



annual report
2006 - 2007



Identity Statement

Planact is a non-governmental development organisation working mainly in the urban areas of Gauteng. The organisation is committed to local development for the poor within an integrated framework. We aim for strategic interventions in the areas of local government transformation, and community development that can result in social upliftment.

This we do through networking with like-minded organisations, training, technical advice and assistance, research and advocacy at policy levels.

Mission

Planact supports and mobilises community processes that enhance good governance at the local level to improve people's habitable environment in ways that alleviate poverty

Vision

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

Contact Details:

209 Smit Street, 15th floor, Braamfontein

Tel: +27 (0)11 403-6291 Fax: +27 (0)11 403 6982

E-mail: info@planact.org.za Web page: www.planact.org.za

Table of contents

A MESSAGE FROM THE CHAIRPERSON	2
EXECUTIVE DIRECTOR'S REPORT	4
PROGRAMME MANAGER'S REPORT	10
Introduction.....	10
Community Development and Empowerment	12
Sustainable human settlements	12
Local economic development	14
HIV / AIDS community-based support.....	14
Capacity building for participatory local governance	15
Training of trainers, ward committee and ward councillor induction programmes..	15
Accreditation for local governance training	16
Policy Analysis and Advocacy	16
Community-based advocacy for land rights	16
Input on housing policy	17
Local and international networking	17
Research and Evaluation.....	18
Research on land management and democratic governance.....	18
Evaluation of Planact's history and project work.....	19
PERSPECTIVES	20
Progressive approaches to land management and democratic governance by Malachia Mathoho	20
The 'Planact Way': Reflections on Planact's exploration of its history by Becky Himlin	27
FINANCIAL REPORT	30
STAFF AND BOARD MEMBERS.....	32
DONORS	33



[PLANACT targets informal settlements and other disadvantaged communities for community capacity-building and training.]

A message from the chairperson

Another year has passed and more reflection causes us to realise that our interventions are needed daily across the country as a development NGO. The attempts we make to address issues plaguing poor communities make us realise that development is indeed a lifetime process.

For us, as Planact, it is important that we continue to address the questions as to whether the work we do enhances community voices on critical policy debates, and how these policies are translated into real development that improves the quality of life of poor communities.

Our direct work with communities has pushed us to develop networks to beef up our research around issues such as land access and availability for the poor.

We continue to reflect on what our mandate as Planact is, who we serve, and whether we possess the capacity to deliver on our mandate. We continue to ask ourselves if we have put on the agenda of policy and decision-makers all the questions poor communities have in trying to improve the quality of their lives.

The year has afforded our programmes opportunities to provide a comprehensive service to selected poor communities to voice their needs and advocate for them to be met. Our role has focused on continuing to empower their organisational structures and enhance the level of participation in their

own development. We have attempted to address with them variables such as HIV/AIDS that impact on their livelihoods and have a direct bearing on them achieving their development objectives. Our direct work with communities has pushed us to develop networks to beef up our research around issues such as land access and availability for the poor. Planact realised a long time ago that in order to make a lasting impact in the development field, our research arm, hands-on work and advocacy needed to feed off each other to create lasting results for all involved.

Planact realised a long time ago that in order to make a lasting impact in the development field, our research arm, hands-on work and advocacy needed to feed off each other to create lasting results for all involved.

The year also saw us taking a step back to reflect on where this organisation is currently, where it came from and where is it likely to be in years to come. Our conference of pulling together past Planactors was successful and we look forward to producing the results of those deliberations soon.

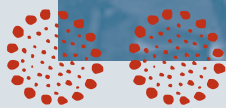
Our efforts are enhanced by the continued funding we receive from our funders and their understanding that in order for us to continue doing work around community facilitation and development, we need continued funding as this is work that cannot generate any income and therefore is not self-sustaining. If we are to realise true participatory democracy, the continued resourcing of community development programmes and enhancing government's own initiatives on the issue cannot be ignored. Thank you to all our funders and on behalf of the Board and beneficiary communities, we thank you for being a valuable partner to us in this field of development.

I wish to extend my gratitude to the Board of Planact and staff who have sacrificed their time and offered their skills to make sure that this year is successful. May I wish them renewed strength for the coming year and more victories in our endeavours to contribute towards a better-capacitated civil society.

May I also take this time to welcome new board and staff members to Planact and pledge our support in their continued efforts to support and mobilise community processes that enhance good governance at a local level and improve people's habitable environments in ways that consciously alleviate poverty.

Jackie Lamola
Chairperson





[LOCAL GOVERNANCE training of trainers workshop]

Executive director's report

Planact has concluded an exciting and fruitful year in which we connected with our past and reached out to others for inspiration and advice, seeking to adapt Planact's role in response to today's developmental challenges.

In a continually evolving environment, experimentation is key to learning, and Planact intends to be at the forefront in innovating (and defending where necessary) participatory approaches to development.

Planact's work focused extensively on the difficulties facing the urban poor in accessing urban land.

Access to urban land by the poor

During this financial year, Planact's work focused extensively on the difficulties facing the urban poor in accessing urban land. With the backdrop of the World Urban Forum, held in Vancouver in June, 2006, where international attention was focused on the concerns facing the developing world in creating sustainable human settlements, it is clear that obtaining, and retaining, well-located land for settlement by the urban poor is fundamental to these efforts. A high-profile visit to South Africa by the UN Special Rapporteur, Miloon Kothari in April 2007 further brought to the fore some of the tensions evident in South Africa's attempts at housing the poor, with concerns about evictions and slum conditions featuring prominently in his report.

Planact's efforts on this issue focused on research and advocacy, as we worked to create opportunities for communities living in informal settlements to reflect on and express their difficulties and successes in accessing land.

Planact's goals around this issue are as follows:

- To generate an awareness of the issues facing communities without formal access to land in urban areas
- To build the capacity of such communities to understand and articulate their rights to land and housing
- To facilitate engagement with key role-players involved in the issue to promote interventions that would more effectively address the problem.

To further these goals, Planact organised a workshop, pamphlet, and video that captures the issues these communities are struggling with. This workshop provided a unique opportunity for residents of a number of informal settlements in the Johannesburg area to share and interrogate their experiences in light of the Constitutional obligation placed on the government to advance socio-economic rights such as access to land and housing. A number of the communities in which Planact has engaged with have also participated in a national initiative by Urban LandMark called 'Voices of the Poor,' which has also promoted public dialogue on the issues of the poor's access to urban land. It is clear that solutions that would assist these communities have been seriously lacking or at least lagging behind the expectations of the affected residents. A very clear and high profile effort on the part of government to work together with communities to better facilitate urban land access for the poor is urgently required.



Planact has also proceeded with a case study of land management and democratic governance in the City of Johannesburg in cooperation with the Wits Centre for Urban and Built Environment Studies. The municipality occupies a pivotal position in delivering the benefits of a developmental local state to the poor, through providing access to opportunities for land and taking responsibility for effective settlement planning. But the city must also play its part by prioritizing the needs of the poor in land management decisions, and take its role in promoting meaningful participation by the poor, thereby strengthening local democracy and social stability. An overview of land management processes in several South African cities was completed, with maps that show how the apartheid-era patterns of land development have remained relatively intact despite the policy intentions of the democratic government. The Johannesburg study is comprised of case studies of various settlements within the city, and highlights numerous factors impacting on the poor's access to urban land—this study will be completed shortly.

Community-based HIV/AIDS initiatives

Planact's community development programme during the year under review, has had a major focus on supporting community-based HIV/AIDS initiatives in the communities of Vosloorus, Sol Plaatje and Ivory Park. Planact's HIV/AIDS work has flowed from several years of working with communities struggling with the devastating impact of the disease on their families and the desired development outcomes in their communities. A partnership with the City of Johannesburg has allowed us to further our efforts.

Planact's understanding is that any intervention related to HIV/AIDS in the communities has to be linked to an integrated plan for improving the quality of life generally—through services, housing, education and skills development, etc. This conviction has been reinforced by our work over the past year. Efforts to stop HIV/AIDS must focus on a longer-term developmental approach, given an environment in many poor communities of extreme deprivation, abuse of women, and lack of community cohesion and responsive governance—if the environment in which the spread of HIV/AIDS thrives and which in turn overwhelms the capacity of the health care system to deal with doesn't change, how is it possible to gain control of the HIV/AIDS epidemic?

Planact's HIV/AIDS work has flowed from several years of working with communities struggling with the devastating impact of the disease on their families and the desired development outcomes in their communities.

Planact's understanding is that any intervention related to HIV/AIDS in the communities has to be linked to an integrated plan for improving the quality of life generally. While it has taken longer than expected, there have been positive aspects of our intervention thus far. Planact has been able to focus discussions around HIV/AIDS, community needs, and possible improvements to intervention strategies amongst key local stakeholders, city volunteers, and community members. This has enabled them to develop a collective understanding of the current gaps or difficulties in addressing HIV/AIDS in their communities, and to clarify some aspects of a more effective HIV/AIDS strategy involving local role-players. In other words, we have

provided a space for collective reflection that can be used to inspire action in the next phase of the project. Because HIV/AIDS is a community/social issue and not just an individual problem, Planact has begun work on a guide to assist communities to assess and plan collective initiatives to address it.

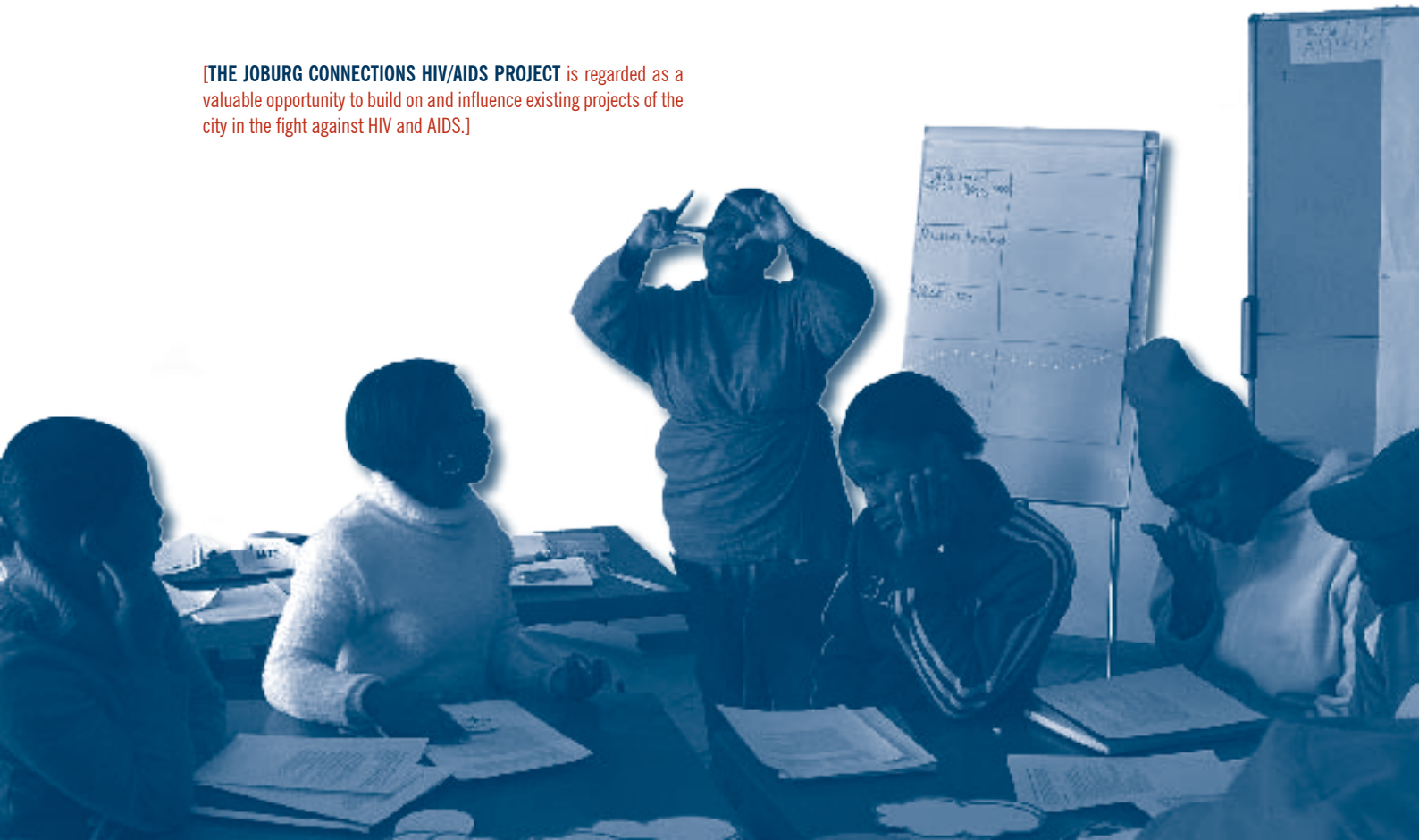
Participatory local governance

Planact maintained the focus of this programme through participating in major training initiatives targeting councillors and ward committee members in a number of provinces, as well as local community-based training on how local government works. Our new handbook, 'Communities Count,' and accompanying facilitator's guide was utilized in these efforts and proved relevant and interesting for participants.

Intensive community-based training in communities where we have an ongoing relationship allows us to make the connections between governance and development in a real way for local communities.

The large projects Planact has participated in this year, such as SALGA's councillor induction training initiative, the USAID's Local Governance Support Programme, and the Gauteng Department of Local Government ward committee induction programme allow Planact to have quite a broad impact, given the large number of participants reached (see programme report for more details). But the smaller, more intensive community-based training in communities where we have an ongoing relationship allows us to make the connections between governance and development in a real way for local communities.

[THE JOBURG CONNECTIONS HIV/AIDS PROJECT is regarded as a valuable opportunity to build on and influence existing projects of the city in the fight against HIV and AIDS.]



Many challenges are evident in this process, and Planact has an obligation to raise these with policy-makers and implementing officials. Within the current national review of the White Paper on Local Government, Planact intends to work with members of the Good Governance Learning Network to make an impact towards improvements in the system of local government.

Smaller, more intensive community-based training in communities where we have an ongoing relationship allows us to make the connections between governance and development in a real way for local communities.

Institutional development

Planact's achievements related to institutional development this year are significant. Planact's conference, NGOs as Innovators and Agents of Change, allowed us to reflect on our history and impact as an organization, and has resulted in a manuscript comprising articles from more than a dozen prominent development practitioners who have reflected on key issues affecting the sector through interpreting Planact's practice. We hope to publish this collection as a book in the coming months. See my article in the 'Perspectives' section where I briefly reflect on what this review has meant for our practice.

Planact has also submitted its application to be an accredited training provider with the Local Government SETA. This is an exploration of new terrain for Planact, but an important development for providing continuing funding for this training in South Africa, as donors become a less significant source of funding for governance programmes.

Planact's conference, NGOs as Innovators and Agents of Change, allowed us to reflect on our history and impact as an organization,

We have also accomplished a salary grading review to align our salaries with the nonprofit sector, and developed a new salary policy, which will help Planact recruit and retain staff.

Finances and fundraising

Planact has raised R 3,914,754 and expended R 3,858,670, leaving an operating surplus for the year ending 31 March, 2007 of R 56,084. This has put us in a good financial position for the year, and our reserves have increased slightly to R 1,105,049.

Planact gratefully acknowledges the support from the Foundation for Human Rights, the Ford Foundation, and Urban LandMark for supporting specific projects around access to land; CIDA for funding our partnership programme on HIV/AIDS with the City of Johannesburg; USAID for funding our work through their Local Governance Support Programme and GTZ for a complementary training-of-trainers initiative; Mott for funding our community-based governance initiatives, and a special thanks to our major donors that fund our entire programme, Cordaid and KZE. We'd also like to acknowledge Rooftops Canada and Cordaid for their contributions to make our participation in the World Urban Forum possible. Finally, we'd like to extend our appreciation to the Gauteng Department of Local Government for selecting us to support the SALGA initiative to induct all newly-elected ward councillors in 2006,

and to deliver a ward committee induction programme in all district municipalities in the province in 2007.

In closing...

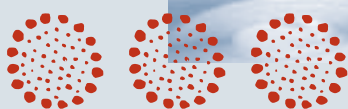
I am extremely grateful for all the hard work that the staff and Board of the organization have done to ensure that we keep a clear focus on the mission of the organization and that we maintain our commitment to integrity and quality as we implement our programmes. I also continue to be inspired by the often unrecognized efforts of so many of our community organisations, ward committee members, councillors and others working in local government, who work against great odds to create a more participatory democracy and real development opportunities for the poor. These are ideals we must continue to strive for.

Becky Himlin
Executive Director

I also continue to be inspired by the often unrecognized efforts of so many of our community organisations, ward committee members, councillors and others working in local government,

[PLANACT ENGAGES COMMUNITIES in advocacy workshops on socio-economic rights, land access, and integrated development planning]





[PLANACT HAS SUPPORTED community-based HIV/AIDS initiatives in the communities of Sol Plaatje, Vosloorus, and Ivory Park]

Programme Manager's Report

Introduction

Planact embarked on a number of significant new projects in various communities during this reporting period through the route of the collaborative partnership approach with other NGOs and government departments (in addition to partnerships with community members and donors). While Planact is not new to partnerships, this reporting period was characterised by serious efforts to develop and nurture partnerships in support of Planact's goals. As a result, valuable new lessons have been learnt about collaboration between NGOs, government departments, community members and donors. These lessons for collaboration are valuable as a means to enhance the responsiveness, efficiency and accountability of those working within the development sector. Through some of the recent collaborative projects, Planact has experienced both the substantial value of partnerships as well as the reality that collaboration is a challenging, delicate process.

In particular, the Joburg Connections HIV/AIDS project in collaboration with the City's HIV/AIDS unit and the Medical Research Council is regarded as a valuable opportunity to build on and influence existing projects of the city in the fight against HIV and AIDS. Different perspectives, strategic activities and ways of working have yielded an interesting dynamic which have allowed Planact to draw valuable lessons to improve the current partnership and future collaborations. These lessons range from the importance of clarifying perspectives and roles, coordination of activities, as well as a solid investment of time and resources in laying the groundwork for an effective partnership with those involved as part of the initial stages of any project.

The Land Management Research Project in collaboration with Wits School of Architecture and Planning / Centre for Urban and Built Environment

Studies has brought together a diverse range of expertise to delve deeper into land management practices in the City of Johannesburg, particularly to contribute to thinking and practice around how to create more opportunities for the poor to access land in urban areas. The partnership experience has allowed for a valuable cross-fertilization of ideas which have yielded some significant insights towards developing progressive land management practices.

In terms of work in the area of participatory local governance, Planact has had a successful partnership experience working with VNG International and the Research Triangle Institute (RTI) in the implementation of the Local Governance Support Programme funded by USAID. Planact also partnered with the Electoral Institute of Southern Africa (EISA) on various occasions in piloting local governance training programmes and training materials. These partnerships have provided capacity support through sharing of expertise to ensure quality training programmes and to reach a wide range of communities effectively.

Different perspectives, strategic activities and ways of working have yielded an interesting dynamic which have allowed Planact to draw valuable lessons.

Various collaborations have also been formed to strengthen advocacy efforts in influencing policy decisions. For instance, Planact has collaborated with several NGOs forming the PHP reference group convened by Rooftops Canada as a means to influence policy on the People's Housing Process (PHP)—now being re-conceptualised as Community-Driven Housing Initiatives. Planact also participated actively in the Good Governance Learning Network (GGLN), a loose network of NGOs working together for learning and advocacy on governance issues. Planact is committed to learn from these and other partnership experiences to find ways to interact productively with others towards the goals of generating real reform to advance the interests of the poor effectively.

[BUILDING A TREE OF REMEMBRANCE: Planact and Masizakhe Home Based Care held a World AIDS Day event in Vosloorus with the theme: Living Positively with HIV/AIDS. 'The 'tree' commemorated those friends and family members living with HIV or who have died of AIDS.]





[PLANACT'S PROPOSED PROJECT IN ALEXANDRA aims to develop a people-driven housing process incorporating principles of energy-efficiency and other environmentally-friendly features]

Planact has continued to work in the two main programmes of community development and local governance capacity building supported by research and evaluation, and policy analysis and advocacy components. In terms of the community development and empowerment programme, Planact worked with communities in Ivory Park, Sol Plaatjies, Vosloorus, Wattville and Kgetleng municipality. Through the participatory local governance programme component Planact provided support to twenty-eight communities including community based organizations, ward committee members, municipal officials and councillors. Planact's projects and activities are further expanded on in the following detailed account of Planact's achievements during this reporting period.

Community Development and Empowerment

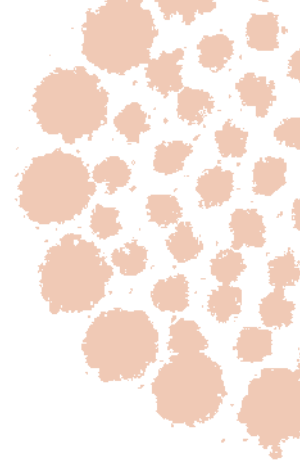
Objective...



To assist poor, marginalized communities with the information, training and support needed to achieve improvements in the quality of life of residents. This includes facilitating access to housing with security of tenure and basic services in order to create habitable environments and sustainable communities.

Sustainable human settlements

Planact conducted a comprehensive Sustainable Livelihoods Assessment in Sol Plaatjies to help develop an intervention strategy linking settlement upgrading to HIV/AIDS concerns. This activity formed part of our collaborative work with the City's HIV/AIDS Unit (reported below). The data gathering exercise through focus groups and interviews provided extremely pertinent information such as the institutional relationships present, the history of the settlement patterns, income situation, health, education, basic services, availability of land for food cultivation, labour skills in the settlement, and housing type. The report was presented to council officials in



the City of Johannesburg and to a meeting of key community stakeholders.

In Kgetleng municipality, Planact was invited to assist stakeholders in a semi-rural community called 'White City' to put a plan in place for upgrading a settlement currently on private land owned by the company, Mazista Tiles. Mazista Tiles offered to cede land to the local municipality if they would develop it to properly house these residents and others living on farms in the area. The municipality, however, did not pursue the negotiations.

Planact assisted the Masisizane Women's Housing cooperative with back-up support as their housing delivery efforts continued in Ivory Park after they managed to get another tranche of funding processed by the ATC to begin building again. A project concept for the Alexandra People's Housing Process was developed with positive outcomes in the form of a commitment obtained by the Alexandra Renewal Project (ARP) to facilitate funding from the province for it. The project is aimed at building approximately 300 units in the township with a focus on incorporating energy efficiency and other environmentally-friendly features, to be developed through a people-driven process.

In Vosloorus, Planact continued efforts to get the city or the province to take action to complete the last houses on the People's Housing Process (PHP) project (subsequent to project collapse due to non-payment by the province's financial administrator), but without success. However, the skills developed within the community—in construction as well as in management and governance, and the confidence gained through successfully implementing the project, will remain within the community. An increase in community pride is evident, as people have also begun to make improvements in their homes through their own efforts. The volunteer home-based care workers and food gardening cooperative have begun to address needs in the community beyond housing, which should contribute to making a sustainable community.

[RETHABILE food gardening cooperative]



Local economic development

The agricultural cooperative at Vosloorus has been assisted in efforts to secure land for food gardening activities which is currently being further supported by funding from the National Development Agency (NDA). During the reporting period, Planact together with the Ekurhuleni Metro's LED coordinator assisted the cooperative in exploring a number of possible parcels of land to use for the food garden. Planact also assisted the Masisizane Women's Cooperative in Ivory Park in a submission of a similar urban agriculture project proposal (with the addition of a brick-making initiative) to the NDA.

HIV / AIDS community-based support

Planact has been engaged in a collaborative project with the City of Johannesburg HIV/AIDS Unit and the Medical Research Council that will be implemented over a two-year period. This CIDA-funded project is working toward developing a community-based response to HIV/AIDS in informal settlements, building on the City's Jozi Ihlomile pilot volunteer project.

In Sol Plaatjies, the project was well received by the HIV/AIDS Jozi Ihlomile volunteers, the ward councillor and other community members. The Sustainable Livelihoods Assessment (SLA) referred to earlier was conducted and shared with stakeholders. Planact engaged in activities towards developing an improved referral system which involved detailed surveys with volunteers and community members as well as participating in door-to-door campaigns. The insights gained from these activities were analyzed and documented. Planact organised a World HIV/AIDS event in Dec '06 and an HIV/AIDS film screening and discussion event as part of the Condom Week campaign. Approximately seventy people attended both events. Preparation activities for launching a food garden project have also been embarked on.

[PLANACT HAS CONTINUED TO PROVIDE ASSISTANCE to the Masizakhe Home Based Care Project in Vosloorus. A World HIV/AIDS Event was also held in Vosloorus in December, focusing on the theme: Living Positively with HIV/AIDS, with approximately sixty people attending.]



In Ivory Park, there have been numerous delays but introductory meetings were held with relevant stakeholders including councillors which facilitated agreements to proceed with the project. Several meetings were also held with the Jozi Ihlomile volunteers to establish a working process including plans to conduct an SLA. An evaluation of the referral system was also done with volunteers in Ivory Park.

Planact has continued to provide assistance to the Masizakhe Home Based Care Project in Vosloorus through technical support and advice. With Planact's support it has received NPO registration and is being reintroduced to the community. A World HIV/AIDS Event was also held in Vosloorus in December, focusing on the theme: Living Positively with HIV/AIDS, with approximately sixty people attending.

Organisational capacity-building

The Masizane Women's Cooperative in Ivory Park was assisted with amendments to the statute of the cooperative and with help to solidify the governance arrangements and roles of the different members, including assistance in drawing up a funding proposal for submission to the NDA.

Planact assisted the Masizakhe Home Based Care Project in Vosloorus in drawing up a business plan and its members participated in an organizational development training workshop to clarify operation systems and roles and to facilitate improved reporting practices and fundraising initiatives.

In Wattville, a strategic planning workshop was held with board members, the management committee and director of the OR Tambo Skills Development Centre to support capacity building of the institution.

Capacity building for participatory local governance

Objective...



To contribute to processes that will develop the capacity of organizations of civil society in poor, marginalized communities to have a strong presence in local government planning and development processes, as well as to develop the capacity of local government to engage with communities in a truly participatory, accountable and equitable way.

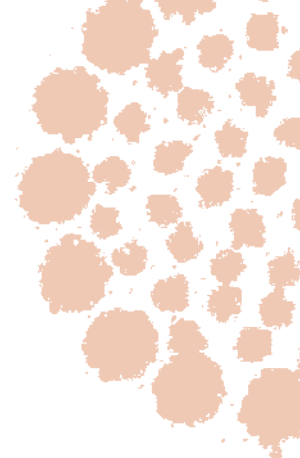
Training of trainers, ward committee and ward councillor induction programmes

During the year under review, Planact completed a training-of-trainers programme for 150 new trainers, equipping them with the skills to run induction programmes for ward committee members, as part of the USAID-funded Local Governance Support Programme (LGSP). The programme is meant to enhance participation in local governance by assisting newly-elected ward committee members to understand how to participate effectively in local governance processes. Specifically during this period, 3-day training of trainers workshops were held in the districts of Bojanala, Waterberg, West Rand, Xariep, Makhado and Nkangala. In addition, a refresher workshop for trainers was held in Dr Moroka municipality. Following this, a total of 984 ward committee members received training facilitated by new trainers with Planact's support in mentoring them 'on-the-job.' Training and support was provided in Bojanala, Nkangala, Vhembe, and West Rand Districts.

Planact facilitated two 2-day workshops with ward committee members focusing on how local government works in Sol Plaatjies (for Region 5, Ward 71) and Vosloorus (Ekurhuleni Municipality) respectively in November and December 2006.

The Local Government Skills Education and Training Authority (LG-SETA) has progressed in terms of developing unit standards for a Certificate of Ward Committee Governance, as well as several other standards for training of councillors and officials in skills such as Integrated Development Planning. This institution will accredit the training programmes of any company or organization doing training in governance issues. Therefore, Planact has been engaged in the processes to become accredited, and an application to that effect has been submitted. In preparation for accreditation two staff persons have attended a training of trainers' workshop in 'Integrated Development Planning' (IDP), and have also completed training to become qualified assessors. A visit by the LG-SETA is expected which will involve an assessment of the organization towards provisional accreditation.

Planact organized a workshop focusing on the right to land and housing in Parktown over 2 days (2 & 9 December). Community leaders and members from Muldersdrift, Zandspruit, Thembelihle, Protea South, Zevenfontein and Diepsloot attended. An informational booklet describing the outcomes of the workshop and a video of the workshop proceedings have been produced. Plans are in place for a follow-up and dissemination workshop, which will include developing strategies to use the materials for further dissemination within the communities.



Input on housing policy

A lot of momentum was developed this past year around recommended improvements to the People's Housing Process through a Rooftops Canada-convened reference group, which then fed into a larger national process reviewing the Peoples Housing Process Trust (PHPT) and PHP policy. This PHP reference group is attempting to put pressure on the National Department of Housing to follow-up on recommendations made through the extensive engagement process that occurred in the last period. Thus far discussions have been held with an advisor to the Minister of Housing, PHPT board members, and officials in the policy and the implementation units of the Department of Housing. By the end of this reporting period, some significant progress was beginning to be made, with a commitment to engage with the NGO sector on a new policy.

Planact seeks to develop the capacity of organizations of civil society in poor, marginalized communities to have a strong presence in local government planning and development processes

Planact participated on a task team on capacity-building as part of the Housing Department's Social Contract on housing delivery. In addition, Planact participated in a major national discussion forum on a social contract for housing delivery organized by the Department of Housing in November. It included many of the key stakeholders involved in housing delivery.

Local and international networking

In May 2006, Planact joined the Good Governance Learning Network (GGLN) to network and share information and lessons towards the goal of strengthening participatory democratic local governance. Through this forum, Planact has started engaging in a civil society review of local government, an initiative of the GGLN.

Planact began engaging with a DFID-funded research and advocacy initiative, termed Urban Landmark, to highlight the issues facing the urban poor in acquiring land and to develop possible solutions to benefit the poor. This initiative kicked-off with a seminar in November 2006, and Planact was later asked to join the project steering committee. There are a number of future activities planned that could include opportunities for advocacy at national level.

At an international level, Planact sent two people to represent us at the World Urban Forum (WUF) in Vancouver in June. Planact was also part of a pre-conference working group session on HIV/AIDS and its impact on housing. The WUF provided an international opportunity to impact on thinking and policy around attaining sustainable human settlements.

A one-month course on Land Management and Informal Settlement Regularisation held by the Institute for Housing Studies (IHS) in Rotterdam was attended by a senior project officer. The ideas developed there have been useful in strengthening Planact's advocacy around land issues.

|||||

Research on land management and democratic governance

- deepen understanding of existing formal, customary, informal and hybrid land management practices across Metropolitan Johannesburg;
- build partnerships and networks in the field of land management;
- develop capacity across a range of sectors to deal with land management; and
- find and promote new, creative and progressive approaches to, and practices of, land management.

Planact took primary responsibility for two of the five case studies – Diepsloot and Kliptown as well as co-management of the entire project. During the reporting period preliminary research activities were completed and the five-city overview was drafted. The research process is currently continuing in the form of finalising the final documents for dissemination purposes.

18

Evaluation of Planact's history and project work

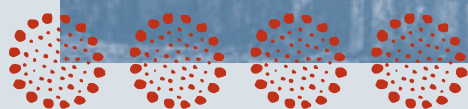
Planact's conference: 'NGOs as Innovators and Agents of Change,' was held in August, which included a historical evaluation of the organization's work and significance, with contributions from other progressive urban NGOs. Perspectives emerging from the conference highlighted the role of NGOs in democracy and development focusing among other issues on the meaning and practice of participatory governance, NGO engagement with policy, and the implications of an integrated approach in dealing with current development issues. The proceedings were filmed and a summary DVD produced; a conference report appears on our website. Fifteen papers presented at the conference as well as a document on Planact's history will form the basis of a publication which editors are currently working on.

Planact engages in a continuous learning process within its communities, staff and broader networks through research and evaluation.

Planact's evaluation of its involvement in the People's Housing Process (PHP) project in Vosloorus, progressed in terms of substantially completing interviews related to the evaluation of the second phase of the PHP project.



[PLANACT'S WORK WITH CIVICS in the early years of the organisation's history]



Perspectives

Progressive approaches to land management and democratic governance **Malachia Mathoho**

Background

South Africa is in its thirteenth year of democracy and is still marred by the complex and highly politicized land issue. The country is seriously confronted by the challenges presented by the land question where demand for affordable, well-located urban land is greater than the supply, given current development patterns. Ownership and use of land in South Africa is a highly-politicised process, with past land policies a major cause of insecurity, landlessness, homelessness and poverty. Currently, access to land is receiving serious attention as a socio-economic, political and civil rights issue, featuring in various pieces of South Africa's legislation. The complexity of the land issue is also evident in the thousands of claims lodged before government's Land Claims Commission.

Regardless of the progress that has been made in developing new ideals for post-apartheid planning, there has been minimal improvement in thinking and practice around land management. There is a wide outcry that South Africa's government is continuing to develop its towns and cities without an adequate framework to also involve residents in managing land in a way that supports the goals of democracy, equity, efficiency and sustainability. While municipalities are at the forefront of service delivery and are seen as agents of delivering the benefits of a developmental local state to the poor, they are also blamed for too slowly responding to the need for land access by the poor, and many fail to achieve effective settlement planning.

Planact together with Wits University's Center for Urban and Built Environment Studies (CUBES) initiated a research project on land management, with a specific focus on the City of Johannesburg, to gain insight into the city's land management practices and plans in terms of their ability to address the needs of the poor. In addition to an overview study that looked at five South African cities including Johannesburg, five case studies of settlements within Johannesburg were undertaken between October 2006 and September 2007, focusing on Diepkloof, Diepsloot, Fourways, Hillbrow and Kliptown. The insights from this article are mainly from the Diepsloot and Kliptown case studies that Planact conducted.

Legislating land management practices

South Africa has much legislation dealing with the land issue to potentially benefit those who need land and accommodation including the poor and landless people. As in section 25(5) of the South African National Constitution - the state must take reasonable legislative and other measures within its available resources to foster conditions which enable citizens to gain access to land on an equitable basis. In section 26 (1) it again states that everyone has the right to have access to adequate housing. In addition to the Constitution the government has also adopted the White Paper on South African Land Policy to inform land reform and to meet the above objectives. As a start, a land policy for the country needs to deal effectively with:

- the injustices of racially based land dispossession of the past;
- the need for a more impartial distribution of land ownership;
- the need for land reform to reduce poverty and contribute to economic growth;
- security of tenure for all, and
- a system of land management which will support sustainable land use patterns and rapid land release for development.

PLANACT AND CUBES are conducting research to gain insight into the city of Johannesburg's management practices and plans in addressing the needs of the poor. The review included five case studies of settlements within Johannesburg including Diepkloof, Diepsloot, Fourways, Hillbrow and Kliptown.



Apart from the Constitution, all spheres of government have developed policies and frameworks and passed numerous pieces of legislation with a view to redress inequalities and land redistribution resulting from the policies of the apartheid government. Despite progressive goals that appear in policy frameworks and legislation poor people still struggle to have decent accommodation closer to the city where their workplaces are located. So how do we translate these impressive frameworks and legislation into real benefits for the poor? Specific national legislation on land management that would seek to create a more implementable framework, was drafted a few years ago, but has not yet received sufficient attention and remains in draft form.

Poor people move to urban areas in search of a better life

There is a challenging reality in this country that poor people have limited access to urban land. Since the scrapping of all segregation laws in South Africa there has been a massive migration of black people from rural areas and other provinces to the urban areas of Gauteng. The migration process brought serious challenges for the local government authorities to deal with the accommodation situation in urban areas. High rates of urbanization have put pressure upon high-growth cities such as Johannesburg, with the number of people demanding land dramatically increasing amongst all economic groupings. Despite the stated policy intentions above, this growth has occurred in a context where there is no coherent land management framework that would guide cities to cope with these demands.

Since the scrapping of all segregation laws in South Africa there has been a massive migration of black people from rural areas and other provinces to the urban areas of Gauteng.

Amongst the poor migrants, many of those who managed to make their way to the city are now finding themselves in informal settlements—currently accommodating at least 200,000 of Johannesburg's households. Other housing opportunities for the poor are to rent backyard shacks and rooms or, for some, in housing developed through the housing subsidy programme, often at the periphery of the city. While the social housing programme was introduced to help address the urban accommodation problem, the poorest cannot afford the rental rates. Those who could not access housing through formal channels were left with little other option than to invade empty pieces of land and establish informal settlements. The case studies of Diepsloot and Kliptown in particular, revealed that the majority of informal settlements exist not through choice, but through necessity—people either cannot obtain land or houses, or cannot get them at the right price or in the right place. They seek areas with access to economic activity and services, but any area where they manage to find space, even on the outskirts of the city, may be utilized if it provides them at least some access to the job market.

Conflict over land resources

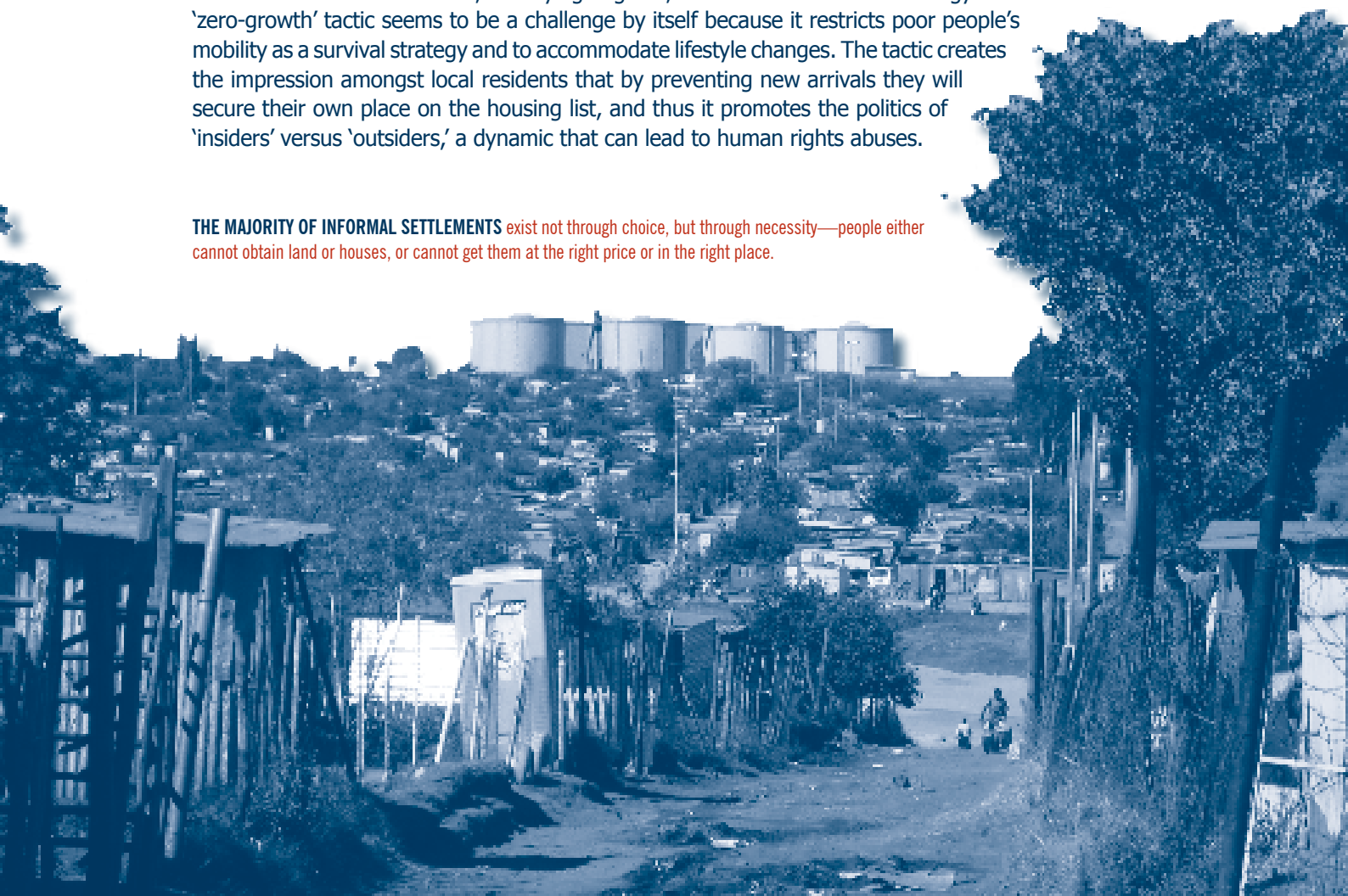
Pressure on the city's land resources, which in many cases has been created by demand for high-income housing, have left the poor in a difficult position. Residents in the case study areas claim that they don't see the benefits of government strategies to address accessibility to the city's accommodation by the poor people. They also claimed that they hardly participate in the city's policy formulation and implementation stages. Although authorities refuted this claim, many people in the poor settlements maintained that

authorities avail themselves to the people when they come to implement development projects, and do not seek real input into these plans-- most which are not seen to benefit the poor and local communities directly.

In the Diepsloot and Kliptown case studies it was revealed that land management, as it relates to settlement opportunities for the poor, is framed mainly by the dominance of government-led housing development as the major planned development path. In settlements such as Kliptown and Diepsloot, the imperative has been to provide RDP housing to large populations residing in informal settlements. Yet in both cases, it has become clear that the land in proximity to those settlements that has already been acquired for the housing development projects cannot accommodate all existing residents on the one-house/one-plot RDP typology, and the process is extremely slow. The Urban Development Boundary (UDB), beyond which the city says development cannot occur, borders Diepsloot, preventing expansion of the settlement. Because of the demand for low income housing, it can become difficult to provide adequately for recreation facilities, business opportunities and urban agriculture that will create jobs and other livelihood improvements for the local people. In Kliptown, where significant investment has gone into the heritage site and development of commercial and social housing opportunities, this has been seen by local informal settlement residents as targeting high-income people to the exclusion of their needs.

The government is faced with some daunting challenges in terms of the imperative of getting rid of the shacks. The Gauteng Housing Department set an ambitious target within a definite timeframe to have eradicated all shacks by the year 2014. But the influx of migrants to Johannesburg is outweighing government-planned processes that are premised upon a static population that can be registered, qualify for subsidy, and ultimately be provided with accommodation. The increasing population in these areas has pushed the city to resort to influx control tactics such as the 'zero-growth' policy in relation to informal settlements in areas such as Kliptown and Diepsloot. The local communities are also enlisted, to varying degrees, in enforcement of this strategy. The 'zero-growth' tactic seems to be a challenge by itself because it restricts poor people's mobility as a survival strategy and to accommodate lifestyle changes. The tactic creates the impression amongst local residents that by preventing new arrivals they will secure their own place on the housing list, and thus it promotes the politics of 'insiders' versus 'outsiders,' a dynamic that can lead to human rights abuses.

THE MAJORITY OF INFORMAL SETTLEMENTS exist not through choice, but through necessity—people either cannot obtain land or houses, or cannot get them at the right price or in the right place.



Progressive approaches to change

While land is increasingly becoming a scarce resource and the majority of poor people in the informal settlements in areas such as Kliptown and Diepsloot cannot afford accommodation on the private market, the following recommendations are put forward as more progressive approaches to land management and democratic governance to ensure that the needs of the poor are more effectively addressed:

- **Participatory processes where the poor can directly influence decisions that affect them must be instituted or improved.** This includes being transparent with regard to the city's plans, sharing information on various alternatives for the location of residential settlement and forms of development, allocation procedures etc. before any plans are finalized. It also should include serious attention to resources to improve mechanisms for participation, noting that in both locations, when the community development forums were active, there seemed to be a more inclusive process providing (at a minimum) access to information, if not real decision-making power. In both cases, too, value was added by a third party, who took responsibility for developing and running the forum.
- **Facilitate the rapid release of well-located land for the poor.** This is merely stating the obvious, perhaps. Currently, opportunities provided to the poor for access to land are far outstripped by the demand. The most obvious symptom of that is the large population residing in informal settlements and backyard shacks in the city, despite the city's efforts to curb this trend—delivery of housing is simply not moving fast enough. There are serious health and safety concerns in most of these settlements but they cannot be alleviated without providing safe, viable, and affordable alternative living spaces for the poor. Also, if land made available to the poor is not well-located with respect to economic opportunities, poor people are forced to prioritise economic opportunities and will continually seek even extremely poor accommodation that gives them an opportunity to earn a living without incurring high transportation costs. So, land for settlement by the poor in proximity to economic nodes (even on high-cost land) must be identified as an urgent priority for the city, as the longer-term economic and social costs could be much higher. The role of the Johannesburg Property Company must be seriously considered, here, as it has been suggested in more than one case that JPC does not proactively identify land for the poor. The suggestion by a city official to make land acquisition a special initiative directly under the Mayor's Office has potential to ensure prioritization of land access on behalf of the poor.

These recommendations strive to ensure that the needs of the poor are more effectively addressed.

- **Review policy relating to Johannesburg's urban development boundary.** While it seems there is some investigation taking place on extending the urban development boundary in areas of high growth pressure, such as the city's northern border around Diepsloot, it is not clear at this point if the poor will stand to benefit from possible relaxation of this boundary. The urban development boundary is essentially meant to prevent high costs of extending the city's infrastructure to support sprawling development patterns. In the case of high-income development, that could be a very useful function

of the UDB—but it might also be preventing consideration for acquiring land resources that could be made available to the poor. The city needs to evaluate its strategy for land use in relation to the priorities for land within the UDB, possibly introducing additional tools to increase settlement densities on existing available land, but also be willing to use its leverage to access well-located land for the poor beyond the UDB if necessary.

- Adopt progressive policies regarding recognition of the rights of informal settlement residents and provide appropriate and sufficient settlement alternatives for the poor. Government should recognise the rights of current residents of informal settlements currently residing on land that does not subject them to imminent threat, and institute in-situ upgrading processes as a principle. There should be a major effort to identify 'safe' land in as close proximity as possible to areas where people now reside on 'dangerous' sites—for necessary relocations. To facilitate rapid access, the land made available could be serviced sites with security of tenure, with in-situ upgrading processes then initiated. The city should suspend its 'zero-growth' policy directive, and recognize poor people's need for mobility as a survival strategy and to accommodate lifestyle changes. Therefore, in addition to ensuring there is enough appropriate land for settlement by the poor, there must be readily accessible means to effect transfers and secure inheritance rights in all settlement types. Government must 'streamline' regulatory processes of titling and beneficiary registration.

[MEDIUM-DENSITY HOUSING being developed by the Alexandra Renewal Project]



- Develop methods to **integrate job-creation opportunities in residential areas where the poor live, without displacement**. This can be done in two ways—development of appropriate, labour-intensive commercial or industrial enterprises, and encouragement and support of small, home-based enterprises (which argues against restrictive zoning). However, new commercial or industrial development should not occur in the absence of visible and substantial movement toward addressing the housing needs of the poor at the same time, or serious discontent can undermine stable governance. It should also not occur in a manner that displaces the poor, so displacement protections must be introduced. These can include minimal property rates for low income property owners, land trusts to limit increases in the price of residential land, and provision of incentives for employing local labour in construction and in permanent jobs created through the development. Where current legislation does not currently allow for creative approaches to promoting investment while preventing displacement, these must be strenuously advocated for at national level.
- **Maximise use of land resources by immediately changing the one-house/one-plot approach to low income housing and increasing density**. One intervention that makes a lot of sense is the development of an adequate supply of very low-cost rental rooms—reproducing the ‘backyard shack’ opportunities that are common in low income townships, but providing incentives for better quality construction (which also boosts income-earning potential of the poor). Medium-density solutions that do not incur the kinds of monthly carrying charges that currently make social housing unaffordable to the poor must be devised. These could be sectional title townhouses with individually-metered service connections, or single-room occupancy rental developments. Operating subsidies may be needed within social housing developments for those households that require ongoing support—this would go a long way toward making social housing projects viable as well.
- **The city must meet its obligations to servicing and regulating living environments in which the poor live to uphold minimum safety and health conditions**. This needs to be done with sensitivity to the needs of the poor to access services and opportunities for income generation with limited barriers to entry. The city should not unnecessarily restrict home-based enterprises or informal trading in public areas. It should ensure that free allocations of basic services are provided where needed. It should ensure free access to recreational opportunities and health and social services. Adequate police presence is essential in all settlement areas. The city should promote affordable and efficient transportation—and consider applying subsidies in ways that target the poor who depend on affordable transport. Finally, opportunities for urban agriculture for the most marginal must be supported and extended.

Conclusion

Although South Africa’s local government planning system may be outdated and still utilizing town planning schemes developed in the apartheid era, the municipalities play an essential role in providing basic services to the local communities and should therefore move towards more progressive local planning systems. The research study has shown that Johannesburg municipality’s city plans are still far from accommodating poor people effectively. While the city has acknowledged gaps and coordination problems (between local and provincial governments) in land management issues it has called on all stakeholders to work together. There is a need for local government to change its planning strategies in as well as playing its part by prioritizing the needs of the poor in land management decisions, and take up its role in promoting meaningful participation by the poor, thereby strengthening local democracy and social stability.

The 'Planact Way': Reflections on Planact's exploration of its history

Becky Himlin

We have nearly concluded quite a long process of looking into Planact's past as a way of understanding the principles, ideas and practices that have shaped the identity of the organisation—loosely termed the 'Planact Way'-- and finding out what wisdom we could gather for strengthening the organisation today. The following is a brief reflection on the value of this exercise and some of the key learnings.

Planact started in the pre- 1994 period as a collective, as a way for progressive professionals to make a contribution to the struggle against apartheid and to be a place where people could start to envisage what a post-apartheid society could look like.

It was clear that Planact had faced a number of changes, both internally and externally, since its founding in 1985. It had also been 'home' for a number of different types of people with different motivations and views of the world. Planact in a pre- 1994 period was radically different from Planact in the post- 1994 period. It had started as a collective, as a way for progressive professionals, mainly from the built environment subjects, to make a contribution to the struggle against apartheid and to be a place where people could start to envisage what a post-apartheid society could look like. As a progressive organisation associated with the Mass Democratic Movement, funding streams from outside the country were initially profuse, allowing the organisation to grow a staff of between 30 and 40 members. The grassroots approach of Planact was unstructured and involved creating a series of relationships with communities and getting on-the-ground information about the challenges they were facing, helping them to voice their demands to the then-apartheid authorities and occasionally getting some concessions that would improve the lives of the people. The organisation was then positioned to move quickly into negotiation-mode in the run-up to the first democratic elections, as it assisted various civic structures and SANCO to articulate policy positions meant to address the inequities of the past.

The elections of 1994 signified a new era and there were rapid changes—many Planact staff went into government positions, and foreign funding streams began to move quickly to the government, creating a funding crisis for Planact in 1995 (and precipitating the closure of many other organisations). There was serious divergence of opinion on the place and function of NGOs (then called 'service organisations') in a post-apartheid society, part of the larger debate on whether formations of civil society were still relevant—according to some views, now the



government was supposed to take over where these organisations had left off. This ambivalence towards civil society and NGOs on the part of those in government is still in evidence today. Many communities have, ironically, felt disempowered in the era of democracy, at least partly because of confusion about the role of their organisations in a post-apartheid society. In 1994, Planact 'professionalised' its operations by registering as a Section 21 company, to remain attractive to those donors who were still funding civil society, and also to attract funding from the new government for policy development and capacity-building activities. Planact survived by being able to bring in such contracts to replace the sudden loss in donor funds.

In the post-apartheid period, Planact was intensely involved in policy development on the White Paper for Local Government, which laid the foundation for permanent local government structures in South Africa.

In the post-apartheid period, Planact was intensely involved in policy development on the White Paper for Local Government, which laid the foundation for permanent local government structures in South Africa. Planact's involvement, amongst others, helped ensure the ideas of developmental local government, integrated development planning and participatory approaches to planning were introduced in the White Paper, and these principles also guided Planact's intervention strategy in communities and in its capacity-building work with the fledgling democratically-elected local government structures. Planact was instrumental in developing training material and delivering training programmes for the new councillors, inducting them into an understanding of these concepts and how they were expected to help address the imbalances of apartheid under-development. At the same time, Planact offered similar training at community level, and direct support to building organizations in poor communities that could engage with local government to bring about development in line with community priorities. When ward committees were established by legislation to act as a link between communities and government, Planact also included these structures in its training and capacity-building efforts.

Despite all of these changes, and the different terminology used to describe Planact's programmes in the different periods, there is a surprising amount of continuity in the work it has done, focusing on two main thematic programme areas that remain today—the community-level, human settlement planning focus, and the democracy-building, participatory governance focus. In this, the combination of participatory governance and integrated community development are seen as critical to Planact's mission, with research and advocacy seen as necessary to provide a space for reflection and analysis and achieve some voice or impact in society.

A key principle that has continued to have relevance for Planact has been the commitment to work through direct engagement with 'people on the ground,' stemming from a belief that people can develop the solutions to their developmental challenges. Planact has worked as an intermediary, helping to break down complex information in ways that people can understand, trying to keep community organisations vibrant, relevant, and legitimate in their communities, and trying to

keep government close to the ground as well, through continually reinforcing these values in the training it has undertaken with councillors, officials, and ward committee members. As a result, Planact has remained a place for experimentation, learning by listening and by doing, translating lessons into policy recommendations that insist on flexibility and choice. And Planact as well attempts to adapt to local level needs and expressed aspirations, not trying to impose one kind of model, but making use of tools and models as appropriate to the situation. If anything, that seems to be the 'Planact way.' It is not a neat package, but it is a critical offering to disadvantaged communities working to improve their situation.

In general, this project has affirmed that Planact does have some articulation of common values and an identity, though it has responded to radically different circumstances throughout its history. That is at least one reason why the organisation continues to exist today, although it has not been immune to the difficulties facing civil society—we have a smaller staff and we face the continual challenge of raising funds to sustain the organisation. But the project has also unearthed a healthy degree of controversy over the stance and strategy that the organisation should be adopting in the current environment, characterised by a fair degree of social conflict--due to the serious deprivation still evident in poor communities for whom government has not yet 'delivered' and the debates over some of the key policy positions taken by government that have been less than progressive or pro-poor in nature.

While we have not been able to answer all the questions the exercise has provoked, the value of the project, I think, has been to deepen our perspective on Planact's role and its practice, and to renew our commitment to remain creative and responsive, while we continue to look for good practices and successful ways to create development opportunities that work for the poor. We hope that the various reflections on Planact's work and the development issues in which Planact has been involved, that have been gathered in the course of the project, will help to extend the conversation and the search for alternative solutions to many others that are grappling with similar issues. A collection of articles have been brought together in a manuscript, soon to be launched as a book. We offer it, not as a comprehensive analysis of Planact's entire history, but as an overview of the organisation's experience, with a smattering of interesting stories and ideas by the people who have been associated with Planact over the years, that together creates a narrative that somehow puts the 'Planact Way'-- as in, 'Planact journey'...into perspective.



Financial report

Planact (Association incorporated under Section 21)

Balance sheet
at 31 March 2007

	Note	2007 R	2006 R
Assets			
Non-current assets			
Equipment	3	50 281	29,133
Current assets		2 323 724	1 886 505
Trade and other receivables		181 061	368 589
Cash and cash equivalents	4	2 142 663	1 517 916
Total assets		2 374 005	1 915 638
Equity and liabilities			
Capital and reserves		1 105 049	1 024 427
Operating funds		251 162	219 558
Growth and development fund		655 362	630 882
Retrenchment reserve		198 525	173 987
Current liabilities		1 268 956	891 211
Trade and other payables		140 943	232 896
Deferred grant income	5	1 128 013	658 315
Total equity and liabilities		2 374 005	1 915 638

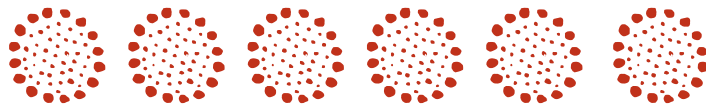
Planact (Association incorporated under Section 21)

Detailed Income Statement

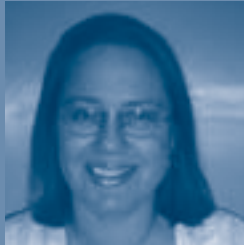
for the year ended 31 March 2007

	2007 R	2006 R
Gross revenue	3 815 309	3 654 541
Grants received	2 108 449	1 328 057
Training, facilitation and research	1 705 048	2 324 839
Sundry income	1 812	1 645
Other income	99 445	36 373
Interest received	99 445	36 373
Surplus on disposal of equipment	-	7 242
Total income	3 914 754	3 698 156
Expenditure	3 858 670	4 039 541
Accounting fees	990	594
Administration costs	2 222	1 554
Advertising and publicity	33 793	10 024
Affiliation fees	848	1 252
Annual report	28 119	24 169
Auditors remuneration	30 860	25 650
Bank charges	13 197	15 139
Computer expenses	54 466	36 246
Consultants' fees	504 593	335 268
Conferences, meetings and workshops	159 968	219 414
Grants not received	-	157 230
Depreciation	25 438	22 444
Director's emoluments	340 431	327 081
Grant not received - USN/European Union	-	157 230
Group life insurance	45 469	49 887
Insurance	44 364	45 928
Lease rentals	210 560	177 442
Legal fees	11 013	43 494
Materials development and printing	292 356	168 136
Monitoring and evaluations	28 374	44 369
RSC levies	1 757	9 267
Repairs and maintenance	7 664	7 493
Salaries	1 674 914	1 965 944
Self development	46 281	36 875
Stationery, postage and photocopying	28 579	38 492
Subscriptions	2 309	1 031
Telephone, fax and e-mail	27 709	23 616
Travel	242 396	251 502
Surplus / (deficit) for the year	56 084	(341 385)

The full auditor's report is available at Planact's offices



Staff and board members



Becky Himlin
Executive Director



Jackie Lamola
Board Chairperson



Spiro Paxinos
Financial Manager



Shumani Luruli
Senior Project Officer



Mike Makwela
Local Governance
Programme
Coordinator



Mary Moloisane
Receptionist



Hermine Engel
Programme Manager



Malachia Mathoho
Researcher



Tshidi Morotolo
Administrative Officer



Junior Ramoloto
Service Officer



Gwashi Manavhela
Community
Development
Programme
Coordinator

Board Members:

Mokhethi Moshoeshe, Blake Mosely-Lefatola, Marie Huchzermeyer, Matome Gaffane, Mohamed Motala, Thomas Mogale, Stephen Berrisford, Colleen Robinson (resigned September 2007)

Donors



Cordaid and its partners are actively working for change to realize a just society

**Katholische Zentralstelle
für Entwicklungshilfe e.V.**



Urban LandMark
making urban land use key work for the future

FORD FOUNDATION



Reefocus Canada
Aide internationale



Canadian International
Development Agency

Agence canadienne de
développement international



Contact Details:

209 Smit Street, 15th floor, Braamfontein

Tel: +27 (0)11 403-6291 Fax: +27 (0)11 403 6982

E-mail: info@planact.org.za Web page: www.planact.org.za

