



PPT Replicable Development Methodologies & Development Processes (Version 1: as at 05th February 2008)

Notes: 1) This document is intended to assist municipalities, related communities and other entities involved in development. 2) It is based on actual PPT project experience. 3) PPT can assist directly with the specified projects where required. 4) PPT's typical role is that of assisting municipalities, communities and other entities with project preparation management. 5) This document is not a project 'recipe' – more detailed project scopes of work are required and are available from PPT. 6) This document is a 'living' document – comments and inputs are welcome (pptrust@worldonline.co.za / 031 3051288).

sector	Name of model	Service provider skills required	Service providers to PPT	Objectives / outcomes	Main activities
Pro-Poor LED	Participatory Local Economic Assessment & Planning (based on PACA, ABC, SL principles)	PACA, LED and community facilitation skills	Gerry Delany and Mandla Sindane	<ul style="list-style-type: none"> ➤ Mobilise grassroots role-players in local economy - enable communication, interaction and info sharing ➤ Facilitate practical action plans – especially focussing on things that can trigger or unblock economic activity ➤ Facilitate greater local knowledge and capacity to take LED actions 	<ul style="list-style-type: none"> ➤ Desktop assessment of area ➤ ID local players and facilitate interactive workshops using PACA methodology (cards) ➤ Facilitate practical action plans ➤ Report ➤ Follow up on plans with local stakeholders
Pro-Poor LED	Fruit / indigenous tree establishment (1500 trees, 500households)	Permaculture / organic training and on-site mentorship	Newlands Mashu Permaculture Learning Centre; Zakhe Agricultural College	<ul style="list-style-type: none"> ➤ Establish 1,500 trees within 500hh ➤ Improve quality of environment - greening ➤ Improve food security ➤ Improve awareness of value of fruit trees ➤ Establish platform for further income generating projects (distribution & sale of fruit) 	<ul style="list-style-type: none"> ➤ Assessment of area ➤ Identify beneficiaries / participants ➤ Select suitable fruit tree types ➤ Training workshop on site for planting, tree care and grey water usage ➤ Distribution and planting of trees ➤ Follow up monitoring & advice
Pro-Poor LED	Homestead gardens (group of 30 participants)	Permaculture / organic training and on-site mentorship	As above	<ul style="list-style-type: none"> ➤ Support and mentor local growers ➤ Improve output from local gardens ➤ Improve in growers' skills and confidence ➤ Improve agricultural production, self help and food security ➤ Develop organic and permaculture skills ➤ Strengthen platform for possible income generating / commercial projects 	<ul style="list-style-type: none"> ➤ ID and train local growers – on site training as well as visit to NM permaculture centre ➤ Seedling provision ➤ Support in establishment of a local seedling nursery where there is a local champion ➤ On site mentorship for 6 months

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Pro-Poor LED	Micro enterprise skills training, business development & mentorship (20 at level 1, 10 at level 2 + business plans)	Practical business skills training, planning & mentorship skills including experience with entrepreneurs with low levels of literacy	Musa Shabane (Dream Plus); Len Maseko (Indigo)	<ul style="list-style-type: none"> ➤ Strengthen entrepreneurial skills base ➤ Facilitate improved business planning ➤ Develop and strengthen emerging micro businesses 	<ul style="list-style-type: none"> ➤ Preliminary evaluation of local economy ➤ Identify suitable emerging micro entrepreneurs ➤ Provide 2 stages of business skills training combined with business plan development ➤ Mentor most successful enterprises and provide with assistance in areas such as marketing, tendering etc ➤ Where funding permit, provide small seed grants of between R5k and R10k to most promising enterprises.
Pro-Poor LED	Workshop based business skills training and mentorship (suitable for entrepreneurs with limited time availability)	Practical business skills training & mentorship especially experience with entrepreneurs with low levels of literacy	Nqe Dlamini	<ul style="list-style-type: none"> ➤ Strengthen entrepreneurial skills base ➤ Develop and strengthen emerging businesses 	<ul style="list-style-type: none"> ➤ Workshop based training and capacity building in specific identified areas of need (eg: tendering, marketing, business registration, etc) and / or in specific sectors (eg: small farmers, shop owners etc). <p><i>Note: This model will often follow on from the PEA outlined above</i></p>
Pro-Poor LED	Initial assessment of business / agribusiness	Business / agribusiness experience (project planning & implementation) + community facilitation skills	Dominic Mitchell; Nick Swan	<ul style="list-style-type: none"> ➤ Gain a basic understanding of a particular business enterprise, the concept, prospects for success, viability of providing further support or assistance, and the nature of support or assistance that would be appropriate ➤ Enable more informed decisions on the provision of further funding and support, especially in respect whether or not the initiative can succeed on a pure enterprise basis or if it will require ongoing support 	<ul style="list-style-type: none"> ➤ Site visit ➤ Initial meeting / mini-workshop with entrepreneurs / organisation / group members ➤ Participative evaluation using PPT format ➤ Assessment report with recommendations
Pro-Poor LED	PPT business plan format	No special skills required - designed to be accessible to CBO's / NPO's / NGO's / micro & small enterprises	As above	<ul style="list-style-type: none"> ➤ To facilitate improved business planning by providing an accessible format which helps to ensure that all the key elements have been considered and addressed (the format used has been geared to an emerging, grassroots enterprise / entrepreneur) 	<ul style="list-style-type: none"> ➤ Utilisation of the format as a guideline by relevant entrepreneur / organisation, Not applicable – it is hoped that the format will result in better business planning.

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Pro-Poor LED	Combined Monitoring and evaluation framework for PPT LED interventions	Monitoring & evaluation experience	Managed in house by PPT ¹	<ul style="list-style-type: none"> ➤ To ensure adequate monitoring and evaluation of a range of standard PPT pro-poor LED interventions 	<ul style="list-style-type: none"> ➤ A wide range of M&E activities, including specific M&E tools (eg: questionnaires to be utilised by service providers)
Housing	In Situ Upgrades - initial assessment	Experience with informal settlement upgrades, working with CBO's, project funding mechanisms	Usually undertaken in-house by PPT, but can potentially be outsourced	<ul style="list-style-type: none"> ➤ To obtain an understanding of the proposed project concept ➤ To determine the risk (and opportunity) profile of the project ➤ To rate the project in terms of its prospects of success ➤ To recommend whether or not further preparation work should be undertaken on the project (ie: pre-feasibility & feasibility) ➤ To define the scope of further preparation work ➤ To determine the costs of preparing the project and assist in obtaining preparation funding. 	<ul style="list-style-type: none"> ➤ Acquisition of any work or base information already available. ➤ Interviews with key stakeholders ➤ Site visit ➤ Assessment report
Housing	In Situ Upgrades – pre-feasibility and feasibility	Experience with informal settlement upgrades, working with CBO's, project funding mechanisms	Work undertaken by a range of outsourced consultants under leadership of a preparation manager ²	<ul style="list-style-type: none"> ➤ To ensure thorough project preparation ➤ To ensure the project is feasible and all material risks are appropriately addressed, mitigated and externalised prior to requesting funding for housing subsidies and other implementation funding / commitments ➤ To enable high quality applications for capital funding (including subsidies) ➤ To facilitate more integrated and sustainable housing delivery 	<ul style="list-style-type: none"> ➤ A wide range of activities are undertaken – please refer to standard PPT scopes of work for a housing project for more information (www.pptrust.co.za)

¹ The overall framework is co-ordinated by PPT, but most specific M&E activities are undertaken by various service providers who undertake LED work (eg: Musa Shabane, Len Maseko, Newlands Mashu, Zakhe Agricultural College etc).

² Eg: Social facilitators, planners, engineers, geo-technical consultants, environmental consultants, land legal consultants etc

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Housing	In Situ Upgrades - alternative upgrade strategy / methodology	Experience with informal settlement upgrades, working with CBO's, project funding mechanisms	Suitable specialists are hard to find (eg:Anton Aiello, Robert Mann)	<ul style="list-style-type: none"> ➤ Identification of appropriate strategies and interventions which meaningfully address and mitigate the following key upgrade issues and which give effect to the meaning and spirit of the DoH's sustainable human settlements programme: <ul style="list-style-type: none"> ○ land scarcity / densification need / lack of suitable relocations destinations ○ land tenure issues ○ need for more integrated approach – ie: need for more than just housing and basic services ○ need for incremental settlement change management ○ need to achieve breadth as well as depth of delivery – most informal dwellers fall outside of current and medium term housing programmes ○ need to mitigate immediate livelihood challenges (eg: fire, sanitation, access, water, health care etc) 	<ul style="list-style-type: none"> ➤ Initial assessment dates (see above) ➤ Further evaluation of key issues and commissioning of more detailed pre-feasibility and feasibility work where appropriate ➤ Participative planning workshops with community leadership ➤ Often a community socio-survey / focus groups might be required ➤ Generation of development options / scenarios³ ➤ Funding proposals and follow through for a range of interventions ranging from short term crisis relief to long term land acquisition & housing and infrastructure provision.
Housing	Rural housing manual	Experience with community and low income housing delivery	Not applicable	<ul style="list-style-type: none"> ➤ Municipalities and their IA's can prepare and initiate rural housing projects which are: <ul style="list-style-type: none"> ○ Compliant with DoH and other provincial planning requirements ○ Better planned & prioritised ○ Better integrated with other forms of development ○ More sustainable. 	<ul style="list-style-type: none"> ➤ Preparation of manual and revisions to it by PPT in partnership with DoH / DTLGA ➤ Follow up technical support by PPT ➤ Municipalities and IA's use the manual and the framework provided by it in order to prioritise and prepare enhanced rural housing projects
Housing	Municipal Housing Plan Manual	Housing planning and some housing delivery experience	Not applicable	<ul style="list-style-type: none"> ➤ Municipalities prepare and implement municipal housing plans which are: <ul style="list-style-type: none"> ○ Compliant with DoH and other planning requirements ○ Ensure more effective and rational prioritisation of housing projects ○ Facilitate more integrated and sustainable housing delivery 	<ul style="list-style-type: none"> ➤ Preparation of manual and revisions to it by PPT in partnership with DoH ➤ Follow up technical support by PPT ➤ Municipalities use the manual and framework provided to prepare enhanced municipal housing plans

³ Typical responses might include: A) incremental approach with delivery of basic must do interventions such as sanitation, fire control, access footpaths, fire resistant building materials, improved facilities / services relating to health care, education and child care, food security and led interventions. B) Full upgrade using alternative solutions such as pedestrianised access, retaining walls and lighter top-structures (eg: where slope / geotech are not conducive), people's savings mobilisation, alternative house typologies such as attached double story units – in order to minimise relocations, people's driven self help housing (tapping into CODI policy).

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Land reform	Land acquisition process (expropriation)	Project manager, land legal expert (eg: attorney), property valuer, townplanner	Team of specialists – hard to find a proficient team leader	<ul style="list-style-type: none"> ➤ Expedite release land where development is blocked due to land legal factors – usually relating to multiple deceased estates and / or non-transferred deeds of grant and / or absentee landlords 	<ul style="list-style-type: none"> ➤ Key aspects of pre-feasibility and feasibility work sufficient to indicate developable vs undevelopable land and expected housing yield per property (town-planner's input required). ➤ Land valuations ➤ Land negotiations ➤ Private treaties where possible ➤ Expropriation
Integrated development	Local area based spatial plan	Town planner with spatial planning and preferably also with hard project experience	Any capable and experience planner	<ul style="list-style-type: none"> ➤ More effective integration of housing provision with other development (eg: LED, food security, education, health care, access roads, recreational facilities etc) 	<ul style="list-style-type: none"> ➤ Municipalities / DoH / DTGLA allocate funding for area based spatial plans where required ➤ Municipalities / IA's / project teams compile plans and take action on them in respect of mobilising / allocating funding etc.
Special needs housing	Framework for subsidy release	Understanding of housing and welfare issues	Not applicable	<ul style="list-style-type: none"> ➤ Mainstream special needs housing at a national level. ➤ Provide national and provincial governments as well as other stakeholders with a practical and detailed framework for the utilisation of housing subsidies for purposes of special needs housing 	<ul style="list-style-type: none"> ➤ Development of national and provincial policies for special needs housing ➤ Allocation of special needs housing subsidies by provincial Dept's Housing ➤ Preparation of a range of special needs housing projects at a national level
Special needs housing	Foster care home model	Understanding of housing and welfare issues	Project managers and professional, suitably capacitated NPO's, some municipalities	<ul style="list-style-type: none"> ➤ Provision of family based foster care homes located within existing communities, each owned by and falling under the auspices of a suitably capacitated welfare organisation – typically 6 children under the care of one foster mother in each home with children receiving foster care grants via the foster mother. ➤ Accessing of government special needs housing subsidies for the above. 	<p>Project feasibility and business plan includes elements such as:</p> <ul style="list-style-type: none"> ➤ Selection of a suitable welfare organisation ➤ Selection of suitable property / site ➤ Capital cost estimates including property acquisition and renovations / extensions ➤ Operating budget confirming operational sustainability ➤ Application for special needs housing subsidies to relevant provincial Department of Housing

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Special needs housing	Institutional care model (eg: shelter)	Understanding of housing and welfare issues	In house PPT PM's, some outsourced PM's, some NPO's able to undertake some of the work	<ul style="list-style-type: none"> ➤ Provision of shared accommodation for groups of people in special need (eg: place of safety, children's home, hospice, etc) in cases where family or home based care is not possible. ➤ Accessing of government special needs housing subsidies for the above. 	As for foster care home model above.
Special needs housing	Home care (home extensions) model	Understanding of housing and welfare issues	In house PPT PM's, some outsourced PM's, some NPO's able to undertake some of the work	<ul style="list-style-type: none"> ➤ Provision of extensions to homes where de-facto foster care is being provided to orphans & vulnerable children, typically be extended family or via other community networks (eg: crèche workers) ➤ Accessing of government special needs housing subsidies for the above. <p><i>NOTE: This is still a pilot scheme and at this time its mainstreaming using housing subsidies is uncertain</i></p>	<p>Project feasibility and business plan includes elements such as:</p> <ul style="list-style-type: none"> ➤ Selection of a suitable welfare organisation to monitor the homes ➤ Confirmation by this organisation and district office of Dept. Welfare that the children / homes are suitable ➤ Capital cost estimates for extensions ➤ Application for special needs housing subsidies to relevant provincial Department of Housing, including arrangement to write off capital value of extensions over a 5-8yr period
Climate change & En Eff Hsg	Assessment and identification of suitable package of projects / interventions	Energy efficient specialist usually supported by a social facilitator	Dean Cooper & Herman Bos (Parallax), Nana Ndlovu	<ul style="list-style-type: none"> ➤ Determination of appropriate alternative energy products which can be marketed to consumers within low income communities on a part grant, part consumer cash contribution basis. 	<ul style="list-style-type: none"> ➤ Site visit. ➤ Initial meetings with municipality and local leadership. ➤ Identification of existing energies being used. ➤ Technical assessment of potential for alternative energy products (eg: wind regime, household water supply for SWH etc). ➤ Identification of existing initiatives related to energy supply (conventional and alternative sources).
Climate change & En Eff Hsg	Implementation of selected packages including financial model (Resource Document)	Energy efficient specialist usually supported by a social facilitator	Dean Cooper & Herman Bos (Parallax), Nana Ndlovu	<ul style="list-style-type: none"> ➤ Provision of appropriate alternative energy products to consumers within low income communities on a part grant, part consumer cash contribution basis. ➤ Basic monitoring and evaluation. 	<ul style="list-style-type: none"> ➤ Community / consumer awareness and product information dissemination (workshops). ➤ Collection of cash contributions from consumers. ➤ Order of products from suppliers based on consumer order forms. ➤ Supply / fitment of products in the field. ➤ Monitoring and evaluation.

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All	Project preparation cycle	No specific skills required - project preparation methodology should be applied to all projects	Not applicable – project preparation methodology should be applied to all projects	<ul style="list-style-type: none"> ➤ Creation of improved awareness of project preparation methodology. ➤ Mainstreaming of project preparation within government and other development programmes. 	<p>As per PPT preparation cycle:</p> <ul style="list-style-type: none"> ➤ Preliminary assessment and project selection ➤ Pre-feasibility (address project fundamentals / key risks + project concept) ➤ Feasibility (finalise project fundamentals + preliminary design and costings) and funding applications ➤ Follow through on funding applications and acquisition of funding approvals

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