Implementing a Pilot Community-Based Multi Poverty Monitoring System in Limpopo Province, South Africa

Grace Oloo

CBMS8 - Presentation of New CBMS Proposals
IMPLEMENTING A PILOT COMMUNITY-BASED MULTI-POVERTY MONITORING SYSTEM IN LIMPOPO PROVINCE

South Africa

A PROPOSAL SUBMITTED TO POVERTY AND ECONOMIC POLICY NETWORK

MAY 2010 (REVISED)

PROJECT KEY TEAM MEMBERS:

1. GRACE OLOO
   CENTER FOR RURAL DEVELOPMENT AND POVERTY ALLEVIATION
   UNIVERSITY OF VENDA
   PRIVATE BAG X5050 THOHOYANDOU
   0950
   E-MAIL: BICHAGRACE@YAHOO.COM
   PHONE: 27724836848

2. PROF JULIAN MAY
   Howard College,
   University of KwaZulu-Natal,
   DURBAN,
   South Africa

3. PROF ARMSTRONG KADYMATIMBA
## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>NO</th>
<th>Item</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Abstract</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>Introduction</td>
<td>4-5</td>
</tr>
<tr>
<td>3</td>
<td>The South African Local Government Structure</td>
<td>5-6</td>
</tr>
<tr>
<td>4</td>
<td>Purpose of the Community- Based Monitoring System (CBMS ) project</td>
<td>7-9</td>
</tr>
<tr>
<td>5</td>
<td>Scientific and empirical Contribution of the Community- Based Monitoring System (CBMS) to the South African society</td>
<td>9-10</td>
</tr>
<tr>
<td>6</td>
<td>Designing and implementing the CBMS</td>
<td>10-11</td>
</tr>
<tr>
<td>7</td>
<td>CBMs Design and data collection techniques</td>
<td>11-12</td>
</tr>
<tr>
<td>8</td>
<td>Indicators, Data Sources and Variables</td>
<td>12-16</td>
</tr>
<tr>
<td>9</td>
<td>Data Processing, analysis and Validation Techniques</td>
<td>16-17</td>
</tr>
<tr>
<td>10</td>
<td>Consultations and Dissemination Strategy</td>
<td>17-19</td>
</tr>
<tr>
<td>11</td>
<td>Expected CBMS project Output</td>
<td>19-20</td>
</tr>
<tr>
<td>12</td>
<td>The CBMS Project Activities' Schedule</td>
<td>21-23</td>
</tr>
<tr>
<td>13</td>
<td>Institution and Personnel</td>
<td>23-26</td>
</tr>
<tr>
<td>14</td>
<td>Activities Budget Proposal</td>
<td>27-29</td>
</tr>
<tr>
<td>15</td>
<td>References</td>
<td>30</td>
</tr>
<tr>
<td>16</td>
<td>Key project personnel (annexure) A</td>
<td>21-42</td>
</tr>
</tbody>
</table>
1. Abstract

Although the government of South Africa conducts regular poverty monitoring surveys, the macro-level analysis camouflages differences in poverty that are based on district and location municipal conditions. These differences can be explained in terms of the general multidimensional nature of poverty in location municipalities. Poverty monitoring surveys in South Africa is significantly institutionalized both in design and coverage at the national level, however, the non-existence of any institutional mechanism to generate poverty data at the local level remains a significant constraint in designing an effective poverty reduction agenda.

This project aims to strengthen the capacity at the district, local municipalities and ward levels to regularly collect, classify and incorporate poverty and socio-economic data through community-based participatory methodologies, in implementing local development plans. Participation of grassroots community in their own development is a fundamental development agenda for the South African Government therefore; the Municipal Structures Act of 1998 that opened the means for establishing ward committees as drivers for participation was enacted. The Municipal Systems Act of 2000 provided a framework for people to participate in budgeting processes and in the development of integrated development plans. In spite of the fact that some local municipalities have developed integrated development plans, very little has been achieved.

The project intends to develop a comprehensive community level multi-poverty monitoring system that would capture municipal, ward and village poverty data (Pockets), analyze and produce reports that facilitate good planning, budgeting, highlight duplication of services and promote an informed multidimensional poverty alleviation strategies and impact.

Key words: Community based, Multi-poverty, monitoring, Limpopo, South Africa
2. Introduction

In all societies around the world, there is concern over the plight of the poor. In South Africa, years of active discriminatory policy-making and neglect have resulted in high levels of inequality, characterised by extreme wealth on the one hand and desperate poverty on the other. The eradication of poverty, therefore, is one of the top priorities for the government of South Africa. However, for policy to target effectively and improve the lives of poor individuals and households, an appropriate multi-poverty measures are required. Thus, while poverty was originally measured exclusively in monetary terms and in terms of income, its conceptualisation and measurement has extended to encompass the ability of individuals and households to meet efficiently their basic needs. More recently, the manifestations of poverty have been recognized as including child malnutrition, infant and child mortality, illiteracy, inadequate sanitary conditions, and lack of voice of the poor among others. (Millennium, Development Goals 2015 (MDGs).

The government of South Africa conducts regular poverty monitoring surveys, however the macro-level analysis camouflages differences in poverty that are based on district and local municipal conditions. These differences can be explained in terms of the general multidimensional nature of poverty in these areas and the recent unrest on foreigners in the country.

After 1994, South Africa began to implement developmental local government strategies for achieving people-centred poverty eradication through encouraged participation of grassroots community. The Municipal Structures Act of 1998 and Municipal Systems Act of 2000 provided a framework for people to participate in budget processes and formulation of Integrated Development Plans (IDPs). However, to date the involvement of grassroots community in decision-making processes has not been successful due to lack of a continuous community-based poverty monitoring systems. While poverty monitoring surveys in South Africa at the national level is significantly institutionalized both in design and coverage of indicators, the non-existence of any institutional mechanism to generate and monitor poverty data at the local level remains a significant constraint in designing an effective poverty reduction agenda.

In Limpopo province, factors such as, the impact of apartheid tracing back to pre-independence days, drought and inequality, have contributed to high poverty levels in all five districts and continues to contribute to low socio-economic development in the rural areas. According to Limpopo Employment Growth and Development Plan 2009-2014, the economy’s performance, especially in terms of job creation, the quality of
jobs, reduction of poverty and inequality, has fallen far short of expectation and aspiration. Approximately 40% of the households in Limpopo live in areas that are characterised by extreme poverty and underdevelopment.

Although the province has a relatively large number of marketing outlets, abattoirs, canneries and preservers, the province’s single biggest problem is widespread unemployment and poverty. According to Limpopo integrated innovation (LIIS) report 2009, much of the Limpopo’s population is economically marginalised and deeply vulnerable, dominated by women-headed households, pensioners, and youth. This group is dependent on meagre transfers, from urban relatives and /or state grants for nearly all of their cash income. The province has the second lowest gross geographical product in South Africa and the lowest per capita economic output. More than sixty percent of the province’s population lives in officially defined poverty areas, with African blacks making 66%. (Development - Index Framework, 2003).

The project will be done on a phase by phase basis, starting in the Vhembe District Municipality which is one of the four districts in Limpopo Province. Specifically the project will be piloted in Mutale Local Municipality in the Vhembe District. It is envisaged that a roll-out will be done to cover the whole of the district and eventually the province. Replication will be done in the two other poorest provinces of South Africa namely, Kwazulu Natal and Eastern Cape.

3. THE SOUTH AFRICAN LOCAL GOVERNMENT STRUCTURE

The South African local government structure is dealt with in terms of the Municipal Structure Act 117 of 1998 which sets out the categories and types of municipalities.

Category A: These are six metropolitan municipalities in the biggest cities of South Africa. The metropolitan municipality coordinates the delivery of services to the whole area and are divided into wards.

Category B: There are 231 local municipalities and each municipality is broken into wards. People are represented by a ward councillor. Local municipalities also form part of the district municipality in their area.

Category C: District municipalities are made up of a number of local municipalities that fall in one district. District municipalities administer and make rules for a district which includes more than local municipality. There are 46 district councils in South Africa. There are usually 4-6 local municipalities that fall under one district council. The
Vhembe District in which the pilot project will be undertaken has four local municipalities, namely: Mutale, Thulamela, Musina and Makhado.

The purpose of district municipalities and local municipalities sharing the responsibility of local government in their area is to ensure that all communities, particularly disadvantaged communities, have equal access to resources and services.

### 3.2.2 Status of Municipalities

1. The local sphere of government consists of municipalities, which must be established for the whole of the territory of the Republic.
2. The executive and legislative authority of a municipality is vested in its Municipal Council.
3. A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution.
4. The national or a provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions.

### 3.2.3 Objectives of local governments

The objectives of local governments are:

- to provide democratic and accountable government for local communities;
- to ensure the provision of services to communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- to encourage the involvement of communities and community organisations in the matters of local government.

### 3.2.4 Developmental duties of municipalities

A municipality must,

- structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- Participate in national and provincial development programmes.

### 3.2.5 Municipalities in co-operative government

The national government and provincial governments, by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.
Municipalities are required in terms of Chapter 4 of the Municipal Systems Act to develop a culture of municipal government that complements formal representative government with a system of participatory governments. Municipalities must therefore involve communities in the process of reviewing and implementing their Integrated Development Plans.

The Community- Based Monitoring System (CBMS) will therefore be a key tool for linking to the national and provincial government through the local municipal structure charged with the responsibility to administer, budget and the planning process in order to give priority to the basic needs of the community, promote social-economic development of the community and to participate in the national and provincial development programmes.

4 Purpose of the Community- Based Monitoring System (CBMS) project

The purpose for the Community- Based Monitoring System (CBMS) project in the Vhembe District Municipality is to act as a complimentary tool to existing national and provincial poverty monitoring initiatives. The pilot will be conducted in Mutale Local Municipality, which is one of the four local municipalities in the Vhembe District. Mutale has been selected for piloting testing the CBMS due to its distinct nature of poverty. It is situated in the far North Eastern corner of the district. It serves a population of 131,781 spread over 150 villages. Mutale has 11 Wards and a total number of households of approximately 24,139. (IDP Review 2008/2009). Poverty census will be conducted in all the 24,134 households in the municipality. The project aims to provide the national and local governments with continuous up-to-date information for policy-making, policy reviews, planning, budgeting, and service delivery and programme implementation. In particular, project intends to fill the information gaps in diagnosing the extent of multi-poverty pockets at the wards and local municipality levels by determining the causes and characteristics of poverty, identifying eligible and targeted beneficiaries, while assessing the impact of policies and programmes at these levels. It is anticipated that CBMS would improve the governance and greater transparency and accountability in resource allocation and strategies agenda.

The overall purpose is to develop a comprehensive community-based multi-poverty analysis and monitoring system that capture municipal, ward and village data, produce reports and analysis that would facilitate good planning, budgeting, highlights duplication of services and promotes informed multidimensional poverty alleviation strategies at the local levels. The objective of the project is to develop and implement a good information-base for policy-making, poverty alleviation strategies and impact
monitoring through the development and institutionalization of Community- Based Monitoring System (CBMS). The development of the CBMS will entail the design of core poverty indicators needed to be monitored overtime, designing of the methodology and tools for data collection, processing, validation, and strategies for dissemination of results for its eventual institutionalization.

The objective of the project is to offer grass root level simple and easy tools to collect data on poverty indicators, highlight the impact of strategies and determine the trend of multi-dimensional poverty per ward and villages. The aim is to introduce a locally feasible data capturing, processing and dissemination system, at the local municipal levels that could help local economic development officials, district and local municipalities; policy makers, academics, donors and NGOS with information for prioritization of projects, effective planning and monitoring of development progress in various communities.

The Community- Based Monitoring System (CBMS) will also be used for measuring and analyzing the nature causes and consequences of many dimensions of poverty and inequality. It is an attempt to build and strengthen the capacity of local planners and program implementers for an improved transparent system of evidence-based resource allocation and governance. It is envisaged that this process would enhance poverty reduction strategies, build local government units, increase gender equality and elicit early warning signs of crisis.

According to the Economic Commission for Africa 2003, there exist major problems of allocation of support and services including overlapping projects, and in some cases duplication of projects by different departments; the funding of projects which are marginally related to core functions and skills; leakage of substantial proportions of funding to the non-poor; lack of programme management capacity at all levels; inadequate integration and co-ordination amongst departments.

The relevance of the Community- Based Monitoring System (CBMS) to the development processes of the province include decentralization of responsibility and accountability to local municipalities, appropriate budget allocation and targeting, a focused service delivery, governance and accountability, poverty targeting and alleviation, impact monitoring and community empowerment.

The proposed specific objectives of the CBMS are as follows:

- To offer communities with simple and easy to collect poverty indicators to determine the prevailing standards of living;
- To offer district and municipal planning offices with up to date core set of indicators for assessment of poverty status at the communities, village and ward levels;
• To provide the province, districts and municipalities with data to be used for prioritisation of projects, effective planning and monitoring of developmental programmes in the various communities;
• Improve capacity at the ward, local, district and provincial levels in data collection, processing and analysis;
• To strengthen the flow of information and dissemination of poverty data from local to national levels, and
• To test a locally feasible data processing system, without necessarily relying on central government resources.

5 Scientific and empirical contribution of the community-based monitoring system (CBMS) to the South African society

The Community-Based Monitoring System (CBMS) is an organized way of collecting poverty information at community level for planning, projects, monitoring poverty conditions at grass-root levels. According to Accelerated and Shared Growth-South Africa (ASGISA) 2004, the South African Government was mandated in 2004 to halve poverty and unemployment by the year 2014. It is envisaged that the proposed system will assist the government in continuously monitoring progress towards achieving the above goal.

The Limpopo Employment Growth and Development plan 2009-2014, states that, the economy’s performance, especially in terms of job creation, the quality of jobs, reduction of poverty and inequality, has fallen far short of expectations and aspiration. Various surveys of record, indicates that immediate solution to poverty eradication in the Limpopo is not being found in employment growth and/or incomes from formal jobs. Approximately 40% of the households in Limpopo live in areas that are characterized by extreme poverty and underdevelopment.

The majority of the population in the Limpopo province live in remote villages without access to agricultural land, and survive through livelihood strategies including a combination of informal employment and self-employment. The fundamental challenge is to enable the rural regions to tap into the power of the new economy or be pushed onto a new economic frontier.

While poverty monitoring surveys in South Africa at the national level is significantly institutionalized both in design and coverage of indicators the non-existence of any institutional mechanism to generate poverty data at the local level remains a significant constraint in designing an effective poverty reduction agenda. According to Limpopo Integrated Innovation Plans (LIIS) 2009, there is data that is unavailable but of high
relevance to deepening regional socio-economic analysis, such as informal sector economic contribution, in order to obtain such data, an improved planning strategies and protocols integrated into existing planning frameworks that start from the grassroots levels is required.

This project therefore goes a step further in developing a community based poverty monitoring system based on selected indicators that will be used at the district and local municipal levels to monitor progress out of poverty while provided the much needed data as mentioned above. It will help the province in designing an effective evidence based poverty reduction agenda. Effective community mobilisation requires the emergence of competent and inclusive community groups that can work with government to identify viable and desirable projects. The system is aimed at building the capacity of the community to form part of this drive. It is envisaged that the proposed CBMS would strengthen the capacity of the local municipalities and the community members to regularly collect, classify and incorporate poverty and socio-economic data in preparing and implementing local development plans and projects that benefit the them. It is anticipated that the system will also capture spatial time related and social economic data at municipal, ward and village levels.

Inclusive development requires policy that appreciates and responds to the interplay between the urban and the rural, particularly in a lagging economy such as Limpopo where the rural identity is predominant. Limpopo Integrated Innovation System( LIIS 2009) Most municipalities are struggling to overcome abject poverty as they lack productive capacities to come out of the poverty trap of low income, low investment and low growth. (Limpopo employment growth and development plan 2009-2014). It is anticipated that the system will help municipalities overcome the abject of poverty that they are currently struggling with.

6 Designing and implementing the CBMS

<table>
<thead>
<tr>
<th>Activities</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Sensitising and mobilising the Mutale local Municipalities officials and community to support and/or participate in CBMS Implementation Initiative.</td>
<td>x</td>
</tr>
<tr>
<td>b. Securing formal commitment of the Mutale local Municipality for CBMS implementation.</td>
<td>x</td>
</tr>
<tr>
<td>c. Sensitising and secure formal commitment of local leaders at ward-</td>
<td>x</td>
</tr>
</tbody>
</table>
level to participate and support CBMS implementation.

d. Developing training curriculum and materials.  

e. Recruiting and training enumerators on CBMS tools.  

f. Mobilising relevant stakeholders to support and participate in the implementation of the CBMS.

g. Designing of the methodology and tools for data collection, processing, validation, and strategy for dissemination of progress results for institutionalization

h. Establishing a CBMS knowledge centre.

i. Recruiting local municipality poverty monitoring champions.

j. Training all enumerators, stakeholders Municipal officials and champions on CBMS tools and techniques.

k. Training all enumerators, university students and community champions on data collection, analysis and validation techniques.

l. Holding a CBMS workshops within each ward in the local municipality

m. Holding ward and village level workshop for additional indicators for monitoring.

n. Designing and implementing core indicators to be monitored overtime.

o. Developing both a manual data capturing and processing system for extraction by Local level resources and computerized system at the university( temporary).

p. Pilot testing CBMS in two wards to determine the feasibility of data collecting instruments, data processing techniques, data validation.

q. Reviewing CBMS processes based on the Pilot testing outcome.

r. Carrying out village and ward based multi-poverty data collection, analysis and validation.

s. Identifying and train prospective community information recorders and data processors for future poverty surveys and monitoring.

t. Developing Poverty Knowledge database and the information system

u. Data validation and analysis.

v. Conducting a short baseline analysis on the means by which policy decisions are made and implemented and monitor policy effects on the CBMS and document.

w. Monitoring and assessing progress on a pilot phase.

x. Data transferring and training into local Municipal database.

y. Integrating and training within the District, provincial and national current planning framework.

z. Rolling-out to other local municipalities’ preparation begins.

aa. Organising feedback workshop with all stakeholders and way-forward.
7 CBMs Design and data collection techniques

6.1 Pre-test of survey instruments
A preliminary trial test of the study is a very helpful way to identify problems. Pre-tests will test the design and/or methods and/or instrument prior to carrying out the survey. It will be small one ward, since the purpose is not to collect data but to refine the process and/or instrument. It will involve conducting a preliminary test of data collection tools and procedures to identify and eliminate problems. It will involve administering instruments to a small group of individuals that has similar characteristics to the target population, and in a manner that simulates how data will be collected when the instruments are administered to the target population. This will give the team an opportunity to make revisions to instruments and data collection procedures to ensure that appropriate questions are being asked, the right data will be collected, and the data collection methods will work and make corrective changes or adjustments before actually collecting data from the target population. These problems may include:

- Questions that respondents don’t understand
- Ambiguous questions
- Questions that combine two or more issues in a single question (double-barreled questions)
- Questions that make respondents uncomfortable

It will also help the team to identify ways to improve how an instrument is administered for quality data collection.

a. Ethical considerations
The team will take cognizant of the right of households to voluntarily participate. Consideration on ethical issues in the pilot stage will be done to establish trust and respect from participants. Efforts will be made to ensure that there are no risks to those taking part in the study. Participants will be informed about the objective of the of the project due vulnerability of the poor and sensitivity of various aspects of the indicators. Anonymity in providing accounting of the data where necessary will be undertaken. (Creswell, 2003). Participants who may wish to withdraw during the study will have a choice to do so. The participants will also be assured of the confidentiality of the information provided. Ethical issues in the pilot stage to establish trust and respect from participants.

bb Report writing, publications presentations and dissemination.
6.3 Data collection techniques

To create a sense of ownership and final take over of the system by the local authorities, enumerators for the data collection will be selected from both the communities and students from the University. The data collection will be conducted at the community levels by the supervisors, including district and municipal Planning Officers, statistical Officers, selected ward supervisors within the communities, university staff and students.

Data collection will be done using closed and open ended questionnaires, focused groups discussions, group and household interviews. A detailed training programme will be developed by the project team to build capacity for processing of the poverty monitoring data at the local levels. Prospective community information recorders and data processors will also be identified and trained for poverty surveys and monitoring. The choice of indicators will be based on the multi-dimensional characteristics of poverty, largely confined to output and impact indicators some of which include:
(a) Health,
(c) Water and sanitation,
(d) Basic needs,
(e) Security,
(f) Shelter, and
(g) Basic education etc.
Using tabular analysis, the team will also examines the demographic profile and settlement patterns; the nature and location of economic activity among others

Participatory tools, which assist with the bottom-up planning process; e.g. a village map, historical time lines, seasonal calendar, activities by gender, household wealth ranking, focus groups will also be employed. A pilot-test community based poverty monitoring system will be done in two wards in order to determine the feasibility of data collecting instruments, data processing techniques, data validation and analysis. The process will also help assess the capacity of the teams in the implementation of CBMS. This will ensure that the local community members design the poverty profiles themselves.

Data will eventfully be transferred into Municipal database after the Mutale pilot phase. It is envisaged that the CBMS-supported programmes will automatically generate and disseminate summary reports and analysis on all of the wards and municipality.

8 Indicators, Data Sources and Variables
Before carrying out a full-scale study two wards within the Mutale Local Municipality will be piloted and will involve the same steps that a full-scale study requires and will enable the team to adapt the methodology and data collection instruments to the local context.

The system will monitor and diagnose trends on the causes of poverty, the circumstances of poverty and the reasons for poverty through detailed analysis of social relations in a particular historical context.

<table>
<thead>
<tr>
<th>Areas</th>
<th>Indicators</th>
<th>Source</th>
</tr>
</thead>
</table>
| Health and Nutrition      | • Presence of health facilities in Mutale,  
  – Maternal and child care clinics,  
  – Family planning centers, and  
  – Health stores  
  • Health-related personnel in Mutale,  
  • Child deaths 0–5 years old,  
  • Women deaths due to pregnancy-related causes,  
  • Deaths in the household by age and causes,  
  • Children aged 0–5 years old who are malnourished, | Interviews  
  Household  
  Village maps  
  Observations  
  Literature reviews |
| Education                 | • Presence of educational facilities in Mutale  
  – day-care centers,  
  – preschools,  
  – elementary school,  
  – high school, and  
  – vocational school.  
  • Children 6–12 years old not attending elementary school,  
  • Elementary school attendance by type of school,  
  • Children 13–16 years old not attending high school,  
  • High school attendance by type of school,  
  • Children 6–12 years old not attending elementary school,  
  • Children 13–16 years old not attending high school,  
  • Children 6–16 years old not attending (continued) | Interviews  
  Village maps  
  Observations  
  Literature reviews  
  Literature reviews |
<table>
<thead>
<tr>
<th>School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of children in households aged 0 to 14 without access to education,</td>
</tr>
<tr>
<td>Reasons for non attendance,</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Households living in makeshift/ traditional housing ,</td>
</tr>
<tr>
<td>Households who are informal settlers,</td>
</tr>
<tr>
<td>Number of households sharing one room, two rooms for the entire family,</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Income and Livelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Households with income below poverty threshold,</td>
</tr>
<tr>
<td>Households with income below food threshold,</td>
</tr>
<tr>
<td>Households experiencing food shortage,</td>
</tr>
<tr>
<td>Proportion of households with none, one, two and three meals per day,</td>
</tr>
<tr>
<td>Household expenditure per number of family members,</td>
</tr>
<tr>
<td>Household expenditure per week,</td>
</tr>
<tr>
<td>The relationship between income generation and consumption at a household level,</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Water and Sanitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Households without access to safe drinking water,</td>
</tr>
<tr>
<td>Children in households aged 0 to 14 without access to safe drinking Water,</td>
</tr>
<tr>
<td>Households without access to sanitary/pit toilet facility</td>
</tr>
<tr>
<td>Presence of water supply by type of source</td>
</tr>
<tr>
<td>Presence of waste disposal facility by type</td>
</tr>
<tr>
<td>Children in households aged 0 to 14 without access to sanitarily toilet</td>
</tr>
<tr>
<td>Number of children in households aged 0 to 14 without access to sanitarily toilet by ward,</td>
</tr>
</tbody>
</table>

Observations
Literature reviews
Interviews
Village maps
Observations
Literature reviews
Observations
Literature reviews
Observations
Literature reviews
Observations
Literature reviews
Village maps
Observations
Literature reviews
Observations
Literature reviews
### Electricity
- Households without access to electricity,
- Children in households aged 0 to 14 without access to electricity
- Number of children in households aged 0 to 14 without access to electricity by ward,

<table>
<thead>
<tr>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Observations</td>
</tr>
<tr>
<td>Literature reviews</td>
</tr>
<tr>
<td>Interviews</td>
</tr>
<tr>
<td>Village maps</td>
</tr>
<tr>
<td>Observations</td>
</tr>
<tr>
<td>Literature reviews</td>
</tr>
</tbody>
</table>

### Environmental Sustainability
- Household using firewood for cooking,
- Households using firewood to generate income,
- Households affected by drought by type,
- Other,

<table>
<thead>
<tr>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Observations</td>
</tr>
<tr>
<td>Literature reviews</td>
</tr>
<tr>
<td>Interviews</td>
</tr>
<tr>
<td>Village maps</td>
</tr>
<tr>
<td>Observations</td>
</tr>
<tr>
<td>Literature reviews</td>
</tr>
</tbody>
</table>

### 8 Data Processing, analysis and Validation Techniques

After data is collected, it will be processed, analysed and then validated with full liaison with all stakeholders. The data processing and analysis will take place at the combined levels of the individual, household, community, project team in liaison with district and municipalities and a database system that will be used for data dissemination and management will be designed. This database system will be readily available to all stakeholders at any time, all year round. The projects will eventually be replicated to other parts of the province.

The final data will be entered into the Poverty Knowledge Database which will be created temporarily at the University of Venda for monitoring, better management and easier dissemination during the pilot period. All stakeholders will be able to access the final data through the Poverty Knowledge Database and the information system that will be put in place. It is anticipated that the system will lead to an improved municipality’s planning process as the CBMS will be integrated within the provincial and national current planning framework, improved programme designs in the villages, wards and municipal departments resulting in better poverty alleviation initiatives, availability of poverty maps for identifying poverty pockets and targeting measures. There will be a manual data processing system (tally sheet) insuring that the key indicators is
eventually extracted by local level resources. A manual data capturing and processing system for extraction by local level resources and computerized system will be developed. Data from the field will be analysed and fed into the poverty knowledge database. A poverty knowledge database and analysis will be done. Data analysis using the statistical package for Social Scientists (SPSS) Version and strata computer software applications will be used because they allow for an in-depth data access preparation, analytical reporting graphics and modeling. (Http://www.flinders.edu.au/compserve/SPPS/spss.html, 2010).

Validation of data will be done by using peer debriefing to enhance the accuracy of the research. Participants’ check will be used by sharing the outcome of the census in conferences and workshops. Triangulation will be used to examine evidence from the census and to build a coherent justification of themes resulting from the analysis (Creswell, 2003). The validation of the data will be conducted at a joint meeting between the provincial office, district and local Municipalities ward, supervisors, opinion leaders in the community and the enumerators. At the meeting, the results of the survey will be discussed. If the data is questionable, enumerators may be required to revisit the community surveyed. The main goal of data validation will be to assess whether the data correctly describes or reflects the intended community situation and characteristics. To certify that the data collected is an acceptable description of the community in the pilot area. The data processing and analysis will be conducted by the Project team, district and local municipal Planning Officer, and the ward supervisors within the communities.

There will be need to conduct a short desk top analysis on the means by which policy decisions are made and implemented, to interface the system and policy. The team will be able to gain an understanding of the interaction between policy and the poverty monitoring outcome.

9 Consultations and Dissemination Strategy

The final findings of the survey, will be put to the disposal of provincial office so that informed and evidence-based decisions can be made and poverty alleviation done from the grassroots. Teams comprising of the local community members and the University students will be trained on data collection strategies, data analysis and validation techniques to ensure that the data is properly collected.

In the elaboration and execution of the project, consultation with relevant policy-makers and other stakeholders for the issues will be done through meetings. Results will be disseminated to policy-makers, other stakeholders, researchers and the public: publications, policy briefs, media, seminars, policy conferences, etc through,
• Meetings and workshops to promote the use of poverty data in decision-making, resource allocation and projects prioritization in the district.

• On validation, Community Poverty Monitoring Reports will also be published for dissemination to the District and local municipalities, the premier’s office, the National Development Planning Commission and any other interested parties.

• Key stakeholders will be sensitized to use the CBMS data for diagnostic study of the poverty situation in districts at the community level.

• CBMS data will improve and enrich the preparation of the district development plans that in turn feeds into the district, the provincial and the national development agenda.

• The Community Poverty Monitoring Reports will be disseminated through workshops to inform and help monitor the impact of development policies and projects undertaken in the surveyed communities and any duplication thereof.

• The data will be presented in an appropriate format and organized according to local standards so that everyone can easily read and understand it.

• The presentation of the data collected will be done in both English and the major local languages.

• In conjunction with the local municipalities, the team will establish an information resources centre, that will temporarily maintain, update and enhance the proposed CBMS database prior to transfer.

• Capacity building and awareness of a need for CBMS process to enhance participatory planning of poverty-alleviation strategies will be promoted through seminars, meetings and basic training sessions on planning tools.

• There will be intensive consultations at various levels of the decision/policy-making. The study will be significant not only to South Africa but to Sub-Saharan countries that may be going through a process of establishing or modifying the policy, legal and regulatory framework for poverty alleviation.

• Multinational organizations like World Bank, UNDP and MDG campaign will find the result of the study informative in identification of strategies for achieving the 2015 goals.

• At national Level both government and non-governmental agencies will be sensitized to use the CBMS data for diagnostic study of the poverty situation in districts at the community level. The information will help design policy
interventions and target the vulnerable groups including the poorest of the poor in the districts.

- At the local level, it is envisaged that with the collaborative efforts of the district planners, CBMS data will improve and enrich the preparation of the district development plans that in turn feeds into the national development agenda. The Community Poverty Monitoring

- Publications of outputs will be done through the CBMS’s network’s publication, web-sites, presentation in local and international conferences

10 Community – Based Monitoring System (CBMS) Information Dissemination Flow Chart

11 Expected CBMS Project Output

1. A paper which reviews the existing poverty monitoring systems in South Africa
2. Design of the proposed CBMS of pilot test
3. A report on the consultation meetings conducted with regards to the proposed design of indicators and methodology
4. Development of data collection and processing tools
5. Final design of CBMS methodology
6. Training modules (Training of enumerators training on data processing training on poverty mapping training on the use of CBMS data etc)

7. Establishment for a CBMS database

8. A research paper on the profile of poverty using the data gathered from the survey and the reasons for it in the selected project areas

9. Final design of CBMS for implementation/replication to other parts of South Africa

10. A documentation of the proceedings of the different dissemination activities

11. Final project report containing narrative technical report on the details of all project activities and a detailed financial report
## The CBMS Project Activities ' Schedule

<table>
<thead>
<tr>
<th>Activities in Months</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>J</td>
<td>JL</td>
</tr>
<tr>
<td>Sensitization and mobilization</td>
<td>Aug</td>
<td>sep</td>
</tr>
<tr>
<td>commitment for CBM implementation</td>
<td>Oct</td>
<td>Nov</td>
</tr>
<tr>
<td>Sensitization for ward leaders</td>
<td>Dec</td>
<td>Jan</td>
</tr>
<tr>
<td>Development of training curriculum</td>
<td>Feb</td>
<td>Mar</td>
</tr>
<tr>
<td><strong>Designation and development of CBMs tools</strong></td>
<td>Apr</td>
<td>May</td>
</tr>
<tr>
<td>Mobilizing stakeholders</td>
<td>J</td>
<td>Jul</td>
</tr>
<tr>
<td>Training and workshops</td>
<td>Aug</td>
<td>Sep</td>
</tr>
<tr>
<td>Establishment of CBM centre</td>
<td>Oct</td>
<td>Nov</td>
</tr>
<tr>
<td>Recruitment of monitoring champions</td>
<td>Dec</td>
<td>Jan</td>
</tr>
<tr>
<td>Training and workshops for</td>
<td>Feb</td>
<td>Mar</td>
</tr>
</tbody>
</table>

*Note: The chart represents the schedule of activities for the CBMS Project, with bars indicating the months each activity was planned for.*
champions CBM ward orientation Workshops CBM Local municipal workshop Development of manual data capturing Develop electronic data capturing and analysis tool Data collection begins Pilot test of questionnaire in two wards Pre-test of all survey instruments Review findings and update Fully fledge data collection and analysis and decision of core indicators Data validation workshop
13. **Institution and Personnel**

13.1 **Personnel**
There are several roles and responsibilities that will be covered by the project team

The following is a description of the team:
<table>
<thead>
<tr>
<th>Title</th>
<th>Responsibility</th>
<th>University</th>
</tr>
</thead>
</table>
| **Project Leader**  | • In-charge of the overall project  
• Accountable for the success of the implementation of the project  
• Oversees the study,  
• Manages the overall budget,  
• Analyses the data, and documents and  
• Disseminates the findings  
• Work in liaison with all team members  
• Work in liaison with district, local municipalities and ward representatives and consultant to ensure CBMS by-in by the South Africa government | University of Venda |
| **Trainer**         | • Development of curriculum and training materials  
• Organizing trainings and workshops and venues  
• Training on research methodology, data collection and data analysis, orientation, validation techniques in liaison with the project director, data manager, ward representative and municipal representatives.  
• Asses training impacts                                                                                                                          | University of Venda in liaison with the project team |
| **Data Manager**    | • Establishing CBMS database  
• Working with enumerators to adapt the data collection forms  
• Ensure that the data collected is valid and accurate, ensuring that information is being collected and coded properly and consistently before the end of the data collection period.  
• Data input and validation                                                                                                                      | University of Venda |
| **Data analyst and Interpretation** | • Data analysis and interpretation                                                                                                                                  | University of Kwazulu Natal |
| **Team supervisors**| • A group of enumerators will be supervised by a team supervisor who is responsible for  
• Handling logistics (lodging and food for the teams  
• Setting the data collection schedule solving any problems along the way and, most importantly,  
• Ensuring that the methodology is properly and consistently applied | Municipal ward representative |
| **Municipal Representative** | • Works in liaison with the project leader. This person will be well acquainted with the objectives of the project and the methodological approach. His main role is to handle the pre-study logistics in the | Local Municipality representative |
### Municipal Representative

- Works in liaison with the project leader. This person will be well acquainted with the objectives of the project and the methodological approach. His main role is to handle the pre-study logistics in the field, works closely with the project director to carry out the following responsibilities:
  - Selection of wards in the municipality based on criteria set.
  - Introduction of the project team to village elders, chiefs, government officials, and key informants.
  - Securing of any official letters or other types of government permission required.
  - Identification of a ward champions - one for each ward.
  - Mobilize villagers for the community meeting.
  - Setting dates and times for the community meeting and interviews in each ward in conjunction with the ward Representative.
  - Selecting meeting sites in conjunction with each ward Representative.
  - Following up with ward representatives on a regular basis to ensure that preparations are progressing in a timely manner.

### Ward Representative

- Lead facilitator in community meetings.
- The ward Representative will be a leader in the wards who has the capacity to mobilize a representative group to participate in the community meeting.
- Develop or obtain a list of all households in the wards prior to the community meeting.
- Setting dates and times for the community meeting and interviews in each ward in conjunction with the ward Representative.

Local Municipality representative

Local Municipality wards
13.2 Institution

The Centre for Rural development and Poverty alleviation, University of Venda, Private bag X 5050 Thohoyandou 0950, Limpopo, South Africa is the proponent institution. The University of Venda opens separate cost centres for grant received for various projects to enable ease of accounting to grantors. The Finance department at the university monitors the use of funds to ensure that the utilized is as per the agreement. The project leader is charged with the overall responsibility to ensure successful implementation of the project and is accountable to both the university and the grantor. Progress reports on the projects are sent to the research and innovation directorate the custodian of all details of University of Venda projects. The grant agreement is signed off by the Vice- Chancellor who is the overall accounting officer for all grants and projects undertaken by staff members. The narrative technical report of the project is prepared by the project team while the financial report is prepared by the finance department personnel assigned to a specific project.
References

- HSRC 2009, Limpopo integrated innovation system, HSRC, Pretoria. South Africa
- IDP Review: 2008/09 Vhembe district Municipality
- Start SA (2002,) Five dimensions of deprivation, Pretoria South Africa

in an emerging democracy, Stellenbosch, South Africa
Annexure: A

15. CBMS Key Personnel

15.1 Prof Armstrong Kadyamatimba


Personal Details:
Date of Birth: 03-02-60
Nationality: Zimbabwean
Gender: Male
Marital Status: Married
Number of Children: one
Zimbabwean Driving Licence #: 69050
RSA Permanent Residence Permit#: THO 661/03
RSA ID#: 600203 5563 18 8

Academic Background
1. University: Lancaster University
   Qualifications attained: Ph.D. in Computer Science
   Area of specialization: Object-Oriented Databases and User Interfaces
   Ph.D. Thesis: DeskTop (DT): An Iconic User Interface for Object-Oriented Databases

2. Institute: Lvov Polytechnic Institute
Period: 1980 – 1986
Qualifications attained
M.Sc in Electronic Engineering
Area of specialization: Electronic Processing Computers
M.Sc Thesis: Micro-processing adapter for local computer networks

Work Experience
(A)
Position: HOD and Professor in Business Information Systems
Period: July 2007 to date
Institution: University Of Venda
School: Management Sciences

Position: Executive Director of Information Communication Technology Services
Period: July 2002 to July 2007
Institution: University Of Venda for Science and Technology
Division: Information Communication Technology Services

Period: Jan 2002 to July 2007
Institution: University Of Venda for Science and Technology
Department: Business Information System (BIS)
Position: Associate Professor

Institution: National University of Science and Technology (NUST).
Position: Computer Science Senior Lecturer
Department: Computer Science
Institution: Harare Polytechnic
Department: Computer Studies

b. Position

Head of Computer Studies Department
(1988-1994)

Research contributions

1. Development Information Provision and Facilitation (Warehousing) through the Application of Information Communication Technology for remote rural communities and based on low-cost satellite link to the Internet in an environment characterised by poor telecommunications and electrical power infrastructure.

2. A Framework for Development Electronic Distance Education System.

3. Challenges and issues in the application of ICT technologies in teaching and learning in rural based University

4. Application of ICT technologies in tracking wild life in Hwange Game Reserve, Zimbabwe

5. Virtual AIDS-HIV testing

PAPERS


10. Automation of class Directory Graph Design using a CASE tool. IEEE transaction on Knowledge and Data Engineering, Vol. 13, NO#6, 2001.


Professional membership

| British Computer Society (UK) | Professional Member (MBCS) |
| Institute of Electrical Engineers (UK) | Professional Member (MIEE) |
| Institute of Electrical and Electronics Engineers—Computer Society (USA) | Professional Member (MIEEE) |
| Association of Computer Machinery (USA) | Professional Member (MACM) |
| Zimbabwe Computer Society | Professional Member (MZCS) |
| Engineering Council (UK) | Chartered Engineer (CEng) |

15.3
Professor Julian May [Teaching and Research Staff]
Qualification: PhD, University of KwaZulu-Natal

Address:
Room F224 Memorial Tower Building,
Howard College,
University of KwaZulu-Natal,
DURBAN,
South Africa.
Phone: 27-31-260-2250
Fax: 27-31-260-2359
E-mail: mayj@ukzn.ac.za

Projects:
» Determinants of Child Welfare Outcomes in SA: a comparative analysis of cross-sectional and panel data
» Transitions to Adulthood [completed]
» KwaZulu-Natal Income Dynamics Study (KIDS)
» Legacies of Inequality: Local Communities, Social Capital and the Dynamics of Income Distribution and Poverty.
» Life Cycles and Social Security
» Quality of Life (Land Reform)
» State of Population in KwaZulu-Natal: demographic profile and development indicators
» South African Social Protection Expenditure and Performance Review
» Poverty & Information and Communication Technology Systems in Urban and Rural East-Africa (PICTURE)
» AIDS, Demography and Poverty Trends (ADAPT) in an African Population with High AIDS Mortality and Implications for Social Policy
» Poverty Reduction, Social Capital and Governance
» Budgeting for a Human Rights Approach to Poverty Reduction Strategy Papers
» Community-based Learning, ICT and Quality-of-life (CLIQ): A participatory approach to assessing the impact of ICT access.

Biographical sketch:
Julian May is a Professor, and the NRF funded South African Research Chair in Applied Poverty Assessment.

Between 1994 and 1998, Julian led the Poverty and Inequality Report, the first review of South Africa's poverty reduction policies in the post-apartheid era. He has worked with South African government departments in the development of policy and monitoring systems including social security and land reform. Internationally, he has worked on an evaluation of the World Bank's social fund program in Jamaica, Nicaragua, Zambia and Malawi, bio-diversity studies in Mozambique and Namibia, poverty reduction strategy in Lesotho, Zambia and Uganda, and on monitoring and evaluation in Mauritius, Maldives, Namibia, Swaziland and Zimbabwe.

He was the principal researcher for the KwaZulu-Natal Income Dynamics Survey (KIDS), a ten year panel study of poverty dynamics. With the support of funding
received from the Economic and Social Research Council (ESRC) and the European Union, these data are being further analysed in a project being conducted with the London School of Hygiene and Tropical Medicine (LSHTM) and the University of Cape Town. Currently Julian is working with researchers in Senegal, Mali and Tanzania on a project exploring the implications of the human rights approach for PRSP budgeting, as well as with researchers in Uganda, Tanzania, Rwanda and Kenya investigating the impact of information and communication technologies on poverty.

Julian was a member of the South African Statistics Council between 1994 and 2008. He is currently the lead consultant for Statistics South Africa working on a new Living Conditions Survey and is a member of the Steering Committee of the South African National Income Dynamics Study. He is a Research Associate at the Brooks World Poverty Institute, the International Food Policy Research Institute, the Department of Social Policy, Oxford University and the South African Labour and Development Research Unit, University of Cape Town. During 2002, he was a Visiting Professor at the Centre for International Poverty Studies, University of Bergen and in 2008, a visiting researcher at LSHTM.

He has edited 3 books, published over 55 papers in books and academic journals, and produced more than 120 working papers, research reports and other publications. His research interests are poverty and inequality, agrarian reform, and impact assessment methodologies. His hobbies are cooking, gardening, and collecting books on cooking and gardening.

Community Activities:

South Africa Statistics Council
The Statistics Council is an advisory body to Statistics South Africa and the Minister of Finance. The Council comments on Stats SA’s annual workplan, provides specific guidance on major data gathering activities, and pronounces on the quality of the Census. Professor May has been a member of the Council since 1994 and chairs the committee on Poverty and Inequality.

National Income Dynamics Survey
The National Income Dynamics Survey (NIDS) is a panel household survey for South Africa that will be undertaken from 2008. Professor May serves on the Advisory Committee which reports to the Office of the President, and on the Technical Committee that advises the research team currently based at UCT. He also participates in a task team developing the module in the questionnaire on subsistence agriculture.

Applied Population Studies Training and Research

APSTAR is a training program in population studies for government officials. The program is sponsored by the United Nations Population Fund and the National Department of Social Development. Approximately 40 government officials are trained each year. The cost of his time on this activity is covered through a UKZN contract with UNFPA.
**UNESCO policy paper on human rights and the Poverty Reduction Strategy Papers**
Professor May is a member of and Expert Group on Poverty Reduction and the co-author on a policy paper being prepared for UNESCO on their intervention in the PRSPs being undertaken in 149 developing countries. His collaborator is Prof. Else Øyen of the University of Bergen, Norway.

**Strengthening Analytical Capacity and Evidence Based Decision Making (SACED)**
This is a multi-million Pound grant made by the UK Department of International Development to the South African Department of Social Development. Professor May is running four projects within this program and serves on the management committee. Two projects are concerned with the impact of the AIDS epidemic on social policy, one with the Child Support Grant and one with training in social policy more broadly. The cost of his time on this activity is covered through a UKZN contract with DFID.

**International Council for Science: Regional Office for Africa**
Professor May participated in the preparation of a response to comments received from a Consultative Forum, providing sections on gender, poverty and the social determinants of health.

**CPRC Centre Advisory and Review Group**
Professor May has served on the Chronic Poverty Research Centre’s Advisory Group. This group provides guidance to CPRC’s global initiative on data collection, analysis and activism.

**Guest lectures and other inputs:**

- Institute for Global Dialogue - guest lectures and a paper on poverty in the SADC region to Institute for Global Dialogue for a project that they undertook in collaboration with the Africa Institute for South Africa to participate in the Helsinki Process. (2006)
- South African Ministry of Finance - input to the Budget Speech of the Minister of Finance (2006)
- Poverty and ICTs in Eastern Africa (PICTURE-AFRICA) is an action based research project being conducted in Kenya, Rwanda, Tanzania and Uganda. Professor May is the research director of this project and provides technical assistance to all aspects of the project. He also chairs a Scientific Advisory Group of international experts. The cost of his time on this activity is covered through a UKZN contract with IDRC.

**Publications:**


CSDS Working Paper No 35.


15.1 Grace OLOO (compressed CV)

15.1.1 Bio Data
Name: Grace Oloo
Current position: Senior Lecturer
Languages: English
Nationality: Kenya

15.1.2 Academic Background
- Master of Business Administration (MBA) United States University- Kenya. (1985)
- Bachelor of Science in Business Administration United States University Kenya 1982
- Postgraduate Diploma in Manpower studies, University of Manchester UK 1995

15.1.3 Relevant Experience and Skills:
- Business Planning and Financial Modeling
- Institutional assessments,
- Small Enterprise Development;
- Feasibility/ Baseline Survey
- Project appraisals/ Evaluation;
- Financial management and analysis
- Data capturing and analysis,
- Local economic development
- Research Methodologies,
- Institutional and Human resources Needs assessment,
- Project Cycle management,

15.1.4 Employment History:

<table>
<thead>
<tr>
<th>Organisation (Years)</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centre for Rural Development and Poverty Alleviation (2009 to date)</td>
<td>Senior Lecturer</td>
</tr>
<tr>
<td>Institute of Entrepreneurship, and Poverty reduction University of Venda (2002-2008)</td>
<td>Director</td>
</tr>
<tr>
<td>Centre for Microfinance University of Venda (2004-2007)</td>
<td>Director</td>
</tr>
<tr>
<td>Africa Regional Renaissance Institute (1998 – 2002)</td>
<td>Regional Director</td>
</tr>
<tr>
<td>All Africa Business Women Association (ABBA) (1997 to 1998)</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Promotion of Rural Initiatives and Development (1993-1997)</td>
<td>Managing Director</td>
</tr>
</tbody>
</table>

15.1.4 Examples of some Research/ Projects Contributions

• (2007): Documentation on the Voluntary Savings and Loans methodology by Care International in Giyani and Tzaneen South Africa.
• (2006): A study on “Capacity needs and training for microfinance institutions” in Limpopo province of South Africa Ford Foundation funded Project.
• (2006-2007): A study on “Broader issues in Rural finance in Limpopo province of South Africa” Ford foundation funded project.
• (2005): A study, on South Africa “Strategy for achieving millennium development goals by 2015” A paper presented to UNDP Cape-town South Africa.
• (2004): A study on “Capacity building needs for pro-poor Microfinance finance institutions in the Limpopo province” of South Africa, funded by Ford foundation South Africa.
• (2006): The global micro-credit summit member on a scholarship by the Global summit campaign.
• (2001): Chair Africa Renaissance poverty eradication conference hosted by the South African Embassy in Tanzania.

15.1.5 Professional Associations:

• Accredited Business Advisor – Institute of Business Advisors, Southern Africa,
• Accredited Trainer (Microfinance Institutions Risk Management) Women world Bank,
• Accredited Business Advisor- Khula South Africa,
• Accredited Business Advisor SEDA,
• Member- Community of Practice, “Community Economic Development Southern Africa,
• Associate Member – Kenya Institute of Management,
• Board Member– Tetla Financial Solutions,
• Trustee-Africa Renaissance Institute, and
• Alumina Faculty Advisor- Student in Free Enterprise South Africa.