



**M I L E**



**MUNICIPAL INSTITUTE OF LEARNING**

[www.mile.org.za](http://www.mile.org.za)

# MILE PROSPECTUS 2021



# Background to MILE

MILE is a knowledge management initiative of the eThekweni Municipality. As an Institute of Learning, MILE aims to enhance the capacity of local government practitioners.

One of the key learning mechanisms in achieving this goal is the MILE Master Class which is essentially an action learning engagement lead by 'experts' drawn from either eThekweni municipality or one of its learning partners across the continent.

## Master Classes

For 2021 the following Master Classes (M/Cs) have been scheduled:

1. Urban Strategic Planning Master Class
2. Art of Facilitating Urban Strategic Master Class
3. Managing the Water and Waste Water challenge
4. Rethinking Solid Waste in Cities
5. Sustainable and Effective Revenue Management Master Class
6. Performance Monitoring and Evaluation Master Class
7. Tourism and Eventing Master Class

## Who should attend a Master Classes?

Master Class sessions are targeted at municipal practitioners directly involved in the respective content areas. Whilst it is primarily designed for officials at a technical and managerial level, Councillors involved in these fields may also benefit.

All Master Classes are run in English. Should translation into French or other languages be required, arrangements should be made well in advance.

## Duration of the course

MILE has found that optimal duration for its courses is THREE CONSECUTIVE DAYS as longer periods out of the office may not be practical.

## Fundamental concepts and learning methodologies

MILE has adopted a "blended learning" approach to its capacity enhancement programmes. Blended learning refers to an educational experience created using a mix of learning technologies such as audio and videoconferencing, e-learning videos, CD-ROM, traditional face to-face meeting, classroom activities and print resources. The media mix in a blended learning intervention is

dependent on the subject, audience, and content of the envisaged engagement.

By using a blended learning approach, MILE aims to bring best practice and innovative technologies to the Master Class peer-to-peer engagements and the content development.

The three day Master Class programme is admittedly very intensive, but due to the varied and participative nature of the sessions, the sessions hold the practitioners' attention. The peer learning approach also allows participants to network and forge learning relationships that maybe drawn on when practitioners are back in their work environment.

## Course Outlines: In Summary

### Making Urban Strategic Planning Matter and The Art of Facilitating Urban Strategic Master Class (SDG 9)

Internationally over the last decade, the value of Urban Strategic Planning has become increasingly recognized. But, have strategic plans really been making a difference in the way cities are planned, and more importantly, do they affect the way that cities develop?

By reflecting on eThekweni Municipality's own experience, this highly interactive Master Class examines what makes a strategic plan useful; it explores how the planning process must drive the budgeting, implementation and performance management systems.

Using case studies, it unpacks the importance of longer term Vision and Goal setting, how to develop workable strategies, and the need to include spatial strategies into the plan.

Further, it underscores the need for citizen participation and committed leadership.

This course is run in partnership with the Urban Strategic Planning Committee of the United Cities and Local Governments (UCLG), which eThekweni chairs, and the South African Planning Institute (SAPI) KwaZulu-Natal (KZN) branch. The course will be led by Sogen Moodley, Senior Manager in the Corporate Policy Unit, Office of the City Manager. He has over fifteen years experience in urban strategic planning, has published widely and trained many practitioners internationally in strategic planning. The course includes a: "Lessons Learned" session with the Deputy City Manager of the eThekweni Municipality.

The second Master Class will be a two-day mini-Master Class entitled "The Art of Facilitating Urban Strategic Planning" is a must for those involved on facilitating planning workshops. This hands-on two day Master Class that follows on from the first workshop, equips facilitators with the basic tools for the successful hosting of strategic planning workshops.

### Managing the Water and Waste Water challenge (SDG 6)

The focus of this Master Class is on "getting the basics right". It aims to provide participants with information and tools on how to manage water and sanitation challenges in rural and urban areas.

It targets a mix of technical, operational and administrative participants rather than addressing each of these aspects as individual courses, the following key areas will be focused on:

1. Provision of Basic Services: Rural basic water and sanitation services
2. Management peri-urban and information settlements
3. Operations and maintenance
4. Customer integration
5. Domestic tariff development

### Rethinking Solid Waste in Cities (SDG 12)

Participants of the Master Class in Solid Waste Management will spend an intensive, but exciting three days getting to grips with the challenges of solid waste management in urban settings. The course is structured around five learning modules with practitioners from the eThekweni Municipality as lead facilitators.

In addition to drawing on eThekweni's experience, this course draws on the international experiences of other successful cities with a view to enriching participants' insights into a range of innovative solutions in effectively addressing solid waste management challenges. It also includes first hand experiences of local NGOs who will share their challenges and successes with the participants.

The five learning modules will include the following:

1. A strategic approach to solid waste management
2. Landfill management
3. Education, waste minimization and recycling
4. Solid waste operations
5. New area management

The Master Class will be co-ordinated by Robert Abbu, the Deputy Head of Strategic and New Development at Durban Cleansing and Solid Waste. He has worked in the Municipality for eleven years and has been responsible for leading innovations in the solid waste field in eThekweni.

## Sustainable and Effective Revenue Management Master Class (SDG 8)

There is no doubt that one of the most pressing challenges facing cities on the African continent in the twenty first century is the ability for municipalities to effectively collect and manage city revenue. Clearly local government revenues in many African states are generally not enough to develop and provide adequate urban services to the region's fast growing urban populations and most cities have chronic budget deficits. Municipal governments' ability to generate revenue through taxation is limited because of the central governments' prerogative of imposing taxes and determining tax rates. The only substantial revenue source, which is almost universally at the disposal of local authorities, is property taxation but it has shortcomings in its potential to increase revenues (e.g. need for periodic reassessments to update property values). Another key challenge is the low rate of actual tax collection.

The objective of the Master Class is to raise the capacity level to mobilize funds, facilitate investment and help overcome poverty. The specific objective is to improve the management of cities through better revenue management. Beyond fostering the building of local government practitioner capacity on the continent, the master class will foster south-to-south cooperation and give the participants an opportunity to learn from each other.

## Performance Monitoring and Evaluation (PME) (SDG 8)

Performance Monitoring and Evaluation is a critical component for every organization including local government. The eThekweni Municipality has made significant strides in PME and have conceptualised a Master Class to share critical insights with other municipalities. About Nine Modules have been formulated to address current challenges but most important, to discuss key area of building a successful PME system in support of an efficient local government. In line with the Back to Basics initiative by the Cooperative Governance and Traditional Affairs (COGTA), The eThekweni Municipality has partnered with the KwaZulu-Natal Cooperative Governance and Traditional Affairs (KZN-COGTA) to deliver the very first Master Class on PME. This is a three-day session jointly conceptualised by KZNCOGTA and the eThekweni Municipality to address some gaps in the development and implementation of the current PME system.

## Tourism and Eventing Master Class (SDG 8)

This Master Class will examine how cities in the global south can maximise economic and social benefits arising from city events and tourism. Facilitated by the Business Support Unit and Durban Tourism office of the eThekweni Municipality, the Master Class will include visits to Durban tourism infrastructure sites and commentary from thought leaders in the field.

## Course Arrangements/ Details

The dates for each of the Master Class session and Learning Exchanges are outlined on the next page under the calendar of events. Please note that the venue will be confirmed closer to the event.

Master Class and Learning Exchange sessions will commence with morning tea at 08h00 sharp and end at 16h30. All refreshments during the day are provided by MILE.

## Detailed Programme/Schedule

The detailed programme for each class will be finalized after the lead facilitator has made contact with the coordinators for the participant group. This is to ensure that participants' needs are fully met and that expertise and exchange is maximized.

Texts and Supporting Material/Recommended Reading list  
Pre-course reading and materials will be distributed once participants have confirmed their attendance. This is to ensure maximum participation.

## Master Class funding

MILE will pay for morning and afternoon teas and all lunches during the Master Class, the cost of the venue, facilitators and contributors and for all the material produced for the course.

Participant municipality to pay or access grants for:  
All accommodation, travel (air and) ground and subsistence allowances.

## Contact us

For more information and to ensure your booking for any of the Master Class, please contact the project administrator in our MILE office on:

+2731 322 4513 or [mile@durban.gov.za](mailto:mile@durban.gov.za) or visit our website [www.mile.org.za](http://www.mile.org.za)



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