Community-Based Planning (CBP) for:
Local and Community Driven Development for South Africa’s Comprehensive Rural Development Programme

World Bank TA
Department of Rural Development and Land Reform
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Community Based Planning, (CBP)

- Development Works and Khanya-aicdd pioneered and developed the participatory planning process known as Community-Based Planning for the National Department of Provincial and Local Government (DPLG) and the South African Local Government Association (SALGA).

- It is a specific planning method designed to:
  - Involve the community in a ward or village in a strategic planning process,
  - Promote community action in the implementation of their plan, and
  - Complement the IDP method and plan of the municipality.
Planning Methodology

- The methodology has been developed and tested in South Africa, Uganda, Zimbabwe and Ghana in 2001/02.
- The methodology has been refined and adapted to suit use by municipalities and community-based organisations in South Africa, to:
  - Enhance public participation in municipal planning, and at the same time meet the wishes of people and government for a deepened democracy.
  - Actively involve citizens in implementing and managing their own development.
Pilots and Rollout

- **Piloted in South Africa in 2003/04** (*Implementation fund per ward/village R 50,000*)
  - Mangaung*, Nkonkobe*, Greater Tzaneen*, Bela-bela*, Umsinduzi*, Maluti-a-Phofong*, Mbombela, Ethekwini - R 250,000

- **Rollout commenced in 2005**
  - Ekurhuleni: R50,000-R 1,000,000, Richtersveld*, Mbizana*, Aganang*, Molemole*, Blouberg*, Lepelle-kumpi*, Grahamstown*, and
  - All Rural and Urban Presidential Nodes (21)

- **Amendment of section 73 of the Structures of Act 117 of 1998**
  - (d) A municipal council may allocate funds and resources to enable ward committees to perform their functions, exercise their powers and undertake development in their wards within the framework of the law.
**Richtersveld: Eksteenfontein village examples**

### OBJECTIVE 2: By 2015 the Infrastructure will be improved by 30%

<table>
<thead>
<tr>
<th>Strategy 2.1</th>
<th>Facilitate access to Eksteenfontein through improved roads</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project 2.1.1</td>
<td>Built bridges over rivers</td>
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<tr>
<td>Project 2.1.2</td>
<td>Grade the secondary roads and streets</td>
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<td>Project 2.1.3</td>
<td>Tar streets</td>
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<td>Project 2.1.4</td>
<td>Fence in the town to keep livestock out</td>
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<tr>
<td>Strategy 2.2</td>
<td>Improved water and sewerage system</td>
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OBJECTIVE 4: By 2015 25% of the infrastructure in the farming industry has improved (25%), pasture management has improved by 50%, 10% of youth are involved in agriculture, skills training reaches all farmers and alternative farming activities are investigated

<table>
<thead>
<tr>
<th>Strategy 4.1</th>
<th>Improved farming infrastructure</th>
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</thead>
<tbody>
<tr>
<td>Project 4.1.1</td>
<td>Repair and clean dams and troughs</td>
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<tr>
<td>Project 4.1.2</td>
<td>Install solar pumps on boreholes</td>
</tr>
<tr>
<td>Project 4.1.3</td>
<td>Purchase pipes, cylinders, etc. for the stock shed</td>
</tr>
<tr>
<td>Project 4.1.4</td>
<td>Maintain dirt roads in the common land</td>
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<tr>
<td>Strategy 4.2</td>
<td>Improved conservation and pasture management</td>
</tr>
<tr>
<td>Project 4.2.1</td>
<td>Increase awareness of importance of conservation</td>
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<tr>
<td>Project 4.2.2</td>
<td>Establish systems to implement the pasture management plan</td>
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CBP Objectives for Development Process

- To improve the quality of Local Government Plans (IDP) and sector departments;
- To improve the quality of services of the municipality and sector departments;
- To improve the community’s control over (their) development;
- To increase community action and reduce dependency;
- To strengthen the bottom-up approach to planning and delivery by:
  - people participating directly in joint analysis, development of action plans and formation or strengthening of local organisations, using participatory planning tools, used with different community groups, to identify and prioritise the desired outcomes and then to plan how to address these
Sustainable Livelihoods Approach, 1

CBP’s approach is **based on sustainable livelihood principles.** To achieve this the planning method deals with the people first, by:

- First considering what their desired qualities of life are,
- Then in a realistic way, defining the activities/processes/support & resources (services, finance, projects, etc) that are required to begin to satisfy these desires and the qualities of life that they want to achieve.
- The planning process asks first “What can you as a community do yourselves, (using available or accessible resources)” before asking “what the municipality and other actors can do for you”.
Sustainable Livelihoods Approach, 2

- The plan is **people focused and empowering** through focusing on the livelihoods of the different community groups, and facilitating a planning process for the communities to produce their own plans for the development they chose. This approach results in a strong feeling of ownership by the community.

- The approach **builds on strengths and opportunities**, of the place and people, not problems. This will increase the likelihood of success without people being paralysed by the seemingly overwhelming list of problems.

- The plans are **holistic and cover all sectors** that are relevant to each community.

- The planning process **promotes mutual accountability** between the community and government or interest groups facilitating and leading the process.

- CBP should not be a once off exercise, but should be part of longer term process of plan review, implementation, and M&E.
CBP Process and Output

- CBP consists of a 5-6 day classroom training, 5-6 day field work planning and 2-3 days documentation that produces a ward or village plan.

- The fieldwork planning process consists of:
  - Phase 1: 2 days on gathering and analyzing information in the ward or village
  - Phase 2: 1 day on consolidating the information gathered
  - Phase 3: 2 days on planning the future development
  - Phase 4: 1 day on preparing the implementation of the plan

- Implementation funds allocated to support implementation of community-driven projects prioritized in the ward or village plans that can start implementation immediately.

- Large scale projects submitted by the community to the Integrated Development Planning process and/or relevant sector departments for technical and financial support, but retain control over how available resources are used.

- Local role players
  - Village or ward community members as mobilizers, organizers, facilitators and custodians of CBP
  - Council of Stakeholders, Councilors and officials of the municipality

- Training
  - Councilors and members of the CoS to manage the planning & implementation process
  - Managers of the rollout of the CBP program, of training, planning, implementation and monitoring processes and how to use the ward plan information to inform the IDP and sector plans.
The ward/village plans contents

- **Section 1:** The **current situation** in the ward or village;
  - General development information, and
  - Specific information for prioritized socio-economic groups;
- **Section 2:** A development **vision** and 5 development **objectives** for the ward or village;
- **Section 3:** An **inter-related set of strategies, projects and activities** to achieve each objective, clarifying what the community should do, and what others (NGOs, CBOs, municipality, sector departments and other institutions should do;
- **Section 4:** Proposals for expenditure of **implementation funds** allocated for immediate implementation of projects and action plan
- **Section 5:** **Project profiles** motivating for budget allocation and for submission to Integrated Development Planning process and sector departments or other institutions
Benefits of CBP

- Participation that is beyond consulting, to empowerment, ownership and sustainable development
- Clear understanding and communication of the community and their future development desires, vision, objectives strategies, prioritized projects, action plans and budget
- More realistic, targeted, relevant and practical planning that releases local implementation processes
- Creation of a cadre of trained facilitators for the future
- Promotes active involvement of the community members in the development process thus increasing capacity substantially for delivery