



khanya-aicdd
African Institute for Community-Driven Development

Sustainable Livelihoods Training for DSD Provincial and Municipal Officials

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Eskom Convention Centre, Midrand

**Khanya-African Institute for
Community-Driven Development
(Khanya – aicdd)**

Head office 16A President Steyn Ave, Westdene, Bloemfontein, 9301, Free State, South Africa

Tel +27 (0)51 430 0712 Fax +27 (0)51 430 8322

admin@khanya-aicdd.org

www.khanya-aicdd.org

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Compiled by: Wanjiku Kiambo

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1 Introduction

1.1 Background to the workshop

The national Department of Social Development has adopted the sustainable livelihoods approach as the methodology to use in its paradigm shift from welfare to development. DSD had previously funded projects at the sub-district level under the programs of poverty relief, food security, and early child development among others. The way in which these projects were structured was very top-down, and the objective now is to introduce the concept and methodology of sustainable livelihoods, so the community can be facilitated and enabled to identify and articulate their needs and their visions for sustainable livelihoods.

This 2.5 day training brought together key provincial DSD officials from the sustainable livelihoods and community development directorates. Municipal officials who are involved in writing and implementation of the Integrated Development Plans (IDP) were also present to contribute to the understanding of current mechanisms on the ground, and to better understand the implications of the shift in approach to sustainable livelihoods.

1.2 Objectives and process

The objectives of the 2.5 day training were for participants to have:

- Explored the theory of Sustainable Livelihoods Approach, including opportunities for staff to interact in an experiential way with the content;
- Applied the SLA into and interrogated current DSD/ISRDP funded projects / programmes
- Discussed the implications of mainstreaming SLA in DSD and developing a DSD-specific SL approach; and
- Provinces have developed some action plans for integrating their programmes into SLA

2 Proceedings of the training

2.1 Background presentations

The participants were welcomed and the objectives of the training were related. It was underlined that this training would be qualitative, and that quantitative training would follow at a later date. A presentation was made, by Mpontseng Kumeke, on the baseline nodal research which revealed the need for SLA training. This presentation focused on key findings that had emerged from the nodal evaluations conducted in 2006. Participants asked questions around the presentation, with a discussion (tabulated below).

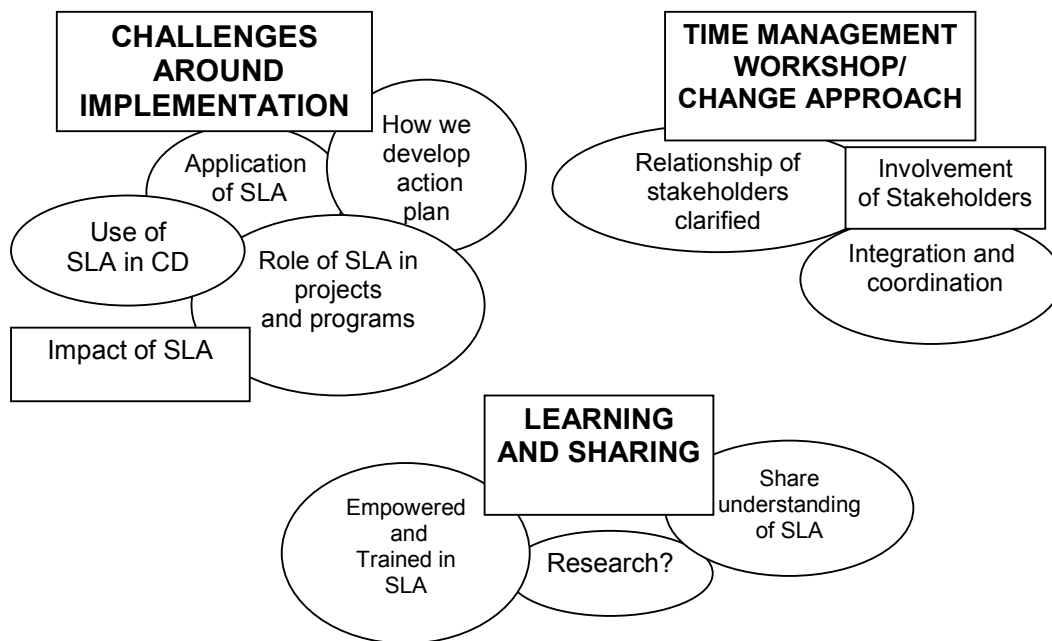
Question/ Comment	Response
Where are the documents that talk to the ISRDP baseline research? What steps were taken to ensure the recommendations and key findings of the research were addressed? In	The baseline research results were disseminated at workshops at nodal level and, an action plan was agreed upon by stakeholders. There have been challenges

the Free State they are not aware of where the process has reached	(with delivery) in the Free State.
The findings indicate that local governance is a key issue. What does that mean?	It means ensuring that the necessary support is present. Focus on integration, coordination, getting the community involved. Local government is one of many actors whose involvement is coordinated.
Structured support should be during the planning. Nature of support should be strategic enough to ensure the anticipated outcomes should. Do this support during planning and budget phase.	The point is acknowledged, it is a national challenge to align/coordinate the various different planning and budget phases.
What have been findings of the survey on the extent of integration of DSD interventions into the IDP of municipality?	How many people know what IDP entails? Is it being done in the departments? No. There's need for administrative and political direction. This is difficult because you can't influence the budget. If the head of department calls a meeting, the employee can't prioritize an IDP meeting over a departmental meeting. We appreciate that there are senior managers present who can deal with these issues of prioritization and integration.
IDP processes are a challenge: they follow different financial year from government. Integration is a challenge, those are mere presentation of plans. Integration would mean determining, while implementing, what is role of public works, health, etc. in each program. Maybe at higher level this can be addressed? At local level, the top officers (with clout) should attend because right now junior officers with no decision-making powers are the ones being sent to represent departments.	Different financial cycles may be viewed as an opportunity to interact about the planning, have a direction with respect to budget.
What strategy is there nationally to ensure people are compliant with financing protocol is not being complied (finances that are supposed to be earmarked for intervention at designated node)?	Yes it's not adhered to. We need advice on how to make it happen. Getting DG and Chief director to co-sign. Implementation is a challenge due to where it's located. Money's not ring-fenced because it's a pilot program to involve stakeholders. If it were done, it would end up like the EPWP. We have to learn from this program, challenges are part of learning to see how to do it better.
Re: IDPs, as municipalities, should they go to each dept and have meetings? Why can't the interaction start from the ground up? Interaction mechanisms; what are the obligations of the parties involved in managing that interaction?	IDP development should start at local level. With respect to protocol, people are referred back to local level. Think about how to enforce so that expectations are realized. How are the IDP interactions reflected in the employee's employment contract? Maybe include it in the core mandate.

	<p>Structural challenge reflecting issues around integration and coordination (prevalent within all government meetings). Need to start seeing how to address it instead of lamenting about it. Propose ways in which we can begin to address this issue. It's not an automatic process, we need to figure out how we can begin to integrate. Some challenges are political, but at our levels (as government officials), we can start to do sthg.</p>
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2.2 Expectations and concerns

Participants were asked to indicate what they were expecting to achieve by the end of the 2.5 day training; they were also asked to indicate what concerns they had related to the training. Their concerns and expectations were clustered into 3 main themes: Challenges around implementation; change approach/time management; and learning and sharing, as seen in the figure below.



2.3 Understanding development

The following section addressed the meaning of development, and the river code was used. This involved a short skit by a group of participants after which the entire group was asked to discuss what they understood the point of the skit to be.



The discussion following the skit revealed the deep understanding drawn from the various parties' roles in the skit. Participants indicated the effects of dependency as well as initiative were evident. One person had learnt from another's mistake and another's success, and others had decided to cross the river alone without assistance because they had seen what others had done. From this exercise, the participants were able to understand the different approaches to development. There were three categories:

1. the person who was carried and ended up stuck halfway there; 2. the person who was assisted and was then able to cross the second section alone; and 3. the person who learnt from the first two and crossed the river by themselves.

Participants were then asked to go into provincial teams and to discuss the characteristics of the intervention/programmes they are working on, which of the three categories they would group them in, and why.

They then presented their discussions to the plenary:

Category	1, Carried. E.g. the old PRP projects, NFES program
Characteristics	<ul style="list-style-type: none"> • Top down approach • Not need-driven • Insufficient consultation • Lack of ownership • No feasibility study • Capacity building not done • Needs assessment not done • Community mobilization not done • Checking IDP with local municipality to avoid duplication of service (stakeholder consultation) • It's the easiest method to use. • Money is spent on the community. • But is that development? Is it good to look at political gains vs. economic and development gains? • Imposed project, not initiated by the community but DSD-driven • e.g. Umphise flagship program • Activities: poultry, sewing, gardening • Feasibility study not done
Category	2, Assisted. E.g. Zoeknog project (Mpumalanga); Marele goat farming (North West); Masebambane ECD (Free State,

Eastern Cape)	
Characteristics	<ul style="list-style-type: none"> • Community-driven • Community ownership • Skills • Natural assets • Need for financial sustenance • Usually women • Active, have initiatives • Cooperatives • It is fairly easy to do • These projects are quite widespread. • In DSD project categorization, they can be green, they can be nudged forward. • It is better to assist these projects because, "Who will run faster when pushed/pulled? Someone who is already walking, or someone who is standing still?"
Category	3, Using local resources. E.g. Zamani Club (KZN); Kutlwano laundry project, stokvels/burial societies, Sir Stuart Nhlathi Science and Technology Institute; brick-making at Alfred Nzo municipality
Characteristics	<ul style="list-style-type: none"> • Needs driven • Use indigenous knowledge • Have experience and have initiative • Own resources (local and social assets) • Minimal intervention (from outside) • Courage/ willpower / commitment / passion • Already knew where they wanted to go, and what assistance they wanted from DSD.

After this group exercise, while in plenary, participants were asked, "**what then is (good) development all about?**" They responded that good development has:

- Passion
- Community participation
- Commitment
- Involvement
- Initiative
- Use of own assets
- Building on what exists already
- Translating opportunities into something that will help you sustain yourself
- Looking at indigenous knowledge and how to use it to help yourself
- Capitalizing on knowledge and experience that is there, and then moving it forward
- Minimal outside intervention – can do without outside intervention

2.4 Sustainable livelihoods

Participant understanding of 'sustainable' and 'livelihood' was probed. They gave their understanding of the words and the concept, and then a working description (from Dfid) of sustainable livelihoods was projected onto the screen. Most of the words they had given indicated they understood the concept well, but there were concerns that the definition on the screen did not take into account improvement of quality of life. Others felt that if we included the issue of quality, we'd expand the definition to an extent where it's unwieldy. It's about using and managing resources available to you.

Participants also discussed the definition of sustainable livelihoods in the context of the mandate of the department of social development. If the mandate is to create safety nets with respect to social issues, putting a qualitative connotation will make delivery difficult. So definition should align with dept mandate, safety nets. But with use of collaborations, the qualitative part can be addressed. We want basic needs to be met. The conclusion was that the definition of sustainable livelihoods should address quality of life as well, and that DSD should then determine how best they can contribute to this vision. It was underlined that the definition is not limited to dealings with poor people, it is applicable to all income levels. Though in this case, DSD is dealing with survival, the marginalized, those who can't survive on their own. DSD is focusing on helping them to improve conditions, so they can survive on their own. The framework was presented to the group. The discussion then focused on the diamond that looks at assets.

Assets, Capabilities and Activities were defined and discussed by the group

It was clear from the discussion that without capabilities, you can't get into activities. The activities use assets, activities build the assets. The group was asked to give examples of assets:

- Natural (trees, livestock, fertile soil)
- Human (health makes you capable and is therefore a human asset)
- Financial (stokvel is for finance, but it is social)
- Physical (school, house, etc.)
- Social (stokvel is social; family; friends; church. There's interaction, exchange/sharing of ideas, recreation/pleasure, support).

The facilitator for the session indicated that Asset and Capabilities overlap, and that You can determine if person is rich or poor (how well off they are) by looking at number of their activities. In a community (disaggregating it) you look at the level of their assets, their capabilities and their activities. Two things build assets: human and social assets. Even if you have other three assets, if you don't have the primary two (human and social networks), it is difficult to get the others.

The central box (in the SLA framework) determines a community's full strengths. Understanding this is fundamental for a community and household. To move a whole community towards sustainability, it (central box) is fundamental, but this is influenced by an external environment which has **vulnerability, opportunities**, and the **policy, institution, and processes** you interact with. Those **three** will determine to what extent you can use your strengths to convert them into a sustainable livelihood.

The discussion then went into policies, and examined both formal and informal policies. Examples given of informal policies included:

- If a cow eats someone's crops, community knows what has to be paid in restitution.
- Morals and ethics.

- In some villages, no one can be richer than the other, due to the fear that they will have bad fortune cast upon them.
- Payment of *intlaulo*, a boy pays damages for impregnating a girl.
- If a family's bereaved, other families in the community don't go to work.
- In village, there's one day when entire village rests, no one goes to the farm.

These policies, institutions and practices can operate at different levels (macro, meso, micro). They can reduce stresses and shocks, and create your opportunities; they all influence how you're going to use your assets.

As a community you decide what your desired outcomes are, (what are your assets, where do you want to go, then get into your activities) then you determine what activities you need (planning), then you go into action (implementation – activity). Whatever you do will increase your opportunity. You may identify more opportunities as a result of your actions/activities, but this will also open you up to more vulnerabilities. When we talk of Sustainable Livelihoods, we're talking the totality of the community.

Participants were asked to think about applying SLA to a geographic space, or a project in their province. An example was given of a builder who has all the assets required to build a house, but no tools. SLA helps to give some of the tools needed to unlock the strengths, vulnerabilities, opportunities, and the Policy, Institutions and Practices.

During the discussion of the framework, some of the concerns raised were:

Concern	Response
<ul style="list-style-type: none"> • What do you do when certain assets are lacking? E.g. water and land. • Let's be careful not to imagine that all the assets should be available before you can do something else. Government policies take too long, and the • community enthusiasm has a shelflife, so how do you address this 'lack of assets'. 	<ul style="list-style-type: none"> • Integrated development plays a role because with adequate planning, it can work. There is need to look at how different departments are working in an area, so they can better support communities. • We shouldn't be thinking of what is lacking. Let's try to unlock the potential. • Let us not limit the community people. DSD needs to help them unlock their thinking, and DSD's thinking also needs to be more flexible. An example is in Venda where people have mangoes in their yards, but because they think development should come from government, they are unable to figure out how to use these assets to improve their lives <p>We (DSD) need to be flexible in our thinking, let's not think for the community. When we're there, we start doing that. We must shift from saying "this business plan won't work". Let us not confine communities to frameworks, we must be flexible enough to accommodate differences on the ground.</p>

2.5 Sustainable Livelihoods Principles

The participants were asked to talk about what they understood by the word *principle*. They indicated they thought principles were: beliefs, values that govern one's action; Prerequisites; Guidelines; Views; Rules; Foundation. This unpacking of the word was followed by a presentation on the evolution of development frameworks, in order to illustrate that SLA has incorporated several best practices. One question: Is there a possibility that yet another approach will emerge? Yes, as there are many actors busy developing frameworks. E.g., Care has already adapted the DFID framework for their environment.

The SL principles emphasize building on strengths of the community.

Question: How does SLA fit into community profiling?

Response: Profiling is one of the tools of SLA. In the issue of "needs" vs. "asset" –based: SLA looks at the vulnerability as well as at the opportunity – but not based on the needs. It is not blind for needs, but prefers to do a vulnerability analysis.

2.6 Disaggregating communities and their vulnerability

The group was asked to give their definitions of: poor (Limited access to service and resources; some income), very poor (No source of income), and indigent (Have nothing).

The participants were then asked to work in four different groups and to do a livelihood analysis of the community section they were role playing. This was important in getting the group to understand and to go through a livelihood analysis.

The results of this analysis follow.

Vulnerability analysis tools

Four vulnerability analysis tools were presented in plenary, and the participants were asked to work on each tool. The results of the four group work sessions are presented below.

Group work on the tools for analysing vulnerability and Venn.

1. HISTORICAL TIMELINE

Year(s)	Event	Impact
1970s	Flood (Laingsburg)	Impacted service Displaced communities
	Soweto 1976	Change in education system Sanctions increased Death – families affected Schooling interrupted
	Homeland policy implementation (1970)	Divide and rule Identity displacement, tribalism Resource allocation Movement restriction
	Biko died (1977)	More isolation for SA More division Shock and demoralization Hatred (especially of police)
1980s	State of emergency (1985-1986)	Torture Detention/house arrest Death Disappearance Skipping country / exile Families suffer – breadwinner gone
	PW replaced by FW (1989)	Hope

		Negotiations opened (FW to Zambia)
1990s	Upliftment of sanctions (1990s)	Admission into international sports bodies Investments incoming Economic growth
	Feb 1990 speech by FW	Release and unbanning of political parties New atmosphere in SA
	Kodesa (1992-1993)	New constitution Decide on government of national unity
	Elections - 1994	Dawn of democracy Better life for all End of institutionalized apartheid
	SA won Rugby world cup (1995)	Unification of SA people Madiba magic Investment/tourism optimized
	Local government elections (1996)	Service delivery decentralized
	Bafana won Africa cup of nations (soccer – 1996)	Job creation Tourism Internal recognition Pride
	Truth and Reconciliation Commission (1996-1998)	Reconciliation Healing of old wounds Bringing back negative feelings and attitudes
2000	Introduction of child support grant (2000)	Perception of high teenage birth rate Money to spend within community available
	Y2K (2000)	Financial transactions were frozen Disrupted greater planning, enhanced technical skills and awareness of computers in our lives
	Demarcation of district municipalities (2000)	Service delivery disrupted (demarcation) Delivery deteriorated Strikes in cross-border areas Financial losses Relocation of offices
	World summit on sustainable development (2002)	Paradigm shift from welfare to development approach
	Elections (2004)	Gender issues more prominent
	SA won bid for 2010 (2005)	Investment Jobs Skills development infrastructure

2. SEASONAL CALENDAR OF ENVIRONMENTAL CHANGES/ SHOCKS AND STRESSES

	Effects	Group affected	Timeframe	Impact	Coping mechanisms	Additional support
SUMMER	Flooding	Farmers Children Business Parents	December – January	Destroys natural and physical assets Loss of lives	Climb trees and mountains Consult rain queen Prayers	Awareness campaigns to sensitize people
	Mosquito Outbreak	Tourism All	December – January	Disease and loss of lives Low production due to high absenteeism – decline in economy	Indigenous trees Fumigation Firewood	Disaster management plans from municipalities and departments
	Natural disasters, i.e. tornadoes, storms	Rural people (both children and parents)	December – January	Destruction of infrastructure	Not building on tornado route Embark on thatch roofing rather than corrugated iron sheets	Advise communities not to build houses next to rivers
	Heat	Farmers Water users Children Business	November – January	Diseases e.g. epilepsy Decline in economy	Greening of the area	Infrastructural development Vaccination Development policies and strategies
WINTER	Veld fires	Timber industry Livestock Residents	June – August	Loss of lives and livestock and property Economic decline	Creation of fire brigades e.g. wet sanding sacks, fire breaks	
	Colds and flu	All	May – August			
	Air pollution	All	May – August			
	Price hikes	Poor affected negatively Rich affected positively	May – August			
	Frost and Snow	Farmers Poor households All	June – July			

3. TREND ANALYSIS

The group analysed HIV infections, and trends that have exacerbated it.

4. VENN DIAGRAM

The group analysed service provision in a community, in order to determine which services are most important *and* accessible to the community.



2.6 Discussion of Assessment Tools

- It is important for participants to be realistic and to know that it's challenging to implement what they have learnt. Even as this training has been helpful in showing what it means to move towards an SL approach, many of DSD staff acknowledged that they are still using a welfare approach. The paradigm shift from welfare to sustainable development needs to happen both in communities, and in the DSD staff. Communities need to start thinking about what they can do, take ownership of their lives instead of allowing DSD to take charge of their lives. DSD staff should think about how to enrich the thinking at community level. The key to success of SLA is to change the mindset of the community.
- It was acknowledged, however, that this would be difficult because of politics. During imbizos, DSD staff are asked to undertake projects that may not have been part of their planned activities, how does one manage politics and SLA?

- It was also mentioned that: it is one thing to cross the river, and quite another to stay across. How do we make sure that people who have crossed will remain on the vision side of the river?

2.7 Final group task

The participants were asked to get back into their Province groups, and to write an action plan for a program of their choice. There were concerns about whether or not the people present were mandated to conduct such an activity, and it was explained that it is a continuation of the role play, an exercise for participants to understand how to come up with an action plan, so that when they return to their provinces, they're in a position to facilitate this process.

They were asked to think about the province's programs and projects, determine what challenges these are facing. Determine the desired outcomes of the programs and projects, as well as how SLA can help move them towards these desired outcomes. The tools are part of the analysis, as are the 6 governance issues (what do these mean for programs and projects). They were then asked to come up with an action plan: what they want to do, when to do it, who will do it, and what support is needed in order to achieve it.

- Program
- Desired outcomes
- Challenges
- Strategies to address the desired outcomes and challenges
- Activities/ Action plan
- Action plan presented as a Gantt chart
- Support needed and from where (micro, meso, macro)

PROGRAM: HIV/AIDS

Desired Outcomes

- Reduce the rate of infection
- To care for the vulnerable children and orphans
- To encourage positive living and prolonged the lives of the infected
- De-stigmatization

CHALLENGES

- Ever increasing number of people infected
- High HIV/AIDS-related mortality rate
- High unemployment/poverty rate
- Polygamy and promiscuity
- High increase of child-headed households
- Infection of children with HIV/AIDS
- Orphans increased
- Lack of facilities for caring of OVCs

ACTIVITIES

Activity	Month
Review the current messages on prevention with all stakeholders	Feb-March
Develop new messages designed for prevention	April – June
Get approval from the department of health	June – July
Develop communication strategy for the message	July – August

STRATEGIES TO ADDRESS THE DESIRED OUTCOMES AND CHALLENGES

- To develop tailor made messages to prevent new and re-infections
- Profiling and auditing the child-headed households and orphan children
- Increase the comprehensive care services to the rural affected areas
- Review and strengthen IEC messages on partnership with the community

SUPPORT NEEDED AND FROM WHERE (MICRO, MESO, MACRO)

Type of support	Who
Financial support	National / Province, district, business
Administrative	National / province, district
Political	National, provincial government, local government
Stakeholders Social and human development cluster	National, Provincial, District, Local
Civil Society structures (traditional heads/leaders)	All levels
HIV/AIDS activist organizations	All levels
Private sector	All levels

PROGRAM: SUSTAINABLE LIVELIHOODS**Capacity building lack**Governance issues

Limited resources e.g. scarce water, land

4 – Strategies to address

Challenges to desired outcomes

4.1 Challenges

Desired Outcomes:

- Sustainable communities (self-reliant)
- Decrease in food insecurity

- Reduce levels of unemployment
- Empowering partnerships e.g. linking socio-economic projects to Seda
- Disaster management plans

Challenges:

- Management competencies of emerging NPOs
- Accessing of funds
- Mindset of NPOs is still welfarist (approach)
- Natural disasters e.g. floods, fires, droughts
- Finalization of CD policies and its impact on budgeting
- Buy-in and support from local governments
- Lack of joint planning

Strategies:

- Capacitation of staff on SL approach
- Capacitation of NPOs on SLA mentoring process
- Stakeholder mobilization e.g. PPP

Support needed:

- National DSD
 - Give strategic direction
 - More consultation on financial mobilization
 - More capacity building in SLA for provinces
- Local government
 - Support for funded project

Action Plan:

	Activity	Responsible	Mar	Apr	May	Jun	Jul	Aug
CDP CAPACITATION	Training workshop for CDPs on SLA	Provincial office	X					
	Follow-up on training	Provincial office		X				
NPO CAPITATION	District-based NPO capacity training	District officers and Province			X	X	X	X
	Mentoring process	District officers and Province			X	X	X	X
STAKEHOLDER CAPACITATION	Invite/include local government and partner (e.g. Seda) to SL trainings	Provincial office			X	X	X	X
	Induce SL initiatives and IDP process	Districts			X	X	X	X

3 Conclusion and Way Forward

3.1 Response to issues raised during training

National representatives responded to the concerns raised, and to the issues raised in the course of the action planning exercise.

- It is important to establish provincial networking. This will be looked into. It cannot be a forum because there are currently too many fora in the directorate.
- Plan to implement recommendations
- Local government is the key issue of getting participation of community members
- Support to nodes. Propose support during planning
- Start with strat planning session
- Support – recommendations; integration of local plans into idps, extent of integration
- The difference in local and provincial financial years should be seen as an opportunity because one level can incorporate the other's planning/budget into its own.
- There are pilot SLA projects already going on. The aim is to come up with lessons that will be shared with nodes and other sites in provinces; particularly the learning around how to entrench integration and coordination.
- An IDP training workshop is needed to guide and have DSD ensure that their programs are in the IDP
- There is also a need for political buy-in

Annex 1: Training Program

Time	Day 1	Day 2	Day 3
	Theory of SLA	Application and implications for using SLA	Application and implications for provincial programmes
08.30	Arrival and registration	Reflection on day 1 Programme for day 2	Reflection on day 2, programme for day 3
9.00	Introductions, Expectations and concerns regarding the SLA training	Groups Report back	Report backs on Governance issues
9.40	Welcome with introductory remarks from DSD	Well-being analysis Social groups Disaggregating a community (in plenary)	Provinces work on ways forward
10 - 10.15	Objectives & programme overview Setting the scene – Feedback on key findings emerging from Nodal evaluation	Livelihoods analysis	Report back on action plans
11.00	TEA/COFFEE		
11.20	Discussion on emerging issues from ISRDP/URP evaluation – what is the relevance SL for DSD	Unpacking the PIP box – linking the Micro to Macro Analysing services - importance (Venn)	Way Forward on support structure by national to Workshop learnings and Evaluation of the 3 days
12.00	The meaning of development –(the river code)	Analysing Services - Accessibility (Venn)	Close
12.45	Lunch	LUNCH	Lunch & Depart
13.45	Introduction to Sustainable Livelihoods - What is a livelihood and what makes it sustainable?	Report back and reflection (also on other tools)	
14.30	SL application DSD project (group task 1)	SLA principles & group work	
15.05	SL Framework		
15.50	TEA/COFFEE	Tea break – in team	
16.10	Application of the SL Framework	Governance issues for promoting CDD	
16.25	Group task on SL framework	Group work on governance issues	
16.50	Close of day	Close of day	

Annex 2: Training Participants

NAME	LAST NAME	DEPARTMENT	PROVINCE	TELEPHONE	FAX	CELL	EMAIL
Moira	Beukes	Social Services and Population Development	Northern Cape	053 714 3400	053 712 1588	082 465 0504	jlplaatjies@kur.ncape.gov.za
M	Bopape	Social Development	National	012 312 7745	086 615 5569	082 819 9987	
Matsepo	Choeunyane	Social Development	North West	018 387 0234	018 384 2839	082 922 2554	mchoeunyane@nwpg.gov.za
Marcia	Kalebe	Social Services and Population Development	Northern Cape	053 831 4040 /1 /5	053 831 4056	082 442 9318	mkalebe@dsd.ncape.gov.za
Concern	Khomola	Health and Social Development	Limpopo	015 962 0043	015 962 2274	082 892 5702	khomolanc@dhw.norprov.gov.za
Rolly	Lerutla	Health and Social Development	Limpopo	015 293 6163	015 293 6464	073 349 4642	lerutlar@dhw.norprov.gov.za
Mlalelwa	Mabona	Social Development	National	012 312 7745	012 312 7460		
Africa	Magaseng	Planning, Sekhukhune	Limpopo	013 262 4633	013 262 4634	082 596 1674	maqasengp@sekhukhune.gov.za
Kgabo Hephzibah	Magoro	Health and Social Development	Limpopo	015 290 9000	015 291 3260 /5917	083 291 4744	
Momesi	Mashilo	Social Development	National	012 312 7424			
Thobeka	Masimula	Social Development	KZN	033 398 5902	033 398 0331	072 269 5511	
Dorothy	Matsunyane	Social Development	Limpopo		014 736 3366	083 430 4171	
Ntombifikile	Mbatha	Social Development	KZN	035 874 4022	035 874 2438	084 980 3939	mbathan@kzntl.gov.za
Mondli	Mbhele	Social Development	National	012 312 7594	086 613 6576	082 776 0031	mondlim@socdev.gov.za
Thembi	Mhlanga	DSD	KZN	031 336 8776	031 368 7752	083 632 1906	mhlangat@dwbp.kzntl.gov.za
Peggy	Mhlongo-Kgaboesele	Social Development	North West	018 384 7069	018 384 2517	082 922 2558	pkqaboesele@nwpg.gov.za
Shireen	Mohamed	Development And Research	Northern Cape	053 831 4041	053 831 2795	083 255 8822	smohamed@dsb.ncape.gov.za
Patricia	Mokwala	Social Development	National	012 312 7419	086 615 5569	082 217 4020	patriciamo@socdev.gov.za
Wandile	Naku	Alfred Nzo District Municipality	Eastern Cape		039 254 0343	082 550 6590 / 083 400 1732	nakuw@andm.gov.za
Bhongolwakhe	Nazo	Social Development	Free State	051 409 0592	051 409 0671		nazo@socdev.fs.gov.za
Nokulunga	Ngidi	Social Development	KZN	033 264 2162	033 264 2093	083 661 3337	nokulunga.ngidi@kznsocdev.gov.za

Tini	Ngubeni	Local municipality - Community Service	Free State	058 718 3718	058 718 3777	083 668 6699	ngubeni@fs.gov.za
NAME	LAST NAME	DEPARTMENT	PROVINCE	TELEPHONE	FAX	CELL	EMAIL
Solomon	Nyembe	Bushbuckridge Local Municipality, LED planning and environment	Mpumalanga	082 652 1027 /1031	082 652 1411	079 874 3317	
Lennox	Peter	Ukhahlamba District Municipality	Eastern Cape	045 979 3000	045 971 0251		lennox@ukhahlamba.gov.za
Portia	Ramasodi	Health and Social Development	Limpopo	015 293 6163	015 293 6464	082 549 7024	ramasodipm@dhw.norprov.gov.za
Phiwamandla Mzikayifani	Thungo	Social Development	KZN		036 635 4527	083 208 4732	thungop@socwel.kzntl.gov.za
Kenneth Oscar	Thusane	Bushbuckridge Local Municipality	Mpumalanga	013 773 0550	013 773 1877	079 874 3311	mnice@mweb.co.za
Mfana	Tsotetsi	Social Development	North West	018 387 5124	018 384 2517	082 922 1272	tsotetsiq@nwpg.gov.za
Nwabisa	Tyekela	Umzimkhulu Municipality	Eastern Cape	039 259 5000	039 259 0427		nwabisatq@webmail.co.za
Phia	van der Walt	Khanya			051 447 6394	073 438 7113	phiavdw@lantic.net
Morwesi		Social Development	National	012 312 7424			