managers' Guide).*

#### Financial management

1. Financial management of CBP should be controlled from the Office of the Speaker;
2. Office of the Speaker to be accountable for the CBP budget;

#### Monitoring

1. The CBP coordinator (appointed in the office of the speaker) to lead the monitoring process;
2. Coordinator to work with CDWs;
3. 10 CDWs allocated to wards- 1 CDW responsible for 3 wards;

#### Support to ward committees

1. CBP coordinator and CDW to give support to ward committees;

## 6 TAKING THE PILOTS FORWARD

### 6.1 Requirements for pilots

This is what is contained in the initial letter to each pilot which they signed:

#### A. Pilot Operational Requirements and Expectations

- send 4 lead trainers to a national CBP training of trainers with travel costs carried by your municipality, but accommodation and training will be provided by the CBP/IDP project;
- Appoint and work with a service provider to develop a process plan.....;
- Undertake one or possibly two Training of Trainers in the municipality (depending on numbers of wards), the first of which would be supported by a service provider (November);
- Complete ward plans in all wards .....
- Undertake the review of ward plans for accreditation purposes, if so desired;
- Ensure that ward information is in a suitable form to be used by the municipality for the IDP Review, and the linkages with the IDP review process;
- Monitor the ward planning process and implementation of the plans, using a M&E methodology which will be provided, so as to assist with learning from the pilots;
- Develop (or confirm an existing) a support mechanism for wards to implement their plans once they are completed.

#### B. Commitments your municipality is expected to provide/ comply with

- Secure political commitment to support the rollout of ward committees or similar local gov structures – a council resolution is a minimum requirement;
- Municipal commitment to linking CBP to the IDP;
- Fund approximately 50% of the cost of the pilot, notably the municipality's costs for local training etc – i.e. match pilot support funding that is provided at least on a “rand-for-rand” basis (R250 000);
- Identify and provide municipal staff and ward committee members for training and to be used later as facilitators;
- Undertake the monitoring/learning process as agreed and as part of the overall Pilot Programme;
- Approve the release of R10-R50 000 as seed funding for implementation per ward

### 6.2 Accreditation

Most municipalities have opted for the option of accrediting their facilitators. There is no provision for separate accreditation of lead trainers at present as numbers are small, but this needs to be part of the rollout strategy. The components for accreditation include:

- the test at end of the course (must pass);
- appraisal of the ward plans by the service provider (and a sample will be submitted to University);

- an appraisal by the councillor or ward committee member of the facilitator, so we know they did facilitate appropriately (see Annex 4 for a copy of the form);
- Paying R300 per candidate to University of Free State.

If people failed the test, but did well in actual facilitation they should attend a further training where they can redo the test, or have another sitting of the test. The Facilitators Guide provides a lot of detail for the facilitators for them to learn from.

If they did well in the test but poorly in actual facilitation, they will also not pass, and this should be revealed in the poor ward plan, and/or in the evaluation by the ward committee of the performance of the facilitator.

Municipalities need to submit to the Service Provider (and from there to Khanya to the UFS) a form like the following which shows which ward each facilitator facilitated plans in (not including during the training of facilitators), and which example of a plan is being submitted for accreditation.

**Municipality:** **Mangaung**

**Date submitted for accreditation:** **April 2002**

Name of Facilitators	Wards facilitated	Submitted for accreditation (these plans should be attached)
Ian Goldman	2, 19, 20	19
etc		

### 6.3 Recording learnings

The table below shows the key elements of the learning methodology. Those elements that are shaded are those that the municipality needs to undertake, notably L3, L4, L6 and L7. Copies of L3 and L4 are in annex 5. L7 is to be finalised, but only needs completion some 3-4 months after implementation has started.

Timing	Learning instrument no	Key elements/interventions to include M&E components (if bold, completed)	Who undertakes?	Status
At end of initial training events (Nov-Jan)	L1 L1a L1b L1c L1d	Evaluations of training events: <b>ToLT</b> <b>TOIDP managers</b> ToF 1a,b,c (some done) Detailed notes on revisions to ToF	Service providers	All done – some to be written up
As ward plans completed (Dec 03-Oct 04)	L2	Consultants reviewing plans/ accreditation	Service providers	Done
	L3	Facilitators questionnaire when complete plans	Municipality	Format done – implement now
As ward committees meet (Jan-Oct 04)	L4	Summary of Ward report backs (IDP Tool 15)	Municipality to send summaries to service provider	Ready to use
When work on integration with IDP completed (July – Oct)	L5	Evaluation by IDP/Participation Manager	Service provider conducts	Tbd
When all ward planning completed (and possibly IDP) – June-Sept)	L6	Learning workshop in each municipality (about CBP more than IDP)	Municipality with service provider	Tbd
After implementation moved forward significantly (Sep-Jan 05)	L7	Evaluation by ward committees/councillors	Municipality conducts – Khanya to design	Tbd
	L8	Evaluation by Mayor/Speaker/Municipal Manager	Service provider interviews	Tbd
	L9	In-depth evaluation in 3 municipalities	Independent evaluator. Khanya to design TORs	Tbd
	L10	Audit of use of funds by municipality	Municipality	Tbd
	L11	Report per municipality including above	Service provider summarising info above.	Tbd
After learning workshops – Oct/Nov	L12	Technical w/s	Khanya/Development Works	Tbd

### 6.4 Further central support for the pilots

Participants brainstormed what types of support might assist with the rollout of the project.

- Maluti - More visibility of DPLG and SALGA to municipality (meetings team);
- Bela Bela/General - Providing more funds, mainly for ‘poorer’ municipality also for process funds. Stronger buy-in from DPLG/SALGA;
- Nkonkobe - Assistance for CBP review and to pay half of the costs of the accreditation;
- Tzaneen - Clarity on the role of districts;

- Mbombela - Funds for review process available?
- Ethekwini - SALGA to contact city manager to give clarity on a number of higher bureaucratic issues.

#### General

- Further workshop to share learnings between pilots on issues around implementation etc;
- National workshop for awareness creation and information sharing<sup>2</sup>;
- Learning from municipalities, which have implemented to learn what really has changed in communities. Ian proposed to circulate the evaluation report from Mangaung;
- Workshop among municipal speakers and mayors.

### **6.5 Implications for next IDP Review Cycle**

For many municipalities they will need to incorporate CBP into the next IDP Review cycle, to use effectively the extensive information which has been generated. In addition the Mangaung pilot should generate a methodology for the review of the ward plans in subsequent years, but for most pilots this would not be applied until 2005.

### **6.5 GANTT chart for the rest of the project**

There was not time to go through this during the workshop and the approximate revised GANTT chart is shown in Annex 6.

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<sup>2</sup> Note a national workshop is likely for February/March 2005

**Annex 1 Programme**

<b>Time</b>	<b>Session</b>	<b>Responsible</b>
9.30	Arrival, registration, tea and snacks	
10.00	Welcome, objectives, intros Introduction to programme Hopes and fears	Ian Goldman, CBP Project Manager
10.30	Updates by each municipality (10 min presentation + 5-10 mins questions)	Sam Chimbuya/ Marc Feldman
11.15	Tea	
11.30	Continue	Khathu Muthala/Cecile Ambert
13.00	Lunch	
13.45	Continue	Khathu Muthala/Cecile Ambert
14.15	Energiser	Zuki Maginxa
14.20	Feedback from hopes and fears	Cecile Ambert
14.30	Buzz groups process learnings from the different pilots Discussion around issues emerging	Ian Goldman/ Cecile Ambert
15.20	Tea	
15.40-17.30	Continue	
17.30	Input from CBP Steering Committee	Joseph Leshabane, SALGA
	<b>9 June</b>	
9.00	Discussion on implementation of ward plans	Marc Feldman/ Cecile Ambert
10.45	Tea	
11.05	Municipalities plan how they will approach implementation	Ian Goldman plus all facilitators
12.30	Lunch	
13.15	Tasks for municipalities in recording learning	Hajo Junge/ Ian Goldman
13.45	Identify further support required to support the pilots	Hajo Junge
14.00	Consider implications for next IDP Review cycle starting Sept/Oct 2004	Marc Feldman
14.20	Closing	Ian Goldman
14.30	Tea and depart	

**Annex 2 Participants**

<b>Name (first and surname)</b>	<b>Job-title</b>	<b>Organisation</b>	<b>Telephone</b>	<b>Fax</b>	<b>Email</b>
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Sboniso Zwane	Councillor	Ethekwini	073 372 9396	031 772 0694	
Joe Leshabane		SALGA			<a href="mailto:leshabanej@salga.org.za">leshabanej@salga.org.za</a>
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Freddy	IDP / LED	G Tzaneen	082 723 6063	015 307-8049	
Lekgetho Makgetla	Manager planning	TMDM	083 626 8105	058 713 0940	
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Phuthumani Agappa Cebekhulu	CBP coordinator	Msunduzi	033 395 1754	033 395 1576	

Name (first and surname)	Job-title	Organisation	Telephone	Fax	E-mail
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Teboho Maine	IDP	MLM	051 405 8382	051 405 8382	<a href="mailto:teboho@civic.mangaungcity.co.za">teboho@civic.mangaungcity.co.za</a>
Makhi George	Facilitator	Nkonkobe Munic	046 645 2093		
Khanyiso Rweli	Facilitator	Nkonkobe	072 493 6104	040 863 9004	
Mamarinyana Thulare		BDSA	011 313 3219		<a href="mailto:mamarinyana@dbsa.org">mamarinyana@dbsa.org</a>
Mbatani L.G	Speaker	Nkonkobe	082 655 3874	040 645 1775	
Mahlangu P.D	IDP/LED		014 736 800	014 776 3288	
Jacob Majadibodu	CBP Facilitator	B/B Municipality	083 749 5421		
Khathu Muthala	Consultant	Khanya	072 416 4102	051 430 8322	<a href="mailto:khathu@khanya-mrc.co.za">khathu@khanya-mrc.co.za</a>
Sam Chimbuya	Consultant	Khanya	072 658 6084	051 430 8322	<a href="mailto:sam@khanya-mrc.co.za">sam@khanya-mrc.co.za</a>
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### Annex 3 Hopes and fears for the CBP programme

Issue	Hopes	Fears
Understanding		Councillors appear to lose credibility to the communities if CBP is not understood
		Level of understanding amongst ward committees as people responsible to drive the process
Resourcing of CBP	Enough funding from SALGA in order for CBP to carry on	CBP requires / has been financial and other resources implications
	That we will get funding to take CBP forward and training of ward committees	Failure of the plans due to lack of commitment from some facilitators because of lack of remuneration
	CBP within municipalities could be formalised, by having a CBP unit led by dedicated person and full administration resources. The unit could be linked to IDP	
Commitment from wards	Communities are involved such that they move away from the dependency syndrome and they truly take ownership and management of the process	The level or status of current leadership in the ward is questionable into the commitment to implement the plan, councillors are not supportive ( they are not hand –on with the community)
	Councillors get more committed including the ward committees- level of participation by ward members	With change of local councillors new process will start again / redo
Commitment from municipalities	That there is complete buy –in from management – that they know that this is not a department. Process but rather assist the municipality as a whole	Non-support by senior personnel and politicians Only talks not actions
	CBP will finally be taken seriously by all role players	Municipality taking serious of the process. Speaker. Mayor, full time councillor and official. Implementation of the process funding getting late
Commitment nationally	DPLG and SALGA taking CBP through to national government and municipalities	
Integration with IDP and next IDP Review and implementation	CBP -> IDP Integration	Linkage to the IDP not yet clearly defined. The relationship should be expressed
	CBP must inform IDP	Planning only no implementation
	CBP evaluation with facilitators from each municipality – funding for CBP review	That there would not be a balance between input and output
	All municipalities making CBP a living document and carrying forward the process to the next stages	How do we continue it the CBP review process. Believe need not take place on a full scale as the initial one. How? Should start planning as soon as possible
		Linkage of CBP – IDP, If CBP fails to

Issue	Hopes	Fears
		link with IDP there will be no implementation of projects and communities became poor and poor
Impact	To achieve the implementation of the ward plan because it will reduce the level of unemployment, poverty and distribution of resources to the poor of disadvantaged communities	CBP will not be a sustainable process due to it being an expensive process
	Sustainable socio-economic development	How will the finances be managed such that they benefit a wide range of the community
	CBP methodology will have a step by step guide detailing what is needed for it to succeed and be sustained	
	That CBP really kick starts and lives to the community expectations	
	That CBP will have a serious impact and improvement of quality of life of vulnerable	
	CBP to ease community participation	

**Annex 4 Confidential Ward Councillor or Ward Committee's Assessment of the Quality of facilitator**

This should be completed by someone who was directly involved in the ward planning process.

Ward No Councillor/Ward Member's name	Committee	Municipality Facilitators' name	
<b>Dates ward planning happened</b>		<b>If the facilitator wrote up the plan, when was it submitted to you (date)</b>	

**Background**

We are aiming to accredit the CBP facilitators. For this there are three elements:

- A test conducted during the course
- A review of the quality of the plan
- An evaluation by the Councillor of the performance of the facilitators

This sheet is the last of these. For example, a facilitator may understand the methodology, but may produce a written document from their own work rather than a participatory process. We therefore need your comments as to the performance of the facilitators. Please do one of these forms for EACH facilitator who worked with your ward, including the ward committee member who was trained.

Please fill in the form overpage and fax it to the IDP manager at .....

**General comments**

Please tick in the appropriate box below.

Areas for assessment	Scores					Comments
	Very poor	Poor	OK	Good	Very good	
Ward Planning Completed	Answer yes/no					
Your view on the quality of the plan						
How was ward committee involvement						
How was overall attendance by the community						
• Attendance by men						
• Attendance by women						
• Attendance by disadvantaged/poor groups						
Was the ward plan produced within two weeks of the end of the planning week						
Was the budget/action plan endorsed by the community						
<b>Personal attributes of the facilitator</b>						
Punctual						
Uses simple language						
Confident and knows how to use the tools						
Prepared thoroughly						
Listens actively and shows interest in what people are saying						
Encourages participation of everyone						
Helps the participants to analyse issues critically						
Able to build good relationship with ward committee						
Assists the ward to develop their plan and does not take over						
Creative and flexible when problems occur						
Overall, would you say the facilitator is competent and should be accredited as a CBP facilitator						
Would you use him/her again?						

**Annex 5      Learning formats**

**L3 Facilitators questionnaire when a ward plan has been completed (one per ward)**

<b>Municipality</b>		<b>Ward</b>	
<b>Name of facilitator</b>		<b>Dates ward planning done</b>	
<b>4. Overall what worked well</b>			
<b>4. What was difficult in doing the plan (4)</b>			
<b>3.5.1 How many ward committee members participated regularly (1-10)</b>	<b>Number</b>	<b>3.5.2 How many other ward residents were involved in facilitation</b>	<b>Number</b>
<b>And what comment would you make on their contribution</b>			
<b>3.5.3 How many other people participated</b>	<b>Number of men</b>	<b>Number of women</b>	<b>Total number of people attending</b>
<b>3.7 Which people do you think actually acquired some planning skills from this process</b>	Eg ward committee members, youth.....		<b>3.5.4 Numbers</b>
<b>3.5.5 What service providers (SPs) actually participated in the planning (ie not simply interviewed)</b>	<b>Name of organisations</b>		
	<b>Total no of SPs</b>		
<b>5.7 What changes to the ward planning would you suggest for other municipalities in content, timing, process</b>			

Question	0 a waste of time	1 not useful	2 not very useful	3 Useful	4 very useful	5- extremely useful	Comments or changes you suggest
2.3 Having done the ward planning, how useful do you feel was the training of facilitators							
<b>4 How did you find the following CBP Tools and process</b>							
4.1 Livelihoods analysis							
Timeline							
Venn diagram							
Mapping							
Service prov interviews							
Overall ward SWOT							
Prioritisation							
Visioning							
Reconciliation							
Defining objectives and strategies							
Projects and activities							
Defining process funds							
Defining IDP projects							
Doing the action plan							
4.2 Was the sequence of the planning right?							
4.6 How useful were the guides							
4.4 How was the CBP process managed	Very badly	Badly	Adequate	Well	Very well	Excellent	

#### L4 Summary of Ward report backs

This tool is in the IDP Manager’s Guide, and summarises the report backs from the ward committees. This is used as an example.

#### Tool 15: Assessment of ward progress and support required

<b>Wards which have not submitted their report back form</b>	<b>Wards number</b>			
	2, 5			
<b>Wards where general support to ward committee is required</b>	<b>Ward</b>	<b>Nature of support required</b>		<b>Person/line function responsible</b>
	7	<i>Ward committee not getting a quorum – we need a politician such as the Speaker to speak to the committee members</i>		<i>Council Speaker</i>
<b>Feedback on IDP project</b>	<b>IDP project number</b>	<b>Nature of the problem</b>		
	<i>PI 1- 08</i>	<i>Construction of road in the ward not using local labour</i>		
<b>Wards where there is insufficient/unsatisfactory progress category 2 projects</b>	<b>Ward</b>	<b>Project where there is insufficient progress</b>	<b>Project-specific support requirement</b>	<b>Person/line function responsible</b>
	7	<i>2.1 Kimberley Housing Advice Centre Visit</i>	<i>Municipality to clarify whether we can change use of funds to cover meal allowance</i>	<i>CBP manager/financial manager</i>
<b>Progress in expenditure of process funds allocated</b>	<b>Ward</b>	<b>Amount spent to date</b>		<b>Amount remaining</b>
	1	<i>R 35 050</i>		<i>R 14 500</i>
	2	<i>R 12 000</i>		<i>R 38 000</i>
<b>Total progress in expenditure of process funds allocated</b>		<i>R 201 000</i>		<i>R 201 400</i>
<b>Wards where there is no expenditure of process funds allocated</b>	1, 5			

## Annex 6 GANTT chart showing progress to date against plan<sup>3</sup>

Month	Progress	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb
<b>1 Development of refined concept</b>	<b>Progress</b>																						
1.1 Develop a conceptual outline for linkages	Done	█																					
1.2 4 country CBP workshop discusses methodology and systems	Done		█																				
1.3 Practitioner workshop refines outline methodology paper.	30/31 July			█																			
1.4 Submit outcome of workshop to DDP Task Team and CBP Steering Committee for comments	Done			█	█																		
1.5 Draft manuals	Done			█	█	█																	
1.6 Submit to DDP Task Team and CBP SC for final comments	Done			█	█	█	█																
1.7 Finalise draft methodology for piloting	Done			█	█	█	█																
	Revising																						
<b>2 Resource book developed</b>																							
2.1 Develop concept	Contents dev					█																	
2.2 Draft content						█	█																
2.3 Circulate for comment						█	█	█															
2.4 Finalise draft						█	█	█	█														
2.5 Plot in the 8 pilots						█	█	█	█	█													
2.6 Finalise after testing in the pilots						█	█	█	█	█	█												
<b>3 Piloting (individual munic costed separately)</b>																							
3.1 Preparations for pilots	Done exct MLM					█																	
3.2 Detailed process plan agreed	Done					█																	
3.3 CBP facilitators trained						█	█																
- TOT	From 10 Nov					█	█	█															
- further 8 training sessions	5 done					█	█	█	█														
3.4 Methodologies developed for incorp of ward plans in IDP						█	█	█	█	█													
3.5 Ward plans produced by communities	In progress					█	█	█	█	█	█												
3.6 Systems for monitoring ward plans	Not done					█	█	█	█	█	█												
3.7 Ward plans incorp into IDP and 2004/5 budget	Done in some munic					█	█	█	█	█	█												
<b>4 Learnings assessed and proposals for way forward</b>																							
4.1 Develop methodology for assessing learnings	Outline done					█																	
4.2 Review progress in each municipality	Started					█	█	█	█	█	█												
4.3 Technical workshop to validate emerging results						█	█	█	█	█	█												
4.4 Overall report on: learnings and proposals						█	█	█	█	█	█												
4.5 Revised manuals						█	█	█	█	█	█												
<b>5 Advocacy and dissemination</b>																							
5.1 Extend advocacy and dissemination process						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
5.2 CBP new sletter	New sletter 3					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
5.3 National workshop on CBP I						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
<b>6 400 facilitators trained (only ToT costed)</b>																							
6.1 training of trainers	Done					█																	
6.2 Training of IDP Managers	Done					█																	
6.3 training of 25 facilitators in each municipality (PT)	6 Done					█	█	█	█	█	█												
6.4 Municipal training of 25 facilitators in each munic	Some doing 2					█	█	█	█	█	█												
6.5 accreditation of facilitators where required	Most w ant					█	█	█	█	█	█												
6.6 Learning workshop at end of CBP process in each municipality						█	█	█	█	█	█												
<b>7 Links with 4 country CBP project</b>																							
7.1 4 SA representatives (exc Khanya) attend 2 4 country partner meetings	Reps at SA training					█	█																
						█	█																
<b>8 Impact of CBP evaluated and learnings documented</b>																							
8.1 updated SA Country report produced						█																	
8.2 evaluation of CBP and IDP linkages in 4 sample						█	█																
<b>9 Project managed effectively</b>																							
9.1 Secretariat for Steering Committee	Ongoing	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
9.2 Meetings with SCM	SCM 5	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
9.3 Management of DBSA component	Confirmation?	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
9.4 Donor liaison	Ongoing	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

<sup>3</sup> black=completed, grey=planned, yellow=revised plan

**Annex 7 Evaluation**

ISSUES/QUESTIONS	Ave	%	Comments
Overall assessment	4.1	82%	
Overall did we reach/ obtain our objectives that participants:			
• Are aware of where each pilot is at, the achievements, constraints, learnings for the future	4.1	82%	
• Understand the political task required to build support for CBP	4.3	86%	
• Understand the tasks required around implementation and the municipal support they need to allocate	4.2	84%	
• Have defined any additional support needed centrally	3.9	77%	
• have started initial discussions of implications of this work for next cycle of CBP and IDP Review	3.9	77%	
How useful did you find:	0.0	0%	
• The updates by each municipality	4.0	80%	
• Buzz groups on learnings from pilots	4.4	88%	
• Session in implementation issues	3.6	73%	
• Chance to plan implementation and revise process plan	3.8	76%	
• Session on learning tools	3.6	71%	
• Defining further central support for pilots	3.7	73%	
• Implications for next IDP review cycle	3.3	66%	
Your view of your participation/contribution ?	3.8	75%	
How would you rate the facilitation?	4.3	86%	
What was the overall organisation like?	4.0	80%	

Score	%	Meaning
0-1	<19%	Completely unsatisfactory
1-2	20-39%	Very poor
2-2.5	40-49%	Poor
2.5-3	50-59%	Satisfactory
3-3.5	60-69%	Good
3.5-4	70-89%	Very good
4-5	80-100%	Excellent

The overall assessment was excellent (82%), as was the achievement of objectives, with lesser scores to the later objectives delivered through short exercises on the second afternoon. The updates and buzz groups on learning were enjoyed the most (80-90%). People felt their contribution and participation was very good (75%), and the facilitation excellent (86%). The session on implementation was rated slightly less (73-76%). The organisation was rated excellent (80%) despite a problem with the catering (where the caterer did not arrive the second day and an emergency delivery had to be obtained). Some people were not happy with the accommodation, and the fact that the workshop was not held at the place of lodging. The reason for this that this workshop was not budgeted for in the original plan and so IDT provided the venue, DPLG paid for the food, and cheaper accommodation was used.

### **General comments**

- General comment about the CBP is good. The problem is around accommodation. The linen was dirty. The passage was not safe for women and there was a lot of noise in the passage. There was also a smell of dagga in the passage;
- The session was informative;
- Khanya needs to give more in depth thoughts to lots of issues that are crucial to success of CBP e.g. Implementation, monitoring. Get a sense that they thinking on their feet when facilitating and hoping that municipalities provide solutions to change;
- The sharing of lessons has been very beneficial, especially learning from the pilots far ahead with the implementation. It was just not clear beforehand whether it is the process report needed or only issues that emerged from the process;
- There is a lot involved in these session especially in the form of sharing information. The time allocated for that was too small if at least a day can be allocated for that it will be better;
- Without a clear picture of different practices and learnings, these pilot can not survive of it would be impossible to do as one entity;
- Workshop have been too short and yet there are a lot of work;
- I was interested on knowing what changes were noted after CBP implementation e.g. Mangaung;
- Implementation needs to be discussed at a steering committee and would have impact of influence on each municipality
- Some information and discussions should have been reordered;
- More time should have been spent on all municipalities on their presentation because valuable lessons were being learned by each presentation that was very useful in improving our plans, problem solving etc;
- The workshop has given us clear guidelines of what must happen in all area for CBP to work in Msunduzi municipality;
- Next time book a venue that is inclusive of training centre;
- The time that we have was too short, I suggest next time we can have may four to five day;
- We need a lot of time with facilitators so can have enough time one to one with municipality;
- Should have enough time to listen and discuss issues with facilitators and other participants from different municipalities;
- Accommodation/workshop venue should be the same so that discussions can take place longer;
- Improve and sustain the pilot and engage other sectors such political heads within the municipality;
- Time allocated on some exercise were not enough;
- The platform at which some of the challenges are raised and intervened is inappropriate, some matters need to be raised at steering committee meetings;
- Very helpful to share because it help motivate facilitators that are getting there. Despite all challenges;
- DPLG and SALGA should visit municipalities and engage with management;
- The workshop was necessary, but it could not touch or maximise other objectives like sharing of experiences, things that worked/not worked. It came out clearly that a number of pilots had deadlocked and they could not move forward due to various factors. One of these mechanisms in place first, Mangaung municipality is not supportive to other pilots as they passed the first phase. This is scary as it might be viewed as if they know something and they don't want to reveal it;

- More thinking and work is required by the service providers regarding M&E. Yes it does need to be according to each every municipality: - but a lot has been done with regard to planning and not much else. This training/evaluation should have been done at Bela Bela.

**What do you think is the most important thing to be done for CBP to make a major difference to planning, services and community action?**

- Implementation of CBP and integration to IDP and SDF and budget;
- After compilation CBP must be implemented within an expected period while people are still nursing expectations;
- Achievements of CBP must be highlighted to the community;
- Link plans with funding;
- DPLG and SALGA to workshop senior management to get buy-in;
- Dedicated capacity ran reliable support system (admin / technology finance);
- Release of funds should be flexible and avoid unnecessary tape, once it had been approved
- DPLG and SALGA should level the ground field for officials to take on this CBP without being distributed at their activities;
- Centre better for vegetarians;
- Proper planning on the ground and full commitment by all role players;
- CBP is a good tool for community empowerment more of search is needed to understand the status of communities;
- Community research and removal of red tape;
- There is a need to look at aligning on accessible budget to the process, without this only a limited things will be addressed;
- Capacity building programme for ward councillors/ward committees to implement their ward plans;
- Induction and training of CDWs;
- Urgent release of process funding;
- To be taken by management and councillors. Participation by ward councillors and ward committee;
- I don't see this process going forward without the process being owned by a politician. It has come out in many pilots that a lot of problems come out or are as a result of officials. A connection between all these spheres is very important;
- SALGA and DPLG to inform senior management (city manager) of the requirements and commitment for CBP – this then need to be forwarded to lower levels of management and departments.