

CONCEPT PAPER: LINKING OF GRANTS RECIPIENTS WITH SUSTAINABLE LIVELIHOODS

1. INTRODUCTION

The purpose of this document is to outline the approach for Linking of Grant Recipients to Sustainable Livelihoods in the Free State province with the Department of Social Development playing a leading role.

Firstly, the document will give a definition of the concept document and why it is needed.

The definition of Sustainable Livelihoods as the most important element of this document will also be looked at. Situational analysis is another issue that has been discussed in the document in relation to the rate of grant recipients.

The document will also look at policy and legislative framework in which the South African Government has articulated its commitment to the fight against poverty by Linking of Grant Recipients with Sustainable Livelihoods.

The section on scope of implementation focuses on how the program will be implemented, through the two main models that can be followed.

The part on inter-sectoral networks sets out different stakeholders and how coordination of programs aimed at addressing Linking of Grant Recipients with Sustainable Livelihoods. Monitoring and evaluation is also an important issue that has been discussed in detail in the document.

Finally communication as an essential tool in this program has also been looked at in terms of how it will unfold between all stakeholders.

The concept document Linking of Grant Recipients to Sustainable Livelihoods is therefore intended to be a guideline on how the program should be implemented and it is to be used by officials within the Free State Provincial Government and beneficiaries throughout the Free State Province. This concept document is in line with the vision and mission of the Department and other various policy documents and economic development strategies in which government has stated its commitment to poverty alleviation. These include Reconstruction and Development Programme (RDP), White Paper for Social Welfare, the Growth, Employment and Redistribution Strategy (GEAR), the Free State Growth and Development Strategy and Poverty Eradication Strategy for the Free State.

2. CONCEPTUALIZATION

For the purpose of this document the following functional definition has been chosen. Concept document can be seen as a **document that stipulates the desired course of action and interaction which is to serve as a guideline in the allocation of resources necessary to realize societal goals and objectives.** This means therefore that a concept document sets guidelines that are important for common understanding of how the program should be implemented.

2.1 Linking of grants to sustainable livelihoods

Social grants are one of the strategies employed by the South African government to fight poverty. In his state of the nation address, the President of South Africa, Thabo Mbeki emphasized the importance of linking of grants with Sustainable Livelihoods as one of the strategies to fight poverty in South Africa. This matter was also emphasized upon by the Premier of the Free State, Ms. Beatrice Marshoff during her state of the province address. The Programme of Action of the Free State Provincial Government, Social and Human Development Cluster (2007:5) has also identified the linking of grants with Sustainable Livelihoods as one of its objectives.

The National Minister of Social Development, Dr. Zola Skweyiya in his 18 January 2007 statement indicated that, “There is a lack of proactive and deliberate strategy to link grant social beneficiaries to opportunities for economic activity. Consequently, an intolerable proportion of able bodied poor South Africans, including caregivers of children receiving the child support grant, and those persons with disabilities capable of recovering – continue to face particular barriers to entering into, remaining in and progressing in such employment”.

This suggests that this intervention priority area is not optional since it is part of the government Programme of Action.

3. DEFINITION OF LIVELIHOODS

The above discussion (in the Introduction) on the Sustainable Development has indirectly provided a background and insight on the meaning of the concept Sustainable Livelihoods. However, it did not differentiate between Sustainable Development and Sustainable Livelihoods. It will be an injustice to this document if the concept of Livelihoods is not clarified.

3.1 Sustainable Livelihoods

The Department for International Development (DIFD) (2002:8) in the United Kingdom indicates that livelihoods entail the “capabilities, assets (including both material and social resources) and activities required for means of living”. This reflects the importance of balancing the capabilities of the people, their material and social resources and the necessary activities for their means of survival. The implication is that there cannot be any livelihoods if the people are not capacitated and the resources are not allocated for their survival. DIFD further states that the assets or material and social resources are the basic building blocks that support the poor in pursuing self sufficiency.

But does the mere provision of the assets guarantee self sufficiency? The answer to this question is a big **NO**. It is the reason that people must also be capacitated to maintain these assets to their benefit and also be supported with activities that will ensure that they yield positive results for their survival. This maintenance and optimal use of the assets will also ensure that they are sustained for the benefit of the present and future generations. Dutyini M.T. (2005: 5) states that a livelihood is sustained when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base. The following elements are necessary:

- Cope with and recover from stresses and shocks

This relates to the ability of the people or livelihoods to independently cope and deal with sudden events that can be stresses and shocks on their Livelihoods. The stresses and shocks should be understood as the events that have negative effects on people's Livelihoods and that can threaten their survival. The stresses and shock could be based on timeline such as a historical event that affects the Livelihood of the people, seasonal such as a sudden occurrence of draught or trends such increase in interest rates as an economic trend.

- Maintain or enhance its capabilities or assets

This relates to the favourable and stable environment where the people or livelihoods will still be able to have the resources irrespective of the stress or shock and will also be capable to access and utilize those resources.

- Now and future

The resources for sustaining livelihoods should not only be available for the consumption of the present day but they must also be able to meet the needs of future generations. This implies that the livelihoods are sustainable if the current

generation can be able to utilize the resources for their immediate survival whilst ensuring that the same resources will meet their future needs as well as the coming generations.

- Not undermining the natural resource base

There are conditions that human beings do not have control over and these are mainly the natural occurrences such as floods and draughts. The sustainability of the livelihoods should be in a position to recognize the effects of these natural occurrences but also be able to recognize that some of the resources to sustain the livelihoods are natural based such as the land and trees. The importance of these natural resources in sustaining the livelihoods should not be overlooked.

What are the characteristics of Sustainable Livelihoods?

Though the concept of Sustainable Livelihoods can sound complex and confusing, there are a few basic characteristics which are associated with the Sustainable Livelihoods approach. Various authors have indicated various characteristics but these have been summed up by Dutyini M.T. (2005: 05) and she has identified them as the following:

- Promote equity between and among generations, races, gender and ethnic groups; in the access to and distribution of wealth and resources; in the sharing of productive and reproductive roles; and the transfer of knowledge and skills.
- Nurture a sense of place and connection to the local community, and adapt to and restore regional ecosystems.
- Stimulate local investment in the community and help to retain capital within the local economy.
- Base production on renewable energy and on regenerating local resource endowments while reducing intensity of energy use, eliminating over

consumption of local and global resources and assuring not net loss of biodiversity.

- Utilize appropriate technology that is ecologically fitting, socially just and humane, and that enhances rather than displaces community knowledge and skills.
- Reduce as much as possible travel to workplace and the distance between producers and users.
- Generate social as well as economic returns, and value non-monetized as well as paid work.
- Provide secure access to opportunity and meaningful activity in community life.

The above characteristics demonstrate to cover every aspect that aims to achieve Livelihoods as indicated by the DIFD. Three additional characteristics can be made that Sustainable Livelihoods that it further:

- View communities as having the capacity and ability to solve their own problems due to the resources and skills they already possess and their life experiences.
- Capacitates the community for formal employability whilst empowering and widening the net to include those who have despaired because of minimum opportunities in the formal employment sector.
- Builds Local Economic Development in an integrated approach with local municipalities through their Integrated Development Plans

4. SITUATIONAL ANALYSIS

4.1. Poverty in the Free State

For the purposes of proper planning and development of responsive proposal to poverty alleviation through Linking of Grant Recipients with Sustainable Livelihoods, it is important to briefly unpack the poverty trends within the Free State.

The Free State Growth and Development Strategy (FSGDS) Review (2006) defines poverty rate as “the percentage/number of people living in a household with an income less than the poverty income”. The poverty income should be explained as the minimum monthly income needed to sustain a household and varies according to the household size: the larger the household, the larger the income required to keep its members out of poverty.

The FSGDS (FSGDS Review: 2006) indicates that the Free State has 55.9% (1 672 119 of the total population) of people living in poverty. The Statistics South Africa (StatsSA) (2003) indicates that the poverty levels are higher in the Free State compared with South Africa. The Free State has poverty levels of 49.4% and it has the third highest level of poverty in relation to the households that earn less than R800.00 per month. The FSGDS, on the other hand, has indicated that there are 57.1% (432 579) households which earn less than R800.00 per month. The FSGDS has further indicated that distribution of poverty in the Free State per District is as follows:

THABO MOFUTSANYANA – 68.1%

LEJWELEPUTSWA – 56.1%

FEZILE DABI – 56.1%

XHARIEP – 49.5%

MOTHEO – 44.9%

From the above figures, it is quite clear that more than 50% of people in the Free State as a whole live in poverty. Of these Free State people who live in poverty, the majority is in Thabo Mofutsanyana, Lejweleputswa and Fezile Dabi Districts. This figure implies that the Sustainable Livelihoods intervention programmes and resources should at least target about 50% of the Free State community.

The allocation of these resources cannot however be done through a “blanket” approach. These resources need to be allocated according to the poverty trend within the Free State and consequently a bigger allocation should be done towards Thabo Mofutsanyana, Lejweleputswa and Fezile Dabi Districts.

The statistics for the people living in poverty according to the Municipalities is as follows:

MUNICIPALITY	NUMBER	RATE
TSWELOPELE	45 762	79.6
TOKOLOGO	23 095	79.6
PHUMELELA	47 563	78.2
MAFUBE	46 101	77.0
SETSOTO	83 366	75.2
NALA	63 307	74.9
NKETOANA	60 454	74.0
NALEDI	18 308	49.7

Source: FSGDS Review (Global Insight, 2006)

At local municipal level Tswelopele and Tokologo have the highest rate (79.6%) of people living in poverty. Lejweleputswa and Thabo Mofutsanyana have the most number of municipalities with people living in poverty with each District having at least three municipalities.

4.2 Data on Grant Recipients

- People receiving Grants in the Free State as at 31 October 2007

GRANT TYPE	BENEFICIAIES %	VALUE
Old Age	133 392	17.8
War Veteran	51	0.01
Permanent	95 054	12.7
		114 011 097
		42 686
		81 989 945

DG			
Temporary	22 151	2.9	19 057 548
DG			
Foster Care	46 800	6.2	29 007 110
Care	3 968	0.53	3 449 550
Dependency			
Child	445 846	59.6	89 168 340
Support			
Grant			
TOTAL	747 262	100	336 726 276

(Socpen 2007)

*DG referrers to Disability Grant

The above data indicates that in all the grant recipients in the Free State, the majority are the Child Support Grant beneficiaries who comprise 59.6%. The least number of beneficiaries are the recipients of War Veterans Grant at a percentage of 0.01.

- Foster Care expired Court Orders in the Free State as at 31 October 2007

DISTRICT	NO. OF COURT% ORDERS	
XHARIEP	1 130	6
MOTHEO	6 789	35
LEJWELEPUTSWA	5 028	26
THABO	3 498	18
MOFUTSANYANA		
FEZILE DABI	2 835	15

TOTAL

19 280

100

(Socpen 2007)

With 35%, Motheo has the highest number of Court Orders that have expired and is followed by Lejweleputswa at 26%.

5. PRINCIPLES AND VALUES

The White Paper for the Transformation of Public Service advocates the entrenchment of values that widely seek to create an atmosphere in which quality services are rendered to the communities. Similarly, the contents of this document are also underpinned by the key principles and the values that we espouse as a Department in our intervention of facilitating strategies of sustainable livelihoods in poor peoples' lives. These are:

5.1 Values

- Integrity
- Dignity
- Equality
- Respect
- Social and economic justice

5.2 Principles

- Self-reliance
- Transparency
- Accountability
- Appropriateness
- Empowerment
- Accessibility
- Partnership

6. POLICY AND LEGISLATIVE FRAMEWORK

The South African Government has committed itself to eradicate poverty to make South Africa a country fit for its citizens. The Department of Social Development fulfills this commitment through its mandate to provide services to vulnerable groups. This is well documented and articulated in the following documents:

- White Paper for Social Welfare (1997)
- National Department of Social Development Ten-Point Plan (2000)
- National Department of Social Development Strategic Plan (2003/04-2005/06)
- Free State Department of Social Development Annual Performance Plan (2007/2008)
- Poverty and Inequality Report (1998)

Please see hereunder tabulated the policy and legislative frameworks underpinning the contents of this document:

Policies / Strategic documents
Reconstruction and Development Programme
Growth, Employment and Redistribution Strategy
Free State Growth and Development Strategy
Integrated Sustainable Rural Development Strategy
Urban Renewal Programme
Programme of Action – National and Provincial Governments
State of the Nation and Province Address
National Discussion Document on Linking Social Grants Beneficiaries to Poverty Alleviation and Economic Activity dated 01 November 2006
National Minister of Social Development statement of 18 January 2007)

Legislative framework
Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)
Skills Development Act, 1998 (Act No. 97 of 1998)
Development Facilitation Act, 1995 (Act No. 67 of 1995)
National Development Agency Act, 1998 (Act No. 108 of 1998)
Non-Profit Organisations Act, 1997 (Act No. 71 of 1997)
National Small Business Amendment Act, 2004 (Act No. 29 of 2004)

7. SCOPE OF IMPLEMENTATION

Any form of intervention will have to take into account the strengths of the province to sustain these measures. The Free State is largely rural and therefore rich in agricultural resources, has large mineral resources, is centrally located hence a strong tourism potential, all of which must be explored using knowledge, skills and experiences of the beneficiaries of Linking of Grant Recipients with Sustainable Livelihoods.

7.1 Operational Strategy

71.1 Target

The Linking of Grant Recipients with Sustainable Livelihoods opportunity for all people who are the beneficiaries of social grants but with emphasis on:

- People with Disabilities, especially the beneficiaries of Temporary Disability Grants
- Beneficiaries of Child Support Grant
- Beneficiaries of Foster Care Grant

7.1.2 Pilot

The implementation of the Linking of Grant Recipients with Sustainable Livelihoods should be introduced as a pilot. The pilot phase will assist with ensuring that implementation is gradual and provides the opportunity to expand while addressing and the limitations. The outcomes of the pilot phase will assist with better plans for the roll-out of the programme.

The pilot phase will take place in two towns within the Free State province; these will be determined by the poverty indicators within the Municipalities. In essence, pilot will take place in one town in Lejweleputswa and one town in Thabo Mofutsanyana since these two Districts have the highest number of Municipalities with people who live in poverty.

7.1.3 Screening Criteria

The following criteria will be used to determine the towns for the pilot phase:

- Poverty levels based on the available District Profiles
- Local Municipality indigent households profiles
- IDP plans
- Socio-economic factors

7.1.4 Participants

The number of participants in the pilot phase will be 20 per town. The process that will be followed to decide on the participants is as follows:

- Data on recipients as it appears on South African Social Security Agency.
- Sampling on the data of South African Social Security Agency.
- Household profiling of the sample

The participants will be chosen based on the household profiles data and with peculiar challenges on the following areas:

- Income in the household
- Size of the household
- Poverty within the household
- Other socio-economic factors such as HIV and AIDS, Child Headed Households.

7.2 Project Management Approach

This approach also emphasises the need to focus on the human side and seek to ensure that their capacity to implement is built. The logical framework approach is advocated given the South African context in terms of poverty alleviation challenges. The main stages of this approach are:

7.2.1 Identification

This stage focuses on the context under which the project is likely to be implemented covering issues such as justification of initiating the projects, the various target groups as well as consultation with critical stakeholders.

7.2.2 Feasibility Study

This stage focuses on data collection, analysis and assessment that will inform the project design stage. The study should be conducted by a multi-disciplinary team that will cover broad aspects such as gender relations, environmental impact, financial demands and social cultural issues.

7.2.3 Project design

This stage focuses on the project structure and includes issues such as assumptions and monitoring issues. A consultative workshop bringing in all stakeholders to ensure joint decision-making and management should be conducted. An independent, well-trained facilitator with expert knowledge on Logical Framework Approach should be engaged to assist.

7.2.4 Detailed Planning

This stage focuses on the development of systems to track the extent and nature of the implementation. The extent to which objectives are not met and the role of various stakeholders will be outlined and monitored.

7.2.5 Monitoring

This stage is self-explanatory and mainly focuses on the continuous periodic surveillance of the implementation aspects of a project. It will also cover issues such as the impact and external threats to successful implementation.

7.2.6 Project Review

The stage focuses on “stock taking” processes that in most cases tend to focus on the technical aspects of the project at the expense of impact and usefulness aspects. The critical issue here is the need to balance technical aspects with general development aspects.

7.2.7 Evaluation

Whilst only the two models were articulated in this document, other models applicable in the development sector can be applied at the discretion of officials in different localities. For instance, a combination of the two models as an intervention strategy could still be an option.

The main focus at this stage should be to assess the impact and relevance of the project in relation to its objectives, target groups and other affected partners. This is mainly done by external stakeholders whose independence is critical to an objective analysis.

The latter approach is more technically oriented but is critical for the human resource development aspects at both project level and for departmental personnel. The document has also avoided prescribing the kind of projects that should be implemented in order to allow for creativity and allow the districts to consider their strengths and availability of resources.

Successful implementation of these activities hinges on how far the Department of Social Development can be able to rope in inter-sectoral partners for an integrated and holistic approach to Linking of Grant Recipients to Sustainable Livelihoods.

8. INTERSECTORAL NETWORKS / SECTORAL PARTNERSHIPS

8.1 The need for inter-sectoral partnerships

The intervention of the Department of Social Development in addressing the scourge of poverty through Linking of Grant Recipients to Sustainable Livelihoods within the province is not viewed as a single panacea to integrated and sustainable development. The role played by other sectoral departments, local

spheres of government, organized labour groups, non-governmental organizations, community-based organizations, faith-based organizations and the community at large is critical in ensuring a holistic and integrated approach to Linking of Grant Recipients to Sustainable Livelihoods.

To this end, we identified the imperative to establish strategic partnerships and dynamic alliances with a broad spectrum of stakeholders and role-players both within the province and beyond. The establishment of inter-sectoral partnerships will be facilitated mainly to complement diverse sectoral mandates against the background of duplicated programmes that had little impact in the livelihoods of the poor.

A holistic and integrated approach to Linking of Grant Recipients to Sustainable Livelihoods has therefore been identified as a vehicle to condense different sectoral added-value support services into an accelerated and programme that is aimed at addressing the plight of people who are living below the bread line.

8.2 Identification and mobilization of stakeholders

Various stakeholders and role-players previously embarked on a process of compiling strategic documents that would enable them to respond programmatically to the needs of people on the ground. Consequently various strategic plans were documented and aligned with the Free State Development Plan.

The role that we envisage to play as a Department of Social Development will therefore form part of the broader vision of the Free State Province enshrined in the Free State Growth and Development Strategy.

The following table depicts a picture of different stakeholders and role-players who produced strategic documents and programmes that are intended to collectively attain diverse priorities at community level.

Name of organisation	Programmes
Free State Department of Local Government & Housing Independent Development Trust	Integrated Sustainable Rural Development Programme
Free State Department of Local Government & Housing	Urban Renewal Programme Project Consolidate
Free State Department of Labour	Provincial and Local Skills Development Programme
Free State Department of Public Works, Roads & Transport	Expanded Public Works Programme
Free State Department of Education	Primary School Nutrition Programme
District and Local Municipalities	Priority intervention Areas Implementation Local Economic Development Programme Additional Resources for participants
Khula Enterprise Finance Limited	KhulaStart Programme
Small Enterprise Development Agency	Business Referral and Information Network Franchise Advice and Information Network
National Development Agency	Poverty alleviation initiatives
Umsobomvu Youth Fund	Business Development Services Voucher Programme Enterprise Education Programme Micro and Co-operative Finance Programme SME Finance Programme
Free State Department of Tourism, Environmental & Economic Affairs	SMME Promotion Tourism Enterprise Programme
Free State Department of Agriculture	Farming Settlement & Support Programme
Free State Department of Land Affairs	Land Reform Programmes
Independent Development Trust	Link with Markets
Agricultural Research Council	Mushroom Production

9. MONITORING AND EVALUATION

9.1 Monitoring

Monitoring is **“The continuous observation, collection and analysis of information to ascertain the status of a project.”**

It is a very important process in the life of any project and has three important functions which are the following:

- (i) It helps officials and beneficiaries to make decisions aimed at improving the project.
- (ii) It allows project management to decide what impact the project is having on its intended beneficiaries.
- (iii) It ensures accountability to all parties with a stake in the project’s outcome.

9.2 Evaluation

Evaluation is **“The collection of useful information on the basis of which decisions can be taken about feasibility, effectiveness and value of project.”**

The role for monitoring and evaluation systems is therefore necessary for the Linking of Grant Recipients to Sustainable Livelihoods. This service would be helpful in identifying problems and facilitating their timely resolution. It is important to note that monitoring and evaluation is costly, however, it is better to spend funds on M & E than on programs that in the final analysis are unlikely to have the desired impact.

9.3 Objectives of monitoring and evaluation

The monitoring and evaluation tool of the Department of Social Development is aimed at:

- Assisting the Department to assess the use and delivery of project resources (money and material) in accordance with approved operational plan, budget and timetable.
- Assisting the Department to find out about whether its grants and programs were implemented as planned and whether the beneficiaries and Departmental objectives were met or exceeded and why.
- Assisting the Department to assess the achievement of the intended outputs in a timely and cost effective manner.
- Assisting the Department to assess the overall efficiency with which the project is being implemented.
- Assist with giving feedback to beneficiaries to help them improve their performance. In this way monitoring will play an important role in amplifying the impact of the Departmental intervention mechanism.
- Assist the Department with improving its program design as a result of information that is gathered during the monitoring process that indicates best practice.
- Assist the Department to measure its own success in program implementation, policy change and knowledge around Linking of Grant Recipients to Sustainable Livelihoods.
- Assist the Department to assess the feasibility, nature and extent of poverty in specific areas. This will also help a process of needs assessment by the Department that will lead to a strong base for the prioritization of programs for funding.

9.4 Different levels of monitoring and methods

For monitoring and evaluation of the Linking of Grant Recipients to Sustainable Livelihoods to be effective it has to take place at different levels, namely, provincial, district and project.

LEVEL	INFORMATION REQUIRED	M & E METHODS
Provincial	<ul style="list-style-type: none"> • Program need- the information that indicates why the program was actually developed • Community profiles – Information about the resources of the community • Baseline data – Information about the status of the project before implementation. • Progress reports 	<ul style="list-style-type: none"> • Pre- Program - assessment – The assessment that comes before the program starts to determine the need for a program. • Surveys – Collection of information using questionnaires • Pre – Project Assessment - Collection of information about the status of project before implementation • Post grant assessment
District	<ul style="list-style-type: none"> • Community profiles- Information about the resources of the 	<ul style="list-style-type: none"> • Surveys – Collection of information using questionnaires

	<p>community</p> <ul style="list-style-type: none"> • Baseline data - Information about the status of the project before implementation. • Project status - Information on progress of the project • Project impact- Information on whether the original conditions have been altered or not 	<ul style="list-style-type: none"> • Pre - Project Assessment - Collection of information about the status of project before implementation • Site visits - Physical visits to the place where the project is operating from. • Post grants assessment - Assessment of project to determine the performance of the project.
Project	<ul style="list-style-type: none"> • Project records 	<ul style="list-style-type: none"> • Compile project records - To compile and file financial and operational information of the project safely.

ACTION PLAN FOR LINKING OF GRANT RECIPIENTS WITH SUSTAINABLE LIVELIHOODS

Action/Activities	Sub-Activities	Responsibility	Due Date	Output	Remarks
1. Identify Towns		Department of Social Development: District Managers / Assistant Managers	14 March 2008	Towns with indigent community members and prioritized by Municipalities are the focus of intervention	
2. Data from SASSA		Municipalities, District Manager: SASSA	21 March 2008	Updated Child Support and Disability Grant recipients is available	
3. Meet with the Municipalities & other Community Stakeholders	<p>Agree on wards.</p> <p>Validate profile of DoSD.</p> <p>Check resources municipality can commit.</p> <p>Existing projects within wards, town or area.</p> <p>Data on indigent households.</p>	Department of Social Development District Manager SASSA District Manager Municipality	28 March 2008	Implementation is inter-sectoral and informed by the Municipality Community Based Plans	
4. Meeting	To assess progress on the implementation plan	Department of Social Development SASSA Local Municipalities Department of Local	08 April 2008	Progress reports on implementation are available	

		Government and Housing Agricultural Research Council			
5. Meet with prospective beneficiaries		SASSA Department of Social Development Municipality	11 April 2008	Community decides on Programmes and projects that can work for them based on their local resources and the community strengths	
6. Develop Tools		Department of Social Development	11 April 2008	Profiling and data collection tools are available	
7. Meeting	To assess progress on the implementation plan	Department of Social Development SASSA Local Municipalities Department of Local Government and Housing Agricultural Research Council	06 May 2008	Progress reports on implementation are available	
8. Household Profile		Community Development Worker	30 May 2008	Household profiles in terms of strengths and weaknesses of prospective beneficiaries are available	
9. Meeting	To assess progress on the implementation plan	Department of Social Development SASSA Local Municipalities Department of	10 June 2008	Progress reports on implementation are available	

		Local Government and Housing Agricultural Research Council			
10. Linking beneficiaries to project	Analyze profiles in relation to the criteria. Report back on analyzing the prospective beneficiaries. Develop project plan. Identify new project for beneficiaries.	SASSA, Department of Social Development Municipality	30 June 2008	Project Management matrix is available with an approved projects plan for the beneficiaries	
11. Piloting of approved project plan		Department of Social Development, SASSA MEC	01 July 2008	Implementation and on-going monitoring takes place	