

KNOWLEDGE SHARING AND PEER LEARNING ON COMMUNITY DEVELOPMENT

SALGA House, Cape Town

12 August 2019

Learning Notes



INTRODUCTION AND BACKGROUND

In 2016 the European Union Commission (EU) allocated the South African Local Government Association (SALGA) grant funding, to implement the 'Strengthening Governance and Capacity in Local Government' project. This is a three-year project implemented in four provinces including the Western Cape, KwaZulu-Natal, Mpumalanga, and Limpopo. Specific objective 2 of the project seeks to capacitate municipalities to design credible Community Development programmes that enhance the lives of vulnerable groups and groups at risk of marginalisation.

The Western Cape was selected as the host province for the Knowledge Sharing Engagement on Community Development, as it has shown significant support for the EU-SALGA project and it is the source of noteworthy best practice in Community Development, which should be shared with other municipalities directly.

The purpose of the Knowledge Sharing was to provide a platform for the municipalities that have participated in the project from the onset; to share and discuss the processes that resulted in best practices in Community Development, as well as lessons learned. Through the Knowledge Sharing approach, the event further addressed some of the challenges that were identified in Community Development by Local Government practitioners during the implementation of the EU project.

In light of this context, SALGA in partnership with the Municipal Institute of Learning (MILE), facilitated the Knowledge Sharing Engagement on Community Development at SALGA House, in Cape Town on the 12th of August 2019.

During the course of the engagement, the various municipalities represented learnt about the practices of peer municipalities on Community Development, and application methods for the implementation of practices. Ultimately, the overall objective of the engagement was to facilitate exchange of experience and practices (successes and challenges) in Community and Social Development amongst municipalities.

TARGETED STAKEHOLDERS

Eight municipalities from four provinces that participated in the Community Development component of the EU project were invited to participate in the event. These municipalities consisted of Dr Nkosazana Dhlamini-Zuma Local Municipality, Thaba Chweu Local Municipality, uMkhanyakude District Municipality, Knysna Local Municipality, Lepelle Nkumpi Local Municipality, Witzenberg Local Municipality, Ehlanzeni District Municipality, and Modimolle-Mookgopong (LIM 368) Local Municipality. In attendance were Councillors and officials from the eight participating municipalities.

OUTPUTS

The following outputs were anticipated for the Knowledge-Sharing Engagement:

- SALGA to develop a **case study document** highlighting the processes leading to the practices, and the lessons learned;
- MILE to develop **guideline document/ report**, which will document the outcomes of the Knowledge Sharing event and package the findings in a practical manner;
- MILE to identify and document **possible twinning partners** between the municipalities;
- SALGA (WC) to develop a **Programme of Action** in order establish a support programme amongst twinned municipalities.

STRUCTURE OF THE DOCUMENT

This document reflects key outcomes that were deliberated during the workshop, and serves as an internal resource to guide further work in positively contributing to the exchange of experiences and practices in Community and Social Development amongst municipalities. It does not provide a verbatim of proceedings but however emphasises central themes that emerged from discussions. For detailed presentations, kindly access them on the MILE website (www.mile.org.za).

Presentation 1: EU-SALGA Project Overview

The presentation covered important aspects of the project. The Community Development Directorate within SALGA is one of the beneficiaries of the project. The project partly seeks to capacitate municipalities and SALGA to design credible Community Development programmes that enhance the lives of vulnerable groups and groups at risk of marginalisation. It also seeks to empower the identified practitioners in monitoring and evaluation through the use of a set of development indicators that have been designed to support municipal planning and impact measurement of Community Services at the local level. A recommended basket of services has been developed in order to assist municipalities with defining their role in Community Services. The rest of the presentation covered the progress in the EU-SALGA Community Development project. *(For detailed information, kindly refer to the EU-SALGA presentation by Winnie Manganye).*

Presentation 2: Community Services Framework and Indicators development: Reflecting on key themes

The Legislative and policy environment is inclusive of various aspects of Community Services. However, the challenge with Integrated Development Plans (IDP) is that mainstreaming

processes are not clear. The indicators recommended by SALGA are based on Youth, Gender Inequality, Sports Facilities, Child Care Facilities, Cultural Matters, Disaster Management, Fire Fighting Services, and Health Services. The presentation also covered development approaches, implementation in the municipal space and the way forward. *(For detailed information, kindly refer to the SALGA Western Cape presentation by Trevor Lombard).*

THE SCOPE OF THE LOCAL GOVERNMENT MANDATE FOR COMMUNITY SERVICES

Presentation 3: Clarifying Concepts, Mandate and Core Functions of Local Government in Community Development Services

In the field of Community Services, an array of concepts and terms are used interchangeably. For instance, linkages exist between Community Development, Social Development, and Social Welfare. The presentation outlined more aspects such as core functions, the role of Local Government in Community Services, and the Institutionalisation of Community Services. *(For detailed information, kindly refer to the SALGA presentation by Favourite Khanye).*

THE ROLE OF LOCAL GOVERNMENT IN COMMUNITY SERVICES

Presentation 4: The role and functions of Community Services and Social Development in Dr Nkosazana Dlamini-Zuma Local Municipality

The municipality is located in the south of KwaZulu-Natal and was established as a result of the amalgamation of KwaSani and Ingwe Municipalities in 2016. The presentation covered an overview of the Community Services Department; the mandate insofar as roles and responsibilities are concerned; the organogram; benefits and or limitations of placement of LED & Tourism Unit under this department; as well as limitations and possible solutions. *(For detailed information, kindly refer to the presentation by the municipality).*

Presentation 5: SALGA Sport and Recreation

The purpose of Sport & Recreation at SALGA is to facilitate, coordinate and influence the delivery of SALGA's 5 Pillars. The programme is delivered by acting as a catalyst in leveraging and celebrating excellence, providing a platform for knowledge transfer, raising the profile for local government and providing a platform to compete in the international arena. *(For detailed information, kindly refer to the SALGA presentation by Andile Nqini).*

Presentation 6: Mandate, role and approach of Lepelle-Nkumpi Local Municipality in Community Development

Specific powers and functions were assigned to the Lepelle-Nkumpi Local Municipality in terms of Notice of Establishment (Notice No. 307) that was published in Limpopo Provincial Government Notice No. 307 of 2000. Thus, the powers and functions are inclusive of provision and maintenance of child care facilities, creation of temporary work opportunities and to ensure public safety. Furthermore, elements such as the municipality's role and approach, and obstacles were shared. *(For detailed information, kindly refer to the presentation by the municipality).*

INTER-GOVERNMENTAL RELATIONS ON COMMUNITY SERVICES

Presentation 7: Inter-Governmental Relations on Community Development Services - Witzenberg Local Municipality

Participants were exposed to the Municipal Vision, as part of the initial part of the presentation. Thereafter, various aspects of Intergovernmental Relations (IGR) on Community Development Services such as the objectives of IGR for Community Development; membership; the background of the IGR Steering Committee; and the IGR process were also covered. An account of the challenges and successes were also shared. *(For detailed information, kindly refer to the presentation by the municipality).*

Presentation 8: Umkhanyakude District Municipality – Mandate, role and approach to Community Development

Located in the far Northern region of KwaZulu-Natal, the municipality undertakes Community Development coordination through Special Programmes, Public Participation and Operation Sukuma Sakhe. The District's Community Development functions are mandated by the

Constitution of the Republic of South Africa. *(For detailed information, kindly refer to the presentation by the municipality).*

INSTITUTIONALISATION OF COMMUNITY SERVICES

Presentation 9: Knysna Local Municipality - Draft Social Development Strategy

Core functions and responsibilities of Knysna Local Municipality extend to Disaster Management, Social Development, Youth Development, and Sport Development. Other aspects such as the approved Directorate Structure and the departmental Service Delivery and Budget Implementation Plans (SDBIPs) were covered. As the only municipality in attendance with a draft Social Development Strategy, the process followed in developing the strategy was shared. An account of challenges and successes were also openly discussed. *(For detailed information, kindly refer to the presentation).*

Presentation 10: Mainstreaming of Marginalised Groups at Ehlanzeni District Municipality

Section 152 of the Constitution requires a municipality to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community and to promote its Social economic development. In responding to the needs of communities, the practical needs and strategic needs of women and men must be considered. The Social Services Department has been tasked with the responsibility of ensuring that gender and transversal issues are mainstreamed into all municipal programmes and processes. *(For detailed information, kindly refer to the presentation by the municipality).*

Presentation 11: Vulnerable Groups – Statistics SA

The objective of this presentation was to show how data on vulnerable groups can be used to inform strategy development. That data from StatsSA showed that elderly people who are beyond the age of 65, disabled people of all ages, poor families with children below the age of fifteen, and war veterans are considered as vulnerable groups. The presentation also covered the types of grants, who they are aimed at, literacy levels and issues around food security. *(For detailed information, kindly refer to the Stats SA presentation by Vanessa Wiener).*

DISCUSSION POINTS AND BEST PRACTICE

1. Community/Social Services Terms of Reference

The development of a Community/Social Services Terms of Reference is beneficial to guiding strategy development as it frames the objectives, roles and responsibilities of each stakeholder in the strategy development process. It will be one of the immediate tasks to be taken up by Modimolle-Mookgopong Local Municipality.

2. Multi-stakeholder approach

Municipalities can only successfully deliver Community Services through adopting a multi-stakeholder approach. The community is a key role-player and must be included in planning, delivery and monitoring processes. In this context, reference can be made to Knysna Local Municipality who conducted a situational analysis through assessing strengths, weaknesses and opportunities with stakeholders, as a first step to developing its own draft strategy. Some of the findings were taken forward and included in the Service Delivery and Budget Implementation Plans (SDBIPs) to ensure implementation. It is also important to note that all the role-players fully took ownership of the process as no consultants were used. SALGA's facilitation role is also recognised in the process. It is also noted that Council's involvement is crucial as they have the power to structure and adopt the strategic objectives.

Another critical part of the process was the political blueprint scenario rendered by the Portfolio Councillor. This contributed immensely to the development of the Terms of Reference as clear expectations were derived from the Councillor. As a result, the Terms of Reference was operationalised.

3. Area of Best Practice

There is certainly a lot that can be learnt from Knysna Local Municipality. Despite the challenge of not having an adopted standardised Community/ Social Development Strategy the municipality was not deterred from developing their own draft Strategy. The importance of aligning the strategy with the Integrated Development Plan (IDP) of the municipality was emphasised. In essence, this is an area of best practice and noted with importance.

4. IDP Budget Committees

One of the approaches that will lead to the success of IDP Budget Committees is the inclusion and active participation of women, youth, the elderly, welfare, disability and early child development (ECD). By doing so, all spheres of the community would be well represented and they would be able to add value to municipal planning processes. .

5. Structure of Directorates

There is a need for the functions within Community Services Departments to be carefully considered and properly allocated. The functions of Community Services must be in line with the human resources available in order the department can set realistic objectives.

6. Lack of synergised roles and functions

From the various presentations of municipalities, it came out very strongly that there is a lack of synergised roles and functions. The different municipalities operate differently from one another, as priorities and community needs differ. It is suggested that prior to the adoption of the Community Services Framework, roles and functions of municipalities should be clarified. It is because of this reason that the majority of municipalities don't have draft strategies because a clear and well-articulated Framework is yet to be adopted.

7. Blurred functions of Government spheres

Although powers and functions of all government spheres are clearly enshrined in the Constitution of South Africa, the responsibilities and functions of the Department of Social Development are sometimes taken on by municipalities and vice-versa. In some cases, the bulk of the work is taken on by municipalities. Therefore, in order to address this, recognition of the hard work of Local Government is recommended and it would be crucial to develop clear Standard Operating Procedures to define the function and role of each sphere.

Local Government is easily accessible to people on the ground and it is also in the firing line by default. For example, when disgruntled communities take to protest action, it is usually directed to municipalities, even for sector department mandates.

8. Lack of Synergised Terminology

By virtue of the field of Community Services being wide, it means that terminology would also be varied. Community Services Strategies are not referred to in the same manner as terms such as 'community' and 'social' services are used interchangeably. This counts as one of the main flaws in the status quo and it is anticipated that the final Framework will address this concern.

9. Project management matters

As the three year 'Strengthening Governance and Capacity in Local Government' project is reaching its final stages, SALGA must account to the funder regarding the document reaching its intended beneficiaries. Over and above, there are other requirements that must be met, otherwise complications will arise. However, another perspective is that this is not a compliance exercise but a meaningful one. It is important to acknowledge the work that has already been done and the goals met by the various municipalities.

10. The use of consultants for strategy development

As part of cost containment measures, municipalities have downsized on using consultants. Accordingly, SALGA is responding to this challenge by stepping into that gap and providing the required support to municipalities. A further advantage of not using consultants is that a sense of ownership of the process by all parties involved can be created.

LEARNING CIRCLE

- OBJECTIVES**
- Scope of Local Government Community Development
 - The role of the Local Government multi-sectoral approach
 - Institutionalisation of community services (developing a Community Development Strategy)
 - Twinning and the supporting of each other

CONSTITUTION
 Consists of Municipal Structures Act, Municipal Systems Act, White Paper, etc.

NDP / PGDP

IDP

COMMUNITY DEVELOPMENT STRATEGY

COMMUNITY DEVELOPMENT STRATEGY

SITUATIONAL ANALYSIS
(practical research)

STRATEGIC GOALS

STRATEGIES
 (How to implement)

WHO IS RESPONSIBLE
(Horizontal and Vertical Stakeholder Analysis-RESEARCH)

	Government Spheres
Departments / Sectors	Stakeholders i.e. NGO, FBO, Business

MONITORING AND EVALUATION
 (Timeframes, Budget)

- TWINNING /WORKING TOGETHER AS MUNICIPALITIES**
- Dr Nkosazana Dlamini-Zuma LM
 - Lepelle-Nkumpi LM
 - Witzenberg LM
 - Umkhanyakude DM
 - Ehlanzeni DM
 - Modimolle-Mookgopong LM
 - Knysna LM

TWINNING AND MOVING FORWARD

1. Through SALGA, municipalities can identify passionate people from peer municipalities to drive the process forward.
2. SALGA will coordinate benchmarking between municipalities where there are pockets of excellence.

Plan of Action

DATE	ACTION	BY WHOM
19/08/2019	E-mail Updated Draft Framework (with list of municipalities that commented)	SALGA
26/08/2019	Additional comments sent to SALGA	Municipalities
04/09/2019	Submission to Community Development Working Group	SALGA
05/10/2019	Submission to NEC	SALGA
11/10/2019	Final NEC feedback and Executive Summary	SALGA