



## **A review of our work from 1998**

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## Forward/preface

"It has been both a pleasure and a learning experience working with Khanya on the Community Based Planning Project. They have played the role of a true facilitator - providing the framework, ideas and limited financial resources to allow local experimentation, piloting and learning, leading to lasting policy and institutional change in four different countries and contexts. By tapping the energy of a carefully selected group of local stakeholders, we have witnessed some fascinating local learning backed up, and reinforced by solid international experiences. I wish them well as they move towards exploring Community Based Service Delivery options - the flip side of Community Based Planning".

*Tom Blomley, Participatory Forest Management Adviser, Ministry of Natural Resources and Tourism, Dar es Salaam, Tanzania (and formerly in CARE Uganda).*

"DFID has worked very closely with Khanya in Botswana, Lesotho and South Africa. They have always provided high quality staff who have had an interest and in-depth knowledge of both the technical and social aspects of the programmes. In addition they have always been at the cutting edge of innovative ideas to ensure that services and development does not by-pass the poorest in rural communities".

*Tom Barrett, Rural Livelihoods Advisor, DFID Zimbabwe*

"Khanya were our first consultants working with us on our 5 year Integrated Development Plan and community-based planning, bringing their detailed knowledge of the Free State and international experience around livelihoods. This work has charted our way forward as a City, and brought us international recognition of our work, as well as links with other countries in Africa, putting us at the centre of NEPAD".

*Mojalefa Matlole, City Manager, Mangaung Local Municipality*

"Our collaboration with Khanya has help us in the Programme Coordination Unit (PCU), Ministry of Local Government to understand fully the strength and challenges of participatory bottom-up planning processes and how they influence higher level government plans. This contribution was only possible because of the commitment of the staff and dedicated leadership of Khanya. We look forward to future collaboration in future".

*Martin Onyach-Olaa, Ministry of Local Government, Uganda*

"CARE and Khanya have many shared interests on securing livelihoods of the most vulnerable people. Over the last few years, CARE, both in Uganda and South Africa, has enjoyed working with strategic thinkers in Khanya on the governance aspects surrounding rural livelihoods in particular. CARE has benefitted from the strong institutional focus of Khanya and regularly uses some of Khanya's frameworks of analysis for understanding livelihoods and designing programming interventions. Because of our shared regional interests in Africa, there is potential for CARE and Khanya to work even more closely in the years to come".

*Jo Abbot, Assistant Country Director, CARE SA Lesotho*

## **Acknowledgements**

This report is based on five years (now five and a half as it has taken 6 months to get this review finished) of exciting and innovative work. This has been a real challenge for us, often working long hours, having to develop new ways of working as an organisation that challenges several established views:

- That it is possible to run a collectively managed and owned organisation;
- That at the same time we can develop innovative approaches to working and to development;
- That we can generate the work that we believe in, and not just respond to where the funds are;
- And that it is possible to be open, share our work and methodologies, and still achieve the income we need.

This has been a period of enormous growth to us all, and we have been privileged to be involved and contributing to some of the major international debates, around sustainable livelihoods, around community-driven development.

Some people have grown and left us and we have to thank them for their contribution, but we are proud to have helped in their development and the contribution they are now making in their new organisations. Many are now partners of ours in their new roles, partners who know how we work.

We have developed a unique approach – that from within is not so easy to identify and is still evolving, but includes our core areas – a passion for reconnecting the state and citizens, realigning the state to promote community-driven development and sustainable livelihoods, working through partnerships and learning approaches, and our regional approach, promoting peer learning across Africa, and above all on trust and commitment.

We move to our next challenge, taking our heritage from Khanya and moulding this into a new African Institute for Community-Driven Development, the vehicle we feel will take this community-based agenda most effectively across Africa. We look forward to doing this with you all!

Ian Goldman  
CEO 25 February 2005

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**The report is available from [www.khanya-aicdd.org](http://www.khanya-aicdd.org)**

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## **Glossary**

CBM	Community-based management
CBNRM	Community-based natural resource management
CBP	Community-based planning
CBW	Community-based Worker
CDD	Community-driven development
DFID	UK's Department for International Development
GTP	"Goodbye to projects" Research Project
HPPG	Uganda's Harmonised Participatory Planning Guide
IDASA	Institute for Democratic Alternatives in Southern Africa
IDP	Integrated development plan
IDT	Independent Development Trust
IIED	International Institute for Environment and Development
LED	Local economic development
NAADS	National Agricultural Advisory Services
NGO	Non-government organisation
ODI	Overseas Development Institute
OECD	Organisation for Economic Cooperation and Development
PLA	Participatory learning for action
PRA	Participatory rural appraisal
RSU	Rural Strategy Unit
SA	South Africa
SADC	Southern African Development Community
SANP	South African National Parks
SLA	Sustainable Livelihoods Approach
SLSA	Sustaining Livelihoods in Southern Africa newsletter
SRL	Sustainable rural livelihoods
UNCDF	UN Capital Development Fund
UNDESA	UN Department for Economic and Social Affairs

## **1 A Background to the Institute**

### **How Khanya was formed**

Khanya was started in July 1998, by Ian Goldman, James Carnegie and Moscow (Joe) Marumo. All 3 had worked together for the Rural Strategy Unit, a change management unit attached to the Free State Department of Agriculture. In the 3 years the RSU was operating a range of innovative work was accomplished in the newly democratic state, assisting in the transformation of the Department from one that served 11000 commercial farmers, to one which served 320 000 people, including farmworkers and those in peri-urban areas. We felt that this background was one that it was important to build on, and the three of us brainstormed around a possible organisation or NGO. We came down on the side of a organisation with a strong social commitment and committed to black empowerment, rather than an NGO, more than anything to have the freedom of not having an external board, but as an employee owned organisation, us being the Board. That is a model which we have maintained and developed, how to have a collectively owned and managed organisation, while recognising that different people have different contributions to make. Recently we have also recognised our increasing involvement more widely in Africa with 3 of our 9 people being from Zimbabwe and Kenya, promoting our sharing across Africa.

### **Overview of the first 5 years**

We started Khanya with no guaranteed work, but a discussion with DFID arising from a thinkpiece we had done for them on Decentralisation and Sustainable Livelihoods quickly led to a contract from DFID for a 3 country piece of research, looking at the institutional implications of applying the Sustainable Livelihoods Approach. We undertook this work in Zimbabwe, Zambia and 2 provinces of South Africa, Free State and Eastern Cape. This was very formative for us, establishing our way of working and core philosophy which has largely continued unto today. We have contributed to the emerging SLA, and developed a range of approaches arising from this around community-driven development and livelihoods. The SLA principles and the key governance issues we seek to operationalise are in Boxes 1 and 2. A timeline of Khanya's evolution is in Table 1.2.

It was a major challenge undertaking this research, travelling, creating a new organisation from scratch, with all the systems this entails, and in Ian's case writing up the experience with the Department of Agriculture for his PhD. Tankiso Dikibo joined us in January 1999, and Tsiliso Tamasane in 2000. Arising from the SL research we pointed out to DFID that one of the biggest challenges was the micro-meso link, between communities and their service providers. All too often attempts to improve services have not reached communities, and in many African countries the only services to consistently reach rural people are primary schools. We undertook a very wide range of assignments during this period, which our project list (see Annex 2) is a testament to, in countries ranging from Lesotho, Ghana, Botswana, Namibia, Zimbabwe, Zambia, and many of them focused at how we change the relationship between citizen and state, so that the poor actually access the resources of the state.

In 2000 we approached DFID to address this micro-meso link, suggesting a follow-up action-research project, on community-based planning, seeking to give communities a change to determine their priorities and to influence decision-making and resource allocation. This project began in April 2001, with partners in South Africa, Uganda, Zimbabwe and Ghana, including national ministries of local government, local governments and NGOs. The project has been very successful at developing a methodology for empowering participatory planning,

and this is now being rolled out across Uganda (as the Harmonised Participatory Planning Guide), South Africa, and hopefully in Zimbabwe, having an impact totally out of proportion to the size of the project. During this process we have pioneered an approach to action-research and action-learning, with committed partners seeking to learn from each other, apply those learnings, evaluating and mainstreaming. CBP is perhaps what we are now best known for.

Also in 2000 we approached DFID about a further area, community-based services. Our work had revealed that in most communities, the most important services are those provided by the community for the community. Government top-down services do not reach these communities, and we are seeking to promote a different approach that builds on this community-based approach, that is happening spontaneously, but has not had a systemic effect – community-based workers. More on this later, but in 2004 we managed to have this project funded, also action-research, this time with Uganda, Kenya, Lesotho and South Africa. We are confident that this will have as much impact as CBP.

We expanded our involvement in our local area, and were fortunate to be contracted by Mangaung Local Municipality (which includes the city of Bloemfontein, our base) to assist them to develop the 5 Year Integrated Development Plan. This was developed based on the inputs from CBP, ward development plans in all 43 wards, a first for South Africa. We also facilitated the Free State Development Plan, and so have been involved in planning at all levels, making micro-meso-macro a reality. We started to disseminate actively around our core themes, and started our electronic newsletter, Sustaining Livelihoods in Southern Africa, which now reaches over 1700 organisations and over 6000 people across Africa.

During 2001/2 we expanded considerably with turnover growing 30-50% per annum, and in 2002 the strains started showing. We were too busy, quality suffered at times, and the strain was showing on our staff. We lost one of the founders, Moscow Marumo, for a job with less stress, and notably less travelling (although as we hear of his travels to Moscow, Australia, London, we wonder!). We realised that Khanya now had a good name, was well established, but that we had not invested in the systems to make it sustainable in the longer term, or able to grow. In 2003 we invested heavily in rethinking our approach and systems, developing a grading system, performance management system, and allocating specific portfolios. We developed the concept of programmes and practices, based around action-learning – more of this later.

In 2003 we also started moving towards implementation of the methodologies we had developed, notably around CBP and planning in South Africa. Sam Chimbuya and Khathu Muthala joined us to take this forward, and have been very busy with different municipalities since then. We also became a partner in the SCAPE Project managed by CARESA-Lesotho, a long-term partner. Lerato Matlakala joined us as our anchor on this project.

In 2004 Patrick Mbulu joined us to manage the Community-Based Worker Project, and Thandi Henson to lead on local economic development. During 2004 we undertook a range of new areas, notably around these new members of staff, working with Kenya, Uganda and Lesotho on community-based worker systems, and developing a wide range of work on local economic development.

During 2004 we recognised the limitations that our for-profit status were giving us. Our motivation had always been developmental, the company had been collectively owned, and

the for-profit status limited our ability to be proactive about promoting the development agenda to which we are committed. During the year the decision was taken to move to a not-for-profit Institute, which would recognise the expertise we had built up, our commitment to development across Africa. During 2005 this was registered as the African Institute for Community-Driven Development reflecting our key concerns around:

- empowering communities
- empowering local government
- promoting livelihoods, and
- realigning the centre to support decentralised development and sustainable livelihoods

Our challenge in early 2005 is the migration from Khanya to the African Institute, and we are all excited to move to our new future.

**Table 1.2 Timeline for Khanya**

<b>Year</b>	<b>Some key milestones</b>
<b>1998</b> <b>Beginning</b>	Khanya formed, with Ian Goldman, Moscow Marumo and James Carnegie
	Range of projects with reform of Lesotho Ministry of Agriculture
	Planning decentralisation project in Ghana
	Projects in Namibia, Botswana
	Research with IIED on Policies that Work for Sustainable Agriculture
<b>1999</b> <b>Established and SLA research develops credibility</b>	Tankiso Dikibo starts
	Institutional Support for SL research starts
	First work on planning, with LDOs in QwaQwa, Free State
	Facilitation of first World Bank meeting in Washington
	Involvement with decentralisation in Zimbabwe (RDCCBP)
	First project with CARE SA-Lesotho
<b>2000</b> <b>Lots of work!</b>	Calldown contract with DFID London on SLs
	Free State Poverty Strategy completed
	Research completes
	Evaluation of UNDP's Global programme on SLs
	Tsiliso Tamasane joins Khanya
	Developing SL programme for Botswana
	Work on people and parks with SANP and around Addo National Park
Evaluation of range of land reform projects in Free State	
<b>2001</b> <b>First longterm project – CBP, wide range of work</b>	CBP project starts
	Undertaking city development plan for Mangaung (Bloemfontein) urban and rural
	“Goodbye to Projects?” research project on application of the SLA in SA, Tanzania and Uganda
	Facilitation of Free State Development Plan
	Facilitation of consultation in Africa on World Bank’s rural development strategy, Nairobi/Dakar
	Development of Social Management Plans for Konkola Copper Mines, Anglo-Gold Zambia
	Review of Green Paper on Development and Planning in relation to the rural areas for Development Planning Commission, South Africa
	First Khanya administrator, followed by Keatletse Sebete
	Policies for artisanal mining and SLs in Ghana, Guinea, Mali and Ethiopia. UN DESA
	Redesign of forestry extension services using SLA to assess poor people’s assets, needs, opportunities and services, and then piloting, Uganda Forestry Sector Coordination Secretariat.
	Sustaining Livelihoods in Southern Africa Newsletter launched
<b>2002</b> <b>Running full tilt - but warning signs in terms of</b>	CBP project ongoing
	Mangaung IDP ongoing
	Assistance to State Co-ordinators in the use of SLA in Nigeria for DFID Nigeria
	Socio-economic baseline study of Marakele National Park, South African National Parks/GTZ
	Review of the operations of the TEAM project, an innovative community-based extension

Year	Some key milestones
<b>sustainability</b>	system using experiential and adult learning principles, CARE Lesotho
	Training 60 facilitators from the Department of Agriculture in CBP/PLA, Finnish Department of Foreign Affairs and Department of Agriculture, Limpopo Province.
	Train Social Workers in PLA Concepts/Methods, Free State Department of Social Welfare
	Moscow Marumo leaves for Motheo District Municipality
	Rethinking future of Khanya to enable it to expand and be sustainable
<b>2003 Investment in formalising and growth</b>	Expansion of CBP to 8 municipalities in SA, refinement of methodology and linkage to IDP
	Khanya joins SCAPE project on civil society strengthening, managed by CARE
	Sam Chimbuya, Lerato Matlakala, Khathu Muthala and Lebo Rani join Khanya
	Khanya moves out of members house to own offices
	Facilitation of World bank workshop for African Ministers on Community-Driven development, Burkina Faso
	Development of concept for decentralisation in Lesotho
	Major investment in and formalisation of Khanya systems
<b>2004 Consolidation</b>	Start of Action research on Community-based workers with Uganda, Kenya, Lesotho and SA
	Patrick Mbulu and Thandi Henson join Khanya
	Start of
	Start of work on community-based local economic development in Intsika Yethu, South Africa
	Development of methodologies and training on Landcare, in South Africa
	National research programme funded by World Bank on Pro-Poor LED in South Africa
<b>2005 Expansion and conversion to Institute</b>	Review of IDP for Mangaung Local Municipality, and development of improved systems for
	Registration of the African Institute for Community Driven Development
	Start of work with Maloti-Drakensberg Transfrontier Project on Community-Based Natural Resource Management in Lesotho
	Development of methodology for review of community-based planning in Mangaung, and facilitation of rollout throughout the city

## 2 Khanya-aicdd's strategic objectives

### Our vision and mission

Our **vision** is to be a world class African Institute committed to social change, which is recognised as making a significant and innovative contribution to sustainable rural livelihoods and community driven development in Africa.

Our **mission** is to promote sustainable livelihoods and community driven development for the rural poor in Africa. To do this we work in action-learning processes with government, civil society and business, providing advice, facilitation, action research, implementation, sharing of experience and training.

Our **clients/partners** are primarily governments (local, provincial, national and international), civil society, corporates and donors, seeking to empower communities and to make a difference to rural poverty in Africa.

### Our values

We are committed to a transformation process which fundamentally addresses socio-economic inequalities and the needs of the poor. We seek sustainable African solutions to

African problems, while learning from best practice elsewhere, and so maintaining a strong base in our local area, the Free State. We believe in shared management, so that all those working for the Institute have responsibilities in the organisation and we contribute to the well-being of disadvantaged communities in Africa. We also aim to be transparent and accountable within the organisation and to our partners/clients.

### **The way we work**

We work in an action-learning partnership with our partners/clients, empowering them and growing our staff. We operate with a culture of transparency, trust, and participatory management, both internally and with our partners/clients. We are dynamic, promoting innovative solutions, working through networks and partnerships, maximising cooperation across Africa. We aim to integrate social, environmental, economic and institutional issues for sustainable development.

### **In what way are we different?**

We are an African centre of expertise on community-driven development and sustainable rural livelihoods, innovating in the way we operate and aiming to practice internally what we preach in terms of participation, empowerment and social change.

We are unusual in that we are reflective practitioners, seeking to implement action-learning in our work. We have developed a set of innovative tools and practical experience of promoting sustainable livelihoods, linking community and policy levels, using participatory and empowering approaches. In the process we have built long-term relationships with organisations and individuals across Africa.

### **Our approach to development**

Khanya has been very involved in the development and application of the sustainable livelihoods approach and this has come to guide all of our work. This approach builds on best practice in pro-poor development focusing on a set of principles (see Box 1) and a framework for understanding people's livelihoods (see Figure 1).

#### **Box 1 Revised version of SL principles<sup>1</sup>**

##### **Normative SL principles**

- **People-centred:** sustainable poverty elimination requires respect for human freedom and choice as well as an understanding of the differences between groups of people and recognition of the dynamic nature of livelihoods;
- **Empowering:** support should result in increased voice, opportunities and well-being for the poor.
- **Responsive and participatory:** poor people must be key actors in identifying and addressing livelihood priorities. Outsiders need processes that enable them to listen and respond to the poor.
- **Holistic:** we need to understand people's livelihoods and how these can be enhanced in a holistic way, which recognises the interrelationships between the different aspects of their lives, although actions arising from that understanding may be focused;
- **Sustainable:** there are four key dimensions to sustainability – economic, institutional, social and environmental sustainability. All are important – a balance must be found between them.

<sup>1</sup> Developed by Diana Carney in a review of progress with the SLA for the DFID's Sustainable Livelihoods Support Office. Two of the original SL principles, holistic and strengths-based, are also retained.

**Operational SL principles**

- **Strengths-based:** it is important to recognise and understand poor people's strengths, and not just their problems. This is respectful and provides a platform on which livelihood strategies can be developed;
- **Multi-level (or micro-macro links):** poverty elimination is an enormous challenge that will only be overcome by working at multiple levels. Micro-level activity should inform the development of policy and an effective governance environment. Macro- and meso-level structures and processes should support people to build upon their own strengths;
- **Conducted in partnership:** partnerships can be formed with poor people and their organisations, as well as with the public and private sector. Partnerships should be transparent agreements based upon shared goals;
- **Disaggregated:** it is vital to understand how the livelihoods of various disadvantaged groups differ – in terms of strengths, vulnerabilities and voice – and what effect this has. Stakeholder and gender analysis are key tools;
- **Long-term and flexible:** poverty reduction requires long-term commitments and a flexible approach to providing support.

As a result of our research into Institutional Support for Sustainable Livelihoods in Southern Africa we developed a core checklist of governance issues (see Box 2) which we have used to direct our work. These are essentially governance issues, which promote a Community-Driven Development Approach.

**Box 2 Governance issues required to promote community-driven development**Empowering communities

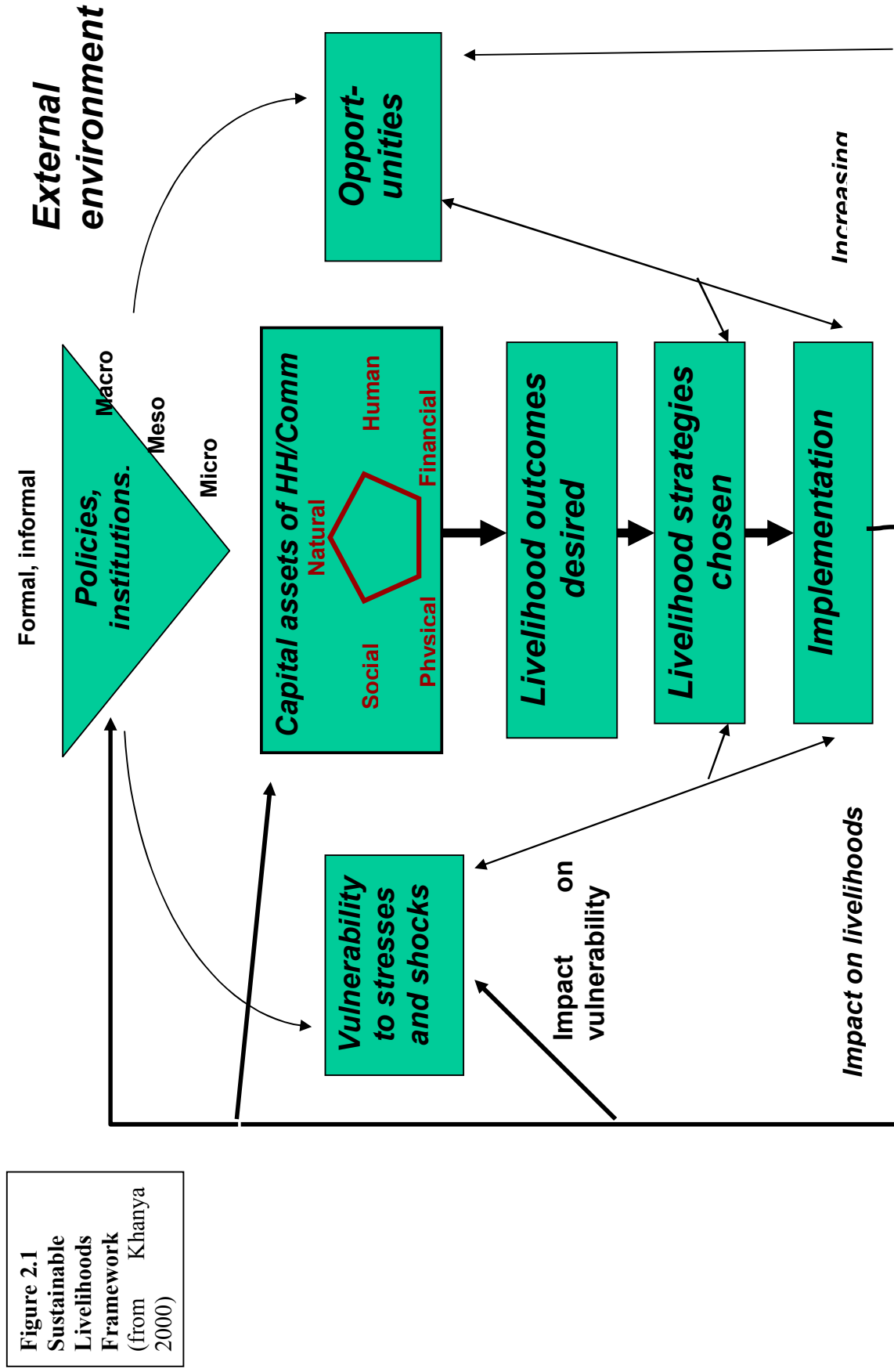
- (Poor) people active and involved in managing their own development;
- an active, responsive, dispersed and accountable network of local service providers (public and private);

Empowering local governments and meso level services

- At local government level (lower meso) services are effective, coordinated, responsive and held accountable (public and private);
- If applicable, the upper meso level (eg province) is providing support, supervision, as well as strategic planning;

Realigning the centre

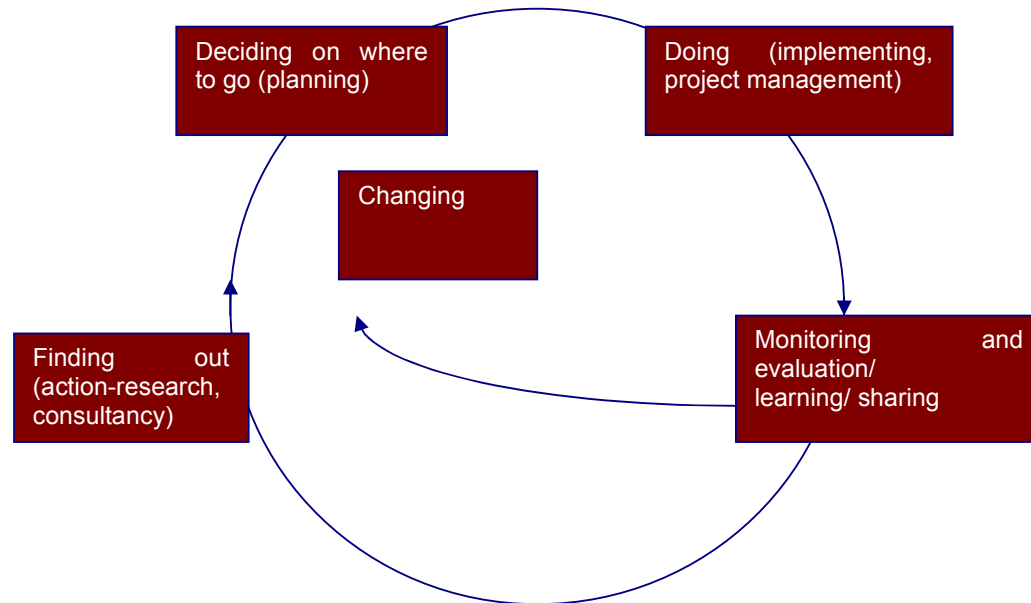
- State/Federal government is providing strategic direction, redistribution, coordination and oversight;
- International level supporting capacity of nations and regions to address poverty.



**Figure 2.1**  
**Sustainable Livelihoods Framework**  
(from Khanya 2000)

The practices we mention later are derived from approaches to implement these. We apply these through using a range of tools to ensure that action-learning is happening (see Figure 2.2).

**Figure 2.2 Khanya’s action learning cycle**



We have used this to develop 5 service areas, reflecting this action-learning cycle:

- Action-research/learning in Africa
- Facilitation and consultancy about poverty and change internationally
- Building capacity to promote the development of livelihoods approaches and local governance, primarily in SA
- Implementing innovations (primarily in the Free State and focus provinces of SA)
- Sharing experience internationally and building coalitions

We apply these across a range of practice or thematic areas as shown in Figure 2.3 overpage. This shows how we integrate an action learning cycle (our programmes) with the focus areas of our content (practices) across the main areas of community driven development and sustainable livelihoods. Figure 2.2 shows some illustrative projects to show how projects may start in one programme area (eg CBW research), but may then expand to others as we move from research through piloting to mainstreaming (eg on CBP).

The next section discusses the work we have done in the last five years against this framework.

### 3 The work we have undertaken

In this section we discuss what we have undertaken and some of our learnings over the last 5 years. We use the framework of practices and programmes.

#### 3.1 Action research

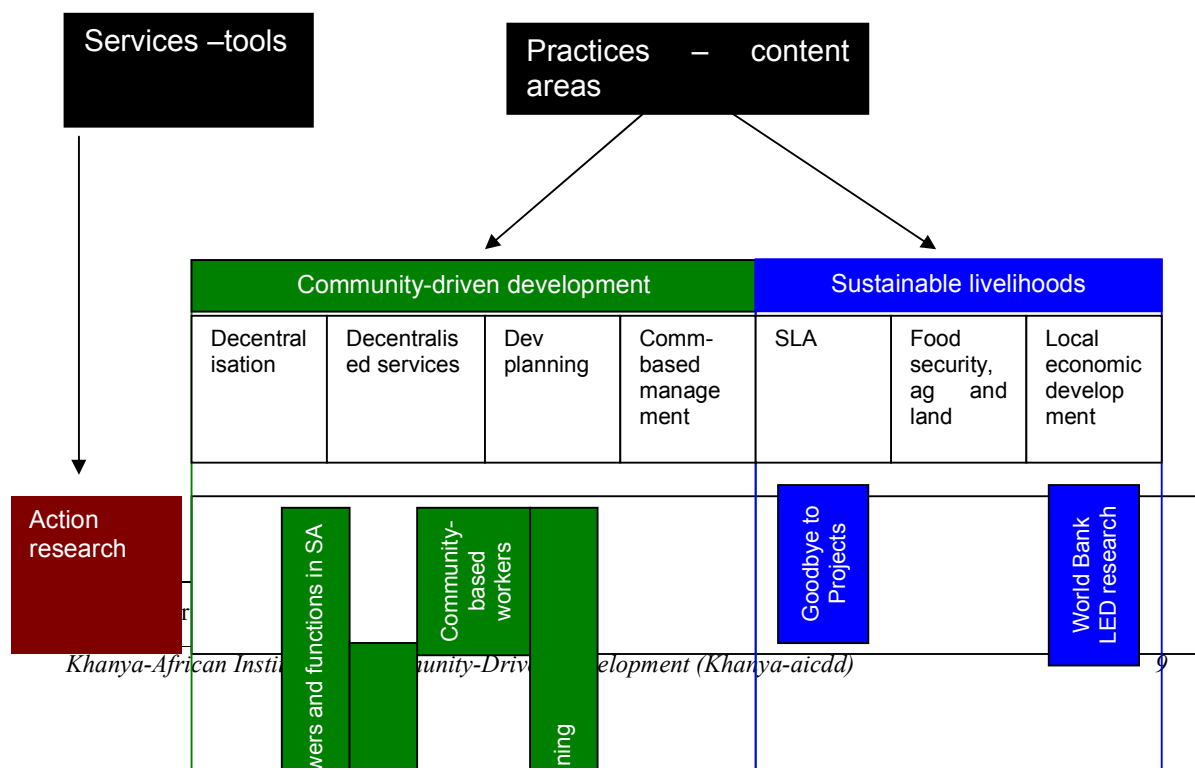
Our research approach is action-oriented, based around key gaps in development practice, and where we pilot and implementing our learnings. This imbues our work, so this happens via formal research projects which we describe below. It also underlies our approach to facilitation and consultancy. All of these formal research projects were funded by DFID.

##### *Institutional Support for Sustainable Rural Livelihoods in Southern Africa<sup>2</sup>*

This was a three-country action-research project which we project managed with partners in Zambia, Zimbabwe, eastern Cape and Free State in South Africa. the project started in early 1999, until mid 2000. This looked at institutional issues arising in the participating countries if sustainable livelihoods are to be promoted, looking at the lessons from the experience of implementing rural development over the last 15 years.

The study used the SL framework to structure the analysis, using a vertical transect linking a case study village, the district and province to the centre, to analyse policies, programmes, services and the gaps, using the case study community to ground truth this information. This methodology was later written up for DFID as a methodology for developing a regional SL strategy. Partners were the Ministries of Local Government in Zimbabwe and Zambia, Department of Social Development in the Free State, and Department of Agriculture in Eastern Cape.

**Figure 2.3 Our programmes and practices**



Four reports were produced on each country/province, as well as a final research report, and two papers were published in ODI's Natural Resource Perspectives, nos 49 and 50. In Free State the work was adapted with Social Development to produce a Poverty Reduction Strategy for the Province. Two key learning outputs were the set of governance issues in Box 2, which simplifies great institutional complexity to focus on key issues required is SLs are to be implemented, and an adapted version of the SL framework (see Figure 1.1)<sup>3</sup>. This project was therefore very formative in developing an intellectual base for Khanya, as well as a wide range of methodologies.

#### *Community-based planning<sup>4</sup>*

The findings of the SL research above, highlighted the importance of people being actively involved in planning and management of local development. One of the critical elements is if people can influence the resource allocation system, as well as planning and managing projects in their area, ie participate effectively in the planning process as sub-local government level. This has formed the basis of another project, Action-Research on Community-Based Planning (CBP), covering Uganda, Ghana, Zimbabwe and South Africa, which started in April 2001 and completes in September 2004. Khanya is the project manager as well as the facilitator in SA, and partners includes national Ministries of Local Government, local governments, local government associations and NGOs.

Current attempts at participatory planning have usually focused on unspecified public participation mechanisms or ad-hoc, expensive and unreplicable PRAs. The project purpose is that realistic plans have been developed in each country for policy change, implementation or piloting of community-based planning systems, which participating institutions are committed to take forward. The project has achieved its goal and not just purpose within the project life, and has had a major influence on planning in 3 of the 4 countries. In Uganda, it has led to a national process on participatory planning and the development of a Harmonised Participatory Planning Guide (HPPG) by the Ministry of Local Government and Planning, which is being rolled out nationwide. In South Africa, having been piloted in one local government, Mangaung Local Municipality, it is now being tested nationally in 8 municipalities prior to finalising national guidelines. In Zimbabwe is has been piloted in two districts, and is likely to be extended this year.

#### *Goodbye to Projects?(GTP)<sup>5</sup>*

'Goodbye to Projects? The Institutional Impacts of a Livelihood Approach on Development Interventions' is a collaborative project between the Bradford Centre for International Development (UK), with the Economic Policy Research Centre (Uganda), Mzumbe University (Tanzania) and Khanya-managing rural change (South Africa). The project aims to undertake an innovative review of challenges presented by the adoption of sustainable livelihoods to development interventions including the future of projects and programmes, and sector wide approaches and direct budgetary support.

Central to the project is the question how a livelihood approach is actually being used in a range of development interventions. This will be used to identify and clarify the challenges to

<sup>3</sup> All these documents are available on the website

<sup>4</sup> For further information contact Sam Chimbuya at [sam@khanya-mrc.co.za](mailto:sam@khanya-mrc.co.za)

<sup>5</sup> For further information contact Ian Goldman at [goldman@khanya-mrc.co.za](mailto:goldman@khanya-mrc.co.za)

the design, appraisal and implementation of development interventions and changes required from the adoption of a livelihoods approach.

The research was conducted in two phases. The first phase consisted of general and country reviews on sustainable livelihoods and development interventions. The second phase of the research has been the compilation of detailed case studies of development interventions in Uganda, Tanzania, South Africa and Lesotho. These case studies compare and contrast the implementation of a range of sector wide approaches, programmes and projects all developed with a livelihoods-orientated and some specifically employing sustainable livelihoods approaches. These have been analysed to develop learnings around the types of interventions (Briefing 1), application of the SL principles (Briefing 2 and see Box 3), and the application in different sectors (planning, HIV and natural resources – Briefings 3-5).

### *Community-based workers<sup>6</sup>*

This Action research project is addressing the second of the points in Box 2, promoting an accessible and dispersed network of local service providers. Our experience in several countries has been that those services which are locally accessible are those provided by communities themselves, through private or public models. This project aims to look at one of these models, that of community-based workers, as in home-based care workers, or community animal health workers. There are partners in 4 countries, SA, Uganda, Kenya and Lesotho, again including national departments dealing with policy issues, those implementing such models (such as Hospice, World Vision) and facilitating NGOs working to support the emergence of such models, such as CARE. Khanya is once again the project manager.

### **Box 3 Learnings about the SL principles from GTP case studies**

- **People-centred/disaggregated:** All case studies focused on poor people, and most undertook some form of holistic livelihoods analysis to understand the diversity of livelihoods and to inform the design.
- **Responsive and participatory** (for beneficiaries): There were examples of participation being fully institutionalised which seemed to be correlated with the success of these initiatives. In general there is a problem in participation in monitoring and evaluation and downward accountability which needs to be addressed
- **Strengths-based:** This is an element unique to the SLA. The focus is on what is there and what people want, not on what is not there.
- **Sustainable:** Interventions were addressing social and environmental sustainability. However financial/economic and institutional sustainability were weak, notably reflecting weak links at meso level (intermediaries such as local government)
- **Multi-level and holistic (micro-macro links):** This principle is also unique to the SLA. All interventions attempted to link levels, but in general links seemed stronger at national level (macro) than at district (meso) level – there appears to be too often a “missing meso”.
- **Conducted in partnership:** all case studies showed partnerships, but frequently these did not give real power to the partners and control remained with the intervention. Where these partnerships were very strong, the sustainability of the initiatives seemed much more likely
- **Long-term and flexible:** the SLA also mainstreams flexibility, learning-by-doing and process approaches. All initiatives showed some responsiveness and learning, in some cases explicitly as part of the design,
- **Value-added** – consistent and explicit consideration of all the SL principles would seem likely to improve the quality of outcomes of interventions, as well as their sustainability

<sup>6</sup> For further information contact Patrick Mbulu at [patrick@khanya-icdd.org](mailto:patrick@khanya-icdd.org)

### 3.2 Facilitation and Consultancy

Our main practices are grouped as shown in Figure 2.3.

#### A Sustainable livelihoods practices

##### Developing and exploring the SL approach<sup>7</sup>

Our initial work on the SLA has been described above, an initial paper on Decentralisation and SLs, the action research project above, and Khanya was then contracted by DFID to support the Sustainable Livelihoods Support Office, the only non-UK organisation to provide such support. A number of activities were taken as part of this. We have further developed our understanding in the Goodbye to Projects! Research Project, where we are looking at the implications for projects and programmes of implementing a sustainable livelihoods approach. In 2003 James Carnegie was seconded to DFID as a Rural Livelihoods Advisor to the Pretoria Office. We have assisted with a number of project designs, evaluations, and training in SLs.

Year	Projects we have undertaken on sustainable livelihoods
2004+	Undertaking a lesson learning project for SA's Sustainable Coastal Livelihoods Programme in SA
2004	Training for SA's Sustainable Coastal Livelihoods Programme in SLA
2003	National workshop in SA on Implementation of Livelihoods Approaches, with CARE and Oxfam
2002	Assistance to DFID State Co-ordinators in the use of SLA, Nigeria
	Design of CARE Livelihoods Recovery Project, Lesotho
	Social Capital in the context of Sustainable Livelihoods in South Africa, Human Sciences Research Council
2001-3	Goodbye to Projects? The Institutional Impact of a Livelihood Approach on Projects and Project Cycle Management. (2001+). DFID, London.
2000	Paper for DFID on linking Micro-Macro: Policies and Institutions for Empowering the Rural Poor" (2000). DFID, London.
	Member of Policies, Institutions and Processes Group (2000). Sustainable Livelihoods Support Office. DFID, London.
	Case study on use of M&E for sustainable livelihoods, Sustainable Livelihoods Support Office, DFID London.
	Development of Guidelines for Botswana Sustainable Rural Livelihoods Programme, Ministry of Finance and Economic Planning, Botswana.
	Evaluation of UNDP's Global Sustainable Livelihoods Programme, including case studies in Malawi, Egypt and South Africa, Bureau for Development Policy, UNDP.
1999-2000	Facilitation of World Bank Workshops on Poverty Eradication, World Bank, Washington.
1999	Design of sustainable livelihoods project for Northern Province, Northern Province/UNDP.
	Facilitating development and subsequent implementation of a poverty eradication strategy for the Free State, Free State Department of Social Welfare, South Africa.
	Facilitation of National Workshop to Develop a Sustainable Livelihoods Programme for Botswana, Ministry of Finance and Economic Planning, Botswana.
	Research into policies and institutions supporting sustainable rural livelihoods in Zimbabwe and development of national strategy to support SRLs, Ministry of Local Government and National Housing, Zimbabwe.
	Research into policies and institutions supporting sustainable rural livelihoods in the Zambia and development of national strategy to support SRLs. Ministry of Community Development and Social Services/Ministry of Local Government and National Housing, Zambia.
	Research into Policies and Institutions supporting sustainable rural livelihoods in the Eastern

<sup>7</sup> Contact James Carnegie at james.c@mweb.co.za

<b>Year</b>	<b>Projects we have undertaken on sustainable livelihoods</b>
	Cape and Development of Provincial Strategy (1998). Eastern Cape Department of Agriculture and Land Affairs, South Africa.

### **Food security, agriculture and land<sup>8</sup>**

Khanya started from a set of people working in agriculture, and land issues. This has continued throughout, with work on supporting people to produce from the land, for improved livelihoods. We have done a range of work on agricultural extension systems, on the process of land reform, on forestry, and on promoting livelihood recovery from stresses and shocks, eg from drought and HIV/AIDS. We have also done some work on other “natural resources” such as artisanal mining. In all cases our work is not so much technical (how do we produce from this land) but rather how do we link communities and the sector, through services and appropriate policies.

<b>Year</b>	<b>Projects we have undertaken related to food security and natural resources (agriculture, land reform, forestry, fisheries, mining)</b>
2004	Development of participatory planning methodology for use in Landcare projects in South Africa and training.
2004	Facilitation of design workshop for DFID food security and livelihoods recovery programme in Zimbabwe
2003	Facilitation of development of design for DFID support to land reform in South Africa Secondment of Acting Rural Livelihoods Advisor, Pretoria
2002	Member of the Project Monitoring and Review Group for the AusAID supported project: South Africa/Australia Institutional Strengthening of the Department of Agriculture (ISDA). The ISDA project is providing capacity development for implementation of Land Care in South Africa, AusAID.
1999 and 2002	Review of the operations of the TEAM project, an innovative community-based extension system using experiential and adult learning principles. CARE Lesotho
2001-3	Management of the training and short studies component of Lesotho’s Agricultural Policy and Capacity-Building Program, Ministry of Agriculture, Lesotho.
2001-3	Developing new ideas for transforming service delivery for forestry, using livelihood analysis to see how forestry can contribute to the livelihood of poor people, design of pilots, review of progress, Uganda Forestry Sector Coordination Secretariat.
2001	Facilitation of a Strategic Workshop for SADC Fisheries Project in Namibia, DFID.
2000-1	Development of Land Use and Settlement Management Plans for Konkola Copper Mines, Anglo-Gold Zambia
2000-3	Support in the design of Sustainable Coastal Livelihoods Projects, Department of Environmental Affairs and Tourism, SA
2000	Providing SL inputs to project looking at artisanal mining in Ghana, Guinea, Mali and Ethiopia, UN Department of Economic and Social Affairs Development of Business Plan for Allanridge Commonage Project (2000). Department of Land Affairs, Free State Review of the Lefika, S’bongile land reform projects and proposals for rescue, Department of Land Affairs, Free State Facilitation of workshop on Aquaculture Research and Sustainable Livelihoods, Vietnam, Overseas Development Institute, London.
1999	Review of the Kopano Farmworkers Equity project and proposals for rescue, Department of Land Affairs, Free State
1998	South African partner on international research programme on Policies That Work for Sustainable Agriculture, International Institute for Environment and Development, UK Institutional reform component of Pre-Appraisal and Appraisal for Lesotho Agricultural Policy and Capacity-building Programme, Ministry of Agriculture, Lesotho Participatory evaluation of the transformation process over the last four years with recommendations for the future, Free State Department of Agriculture, South Africa

<sup>8</sup> Contact James Carnegie at [james@khanya-mrc.co.za](mailto:james@khanya-mrc.co.za)

<b>Year</b>	<b>Projects we have undertaken related to food security and natural resources (agriculture, land reform, forestry, fisheries, mining)</b>
	Facilitating workshops to redesign field operations of the Free State Department of Agriculture, Free State Department of Agriculture, South Africa
	Developing pilot approaches for new models of client-focused extension, including use of outsourcing, Northern Cape Department of Agriculture, South Africa

### Local economic development<sup>9</sup>

For people's livelihoods to improve, they must be able to make at least a small income to pay for school fees, clinic fees etc. Therefore it is essential that it is viable for some economic activities in rural areas, however small scale. Some of these have been described above, eg under natural resources. However it is also essential that an appropriate partnership environment is established which brings together the wide range of actors involved in economic development to a common end. Khanya has attempted to promote this in a wide range of ways, including as a local development actor, where we have facilitated the Free State provincial plan, Mangaung's (Bloemfontein) city development plan, and also worked with other stakeholders to try to develop a network of economic stakeholders. Khanya designed a project promoting an economic development partnership for Mangaung, which is now being implemented, funded by USAID.

We are a lead organisation in a national study on pro-poor LED, funded by the World Bank. This has involved a study of the 30 top municipalities in the country, development of a M&E framework, case studies and development of analytical reports.

We are also working with two municipalities in the Eastern Cape, assisting them to take forward local economic development processes.

<b>Year</b>	<b>Projects involving local economic development including tourism</b>
2005+	Support for Inkwanca Municipality on local economic development
2004+	Support for Intsike Yethu municipality on local economic development
2004+	Research funded by World Bank into Pro poor LED in South Africa
2003	Training in LED for GTZ 4 country project, GTZ, South Africa
2002	Design of project for Mangaung Local Municipality to develop economic strategy and partnership, funded by USAID
	Socio-economic baseline study of Marakele National Park, South African National Parks/GTZ
2001	Design of economic development support project for Mangaung Local Municipality, supported by USAID (2001) Mangaung Local Municipality
	South African partner on Stimulating Sustainable Trade focussing on Tourism with case of the tourism potential around Addo Elephant National Park, South Africa (2000-2001). International Institute for Environment and Development, UK
	Design of cultural tourism centre for Tsitsikamma National Park (2001), SANP
2000	Member of team for appraisal of Mpumalanga support programme, developing the women and enterprise component (2000), GTZ
	Facilitating development of Free State Business Network (2000). Free State, South Africa.
	Facilitation of an economic development strategy for Xhariep District Municipality
1997-8	Facilitating development and implementation of business plan for Agri-Eco, a small business development parastatal in the Free State (1997-8), Agri-Eco.

<sup>9</sup> Contact Thandi Henson at [rashnee@khanya-aicdd.org](mailto:rashnee@khanya-aicdd.org)

## **B Practices around community-driven development**

Our work on CDD contains the pillars – empowering communities, empowering local government and other meso level service providers, and realigning the centre to be able to be strategic and support decentralised approaches. We see link these into 4 practices:

- Conceptual work on CDD and local governance
- Decentralisation
- Decentralised services
- Development planning
- Community-based management

### **Conceptual<sup>10</sup>**

We have undertaken a range of work in developing approaches to CDD. Our papers on Decentralisation and SRLs, our research projects, and a series of commissioned papers have contributed. In addition we have made presentations and facilitated workshops with the World Bank, where we have contributed to emerging thinking in this regard. Our work on Goodbye to Projects has also involved conceptual work on the nature of development interventions (see Box 4).

<b>Year</b>	<b>Projects involving local economic development including tourism</b>
2003	Facilitation of workshop of African Ministers at World Bank meeting in Burkina Faso on CDD Presentation and co-facilitation of workshop in Washington on Upscaling CDD
2001	Paper for DFID on Corporate Citizenship and the SLA
2001	Facilitation of and presentations in strategic planning event for Africa Region, Washington, World Bank
2000	Facilitation of and presentations in strategic planning event for Rural Development Dept, Washington, World Bank

#### **Box 4 Principal Findings from GTP project about the format of development interventions**

- Projects can retain a useful role as locations of learning-by-doing, providing they ‘fit’ their operations more closely to existing capacity and resourcing streams, so that lessons learnt are relevant more widely.
- They should not become isolated islands of resource operating independently of the local institutional environment.
- Donor-funded parallel structures and NGO projects in particular must account for their legitimacy and impact in an increasingly self-critical way.
- Significant impact cannot be made by an intervention unless it is sustainably integrated within the local institutional context. In most cases this refers to working directly with governmental structures.
- The issue of power relationships is important - integrated interventions should not seek to dominate the institutions which they are assisting, but to facilitate incremental capacity-building in relation to specific purposes.
- Sector support and direct budget support potentially offer efficiency savings and may be more effective at delivering development in the longer term. However they do not replace the need for projects as learning opportunities.
- This, however, depends on the evolution of effective partnerships between donors and government, and there are many unanswered questions about power and control in these processes and about their cost-effectiveness.

<sup>10</sup> Contact Ian Goldman at [goldman@khanya-aicdd.org](mailto:goldman@khanya-aicdd.org)

## Decentralisation<sup>11</sup>

Decentralisation underlies much of our work. Our whole approach is based on subsidiarity, that services and decision-making should be brought to the lowest possible level, while recognising that in some areas this is not politically appropriate, particularly where there is a danger of elite capture. The local government unit is particularly important, as it is the only level at which local people's priorities can be heard, as well as national policy. This also requires developing the appropriate oversight, strategic planning and redistribution role for national government.

We have undertaken some specific assignments in this regard, eg working with DPLG on the powers and functions of different levels of government in South Africa, or with the Ministry of Local Government in Lesotho on the design and rollout of decentralisation. The list below includes some specific projects, but in fact decentralisation underlies much of our work on CDD.

Year	Projects specifically addressing decentralisation
2004	Development of proposal around powers and functions for local government in Lesotho
2003-4	Support for design of approach to decentralisation in Lesotho, Ministry of Local Government Study of powers and functions of different tiers of government, Department of Provincial and Local Government, SA
2000-1	Development of Monitoring and Evaluation Framework for South Africa. Khanya focusing on departments of Agriculture, Environmental Affairs and Tourism, and Free State Province. Department of Provincial and Local Government, South Africa.
2000	Paper for DFID on Linking Micro-Macro
1999	Consultant on Demarcation of Category C Municipalities, Free State, Municipal Demarcation Board, SA
1998	Facilitation of a national workshop looking at how programmes should support the development of Rural District Councils under decentralisation, Ministry of Local Government and National Housing, Zimbabwe Developing project proposal for piloting support for decentralisation to local government in Brong-Ahafo region, Ministry of Local Government and Rural Development/Ministry of Food and Agriculture, Ghana
1998	Paper for DFID on Decentralisation and Sustainable Rural Livelihoods

## Development planning<sup>12</sup>

Planning is a key tool where decisions are taken about priorities and resource allocation. It also provides an opportunity to integrate what the many actors involved in an area are doing, and so to implement the holistic SL principle. It also often involves linkages between different levels of government, and so is an opportunity to enshrine micro-macro links. Decentralised planning is also often a tool used as part of a decentralisation process. We have been involved in planning at provincial, local government, and community level, and also looking at how these linkages can best be made. We have discussed earlier about our community-based planning project, which is developing methodologies for participatory planning at community level integrated with the local government planning system, working in Ghana, Uganda, Zimbabwe and SA. During 2003-4 this has rolled out in Uganda and SA, and in the latter we are working with our partners, Development Works, developing a methodology for linking community and local government planning. Box 5 summarises some of the lessons which emerged from the GTP project re interventions involving planning.

<sup>11</sup> Contact Ian Goldman at [goldman@khanya-aicdd.org](mailto:goldman@khanya-aicdd.org)

<sup>12</sup> Contact Sam Chimbuya at [sam@khanya-aicdd.org](mailto:sam@khanya-aicdd.org)

**Box 5 Principal Findings from Goodbye to projects re projects involving planning**

- Piloting planning systems is a useful means of learning - but pilots need to aim at mainstreaming learnings through incremental financial and institutional integration with existing planning mechanisms.
- Recognising both the *strengths* and *needs* of a community can enable them to build on those strengths to drive their own development.
- Sustainable partnerships in community planning recognise and act to reduce the differentials of power and control in their relationships
- There is a crucial trade-off to be made between the depth and coverage of participatory processes and the resources required to replicate them.
- Sustainable community-based planning systems can play a role in linking individual livelihoods (micro-level) to policy-making process (macro-level) and thereby improving their impact on poverty reduction. The same channels can also be used for the dissemination of information.
- Communities are not homogenous and social exclusion can be increased where community planning processes are captured by powerful groups.

Year	Projects addressing development planning
2003-4	Linking CBP/IDP – rollout of CBP in SA with 8 municipalities
2002	Assisted Limpopo Agricultural Development Programme in the rollout of 35 village development plans using the CBP methodology, Department of Agriculture, Limpopo Province, SA
2001-4	Action research on community based planning in Ghana, Uganda, SA and Zimbabwe
2001-2	5 Year Integrated development plan for Mangaung Local Municipality
2001	Facilitation of Free State Development Plan
2000-1	Development of a Social Management Plan for Konkola Copper Mines, Zambia, AngloGold
2001	Facilitation of consultation on World Bank’s Rural Development Strategy in Nairobi, Kenya and Dakar, Senegal
2000	Facilitation of an economic development strategy for Xhariep District Municipality, SA
1999-2000	Rural planning and the SLA – project with International Institute for Environment and Development, with partners in Ghana, Zimbabwe.
1999	Facilitating Land Development Objectives for QwaQwa Transitional Rural Council, Department of Local Government and Housing , Free State, South Africa
1999-2000	Review of the Green Paper on Development and Planning in relation to the needs of rural areas, Development Planning Commission. South Africa
	Facilitation of Free State Poverty Reduction Strategy, Free State Department of Social Development, SA

**Decentralised service delivery<sup>13</sup>**

Our work on SLs has identified the critical need to link micro to meso and macro levels. This work address the second governance issue, an active and dispersed network of local service providers, whether community-based, private or public, as well as effective and responsive management of services at lower meso level. Hence we are aiming to promote innovative approaches to service delivery which are responsive and effective in supporting poor people, notably in rural areas.

We have undertaken a wide variety of work in this areas, facilitating the restructuring of the Free State and Lesotho Departments of Agriculture, redesigning forestry services using a livelihoods approach in Uganda, promoting approaches to mentoring, as well as community-based services. The latter is now a major action-research project which we have discussed already, which potentially could have major impacts on services.

<sup>13</sup> Contact Mpopo Ts’oele at [tsoelem@aicdd.org.ls](mailto:tsoelem@aicdd.org.ls)

<b>Year</b>	<b>Projects relating to decentralised service delivery</b>
2004	Development of a mentoring project for small farmers, supported by GTZ and PAETA
2003	Training extension officers in facilitation skills, Ministry of Agriculture and Food Security, Lesotho
2002	Regional symposium on Community-Based Workers, with CARESA-Lesotho
	Assessment of the Cost Effectiveness of CBW models in Lesotho, for CARESA-Lesotho
2001-3	Managing a training and policy studies programme for Ministry of Agriculture and Food Security, Lesotho
2001-3	Developing new ideas for transforming service delivery for forestry, using livelihood analysis to see how forestry can contribute to the livelihood of poor people, developing and reviewing lessons from pilots, Uganda Forestry Sector Coordination Secretariat.
2001	Training social workers in the use of participatory methodologies, Free State Department of Social Welfare
1999/2001	Review of CARE's TEAM Project, promoting farmer extension facilitators.
1998-9	Supporting the reform of the Ministry of Agriculture to a decentralised client-focused approach, Ministry of Agriculture, Lesotho
	Facilitation of major workshops with Extension Division and advice on the overall reform process, Ministry of Agriculture, Lesotho
	Output to Purpose Review of Kavango Farming Systems Research project, Namibia (2000). Namibian Ministry of Agriculture/DFID Namibia.
	Running Participatory Learning for Action (PLA) training for the Social Forestry programme, Ministry of Agriculture, Lesotho

### Community-based management (CBM)<sup>14</sup>

If communities are to take the lead in their own development, they have to have some control over resources, as well as how those resources are used. Community-based planning we have discussed in the development planning practice, and community-based workers as part of decentralised services. In both of these other practices we aim to ensure that communities are empowered as part of the planning process, and in local service provision. However communities also need to have some control over implementation, if they are really to be “actively involved in managing their own development”. This practice seeks to develop a conceptual framework for this, understanding the legislation and policies which enhances or inhibits community based management, the skills and expertise which are essential, the support systems required, learning from best practice. We are aiming to move CBP to CBM by ensuring that communities are actually given resources and some control over implementation. We have undertaken some work on this as part of community-based natural resource management (CBNRM), for example with communities adjacent to game parks. We will also be testing this out in the SCAPE Civil Society Strengthening Project, managed by CARESA-Lesotho, where we hope to test out some of these models.

<b>Year</b>	<b>Projects relating to community-based management</b>
2004+	Pilot in Makana Municipality, E Cape of CBM under the SCAPE Project
2003-4	Promotion of community implementation in CBP
2002	Review and development of guidelines for community participation in local governance (2002). Department of Provincial and Local Government, SA
2000	Facilitation of Mayibuye Ndlovu Development Project in Addo Elephant National Park, South African National Parks

<sup>14</sup> Contact Patrick Mbullu at [patrick@khanya-aicdd.org](mailto:patrick@khanya-aicdd.org)

1999	Facilitation of a revised plan for sustainable utilisation and community benefit from the Madikwe Game Reserve for three communities involved in the Madikwe Initiative (1999). Department for International Development, South Africa
	Evaluation of people and parks project in Addo Elephant National Park, proposals for projects in the Park and proposals for national “people and park” strategy, South African National Parks.

### 3.3 Building capacity<sup>15</sup>

Building capacity is an essential component of ensuring sustainability. Having developed innovative approaches if these are to be implemented, it is essential that the capacity is developed of those who need to use them. Learning-by-doing is built in to all Khanya’s work, as part of action-learning. Training is also a component of many projects, and increasingly so as models move towards mainstreaming.

Khanya has been involved in a wide range of experiential training around our core themes. During 2004 we are developing a capacity to widen this training and so the impact of our work, and the multiplication of skills development. These will be courses of with courses of 2-10 days. We are also finalising accreditation around our areas of competence.

Year	Training undertaken
2004	Training of stakeholders in Sustainable Coastal Livelihoods Programme in the SLA
	Training of agriculture and community staff in Landcare and participatory planning for development
	Training of Ugandan supertrainers in CBP
2003	National training of trainers in CBP, and training of approx 400 municipal facilitators, Department of Provincial and Local Government
	Training of 50 agricultural staff from Lesotho’s Ministry of Agriculture and Food Security in facilitation skills, Ministry of Agriculture and Food Security, Lesotho
	Training of Local Authorities and Traditional Leaders from Swaziland, SA, Lesotho and Zimbabwe in Economic Development, GTZ.
2002	Training of stakeholders in fisheries, Tanzania, in SLA
	Training of 60 facilitators from the Department of Agriculture in CBP and PLA, Finnish Department of Foreign Affairs and Department of Agriculture, Limpopo Province.
2001	Training of 30 facilitators in CBP, Mangaung Local Municipality, Free State, South Africa
	Training on SLA and PLA Concepts, Tools and Methods, BRIMP project in Botswana.
2000	Training Workshop on SLA, PLA Concepts, Tools and Methods, Mpumalanga Province
	Training of social workers in all regions in Participatory Learning and Action (PLA) Concepts, Tools and Methods Training Workshop, Free State Department of Social Welfare
	Training in project cycle management, School of Rural and Community Development, University of Natal
	Training in project management for Richtersveld, Augrabies, Tsitsikamma, and Addo Elephant National Parks (2000), South African National Parks
	Project Implementation: facilitating Community-Based Development Projects, University of Witwatersrand, SA
	Training in project management for 4 national parks, South African National Parks

### 3.3 Implementation<sup>16</sup>

Khanya has been an innovator, exploring new approaches and methodologies. We realise that if these are to take root we have to facilitate their implementation. Therefore we are

<sup>15</sup> Contact Erica Greyling at [khathu@khanya-mrc.co.za](mailto:khathu@khanya-mrc.co.za)

<sup>16</sup> For further details contact Sam Chimbuya at [sam@khanya-aicdd.org](mailto:sam@khanya-aicdd.org)

positioning ourselves slightly differently, and further along the implementation curve. We are now at the stage where methodologies we have developed, such as CBP, are being mainstreamed, and we are therefore developing a limited capacity to ensure that these innovations are mainstreamed, that systems and capacities are built.

At this stage the only project on which this is happening, is the rollout of CBP to 8 municipalities in South Africa.

We are also intending to develop our involvement in a rural town, where we become a local actor, probably in the Southern Free State, and where we can test out practically approaches at local level.

### 3.4 Sharing experience internationally and building coalitions<sup>17</sup>

As part of action-learning it is important to share our and other peoples learning, promoting peer learning. Our sharing programme includes use of newsletters, the web, and learning events to promote learning.

In 2001 we developed a *newsletter* focussing on poverty and sustainable livelihoods, which we produce with support from CARESA-Lesotho. The objective of the newsletter is to nourish a group of people across the region who are interested in the sustainable livelihoods approach. The newsletter is distributed electronically every two months, and currently there have been 12 editions. Each issue has a theme relevant to poverty and sustainable livelihoods, including Community-based Planning, HIV/AIDS, Governance, Social Capital, Community-based Natural Resources Management, Rights-Based Approaches, Corporate Social Responsibility, Local Economic Development, and Institutions and Sustainable Livelihoods. These are all available from the Khanya website.

The newsletter now goes out to some 1700 organisations, estimated to be over 6000 practitioners. For wider distribution our newsletter is posted on the DFID's Livelihood-Connect website ([www.livelihoods.org.uk](http://www.livelihoods.org.uk)), IFAD Sustainable Livelihoods Forum (<http://groups.msn.com/IFADSustainableLivelihoodsForum>), and the CBNRM Net website (<http://www.cbnrm.net/resources/literature/periodicals.html>).

Our *website* is also a repository for all our documents, which are made available free of charge. There are some thematic elements, including CBP and CBW, and this element of the website is being expanded.

We use *workshops* and other learning events as a key part of the development toolkit. These are part of all projects. Some examples are shown below.

Year	Examples of learning events (apart from training)
2004	Workshop for Motheo District Municipality on application of the SLA to planning
2003	Workshop of African Ministers at World Bank meeting in Burkina Faso on CDD
	Participatory review of progress on forestry extension pilots, Uganda.
	Facilitation of national workshop on land reform, SA
2002	National workshop on CBP, Mangaung, SA
	Study visit to Bolivia for CBP project
	Regional Symposium on community-based workers, with CARESA-Lesotho.

<sup>17</sup> For further details contact Ian Goldman while a manager for this programme is being recruited

<b>Year</b>	<b>Examples of learning events (apart from training)</b>
2001	National workshop on CBP, Umhlanga, SA
	Study visit to India for CBP project
	Facilitation of consultation on World Bank's Rural Development Strategy in Nairobi, Kenya and Dakar, Senegal
	Facilitation of OECD Informal Workshop on Poverty Reduction Strategies, Comprehensive Development Framework and National Strategies for Sustainable Development: Towards Convergence, Paris
	Facilitation of workshop on aquatic research and the SLA, Vietnam, ODI
1999-2000	Facilitation of World Bank Workshops on Poverty Eradication, Washington.
1999	Facilitation of National Workshop to Develop a Sustainable Livelihoods Programme for Botswana, Ministry of Finance and Economic Planning, Botswana.
1998	Facilitation of national workshop looking at how programmes should support the development of Rural District Councils under decentralisation, Ministry of Local Government and National Housing, Zimbabwe

We have also written a wide range of papers, made presentations on our work in SA, Washington, London, Paris, Montpellier, Vietnam, as well as many African countries.

#### **4 Our involvement in different countries and with different donors**

We have worked in some 15 African countries, including SA, Lesotho, Botswana, Namibia, Zimbabwe, Zambia, Malawi, Tanzania, Kenya, Uganda, Ethiopia, Ghana, Nigeria, Mali and Senegal. We have also made short forays to Bolivia and Vietnam. However our main countries of focus are SA and Lesotho, Uganda, Zimbabwe and now Kenya. On the whole these are countries where we have a history and we feel we are well placed to make a useful contribution. By having some concentration we are able to get synergy in the work we do, build up significant working relationships and be better placed to make a contribution. Similarly in South Africa we do not attempt to cover the country, but to work in such a way as to be able to test out the micro-macro links, and operate on the ground in some areas. The provinces we are focusing on are Free State, eastern Cape and now Limpopo, although we do some pieces of work in other areas.

In the Free State we have managed to make a significant contribution, having facilitated the Free State Provincial Plan, a provincial Poverty Reduction Strategy, the Integrated Development Plan for Mangaung, work for Motheo and Xhariep Districts, amongst others. We have also undertaken non fee-paying work, to promote development in the Province.

In terms of international agencies, we have worked for and with DFID extensively, GTZ, UNDP, UNDESA, World Bank, USAID, EU, and AusAid.

#### **5 Staffing and changes**

The following have been permanent staff or associates of Khanya since our inception for at least one year.

*Dr Ian Goldman* (1998+) is a South African and a founder of Khanya in 1998, and is now Executive Chair of the organisation. He has 23 years experience of rural development and

change management for addressing poverty and sustainable livelihoods. He has worked in Mexico, the UK, Zambia, Zimbabwe, Ghana, Botswana, Namibia, Lesotho, Malawi, Uganda, Kenya and South Africa, working with local government, NGOs, provincial and national governments, and international assignments with DFID, EU, UNDP and the World Bank. He has a BSc in Soil Science, an MSc in Tropical Agricultural Development from Reading University, UK and a PhD in Public and Development Management with the University of the Witwatersrand. His areas of work include strategic and development planning at all levels, participatory planning, local economic development, change management, local governance, and rural development. He is leading on the Decentralisation practice for Khanya.

*Dr Tankiso Dikibo* (1999+) is South African, has been in Khanya since 1999, having previously lived in the UK for some time. Tankiso is HR manager, and leading on the Lesotho practice. She specialises in training and facilitation. She has been involved in facilitation, applied research and training in relation to economic development, rural planning, land reform, participatory rural appraisal and sustainable livelihoods, in the Free State, Eastern Cape, Mpumalanga and Botswana. She managed a training programme in the Ministry of Agriculture in Lesotho for DFID She has a Doctorate in Agriculture from Newcastle University and a BSc degree in Biology from the University of Botswana, Lesotho and Swaziland, Roma, Lesotho. Tankiso left the organisation in February 2006 but remains an Associate.

*Sam Chimbuya* (2003+) is a Zimbabwean and Finance manager, and leading on the Development Planning practice, notably around CBP. He joined Khanya in 2003. He has extensive experience in the management of wildlife and fisheries having worked for the Department of national Parks and Wildlife Management for fifteen years in Zimbabwe. Mr Sam Chimbuya has worked on community based planning for the past 12 years under FAO, IUCN and ICLEI. In Zimbabwe he developed community-based institutions for management of natural resources for the government of Zimbabwe. He has 12 years experience in PRA training methods, working on agricultural development in Zambia and Lesotho, farming systems research in Botswana; poverty assessment and support programmes on food security in Malawi. He holds an Honours Degree in Zoology from the University of Sierra Leone and a Masters Degree in Tropical Resources Ecology from the University of Zimbabwe.

*Khathu "Nedavhe" Muthala* (2003+). Khathu is a South African trainer and facilitator in Participatory Methodologies including Participatory Extension/Development Approaches (PEA/PDA). He has 19 years of experience of working in agricultural extension. He worked for over 5 years as a trainer and co-ordinator of GTZ's BASED program in Limpopo Province, trained in Mpumalanga and the Eastern Cape Provinces and lectured at the University of Venda for Science and Technology. He holds a Diploma in Agricultural Extension from Tompi Seleka College of Agriculture; Bachelor of Arts degree and a Higher Education Diploma from UNISA; and a B Agric. Honours degree in Agricultural Extension. He has registered for a Masters degree in Rural Development at the University of Venda for Science and Technology (UNIVEN). In Khanya Khathu has trained extension officers in Lesotho in facilitation and sustainable livelihoods and the Action Learning Cycle, is currently facilitating the roll-out of community-based planning in SA with Maluti-a-Phofung and Msunduzi Municipalities, is training extension officers in Landcare and participatory planning, and manages Khanya's programme on Building Capacity. Khathu left the organisation in February 2006 but remains an Associate.

*Patrick Mbullu (2004+)*. Patrick is Kenyan, and an experienced facilitator and trainer in community development who worked in Kenya, Canada and the UK before joining Khanya. Patrick Mbullu began his development career as a community development worker in Kenyan rural villages and slum communities, assisting communities to plan and implement their own development in over 1,400 villages, and supporting farmer co-op members to be actively involved in running their co-operative societies. Patrick worked in Canada and then the UK from 1989, working as a fundraising/community development worker working with refugees. He later worked with the Scottish Catholic International Aid Fund (SCIAF) as an Africa Projects Officer where he supported projects in Uganda, Kenya, Tanzania, Ethiopia, Eritrea, Rwanda, Burundi and South Africa. In 2004 Patrick joined Khanya-managing rural change as project manager of a 4 country action-research project exploring a community-based worker model for rethinking service delivery, covering SA, Uganda, Kenya and Lesotho. He has also been involved in a number of other training and facilitation assignments. He manages the Decentralised Services practice for Khanya.

*Lindiwe Mdhuli (2005+)*

Lindi is a Khanya researcher, recruited in early 2005 and is currently working on the national research into Pro-Poor LED, the informal economy and sociological research with Bradford University in the UK on the operation of Community-Based Worker systems. She previously was an intern with the Human Sciences Research Council and has a degree in Psychology.

*Esther Holmes (2002+)* is Khanya's accountant, managing the finances of the organisation as well as project budgets. She has the unpleasant job of chasing unpaid invoices!

### **Associates**

*James Carnegie (1998+)* is South African and a founder of Khanya. James specialises in change management, participatory methodologies and the design of field delivery systems for rural development, notably agricultural extension. He has a BSc in Agriculture from the University of Natal and an MSc in Agricultural Extension from Reading University, United Kingdom. He has worked in South Africa, Lesotho, Ghana, Uganda, Mali, Ethiopia and Zambia. In Khanya he has worked on a range of projects including sustainable livelihoods in Zambia, evaluation of participatory extension projects, work with the International Institute for Environment on policy development for sustainable agriculture, and facilitating the development of an agricultural extension strategy for Lesotho. He has been seconded to DFID as a Livelihoods Advisor, and has also been DFID's process coordinator for land reform and a regional food security programme.

*Penelope Urquhart (1999+)* is South African and has been an associate of Khanya since its beginning. She specialises in environmental policy research, training for sustainable development, and facilitation of community-based ecotourism projects. Projects for the International Institute for Environment and Development (IIED) include policy development for sustainable agriculture and policy research for sustainable tourism. Penny is the author of the book *A Place Called Home*, which deals with environmental issues and low-cost housing. She has a BSc Hons in Zoology from the University of the Witwatersrand, a BA from the University of South Africa in Russian, Philosophy and English, and an MPhil in environmental management from the University of Cape Town.

*Malikhang Masia (2001-2)* is an experienced planner, having worked in Lesotho and South Africa. She joined Khanya- Managing Rural Change in June 2001 where she specialised in community based planning and participation. She is currently a planner with the IDT,

working on the ISRDP node in Maluti-a-Phofung, in which capacity she has continued to work with Khanya on CBP.

*Diane Abrahams* (neè Philander) (2002+) is South African and has been an associate of Khanya's since 2002. Her interests include local economic development, land reform, urban and rural development planning and defence conversion. She holds an M Sc from the University of the Witwatersrand. She has worked in urban development, the reclaiming and re-utilisation of military land for non-military purposes and on security sector transformation issues in the SADC region. Diane is currently on LED Manager for Mangaung Local Municipality, where she is starting a new LED programme. Her work with Khanya has focused in local economic development, with projects such as training in LED for GTZ for participants from southern Africa, a review of international experience on competences of local versus high levels of government. She is registered for a PhD at Wits University.

*David Cooper* is South African with 25 years of experience in rural development and land reform. He has worked extensively on agricultural, forestry, land reform and natural resource management policy and programme implementation. In recent years he has specialised in implementing employee equity and public sector land reform projects. He has consulted for international organisations, the South African national and provincial governments, parastatals, business organisations, NGOs and communities on a wide range of issues. Skills include policy formulation, conceptualisation of land reform programmes, development of public private partnerships, facilitation of community-based programmes, research and development and design of organisational programmes and change. He has been Director of a number of Companies and served on advisory councils. Cooper was educated at Natal and Reading universities and holds an MSc degree in agriculture. He has published articles and contributed to books on development policy, agriculture, land reform and environmental management. He is acting Programme Director for TEBA, the development agency of the mining companies.

*Dr Judy Scott-Goldman* (1999+) is an experienced trainer, specialising in functional literacy and numeracy and small business development. Judy has taught English in secondary schools in Zambia, literacy in the UK, and has developed and trained a certificate course in adult basic education for ABET practitioners for the University of the Free State. She is working extensively in the Southern Free State where she is supporting small non-agricultural businesses to develop business plans and providing aftercare and mentoring, running a REFLECT project promoting entrepreneurship and running business training and support for retail businesses under Project Rave.

**Former staff**

*Thandi Henson* (2004-2005) is Zimbabwean and led on the LED practice in Khanya. She has been a Consultant to Hivos Southern Africa Regional Office on World Trade issues and was Programme Officer responsible for the Mozambique and Culture programmes. For many years Thandi ran her own consultancy and training business working in business development, organisational management, environment and agricultural development planning, and gender issues. She has worked in Zimbabwe, Mozambique, Zambia, and with a wide range of donors and NGOs. She is completing her Masters in Management of Public Policy and Development, and has a Diploma in Social Work. Thandi is working on LED in the Eastern Cape, and on research on Pro-Poor LED in South Africa, funded by the World Bank.

*Lebo (Relebohile) Rani* (2003-2005) was Khanya's Office Manager. She also organises many of the training events and workshops.

*Lerato Matlakala* (2003-5) is a South African with significant experience in public participation methodologies, mainstreaming of gender and HIV/ AIDS in the community based projects, institutional and social development and training. She was involved in the rural water and sanitation projects as the institutional and social development expert under the Built Operate Train and Transfer (BOTT) consortium in the Limpopo Province. Lerato facilitated partnerships between local government and community based Village Water and Sanitation Committees. She has a Social Work degree majoring in Community Development Work. In Khanya she works as a Governance Co-ordinator, notably on the Strengthening Capacities and Transforming Relationships (SCAPE) Programme managed by CARESA-Lesotho, working in Eastern Cape and Limpopo Provinces.. This programme sought to strengthen the capacity of civil society organisations to engage and form partnerships with government in the eradication of poverty. She also worked on a DWAF project on water committees. She managed Khanya's Community-Based Management Practice.

*Moscow (Joe) Marumo* (1998-2002) was one of the founders of Khanya, specialising in applied and participatory research, training and facilitation. Moscow's work ranged from studies on Agricultural Education and Training in South Africa, the Potential for Supporting Emerging Farmers Associations in the Northern Cape, land reform projects in the Free State, on-going support for people and parks project in Addo Elephant National Park in South Africa, and training in PLA and sustainable livelihoods in Lesotho and South Africa. Moscow went on to become the Strategic Executive Director for Community Development of Motheo District Municipality in the Free State. Khanya has worked since with Moscow on sustainable livelihoods and Motheo is a partner in Khanya's 4 Country Project on Community-Based Workers.

*Tsiliso Tamasane* (2000-2004) specialised in social research for rural/urban development and local government. In Khanya he worked in PRA, on evaluation of participatory extension projects in Lesotho, land reform projects in the Free State, research in sustainable livelihoods and was editor of our newsletter Sustaining Livelihoods in Southern Africa. Tsiliso left Khanya to pursue his research career, taking a post with the HSRC where he has time to undertake his PhD. We continue to work with Tsiliso on research assignments.

*Keatlaletse Sebate* (2001-3) took hold of our administration and managed the office, organised workshops and events for Khanya. She had a Masters in Social Policy and has

moved to a senior administration role in the Free State Department of Social Development, working on Food Security.

*Salome Mokhoa* (2000-2001) was our first admin and finance officer, before which we all handled our own admin.

## 6 Management

### 6.1 Ownership

The policy of Khanya has been that Khanya is collectively owned and so equity is owned by staff of the organisation. All staff obtained equity who had proved their competence and commitment, and had been in Khanya for more than one year. When Khanya started, Ian and James had 45% of equity each, with Moscow 10%, ie black equity of 10%. This later moved to 32.5% each for Ian and Moscow, with 25% James and 10% Tankiso (black equity of 42.5%). Black equity is now 51%, with new staff eligible for equity in 2005 but as a not-for profit Institute, ownership disappears.

The “owners” of the Institute are a board of 7 people, 4 external and 3 internal (see 6.2).

### 6.2 Board

The Institute has the inaugural Board member shown in Table 6.2. Further Board members from other African countries will be brought on during 2005.

**Table 6.2 Board members as at 28 February 2005**

Board members	Board Role	Background
<b>External</b>		
Lechesa Tsenoli	Chairperson	National MP, chair of Parliamentary Arts and Culture Portfolio Committee. Former MEC for Local Government for Free State, South Africa.
Makoali Makotoko	Vice-Chair, Audit Committee	Cardiologist and lecturer. From Lesotho.
Joan Marston	Audit Committee	National Advocacy Officer, National Hospice Association, South Africa
Joseph Leshabane		SALGA, acting head of Policy and Services, South Africa.
<b>Internal</b>		
Ian Goldman	Secretary	CEO of the Institute
Sam Chimbuya	Treasurer	Senior management representative and Finance Director
Tankiso Dikibo		Staff representative (until July 2006)

### 6.3 Management

Khanya is collectively managed, aiming to involve all staff in management, and to take a joint approach to decision-making. Portfolios have been assigned, ensuring that all staff manage some aspects of Khanya's work. These portfolios are elected annually. These responsibilities are allocated as shown in Table 6.3.1. Table 6.3.2 shows those people involved in different practices.

**Table 6.3.1 Management responsibilities in Khanya**

Staff	Management portfolios	Services	Practices	Other responsibilities
Ian Goldman	CEO	Action research Sharing	Decentralisation	
Tankiso Dikibo	HR		Lesotho	
Sam Chimbuya	Finance	Implementation	Development Planning CBM	
Patrick Mbullu		Facilitation	Decentralised services	HR Internal learning
Lindi Mdhuli		Sharing, Research (support)		Library

**Table 6.3.2 People involved in different practices**

Practice	Practice Manager	Associates
Decentralisation	Ian Goldman	
Development planning	Sam Chimbuya	Malikhang Masia, Irene, Bheki Dube Marc Feldman and Cecile Ambert
Decentralised services	Mpopo Tsoele	James Carnegie, Greg Jacobs
Community-based management	Patrick Mbullu	Penny Urquhart, Moscow Marumo, Bheki Dube, Mark Webber.
LED	Rashnee Parhanse	Diane Abrahams, Judy Scott-Goldman
Food Security	Chaka Ntsane	James Carnegie, Bheki Dube, Greg Jacobs
Capacity Building	Erica Greyling	

Khanya is managed through monthly team meetings chaired on a rotating basis, three-monthly Board meetings chaired by the Executive Chair. These two meetings are the decision-making fora, where policy decisions are made. Short weekly team meetings are chaired by the two administrative staff who are always in the office.

## 6.4 Human resource management

As a development organisation our key resource is our staff. We have one person responsible for HR, supported by two other staff in an HR Committee. The following are key ingredients of our HR system<sup>18</sup> (see Table 6.4.1):

**Table 6.4.1 Summary of elements of HR system**

Element	Includes
Grading system	4 levels, level 4 international level consultants, level 3 national level consultants managing programmes and practices, level 2 being consultants able to work independently, and level 1 junior consultants needing close supervision
Performance management	A 6 monthly review process based on Personal Action plans reflecting the 4 areas of Khanya performance – the quality and quantity of work undertaken, building the reputation of the organisation, supporting the Khanya team, as well as playing a role in Khanya management. Staff are reviewed by each other and a 360 degree evaluation process has started. We are also starting to ensure that clients also evaluate performance against assignments. Approximately 15% of staff remuneration is performance-related.
Salary levels	Salary levels are approximately related to those of the packages offered by provincial and national government. However there is a major performance-related component which rewards considerably high levels of performance against individual objectives.
HRD	Staff are encouraged to undertake training, 2% of the personnel budget is allocated to training, and staff are able to claim 3% of their time for training and personal development. An internal learning programme is being developed which is scheduling learning around skills; methodologies and content, and developing a programme to ensure that all staff are proficient in these by the end of the year.

This system commenced in 2003/4, as part of a planned expansion of the organisation, and to ensure that systems were such as to allow the growth of the organisation.

The numbers of staff have risen from 3 in 1998, to 9 currently. We now have three very experienced non-South Africans (including 2 Zimbabweans and a Kenyan) reflecting our growing portfolio of work outside South Africa.

## 7 Finances

### 7.1 Summary of income and expenditure over 4 years

Table 7.1 overpage shows a summary of Khanya's accounts over the last 5 years. In 1998/9 Khanya only operated for a part year (with a turnover of R750 000). As Khanya was a closed

<sup>18</sup> Note we are very grateful to Palmer Development Group, who shared some of their HR systems with us at a time we were searching for systems which would reflect our approach.

corporation, it did not need to be audited but in the interest of transparency and to ensure the confidence of our international clients, Khanya is audited by KPMG.

Khanya has only made a loss in one year, 2002/3, and this prompted a major review of our operations, and the establishment of much tighter management systems and portfolios. Our turnover grew remarkably from 1999/2000 to 2003 reflecting large programmes that we were taking on, including major action-research projects, and managing a training programme for DFID in Lesotho.



The intensity of these declined in 2003/4, hence reducing the number of additional consultants we used during this period, and so turnover declined. During this period however the core activities of Khanya expanded.

As a development organisation Khanya undertakes some subsidised or non-charged work. Khanya staff have operated on a number of Boards, including the Mvula Trust, IDT, Mangaung Science Park, and for Microking: A division of Zimbabwe's Kingdom Bank supporting Small Businesses, and MWENGO, a Regional NGO Co-ordinating body for East and Southern Africa. In addition some of the activities which Khanya undertakes such as the Sustaining Livelihoods newsletter require subsidisation from fee-earning activities.

## **Annex 1 List of clients and partners**

### **South Africa**

#### National

National Department of Land Affairs and Agriculture  
AusAID supported project: South Africa/Australia Institutional Strengthening of the  
Department of Agriculture (ISDA).  
Department of Water Affairs and Forestry  
Department of Provincial and Local Government  
Development Planning Commission  
Department of Environmental Affairs and Tourism, Marine and Coastal Management  
Local Government and Water SETA  
Human Sciences Research Council  
SA Local Government Association  
Development Bank of Southern Africa  
Institute for Natural Resources, Pietermaritzburg  
South African National Parks  
Development Bank of Southern Africa  
GTZ  
DFID  
UNDP  
EU  
Richards Bay Minerals  
Hewlett Packard  
CARE South Africa  
IDASA  
World Vision

#### Provincial

Department of Agriculture, Free State  
Department of Agriculture, Northern Cape  
Department of Agriculture, Limpopo  
Department of Agriculture, Western Cape  
Department of Agriculture and Land Affairs, Eastern Cape  
Department of Agriculture, Mpumalanga  
Departments of Land Affairs, Free State  
Department of Social Welfare, Free State  
Department of Local Government and Housing, Free State  
Limpopo Provincial Government  
Mpumalanga Provincial Government  
Free State Provincial Government  
Eastern Cape Provincial Government  
Eastern Cape NGO Coalition  
Thlāvhamā Training Initiative, Limpopo  
Naledi Hospice, Free State  
Spatial Solutions  
Urban Dynamics

Local

Mangaung Local Municipality, Free State  
Xhariep District Municipality, Free State  
Motheo District Municipality, Free State  
Maluti-a-Phofung Local Municipality (QwaQwa), Free State  
QwaQwa Transitional Rural Council, Free State  
Phuthatitjaba Transitional Local Council, Free State  
Mbombela Local Municipality (Nelspruit), Mpumalanga  
Greater Tzaneen Local Municipality, Limpopo  
BelaBela Local Municipality (Warmbaths), Limpopo  
eThekweni Metro (Durban), Kwazulu-Natal  
Msunduzi Local Municipality (Pietermaritzburg), Kwazulu-Natal  
Nkonkobe Local Municipality (Fort Beaufort), Eastern Cape  
Makana Local Municipality (Grahamstown), Eastern Cape  
Intsika Yethu Local Municipality (Queenstown), eastern Cape  
Inkwanca Local Municipality (Molteno), Eastern Cape  
Addo Elephant National Park  
DEDI (NGO)

**Botswana**

Ministry of Finance and Development Planning  
Ministry of Agriculture  
DFID

**Ghana**

Ministry of Local Government and Rural Development  
Ministry of Food and Agriculture, Ghana  
ISODEC

**Kenya**

National Population Council  
Department of Veterinary Services, Ministry of Livestock  
CLIP (Community Livestock Initiatives Project)  
KANCO  
AU-IBAR  
Heifer International  
DFID

**Lesotho**

Ministry of Local Government.  
Ministry of Agriculture and Food Security  
Ministry of Finance and Planning  
Ministry of Health (HIV/AIDS)  
Ministry of Forestry  
Maloti-Drakensberg Transfrontier Project  
CARE Lesotho  
LAPCA  
DFID  
GTZ

**Malawi**

UNDP

**Namibia**

Ministry of Agriculture and Water Development, Namibia

DFID

**Nigeria**

DFID

**Swaziland**

Swaziland association of NGOs

**Tanzania**

Mzumbe University

UNDP

**Uganda**

Ministry of Local Government

NAADS (National Agricultural Advisory Services)

UNCDF (UN Capital Development Fund)

Ministry of Gender

Uganda Forestry Sector Coordination Secretariat/Forestry Inspection Division

CARE Uganda

Concern

Environmental Alert

BUCODO

DFID

Mentor

Economic Policy Research Centre

**UK**

Bradford Centre for International Development

DFID

IIED (International Institute for Environment and Development)

ODI (Overseas Development Institute)

**Vietnam**

ODI

**Zambia**

Ministry of Community Development and Social Services

Ministry of Local Government and National Housing, Zambia

Konkola Copper Mines plc

**Zimbabwe**

DFID

Ministry of Local Government, Public Works and National Housing, Zimbabwe.

IT Southern Africa

Development in Practice  
GRM International

**International clients and partners**

AU-IBAR

Department for International Development – London, and many country offices

EU – Brussels, Pretoria

GTZ – SA and Lesotho

International Institute for Environment and Development, UK

Overseas Development Institute

OECD – Development Assistance Committee

SADC

UNDP – New York and Pretoria

UN Department of Economic and Social Affairs

UNESCO

World Bank (Washington, Pretoria)

## **Annex 2 List of work done by theme**

### **SUSTAINABLE LIVELIHOODS/POVERTY**

#### **Development and implementation of sustainable livelihoods approach**

Facilitation of design workshop for Food Security and Livelihoods Recovery Programme (2004), *DFID Zimbabwe*

Assistance to State Co-ordinators in the use of Sustainable Livelihoods Approach in Nigeria (2002) *DFID, Nigeria*

Design of Livelihoods Recovery Project (2002), CARE, Lesotho

Social Capital in the context of Sustainable Livelihoods in South Africa (2002), *Human Sciences Research Council*

Part of a consortium working on the project: Goodbye to Projects? The Institutional Impact of a Livelihood Approach on Projects and Project Cycle Management. (2001+). *DFID, London.*

Facilitating development and subsequent implementation of a poverty eradication strategy for the Free State (1998-2000). *Department of Social Welfare/Free State Government, Free State, South Africa.*

Development of Guidelines for Botswana Sustainable Rural Livelihoods Programme (2000), *Ministry of Finance and Economic Planning, Botswana.*

Evaluation of UNDP's Global Sustainable Livelihoods Programme, including case studies in Malawi, Egypt and South Africa (2000), *Bureau for Development Policy, UNDP.*

Facilitation of World Bank Workshops on Poverty Eradication (1999 & 2000). *World Bank, Washington.*

Design of sustainable livelihoods project for Northern Province (1999). *Northern Province/UNDP.*

Design of sustainable livelihoods project for Northern Province (1999). *Northern Province/UNDP.*

Facilitation of National Workshop to Develop a Sustainable Livelihoods Programme for Botswana (1999). *Ministry of Finance and Economic Planning, Botswana.*

Research into policies and institutions supporting sustainable rural livelihoods in Zimbabwe and development of national strategy to support SRLs (1999), *Ministry of Local Government and National Housing, Zimbabwe.*

Research into policies and institutions supporting sustainable rural livelihoods in the Zambia and development of national strategy to support SRLs (1999). *Ministry of Community*

*Development and Social Services/Ministry of Local Government and National Housing, Zambia.*

One of 10 members of Sustainable Livelihoods Support Group (1999-2002), *DFID London*

Research into Policies and Institutions supporting sustainable rural livelihoods in the Eastern Cape and Development of Provincial Strategy (1998). *Eastern Cape Department of Agriculture and Land Affairs, South Africa.*

### **Community based natural resources management**

Development of concept for CBNRM (2005) *Maloti-Drakensberg Transfrontier Programme, Lesotho.*

Training for Departments of Agriculture in Western Cape and Limpopo around Landcare, (2004), *AusAid/ISDA project/National Department of Agriculture*

Socio-economic baseline study of Marakele National Park (2002), *South African National Parks/GTZ*

Facilitation of Mayibuye Ndlovu Development Project in Addo (2000), *South African National Parks*

Training in project management for 4 parks (2000), *South African National Parks*

Madikwe Game Reserve for three communities involved in the Madikwe Initiative (1999). *Department for International Development, South Africa*

Evaluation of people and parks project in Addo Elephant National Park, proposals for projects in the Park and proposals for national “people and park” strategy (1999), *South African National Parks.*

### **Agriculture and land reform**

Member of the Project Monitoring and Review Group for the AusAID supported project: South Africa/Australia Institutional Strengthening of the Department of Agriculture (ISDA). The ISDA project is providing capacity development for implementation of Land Care in South Africa (2002), *AusAID.*

Review of the operations of the TEAM project, an innovative community-based extension system using experiential and adult learning principles (2002). *CARE Lesotho*

Management of the training and short studies component of Lesotho’s Agricultural Policy and Capacity-Building Program (2001). *Ministry of Agriculture, Lesotho.*

Business Plan for Allanridge Commonage Project (2000). *Departments of Land Affairs, Free State*

Review of the Lefika land reform project and proposals for rescue (2000). *Departments of Land Affairs, Free State*

Review of the S'bongile land reform project and proposals for future (2000). *Departments of Land Affairs, Free State*

Review of the operations of the TEAM project, an innovative community-based extension system using experiential and adult learning principles (1999). *CARE Lesotho*

Review of the Kopano Farmworkers Equity project and proposals for rescue (1999). *Departments of Land Affairs, Free State*

South African partner on international research programme on Policies That Work for Sustainable Agriculture (1998-2000). *International Institute for Environment and Development, UK*

Advice to the Minister on change management (1995-9). *Free State Department of Agriculture, South Africa*

Institutional reform component of Pre-Appraisal and Appraisal for Lesotho Agricultural Policy and Capacity-building Programme (1998). *Ministry of Agriculture, Lesotho*

Participatory evaluation of the transformation process over the last four years with recommendations for the future (1998). *Free State Department of Agriculture, South Africa*

Facilitating workshops to redesign field operations of the Free State Department of Agriculture (1998). *Free State Department of Agriculture, South Africa*

Developing pilot approaches for new models of client-focused extension, including use of outsourcing (1998). *Northern Cape Department of Agriculture, South Africa*

### **Environment**

Support for the design of a Sustainable Coastal Livelihoods Programme (2000). *Marine and Coastal Management, Department of Environmental Affairs and Tourism*

Facilitation of Environmental Implementation Plan for the Free State (2000), *Department of Local Government, Spatial Solutions/ Department of Environmental Affairs and Tourism*

Paper commissioned for Rural Livelihoods and Environment Department of DFID on Decentralisation and Sustainable Livelihoods (1998), *DFID*

### **Forestry**

Review of the rollout of pilots of the use of community forestry workers in Uganda (2003). *Uganda Forestry Sector Coordination Secretariat.*

Developing new ideas for transforming service delivery for forestry, using livelihood analysis to see how forestry can contribute to the livelihood of poor people (2001). *Uganda Forestry Sector Coordination Secretariat.*

Design forestry service using sustainable livelihood approach to assess poor people's assets, needs, opportunities and services (2001). *Uganda Forestry Sector Coordination Secretariat.*

**Mining**

Development of alternative land use options for Richards Bay Minerals lease area (2003/4). *Richards Bay Minerals, South Africa*

Providing SL inputs to project looking at artisanal mining in Ghana, Guinea, Mali and Ethiopia (2000). *UN Department of Economic and Social Affairs*

Development of Land Use and Settlement Management Plans for Konkola Copper Mines (2000-2001), *Anglo-Gold Zambia*

**Local economic development**

Facilitation of LED programme including creation of community bank (2005). *Intsika Yethu Municipality, Eastern Cape, South Africa*

Research into Pro-Poor LED in South Africa (2004-5), *World Bank*

Training in LED for GTZ (2003), *GTZ's SEMM Project*

Member of team for appraisal of Mpumalanga support programme, developing the women and enterprise component (2000), *GTZ*

Facilitating development of Free State Business Network (2000). *Free State, South Africa.*

Facilitating development and implementation of business plan for Agri-Eco, a small business development parastatal in the Free State (1997-8), *Agri-Eco.*

**Coastal/fisheries**

Facilitation of a Strategic Workshop for SADC Fisheries Project in Namibia (2001), *DFID.*

Facilitation of workshop on Aquaculture Research and Sustainable Livelihoods, Vietnam (2000). *Overseas Development Institute, London.*

Support in the design of Sustainable coastal Livelihoods Projects (2000), *Department of Environmental Affairs and Tourism, SA*

Member of consortium on SADC Fisheries Project (2000-2003), *DFID*

**Tourism**

South African partner on Stimulating Sustainable Trade focussing on Tourism with case of the tourism potential around Addo Elephant National Park, South Africa (2000-2001). *International Institute for Environment and Development, UK*

**COMMUNITY-DRIVEN DEVELOPMENT****Decentralisation (see also development planning)**

Providing strategic input into decentralization process for the Ministry of Local Government in Lesotho, including development of proposals around powers and functions (2003/4), *Ministry of Local Government, Lesotho.*

Proposals for revisions of Schedules 4 and 5 of the Constitution (2003), *Department of Provincial and Local Government, South Africa.*

Training of 400+ facilitators in community-based planning (2001-5), *Mangaung Local Municipality, Maluti-a-Pofung Municipality, Msunduzi Municipality, Makana Municipality, Nkonkobe Municipality, eThekweni Municipality, South Africa*

Support with review of implementation and revisions to Uganda's Harmonised Participatory Planning Guide for subdistrict government (2003), *Ministry of Local Government, Uganda.*

Commissioned by DFID to write paper on Decentralisation and Sustainable Rural Livelihoods (2000). *Department for International Development, UK.*

Consultant on Demarcation of Category C Municipalities, Free State (1999). *Municipal Demarcation Board*

Developing project proposal for piloting support for decentralisation to local government in Brong-Ahafo region (1998). *Ministry of Local Government and Rural Development/Ministry of Food and Agriculture, Ghana*

Facilitation of a national workshop looking at how programmes should support the development of Rural District Councils under decentralisation (1998). *Ministry of Local Government and National Housing, Zimbabwe*

### **Decentralised service delivery**

Support for national pilots on community-based workers in HIV and natural resource sectors (2005+), *Various, South Africa*

Analysis of farmer mentoring systems in agriculture (2004), *Primary Agriculture SETA*

Project Management of 4 country project (with Lesotho, Uganda, Kenya and South Africa) looking at community-based worker models of service delivery (2004+), *DFID London.*

Providing strategic input into decentralization process for the Ministry of Local Government in Lesotho (2003/4), *Ministry of Local Government.*

Part of a consortium working on the project: Goodbye to Projects? The Institutional Impact of a Livelihood Approach on Projects and Project Cycle Management. (2001+). *DFID, London.*

Commissioned by DFID to write a paper on linking Micro-Macro: Policies and Institutions for Empowering the Rural Poor" (2000). *DFID, London.*

Member of Policies, Institutions and Processes Group (2000). *Sustainable Livelihoods Support Office. DFID, London.*

Research into policies and institutions supporting sustainable rural livelihoods in the Eastern Cape and development of provincial strategy (1999). *Eastern Cape Department of Agriculture and Land Affairs, South Africa*

Supporting the reform of the Ministry of Agriculture to a decentralised client-focused approach (1998-9). *Ministry of Agriculture, Lesotho*

Facilitation of major workshops with Extension Division and advice on the overall reform process (1998). *Ministry of Agriculture, Lesotho*

Running Participatory Learning for Action (PLA) training for the Social Forestry programme (1998). *Ministry of Agriculture, Lesotho*

### **Development planning**

Facilitation of Review of Integrated Development Plan for Mangaung Local Municipality (2004-5), *Mangaung Local Municipality, Free State, South Africa.*

Rollout of Community-based planning in South Africa, including deepening of the methodology to include a planning guide for IDP Managers, and widening to 8 municipalities (2003/4), *Netherlands Aid, DFID, DBSA, GTZ*

Khanya assisted Limpopo Agricultural Development Programme in the rollout of 35 village development plans using the CBP methodology (2002). *Department of Agriculture, Limpopo Province, SA.*

Review and development of guidelines for community participation in local governance (2002). *Department of Provincial and Local Government*

Project Management of development of Integrated Development Plan for Mangaung Local Municipality (2001-2), *Mangaung Local Municipality, Free State, South Africa.*

Project management of 4 country project developing a methodology for community-based planning, and piloting in 43 wards of Mangaung Local Municipality, *DFID/Mangaung Local Municipality, Free State, South Africa*

Facilitation of Free State Development Plan (2001), *Free State Provincial Government, South Africa.*

Facilitation of a Workshop on Economic Lekgotla for Xhariep District Municipality (2001). *Xhariep District Municipality, Free State Province.*

Facilitation of World Banks Conferences on rural development Strategy in Nairobi, Kenya and Da Gaar, Senegal (2001). *World Bank.*

Development of Land Use and Settlement Management Plans for Konkola Copper Mines (2000-2001), *Anglo-Gold Zambia*

Review of the Green Paper on Development and Planning in relation to the needs of rural areas (1999/2000). *Development Planning Commission. South Africa*

Facilitating development and subsequent implementation of a poverty eradication strategy for the Free State (1998-2000). *Department of Social Welfare/Free State Government, Free State, South Africa*

Facilitating Land Development Objectives for QwaQwa Transitional Rural Council (1999). *Department of Local Government and Housing , Free State, South Africa*

Facilitating Land Development Objectives for Phuthaditjhaba Transitional Local Council (1999). *Department of Local Government and Housing , Free State, South Africa*

Facilitating Land Development Objectives for Maluti Transitional Rural Council (1999). *Department of Local Government and Housing , Free State, South Africa*

### **Monitoring and evaluation**

Development of a strategy for measuring of hp/Mokgalakwena i-community project as well as establishing a baseline measurement of conditions in Mokgalakwena area (2003/4), *Hp Johannesburg*

Development of Monitoring and Evaluation Framework for South Africa (2000-2001). Khanya focusing on departments of Agriculture, Environmental Affairs and Tourism, and Free State Province. *Department of Provincial and Local Government, South Africa.*

Case study on use of M&E for sustainable livelihoods (2000). *Sustainable Livelihoods Support Office, DFID London.*

Support for development of M&E system for CARE Lesotho's TEAM Project (2000), *DFID.*

Review of the Kopano Farmworkers Equity project and proposals for rescue (1999). *Departments of Land Affairs, Free State*

Review of the Lefika land reform project and proposals for rescue (2000). *Departments of Land Affairs, Free State*

Review of the S'bongile land reform project and proposals for future (2000). *Departments of Land Affairs, Free State*

Review of progress on CARE Lesotho's TEAM Project on participatory extension (1999), *DFIDSA.*

Output to Purpose Review of Kavango Farming Systems Research project, Namibia (2000). *Namibian Ministry of Agriculture/DFID Namibia.*

End of project evaluation of DFID support to Institute of Natural Resources, Kwazulu/Natal (1998). *DFID SA.*

### **TRAINING**

Training of government and other staff in Sustainable Livelihoods Approaches (2004), *Department of Environmental Affairs and Tourism (Maine and Coastal Management)*

Development of training manual and subsequently training of agriculture staff and communities in participatory planning for development (2004), *National/Limpopo Departments of Agriculture*

Training of Interim Community Councillors in the use of CBP methodology to plan for the mitigation of HIV/AIDS (2003), *Ministry of Local Government, Lesotho.*

Training of 30 agricultural staff from Lesotho's Ministry of Agriculture and Food Security in facilitation skills (2003), *Ministry of Agriculture and Food Security, Lesotho*

Training of Local Authorities and Traditional Leaders Representing the selected IRDP sites in Economic Development Articulation( 2003). *GTZ.*

Training of 60 facilitators from the Department of Agriculture in community-based planning and Participatory Learning and Action (2002), *Finnish Department of Foreign Affairs and Department of Agriculture, Limpopo Province.*

Training of 400+ facilitators in community-based planning (2001-5), *Mangaung Local Municipality, Maluti-a-Pofung Municipality, Msunduzi Municipality, Makana Municipality, Nkonkobe Municipality, eThekweni Municipality, South Africa*

Training on Sustainable Livelihoods, PRA and PLA Concepts, Tools and Methods (2001). *BRIMP project in Botswana.*

Facilitation of a Training Workshop on Sustainable Livelihoods, PRA and PLA Concepts, Tools and Methods (2000), *Mpumalanga Province*

Participatory Learning and Action (PLA) Concepts, Tools and Methods Training Workshop, (2000). *Free State Department of Social Welfare*

Training in project cycle management (2000). *School of Rural and Community Development, University of Natal*

Training in project management for Richtersveld, Augrabies, Tsitsikamma, and Addo Elephant National Parks (2000), *South African National Parks*

Project Implementation: facilitating Community-Based Development Projects (2000), *Witwatersrand University*