

Planact

ANNUAL REPORT

1st April 2011-31st March 2012



IDENTITY STATEMENT

Planact is a non-governmental development organization committed to holistic development for the poor focusing on the areas of integrated human settlements and participatory governance. This we do through social facilitation, capacity development, research and advocacy, and networking.

MISSION

Planact facilitates community development processes that enhance participatory governance at the local level to improve people's habitable environments in ways that alleviate poverty.

VISION

People who lack access to habitable environments will be able to defend existing gains and advance the collective interests of the poor and marginalised.

VALUES

Planact is committed to advancing the vision of a more just and equitable society, where discrimination based on race, gender, sexual orientation, income, nationality, religion, age, disability and HIV/AIDS status no longer exists. Planact is guided by values of respect, integrity, meaningful participation, equity and excellence. We strive towards integrating the following key issues into all aspects of our work:

- Gender Equality
- Youth Empowerment
- HIV/Aids Awareness
- Environmental Awareness



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MESSAGE FROM THE CHAIRPERSON



Orlando East/ Noordgesig Community Development Committee Meeting in Orlando East

Planact continues to contribute towards enhancing democratic local governance, through its mission of facilitating participatory governance at the local level. This seeks to improve people's habitable environments in ways that alleviate poverty.

The year under review marked yet another milestone in our young democracy with the third local government elections of 18 May 2011. The regular, free and fair elections are indeed positive developments towards entrenching democracy in South Africa. It is however important to be cautious about relegating democracy largely to election events once every five years.

Democracy is an ongoing project that requires good democratic institutions and an active citizenry that continuously engages with governance and development processes.

For this to happen communities must be empowered to migrate from being marginalized, helpless beneficiaries of state handouts to being powerful role players at the negotiating table that determines the socio-economic development trajectory in their respective localities. Communities must be empowered with systems, processes, and knowledge to plan together with their elected representatives and to hold them accountable to the commitments made. In the past year, Planact has therefore continued to lead civic empowerment for improved participatory governance and development. This has required building new relationships, and developing new approaches to address persistent poverty and inequality, service delivery challenges and lack of meaningful participation. Continued frustration with these challenges has been expressed through heightened community protest and litigation throughout our towns and cities particularly among poor, marginalized community members.

The financial downturn within the donor community related to the economic crisis across the globe and the resultant reconsideration of donor priorities continues to be cause for concern. This situation has required a stronger emphasis on finding new funding sources for Planact and similar NGOs. This must be entrenched in a stronger demonstration of our value in defending decentralized governance and accountability underpinned by an active citizenry.

Planact has recommitted itself to civic empowerment as its core focus and has therefore focused its attention on the need to improve community participation which is critical to defending our local democracy. Key areas of attention, details of which can be found in the rest of the annual report, have included strengthening participation in informal settlement upgrading. Planact has also been a forerunner in promoting Participatory Budgeting through among others, a pilot project in Makhado Local Municipality, Limpopo. The Community Development Committee model (CDC) first introduced in Orlando East, Johannesburg and now being initiated in Cosmo City also in the City of Johannesburg broadens participation by various community formations including different political parties.

We have also embarked on research work to better understand and develop approaches to addressing inner city accommodation challenges including affordable rental options.

Regarding learning and advocacy, Planact has once again had the privilege of sharing its perspectives and approaches with a wide range of stakeholders at local and international levels through its active involvement in a range of networks most notably the Good Governance Learning Network, and through presentations to key civil society and government forums e.g. COSATU-Nedlac engagement on the Spatial Planning and Land Use Management Bill (SPLUMB); and the City of Johannesburg's Growth and Development Strategy Outreach Programme.

I would like to take this opportunity to thank our highly committed staff members for their dedication to the cause that Planact stands for. The resilience of the team through one of the most challenging eras for NGOs is highly admirable. I thank fellow board members for playing an active role in guiding the organization and enabling it to confirm its niche role in enhancing participatory local governance. The voluntary hours and specialist skills you have put into supporting the cause is much appreciated by both myself and the staff. We are also grateful for the support from our donors, partners and networks, which has allowed Planact to strengthen its work and expand its reach. We look forward to the continued commitment of staff, board, interns, partners, networks and donors in a collective effort towards positive change in our country and its communities.



Seana Mkhahle

[Chairperson, Planact Board of Directors]

DIRECTOR'S REPORT



Participatory Budgeting Learning Event



Social Movement workshop

It is once again an honour and privilege to share Planact's work and related achievements and lessons learned within the ever-changing South African socio-political context. This report presents an overview of our work during the period 1 April 2011 to 31 March 2012 which has emphasized Planact's continued strength as a key resource for community members and organisations in poor, marginalized communities amidst a range of challenges experienced.

In terms of government, changes and challenges were brought about through the local government elections process in May 2011, through tensions within and between political parties, and through continuing challenges with regards to service delivery, community participation, corruption, poor financial management, and coordination challenges among government levels and departments. Planact's work has been directly affected particularly in terms of the time required to build relationships with newly elected politicians (also at local community level) and municipal staff to ensure understanding and trust as the basis for working cooperatively. Furthermore, the financial environment has remained a major concern with changing donor priorities in relation to the continued economic crisis at a global level.

Planact has had to take these aspects into account in terms of focusing its work and positioning its approach in such a way to ensure that community members are empowered to address the challenges encountered at the local level in particular and,

to ensure that Planact shares lessons learned and perspectives gained to positively influence and shape the course of democratic urban development in South Africa.

During this period our work focused on the following key projects:

- **Strengthening community participation in informal settlement upgrading processes**, which in various cases (e.g. Springvalley and Protea South) have led to better understanding of relevant legislation and government systems; improved community strategizing to actively participate in upgrading plans; better communication among community leaders and with local authorities; access to information regarding municipal land ownership and settlement upgrading plans; and in the case of Springvalley, this led to positive changes in upgrading plans with a commitment from authorities to provide basic services, particularly piped water.
- **Piloting a Participatory Budgeting project** in Makhado Local Municipality through a process of research, materials development, capacity building, and a first round of thematic sector forums at village level and then at the broader ward level.

Background research and project implementation has revealed the importance of political will to ensure transparency; and the importance of demystifying the budget process and allocations.

It has also emphasised the importance of effective facilitation to ensure meaningful participation in the budget process; and the importance of a partnership approach between civil society and government to build capacity and to promote the value of participatory budgeting at broader levels.

- **Strengthening community representative and coordinating structures** as in the form of the Community Development Committee (CDC) model in Orlando East/ Noordgesig bringing together different CBOs, political parties, municipal entities, and business entities to work together in planning and implementing development agendas in specific areas. This model continues to attract interest from different communities requesting support to establish and strengthen similar systems within their areas e.g. the recent request from community representatives in Leandra.

- **Supporting social movements and community organisations in Gauteng** in terms of strengthening learning and advocacy strategies through regular joint sessions to share challenges and strategies employed.
- Through **research** work, Planact has also been able to gain a better understanding of challenges facing low-income households in the inner city including issues around affordable rental options in order to embark on developing approaches to be able to address these challenges in the upcoming period.
- We have been able to share our perspectives and **advocate for changes** in relevant policy and implementation practice through a range of presentations at external events locally and at international levels within civil society as well as government forums most notably in terms of Informal Settlement Upgrading, Participatory Budgeting, the Spatial Planning and Land Use Management Bill, the City of Johannesburg's Growth and Development Strategy; the Right to the City; Collaborative City-wide Planning; and comparing decentralization and participatory governance in South Africa and India through a GGLN learning exchange.

The various project activities and their effects have emphasized the importance of strengthening community organizing structures towards being able to articulate and advocate for the needs of the broader community. This includes addressing issues of organizational development, representivity, legitimacy, conflict resolution, and leadership. It has also proved extremely important to clarify and remain true to agreed-upon objectives and actions as far as possible. This applies to engagements between communities and government, as well as coordination and agreements between different government role-players. The need for constant follow-up by community members and support organisations is extremely important to hold government accountable to meet their mandates and to fulfill their promises.

Learning exchanges between different communities have received very positive feedback from community representatives described as a valuable learning and support platform, referred to as 'nurturing the collective'.

The quarterly reflection sessions with community representatives have also provided very useful feedback to improve our approaches. Collaborative work with different entities has allowed for further knowledge sharing and advocacy support particularly among civil society organisations engaged in similar initiatives as well as litigation support and engagements with academics and government entities.

Overall our work during this period has emphasized the need to constantly work towards motivating and improving active citizenship.

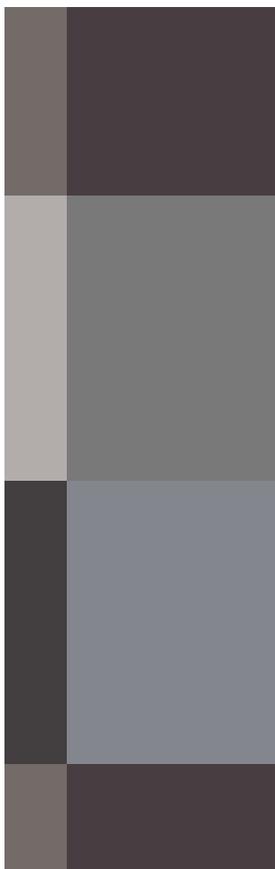
At the internal organizational level, changes in staffing include the positive appointment of three part-time project officers in February 2012. The new staff members have proved extremely capable and highly motivated with a range of skills to improve the organisation's work.

At the board level, Stephen Berrisford could not be available for re-election at our last annual general meeting in November 2011. We thank Stephen for his long term, positive contributions to Planact's work. All other board members have continued to serve on the Board. Planact staff and board members continue to work together in a very dedicated manner to meet the organisation's objectives and commitments.

Planact's positive contributions to democratic urban development during the period under review could not have been possible without the continued dedication and commitment of board and staff members, and interns.

We thank those who have assisted Planact in its work including community representatives, partner organisations, academic institutions, and government entities.

The financial support from various organisations and agencies during this period continues to make a positive difference in allowing Planact to carry out its work effectively. Special thanks goes to our donors: KZE/ Misereor, Ford Foundation, Open Society Foundation, the Embassy of France, and also to those organisations who provided specific, short term opportunities to support specific projects, organizational development, learning exchanges and research contributions –GIZ-SLGP (Deutsche Gesellschaft für Internationale Zusammenarbeit- Strengthening Local Governance Programme); the Good Governance Learning Network (GGLN), Rooftops Canada; Seriti Institute; and Bell Dewar Attorneys.



Part- time project officers. **Above:** Farai Chapisa
Middle: Simon Sizwe Mayson **Below:** Nicolette Pingo

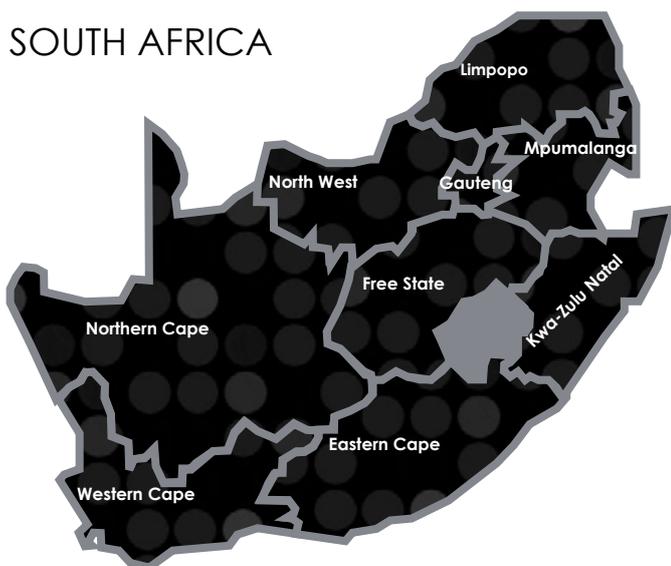
Hermine Engel
[Acting Director]

PROGRAMMES REPORT

In order to define our focus more clearly, Planact's work has been re-organised into two key programme areas – Integrated Human Settlements and Participatory Governance, supported by Capacity Development, Research, Advocacy and Institutional Development. This report provides an overview of the achievements and lessons learned through our work during the period April 2011 to March 2012.

PROJECT AREAS 2011-2012

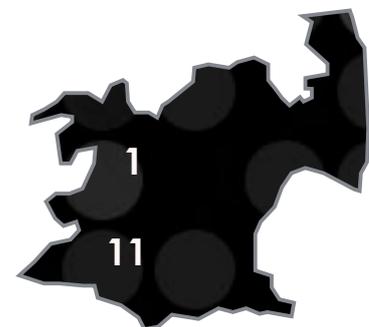
SOUTH AFRICA



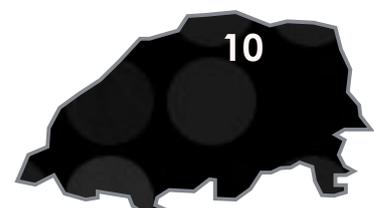
GAUTENG PROVINCE



MPUMALANGA PROVINCE



LIMPOPO PROVINCE



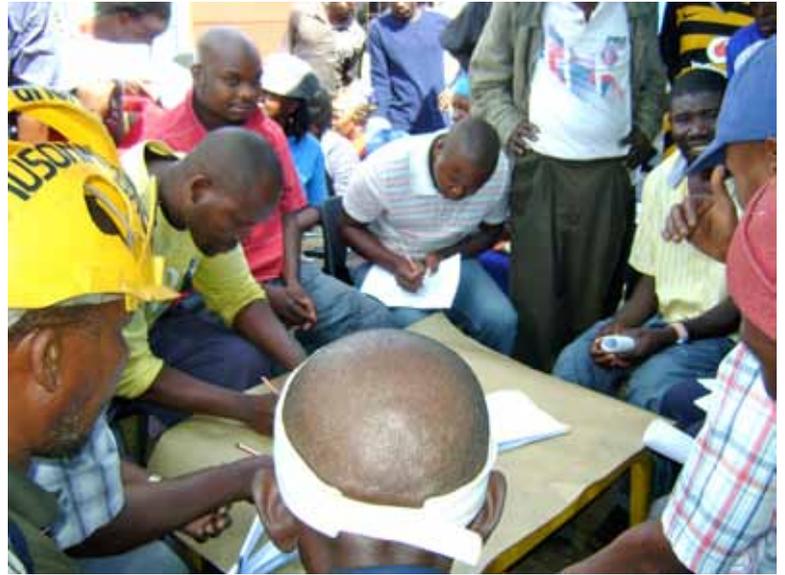
Integrated Human Settlements

1. Springvalley, Emalahleni Local Municipality, Mpumalanga
2. Protea South, Johannesburg Metropolitan Municipality, Gauteng
3. Makause, Ekurhuleni Metropolitan Municipality, Gauteng
4. Slovo Park, Johannesburg Metropolitan Municipality, Gauteng
5. Johannesburg Inner City, Johannesburg Metropolitan Municipality, Gauteng
6. Eden Park, Extension 5, Ekurhuleni Metropolitan Municipality, Gauteng

(7. Dar es Salaam, Tanzania- International Assistance)

Participatory Governance

8. Orlando East/Noordgesig, Johannesburg Metropolitan Municipality, Gauteng
9. Cosmo City, Johannesburg Metropolitan Municipality, Gauteng
10. Makhado Region, Makhado Local Municipality, Limpopo
11. Leandra, Govan Mbeki Municipality, Mpumalanga



Above Planact's Senior Project Officer facilitating workshop at Planact, Johannesburg. **Below** Springvalley Informal Settlement, Emalahleni **Right** Settlement planning session Springvalley, Emalahleni.

INTEGRATED HUMAN SETTLEMENTS PROGRAMME

Objective: Poor, marginalized communities actively participate in human settlements development planning and, as a result, are able to advocate for and access human settlement development programmes that are best suited to improve their living conditions. This includes access to well-located land, tenure security, informal settlement upgrading, basic services, housing, access to rental accommodation, and sustainable livelihoods.

Planact has continued its focus on **strengthening community participation in informal settlement upgrading** by working with the following communities intensively:

- Spring Valley informal settlement located in Emalahleni Local Municipality, Mpumalanga Province, and
- Protea South informal settlement, Johannesburg Metro Municipality, Gauteng Province.

Short-term adhoc support has been provided to the following communities:

- Makause informal settlement, Ekurhuleni Municipality, Gauteng Province.
- Slovo Park informal settlement, Johannesburg Metro Municipality, Gauteng Province.

In collaboration with other civil society organisations, Planact has also been able to engage in work related to decent, **affordable alternative accommodation opportunities, sustainable livelihoods, and organizational development support for housing finance** in the following areas:

- Eden Park, Ekurhuleni Municipality, Gauteng Province (research into alternative / rental accommodation)
- Inner City of Johannesburg (exploratory work to determine Planact's support with regards to accommodation and livelihoods support for low-income households)
- Muyexe Village, Giyani, Limpopo (sustainable livelihoods capacity building)
- Women's Advancement Trust – Human Settlements Trust, (Mkamba Kisarawe and Kinondoni) in Dar es Salaam, Tanzania (organizational development for housing micro-finance project).

Below we provide a more detailed reflection on our work in the areas indicated above.

STRENGTHENING COMMUNITY PARTICIPATION IN INFORMAL SETTLEMENT UPGRADING

In Spring Valley informal settlement, an extensive situational analysis and enumeration exercise was completed revealing key information about the background, profile and dynamics within the settlement. The information gained has been useful in informing settlement development considerations, settlement management plans and tenure security options. Strategic planning sessions were held with the Spring Valley Development Committee (SDC). Support to the SDC included the development of a constitution to better guide the organisation's democratic functioning, identifying capacity building needs and settlement planning strategies. Approximately 200 community members participated in capacity building workshops focusing on strengthening community members' understanding of relevant legislation and planning systems; dealing with eviction threats; settlement planning; strengthening engagements with the municipality; organizational development; and sustainable livelihoods strategies. These capacity building workshops served to provide the foundation for strategizing on ways to upgrade the area and to engage the municipality and other key support organisations in this regard. This included dealing with evictions done in collaboration with the Socio-economic Rights Institute (SERI), tenure security (with Urban Landmark) and litigation support (with Webber Wentzel Attorneys).

A series of engagements between community representatives and key municipal representatives including the Mayor, the Municipal Manager, Chief Whip, and the MMC for Housing revealed valuable information particularly the land size owned by the municipality which was found to be much higher than originally indicated. This revelation has had positive implications with the municipality reviewing its upgrading plans in the area, considering basic services provision as a first step.

The municipality has committed to securing resources for piped water connections to ensure that community members would have access to clean water in the near future.

These discussions also revealed the municipality's coordination, planning and budget challenges in that key resources for the development of Spring Valley were not factored into the current budget. As a result of improved communication between the community and the municipality, the municipal representatives have approached the District and Provincial governments for additional resources.

The community has had to be vigilant in holding the municipality accountable to its commitments. Support has been requested from litigation organisations to ensure that the municipality responds to the various requests and promises made including the PAIA (Promotion of Access to Information Act) request for information about municipal plans for the area and to ensure water service provision as a first step.

Planact's work in **Protea South** informal settlement saw a number of changes and challenges during this period. Initially Planact's support focused on engagements with the Landless People's Movement (LPM) in terms of following up on the litigation process against the City of Johannesburg and working towards bringing together a range of community structures to strengthen community engagements with the City on upgrading plans. While the 2008-9 court case (by the LPM) led to the judgement in 2009 that the City had to engage in meaningful consultation and had to provide interim services, the City has not responded effectively and remains intent on relocation plans due to dolomitic conditions.

Discussions were held with representatives from different community structures including grassroots political party representation operating in the area. Indications were received that the different community structures were willing to work together towards addressing development concerns in Protea South with the municipality as well. However various leadership changes and tensions within and among different organisations and political parties in the area have derailed the process of strengthening broader community participation and have delayed progress towards upgrading solutions. Planact facilitated mediation sessions between the former and interim LPM leadership to address tensions which led to a number of agreements to improve working relations within the LPM and among various community structures in the area.

While relations have improved, various points of tension have continued to resurface revealing the need to ensure that the broader community is better informed about the upgrading challenges in relation to the 2009 court ruling and subsequent actions. A wider range of community members must be able to participate in developing a way forward.

Planact's approach therefore emphasized a stronger focus on organizational aspects including leadership and improved feedback mechanisms between different community representatives and the broader community.

SHORT TERM/ ADHOC SUPPORT

In terms of short term adhoc support for community participation in informal settlement upgrading, the following communities were supported:

Planact supported community representatives from the **Makause** informal settlement, specifically working with the Makause Community Development Forum (MACODEFO) in their struggle for recognition as the legitimate community representative structure. According to representatives, this structure was disbanded and a new committee instituted by the dominant political party in the area with assistance from the South African Police Services (SAPS) and without consultation with the broader community. Planact together with other support organisations (SERI and Wits University academics) supported the community in a discussion with the SAPS station commander who indicated that the matter would be further investigated at higher levels i.e. the MEC for Safety. The matter remained unresolved during this reporting period with both community structures working on their own terms within the community.

Work continues towards resolving the disputes related to community representative structures active in the area.

Planact was requested to provide advice and to facilitate a meeting to support community organizers and support groups in **Slovo Park** informal settlement to strengthen community participation in the City's upgrading plans for the area. While the community is well organised and receives technical support from the Architecture Department of the University of Pretoria and ISN/CORC, and legal advice from SERI, they have experienced difficulties in engaging City officials to acquire information and community plans. Planact was able to host a discussion among key support organisations and community representatives to consider various strategies for Slovo Park by sharing experiences and potential strategies. The session allowed for robust debate on differing approaches to engaging the City which revealed the value of sharing and learning from each others' experiences while bearing in mind that some approaches may not work as well in other contexts.

AFFORDABLE, ALTERNATIVE ACCOMMODATION OPTIONS

Planact has been engaging various actors working in the **inner city of Johannesburg** particularly the Inner City Resources Centre (ICRC) to determine ways in which Planact could contribute towards supporting poor, marginalized residents with regards to their accommodation and livelihoods challenges.

Low income households in the inner city largely occupy dilapidated 'bad buildings' often run by unscrupulous landlords and constantly face eviction threats from private owners or municipal entities.

Planact has conducted research, engaged civil society organisations, and municipal representatives, and undertook site visits to various buildings in the inner city to gain more information from residents about the current situation.

Based on a request from Bell Dewar Attorneys to support residents facing eviction from **Eden Park, Extension 5** in Ekurhuleni, Planact was requested to conduct research on affordable accommodation options, particularly rental accommodation options for low income residents in the surrounding area. These residents had been struggling to access housing for many years and as a result of problems with the subsidy housing allocation process, were left with little options for affordable accommodation. Since 2008 they occupied RDP housing which was followed by an eviction order in 2009 disputed in an ongoing court case.

The research study confirmed that within the surrounding area there were no affordable private or state-owned rental accommodation opportunities available.

Current regulations regarding informal accommodation also restricted alternative accommodation possibilities for these residents. The research was used as supporting evidence in the court hearing in April 2012.

Planact has also continued to provide support beyond the borders of South Africa as requested by Rooftops Canada to provide follow-up technical assistance to the **Women's Advancement Housing Trust (WAT HST) in Dar es Salaam, Tanzania**. The purpose of this Technical Assistance mission was to assist WAT HST to further develop its strategy for the provision of housing support services for low and middle income families to access land, basic infrastructure, improve housing using housing micro-finance loans linked to incremental building processes. This engagement served as an opportunity to share and learn from experiences gained in the South African and Tanzanian contexts. Reports received indicate that Planact's support was very helpful in developing a strategy for the WAT Housing Trust. In turn Planact has also been able to draw on their strategies to improve our approaches within the South African context.

SUSTAINABLE LIVELIHOODS

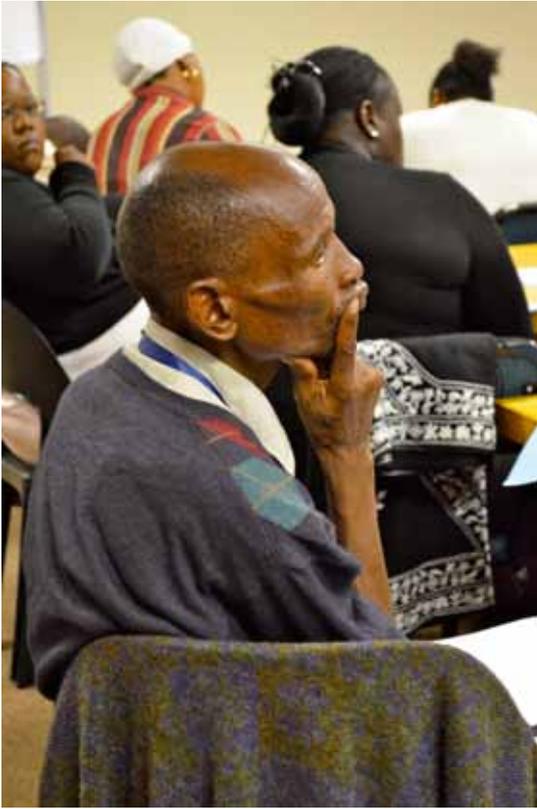
Planact has continued to integrate sustainable livelihoods and community care initiatives in its work as follows:

- In **Spring Valley**, Planact has worked closely with the Ethembalethu Home Based Care

Planact has worked with community groups in joint fundraising initiatives and sustainable livelihoods workshops for interested community members.

There is a keen interest from community members to strengthen their approaches and Planact will continue to support this process through capacity building and information sharing initiatives.

- Support is provided on a regular basis to the **Orlando East / Noordgesig** Community Development Committee (CDC) cooperative formations and heritage tourist route developments to strengthen their organising strategies and project management approaches.
- The **Cosmo City** (CCCDF) community was supported by Planact through linkages with the Lanseria Community Skills Centre (supported by the Department of Social Services, Gauteng Province). The skills centre provided entrepreneurial skills development opportunities.
- Planact was contracted by Seriti Institute to support the implementation of the organizational workshop (OW) project in **Muyexe village** in Giyani (Limpopo Province) for a two month period between August and September 2011. Following the organizational workshop methodology, Planact supported Seriti Institute in providing technical assistance to 182 community participants in infrastructure building projects, community care projects, and supporting capacity building on organizing and managing projects for community development.



Above Left CDC member from Orlando East **Below Left** PB Ward Thematic Forum **Above Right** PB Village Thematic Forum
Below Right Leandra, Govan Mbeki Municipality, Mpumalanga

PARTICIPATORY GOVERNANCE

Objective: Representatives of local community organisations actively and knowledgeably take part in participatory development planning and decision-making committees. They cooperate with government representatives as active citizens who claim their rights and practice their responsibilities.

During the reporting period, Planact provided support to four communities working directly with representatives from 59 community based organisations and municipal structures towards improving participatory governance in the following areas:

- Orlando East / Noordgesig located in Soweto, City of Johannesburg, Gauteng Province
- Cosmo City, City of Johannesburg, Gauteng Province
- Makhado Region 1 of the Makhado Local Municipality, Limpopo Province
- Leandra, Govan Mbeki Local Municipality, Mpumalanga Province

COMMUNITY REPRESENTATIVE STRUCTURES

Planact continued to support the **Orlando East / Noordgesig** Community Development Committee (CDC) which it helped to initiate. The CDC is a community networking structure bringing together 22 different community organisations in the area. Key outcomes of working with the CDC include strengthening of approaches to address community needs. We are now working towards registering the CDC as a legally recognized NPO (non-profit organization) in order to become more independent by being able to access resources for its work directly. This has been supported by capacity building sessions on constitutional development, organizational systems and leadership skills. The CDC successfully organised various events to involve the broader community in raising and addressing their concerns.

The Women's Month workshops involved the participation of 226 women raising their concerns about problems within their communities.

Assurance was provided by key government structures and public institutions for continued support upon request. As a result of concerns about social problems, additional social workers were deployed to the area as a starting point and information has been provided with regards to establishing and strengthening cooperative formations to improve livelihood strategies.

The CDC also supported the recognition and launch of the James Sofasonke Mpanza house as a Provincial Heritage Site in terms of human settlements development in Orlando East. Approximately 150 people supported the event which is indicative of the interest and motivation inspired by this legacy of community participation in addressing local development needs. Furthermore, the CDC has been involved in a situational analysis conducted by the JMPD (Johannesburg Metro Police Department) revealing concerns about health hazards in the area (water and sanitation, rat infestation, overcrowding); crime with increase in gangs and drugs; domestic violence; rape cases; and limited capacity to deal with these problems. The CDC is in the process of considering ways to address these concerns.

Other aspects addressed during this period include different strategies to ensure all voices are heard (particularly women), more effective planning and management to ensure progress, key projects in terms of environmental awareness and potential economic opportunities through tourism, and addressing the noticeably limited involvement of Noordgesig representatives which is perceived to be linked to issues of inclusivity with regards to race differences and social challenges. Planact, CDC representatives and local councillors have been liaising with a development consultancy, UrbanWorks, involved in a socioeconomic assessment, geographical audit and basic upgrading in Noordgesig in order to improve conditions in the area by facilitating more direct engagements with community members through community structures.

Continued support has also been provided to the **Cosmo City** Community Development Forum (CCCDF) representing 18 community organisations.

Voter education initiatives both at more local levels within the CCCDF and at local government level, resulted in more informed voting at local government level and stricter criteria for electing community leaders in terms of leadership capacity.

Capacity building training to improve leadership, team building, and conflict management, led to improved working relations among CCCDF representatives particularly among different political parties at the local level. The structure meets on a regular monthly basis to develop strategies to improve its reach among different organisations to ensure a more comprehensive approach to community participation in the development of the area.

Planact was also called upon to provide specific facilitation support to the **Leandra** Community Centre's (LCC) initiative to strengthen participatory democracy at local level. The LCC with support from GIZ-SLGP decided to initiate a community dialogue to foster social cohesion and improve communication between the municipality and community members. Approximately 50 community stakeholders from 16 different entities (community based organisations, political parties, councilors, community development workers, and municipal representatives) participated in dialogue and planning sessions facilitated by Planact.

Key issues identified include the need for improved community participation in the municipality's integrated development planning processes as well as the budgeting and spatial development framework process.

Furthermore the need for longer term planning with community members was emphasised particularly with regards to housing developments and transport needs and working with business to strengthen economic development opportunities in the area.

The role of the LCC and support organisations like Planact was acknowledged as important in supporting social cohesion and participatory development processes. It was agreed that the LCC and Planact would develop a terms of reference for more intensive support by Planact towards strengthening community participation in Leandra's development processes.



Community dialogue in Leandra, Govan Mbeki Municipality Mpumalanga

PARTICIPATORY BUDGETING

Planact continued working closely with the **Makhado** Local Municipality and GIZ-SLGP (Deutsche Gesellschaft für Internationale Zusammenarbeit-Strengthening Local Government Programme) in piloting a participatory budgeting (PB) project in Makhado region (Region 1 of the municipality). The preparation phase was completed in June 2011 including a status quo analysis report and the development of a proposed implementation plan approved by the municipal council and related materials development (PB implementation and facilitation manuals) for capacity building sessions. Support was provided for the implementation phase through introductory sessions with community leaders in three village areas particularly the traditional councils who agreed to provide space for community meetings and to assist in mobilizing community members to actively participate in the discussion forums. These introductory sessions also led to revisions to the implementation plan to better coordinate the community discussion forums so that priorities are effectively identified.

The first thematic sector forum meeting took place separately in these three villages which involved 128 community members identifying their priority needs with regards to infrastructure and electing community representatives to take the village level priorities to the broader ward level discussions. This was followed by a ward assembly bringing together representatives of the three villages to debate and prioritise the needs of the ward. This process involved reaching agreement on priorities and indicated the need for improved facilitation methods to ensure effective participation of all present and consolidation of information. Participants also identified a clear role for ward committee members and community development workers in assisting with facilitation of these discussions.



The prioritization process enabled community members to recognize the importance of monitoring and advocating for better services, accountability of specific departments, and also identifying what community members could do to improve conditions directly.

However, since January 2012, the project has been stalled. The Provincial government (five departments) was placed under administration by national government in December 2011. Tensions as a result of this action have filtered through to municipal level (including Makhado municipality) resulting in insecurity and instability in terms of leadership positions culminating in the resignation of the Mayor and Municipal Manager. This has negatively affected project progress since key municipal representatives have had to focus their attention on the political and administrative concerns at a broader level. Further discussions will be held with newly appointed municipal representatives to determine how to take the project forward.



Above Right PB participant in Makahdo Local Municipality
Below Left & Right Ward level thematic forum, ward 23 Makhado Local Municipality. (Courtsey of GIZ-SLGP)

CAPACITY BUILDING

Objective: Local community organisations improve their internal organisational structures and their capacity to articulate and advocate for the needs of the broader community in which they operate.

This area of work is largely integrated in the main programme areas to further support the strengthening of community organisations in the targeted areas for holistic intensive support described above but also responding to adhoc requests for specific capacity development support. In summary, support was provided to approximately 286 participants representing 46 community organisations across the following four communities:

- **Spring Valley** SDC and the broader community
- **Orlando East / Noordgesig** CDC
- **Cosmo City** CCCDF
- **Zandspruit** informal settlement

Skills development training focused on constitution development, leadership, team building, conflict management, strategic planning and NPO registration. Participants indicated that these sessions allowed for opportunities to address loopholes in their current constitutions and to clarify the manner in which decisions are made particularly with regards to conflict and leadership changes, and the organisation's identity and focus.

The sessions on leadership were considered particularly useful in going beyond the community level to make connections with government leadership and the need to select leadership more carefully at all levels.

Planact also facilitated **two community learning exchanges** as part of its capacity development focus. Learning exchanges were hosted by the Orlando East /Noordgesig CDC and the Spring Valley SDC. These successful sessions included representatives from Protea South LPM, Cosmo City CCCDF and the Thembelihle Crisis Committee. The discussions

provided an opportunity to reinforce the key positive element in all these communities which is influential community leadership, and to share challenges including poor service delivery, political power intimidation, corruption, segregation along nationality – poor social cohesion, and local economic development initiatives. Key learnings focused on strategies employed by different organisations to address challenges including organised community resistance, legal contestation, self-initiatives (e.g. community construction projects), and protest action.

Overall the learning exchange sessions served to build support among different communities to motivate each other to further improve their strategies.

Planact together with SERI, have been supporting eight different **social movements and community organisations** on a regular basis towards strengthening learning and supportive advocacy strategies. During this reporting period the following organisations have been involved in this initiative: Shoshanguve Concerned Residents, Thembelihle Crisis Committee, Landless People's Movement, Informal Settlement Network, Cosmo City - Eskom informal settlement community, Anti-Privatisation Forum, Eden Park Community Action Group; Makause Community Development Forum; Slovo Park community; and Informal Settlements Network/CORC. Key issues raised include community media strategies to share information with community members more broadly, the value of settlement surveys to gain more information about the specific settlements, approvals for electricity connections, and paralegal training particularly around accessing grants for community members in distress. It was agreed that monthly meetings be hosted in specific communities in the upcoming period to share challenges and strategies employed by different organisations to address key concerns within communities.



Participatory Budgeting Learning Event, Planact, Johannesburg



Urban Housing Market Dynamics, Nairobi

RESEARCH & ADVOCACY

Objective: Government policy and development practice are improved through evidence-based research and advocacy in the interest of participatory development for disadvantaged sectors of the population

In terms of research, Planact has engaged in the following activities:

- Desktop research on external case studies and specific project case studies on community participation in informal settlement upgrading in three communities (Spring Valley; Protea South; Tembelihle). Preliminary work has been done in terms of documenting the approaches and lessons learned to date.
- Background and case study research on participatory budgeting as well as a status quo analysis of public participation in Makhado Local Municipality
- Research article, “A case for participatory budgeting in South Africa” drawing on international experience and the pilot project learnings in Makhado produced for the 2012 GGLN State of Local Government (SoLG) publication, “Putting participation at the heart of development/putting development at the heart of participation”.
- Inner City accommodation and livelihoods strategies - feasibility study to determine Planact’s potential support in this area
- Support approaches for participatory development in Leandra – feasibility study based on community stakeholder meetings and planning discussions, and document reviews.

The research activities have provided valuable insights towards developing appropriate project approaches and to identify areas for further knowledge building and advocacy.

Community level advocacy support is incorporated into the key programme work described above. Planact staff engaged in a number of collaborative advocacy discussions hosted by various entities to strengthen civil society in terms of influencing government policy and implementation practice. Planact was specifically involved in **co-organising** the following three key events:

- **GGLN Participatory Budgeting (PB) Workshop** organised and facilitated by Planact and BESG (Built Environment Support Group) 18 October 2011: The key objective of the workshop was for representatives from GGLN member organisations to gain a better understanding of PB and to promote interest in its potential value among GGLN members as a means to improve participatory governance. It also served as an opportunity to consider ways in which the GGLN and other stakeholders can take PB forward as an example of collaborative planning. Presentations focused on background information; and case studies in Mozambique (Dondo Municipality) and in Senegal; and perspectives from National Treasury. The workshop revealed a keen interest in the value of PB in the South African context towards improving participatory governance by extending the IDP process to include budgeting more strongly.

- **Participatory Budgeting Learning Event**, hosted by Planact, 29 March 2012: The purpose of the event was to share insights and promote participatory budgeting largely among community structures supported by Planact and other NGOs based mainly in Gauteng. Presentations focused on lessons learned from the Makhado pilot project; City of Johannesburg's planning and budgeting cycles; and a response from Wits Planning Department academic. Participants expressed a keen interest in the need for further learning and advocating for its implementation on a broader scale.



Dr Claire Benit Gbaffou, academic from the University of the Witwatersrand served as respondent at the Participatory Budgeting Learning Event.

- Planact co-hosted a roundtable with Development Action Group (DAG) on **Strengthening Civil Society Collaboration for Democratic Urban Development** in Johannesburg. The event brought together many of the community structures Planact supports as well as other civil society organizations and litigation and urban planning experts.

The discussion focused on ways in which to strengthen collaboration on city-wide urban development approaches.

Participants expressed a strong interest in collaborating to strengthen the influence of civil society with regards to human settlement developments particularly with regards to inner city and informal settlement developments. Representatives from the Johannesburg roundtable including Planact's programme coordinator participated in the National Roundtable hosted by DAG in February 2012, focusing on participation in city-wide planning initiatives with particular emphasis on identifying well-located land for low-cost accommodation possibilities.

Planact staff members were able to make **specific inputs** at the following key events:

- **GGLN International Learning Exchange to India** hosted by PRIA (Participatory Research Institute in Asia) during February 2012. Planact's Acting Director formed part of the GGLN delegation.

The learning exchange provided a valuable opportunity to share project experiences with regards to decentralization and community participation in local governance more generally.

Key learnings include community capacity building approaches, settlement mapping techniques, participation strategies to also address gender dynamics, and challenges with regards to engagements between community members and government.



GGLN Learning Exchange delegates with PRIA hosts in India

- Roundtable discussion on **the future of provincial government** organised by Isandla Institute, the Human Sciences Research Council (HSRC) and the GGLN in March 2012. The discussion led to a GGLN position paper supported by Planact which proposes the following principles in this regard: the need for differentiation based on functioning and institutional capabilities; decentralised and effective service delivery through the capable execution of powers and functions; accountability, representation and participatory democracy; and pragmatism to limit major structural reforms.
- Workshop and site visit focusing on **Urban Housing Market Dynamics in Nairobi** in March 2012 organised around board member, Marie Huchzemeyer's recently published books on tenement cities and informal settlements.

The workshop focused on informality and access to urban land; rental housing; dweller initiated housing transformation; state housing provision; the tenement market; site visits to decant buildings, private unregulated developments supported by government, and a self-help project on small scale infrastructure and informal trading supported by a local NGO. Planact staff representative shared information on research into inner city rental accommodation in Johannesburg.

- **Local Economic Development Workshop** organised by SALGA (South African Local Government Association), March 2012: The objectives of the workshop were to promote LED forums within municipalities to work towards improved functionality of LED forums. Planact was invited to share insights on an integrated and coordinated approach for LED focusing on the Orlando East/Noordgesig CDC model highlighting community participation in local economic development strategies.
- **Right to the City National Roundtable** organised by Isandla Institute and CORC in November 2011. Planact's Acting Director was invited to share insights on 'the right to city making' focusing on community participation based on project experiences. Key issues raised include using the right to the city campaign to shift the way in which the state and citizens interact in the development of the city; to improve legislation and policy; drawing attention to the flow of power and influence in society; to the agency of citizens and the need for mindset changes among officials and citizens; the importance of values of collectivism and accountability and:

the need for 'courageous experimentation' and systematic knowledge sharing.

- Planact and SERI representatives provided joint input on the **Spatial Planning and Land Use Management Bill (SPLUMB)** for COSATU in November 2011 focusing on the socio-economic implications.
- **GGLN / Isandla Roundtable on a Single Election in South Africa**, September 2011. The position put forward by the GGLN supported by Planact is that the South African government and the ruling party should avoid a conflation of roles and interests and that the state should initiate broad based, public dialogue to entrench democratic deliberation on the issue of the single elections.
- **The City of Johannesburg's Growth and Development Strategy Outreach Programme** during August 2011 including the Liveable Cities

session and the Governance week sessions. Planact was invited to do a presentation on participatory governance and an interview broadcasted on KhayaFm Radio (national radio).

- **Housing Development Agency (HDA)**'s discussions on its mandate to support the Informal Settlement Upgrading Programme, bringing together different civil society partners to assist in shaping the HDA's support framework for informal settlement upgrading.
- Planact staff continue to serve on a range of **networks and advisory committees** including the following:

- **GGLN reference group**, the main governance and decision-making body to guide the network activities.
- **Landfirst campaign** core group, to guide the activities of the network in terms of its objectives to influence policy to proactively make land and basic services available in anticipation of need.
- **Urban Landmark's advisory committee**, providing advisory input into the organisation's programme work aimed at influencing policies and practices in South Africa to improve poor people's access to well-located urban land by making markets, land planning and management systems work better
- **Local Government Action Steering Group**, to guide the initiative of different civil society organisations coordinated by Section 27 to further promote the recently-developed guide "Making Local Government work: an activist guide" among community members in terms of information sharing and capacity building.
- **IDASA's Afrobarometer** project advisory team, providing input on the project intended to measure public perceptions through comparable public attitude surveys on democracy, markets and civil society.

Planact received numerous requests to provide **input into various research study** projects including the following:

- CASE (Community Agency for Social Enquiry) study on community based monitoring and accountability commissioned by the Department of Monitoring and Evaluation;
- French Embassy research on urban poverty and informal settlements in particular;
- Geography Department at University College London - comparative research on community inputs into the Growth and Development Strategies in Johannesburg and the London Plan;
- Centre for Enterprise Development (CED) research on communicating urbanization.

INSTITUTIONAL DEVELOPMENT



Planact Staff, February 2012

Objective: As a learning organisation, Planact effectively monitors its operations and responds appropriately to changes in the internal and external context to remain effective and relevant.

Planact staff and board members engaged in a series of discussions to effectively monitor and review the work of the organization towards strengthening its approach. An internal Annual General Meeting (AGM) was held in November 2011 which confirmed board members for the upcoming year.

The AGM served to clarify Planact's key focus as civic empowerment in relation to human settlements development and participatory governance.

Towards the end of this reporting period in February 2012, Planact was able to recruit three new part-time project staff – two students completing their Masters in Development Planning with Wits University and one Masters graduate from the Institute of Housing and Urban Development Studies, Erasmus University. We have continued to benefit from voluntary interns supporting our work and building their own experience. During this period, interns included three MSc Development Planning students from Wits University, one MSc Development Planning student from UNISA. One intern was appointed as a new project officer in February 2012. Our partnerships with other civil society organisations, government, and funding organisations have continued to have a major positive impact on the success of our work.

FUNDING SUPPORT

Katholische Zentralstelle für Entwicklungshilfe e.V.



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IN SOUTH AFRICA

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



On behalf of

Federal Republic of Germany
The Federal Government


ggln
good governance learning network



FINANCIAL REPORT

PLANACT

(Association incorporated under section 21)

(Registration Number 1994/001660/08)

Annual Financial Statement for the year ended 31 March 2012

	Note	2012 R	2011 R
REVENUE			
Grants Received		2 231 892	2 643 371
Sundry Income		3 977	24 845
Training, Facilitation and research		333 216	214 007
	7	<u>2 569 085</u>	<u>2 882 223</u>
OTHER INCOME			
Interest received	9	32 907	52 474
Gains on disposal of assests		5 012	-
		<u>37 919</u>	<u>52 474</u>
OPERATING EXPENSES			
Accounting Fees		3 524	1 386
Administration and management fees		2 891	2 699
Advertising and publicity		138	8 272
Affiliation Fees		-	1 251
Annual Report		23 558	9 260
Auditor's remuneration	11	47 100	48 000
Bank charges		11 167	12 744
Computer expenses		44 515	48 082
Conferences, meetings and workshops		48 823	59 014
Consulting fees		28 419	44 869
Depreciation		15 131	22 241
Employee costs		1 521 810	2 574 564
Group life insurance		39 492	57 479
Insurance		28 940	39 906
Lease rentals on operating lease		190 266	382 784
Legal expenses		10 360	1 700
Monitoring and evaluation		-	1 556
NDA project		1 572	50 955
Repairs and maintenance		23 497	2 204
Staff Development		-	12 949
Stationery, postage and photocopying		5 915	6 482
Subscriptions		1 816	2 019
Telephone, fax and email		47 066	41 687
Travel		146 402	170 306
		<u>2 242 402</u>	<u>3 602 409</u>
Profit (loss) for the year		<u>364 602</u>	<u>(667 712)</u>

PLANACT

(Association incorporated under section 21)

(Registration Number 1994/001660/08)

Annual Financial Statement for the year ended 31 March 2012

	Note	2012 R	2011 R
ASSETS			
Non-current Assets			
Property, plant and equipment	2	<u>11 822</u>	<u>20 396</u>
Current Assets			
Trade and Other Receivables	3	72 236	66 988
Cash and cash equivalents	4	<u>506 338</u>	<u>625 706</u>
		<u>578 574</u>	<u>692 694</u>
Total Assests		<u>590 396</u>	<u>713 090</u>
EQUITY & LIABILITIES			
Equity			
Growth and development fund		645 328	598 729
Operating funds		(465 267)	(783 270)
Retrenchment reserve		<u>233 627</u>	<u>250 043</u>
		<u>413 688</u>	<u>65 502</u>
LIABILITIES			
Current Liabilities			
Trade and other payables	5	118 706	147 823
Deferred grant income	6	<u>58 002</u>	<u>499 765</u>
		<u>176 708</u>	<u>647 588</u>
		<u>590 396</u>	<u>713 090</u>

PLANACT STAFF



Hermine Engel-
Acting Director



Spiro Paxinos-
Financial Manager



Mike Makwela-
Programme
Coordinator



Shumani Luruli-
Senior Project
Officer



Gwashi Manavhela-
Programme
Coordinator (until
October 2011)



Farai Chapisa-
Project Officer



Simon Mayson-
Project Officer



Nicolette Pingo-
Project Officer



Tshidi Morotolo-
Administrative
Officer



Mary Moloisane-
Receptionist



Junior Ramoloto-
Service Officer

PLANACT BOARD MEMBERS



Seana Nkhahle
(Chairperson of the Board)-
Executive Director, Strategy,
Policy, and Research at SALGA.



Marie Huchzermeyer
Professor, School of
Architecture and Planning,
University of the Witwatersrand.



Jackie Lamola
Chief Director- CDW and Public
Participation in the Gauteng
Department of Local Government
and Housing.



Stephen Berrisford
Director of Stephen Berrisford
Consulting &
an Adjunct Associate Professor at
University of Cape Town
(Board Member until Nov 2011)



Mokhethi Moshoeshoe
Head of Civa Innovation
Management



Professor Steven Friedman
Director, Centre for the Study
of Democracy, University
of Johannesburg & Rhodes
University



Mohamed Motala
Executive Director,
Community Agency for Social
Enquiry



Professor Thomas Mogale
Head of School, Public &
Development Management,
University of the Witwatersrand.



Left Village Thematic Forum Makhado **Right** Quarterley Community Reflections, Planact, Johannesburg
Below Settlement planning workshop Springvalley informal settlement



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