



## *Planact Annual Report*

April 2013/March 2014





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# Chairperson's Report

April 2013/March 2014

I am pleased to report that Planact has successfully completed yet another year of hard work and strategic collaborations. Working against a challenging external environment, Planact has evolved and continued to execute its key strategies for alleviating poverty through enhancing participatory governance and improving people's habitable environment.

As the South African economy struggles to recover from the effects of the 2008 global economic crisis, government's focus is on increasing growth levels and also creating a more equitable future. The rate of unemployment, currently estimated at 25%, poses the greatest challenge for the South African government and reduces its chances of creating an inclusive economy that draws on the energies of its people, as espoused by the National Development Plan 2030. Labour unrest, policy uncertainty and electricity constraints are depressing the economy and growth forecast for 2014 of less than 3% has been described by the Reserve Bank as too slow to generate the jobs and revenue government needs to reduce unemployment and poverty.

Poverty, depicted among others by the poor quality of infrastructure, housing and economic opportunities as well as poor access to information, creates communities that are susceptible to shocks and stresses, which are common elements in their daily life. The situation is exacerbated when communities feel weak to influence key institutions charged with the responsibility of improving their environment and ability to access resources and influence decisions affecting their livelihoods.

The NGO sector in particular has been hard hit by the slowdown in the economy but has managed to adapt by working to increase the level of civic activism, promoting a culture of constructive engagement with government and other social partners, and

facilitating synergies and collaborations within the sector. Planact has been guided by this approach in the past year. Through learning, innovation and partnerships, Planact has increased its capacity to respond to challenges in the external environment and has reorganised its interventions and internal systems. It has also supported communities to draw on assets within their spaces and engage in collective action.

As the NGO sector grapples to adapt to a constantly changing environment, it presents a great opportunity for government to constructively engage and invest in civil society organisations in order to meet the development needs of the poor and marginalised communities. Thus, a critical step in eradicating poverty is providing an enabling environment for civil society to be informed and vibrant. The Sector depends on numerous external factors beyond its control and therefore needs to be effectively supported and its freedoms and independence adequately protected. A vibrant civil society will ensure that citizens are well informed about the actions and performance of government institutions and officials.

Finally, I recognise that our continued ability to successfully facilitate processes that enhance people's habitable environment and meet all Planact's obligations is dependent upon the hard work of our staff members. On behalf of the Board I would like to thank them all for their efforts. I would also like to thank my fellow members of the board of directors for their ongoing guidance and unwavering support to the organisation. To all our funders, partners and others who have engaged with Planact during this past year, thank you very much for your continued support.

*Seana Nkhahle*  
Chairperson

# Executive Director's Report

April 2013/March 2014

## Introduction

As I reflect on Planact's last twelve months, what stands out clearly are the various contributions that have gone into restructuring and repositioning the organisation in order to respond to the demands in the current external environment. The year has provided us with many rich learning opportunities and together with our partners, we have managed to adopt workable solutions to address real challenges on the ground. This being my first full year as Executive Director of Planact I am delighted to have led a motivated team that continues to act on Planact's mission in its 29th year of existence. The staff and I continue to seek to increase Planact's capacity to improve human settlement developments and local governance structures in South Africa. Planact has been constantly seeking to address the many needs of local communities and assisting communities to be their own agent for improvement. We can be justifiably proud of our achievements this year, some of which I would like to highlight in this report.

## NGO Environment in General

NGOs in South Africa continue to play a critical role in society; one that is central to community engagement and the building of social capital. They continue to operate in a difficult funding environment and are increasingly challenged to keep up with changing times. Many NGOs, including some that are well-established and with a good track record, are struggling with challenges of leadership, management or finances. Despite the challenges in the sector, there is a significant number of organisations that have become more agile and better equipped to adapt their strategies in response to the pressing needs. Organisations are keen to work collaboratively, forming networks and partnerships with like-minded NGOs to keep

operational costs down, mobilise and share resources while striving to increase the impact of their interventions.

During this period, Planact has continued to receive essential support from several of its key donors and devised means of sustaining those important aspects of its programmes that have not been adequately funded. Working collaboratively, we have managed to leverage resources and increase our capacity substantially more than if we had tried to function in isolation. New thinking has been put in Planact's programmes and clear sub-programmes have been developed. It is envisaged that the changes made form a solid foundation for improving Planact's relevance and effectiveness in the sector. We have managed to respond to work opportunities available locally and some of these engagements have yielded income that has allowed the organisation to meet all its contractual obligations, and keep functioning satisfactorily.

## Programme Arrangements

During this period, Planact reviewed its work and reorganised it into three key programme areas, namely:

1. Participatory Governance
2. Integrated Human Settlements
3. Community Economic Development

The Participatory Governance programme has been designed to engage with and influence actions at all levels of government on development planning projects and issues pertinent to underprivileged communities. The Programme facilitated various discussions aimed at influencing bureaucratic systems through improved public participation especially at grassroots level. Coupled

with this have been numerous capacity building sessions aimed at strengthening communities to articulate their needs. This year, Planact has mobilised communities such as the Orlando East, Noordgesig, Cosmo City and Leandra to participate in democratic processes, working systematically through sub-committees. There has been increased community participation in integrated development planning and municipal budget processes and notable improvement in the relationships between the municipality and ward councillors. An Urban Development Framework has been developed in Leandra, which provides the community an opportunity to influence spatial development of the area, and to motivate for adequate resource allocation.

Planact played an active role in advocacy activities and joined hands with other stakeholders through the Good Governance Learning Network, Local Governance Action Group, Housing Development Agency, South African Historic Archives, and the Independent Electoral Commission. To demonstrate the impact of our past interventions, a video was shot to record the development taking place as a result of the Urban Development Framework processes that was facilitated by Planact in Noordgesig.

Through the Integrated Human Settlements, Planact worked closely with leaders of informal settlements and among other things facilitated the formation of issue-based forums such as the Siqalile (meaning “we have begun”) Development Forum, developed a handbook on settlement management, and launched case studies outlining community dynamics, such as the struggles between private land owners and residents of the Springvalley informal settlement. Also of significance during this period has been the roadmap that was led by Urban Landmark, collaborating with organisations such as Planact, to advocate for incremental administrative tenure recognition by the municipality of Emalahleni. This was the first initiative of this kind in the municipality and set a precedence on how to formalize informal settlements with similar characteristics within the municipality.

Planact further partnered with Urban Biotopes, a German based organisation, to interpret urban life through art (fine art, drama,

film etc.) and with University of Witwatersrand Art Department to document the socio-economic conditions of Springvalley through photography. This is a special intervention and we hope that one day the community will stage a photo exhibition to share their struggle stories with other social partners. Planact’s interventions also included the installation of water and sanitation infrastructure, such as boreholes, providing technical support to an emerging construction cooperative initiative and to vulnerable groups as part of promoting inclusivity in the inner city.

As the urban population grows, there is an increase in crime rates and serious affronts to human dignity. In addition to the need for basic infrastructure, such as housing, water and sanitation etc. many communities in vulnerable situations remain food insecure and at times becoming increasing tougher for families to sustain acceptable standards of living. The Community Economic Development programme has demonstrated processes for identifying assets within communities and matching them to available external resources to improve livelihoods. Planact’s efforts to improve livelihoods of vulnerable groups included increasing food security through community food gardens; developing a tourist route in Cosmos City to stimulate local economic development; promoting other income generating activities based on local resources; and enhancing the work done by CBOs such as the Ethembalethu Community Care Centre (TCCC), which is a home based care organisation. Further detail on the progress made during the year across all our core strategies is provided in the Programme report.

To conclude, I would like to extend my thanks to all staff members for their dedication and hard work over the year, and to all our Board of Directors, funders and network of partners who play such an important part in Planact’s success. It is my privilege to be working alongside you as we work to see real and lasting change in the most vulnerable communities.

*Frederick Kusambiza*  
**Executive Director**

# The Programmes Report

April 2013/March 2014

The following programme report relates to the key projects that Planact engaged in under its three programmes: Participatory Governance; Integrated Human Settlement; and Community Economic Development during April 2013 to March 2014, in different geographical areas. During the reporting period Planact continued to maintain its relationship with the communities and local municipalities it had been working with in the previous three years.

One of the values and principles that underpin Planact's intervention work is create sustainable equity in all aspects amongst the most vulnerable groups of society in South Africa. Planact believes that this can be achieved through a well-planned process of support to such groups and therefore, a long term intervention plan for is designed and reviewed for all targeted communities. The programme report reflects on this approach and narrates the experience undergone in all the targeted communities so far under the three organisational programmes.

## INTEGRATED HUMAN SETTLEMENTS

### 1. Strengthening Community Participation in Informal Settlement Upgrade

#### SPRING VALLEY COMMUNITY

The Spring Valley Community, which is situated in eMalahleni Local Municipality, Planact provided support to the community in continuing to improve its living conditions. Despite the community being marginalised and in a vulnerable condition in the past, over the years it has managed to gradually move from a condition of anxiety to a more hopeful and able community to 'challenge the state' to be recognised by their local municipality. The community together with Planact continued to work towards the tenure road map that

had been planned for in the previous year (2013). The process used towards the settlement upgrading was slow due to the time taken during a participatory approach, which allows the community and its leadership to understand and engage fully. The process has enabled the community to engage with the municipality and work towards getting security of tenure for the community and therefore certain of achieving the set objectives. Below is a Tenure Security Continuum that depicts the aim of this engagement.

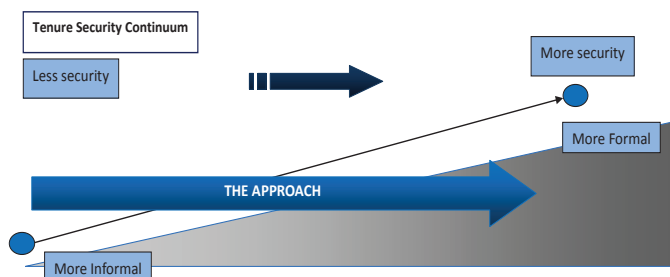


Fig 1: The incremental tenure continuum concept

The ultimate goal of the tenure road map is to acquire security of tenure, so that when the settlement is zoned by the authorities in future and declared a township, the residents will be able to stay and continue building their livelihoods with disruption, which usually experience when such communities are relocated. Spring Valley Development Committee (SDC) still has a lot of work to do to ensure that the community is kept informed and engaged with the municipality at all stages of the integrated development planning process. In this reporting period, the community and its leadership made significant progress towards the provision of a

permanent water structure. Through continued negotiations with the Nkangala District Municipality and eMalahleni Local Municipality, an agreement was signed whereby water would be provided to the community. The community also agreed to look at the issues

pertaining to waste management in Springvalley. This would entail collecting data from all households and compile a register that would help the local municipality to plan for waste removal and chemical toilets provision, and the management of the entire process.

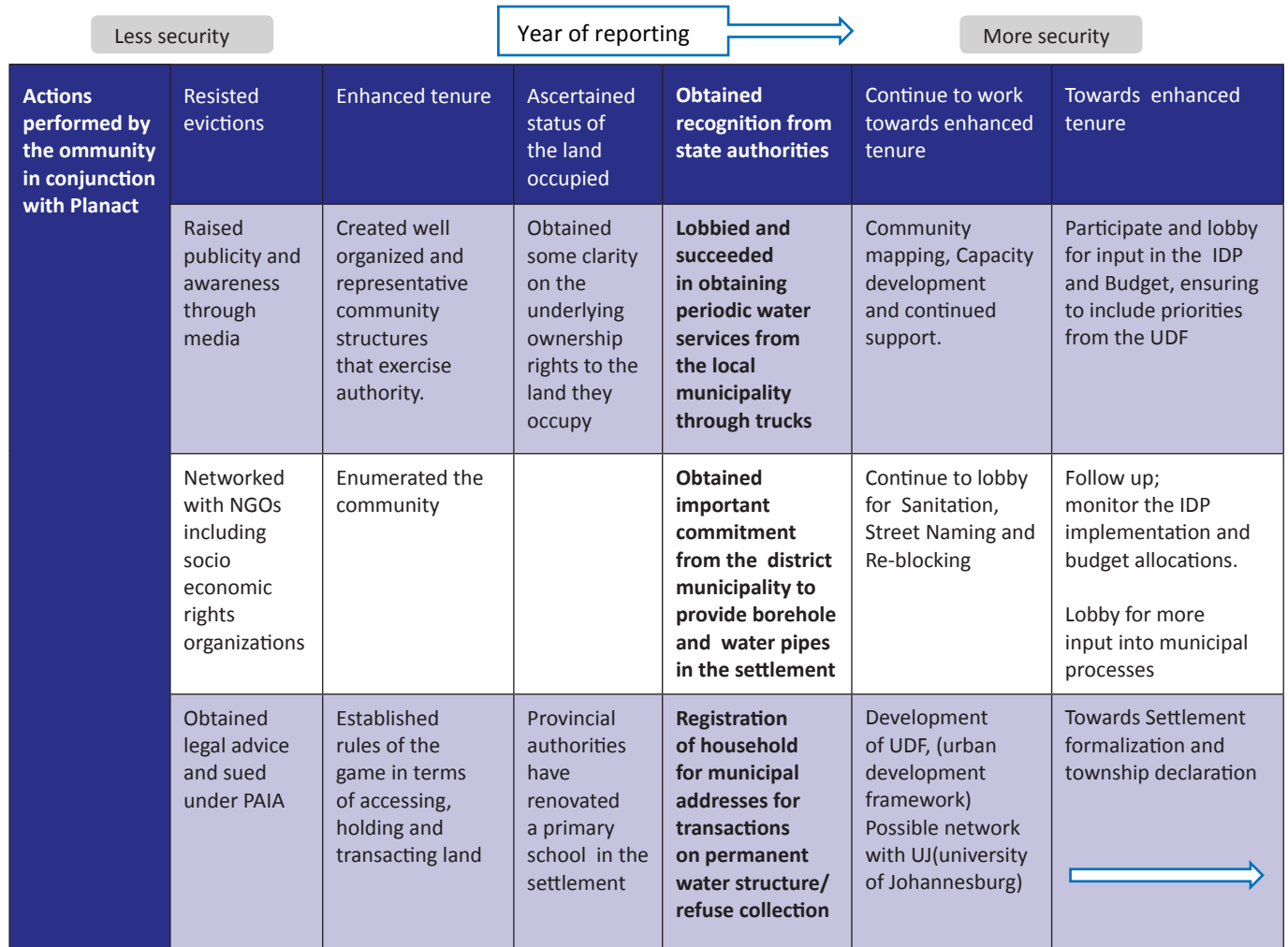


Fig 2: Tenure Road Map Continuum

The community is still in the middle stages of the Tenure Road Map Continuum as indicated above and it is yet to be fully has some way to go before it attains full security. Together with Planact and other partners, they need to reinforce and enhance many of the actions towards administrative recognition that are underway and to ensure progress towards security of tenure. Further actions envisaged in the near future include lobbying the municipality for flush toilets and street naming, mainly for administrative purposes and emergency services. Currently, when an ambulance is called, community members are forced to carry the sick to the entrance of the settlement, which is difficult especially at night.



## 2. Housing Training Support to City Inhabitants

### GARANKUWA HOUSING PROJECT

Housing remains one critical challenge facing the post- 1994 democratic government in South Africa. Despite government efforts to house its citizens through the different capital housing subsidy instruments, the backlog remains high. In response to this challenge, Nissan-(SA) entered into partnership with Habitat for Humanity-(SA) and Tshwane Metropolitan Municipality to build 200 housing units in Garankuwa, Zone 10. The project is referred to as 'Nissan Garankuwa Housing Project' and falls within the jurisdiction of Tshwane Metropolitan Municipality. The partnership created space for all three institutions to each play a significant role in the process. Nissan-SA provided finance and general support to the project, Tshwane Municipality provided serviced land and general technical support and Habitat for Humanity has had the responsibility of coordinating the overall project in its different forms. Planact was assigned to undertake the social and technical facilitation of the project, coordinating and linking all the stakeholders as well as providing housing training to the intended beneficiaries.

The goal of the project was to improve shelter and quality of life for 200 households including providing clean running water and electricity. It is considered a special project, targeting the elderly, physically challenged people and the military veterans.

Among other things, the project aims to:

- Assist the City of Tshwane Metropolitan Municipality to reduce the low income housing backlog;
- Contribute to addressing the community development needs;
- Initiate community cohesion-building processes;
- Assist in identifying available livelihood opportunities for the beneficiaries of the project; and
- Assist the beneficiaries in understanding responsibilities of owning a house.



## PARTICIPATORY GOVERNANCE

### 1. Strengthening Community Participation in the Municipal Governance Processes

#### LEANDRA COMMUNITY

Leandra is situated in Govan Mbeki Local Municipality, Mpumalanga Province. Leandra is characterised by lack of economic opportunities to a great extent, leaving the inhabitant communities in a vulnerable condition. Planact's intervention activities involved bringing the community to working together and interacting with the local municipality as one body.

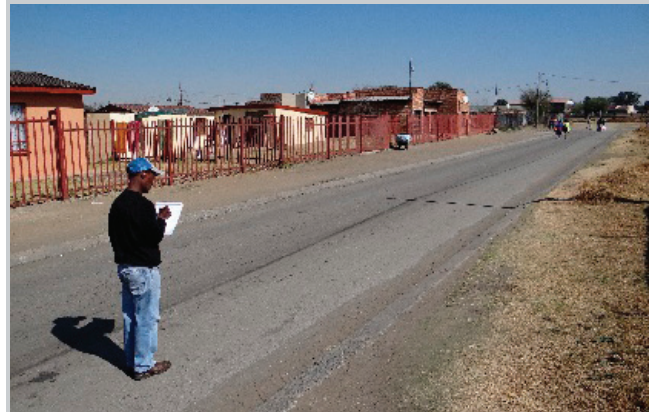
Planact worked with the community at large to establish a community structure that would represent the rest of the community members in all developmental matters when dealing with the relevant government authority institutions. This was deemed necessary to form due to the strained relationship between the community and the municipality regarding poor service delivery in the area that was continuously happening. In addition, Planact assisted Leandra Community Centre, a local NGO called involved in paralegal activities, to establish an inclusive forum that recognized all the different community groupings.

After various deliberations and planning with the community, both the community and Planact decided to embark on a process of developing an urban development plan (UDP) that would be used to present the desires and needs of the community to the local authority. The product was considered to be more participatory with the beneficiaries' involvement. This process entailed conducting a survey to establish the socio-economic status of the various community groupings in Leandra. With reference to the existing local municipal urban development framework, a more representative needs report was produced. The report was to be used in negotiating and influencing the local municipality's medium and long term development priorities that would make up the integrated development plan (IDP) for the year to follow.

The secondary aim of the UDP was to promote consistent urban development policies, strategies and actions of all stakeholders in the

The UDP was developed in collaboration with all stakeholders that made up the representative forum of the community at large. There were a number of methodologies used to ensure that maximum participation and contribution was achieved. The following were some of the methods used:

- Transit walk: In September 2013, Planact facilitated a transit walk, which was mainly to get a better understanding of the spatial framework of Leslie, a township located in Leandra and also to interact at a personal level with the residents of Leandra. Focus was primarily on the environmental and infrastructure aspects of the area. The data used to compile the comprehensive Urban Development Plan for Leandra was collected with the help of some of the community members from Leslie Township.



- People's Stories: This was mainly to hear people's experiences as residents of Leandra and their opinions and priorities on issues of development. A number of discussions were held with people who narrated interesting stories. Each story gave an insight into the different activities that took place and are still taking place in Leandra.

- **Focus Groups:** These were facilitated in a structured environment where a specific group of people e.g. business, women, and youth groups were invited and specific questions asked. This was done with the understanding that development is viewed differently by different groups in society. Interacting with these different groups was successful as it enriched the project with vast amount information. Various ideas were brought forward and this made the process very interesting. This approach allowed community members to come out in large numbers to bring ideas forth with practical suggestions of how to make their community a liveable space.



- **Interviews:** This was done as a way getting input from people who were not able to attend focus group meetings. For example, interviews were conducted with business owners of some shops in town. Open-ended questions were asked, to get a better understanding of the area and also to get first-hand information with regards to the existing issues and the visions of individual community members which would then be summed up as a collective one.
- **Mapping exercise:** This exercise was done along with the community members to enable them understand all the assets and opportunities that exist in their area to be able to establish the gaps that need to be attended to so that their living conditions improve. This information would assist the community at large in influencing the local municipality development plans. This exercise complements the transit walk by confirming the things observed but also highlighting potential gaps.

urban development process and to steer these towards the achievement of a collective vision. The plan explains and analyses the current setting of Leandra, a semi-rural town in Mpumalanga Province. The plan proposes an urban vision to be aligned to the municipal Spatial Development Framework (SDF). It identifies socio economic and spatial opportunities that should be prioritised for the area. The plan takes into consideration some of the recommendations given by the community during the situational analysis process that was conducted during the previous phase of the project. The plans were presented to a representative from the Mayoral Committee on Environment and to Head of the Planning Department of the local municipality.

#### SPRING VALLEY COMMUNITY

Planact continues to support the participatory governance processes for Spring Valley Development Committee with the municipality. The main aim of this process is to ensure that the Committee builds capacity for it to have a strong presence in their municipal processes. When Planact started working with the Spring Valley community, there were many conflicts. The community and its leadership were in constant confrontation with the local municipality, and the only way for them to communicate was through community protest and marches to the municipal offices. The community resolved at the time not to allow any municipal official or even the councillor to come into the community. In the same way, the municipality instructed the security in the offices to never allow any person from Spring Valley to come into the municipal offices. This went on for some time and the community often felt victimized.

Planact's intervention at a local level has enabled the community to begin to understand the importance of participating in processes rather than fighting with the local municipality. Several processes and interventions that included training, mentoring and support have enabled the steering committee to be more accommodating and as a result, the following was achieved:

- A more representative community development committee was established that focused on participating in the development agenda of the municipality;
- Enhancement of social cohesion among the stakeholders in the community;
- Increased knowledge and understanding of government processes and some of the legislations that govern local government;
- The Committee also understands the municipal planning processes; and
- The Committee is more confident to have round table discussions with municipal officials and councillors.

This capacity has helped the Committee to have confidence in engaging the local and district municipality, in their search for a permanent solution on water provision in the settlement. The Committee reached a stage where it is able to confidently make appointments to meet with the mayor or the administrator of the local municipality. The Committee is also working with Planact on managing the Settlement and encouraging participation from all stakeholders in the community.

## **2. Accredited Training to Ward Committee Members (Orlando East and Noordgesig)**

In 2012, Planact received a provisional accreditation status from the Local Government Skills Education and Training Authority (LGSETA) based on several unit standards that form part of the ward committee governance qualification. Accredited training was conducted for 15 ward committee members from wards 29, 30 and 31 all in the Johannesburg Metropolitan Council. The training was based on the unit standard ID: 242890: Display an understanding of core municipal processes and ward committee participation in these processes. The training emphasized the important role played by ward committees in ensuring effective service delivery in their wards or communities. The training enabled participants to learn more about the local integrated development plans, community based planning, municipal budget process, service delivery processes and the management of municipal performance. Training and assessing learners based on this unit standard was a prerequisite for Planact to receive a full accreditation from LGSETA for a minimum of three years.

## COMMUNITY ECONOMIC DEVELOPMENT

### 1. Strengthening Community Response to HIV/Aids and Food Security

#### SPRINGVALLEY

The community of Spring Valley with the support of Planact formed Thembaletu Community Care Centre (TCCC), a structure that focuses on a number of socio-economic challenges within the community. The TCCC is represented on the Spring Valley Development Committee (SDC), which is a larger body within the community. Working through the SDC and other external organisations, Planact also supported TCCC to improve the community's livelihood with a focus on food security aspects. Planact did this with financial support from the National Lottery Distribution Trust Fund (NLDTF), and the following was achieved in the community:

- Increased community strength and stability enabling it to improve its resilience level;
- Introduced approaches that contribute to addressing the identified key community needs; increased
- Increased understanding in the community on issues related to sustainable livelihoods; and
- Strengthened community participation practice in planning processes.

Through this project, the community managed to build extra office space and purchase administration equipment including laptops and a generator, as they do not have electricity in the community. After going through the training process, TCCC members passed on their newly knowledge to the rest of the community members. They used training materials provided by Soul City, and facilitated community workshops, including the following health related topics:

- Kwanda; Making communities look better, feel better and work better.
- A Guide for Parents: Sexuality and relationship.
- HIV-Free babies

- A Guide for Parents: Alcohol and Violence (how to protect our children)
- Soul Sex ( talk, respect, protect)

TCCC continues to work in the community, providing home based care services and supporting orphans and vulnerable children.

### 2. Community Upliftment

#### NINE URBAN BITOPES PROJECT

Nine Urban Biotopes is a project initiated by the Berlin-based (Germany) arts organisation Urban Dialogues. Planact was one of the nine participating organisations identified for this project, which aimed at generating a trans-local dialogue on bottom-up urban development, bridging diverse socio-cultural contexts and concerns in nine different cities on three continents. The project promotes local initiatives and innovations in cities and best practices that deal with migration, housing, culture, provision of livelihoods, mobility, health, public safety, public spaces etc. This initiative was about negotiating the future of urban living space between the respective local inhabitants and the authorities. It was hosted by Professor Marjetica Potc and eight students of Design for the Living World, from the University of Fine Arts/HFBK Hamburg, Germany for a period of two months.

The identified area to pilot the project was a plot between Letsatsi Street and Herby Mdingi

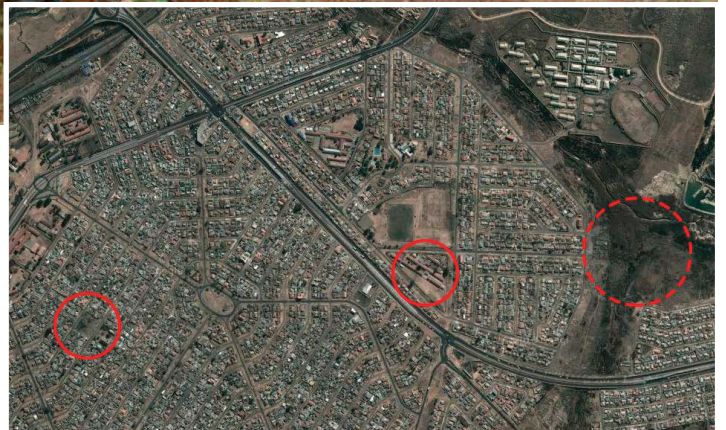
“UBUNTU PARK IS A LIVING ROOM FOR THE NEIGHBOURING COMMUNITY AND A PUBLIC SPACE FOR ORLANDO EAST. THE PARK NEGOTIATES COMMUNITY AND PUBLIC SPACE. WE BELIEVE THAT CONTINUOUS USE OF THE SPACE BY THE COMMUNITY FOR CULTURAL ACTIVITIES, CHILDREN'S PLAYGROUND AND GARDENING, AS WELL AS SOCIALIZING IS THE BEST GUARANTEE OF SAFETY AND CONTINUOUS UPKEEP OF THE SPACE”  
PROF MARJETICA POTC.



Street next to Donkey Church in Orlando East in Soweto, which was originally designed as a public space. Unfortunately this plot had been turned into a dumping ground for more than 40 years, according to local community. During February and March 2014 the site was cleaned and substantially upgraded by the community and students. New features were added to the site, including a performing stage, tables and benches and braai stands. The community also planted trees on site and identified the following features for future upgrade: a playground for children, a human size chess board and a vegetable community garden.



Foreign students working with the local pupils from the area



Park in Orlando East

## RESEARCH, ADVOCACY AND NETWORKING ACTIVITIES

### 1. Case Study - Sites of Struggle (Strengthening Approaches to Enhance Community Participation in Informal Settlement Upgrading)

There are three case studies Planact has been involved in, looking at three different informal settlements, applying different approaches however with similar intended outcomes. These are: Springvalley Informal Settlement located in eMalahleni Local Municipality, Mpumalanga Province, and Protea South and Thembelihle Informal Settlements both located in Johannesburg Metropolitan Council, Gauteng Province. A brief narrative on each of the settlement is given below and a detailed narrative can be down loaded from Planact's website.

#### THEMBELIHLE INFORMAL SETTLEMENT

Planact has supported residents in Thembelihle informal settlement over many years and the support has particularly focused on providing technical and social guidance to the Thembelihle Crisis Committee (TCC), which was set up to counter the local council's intention to relocate the residents and also to advocate for municipal services. The local council was forced by the courts to consider the intention to relocate the residents and to assist them improve the settlement. The informal settlement has about 800 households with an average of four people per household. Although this informal settlement is situated close to economic opportunities compared to similar settlements in small or semi-rural towns, many of its residents do not have formal or regular jobs.

The case study on Thembelihle focuses on the role that the TCC has played in the struggle for appropriate development in Thembelihle. The larger intention of the study is to unpack the various approaches used by the TCC to ensure that as an organisation they play an integral part in the governance of their settlement. The TCC is presented as a good example of 'active citizenship' illustrating the leading role they have continuously played.



#### SPRINGVALLEY INFORMAL SETTLEMENT

Planact's involvement with Springvalley is relatively new and was initiated through the local municipality. It is inhabited by about 400 households with an average of about four people per households. The residents in Springvalley like the ones in Thembelihle, are also faced with the local municipality's intention to relocate the community. The settlement lacks adequate consistent supply of water and does not have sanitation and all weather road access. It receives health services from a once week mobile clinic. Economic opportunities are very limited and there is a sense of desperation within the community.

The Springvalley case examines Planact's response to the global urban rallying call 'the right to the city', and its specific role in supporting the Springvalley community members and their development committee directly to transform a sense of exclusion into organised expressions of urban citizenship. Planact achieves its objective through capacity building and social facilitation support, as well as "evidence-based policy advocacy at a broader level."



## PROTEA SOUTH

Protea South is made up of a large section of formal housing with all the local council services provided as required and with a section of an informal settlement housing. The formal settlement is close to economic activities, and borders with the informal settlement but the economic opportunities are not enough for the population in Protea South, so the settings of the underlying forces of the settlement do not bring the desired and required benefits from the local council to the settlement. The local council should have long considered a more participatory approach with the community in improving and formalising the entire settlement.

The Protea South case study takes a very different trajectory, delving into the so-called ‘underbelly’ of active citizenship. It examines the opportunistic self-interest of individuals in positions of relative

power and how this can impact on otherwise worthy activities on behalf of the community. It also alerts NGOs such as Planact to the potential hazards of working with one or other individual or organisation within a community because there are always multiple agendas which have to be taken into account and therefore managed appropriately.

The case studies show how, in practice, government does not prioritise community participation as input into the decision-making process, but rather as information sharing and reporting back at gatherings, and in some cases, arranging high profile official visits to the informal settlements. For example, the Springvalley community reported to Planact

that they had never been involved in any decisions or planning process regarding the local municipal’s intended process of relocating most of the community members to Klarinet.



*“A lot of politicians; we have brought in almost all premiers of Gauteng that have been in Thembelihle, almost all MECs of housing - you can go from Dan Mofokeng, Paul Mashatile, Nomvula Mokonyane now all them up, the latest one Humphrey Mmemenzi have been to Thembelihle. So mayors, all mayors of the city of Johannesburg: Sophie Masikela, Nandile Khoza, Thati Mogase, Amos Masondo all of them, Parks Tau recently. So in terms of government interacting with Thembelihle, it has been a thing that has happened”*

## 2. Social Audit Campaign

Planact has embarked on activities related to the ‘Social Audit’ activities that have been started by The Social Justice Coalition is a grassroots social movement campaigning for safe, healthy and dignified communities in some of South Africa’s largest, most under-developed and dangerous townships. The activities listed within the social audit approach are another way of raising various community needs regarding municipal services.

A social audit is a civil society driven process that encourages community participation in monitoring government service delivery and expenditure. Social audits began in India more than 20 years ago; since then they have been used as an important tool for enhancing grassroots participation and monitoring the accountability of government spending. The process allows communities to understand, measure, verify, report, and ultimately contribute to improving government performance.

Planact conducted a social audit exercise for refuse collection

and area cleaning. It was the second social audit undertaken in 2013. The first social audit in April 2013 examined an outsourced service provided to informal settlements in Khayelitsha, 'Mshengu' chemical toilets. The social audit work received significant attention, support and interest from civil society and government, including the National Treasury, Department of Performance Monitoring and Evaluation in the office of the Presidency, Global Initiative for Fiscal Transparency, the Human Sciences Research Council, Open Society Foundation, Planact, Afesis-Corplan and other NGOs. This social audit investigated the refuse collection and area cleaning services that seven private contractors provided to residents of Khayelitsha's informal settlements. The service provided was audited by Planact and other organisations across 23 informal settlements.

To conduct a successful social audit, it is necessary that everyone is knowledgeable about the particulars of the services being audited and the concept of the social audit process. In the first phase approximately 20 community members were trained intensively to become team leaders. In the second phase 50 community members from across Khayelitsha and representatives from organisations across the country joined the first 20 people who were trained to be involved in conducting social audits. Before everyone went to the field to conduct the audit, they heard presentations from government officials, examined contracts related to the service and discussed the methodology of the social audit to be applied, the usefulness and how social audits could be most effective in improving service delivery. Participants were briefed by speakers from the City of Cape Town Metropolitan Council about its refuse and area cleaning programmes and policies.

### 3. Ward Sector Audit

The Department of Co-operative Governance and Traditional Affairs (CoGTA) in Gauteng Province appointed Planact to conduct an audit of sectors in ward committees of Lesedi and Randfontein Local Municipalities to determine whether ward committees were formed from different sectors as legislated. Planact conducted interviews in 34 Wards. Sectors play an important role in the Ward Committee system. Not only is it a legislative requirement, but sectors also improve and enhance public participation and governance at a local level.

There were concerns raised by some Ward Committee members, that there is over-emphasis on forming Ward Committees from the sectors by the legislation, but the reality on the ground dictates otherwise. Some people felt strongly that the legislation needs modification especially because there are members of the community who are resourceful and do not serve on any Sector and therefore cannot be elected to a Ward Committee. The issue of Sector representation requires further consideration.

Planact also identified that there is a disjuncture between the Ward Portfolio Committees and the Sectors. In some instances, a Ward Committee member was elected to a Portfolio Committee that he/she did not have knowledge about and this resulted in poor performance and communication with that respective Sector.

Planact noted that the election process needed to be strengthened and that those elected to serve on the Ward Committees should be elected from both the Sectors and any interest group in a community. Organisations outside the Ward Committee system such as Ratepayers Association have minimum relationship with Ward Committees, and this often leads to tensions especially because legislation only recognises Ward Committees as the only legitimate structure representing the aspirations of a community. In most cases Ward Committee members interviewed felt that there was need to strengthen the sub-committee system in order to accommodate everybody.



## FINANCIAL REPORT 2014 (1<sup>ST</sup> APRIL 2013 TO 31<sup>ST</sup> MARCH 2014)

### ADMINISTRATIVE ISSUES

Planact's administrative costs amounted to R487,000 during the 2014 financial year. This included rent, electricity and all supporting overheads. This amount compared favorably to the previous financial year.

**HR:** Planact appointed a new Executive Director Frederick Kusambiza-Kiingi as of January 2013. This has resulted in an exciting new phase of growth and improved functioning of the organization. The number of staff has remained constant during the year with one resignation and one new appointment amongst the project staff. Good support was also received from a new intern appointment.

**Program Support:** A team of two HR staff provided administrative support to the project staff and program activity. The budget for project expenditure was satisfactorily spent at R359,000 with workshops and travel being the dominant expenditure items.

**Planact's two main projects** during the year were (1) 'Promoting Participatory Urban Development Processes' funded by KZE-Misereor and (2) 'Participatory Governance in Spring Valley and Leandra' funded by the Raith Foundation. As in the previous year, valuable support was also received from the Open Society Foundation and the National Lottery. These sources of grant funding accounted for two thirds of Planact's Income. In addition, a number of short term project agreements were implemented with local partners.

Planact's total income for the 2014 financial year amounted to approx R2.48 million. Expenditure for this period amounted to R2.46 million and resulted in an overall surplus of R45,120 being generated. This increased Planact's accumulated reserves to R476,000.

**CONDENSED STATEMENT OF INCOME AND EXPENDITURE**

	<b>2014</b>		<b>2013</b>	
	<b>R</b>		<b>R</b>	
<b>Revenue</b>				
Grants	1 611 566	64%	1 860 527	82%
Training & Facilitation Fees	810 149	32%	382 533	17%
Sundry Income	64 546	3%	6 218	0.3%
Interest Received	22 625	1%	26 053	1%
<b>Total</b>	<b>2 508 886</b>		<b>2 275 331</b>	
<b>Expenditure</b>				
Administration Costs	487 175	20%	433 735	19%
Intergrated Human Settlements	691 807	28%	439 318	20%
Participatory Governance	889 466	36%	1 050 671	47%
Research & Evaluation	355 786	14%	276 624	12%
Policy Analysis & Advocacy	39 532	2%	39 212	2%
<b>Total</b>	<b>2 463 766</b>		<b>2 239 560</b>	
<b>Profit for the year</b>	<b>45 120</b>		<b>35 771</b>	
	<b>1 976 591</b>			

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