

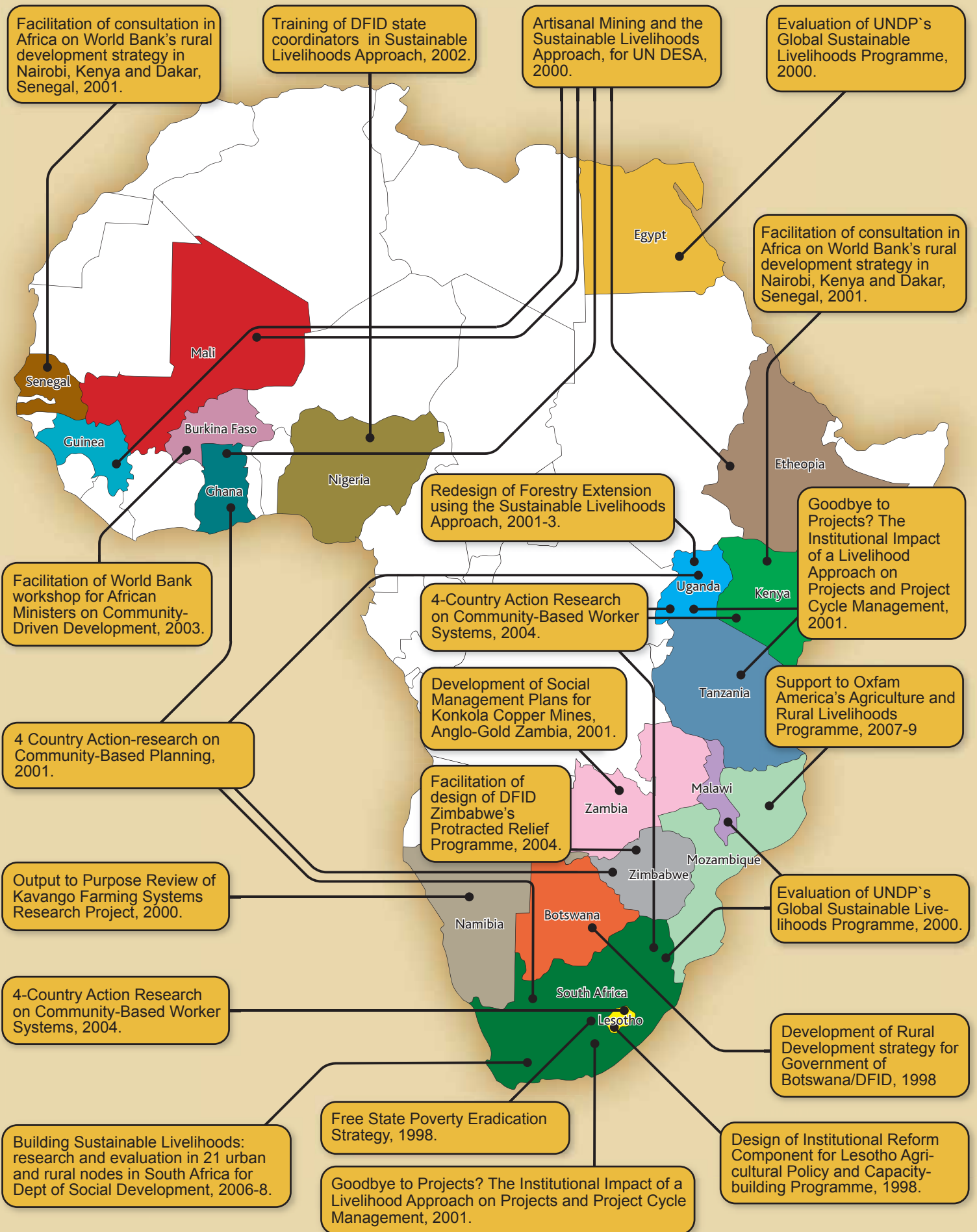
khanya-aicdd
African Institute for Community-Driven Development



10 years of applying Community-driven
Development and Sustainable Livelihoods

Annual Report 2008-9

Selected Khanya-aicdd Projects 1998-2008



Reflections on our last 10 years



This has been an important year for Khanya-aicdd, with the completion of our first ten years. As you will see in this summary of our work we have undertaken a most impressive range of projects for a small organisation, with significant impacts in Southern and Eastern Africa, a reflection of the large network of partners and the strong trust relationships we have managed to develop.

In January 2009 we started to move to a new era as the CEO and founder Ian Goldman announced that he wished to move out of management but will continue to work in Khanya. A strong management team has emerged and this team will take forward the organisation and deal with the recession which is hitting us like others. We will have to ride these choppy seas over the next year, which will not be easy, but should see us moving forward to our next ten years with a reforged character, and even greater impact.

Lechesa Tsenoli MP

Glossary

ANRFS	Agriculture, Natural Resources and Food Security	NGO	Non-government organisation
BRIMP	Botswana Resource Inventory Management Programme	NITLAPAN	Institute for Research and Development Promotion (Nicaragua)
CBM	Community-based management	ODI	Overseas Development Institute
CBNRM	Community-based natural resource management	OECD	Organisation for Economic Cooperation and Development
CBP	Community-based planning	PAETA/GTZ	Primary Agriculture Education and Training Authority
CBW	Community-based worker	PLA	Participatory learning for action
CDD	Community-driven development	PRA/ PLA	Participatory Rural Appraisal/ Participatory Learning & Action
DBSA	Development Bank of Southern Africa	PRADAN	Professional Assistance for Development Action
DFID	UK's Department for International Development	SA	South Africa
DSSPD	Department of Social Services and Population Development (Northern Cape)	SADC	Southern African Development Community
FINNIDA	Finnish International Development Agency	SANP	South African National Parks
GTP	"Goodbye to projects" Research Project	SANReMP	Sustainable Agriculture and Natural Resources Management Programme
HPPG	Uganda's Harmonised Participatory Planning Guide	SBEC	ShoreBank Enterprise Cascadia (SBEC)
IDASA	Institute for Democratic Alternatives in Southern Africa	SLA	Sustainable Livelihoods Approach
IDP	Integrated Development Plan	SLSA	Sustaining Livelihoods in Sub-Saharan Africa
IDT	Independent Development Trust	SMIP	Strengthening Management for Impact Programme
IFAD	International Fund for Agricultural Development	SRL	Sustainable Rural Livelihoods
IIED	International Institute for Environment and Development	UNCDF	UN Capital Development Fund
IRDP	Integrated Rural Development Programme	UNDESA	UN Department for Economic and Social Affairs
ISRDP	Integrated Sustainable Rural Development Programme	URP	Urban Renewal Programme
KGT	Kenya Gatsby Trust		
LED	Local economic development		
M4I	Managing for Impact		
MRAG	Marine Resources Advisory Group		
NAADS	National Agricultural Advisory Services		

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CEO's Report: Reflections on our last 10 years

During 2008-9 we celebrated our 10th anniversary and as I write this we are close to the 11th. We wanted to use this annual report to reflect on the last 10 years, what we have achieved over the period, and provide a summary of our work. This is parallel to a deeper reflective process we are undertaking with our partners to write a book on what we have all learned over this period, and what the likely productive areas for the future are likely to be. Table 1 shows some of the key milestones of this period, including some of the key projects, as well as the phases of change.

Our philosophical base was developed in 2000, with our first research project on **sustainable livelihoods approaches**¹. In this we developed the 6 Governance Issues which became the cornerstone of our work.

Through our interaction with the World Bank these 6 Issues were later linked with the approach to community-driven development – bringing together our approach to promoting livelihoods and community-driven development. The 5 pillars of Community-driven Development are:

1. Empowered communities
2. Strengthened local governments
3. Realignment of the centre
4. Improved accountability
5. Strengthening capacity at the different levels

Box 1: 6 Governance Issues

Empowering communities (micro level)

1. (Poor) people active and involved in managing their own development, claiming their rights and exercising their responsibilities;
2. An active, responsive, dispersed and accountable network of local service providers (public and private);

Strengthening local governments and meso level services

3. At local government level (lower meso) services are effective, coordinated, responsive and held accountable (public and private);
4. The upper meso level (eg province) is providing support, supervision, as well as strategic planning;

Realigning the centre (macro level)

5. State/Federal government is providing strategic direction, redistribution, coordination and oversight, and responsive to community and meso level realities
6. International level is supporting capacity of nations and regions to address poverty.

All of our work has involved facilitation and consultancy, and we seek to develop models that can be upscaled and replicated. We have managers taking forward Action Research, Learning & Sharing and Developing Capacity (Monitoring & Evaluation is managed under Learning and Sharing). While we have always undertaken some training, our Developing Capacity Service really emerged in 2008 with our first fee-paying and accredited courses, and this work is now expanding rapidly. Our content focus emerged in 5 practice areas:

On promoting **community-driven development**:

1. **Community-based management** – addressing Governance Issues 1 and 2 (see Box 1);
2. **Development Planning** – focusing on strategic and participatory planning;
3. **Rethinking Governance** – how all the Governance Issues can be supported.

On **improving livelihoods**:

4. **Local economic development** – both strategic LED as well as community-based, building on local strengths and opportunities;
5. **Agriculture, Natural Resources and Food Security** – promoting small-holder production including urban agriculture.

Figure 1: Khanya-aicdd's Action Learning Cycle



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Our 4 country action research project on community-based planning² led to the development of our approach to action learning, with a particular emphasis on action learning partnerships across government and civil society, and learning across countries.

This was expressed in our action learning cycle (see Figure 1), with the emphasis on starting with committed partners. We then envisaged the services we would need to provide to make this action learning cycle happen, and came up with the following:

1. Facilitation of short and long-term change processes (including strategic planning, consultancy);
2. Action Research;
3. Learning and Sharing;
4. Monitoring and evaluation (developed later as a focus with the work on Managing for Impact, M4I);
5. Developing capacity, through training, learning-by-doing and coaching;
6. Upscaling and policy influencing.

1 DFID-Funded research on Institutional Support for Sustainable Rural Livelihoods, 1999-2000.

2 Khanya-managing rural change, 2004 'Community-based Planning: a comparative report of experiences of community-based planning: lessons from Uganda, South Africa, Zimbabwe and Ghana' http://www.khanya-aicdd.org/publications/CBP_comparativ_report_041016.pdf.

In this annual report we seek to reflect on what we have done in each of these practices and services over the last 10 years, and the learnings that emerge. Our highlights for 2008-9 have been:

- **Fee-paying courses** on Sustainable Livelihoods Approach and Managing for Impact emerging as a major way for us to disseminate and share our work, and build capacity in the region;
- **Our research on Building Sustainable Livelihoods for the Department of Social Development (DSD)** being adopted and leading to development of a national community development policy framework at the strategic end which links to Governance Issue 5 (see Box 1);
- Developing a toolkit for community development practitioners to operate at Governance Issue 2 (see Box 1);
- Continuing work on taking forward the **Managing for Impact (M4I)** approach, including a training run in Ethiopia and requests for Monitoring & Evaluation support growing;
- Starting a process of **writing up Khanya-aicdd and our partners' experience**, with a writeshop brainstorming with partners from across the region. This will culminate in a book in 2009, to be used as a textbook across the region, titled 'Making Change Real';
- Applying **community-based planning** across one of South Africa's metros, Ekurhuleni (part of Johannesburg) as well as in Capricorn District, Limpopo Province;
- Consolidating management with the establishment of an **Executive Management Team**, and the review of our business model.

Table 1: Some key milestones of Khanya-aicdd's development

1998	Beginning	Khanya formed, with Ian Goldman, Moscow Marumo and James Carnegie as founders
		Paper on Decentralisation and Sustainable Rural Livelihoods at DFID's first conference on the Sustainable Livelihoods Approach
		Provide institutional components for reform of Lesotho Ministry of Agriculture Planning decentralisation project in Ghana
1999	Established and SLA research develops credibility	Institutional Support for Sustainable Livelihoods research starts, funded by DFID, which established our philosophical base
		First work on planning, in QwaQwa, Free State
		Facilitation of first World Bank meeting in Washington Calldown contract with DFID London on Sustainable Livelihoods
2000	Lots of work!	Free State Poverty Strategy completed, using the Sustainable Livelihoods Approach
		Evaluation of UNDP's Global programme on Sustainable Livelihoods
		Developing the Sustainable Livelihoods Programme for Botswana Work on People and Parks with South Africa National Parks and Addo National Park, Eastern Cape
2001	First long-term project – CBP, wide range of work	4 year 4 country Community-Based Planning (CBP) project starts, funded by DFID
		Undertaking Integrated Development Plan for Mangaung (Bloemfontein) including urban and rural areas
		Facilitation of Free State Development Plan
		Facilitation of consultation in Africa on World Bank's rural development strategy in Nairobi and Dakar
		Artisanal mining and Sustainable Livelihoods in Ghana, Guinea, Mali and Ethiopia, funded by UN DESA Redesign of forestry extension services in Uganda using the Sustainable Livelihoods Approach and then piloting, Uganda Forestry Sector Coordination Secretariat. Sustaining Livelihoods in Sub-Saharan Africa Newsletter launched
2002	Running full tilt - but warning signs in terms of sustainability	Community-based Planning project ongoing
		Training of State Co-ordinators in the use of the SLA in Nigeria, for DFID Nigeria
		Socio-economic baseline study of Marakele National Park, South African National Parks/GTZ
		Review of the TEAM project, an innovative community-based extension system using experiential and adult learning principles, CARE Lesotho
		Training 60 facilitators from the Department of Agriculture in Community-Based Planning (CBP) & Participatory Learning and Action (PLA), Finnish Department of Foreign Affairs and Department of Agriculture, Limpopo Province, South Africa
		Start rethinking future of Khanya-aicdd to enable it to expand and be sustainable Moscow Marumo leaves Khanya-aicdd for Motheo District Municipality
2003	Investment in formalising and growth	Expansion of Community-Based Planning (CBP) to 8 municipalities in South Africa, refinement of methodology and linkage to Integrated Development Planning (IDP)
		Expansion – 4 people join Khanya-aicdd and moves out of Ian Goldman's 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 formalisation of Khanya-aicdd systems

2004	Consolidation	<p>Start of Action Research on Community-based workers (CBW) with Uganda, Kenya, Lesotho and South Africa, funded by DFID</p> <p>Patrick Mbulu (CBW Manager) and Thandi Henson (first LED Manager) join Khanya-aicdd</p> <p>Organisational development work starts, and helps us to look at weaknesses and recruitment needed for expansion.</p> <p>Start of work on community-based local economic development in Intsika Yethu, South Africa</p> <p>Continuation of CBP pilots in 8 municipalities in South Africa. Community-based Planning becomes national policy in Uganda (Harmonised Participatory Planning Guide)</p> <p>National research programme funded by World Bank and DBSA on Pro-Poor Local Economic Development in South Africa</p> <p>Review of Integrated Development Planning (IDP) for Mangaung Local Municipality, and development of improved systems for service delivery and budget implementation plans (SDBIPs)</p>
2005	Expansion and conversion to Institute	<p>Registration of the African Institute for Community Driven Development, establishment of external Board chaired by Lechesa Tsenoli MP.</p> <p>CBP pilots complete with production of printed guides. CBP made national policy in South Africa</p> <p>Work with Maloti-Drakensberg Transfrontier Project on CBNRM in Lesotho</p> <p>Rachel Searle-Mbulu, first Learning and Sharing Manager appointed – service quickly gains momentum</p> <p>Partner in Regional Hunger and Vulnerability Programme (RHVP) across SADC. Open office in Lesotho, Rahel Otieno and Stephen Greenberg join, and Chaka Ntsane as first Agricultural and Food Security Manager.</p>
2006	Expansion and opening of offices in Joburg and E Cape	<p>Open office in Johannesburg, South Africa – during year grow to 19 people.</p> <p>Start of Building Sustainable Livelihoods Research - evaluation of livelihoods and Dept of Social Development services in the 21 urban and rural nodes in South Africa. Recruit 4 researchers (Building Sustainable Livelihoods Research) and first Action Research Manager.</p> <p>Significant investment in Organisational Development (OD) with support of Human Resource/OD consultant, development of proper Strategic Management Team</p> <p>Establishing Wahenga Network for RHVP and suite of publications</p> <p>Start development of socio-economic profile and business plan for Motheo Economic Development Agency</p> <p>Southern African partner on Strengthening Management for Impact Programme (SMIP), funded by IFAD.</p>
2007	New cadre of managers	<p>Set of new managers appointed including Keneilwe Thipe (Developing Capacity), Vincent Hungwe (Rethinking Governance) and Thevan Naidoo (Learning and Sharing). Structure developing.</p> <p>Regional CBW policy conference opened by Prime Minister of Lesotho, and production of regional guidelines</p> <p>Building Sustainable Livelihoods Research ongoing – challenges from its complexity and scale</p> <p>Start project on evidence-based advocacy in Mozambique, Uganda, Tanzania with UNDP</p> <p>Board expands from 4 non-executive to 7 including members from Lesotho and Uganda.</p> <p>1 of 25 international NGOs invited to input to World Development Report on Agriculture for Development, Toronto.</p> <p>Design of Community Animal Health Worker System for Lesotho</p> <p>Research on Funding Communities and Learning about Action Learning research funded by Southern Africa Trust.</p>
2008	Management structure developing and review of business model	<p>Creation of Executive Management Team with Director: Community-driven Development and Livelihoods, Director: Action learning, Operations Director. Business model reviewed and refined.</p> <p>Agreement to write book on our/partner experience (Making Change Real), funded by Southern Africa Trust</p> <p>Work with South Africa Presidency on Intermediation and Urban Development</p> <p>Accreditation for our courses with University of Free State on Sustainable Livelihoods Approach, Community-based Planning and Managing for Impact. First fee-paying course on Sustainable Livelihoods Approach run.</p> <p>Working on Community-based Planning in Capricorn District and across Ekurhuleni Metro</p> <p>Decision to focus on Community-driven Development learning sites</p> <p>First project providing learning support to another organisation, for Mvula Trust and DWAF</p> <p>Building Sustainable Livelihoods research completes – with significant impacts on the Dept of Social Development. Khanya-aicdd retained for 3 years to support implementation. Work starts on Community-development Policy Framework and a toolkit for community development practitioners.</p>
	February 2009 Move to new phase	<p>Last founder and CEO, Ian Goldman announces desire to move out of management. Succession process starts in earnest</p>

Community-driven Development Practices

Community-Based Management (CBM)

The core of our work is shown in Governance Issues 1¹ and 2², which support communities to be active and involved in managing their own development, with services available to them at the community level. The **objective** of the practice is “An active and dynamic practice that develops and demonstrates approaches where communities are claiming their rights, exercising their responsibilities in driving their own development sustainably.” This requires community empowerment, supported by local governments and sectoral programs which provide services at the local level. Under this approach, local development is seen as a co-production of communities, local government and other sectors.



Photo 1: Community Forestry Advisors at the Queen Bee Centre in Luweero District

The Butuntumula Pilot Forestry Project in Luweero District, Uganda aimed to raise awareness about the value of managing natural resources and how communities can use the environment to improve their livelihoods. Khanya has been involved in developing models for forestry extension in Uganda resulting in the development of a community forestry worker model which is being applied widely.

In **2008-9** the Community-Based Management practice has seen the development of three projects based on the Community-Based Planning approach namely: Capricorn District Municipality Community-Based Planning/Integrated Development Plan (CBP/IDP); Ekurhuleni Municipality CBP/IDP Project and the Richtersveld Community Property Association Project, which have been implemented with Development Works. In addition the Community-Based Management practice has played a key role in trying to get work undertaken in an integrated way at Community-Driven Development learning sites, and the first of these has been funded by the Open Society Foundation for Sol Plaatje Municipality in Northern Cape, South Africa.

Some of the key **lessons** to date include:

- Learning how to facilitate the CBP training better;
- The need to link funding to the planning, otherwise communities are abused – planned and researched but not given the resources to take forward their work;
- The need to integrate our work at community level in learning sites.

Some key **gaps** are in applying models of funding communities more widely, and to undertake more work on accountability – a key role in empowered communities.

There are several core areas that Community-Based Management has been involved with over the last 10 years and some examples of this work includes:

- Support for communities to **develop plans** for their area: (linked with the Development Planning Practice):
 - community-based planning, working in Uganda, Zimbabwe, Ghana and South Africa, which is now national policy in South Africa and Uganda, and has been applied in several districts in Zimbabwe;
- Support for communities to be **funded** to take forward their plans:
 - Research in Africa into models for Funding Communities, which in July 2009 is being taken forward nationally in South Africa;
 - Application of models for funding wards linked to Community-Based Planning in South Africa;
 - Participation in international research on Upscaling Community-Driven Development
- **Building capacity** of local structures, namely:
 - administrative structures such as ward committees, parish councils, area councils through CBP;
 - civil society in the SCAPE Project in South Africa;
 - through working with catchment management agencies as another multi-stakeholder model linked to management of water resources;
 - through working with communities around Addo Elephant and Madikwe Parks, to benefit from the Parks;
 - through working with the Richtersveld Community Property Association in Northern Cape.
- Providing **services** in communities linked with the Rethinking Governance Practice³:
 - 4 country Action Research into Community-Based Worker Systems;
 - Developing models for forestry extension in Uganda resulting in the development of a community forestry worker model which is being applied widely.
- Looking at models of **accountability**:
 - Work on service delivery in 6 municipalities in South Africa, involving communities in assessing municipal performance.

In addition we drafted South Africa's National Framework for Public Participation.

1 Governance Issue 1: (Poor) people active and involved in managing their own development, claiming their rights and exercising their responsibilities.

2 Governance Issue 2: An active, responsive, dispersed and accountable network of local service providers (public and private).

3 For more information on the Rethinking Governance Practice go to Page 12

List of Community-Based Management Projects since 1998

2009

FET Water: Assisting Catchment Management Agencies in KwaZulu Natal to enhance their capacity through interacting with the scientific community

Country: South Africa

Partner: UKZN

Ongoing

2008

Implementing Community-Based Management in the Richtersveld, Northern Cape

Country: South Africa

Funded by: Richtersveld Community Property Association

Partners: Development Works

Ongoing

Conducting Community-Based Planning in 88 Wards within Ekurhuleni Metro, Gauteng

Country: South Africa

Funded by/ Partner: Ekurhuleni Metropolitan Municipality; Development Works

Ongoing

2007-8

Watercourse

Country: South Africa

Funded by: British High Commission Global Opportunity Fund/ Foreign & Commonwealth Office

Partners: Environment Agency England and Wales (EA); South Africa Department of Water Affairs & Forestry (DWAF); Inkomati Catchment Management Agency; Mvoti Catchment Management Agency

2006

National Framework on Public Participation

Country: South Africa.

Funded by/ Partner: Department of Provincial and Local Government

Study of and dissemination of mechanisms for funding communities

Countries: South Africa, Malawi, Zambia and Zimbabwe

Funded by: Southern African Trust

Partners: Practical Action Zimbabwe; Concern Malawi

Dates: 2006 - 2007

2005

Training of CBOs and NGOs in business planning in the Free State

Country: South Africa

Funded by: Mangaung Local Municipality, Free State

Design of approach to Community-Based Natural Resource Management for Maloti Transfrontier Drakensberg Project

Country: Lesotho

Funded by: Maloti Transfrontier Drakensberg Project

2003-5

SCAPE Programme

Country: South Africa

Funded by: CARE SA-Lesotho; DFID

Partners: CARE SA-Lesotho; DFID; IDASA; Eastern Cape NGO Coalition; Thlathama Training Initiative

2002

Guidelines for Community Participation in Local Governance.

Country: South Africa

Funded by/ Partners: Department of Provincial and Local Government

Socio-economic baseline study of Marakele National Park, North West Province.

Country: South Africa

Funded by: South African National Parks; GTZ

Partner: SANParks

2000

Support for development of SCAPE Programme

Country: South Africa

Funded by: CARE SA-Lesotho

Partner: CARE SA -Lesotho

Facilitation of Mayibuye Ndlovu Development Project, Addo Elephant National Park, Eastern Cape

Country: South Africa

Funded by/ Partner: Addo Elephant National Park

1999

Support to South Africa National Parks (SANP) on People and Parks

Country: South Africa.

Funded by: Addo Elephant National Park

Partner: SANParks

Facilitating community involvement for Madikwe Game Reserve, Northwest Province

Country: South Africa

Funded by: DFID

Partners: NW Tourism Board; DFID; MAFISA

Development Planning

The planning process is where decisions are often made about priorities and resource allocation, and so the direction and pace of development. Therefore it is one of Khanya-aicdd's major entry points to transform development systems to improve livelihoods of poor people. Planning is typically at national, provincial/regional, local government and local community level. It also often involves linkages between different levels of government, and so is an opportunity to enshrine micro-macro links. Sectoral planning focuses on one particular sector, while integrated development planning can be at different levels of government.

The objective is “a development planning practice that has successfully demonstrated effective participatory and strategic planning systems which support governments effort in promoting sustainable livelihoods in Africa.”

Our Governance Issue 1 talks of “people active and involved in managing their own development”. Through this it is therefore key that communities are able to plan for their own area and influence local government and sectoral plans and resource allocation. Together with partners in Uganda, Zimbabwe and Ghana, we have played a critical role in developing a methodology for community-based planning. It has become international best practice and is national policy in South Africa and Uganda (as the Harmonised Participatory Planning Guide).

Over the last 10 years some of the key areas we have worked on include:

- **Regional planning:** Facilitating the Free State Development Plan (later used as a model for SA's Provincial Growth and Development Strategies); Free State Poverty Strategy (the first provincial poverty strategy in South Africa); editing Lesotho's Poverty Reduction Strategy;
- **Local government planning:** Facilitating the development of Mangaung Local Municipality's Integrated Development Plan in 2001/2 and 2005/6 (covers South Africa's 6th city, Bloemfontein and a large rural area); assessing Integrated Development Plans in Limpopo, linking Community-Based Planning with local government plans in Mangaung and Capricorn District; facilitating the development of service delivery and budget implementation plans (SDBIPs) for Mangaung;
- **Community-Based Planning:** A four country Action Research project in South Africa, Uganda, Zimbabwe, and Ghana; Supporting 12 municipalities in South Africa to apply Community-based planning (Mangaung, Greater Tzaneen, Mbombela, Bela Bela, eThekweni, Nkonkobe, Msunduzi, Maluti-a-Pofung, Mbizana, Ekurhuleni and Capricorn District); development and training in participatory planning system for LandCare in South Africa;

Development Planning Projects since 1998

2008-9

Conducting CBP in 88 Wards within Ekurhuleni Metropolitan Municipality, Gauteng, South Africa

Country: Gauteng, South Africa

Funded by: Ekurhuleni Metropolitan Municipality

Partner: Development Works

CBP in Capricorn District Limpopo, South Africa

Country: Limpopo, South Africa

Funded by/Partner: Capricorn District Municipality

2007

Sector Alignment Case Study in Sekhukhune

Country: Limpopo, South Africa

Funded by: Department of Provincial and Local Government

Partner: Development Works

2006

CBP in Mbizana Local Municipality

Country: Eastern Cape, South Africa

Funded by: UNDP; Mbizana Local Municipality

Partner: Mbizana Local Municipality

CBP in Greater Tzaneen Municipality

Country: Greater Tzaneen, Limpopo, South Africa

Funded by/Partner: Greater Tzaneen Local Municipality

2005

Phase 2: CBP for Mangaung

Country: Free State, South Africa

Funded by/Partner: Mangaung Local Municipality

Training of provincial departments in Participatory Planning for Development

Country: Limpopo, Western Cape, Gauteng, Mpumalanga & Eastern Cape in South Africa

Funded by: National Department of Agriculture

Partners: LandCare; SA Dept of Agriculture; Depts of Agriculture in Gauteng, Mpumalanga, W Cape, E Cape

Development of Service Delivery and Budget Implementation Plan (SDBIP), Mangaung Local Municipality

Country: Free State, South Africa

Funded by/ Partner: Mangaung Local Municipality

Design of approach to Community-based Natural Resources Management for Maloti Transfrontier Drakensberg Project

Country: Lesotho

Funded by/Partner: Maloti-Transfrontier Drakensberg Project

During **2008 and 2009** Khanya-aicdd worked on Community-Based Planning in Capricorn District and Ekurhuleni Metro in South Africa. We were able to implement the complete Community-Based Planning/ Integrated Development Planning process in 4 local municipalities within Capricorn District Municipality in Limpopo Province. Through this community priorities inform the priorities and content of the Municipality's Integrated Development Plan and it links to sector planning.

Some key **learnings** around development planning have included:

- how to engage in a complete CBP/IDP process culminating in the review of the Integrated Development Plans by municipalities so that evidence from community priorities, strengths and weaknesses actually influence the local government plans;
- the need to facilitate alignment between levels of planning and the links between integrated and sectoral planning. This is often very poor, as is the link between budgets and plans, where plans may have grand intentions, but the budgets do not reflect these.

2004

Development of methodology for Participatory Planning for Development**Country:** South Africa**Funded by/Partner:** LandCare; National Department of Agriculture**Strategic IDP Review for Mangaung Local Municipality 2005/6****Country:** Free State, South Africa**Funded by/ Partner:** Mangaung Local Municipality

2004 - 2005

2003

Review of Uganda's Harmonized Participatory Planning Guide for sub-district government**Country:** Uganda**Funded by/Partner:** Ministry of Local Government**Editing of Poverty Reduction Strategy Paper (PRSP) for Lesotho****Country:** Lesotho**Funded by:** DFID Lesotho; Ministry of Finance and Economic Planning**Partners:** Irish Aid; Ministry of Finance and Economic Planning; DFID

2003 - 2004

Phase 2: Piloting and facilitating CBP in 8 municipalities**Country:** South Africa**Funded by:** CBP Steering Committee; DBSA; dplg; DFID; GTZ**Partners:** Department of Provincial and Local Government; SALGA; Municipalities: eThekweni, Mangaung, Greater Tzaneen, Nkonkobe, BelaBela, Mbombela, Msunduzi, Maluti-a-Pofung; Development Works

2003 - 2005

2002

Training of 60 facilitators from the Department of Agriculture in CBP**Country:** Limpopo Province, South Africa**Funded by:** Finnish Department of Foreign Affairs and Department of Agriculture**Partner:** Limpopo Dept of Agriculture; FINNIDA**Study Visit to Bolivia on decentralisation and participatory planning****Country:** Bolivia**Funded by/Partner:** DFID

2001

Facilitation of Integrated Development Plan for Mangaung Local Municipality**Country:** Free State, South Africa**Funded by:** Mangaung Local Municipality, Free State**Partners:** ODA, PDG

2001 - 2002

Facilitation of Free State Development Plan**Country:** Free State, South Africa**Funded by:** Free State Provincial Government**Partner:** Office of the Premier, Free State; Spatial Solutions; Centre for Development Support, University of Free State**4 Country Action-research on Community-Based Planning****Countries:** South Africa, Uganda, Zimbabwe, Ghana**Funded by:** DFID's Policy Research Programme, London**Partners:** **South Africa** - Mangaung Local Municipality; Dept of Provincial and Local Government. **Uganda** - Ministry of Local Government; CARE Uganda; Bushenyi District Local Government; **Zimbabwe** - Ministry of Local Government; Public Works and Housing; Practical Action; Development in Practice; Gwanda Rural District Council; Chimanimani Rural District Council; **Ghana** - ISODEC; Ministry of Local Government and Rural Development; Asante East District Assembly; Asante Akim South District Assembly

2001 - 2004

2001

CBP in Mangaung Local Municipality**Country:** Free State, South Africa**Funded by:** DFID/Mangaung Local Municipality, Free State**Partner:** Mangaung Local Municipality

2001 - 2002

Study Visit to India on decentralisation and participatory planning**Country:** India**Funded by:** DFID

2000

Facilitation of Workshop on National Strategies for Sustainable Development**Region:** International (Paris)**Funded by/Partner:** OECD/DFID London**Development of Social Management Plans for Konkola Copper Mines****Country:** Zambia**Funded by:** Konkola Copper Mines plc**Partner:** Anglo American

2000 - 2001

1999

Review of the Green Paper on Development and Planning in relation to the needs of rural areas**Country:** South Africa**Funded by:** Development Planning Commission**Partner:** Department of Land Affairs

1999 - 2000

Land Development Objectives for QwaQwa Transitional Rural Council, Phuthaditjhaba Transitional Local Council and Maluti Transitional Rural Council**Country:** Free State, South Africa**Funded by/Partner:** QwaQwa TRC; Phuthaditjhaba TLC; Maluti TRC**Partner:** Spatial Solutions

1998

Development of rural development strategy for GoB/DFID**Country:** Botswana**Funded by:** Government of Botswana/DFID**Partners:** Botswana Ministry of Finance and Economic Planning, DFID**Free State Poverty Eradication Strategy****Country:** Free State, South Africa**Funded by:** Department of Social Welfare/Free State Government, Free State**Partner:** Free State Dept of Social Development

1998 - 2000

Rethinking Governance

The Rethinking Governance practice anchors Community-Driven Development (CDD) by demonstrating the interplay of state and citizen power in the development and management of policies, institutions and systems at all levels of governance. Key issues are state structures and operations, state legitimacy and capacity, and the role of civil society and citizen empowerment processes that give voice and choice to communities. The overall approach is to integrate governance issues across Khanya-aicdd's practices and services, develop and consolidate partnerships with relevant stakeholders from government, communities, civil society organizations, and private sector to support Community-driven Development (CDD).



Photo 2: Smallholder cotton farmers prioritise programme interventions in support of agricultural based sustainable livelihoods in Moma District, Nampula Province, Mozambique.

The Rethinking Governance Practice aims to promote decentralized systems of governance in Africa, where services are accessible, effective, responsive and institutions are accountable and communities participate in governance effectively. Photo: Khanya-aicdd (2008)

The **objective** of the Rethinking Governance practice is “to promote decentralized systems of governance in Africa where services are accessible, effective, responsive and institutions are accountable and communities participate in governance effectively.”

Some examples of our work over the last 10 years includes:

- **Decentralisation:** Designing decentralisation interventions in Ghana and Lesotho; defining powers and functions of different levels of government in Lesotho and South Africa; reviewing approaches to decentralisation for Belgian Aid;
- **Multiple service delivery approaches:** 4 country Community-Based Worker (CBW) Project; Design of a Community Livestock Worker System for Lesotho; Developing approaches for small farmer mentoring for PAETA/GTZ; Using the Sustainable Livelihoods Approach to revise approaches to forestry extension in Uganda, including development of community forestry workers; Reviewing service delivery in 6 municipalities funded by the World Bank; Involvement in institutional reform processes of Lesotho's Ministry of Agriculture and Food Security;
- **Accountability:** Designing reporting systems as part of community-based planning; Developing community-based reporting systems as part of the review of service delivery in 6 municipalities;
- **Evidence-based advocacy and policy influencing:** Developing methodology and its application in Mozambique; Building Sustainable Livelihoods Research leading to policy change for South Africa's Department of Social Development; Development of action learning as a policy influencing strategy; Facilitation of the National Community Development Policy Framework in South Africa and the National Framework on Public Participation.

The achievements for 2008-9 include:

1. **National support to the Department of Social Development (DSD) under the DSD Sustainable Livelihoods Programme** – implementing the findings of the Building Sustainable Livelihoods research with a range of interventions to support DSD to implement the Sustainable Livelihoods Approach. This includes facilitating a national community development policy framework, developing a toolkit for community development practitioners, community and household profiling tools and capacity development for DSD staff in Sustainable Livelihoods Approach;
2. **Support to Northern Cape Department of Social Service and Population Development** – this builds on the work with National DSD through undertaking strategic planning for the community development section and anchoring this in the Sustainable Livelihoods Approach. Subsequently, we have supported the Province to develop, test and refine a social impact assessment tool as part of their accountability and impact systems approach;
3. **Strengthening Management for Impact (SMIP) and the SANREMP Action Learning Site in Lesotho** – The SMIP programme focuses on developing a critical mass of service providers in the region to support systems to manage programmes and projects for impact. An action-learning site was developed and is under implementation in Lesotho to practically demonstrate the efficacy of the Management for Impact approach. The lessons learnt are documented and shared widely within the region.
4. **UNDP Civil Society Organisation Project** – Under this project funded by the Southern Africa Trust, tools were developed for evidence-based policy advocacy based on experiences in Mozambique, Tanzania and Uganda. The project is still underway.

Rethinking Governance Projects since 1998

2008-9

Partnership with DSD on Sustainable Livelihoods

Country: South Africa

Funded by/Partner: Department of Social Development

2008 - 2011

Components: Developing a toolkit for community development practitioners; Support to developing a Community Development Policy Framework

2008 - 2009

DSD Mpumalanga - Support to developing a Community Development Policy Framework in Mpumalanga

Country: Mpumalanga, South Africa

Funded by: Department of Social Development - Mpumalanga

Partners: DSD National & DSD Mpumalanga

2007

Development of Guidelines and Policy Forum on Community-based Worker Systems**Country:** Lesotho**Funded by:** DFID**Partners:** Lesotho - National AIDS Commission, Office of First Lady, CARE Lesotho, TEBA; **South Africa** - CHOICE Trust, Dept of Social Development, Hospice and Palliative Care Association, Phaphamang, Limpopo Dept of Agriculture; **Kenya** - CLIP, Directorate of Veterinary Services, Practical Action, Farm Africa, WASDA; **Uganda** - NAADS, CARE Uganda, Concern Universal, Environmental Alert**Review of SANReMP Programme****Country:** Lesotho**Funded by:** UNOPS**Partner:** SANReMP**Implementing evidence-based advocacy for CSOs****Country:** Mozambique**Funded by/ Partner:** UNDP Mozambique

2007 - 2008

2006

Workshop on Implementation of the integrated service delivery model**Country:** Free State, South Africa**Funded by/ Partner:** Free State Dept. of Social Development**Design of Phase 2 of the Protracted Relief Programme Zimbabwe****Country:** Zimbabwe**Funded by/ Partner:** DFID Zimbabwe**Design of Programme for Community Livestock Workers to address Notifiable Avian Influenza****Country:** Lesotho**Funded by/Partners:** Irish Aid; Ministry of Agriculture & Food Security, Lesotho

2006 - 2007

Capacity-building for CSOs in Evidence-Based Advocacy**Countries:** Mozambique, Tanzania & Uganda**Funded by/ Partners:** UNDP; Southern Africa Trust

2006 - 2008

2005

Evaluation of approaches to decentralisation and local governance and recommendations for Belgian Aid**Region:** Africa**Funded by:** Directorate-General Cooperation and Development, Government of Belgium**Partners:** IRAM, IIED

2005 - 2006

Facilitation of Strategic Plan for Free State Dept of Local Government and Housing**Country:** Free State, South Africa**Funded by/ Partner:** Free State Dept of Local Government and Housing**Study Visit to Peru on decentralisation and community-based worker systems****Country:** Peru**Funded by:** DFID

2004

Action Research on Community-based Worker Systems**Countries:** Lesotho, Kenya, South Africa, Uganda**Funded by:** DFID Central Research Department
Partners: Lesotho - National AIDS Commission, Office of First Lady, CARE Lesotho, TEBA; **Kenya** - CLIP, Directorate of Veterinary Services, Practical Action, Farm Africa, WASDA; **South Africa** - CHOICE Trust, Dept of Social Development, Hospice and Palliative

2004

Care Association, Phaphamang, Limpopo Dept of Agriculture; **Uganda** - NAADS, CARE Uganda, Concern Universal, Environmental Alert

2004 - 2007

Proposals for powers and functions of local government in Lesotho**Country:** Lesotho**Funded by/ Partner:** Ministry of Local Government and Traditional Affairs**Definition of mentoring system for primary agriculture - reviewing approaches to mentoring systems for small farmers and defining suitable approaches****Country:** South Africa**Funded by/ Partner:** PAETA; GTZ

2003

Facilitation of Workshop for African Ministers on Community-Driven Development**Country:** Burkina Faso**Funded by/ Partner:** World Bank**Proposals for revisions of Schedules 4 and 5 of the Constitution (on powers and functions)****Country:** South Africa**Funded by:** Department of Provincial and Local Government**Partners:** HSRC; SA Department of Provincial and Local Government

2003 - 2004

Development of concept note and vision for decentralisation**Country:** Lesotho**Funded by/ Partner:** Lesotho Ministry of Local Government and Traditional Affairs

2003 - 2004

Review of pilots on the use of community forestry workers in Uganda**Country:** Uganda**Funded by:** Uganda Forestry Sector Coordination Secretariat**Partner:** Uganda Forestry Secretariat; Environmental Alert

2002

Design of sustainable livelihoods project for Limpopo Province**Country:** Limpopo Province, South Africa**Funded by:** UNDP**Partners:** Office of the Premier, Limpopo; UNDP

2001

Redesign of Forestry Extension using the SLA**Country:** Uganda**Funded by/ Partner:** Uganda Forestry Sector Coordination Secretariat

2001 - 2002

Goodbye to Projects? The Institutional Impact of a Livelihood Approach on Projects and Project Cycle Management**Countries:** UK, Tanzania, SA, Uganda**Funded by:** DFID, London**Partners:** **UK** - Bradford's Centre for International Development; **Tanzania** - Mzumbe University; **Uganda** - EPRC & Makerere University

2001 - 2004

Support to DFID on Sustainable Livelihoods Approach**Region:** International**Funded by:** DFID, London**Partner:** DFID Sustainable Livelihoods Support Office

2001 - 2004

2000

Development of Guidelines for Botswana Sustainable Rural Livelihoods Program**Country:** Botswana**Funded by/ Partner:** Ministry of Finance and Economic Planning, Botswana/DFID

1999

Facilitation of World Bank Workshops on Poverty Eradication**Country:** United States**Funded by:** DFID**Partners:** World Bank; DFID

1999 - 2000

Institutional Support for Sustainable Rural Livelihoods in Southern Africa**Countries:** Zimbabwe, Zambia, South Africa**Funded by:** DFID**Partners:** DFID; **Zimbabwe** - Ministry of Local Government, Public Works and Housing; **Zambia** - Ministry of Local Government; **SA** - Eastern Cape Dept of Agriculture, Free State Dept of Social Development**Review of the operations of the TEAM project using agriculture Community-based Workers****Country:** Lesotho**Funded by:** CARE SA-Lesotho, DFID**Partners:** CARE SA-Lesotho

1998

Workshop on Programmes and Decentralisation for Capacity-Building Coordinating Committee**Country:** Zimbabwe**Funded by:** Rural District Council Capacity Building Programme**Partners:** Ministry of Local Government; Public Works and National Housing; Rural District Council Capacity Building Programme**Facilitation of major workshops with Extension Division and advice on the overall reform process****Country:** Lesotho**Funded by/Partner:** Ministry of Agriculture and Food Security**Design of the Institutional reform component for Lesotho Agricultural Policy and Capacity-building Programme****Country:** Lesotho**Funded by:** Ministry of Agriculture and Food Security**Partners:** Ministry of Agriculture and Food Security; World Bank; DFID

1998 - 1999

Paper commissioned on Decentralisation and Sustainable Livelihoods at the first major conference on the SLA organized by DFID**Region:** International**Funded by:** Rural Livelihoods and Environment Department; DFID**Design of Brong Ahafo District Services Development Programme (decentralization)****Country:** Ghana**Funded by:** DFID**Partners:** Ghana Ministry of Agriculture and Rural Development; DFID**Design of Multidisciplinary Teams for Dept of Agriculture****Country:** Free State, South Africa**Funded by/ Partner:** Department of Agriculture, Free State**Participatory evaluation of the transformation process in the Free State Rural Sector****Country:** Free State, South Africa**Funded by/ Partner:** Free State, Department of Agriculture

Sustainable Livelihoods Practices

Agriculture, Natural Resources and Food Security

Natural resources are important as a source of food and many other resources for people's livelihoods, including fuel, building materials, fruit, fodder as well as income. This practice focuses primarily on the promotion of smallholder and backyard production, as well as Community-based Natural Resource Management (CBNRM). Khanya's origins were closely linked to agriculture and an ongoing part of our portfolio has been the reform of systems to support small producers using natural resources.



Photo 3: Shepherds in Lesotho, Khanya-aicdd (2008)

The objective of this practice is that "Khanya is influencing policies and practices to ensure that vulnerable communities and households are using natural resources to sustain their livelihoods".

Historically Khanya has employed the following approaches in its work:

- **Rethinking support structures including extension:** Restructuring the agricultural system in Lesotho and Free State, South Africa, as well as forestry in Uganda; Work on farmer-based extension in Lesotho with the TEAM Project and the Livelihoods Recovery through Agriculture Programme; Designing a community livestock worker system to support small stock and avoid Avian Flu in Lesotho; Rethinking forestry services in Uganda resulting in the development of community forestry workers;
- **CBNRM:** We have had a long involvement in work linking People and Parks in Addo, Madikwe, and Marakele National Parks in South Africa, as well as in the Maloti Drakensberg Transfrontier Project in Lesotho. We are also currently working with the Mvoti Catchment Management Agency in KwaZulu-Natal and have been involved in looking at the potential of CBNRM for resource mobilisation for communities;
- **Environment-poverty links:** Research on Ecosystem Services and Poverty in Africa;

In 2008-9 the main focus has been on:

- Designing an integrated livelihoods programme in Manica, Mozambique and a project on the livelihoods of small-scale cotton producers in Nampula;
- A major research project on Ecosystem Services and Poverty funded by the UK's National Environmental Research Council;
- A review of opportunities of small-scale agriculture for the UN Economic Commission for Africa;
- Working with the International Fund for Agricultural Development (IFAD) funded SANReMP Programme in Lesotho as a SMIP learning site, using the Managing for Impact Approach to improve the operation of this agricultural programme;
- During the year we sought to take forward implementation of the Community Livestock Worker project funded, but so far without success;
- An initial research project has been designed on urban agriculture.

Agriculture, Natural Resources and Food Security Projects since 1998

2008

Sustainable Modernization of Agriculture and Rural Transformation (SMART)

Countries: Botswana, Malawi, South Africa, Zambia & Zimbabwe

Funded by: UNECA

2008 - 2009

2007

Evaluation of support for the Free State Rural Development Association and facilitation of plan for the future

Country: South Africa

Funded by/Partners: Free State Rural Development Association; Horizont 3000

2007

Support to Oxfam America's Agriculture and Rural Livelihoods Programme

Country: Mozambique

Funded by: Oxfam America

Partners: Kwaedza Simukae; ABIODES; FONPA; Oxfam America

2007 - 2008

2006

Notifiable Avian Influenza: Designing a programme to promote the productivity of small stock and animal disease control through the use of Community-Based Workers.

Country: Lesotho

Funded by: Irish Aid, Lesotho

2006 - 2007

Ecosystems Services and Poverty Alleviation in semi-arid Sub-Saharan Africa - a situation analysis

Region: East, West & Southern Africa

Funded by: Natural Environment Research Council (NERC); DFID; Economic and Social Research Council (ESRC)

2007 - 2008

2004

Facilitating the design of DFID Zimbabwe's Protracted Relief Programme:

Country: Zimbabwe

Funded by: DFID Zimbabwe

2004 - 2006

Review of the SANReMP Programme

Country: Lesotho

Funded by: UNOPS

Partner: SANReMP

Reviewing approaches to mentoring systems for small farmers and defining suitable approaches

Country: South Africa

Funded by: PAETA; GTZ

2004

Training of agriculture staff in facilitation

Country: Western Cape, South Africa

Funded by: National Department of Agriculture

Partners: Western Cape Department of Agriculture; LandCare programme

2003

Training of 30 agricultural staff from Lesotho's Ministry of Agriculture and Food Security in facilitation skills

Country: Lesotho

Funded by: Ministry of Agriculture and Food Security

Design of Livelihoods Recovery through Agriculture (LRAP) programme which widened the use of farmer extension facilitators and included a policy influencing component

Country: Lesotho

Funded by: CARE SA-Lesotho

Developing alternative land use options for Richards Bay Minerals

Country: KwaZulu Natal, South Africa

Funded by: Richards Bay Minerals

2003 - 2004

Review of pilots of the use of community forestry workers

Country: Uganda

Funded by/Partner: Uganda Forestry Sector Co-ordination Secretariat

2002

Evaluation of the Land Care project in South Africa

Country: South Africa

Funded by: AusAID; South Africa and Australia Institutional Strengthening of the Department of Agriculture (ISDA)

2001

Design of Botswana Sustainable Rural Livelihoods Program

Country: Botswana

Funded by: Ministry of Finance and Economic Planning, Botswana; DFID

Redesign of Forestry Extension using the Sustainable Livelihoods Approach

Country: Uganda

Funded by/ Partner: Uganda Forestry Sector Coordination Secretariat

2001 - 2002

Management of the training and short studies component of Lesotho's Agricultural Policy and Capacity-Building Programme (APCBP)

Country: Lesotho

Funded by: Ministry of Agriculture

Partners: DFID; Ministry of Agriculture and Food Security; PMTC

2001 - 2002

2000

Business Plan for Allanridge Commonage Project

Country: Free State, South Africa

Funded by: Department of Land Affairs, Free State

Review of the Lefika Land Reform Project and Proposals for rescue

Country: Free State, South Africa

Funded by: Department of Land Affairs, Free State

Review of the S'bongile Land Reform Project and Proposals for future

Country: Free State, South Africa

Funded by: Department of Land Affairs, Free State

Facilitating the Environmental Implementation Plan for Free State

Country: Free State, South Africa

Funded by/Partners: Department of Local Government; Spatial Solutions; Department of Environmental Affairs and Tourism, South Africa

(SADC) Regional Fisheries Information Project (RFIS): provided training and action research services

Region: SADC

Funded by: DFID

2001 - 2003

1999

Evaluation of DFID support to the Institute for Natural Resources

Country: KwaZulu Natal, South Africa

Funded by: Institute for Natural Resources, Pietermaritzburg

Review of the operations of the TEAM project using experiential and adult learning principles

Country: Lesotho

Funded by: CARE Lesotho

Review of the Kopano Farmworkers Equity Project

Country: Free State, South Africa

Funded by: Department of Land Affairs, South Africa

Institutional Support for Sustainable Rural Livelihoods in the Eastern Cape:

Country: Eastern Cape, South Africa

Funded by: DFID

Partner: Department of Agriculture and Land Affairs, Eastern Cape

1998

Support to DFID South Africa on rural development

Country: South Africa

Funded by/Partner: DFID South Africa

Design of Multidisciplinary Teams for Dept of Agriculture

Country: Free State, South Africa

Funded by: Department of Agriculture, Free State

Use of Farmer Groups to support Agricultural Extension

Country: Northern Cape, South Africa

Funded by: Department of Agriculture, Northern Cape

South African partner on international research programme on Policies That Work for Sustainable Agriculture

Region: International.

Funded by: International Institute for Environment and Development (IIED)

1998 - 2000

Output to Purpose Review of Kavango Farming Systems Research Project

Country: Namibia

Funded by: Ministry of Agriculture and Water Development, Namibia

Participatory evaluation of the transformation process in the Free State Rural Sector

Country: Free State, South Africa

Funded by: Department of Agriculture, Free State

Design of the Unified Extension System: Supporting the reform of the Ministry to a decentralized client-focused approach

Country: Lesotho

Funded by: Ministry of Agriculture and Food Security, Lesotho

1998 - 1999

Design of Institutional Reform Component for Lesotho Agricultural Policy and Capacity-building Programme

Country: Lesotho

Funded by: Ministry of Agriculture and Food Security, Lesotho

1998 - 1999

Pro-poor Local Economic Development (LED)

The **objective** of the practice is “to promote innovative approaches to local economic development which build on the assets and opportunities in local communities and to strengthen the strategic and support capacity of institutions/organisations (from local to national government, Community-based Organisations, Not for Profit Organisations, corporate sector) whose interventions impact on the local economy.”

This process is inclusive, builds partnership and sets a common vision to which all stakeholders can work. Some of the work we have done over the last 10 years includes:

- **Research projects:**
 - National research in South Africa on Pro-poor LED funded by World Bank and DBSA – included case studies on rural urban links in Motheo; informal sector in Mangaung; Senqu in Eastern Cape;
 - Socio-economic benefits from the Garden Route Initiative in South Africa;
 - Models of integrated support for rural livelihoods in South Africa and Mozambique (linked to partners in East Africa, Latin America, India and US).
- **Developing models for LED support:**
 - Design of LED Agency for Motheo District, development of national guidelines for LED agencies in South Africa;
 - Paper on Intermediation and Urban Development for 2nd Economy Unit in South African Presidency;
 - Design of LED support in Free State for Flanders Government;
 - See research above on integrated support.
- **Social impacts of large companies eg mining**
 - Social Management Plan for Konkola Copper Mines, Zambia;
- **LED training** for Fezile Dabi District Municipality, South Africa, GTZ’s SEMM Project covering sites in Zimbabwe, Lesotho and South Africa.
- **Sector work:**
 - Work on the tourism value chain around Addo Elephant National Park;
 - Artisanal mining and Sustainable Livelihoods in Mali, Ethiopia, Ghana;
 - Community benefit from parks and wildlife – around Addo National Park, Madikwe, Lesotho;
 - Range of work on agriculture (see ANRFS report).
- **Dissemination of national Pro-Poor LED research** including production of policy briefs, national conference on Pro-Poor LED co-hosted with dplg.

Key achievements during **2008-9** include:

- Producing the Local Economic Development Agency Guidelines for South Africa’s Department of Provincial and Local Government (dplg);
- Start of research funded by Ford Foundation into forms of integration or partnering to support rural livelihoods, including microfinance, business development services etc (linked with partners in East Africa, Latin America, India and US);
- Socio-economic study for the Garden Route Initiative funded by SANParks.

Some **key learnings** have been:

- Initially the practice focused more on the role of local government in supporting strategic LED processes. However a key failing is the need to support communities to take forward economic activities at local levels through building on local strengths and opportunities, rather than focusing on parachuting development from outside. We refer to this as Community-Based Economic Development (CBED). A concept has been developed and we will be fundraising for this in 2009-10;
- The need for effective multi-stakeholder partnerships to drive the local economy. LED Agencies are one possible legal multi-stakeholder vehicles to drive Local Economic Development in a region;
- We need to find effective models for promoting business development support at community level – and hopefully the Ford Foundation research will assist us to find replicable and upscaleable models.

Local Economic Development Projects since 1998

2009

Mapping Institutions and Arrangements Promoting Rural Livelihoods for Triple Bottom Line Outcomes (Ford Hybrid Research)

Country: Kenya; Tanzania, Mozambique, South Africa, India, US, Latin America.

Funded by: Ford Foundation

Partners: Kenya Gatsby Trust; MICAIA (Mozambique); Ford Foundation; SBEC (US); PRADAN (India); NITLAPAN (Nicaragua)

2008

Garden Route Initiative (GRI) – investigating the social potential economic benefits of conservation areas to local communities within South Africa’s Garden Route

Country: Western Cape, South Africa

Funded by: Garden Route Initiative

Partners: GRI, municipalities in the Garden Route; SANParks; Eastern Cape Parks Board; C.A.P.E; local NGOs and communities

2008 - 2009

National guidelines for establishment of LED Agencies

Country: South Africa

Funded by: Department of Provincial and Local Government (dplg)

Partners: dplg

2007

Survey of LED Activities in Mpumalanga

Country: Mpumalanga, South Africa

Funded by: GTZ

Identifying linkages between sectors for service delivery - case study of Sekhukhune District

Country: South Africa

Funded by/ Partners: dplg

2006

Feasibility Study and Business Plan for Motheo Economic Development Agency

Country: Free State, South Africa

Funded by/ Partner: Motheo District Municipality

2006 - 2008

2006

Sharing of pro-poor LED policy and practice in South Africa
Country: South Africa
Funded by: EU's Conference, Workshop and Cultural Initiative Fund
Partners: World Bank & DBSA-funded projects on urban and rural Pro-Poor LED
2006 - 2007

2005

Design of approach to CBNRM for the Maloti Transfrontier Drakensberg Project
Country: Lesotho
Funded by/ Partner: Maloti Transfrontier Drakensberg Project

Organising the Maluti Economic Summit to define their way forward
Country: Free State, South Africa
Funded by/ Partners: Maluti-a-Pofung Local Municipality, Free State

Review of experience of Pro-Poor LED in rural municipalities in South Africa.
Country: South Africa
Funded by: DBSA
Partners: University of Rhodes; University of Witwatersrand; SALGA; dplg; SACN; LGSETA
2005 - 2006

2004

Review of experience with Pro-Poor LED in urban municipalities
Country: South Africa
Funded by: World Bank
Partners: University of Rhodes; University of Witwatersrand; SALGA; dplg; SACN; LGSETA
2004 - 2005

Community-Based LED Project with Intsika Yethu Municipality including developing the concept of a community bank.
Country: E Cape, South Africa
Funded by/Partners: Intsika Yethu Municipality; DBSA
2004 - 2005

2003

Training Local Authorities and Traditional Leaders representing the selected IRDP SEMM sites in Economic Development Articulation
Countries: Lesotho, Zimbabwe, Swaziland, South Africa
Funded by/Partner: GTZ

2002

Project design for an LED-support project for Mangaung Municipality
Country: Free State, South Africa
Funded by/Partner: USAID; Mangaung Local Municipality
2002 - 2003

Appraising Mpumalanga's support programme for GTZ including developing the women and enterprise component
Country: Mpumalanga Province, South Africa
Funded by/ Partner: GTZ

2001

Economic Lekgotla (summit) for Xhariep District Municipality
Country: Free State, South Africa
Funded by/ Partner: Xhariep District Municipality, Free State

2001

Pro-poor Local Economic Development (LED)

Socio-economic baseline study of Marakele National Park
Country: South Africa
Funded by: South African National Parks; GTZ

Facilitating a strategic workshop for a Regional Fisheries Project in Namibia
Region covered: SADC
Funded by: DFID

Social Impact Assessment for Konkola Deep Mining Project
Country: Zambia
Funded by: Konkola Copper Mines plc

2000

Evaluation of the impact on personal finances of the Working for Water programme
Country: South Africa
Funded by: Department of Water Affairs and Forestry (DWAF)
Partners: Working for Water; DWAF
2000 - 2001

Regional Fisheries Information Project (RFIS)
Region Covered: SADC
Funded by: DFID
Partners: MRAG; PMTC; DFID
2000 - 2003

Artisanal Mining and the Sustainable Livelihoods Approach
Countries: Ghana, Ethiopia, Mali
Funded by/ Partner: UN Department of Economic and Social Affairs
2000 - 2001

Stimulating Sustainable Trade – this involved looking at the value chain around the Addo Elephant National Park, Eastern Cape
Country: South Africa
Funded by/ Partner: International Institute for Environmental Development
2000 - 2001

Design of Sustainable Coastal Livelihoods Programme
Country: South Africa
Funded by/Partner: Marine and Coastal Management; Department of Environmental Affairs and Tourism

Facilitation of Mayibuye Ndlovu Development Project
Country: South Africa
Funded by: Addo Elephant National Park

1999

Support to SANParks on People and Parks
Country: South Africa
Funded by: Addo Elephant National Park

Facilitation of stakeholder involvement for Madikwe Game Reserve
Country: South Africa
Funded by: DFID
Partners: Northwest Parks Board, MAFISA

Khanya-aicdd Services



Photo 4: A proud farmer at her home food garden in Bokfontein

The Community Work Programme helped community members in Bokfontein to set up a number of home food gardens. Khanya-aicdd provided M&E expertise for the pilots in Alfred Nzo in E Cape, Sekhukune in Limpopo; Munsieville in Gauteng and Bokfontein in North-West province. Photo: Khanya-aicdd (2008)

About Action Learning

Action learning is a process of improving what we do based on ongoing reflection from our own experience (see Khanya's action learning cycle on page 6), a learning-by-doing process so that lessons drawn can be used to inform practice. Sharing and collective reflection is a critical component of the approach.

We link this to monitoring and evaluation (M&E) that links learning to both the content and process of our work, at organisational level, at programme or practice level, and at project level. At each of these levels we want to ask three questions derived from the triple loop learning model, thus:

- Are we doing things right?
- Are we doing the right things?
- How do we decide what is right?

Note that the monitoring is covered under Learning and Sharing, evaluation under Action Research, and both in Developing Capacity, where training is involved.

Action Research Service

Our action research generates knowledge and lessons on process and content - about how we do things and what we do, informing ourselves, our partners and the broader community. Our work is action focused in that we seek to relate it to real situations with committed partnerships to implement the findings in ongoing cycles of action and reflection. The **objective** is to '*generate and apply knowledge and understanding to influence policy and practice on our core themes in Africa.*' We do this in different African countries, working with a wide range of partners to inform policy and practice.

Action research is a major part of Khanya-aicdd's portfolio and around 60% of our work fell in this category in 2008-9. Some examples of projects we have undertaken over the last 10 years include:

- **Long action learning projects:** 4 country Community-based Planning project (with Ghana, Zimbabwe, Uganda and South Africa), 4 country Community-based Worker project (with Uganda, Lesotho, Kenya and South Africa);
- **Short scoping research:** Seeking to identify avenues for further work, for instance Research on models of Funding Communities, Research on good practice in Action Learning;
- **Evaluative work:** Building Sustainable Livelihoods – a large scale evaluation of livelihoods and Department of Social Development services in 21 nodes in SA; Output to purpose review of Kavango Farming Systems Research and Extension project, Namibia; Evaluation of UNDP's Global Sustainable Livelihoods Programme including research in US, Egypt, SA and Malawi;
- **Evidence-based advocacy:** Working with UNDP to develop a methodology and apply it in Mozambique, Uganda and Tanzania;
- **More traditional research:** Research on Pro-Poor Local Economic Development in South Africa funded by World Bank and DBSA; Research on Ecosystems and Poverty in Africa, funded by the UK's National Environment Research Council.

Some of the **key achievements in 2008-9** include:

- **Completing the Integrated Sustainable Rural Development Programme/ Urban Renewal Programme (ISRDP/URP) Research:** A US\$1.5 million project that completed successfully during the year, providing recommendations for significant changes to SA's Department of Social Development. A successor 3 year project is being implemented which is leading to a national Community Development Policy Framework as well as a practical toolkit for community development practitioners;
- **Community Work Schemes:** Part of the 2nd Economy Project in the South African Presidency. Our involvement included developing a M&E system and monitoring the progress of work-generating projects in four pilot sites. These schemes are being upscaled with the new South African Government;
- **Garden Route Initiative (GRI)** funded by GEF and the World Bank. We are investigating the socio-economic opportunities presented by the protected areas along the Garden Route in South Africa;
- **Rural Housing Demand in the Eastern Cape:** Auditing rural housing delivery since 1994, understanding obstacles and researching best practice in 6 local municipalities;
- **Support to action research project on participation and development:** Providing support on methodology, learning, and writing for an action research project being implemented in two communities to deepen understanding of participation in development processes;
- **Ford Local Economic Development Hybrids Research:** Researching organisations and strategies that facilitate the creation of meaningful livelihoods for the rural poor, in Mozambique and South Africa. This is part of a broader study that includes cases from Kenya and Tanzania, India, Latin America and the US.

Action Research Projects since 1998

2009

Mapping Institutions and Arrangements Promoting Rural Livelihoods for Triple Bottom Line Outcomes (Ford Hybrid Research)

Country: Kenya (lead partner), Tanzania, Mozambique and South Africa.

Funded by: Ford Foundation

Partners: Kenya Gatsby Trust; MICAIA (Mozambique); Ford Foundation.

2008

Garden Route Initiative (GRI) – investigating the potential socio-economic benefits of conservation areas to local communities within South Africa's Garden Route

Country: Western Cape, South Africa

Funded by: Garden Route Initiative

Partners: GRI; municipalities in the Garden Route; SANParks; Eastern Cape Parks Board; C.A.P.E; local NGOs and communities

2008 - 2009

Eastern Cape Rural Housing Demand Survey

Country: South Africa

Funded by: E Cape Dept of Housing

Partners: University of Fort Hare

Research into the appropriate way for DFID to decentralize research in Africa

Funded by: DFID

2008 - 2009

Research on citizen participation

Country: South Africa

Funded by/Partners: Planact and communities (Vosloorus and Orlando in Gauteng)

2008 - 2009

Ecosystems Services and Poverty Alleviation in semi-arid Sub-Saharan Africa: a situation analysis

Region: East, West & Southern Africa

Funded by/ Partners: Natural Environment Research Council (NERC); DFID; Economic and Social Research Council (UK)

2008 - 2009

2007

Support to DSD on Sustainable Livelihoods: Household Profiling

Country: South Africa

Funded by/ Partner: Department of Social Development

2007 - 2008

2006

Learning about Action-learning

Region covered: S/E Africa

Funded by: Southern African Trust

Partners: Concern Malawi; Practical Action Zimbabwe

2006 - 2007

Review of UNICEF's non-food interventions into the southern Africa humanitarian response from 2003/4

Region covered: Southern & Eastern Africa

Funded by/ Partner: UNICEF

Reviewing Best Practices in Funding Communities

Region covered: Southern & Eastern Africa

Funded by: Southern Africa Trust

Partner: Practical Action Zimbabwe; Concern Malawi

2006 - 2007

Case study on Senqu Municipality

Country: South Africa

Funded by: World Bank

Partners: University of Rhodes and Witwatersrand; SALGA; dplg; SACN; LGSETA

2004

4 Country Action Research Project on CBW Systems

Countries: Kenya, Lesotho, South Africa & Uganda:

Funded by: DFID

Partners: **Lesotho:** National AIDS Commission, Office of First Lady, CARE Lesotho, TEBA; **South Africa:** CHOICE Trust, Dept of Social Development, Hospice and Palliative Care Association, Limpopo Dept of Agriculture; **Kenya:** CLIP, Directorate of Veterinary Services, Practical Action, Farm Africa, WASDA; **Uganda:** NAADS, CARE Uganda, Concern Universal, Environmental Alert

2004 - 2007

2002

Research into Social Capital in the context of Sustainable Livelihoods in South Africa

Funded by: HSRC

Socio-economic baseline study of Marakele National Park

Country: South Africa

Funded by: SANParks; GTZ

Partners: SANParks

Evaluation of Landcare project

Country: South Africa

Funded by: AusAID; National Department of Agriculture

Partners: LandCare; Dept of Agriculture

2001

Action-research on Community-Based Planning

Countries: South Africa, Uganda, Zimbabwe, Ghana

Funded by: DFID

Partners: **SA** - Mangaung Local Municipality, Dept of Provincial and Local Government; **Uganda** - Ministry of Local Government, CARE Uganda, Bushenyi District Local Government; **Zimbabwe** - Ministry of Local Government, Public Works and Housing, Practical Action, Development in Practice, Gwanda Rural District Council, Chimanimani Rural District Council; **Ghana** - ISODEC, Ministry of Local Government and Rural Development, Asante East District Assembly, Asante Akim South District Assembly

2001 - 2004

Social Impact Assessment for Konkola Deep Mining Project

Country: Zambia

Funded by: Konkola Copper Mines plc

Partners: Anglo American

Management of the training and short studies component of Lesotho's Agricultural Policy and Capacity-Building Programme

Country: Lesotho

Funded by: DFID

Partners: Ministry of Agriculture and Food Security; PMTC

2001 - 2002

2000

Appraisal of Mpumalanga Support Programme - developing the women and enterprise component

Country: South Africa

Funded by/Partner: GTZ Mpumalanga

Evaluation of UNDP's Global Sustainable Livelihoods Programme

Countries: USA, Malawi, Egypt, South Africa

Funded by/ Partner: UNDP Bureau for Development Policy

1999

Evaluation of DFID support to the Institute for Natural Resources, Pietermaritzburg - KwaZulu-Natal

Country: South Africa

Funded by: DFID; Institute of Natural Resources

Learning and Sharing Service

As an African organisation committed to improving poorer people's livelihoods, we place great value on developing, demonstrating and sharing innovative approaches to address social inequality and poverty. Our learning and sharing work draws from our external and internal programmes to share with partners, as well as policy-makers and practitioners more widely. Khanya has always been involved in learning and sharing but only had dedicated staff from 2005, when a part-time service manager was appointed. We now have 2 full-time staff.



Photo 5: Group therapy volunteers at CHoiCe Trust, Mopani District in Limpopo.

In the CBW project ChoiCe Trust shared good practice in community-based approaches to home-based care, including through the CBW Newsletter series, published by Khanya-aicdd. Photo: ChoiCe Trust, Limpopo Province, SA

Monitoring, evaluation and learning

Khanya-aicdd believes that monitoring and evaluating projects for quantitative results and for donors is not enough, but should also be a means to **learn and improve the effectiveness of development interventions**. We approach M&E from a learning and innovation perspective in order to support strategic and operational management, to create knowledge, to create a learning organisation and for empowerment and accountability. A core programme from this is the Strengthening Management for Impact Programme (SMIP), where we work to build the effectiveness of pro-poor project implementers and service providers to monitor and evaluate. Khanya-aicdd is the lead partner for Southern Africa.

- **A wide range of M&E assignments:** As the regional partner in the SMIP Programme on Managing for Impact; Setting up a M&E System for the Community Work Programme, South African Presidency; Output to Purpose Review of Kavango Farming Systems Research and Extension Project, Kavango, Namibia;
- **Support for other organisations to learn:** Working with Mvula Trust to facilitate learning for South Africa's Department of Water Affairs and Forestry (DWAF) and with the Mvoti Catchment Management Agency in KwaZulu- Natal, lesson learning for Sustainable Coastal Livelihoods Programme;
- **Organising and facilitating learning events:** We have organised hundreds of events ranging from community level to facilitating meetings of African Ministers on Community-driven Development in Burkina Faso;

Our sharing component

Khanya-aicdd views communication as a tool to facilitate participation in development processes, to give 'voice' to issues raised by stakeholders, to share experience with others, to engage in policy debates, and to learn. Over the last 10 years some of our activities and projects have included:

- **Documenting** our experience and producing **publications** - our flagship publication, *Sustaining Livelihoods in Sub-Saharan Africa (SLSA)* has been published quarterly since 2001 and aims to support practitioners from across the region, to reflect on and articulate their experience of understanding and applying the sustainable livelihoods approach. Over 26 issues have been published which are available on our website;
- Developing **websites** and online engagement – www.khanya-aicdd.org, our website and www.wahenga.net, the website for the Regional Hunger and Vulnerability Programme. Our website is also a repository for all our documents, which are made available free of charge. Thematic elements are highlighted, including Community-based Planning, Community-based Worker Systems and *Sustaining Livelihoods in Sub-Saharan Africa*;
- Promoting **networking** – our involvement with the global Livelihoods Network

Key learnings and achievements during 2008 to 2009 include that Learning & Sharing has become a standard component of all new projects and proposals, which ensures that critical reflection and dissemination form part and parcel of the project cycle. An overhaul of our website has ensured a more user-friendly and accessible information source for development practitioners and other audiences. Our website traffic has gradually increased such that we now have approximately 2000 unique visitors a month from various parts of the continent and the world at large.

Other key **achievements** include:

- 2 issues of *Sustaining Livelihoods in Sub-Saharan Africa (SLSA)* and 2 issues of our newsletter **Khanya-nathi** drawing on key lessons and updates across our various programmes;
- **Learning events** including a regional writeshop with the University of Kwa-Zulu Natal to lay the foundation for a book entitled '**Making Change Real - Transforming the Development System to Promote Sustainable Livelihoods in Africa.**'
- Launching a **seminar series** with the first seminar being titled '**Is there a crisis of governance in Africa; if so what crisis, and whose responsibility?**'
- Conducting trainings and facilitating **Managing for Impact (M4I)** training workshops and critical reflection processes. Embedding the principles of M4I in other areas of our work, including designing a Social Impact Assessment Tool (SIAT) for the Northern Cape Department of Social Services, design of an M&E framework for Oxfam America projects in Manica and Moma Districts (Mozambique);
- Facilitating support to the Sustainable Agriculture and Natural Resource Management Programme (SANReMP) of the Government of Lesotho as a SMIP learning site;
- Greater **integration** within and between our services which led to a greater efficiency in the way we use our resources and skills sets within Khanya.

Learning and Sharing Projects: 1998 to date

2009

FET Water: Assisting Catchment Management Agencies in KwaZulu Natal to enhance their capacity through interacting with the scientific community

Country: South Africa

Partner: UKZN

Ongoing

2008

Facilitation of workshop on the future of the Lagos de Montebello

Country: Mexico

Funded by: Department of Social Development, State of Chiapas.

Partners: Department of Social Development; State of Chiapas; National Autonomous University of Mexico (UNAM)

Community Work Programme: Monitoring and Evaluation Component

Country: South Africa

Funded by: Trade and Industry Policy Secretariat (TIPS)

Partners include: Aktivty Associates; Teba and Lima (Alfred Nzo Pilot); Working for Water (Sekhukhune Pilot)

2008 - 2009

SANReMP Learning & Sharing

Country: Lesotho

Funded by: SANReMP

Making Change Real (book)

Region covered: Southern and Eastern Africa

Funded by: Southern Africa Trust; University of KwaZulu-Natal; Khanya-aicdd

Partner: Community Development Programme at the University of KwaZulu-Natal

2008 - 2010

Training in the use of logframes for CSOs in the water sector supported by DWAF

Country: South Africa

Partners: Mvula Trust

Consultative workshops on National and Local Economic Development Agency (LEDA) Guidelines

Country: South Africa

Funded by/ Partners: dplg; Industrial Development Corporation (IDC)

M&E and Learning Support to Oxfam America's Agriculture and Rural Livelihoods Programme

Country: Mozambique

Funded by: Oxfam America

Partners: Oxfam America; ABIODES; Kwaedza Simukae

2008 - 2009

Training of SANReMP Programme in Managing for Impact

Country: Lesotho

Partners: SANReMP; SMIP Programme

2007

Development of Guidelines and Policy Forum on Community-based Worker Systems

Country: Lesotho

Funded by: DFID

Partners: Lesotho - National AIDS Commission, Office of First Lady, CARE Lesotho, TEBA; South Africa - CHOICE Trust, Dept of Social Development, Hospice and Palliative Care Association, Phaphamang, Limpopo Dept of Agriculture; Kenya - CLIP, Directorate of Veterinary Services, Practical Action, Farm Africa, WASDA; Uganda - NAADS, CARE Uganda, Concern Universal, Environmental Alert

Knowledge Sharing Support to Department of Water Affairs and Forestry (DWAF) Local Government Support and to the Free Basic Water & Sanitation Task Team.

Country: South Africa

Partners: Mvula Trust; Free State, Department of Water Affairs and Forestry

2007 - 2009

Review of the SANReMP Programme

Country: Lesotho

Funded by: UNOPS

2006

Strengthening Management for Impact (SMIP)

Region covered: Southern and Eastern Africa

Funded by: IFAD

2006 - 2009

Sharing of pro-poor Local Economic Development policy and practice in South Africa

Country: South Africa

Funded by: EU's Conference; Workshop and Cultural Initiative Fund

2006 - 2007

2005

Workshop on Improving the productivity of small-scale producers in Zimbabwe

Partners: DFID Zimbabwe, NRIL

Funded by: DFID

Development of network and publications for Regional Hunger and Vulnerability Programme

Countries covered: Lesotho, Malawi, Mozambique, Swaziland, Zambia & Zimbabwe

Funded by: DFID

Partners: MASDAR; University of East Anglia

2005 - 2007

Study Visit to Peru on decentralisation and community-based worker systems, as part of the 4 country Community-Based Worker Systems

Countries: Peru (Visited), Uganda, Kenya, Lesotho and South Africa (Visitors)

Funded by: DFID

2004-5

Lesson-Learning Process for the Sustainable Coastal Livelihoods Programme

Country: South Africa

Funded by/ Partners: Department of Environmental Affairs and Tourism, South Africa

2003

Facilitation of Workshop for African Ministers on Community-driven Development

Country: Burkina Faso

Funded by: World Bank

2001

Consultation on World Bank's Rural Development Strategy in Africa

Funded by: World Bank

Partners: World Bank; AERC; CODESRIA

Facilitation of a Strategic Workshop for Regional Fisheries Project

Region covered: SADC

Funded by: DFID

Partners: MRAG; PMTC; DFID

2000

Support for development of M&E system for TEAM project

Country: Lesotho

Funded by: CARE-SA Lesotho

Development of M&E Framework for South Africa

Country: South Africa

Funded by/ Partner: South Africa Department of Provincial and Local Government

2000 - 2001

Case study on use of M&E for Sustainable Livelihoods

Country: Lesotho.

Funded by/ Partner: Sustainable Livelihoods Support Office; DFID, London

Workshop on incorporating the Sustainable Livelihoods Approach into DFID's Aquaculture Research

Country: Vietnam

Funded by/ Partner: Overseas Development Institute, London

1999

Facilitating a National Workshop to develop a Sustainable Livelihoods Programme

Country: Botswana

Funded by: Ministry of Finance and Economic Planning, Botswana

Partners: Ministry of Finance and Economic Planning; DFID

Facilitation of World Bank Workshops on Poverty Eradication

Country: USA

Funded by: World Bank, Washington

1999 - 2000

Developing Capacity

Capacity development takes place at individual, organisational, and societal levels, helping people and organizations to be more effective and have more impact. This requires an environment that puts people at the centre of capacity development, where people own the processes of development. If this happens then new insights and lessons can lead to sustainable development programmes, as people understand what is important for their own development, how to build on their assets by accessing external opportunities and how to mitigate their vulnerabilities.



Photo 6: A group of women during a community consultation process

This photograph was taken during the SANReMP training held in Lesotho (2007).
Photo: Khanya-aicdd (2007)

The **objective** of Khanya-aicdd's Developing Capacity service is "to develop and strengthen capacity within the region, in Khanya's areas of competence, so as to influence policy and practice."

Key elements of our approach include **learning-by-doing processes** (including process facilitation); **short learning workshops**; **coaching and mentoring** approaches (which support learning-by-doing); **short informal courses** ranging from 2 -10 days and **formal courses**. The adult-learning approach is used throughout, with a focus on peer review during all steps of planning, organizing, and conducting a training/learning event or process.

The **training** component is delivered through facilitating workshops (often with partners) in our content areas. In the last 10 years we have provided training in the Sustainable Livelihoods Approach, Community-Based Planning, facilitation, PRA/PLA, LED, project cycle management/logframes, and Managing for Impact. We have run training in Botswana, Ethiopia, Lesotho, Mozambique, South Africa, Tanzania, Uganda and Zimbabwe. We have several courses accredited with the University of the Free State. The courses model a variety of effective training methodologies, including use of demonstrations, field practice, role play, and games.

The **mentoring and coaching** approach is delivered through support to **learning-by-doing** processes, and is incorporated in other longer-term processes that we support, such as community-based planning. This underlies all our work, where we seek to empower our partners. For example community-based planning is now being taken forward nationally in South Africa and Uganda without involvement from Khanya-aicdd, although we are working with specific municipalities.

Key achievements **during 2008–2009** include:

- Partnering with the University of the Free State to get 3 courses **accredited**. We have also been able to partner with other organisations and individuals from various parts of Africa;
- Self-financed course in **Managing for Impact** (M4I) offered in partnership with Wageningen International, Haramaya University, and ISNAR/IFPRI;
- 2 **Sustainable Livelihoods Approach** courses in 2008-9 with a very positive response to our ability to link theory to practical work and many requests for other courses around the region;
- **Community-Based Planning** implemented in Ekurhuleni and in Capricorn District. There was also huge demand for CBP training workshops.

Developing Capacity Projects from 1998

2009

SLA: Managing sustainable livelihoods for the poor
Country: South Africa
Funded by: Self-financed course
Feb 2009

2008

Support to DSD on Sustainable Livelihoods – M&E
Country: South Africa
Funded by/ Partner: Department of Social Development (DSD)
Training on Adaptive Collaborative Management in Natural Resources
Country: South Africa
Facilitated by/ Partner: Wageningen International

2008

SLA: Managing sustainable livelihoods for the poor
Country: South Africa
Funded by: Self financed course
Nov 2008

Managing for Impact
Country: Ethiopia
Funded by: self-financed course supported by IFAD
Training in the use of logframes for CSOs in the water sector supported by the Department of Water Affairs (DWAf)
Country: South Africa
Partners: Mvula Trust

2007

Watercourse - An institutional learning and capacity building programme to implement effective integrated water resources management (IWRM) in South Africa**Country:** South Africa**Funded by:** British High Commission Global Opportunity Fund; Foreign & Commonwealth Office**Partners:** Environment Agency England and Wales (EA); South Africa Department of Water Affairs & Forestry (DWAF); Inkomati Catchment Management Agency; Mvoti Catchment Management Agency
2007 - 2009**Training of SANReMP Programme in Managing for Impact****Country:** Lesotho**Funded by:** SANReMP**Partners:** SANReMP; SMIP Programme**Managing for Impact: training that offers strengthening for management****Country:** Ethiopia**Funded by/ Partners:** IFAD; Wageningen International; ISNAR/IFPRI; Haramaya University

2006

Design of training on Community-Driven Development**Region covered:** Southern and Eastern Africa**Funded by:** World Bank Africa Community-driven Development unit**Partners:** World Bank

2005

Implementing Phase 2 Community-Based Planning: developing methodology for applying CBP in year 2, training facilitators, and supporting rollout of the review of the 43 ward plans in Mangaung.**Country:** Free State, South Africa**Funded by/ Partner:** Mangaung Local Municipality**Training provincial departments in Participatory Planning for Development****Country (provinces covered):** South Africa - Limpopo, Western Cape, Gauteng, Mpumalanga & Eastern Cape**Funded by:** National Department of Agriculture**Partners:** LandCare; South Africa's National Dept of Agriculture; Provincial Depts of Agriculture in Mpumalanga, Western Cape, Eastern Cape, Limpopo**Training of facilitators in facilitation skills for the Free State Department of Local Government and Housing****Country:** Free State, South Africa**Funded by/ Partner:** Free State Department of Local Government and Housing**Training of agriculture staff in facilitation****Country:** Western Cape, South Africa**Funded by:** National Department of Agriculture**Partner:** W Cape Dept of Agriculture

2003

Training Department of Environmental Affairs and Tourism (DEAT) staff and stakeholders in the SLA**Country:** South Africa**Funded by:** Sustainable Coastal Livelihoods Programme**Partner:** Department of Environmental Affairs and Tourism**Training 30 agricultural staff from Ministry of Agriculture and Food Security in facilitation skills****Country:** Lesotho**Funded by/Partner:** Ministry of Agriculture and Food Security

2002

Training of State Coordinators in the use of the SLA**Country:** Nigeria**Funded by/Partners:** DFID Nigeria

2001

Managing training and short studies component of Lesotho's Agricultural Policy and Capacity-Building Programme**Country:** Lesotho**Funded by:** Ministry of Agriculture**Partners:** DFID; Lesotho Ministry of Agriculture and Food Security; PMTC**2001 - 2002****Training BRIMP staff on Sustainable Livelihoods, PRA and PLA Concepts, Tools and Methods****Country:** Botswana**Funded by/Partners:** BRIMP project**Contracted to support DFID on the application of the SLA as part of the Sustainable Livelihoods Support Group.** This involved developing a range of papers, developing the approach and assignments to develop the approach and its application.**Region:** International**Funded by:** DFID, London**Partner:** DFID Sustainable Livelihoods Support Office**2001 - 2004**

2000

Training on project management for 4 National Parks**Country:** South Africa**Funded by/ Partner:** SANParks**Training in Project Implementation: facilitating Community-Based Development Projects****Country:** South Africa**Funded by:** Witwatersrand University, South Africa**Partners:** University of Witwatersrand - School of Public and Development Management**Facilitating a training workshop on Sustainable Livelihoods, PRA and PLA Concepts, Tools and Methods****Country:** Mpumalanga Province, South Africa**Funded by:** Mpumalanga Province**Training Social Development staff in Participatory Learning and Action (PLA) Concepts, Tools and Methods****Country:** Free State, South Africa**Funded by/ Partners:** Free State Department of Social Welfare**Training in project management for national park staff****Country:** South Africa**Funded by/ Partner:** SANParks**Training in project cycle management****Country:** KwaZulu Natal, South Africa**Funded by/ Partner:** School of Rural and Community Development; University of KwaZulu-Natal

1998

Running Participatory Learning for Action (PLA) training for the Social Forestry programme**Country:** Lesotho**Funded by/ Partner:** Ministry of Agriculture and Food Security

Corporate and Governance

Board

Khanya-managing rural change was originally established as a collectively owned and managed small enterprise using a closed corporation structure, the Board of which were the “members” and all its staff who had been with the organisation for more than a year. As part of the formalisation and expansion process from 2001 onwards it was decided to establish Khanya as a not-for-profit Institute, and the African Institute for Community-Driven Development was established in 2005. In Lesotho we registered AICDD Lesotho as an external organisation in 2005. The Board has provision for 3 executive members (CEO, a Senior Manager, and a Staff Representative) plus 9 non-executive members. The founding Board included Lechesa Tsenoli MP, Dr Makoali Makotoko, Joan Marston, Joseph Leshabane, Dr Ian Goldman (the CEO), Sam Chimbuya (Senior Manager), and Dr Tankiso Dikibo (Staff Representative). The Board was extended in 2007 with the addition of Karuna Mohan, Mcebisi Jonas, Dr Hans Binswanger-Mkhize, Professor Elly Sabiiti, and Mortimer Manyi. 4 members left the Board during 2008/9 (Mcebisi Jonas, Mortimer Manyi, Joseph Leshabane and Sam Chimbuya) and 3 joined - Professor Lucius Botes, Ngao Motsei and Ernest Mupunga. The members as at the end of the financial year are shown below.

During 2008-9 four Board meetings were held, in April 2008, July 2008 (with the AGM), November 2008 and January 2009. At the last of these all the Practice Managers presented on their work to enable Board members to understand the work in some depth.

We have one standing committee, the Finance and Audit Committee, chaired by Karuna Mohan, who is the Treasurer. This has one additional Board member (Professor Botes), an accountant (Shafeeq Abrahams) and a former founder Board member, Dr Makoali Makotoko (who resigned during the period), with staff members attending. The Finance Committee met four times, prior to Board meetings.

List of Board Members as at 28 February 2009

Title	Name	Role	Type of Director	Nationality	Date appointed
Mr.	Solomon Lechesa Tsenoli	Chair	Non-executive	South African	Feb-05
Dr.	Ian Goldman	Secretary (and CEO)	Executive	South African	Feb-05
Ms	Karuna Mohan	Treasurer	Non-executive	South African	Jul-06
Dr.	Hans Binswanger-Mkhize	Member	Non-executive	Swiss	Jul-06
Mr.	Sehoai Santho	Member	Non-executive	Lesotho	Jul-06
Prof.	Elly N. Sabiiti	Member	Non-executive	Ugandan	Oct-07
Prof.	Lucius Botes	Member	Non-executive	South African	Aug-08
Ms	Ngao Motsei	Member	Non-executive	South African	Nov-08
Mr.	Ernest Mupunga	Member	Non-executive	Zimbabwean	Nov-08

Human Capital

Our organization has grown from a total of 3 technical people in 1998 to 22 staff members 10 years later. The table below shows the changes in staff numbers and the steady increase with the huge jump which happened in 2006, primarily through a very large research project we acquired that year. We recruited our first Administrator in 2000, and a Human Resources Manager in 2006, and in 2007 Chris Venter joined as our current Human Resources and Admin Manager. Our organogram is on page 45 showing all the staff as at 29 February 2009.

Human Capital as at 28 February 2009

Year	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
No of staff at February	3	4	6	7	8	10	13	11	22	22	20

We also have 20 associates working with us on various assignments from time to time, many of whom have worked with us on a regular basis. These are listed in the annexes, along with some of the assignments they have worked on with us.

Khanya started from a small office to a well established Institute. The first office was established in Bloemfontein in 1998, Maseru in Lesotho in 2005, Johannesburg in 2006, and smaller offices in Grahamstown in the Eastern Cape in 2007 and Polokwane in 2008. With internet access and e-mail connectivity we are able to coordinate and synchronize our work throughout the organization and around the globe. We have established a strong presence in the geographical areas we operate in and are within close proximity of the majority of our clients.

A milestone for us in **2008-9** was the establishment of the Executive Management Team (EMT) consisting of the CEO, Practice Director, Service Director and Operations Director. The main reason for the formation of this structure was to enable a much smaller team to manage and direct the activities of the organization and to streamline the decision-making process within the organization.

Another milestone was our certification as a Black Economic Empowered (BEE) organization rated as a level four contributor to BBBEE, which we have maintained for two years.

Finances

Khanya started with 3 staff in 1998, with no administrator and our finances managed by KPMG. Our first finance person joined in 2000, and Esther Holmes (our longest serving staff member after the CEO) in 2001. She made an immediate impact – getting our finances well organised. A bookkeeper joined in 2007, also making a big difference to the workload.

The table below shows how our turnover has grown, combining both the operations of Khanya-managing rural change and Khanya-aicdd. We obtained tax exemption as a public benefit organisation in 2008.

Turnover as at 28 February

Year	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Turnover as at Feb of year (R,000)	798	1,537	3,521	5,039	6,449	5,102	6,798	7,795	8,210	16,424	13,724

We have a strong Finance and Audit Committee of the Board which meets quarterly, and the complexity and standard of our financial reporting has grown.

2008 – 09 Financial Statements

Independent auditors' report to the members of Khanya-African Institute for Community-Driven Development – trading as Khanya-aicdd

Report on the Financial Statements

We have audited the annual financial statements of the African Institute for Community Driven Development, which comprise the balance sheet at 28 February 2009, the income statement, the statement of changes in funds and cash flow statement for the year then ended, and the notes to the financial statements, which include a summary of significant accounting policies as set out on pages 5 to 22.

Directors' Responsibility for the Financial Statements

The company's directors are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards (IFRS) and in the manner required by the Companies Act of South Africa. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

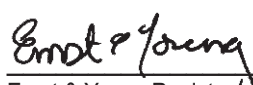
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of African Institute for Community-Driven Development at 28 February 2009, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS), and in the manner required by the Companies Act of South Africa.



Ernst & Young Registered Auditors

11/07/2009

Date

Balance sheet at 28 February 2009

	South African branch 2009 R	Lesotho branch 2009 R	Company 2009 R	Company 2008 R
Assets				
Non-current assets	255 741	(24 125)	231 616	265 068
Furniture and equipment	200 510	10 499	211 009	265 068
Inter-branch accounts	34 624	(34 624)	-	-
Unsecured loans	20 607	-	20 607	-
Current assets	2 397 112	619	2 397 731	4 329 147
Accounts receivable	2 144 145	619	2 144 764	1 585 180
Cash and cash equivalents	210 305	-	210 305	2 718 385
Taxation receivable	42 662	-	42 662	25 582
Total assets	2 652 853	(23 506)	2 629 347	4 594 215

	South African branch 2009 R	Lesotho branch 2009 R	Company 2009 R	Company 2008 R
Funds and liabilities				
Funds				
Accumulated income	1 151 181	(57 093)	1 094 088	573 769
Non-current liabilities				
Unsecured loans	-	-	-	44 932
Current liabilities	1 501 672	33 587	1 535 259	3 975 514
Accounts payable	939 011	3 545	942 556	3 861 036
Provisions	560 716	14 883	575 599	99 319
Taxation payable	-	15 159	15 159	15 159
Bank overdraft	1 945	-	1 945	-
Total funds and liabilities	2 652 853	(23 506)	2 629 347	4 594 215

Cash flow statement for the year ended 28 February 2009

	South African branch 2009 R	Lesotho branch 2009 R	Company 2009 R	Company 2008 R
Cash flows from operating activities	(2 298 455)	(61 926)	(2 360 381)	2 140 199
Cash receipts from customers	14 102 753	108 010	14 210 763	15 102 359
Cash paid to suppliers and employees	<u>(16 482 369)</u>	<u>(169 851)</u>	<u>(16 652 220)</u>	<u>(12 890 410)</u>
Cash generated / (utilised) by operations	(2 379 616)	(61 841)	(2 441 457)	2 211 949
Interest received	98 480	-	98 480	62 252
Interest paid	(239)	(85)	(324)	(3 061)
Taxation paid	(17 080)	-	(17 080)	(130 941)
Cash flows from investing activities	(84 105)		(84 105)	489 210
- Additions to furniture and equipment	(100 051)	-	(100 051)	(129 325)
- Proceeds from the disposal of equipment	15 946	-	15 946	34 686
- Decrease / (increase) in non-interest bearing loans	-	-	-	583 849
Cash flows from financing activities	(127 464)	61 926	(65 538)	8 795
Non-interest bearing loans	-	-	-	8 795
(Increase) / decrease in short term loans	(127 464)	61 926	(65 538)	-
Net increase/(decrease) in cash and cash equivalents	(2 510 024)	-	(2 510 024)	2 638 204
Balance at beginning of the year	2 718 385	-	2 718 385	80 181
Balance at end of the year	208 361	-	208 361	2 718 385

Detailed income statement for the year ended 28 February 2009

	South African branch 2009 R	Lesotho branch 2009 R	Company 2009 R	Company 2008 R
Revenue	13 066 772	67 855	13 134 627	14 987 922
Administration expenses	(13 162 320)	(191 931)	(13 354 251)	(14 982 147)
(Loss) / income from operations	(95 550)	(124 076)	(219 624)	5 775
Other income	601 276	36 011	637 287	74 269
Interest received	98 480	-	98 480	62 252
Interest paid	(239)	(85)	(324)	(3 061)
Income before taxation	603 969	(88 150)	515 819	139 235
Taxation	-	-	-	(54 596)
Income after tax	603 969	(88 150)	515 819	84 369

Risk management

Khanya started a formal risk management process in 2007, with the Finance and Audit Committee taking responsibility for managing this. The key risks and how we are managing them as at February 2009 are shown in the table below.

No.	RISK ITEM	KEY ISSUES	MANAGEMENT OF RISKS
1	Not having time to reflect and develop new work (having to spend too much time on fee paid work.)	Funding for development time	The CEO has been pursuing the possibility of core funding that will ensure that development time is also funded.
2	Withdrawal of funds by funder due to changing external situation.	1. Economic climate 2. Political shifts	Broadening the funding base, and also ensure that we package some of our approaches and offer them as training.
3	Late / slow payment of debt	Cash flow	Develop a debt recovery strategy and follow up on debt on a regular basis.
4	Staff injured and cannot work due to (E.g. car accidents - EMT travelling in one car.)	1. Risk to staff 2. Inability to deliver on commitments	Senior staff members do not travel in one vehicle.
5	Projects overspent.	1. Management skills 2. Easy access to up to date project information	We have developed a monitoring system that tracks the project outputs against expenditure on the project.
6	Clients not satisfied with project quality.	Not enough staff at lower grades to implement.	We have developed a long-term strategy that outlines how Khanya will appoint level 2 staff.
7	Loss of lan, expertise, network and organisational history	Loss of knowledge and organisational history	The Executive Management Team has been identified that works closely with the CEO and supports him.
8	Recruitment of staff who do not fit org culture	New staff having unrealistic perception of Khanya	A recruitment process is in place and this also assesses potential staff fit into the organisation in terms of their personality types and also their skills.
9	Loss of data and access to data through loss of laptops.	1. Data loss 2. Disruption of work flow	A policy on backing up of data is in place and staff are required to save their data on the server, and information on the server is backed up on a daily basis.
10	Loss of network due to changes of key political role players in South Africa.	Political shifts	Donor intelligence exercise has been conducted to ensure that we broaden our funding base. Khanya is also in the process of developing relationship with institutions to strengthen links with institutions.

Annexes

Publications for 2008-9

Academic Paper		
Practice/ Service	Publication Title	Date
Community-Based Management	Building capacity for co-operative governance as a basis for integrated water resource management in the Inkomati and Mvoti Catchments, South Africa	January 2009

Guidelines		
Practice/ Service	Publication Title	Date
Local Economic Development	National Local Economic Development Agency Guidelines	July 2008

Project Reports		
Practice/ Service	Publication Title	Date
Action Research	Urban Synthesis Report: second evaluation of South Africa's Department of Social Development (DSD) services and projects	September 2008
	Rural Synthesis Report: second evaluation of Department of Social Development (DSD) services and projects	September 2008
Agriculture, Natural Resources and Food Security	Situation Analysis of Ecosystem Services and Poverty Alleviation in arid and semi-arid Africa Consortium for Ecosystem Services and Poverty Alleviation in arid and semi-arid Africa (CEPSA)	May 2008
Local Economic Development	Local Economic Development Agency Guidelines Consultative Workshop Reports	August 2008

Newsletters & Briefings		
Practice/ Service	Publication Title	Date
Learning and Sharing	Khanya-nathi: Issue 4	Sept 2008
	Khanya-nathi: Issue 3	April 2008
	Khanya-aicdd Briefing 2: Experiences of approaches to Funding Communities	March 2008
Community-Based Management	Watercourse Newsletter #3: Special edition for the International Conference on Integrated Water Resources Management (IWRM): Lessons from implementation in developing countries	March 2008

Sustaining Livelihoods in Sub-Saharan Africa		
Practice/ Service	Publication Title	Date
Learning and Sharing	Sustaining Livelihoods in Sub-Saharan Africa, Issue 25: Reflect and the Sustainable Livelihoods Approach: exploring linkages and opportunities for strengthening livelihoods with literacy practice	September 2008
	Sustaining Livelihoods in Sub-Saharan Africa, Issue 24: An integrated approach to improving livelihoods: the Cata Story	March 2008

Workshop Reports		
Practice/ Service	Publication Title	Date
Local Economic Development	Eastern Cape Housing Demand and Supply Study	February 2009
Rethinking Governance	National Community Development Policy Framework Writeshop Report	February 2009
	Mpumalanga Community Development Policy Framework: Content & Structure	December 2008
	Mpumalanga Community Development Policy Framework Consultation Workshop Report	December 2008
	Eastern Cape, Kwa Zulu Natal and Western Cape Community Development Policy Framework: Content & Structure	November 2008
	Eastern Cape, Kwa Zulu Natal and Western Cape Community Development Policy Framework Consultation Workshop Report	November 2008
	Free State and Northern Cape Community Development Policy Framework: Content & Structure	November 2008

Workshop Reports		
Practice/ Service	Publication Title	Date
Rethinking Governance	Free State and Northern Cape Community Development Policy Framework Consultation Workshop Report	November 2008
	Limpopo and Gauteng Community Development Policy Framework: Content & Structure	October 2008
	Limpopo and Gauteng Community Development Policy Framework: Consultation Workshop Report	October 2008
Learning & Sharing	Writeshop Report: Regional Program for Strengthening Management for Impact (SMIP) in Eastern and Southern Africa	September 2008
	Mfi Network Mini-writeshop - Submitted to PACT Kenya by IIRR	
	Making Change Real: transforming the development system to promote sustainable livelihoods in Africa: proceedings from the Writeshop	November 2008
Local Economic Development	Local Economic Development Agency Guidelines Consultative Workshops Report, Cape Town	July 2008
	Local Economic Development Agency Guidelines Consultative Workshops Report, Johannesburg	July 2008
Agriculture, Natural Resources and Food Security	Oxfam America Manica Initiative Final Design Process Report	May 2008

Funded Work in 2008-2009

Main Practice/ Service	Other Practices involved	Name of Project	Description	Donor/ Client	Location	Date
All	All	Sol Plaatje Learning Site	Establishing a Learning site in Sol Plaatje, Northern Cape	Khanya-aicdd, Open Society Foundation	Kimberley, Northern Cape	2008
	All	Mangaung Learning Site	Establishing an integrated community-driven development learning site in Mangaung	Khanya-aicdd, World Vision	Mangaung, South Africa	July 2007+
Action Research		DFID Research Strategy (2008 – 2013) Consultations in South Africa	Testing DFID's emerging research strategy on stakeholders in South Africa	Central Research Dept, Department for International Development (DFID)	South Africa	November - December 2007
		DFID Research Strategy Phase 2	To identify and recommend to DFID on where they should locate 2 decentralised research offices in Africa, and what functions they should perform	DFID Central Research Department	Africa	November 2008 – Jan 2009
	Rethinking Governance	DSD Sustainable Livelihoods Support - Profiling	Support to Dept. of Social Development to take forward issues emerging from the 21 nodes.	National Department of Social Development (South Africa)	South Africa	November 2008+
	Agriculture, Natural Resources and Food Security	Ecosystems Services and Poverty alleviation in semi-arid Sub-Saharan Africa: A situation analysis	Project Management on a multidisciplinary research programme to address sustainable management of ecosystems that contribute to poverty reduction and improving people's well being in developing countries	Natural Environment Research Council (NERC), DFID and the Economic and Social Research Council (ESRC)	East, West and Southern Africa	Completed August 2008
	Agriculture, Natural Resources and Food Security	Eastern Cape Rural Housing Demand Survey	Research into farmworkers' ability to access adequate housing, tenure security, livelihoods resources, housing subsidies and other welfare provisions in the Eastern Cape	Eastern Cape Department of Housing	Eastern Cape, South Africa	September – November 2008
	All	Evaluation of Livelihoods and DSD Services in the 21 ISRDP and URP Nodes	Evaluation of the status of livelihoods and Dept. of Social Development programmes in 21 nodes and provision of support to implement changes	National Dept. of Social Development (South Africa)	South Africa	March 2006 – June 2008
	Community-Based Management	Research into perceptions of residents about the 7 Dams Conservancy	Surveys carried out of residents perceptions as to the current situation and vision for the Conservancy	Mangaung Local Municipality	Bloemfontein, South Africa	January 2008 and ongoing

Main Practice/ Service	Other Practices involved	Name of Project	Description	Donor/ Client	Location	Date
Developing Capacity		Development of Social Impact Evaluation Tools	Designing an evaluation methodology for poverty projects in the Northern Cape	Northern Cape Dept. of Social Services and Population Development (DSSPD)	Northern Cape, South Africa	August 2007+
		Training Water CSOs in the use of Logframes	Training in the use of logframes for Civil Society Organizations (CSOs) in the water sector that are supported by DWAF	Mvula Trust	South Africa	June 2008
		Managing for Impact Course: DSD Northern Cape	10 day MFI course leading to coming up with tool (SIAT)	Northern Cape, Department of Social Services and Population Development	Northern Cape, South Africa	May 2008
	Rethinking Governance	Support to DSD on SLA	Training in the sustainable livelihoods approach	Department of Social Development (DSD)	South Africa	Various 2008
	Community-Based Management	Watercourse 1	Training on institutional reform for water catchment management agencies in KwaZulu Natal	Environment Agency, British High Commission Global Opportunity Fund	KwaZulu Natal, South Africa	April 2008 - March 2009
Learning & Sharing	All	Regional workshop on Action Learning	Regional workshop to share good practice in the use of action learning approaches for development practitioners in S/E Africa	EU-CWCI & Southern Africa Trust	Gauteng, South Africa	February 2008
		SANReMP	Support for M4I learning site, including community-action planning/CBP, M&E, policy influencing	SANReMP	Lesotho	January 2008+
		Review of Southern Africa Aids Trust (Zimbabwe) & World Vision (Zambia) Terms of Reference for NZAID	Review Terms of Reference (TORs) for New Zealand Aid Learning Initiative (NZALI) partners before programme roll-out.	New Zealand Aid	Southern Africa	February 2009
		Knowledge Management and Learning Support for Mvula Trust	Providing knowledge management and learning support to the Free State Department of Water Affairs, Water Conservation and Demand Management Strategy and to the Free Basic Water and Sanitation Task Team	Mvula Trust	Free State & DWAF Pretori	December 2007 +
	All	Strengthening Management for Impact Programme (SMIP)	Three year regional learning programme that builds capacity in the region in managing for impact (M4I) approaches	Wageningen International & IFAD	Southern and Eastern Africa	Sept 2006 to December 2009
	Action Research	Community Work Programme: M&E Component	Providing monitoring and evaluation support for the Community Work Programme pilots across four sites focusing on spending patterns and socio-economic mobility.	Trade and Industry Policy Secretariat	South Africa	March 2008 - September 2009
	All	Making Change Real	Writeshop for Khanya-aicdd's 10 th Anniversary text book on experiences of development in S/E Africa and what directions are needed for the next 10-20 years.	Southern Africa Trust	Southern and Eastern Africa	May 2008+
Agriculture, Natural Resources and Food Security	Learning & Sharing	Review of the SANReMP Programme	Mid-term Review of the Sustainable Agriculture and Natural Resources Management Programme (SANReMP) Programme.	United Nations Operations & IFAD	Lesotho	February 2008+
	All	Manica Integrated Livelihoods Initiative	Assistance to Oxfam America in facilitating design and planning of agricultural based rural livelihoods programmes in Manica and Moma Districts in Mozambique.	Oxfam America	Manica & Nampula Province in Mozambique	August 2007+ ongoing
		Sustainable Modernisation of Agriculture and Rural Transformation	Identifying indicators of measuring readiness and potential of countries for the sustainable modernisation of Agriculture and Rural Transformation	United Nations Economic Commission for Africa (UNECA)	Botswana, Malawi, South Africa, Zambia and Zimbabwe	September 2008 – January 2009
		Ecosystem Services for Poverty Alleviation Programme Synthesis Workshop	Workshop to discuss findings of the situation analyses and a draft synthesis and science plan	Natural Environment Research Council (NERC), DFID and the Economic and Social Research Council (ESRC)	East, West and Southern Africa	June 2008

Main Practice/ Service	Other Practices involved	Name of Project	Description	Donor/ Client	Location	Date
ANRFS	Developing Capacity	Adaptive Forestry management Training	Logistical support for write-shop and training course on Adaptive Forestry Management	Wageningen International	Free State, South Africa	May 2008
Local Economic Development	Action Research	Mapping Institutions and Arrangements Promoting Rural Livelihoods for Triple Bottom Line Outcomes	Scan of hybrid organizations supporting rural livelihoods in all participating countries and selecting case studies to research in depth.	Ford Foundation	India, Latin America and USA. Kenya; Tanzania, Mozambique and S Africa.	Oct 2008 - September 2009
		Garden Route Initiative	Investigating the socio-economic opportunities presented by the protected areas along the Garden Route.	Garden Route Initiative	W/E Cape, South Africa	November 2008 – September 2009
		Thina Sinako Learning Encounters	Presentations at LED Learning Encounters on CBP and on Funding Communities	Thina Sinako	Eastern Cape, South Africa	September 2008
	Learning and Sharing	Business plan for Motheo Economic Development Agency	Feasibility study and business plan for establishing an Economic Development Agency for Motheo District	Motheo District Municipality	Motheo, Free State, South Africa	June 2006 – April 2008
		LEDA Guidelines	Developing national guidelines to support the establishment of Local Economic Development Agencies	Department of Provincial and Local Government (dplg) & Industrial Development Corporation (IDC)	South Africa, National level	Dec 2007 – August 2008
		Local Economic Development Agency Guidelines Workshop	Consultative workshops on national Local Economic Development Agency (LEDA) Guidelines to gain input and support towards implementing the guidelines	Department of Provincial and Local Government (dplg) & Industrial Development Corporation (IDC), GTZ	Johannesburg, Gauteng and Cape Town, Western Cape	July 2008
		FET Water: Phase 2	To assist Catchment Management Agencies in KwaZulu Natal to enhance their capacity through interacting with the scientific community	UNESCO	KwaZulu Natal, South Africa	Jan 2009
Community-Based Management	Development Planning	CBP Ekurhuleni	Improving municipal IDP and local services through community participation	Ekurhuleni Metro	Gauteng, South Africa	May 2008
		CBP Capricorn	Implementing and supporting community-based planning processes in Capricorn District	Capricorn District Municipality	Limpopo, South Africa	December 2007 Ongoing
	Development Planning	Community-Based Management in Richtersveld	Empowering the community of Richtersveld to manage own resources acquired through a land claim including a diamond mine. Funded by the CPA from a development grant	Richtersveld Community Property Association	Richtersveld, Northern Cape, South Africa	Jan 2009
		CONNECT	New integrative modalities for connecting policy makers and scientists for sustainable catchment managing in a climate changing world	EU FP7	South Africa (as one of six country case studies)	Jan 2009
	Action Research	Support to action research project on citizen participation	An action research project to examine the assumptions underlying debates on the effectiveness of participation of poor communities in development	Planact	Gauteng, South Africa	Oct 2008- November 2009

Main Practice/ Service	Other Practices involved	Name of Project	Description	Donor/ Client	Location	Date
Rethinking Governance	Community-based Management	Capacity building for Civil Society Organisations in Evidence-based Advocacy	Building capacity for evidence-based advocacy around the PRSP in Mozambique, Tanzania and Uganda	UNDP, Southern Africa Trust	Mozambique, Tanzania and Uganda	October 2006+
	Community-Based Management	Implementing evidence-based advocacy in Mozambique	Implementing evidence-based advocacy in Mozambique, building on the wider project which designed the methodology	UNDP Mozambique	Mozambique	2007
	Community-based Management	DSD Sustainable Livelihoods Support – Community Development Practitioner's Toolkit	Design of 'toolkit' to guide DSD Community Development Practitioners' in working with communities using a sustainable livelihoods approach	Department of Social Development (National)	South Africa	April 2008+
		Support to DSD – Facilitating a Community Development Policy Framework	Facilitating process to develop a national community development policy framework.	Department of Social Development (National)	South Africa	October 2008+
		Community Development Policy Framework - Mpumalanga	Facilitating process to develop a national community development policy framework for Mpumalanga Province.	Department of Social Development – Mpumalanga	Mpumalanga, South Africa	December 2008
		DSD Northern Cape Support	Strategic planning to realign the mandate of DSD Northern Cape to findings emerging from ISRDP/URP work in the 21 nodes	Dept. of Social Services and Population Development (DSSPD)	Northern Cape, South Africa	May 2008
	Action Research	Participatory Evaluation of Service Delivery in 6 Municipalities	Evaluation of services in 6 municipalities including views of community, politicians and service providers	World Bank	South Africa	September 2006 – June 2008
	Intermediation and the Second Economy	Paper on Intermediation and Second Economy for Presidency	South Africa Presidency	South Africa	March 2008	

Khanya-aicdd's Partners since 1998 (*also means funders)

SOUTH AFRICA

South Africa (National) - Department of Environmental Affairs and Tourism (DEAT)*, Department of Land Affairs*, Department of Water Affairs and Forestry (DWAFF)*, Dept of Social Development (DSD)*, Development Planning Commission*, Development Works, DFID South Africa*, Economic Policy Research Centre (EPRC), Hospice and Palliative Care Association (HPCA), Human Sciences Research Council (HSRC), IDASA, LandCare/National Department of Agriculture,* Local Government Skills and Education Training Authority (LGSETA), Marine and Coastal Management - DEAT*, Municipal Demarcation Board (MDB)*, Open Society Foundation*, Presidency*, Department of Provincial and Local Government (dplg), South Africa Cities Network (SACN), South Africa Local Government Association (SALGA), South African National Parks (SANParks)* Spatial Solutions, TIPS, Working for Water*

Eastern Cape Province - Department of Agriculture and Land Affairs; Eastern Cape NGO Coalition, Addo Elephant National Park*, University of Rhodes, Intsika Yethu local Municipality, Nkonkobe Local Municipality, University of Fort Hare Institute for Social and Economic Research (FHISER), Mbizana Local Municipality, Makana Local Municipality, Department of Social Development

Free State Province - Office of the Premier, Department of Agriculture*, Department of Land Affairs *, Department of Local Government and Housing*, Department of Social Welfare*, Dept of Economic, Tourism and Environmental Affairs, Maluti-a-Pofung Local Municipality*, Mangaung Local Municipality*, QwaQwa Transitional Rural Council*, Xhariep District Municipality*, Centre for Development Support, University of Free State, Phuthaditjhaba Transitional Local Council*, Phaphamang,

Gauteng Province - eThekweni Metro Municipality*, Gauteng Dept of Agriculture, University of Witwatersrand*, MAFISA (now African Safari Lodge Foundation), Ekurhuleni Metro Municipality

KwaZulu Natal Province - School of Rural and Community Development - University of KwaZulu Natal, Institute for Natural Resources, Richards Bay Minerals*, Msunduzi Local Municipality*, eThekweni Metro Municipality*, Mvoti Catchment Management Agency, KZN Department of Social Development

Limpopo Province - Aganang Local Municipality, BelaBela Local Municipality, Capricorn District Municipality*, CHoiCe Trust, Greater Tzaneen Local Municipality*, Limpopo Dept of Agriculture*, Marakele National Park, Molemole Local Municipality, Nkuzi Development Association*, Thlavlhama Training Initiative

Mpumalanga Province - Dept of Agriculture, Dept of Social Development*, Mbombela Local Municipality*

Northern Cape Province - Department of Agriculture*, Department of Social Services and Population Development

North West Province - NW Tourism Board, Madikwe National Park

Western Cape Province - Western Cape Dept of Agriculture

REGIONAL

Africa - Development Bank of Southern Africa (DBSA)*, OXFAM America*, Southern Africa Trust*

AFRICA

Botswana - Ministry of Finance and Economic Planning; BRIMP Project*; Government of Botswana

Ethiopia - IFPRI, Haramaya University

Ghana - Asante Akim South District Assembly, Asante East District Assembly, Ministry of Agriculture and Rural Development, Ministry of Local Government and Rural Development, ISODEC.

Kenya - AERC Kenya, CLIP, Directorate of Veterinary Services, Farm Africa, Practical Action, WASDA, KIKOSHEP, Ford Foundation*, Kenya Gatsby Trust

Lesotho CARE SA-Lesotho*, TEBA, DFID Lesotho*, Irish Aid Lesotho*, National AIDS Commission, Ministry of Agriculture and Food Security, Ministry of Finance and Economic Planning, Ministry of Local Government and Traditional Affairs*, Maloti Transfrontier Drakensberg Project*, Office of First Lady, SANReMP*, National University of Lesotho, Machobane Foundation, Minister of Communications, GTZ Lesotho

Malawi - Concern Malawi, UNDP Malawi

Mozambique - Kwaedza Simukae, MICAIA Foundation, UNDP Mozambique*

Namibia- Kavango Farming Systems Research Project, Ministry of Agriculture and Water Development, DFID*

Nigeria - DFID Nigeria*

Senegal - CODESRIA

Tanzania - Mzumbe University

Uganda - Bushenyi District Local Government, CARE Uganda, Concern Universal, Environmental Alert, Makerere University, National Agricultural Advisory Services (NAADS), Uganda Forestry Sector Coordination Secretariat*, Ministry of Local Government

Zambia - Konkola Copper Mines plc*

Zimbabwe - Chimanimani Rural District Council, Development in Practice, DFID Zimbabwe*, GRM, Gwanda Rural District Council, Ministry of Food and Agriculture, Ministry of Local Government, Public Works and National Housing, Practical Action Zimbabwe, Rural District Council Capacity Building Programme*, Ministry of Community Development and Social Services

INTERNATIONAL

Belgium - Directorate-General Cooperation and Development, Government of Belgium*

UK - Bradford University, British High Commission Global Opportunity Fund*, Environment Agency*, MASDAR, University of East Anglia, MRAG, PMTC/Harewell International, NERC*, DFID*, ODI, IDS

Mexico - Department of Social Development, State of Chiapas*, National Autonomous University of Mexico (UNAM)

International - IRAM, AusAID*, Bureau for Development Policy - UNDP*, EU*, Finnish Department of Foreign Affairs*, GTZ*, IFAD*, International Institute for Environment and Development*, FINNIDA*, Ford Foundation*, USAID, OECD*, UNDP*, Oxfam America*, UN Department of Economic and Social Affairs*, UNESCO*, UNICEF*, World Bank*

Khanya-aicdd Staff as at 29 February 2009



Associates as at 29 February 2009 (*means former employee)

Name	Area of Specialization	Projects worked on with Khanya-aicdd as associate
Andrew Ainslie*	Action Research	
Andrew Mlalazi	Community-Based Planning/ Development Planning	Partner on CBP project
Brian Sweetlove	Human Resources/Organizational Development	Involved in Organisational Development work with Khanya-aicdd
Ebbie Dengu	Food Security	
Greg Jacobs	Monitoring and Evaluation	Community-Work Programme
Jack Blaker	Food Security	Development of implementation design for Community Livestock Worker System for Lesotho
James Carnegie*	Facilitation, training, livelihoods	Founder of Khanya. Sustainable Coastal Livelihoods Programme, RHVP, Evaluation of Nkuzi Development Association, Secondment as DFIDSA Livelihoods Advisor
John Colvin	Environment, Learning	Watercourse, FETWater
Joyce Njoro	Community-Based Worker Systems/ Food Security	Community-Based Worker Project
Judy Scott-Goldman	Research/Training/Local Economic Development	CBW project, Building Sustainable Livelihoods research, Ford Hybrid Organisations for Rural Livelihoods research
Julius Kajume	Community-Based Worker Systems/ Food Security	Development of implementation design for Community Livestock Worker System for Lesotho
Khathu Muthala*	Agricultural extension/CBP	CBP work in Capricorn, Ekurhuleni
Patrick Mbulu*	Community-Based Worker Systems	DFID Research
Penny Urquhart	Environment & Sustainable Development	Tourism value chain around Addo National Park, UNICEF assessment, Marakele Park baseline, Ecosystem Services and Poverty, Policies that Work for Sustainable Agriculture
Phia van der Watt	Research, Community-Based Management	Social Impact Assessment tool for N Cape, Building Sustainable Livelihoods research
Rachel Searle-Mbulu*	Learning and Sharing, Training	Editing SLSA
Rashnee Parhanse*	Local Economic Development	LEDA Guidelines Workshops
Stephen Greenberg*	Action Research	Research on participation for PLANACT
Steven Mogere	Research, Community-Based Worker Systems	Community-based Worker Project
Wanjiku Kiambo	Action Research/ Monitoring & Evaluation	Building Sustainable Livelihoods research, Community Work Programme, Mpumalanga DSD

Practices

Community-driven development (CDD)

Rethinking Governance

Development Planning

Community-based Management

Building the approach

Agriculture, Natural Resources and Food Security

Local Economic Development (LED)

Sustainable livelihoods (SL)

Services

Action Research

DFID Research locations

Eastern Cape Rural housing

Action research on citizen participation

Department of Social Development ISRDP/URP Evaluation

Support to Manica Integrated Livelihoods Initiative, Mozambique

Ecosystem services and poverty research

Ford Hybrid Research

Facilitation and Consultancy

CSO evidence-based advocacy and implementation in Mozambique

Community Development Policy Framework

Toolkit for DSD community development practitioners

Strengthening Management for Impact (SMIP)

Design of Nampula small-scale cotton producer project

SMART project

Business plan for Motheo Economic Development Agency

Learning and Sharing Experience

Khanya-aicdd website

Sustainable Livelihoods in Sub-Saharan Africa Newsletter

Knowledge Sharing support to Mvula Trust

Monitoring & Evaluation of Community Work Programme

Developing capacity

University of the Free State Masters Course

M4I training for DSSPD

Watercourse FET Water

Training in Sustainable Livelihoods Approach, self-funded, DSD

Adaptive Forestry Management training

Supporting Upscaling

CBP Training Capricorn District Ekurhuleni Metro

LED Agency Guidelines workshop

