

2007/2008  
**Planact**  
Annual Report



planact



## 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](mailto:info@planact.org.za) Web page: [www.planact.org.za](http://www.planact.org.za)

# Table of contents

|   |    |
|---|----|
| A message from the chairperson .....                                    | 2  |
| Executive director's report.....  | 4  |
| Programme manager's report .....  | 12 |
| Introduction.....   | 12 |
| Community Development and Empowerment .....                             | 13 |
| Sustainable Human Settlements .....                                     | 13 |
| Sustainable Livelihoods .....   | 14 |
| HIV and AIDS Community-Based Support.....                               | 15 |
| Organisational Capacity Development .....                               | 16 |
| Capacity building for participatory local governance .....              | 17 |
| Ward committee governance training .....                                | 17 |
| Legacy of 2010 World Cup—enhancing public participation in Orlando..... | 17 |
| Civic education on IDPs and governance .....                            | 18 |
| Research and Evaluation.....  | 19 |
| Evaluation of Joburg Connections HIV and AIDS project .....             | 19 |
| Research on Land Management and Democratic Governance .....             | 20 |
| Research on the State of Civil Society .....                            | 20 |
| Policy Analysis and Advocacy .....                                      | 21 |
| Community-based advocacy on land and housing rights .....               | 21 |
| Input on housing policy.....  | 21 |
| Local and international networking and advocacy opportunities.....      | 22 |
| Perspectives.....   | 24 |
| People's Housing Process: Enhanced! .....                               | 24 |
| Civil society organizations in South Africa: A focus on capacity .....  | 27 |
| Financials .....  | 34 |
| Staff and Board members .....   | 36 |



# A message from the chairperson

The realization of democracy and development for a lot of our people is a daily struggle. Until the level of empowerment is escalated for those communities whose reliance is on state resources, democracy and development will remain the luxury debate topic on the lips of those who know its meaning but cannot be bothered to translate it for those who are grappling with its intention. For organizations such as Planact, our commitment is to enhance the ability of communities to articulate and be proactive participants in their own development irrespective of what seems to be an insurmountable mountain of despair and poverty.

The realization of democracy and development  
for a lot of our people is a daily struggle.

Our programmes have endeavoured during this year to raise that community voice louder. The issues of land and space for poor people within our cities was heard when community members advocated for progressive land management practices and shared their experiences with each other and relevant government, academic and civil society bodies. The issue of participatory governance has given communities hope in determining their future but it gets sustained if efforts are put to research its impact and improve systems in place so that it does not remain just a textbook involvement. Continued community capacitation for all involved to understand their roles in development, reminds us as Planact that our work is still needed.



## A message from the chairperson

Advocacy and policy inputs characterize Planact's work over the years. Because we are at the coal face of interaction with beneficiary communities, we are able to translate their experiences into formidable policy suggestions in making a better life for them. Our work within the PHP processes will soar to greater heights as we implore government to further test the strategy and empower people in owning the process in meeting their shelter needs. Our focus has also been to provide integrated development solutions that seek to address the scourge of HIV/AIDS, rampant unemployment and poverty through food gardens and co-operative means of addressing these social problems.

Our efforts are enhanced by the continued funding we receive from our donors 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, you are a valuable partner to us in this field of development.

**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.**

I wish to extend my gratitude to the Board of Planact, new and resigned, and staff who have sacrificed their time and skills to make sure that this year is successful. May I wish them renewed strength for the coming year and more victories in our endeavor to deliver a capacitated civil society that will enhance good governance at a local level and improve people's habitable environments in ways that consciously alleviate poverty.

**Jackie Lamola**  
**CHAIRPERSON**





# Executive director's report

## Barriers to Sustainable Human Settlements

Recently, UN-Habitat revealed the alarming state of inequality in many of the world's cities in its *State of World Cities 2008/2009* report. Disturbingly, South African cities were found to be the most unequal in the world. The report states that <sup>1</sup>

“South Africa stands out as a country that has yet to break out of an economic and political model that concentrates resources, although the adoption of redistributive strategies and policies in recent years have reduced inequalities slightly.”<sup>1</sup>

Justifying the focus on urban inequality, the report states that “...the evidence suggests that the benefits of economic growth are not realized in societies experiencing extremely high levels of inequality and poverty. Societies that

---

<sup>1</sup> [www.unhabitat.org/](http://www.unhabitat.org/) UN-Habitat Unveils 'State of the World's Cities' report. 23 October, 2008.

have low levels of inequality are more effective in reducing poverty levels than those that are highly unequal.”

The theme for World Habitat Day this year was “Harmonious Cities,” but the report points out that inequality undermines the possibility of achieving greater harmony:

“A society simply cannot claim to be harmonious if large portions of its population are deprived of basic needs while others live in opulence. A city cannot be harmonious if some groups concentrate resources and opportunities while others remain impoverished and deprived. Income inequalities not only threaten the harmony of cities, but also put the harmony and stability of countries at risk, as they create social and political fractures within society that threaten to develop into social unrest or full-blown conflicts. .... The demands for narrowing social distance are in fact demands for social inclusion, social mobility and equal opportunities; in short they are demands for human dignity.”

While inequality is certainly not a new phenomenon in South Africa, where apartheid under-development perpetuated the most severe form of inequality for decades, it certainly is a concern that a democratic South Africa has yet to show greater progress in transforming the lives of the urban poor. UN-HABITAT’s analysis of 28 developing countries, however, shows that it is possible to reduce inequality while enjoying positive economic growth, with nearly half of these countries managing to achieve this since the 1980s. Renewed attention to the issue, and to learning from such examples seems warranted.

Planact has attempted to contribute to an understanding of some of the major constraints affecting some of Johannesburg’s poorest inhabitants through a Ford-funded study on Land Management and Democratic Governance, completed within the year under review and successfully launched in February 2008. The study, in cooperation with Wits University’s School of Architecture and Planning: the Centre for Urban and Built Environment Studies (CUBES), sought to explore concerns about participatory democracy in the context of one of the key constraints in developing sustainable human settlements—access, development and management of land resources. Through a case study approach involving an examination of the land management processes evident in five very different settlements or neighborhoods within the City of Johannesburg, the research sought to examine the question: What might a land management system look like that takes seriously questions of inclusive citizenship, rights to land, and social vulnerability? Importantly, the research involved a look at how private sector investment has been enabled in different areas in the city, which is perceived to have an exclusionary effect on opportunities for the poor. The research highlighted conflicts amongst tiers of government, and different departments within the same municipal structure that appeared to be working at cross-purposes from one another, resulting in a fragmented approach to utilising land to achieve developmental outcomes for the poor. While the research focused on Johannesburg in particular, a review of issues affecting land management in four other cities was also commissioned as part of the study, and many of the same concerns were evident.

Fundamentally, the study profiled the extent to which the poor felt excluded from decision-making processes directly affecting their livelihoods and access to the city. Many did not have the basic information on which to have a dialogue with decision makers on the future of their settlements and were only occasionally exposed to plans of the city, which



interactions were characterised in these ways:

- "We do not have enough information at our disposal about when and how these meetings are happening. We need education to help us understand what we have to do in the situations about community development. We need to be invited to these meetings so that we can participate, but it is not happening, this is my first time to be in a meeting where we are discussing land issues."
- "We feel unimportant as the government does not consult us in the planning process in our area. They come to us with a ready-made plan which is also non-negotiable. We therefore feel it's also useless to make inputs if we are asked to do so."

Significantly, the way in which development takes place could be as important or more important than the physical investment itself, which is why the issues of land management and democratic governance were linked in our study.

In fact, strategies on the part of local government to promote public participation do exist—from ward committee structures and representation through a ward councillor on the City Council, to public meetings for getting input on the city's Integrated Development Plan and occasional large-scale 'indabas' bringing together invited stakeholder groups on various issues. However, at issue is whether and how participation by the poor can actually influence the development that takes place, and ultimately influence the policies of the government that promote pro-poor developmental approaches.

Significantly, the way in which development takes place could be as important or more important than the physical investment itself, which is why the issues of land management and democratic governance were linked in our study. The 'process' and 'product' are integrally intertwined, and the goal of a developmental state is by definition not only to provide 'services' or material benefits to the poor, but also contribute to the development of capacity and skills that will enable the poor to gain more agency and ability to make choices that will continue to provide benefits to their lives and the life of the community in the future.

Demonstrating the ability of an organised community to surmount barriers to accessing land, the Muldersdrift Home Trust Foundation has finally achieved a landmark victory with approval for the first 150 units of its planned settlement in Mogale City, north of Johannesburg. On the 11<sup>th</sup> of October the community celebrated this achievement, and Planact's address, delivered by Mike Makwela, centred around the critical factors that had contributed to the MHTF success, such as having an informed, organised community, a leadership with commitment and vision, and the ability to form partnerships and alliances that can assist the organisation to reach its goals. The MHTF has helped to inspire





various other communities through learning and networking events that Planact has organised over the last several years. The continued determination of the MHTF is sure to result in the realisation their vision at long last.

## New policies to improve access to land by the poor

New policy developments within the City of Johannesburg and also within the National Department of Housing and Department of Land Affairs could have major implications in terms of creating greater opportunity for the urban poor by developing more opportunities to access land and upgrade informal settlements.

The City of Johannesburg has announced it will set up a new Informal Settlement Unit in order to implement a new policy on regularising informal settlements that will give occupancy rights to residents of at least 60 settlements initially identified as possible to upgrade.<sup>2</sup> A new zoning tool, "Special for Transitional Residential Settlements," will clear the way for the eventual upgrading of the settlement, while the occupancy rights will be secured through a provision of the Development Facilitation Act 1995. This is a major step that has the potential to benefit tens of thousands of households within the next two years, and stems from the recognition that the dominant low-cost housing delivery methods cannot keep pace with the demand. The city hopes it can establish a 'best practice' approach that other cities can also learn from.

This new approach is consistent with the call for 'land first' expressed by Ronald Eglin of the NGO Afesis-Corplan in an article in which he states: "The promotion of access to well-located , affordable and secure land for residential development is a catalytic-type intervention that will unlock a host of future development efforts. Once people have land, they have a place on which to live, and from which to access urban opportunities."<sup>3</sup>

A natural progression from securing tenure rights in informal settlements could be the implementation of the new Enhanced People's Housing Process (e-PHP). Planact, together with a number of NGOs with experience in implementing the PHP have been advocating for a new policy framework that would address the difficulties experienced

---

<sup>2</sup> [www.joburg.org.za](http://www.joburg.org.za). Davie, Lucille; Regularising Informal Settlements; 15 August, 2008.

<sup>3</sup> [www.sangonet.org.za](http://www.sangonet.org.za). Eglin, Ronald; *Land First: an Innovative Strategy to Accelerate Housing Delivery*. 3 September, 2008.

in the previous programme (*see article, page 24*). A new policy was approved in July 2008 which will provide real opportunity for communities to be centrally involved in decision-making and implementation of housing upgrading processes. Planact will work to educate communities about the opportunity that the e-PHP provides, and hopes to be involved in some lead projects under the new policy.

Other major initiatives being introduced include the Land Acquisition for Sustainable Settlements grant programme of the Department of Land Affairs, to be made available to municipalities in order to secure land targeted for settlement by the poor. The Department of Housing is also set to launch its Housing Development Agency, that is envisaged to intervene in the land acquisition arena as well.

It is important, in the context of these new developments, that the affected communities do not get lost in the shuffle, that they become informed and begin to engage with the opportunities that may be available. A concern remains that the Informal Settlement In-situ Upgrading Programme has yet to be implemented as per policy intentions and that communities may suffer under too-zealous informal settlement eradication imperatives unless communities are involved in coming up with appropriate alternatives. Communities are urged to become involved in understanding and influencing the housing sector plans of each municipality's Integrated Development Plan, which more and more should be at the centre of government's efforts to create sustainable human settlements.

## Facilitating Participatory Processes

Of note, during the year under review Planact has engaged in various activities to support people-centred approaches to development. Two initiatives stand out as innovations in this arena—the Organisational Workshop methodology utilized in a project in Bokfontein, and a process in Orlando in which Planact is facilitating a multi-stakeholder approach to the 2010-inspired development initiatives in that community.

Planact was given an opportunity to participate in an innovative project in Bokfontein (within Madibeng Municipality) under the auspices of the Office of the Presidency, and led by the consultancy Activity Africa. Planact's community development coordinator

**[VOSLOORUS FOOD GARDENING PROJECT:  
Rethabile Cooperative and Masizakhe HBC.]**





participated in an intensive training in "Organisational Workshop" methodology and was incorporated into the team implementing the project. During an intensive 6-week period, 114 community members were involved full-time in developing and implementing projects in their settlement, supplemented by lectures in organisational theory and practice and skills development training. In addition to the very real community empowerment, other important achievements of the project were to finally get the municipality involved in the community, which they had virtually neglected for many years, and for other government services (such as a mobile clinic) to resume. Bokfontein was highlighted in the media for the notable absence of xenophobic violence, despite having approximately half of its residents as foreign nationals, a tribute to the community cohesion that has been developed. A 'Right to Work' programme funded by the Department of Public Works is being implemented to continue some of the community projects initiated.

It is important, in the context of these new developments, that the affected communities do not get lost in the shuffle, that they become informed and begin to engage with the opportunities that may be available.

Planact's involvement in Orlando stems from a request by the councilor of Orlando in 2007 to investigate ways in which the community of Orlando could be assisted to be involved in developing effective and successful plans for Orlando's development, coinciding with the 2010 Soccer World Cup development initiatives. The current challenges facing Orlando include high unemployment, crime, housing, illiteracy, HIV/AIDS and poverty. It is important that the community is poised to utilize development opportunities that will benefit them directly and leave a lasting legacy in Orlando. Planact is involved in facilitating training workshops for community leaders and municipal officials to ensure a better understanding of spatial planning concepts, the IDP, and community based planning as well as supporting community-led task teams to develop specific planning proposals to ensure that community needs are identified in the ward based plans and are captured and reflected in the 2010 World Cup-related development initiatives and the IDP of the municipality.

Also of interest in the realm of participation in development, has been the community-based food gardening/HIV initiative in Vosloorus. The Rethabile Cooperative and Masizakhe Home-Based Care organisations have collaborated on this urban agriculture project, supported through funding from the NDA and project management support from Planact. While accessing land proved to be a difficult challenge, an agreement with Ekurhuleni Municipality to utilize land for the duration of the project was ultimately obtained, and a successful first growing season enabled greater food security for project participants and families battling HIV and AIDS in the community. As in most collaborative initiatives, tensions have arisen over allocation of responsibilities and decision-making, but all parties have remained committed to working through disputes and adhering to resolutions arrived at.

For Planact, participatory interventions such as these are important experiences to improve its own development practice, but also to document and contribute to an awareness amongst policy makers and practitioners of the significance of participation and the conditions that make for better outcomes. It is clear that an investment is being made, quite intentionally, on the part of the government through a number of programmatic initiatives to achieve better living conditions for its citizens. It is therefore critical to know how best to ensure this investment can be made to support a better quality of life and a healthy democracy. We have therefore conceptualized a research project, to take place over the coming year, that would examine the assumptions and underlying value systems that characterise participation in development, to find out what needs to be in place for participatory approaches to take root, and to determine the differences, if any, that the various approaches make in achieving developmental outcomes for the poor. In our view, this kind of deeper exploration is too often missing from the discourse on development in South Africa.

Planact is well-placed to ensure that the impact of this study will be felt beyond the publication of a report on its results, in particular because our own practice will be influenced and enhanced by what we learn. We expect that it will provide a useful basis for training new development practitioners as well, and we plan to use it in our own training initiatives in communities, and in the process of networking with other NGOs, planning development interventions with government, and so on.

## Finances and Fundraising

Planact raised R 4,021,151 and expended R 4,111,995, leaving an operating deficit for the year of R 90,844. This is a relatively small deficit and is able to be absorbed by the reserves, which now stand at R 1,072,075.

Unfortunately, the second tranche of a contracted grant with CIDAWas withheld, contributing to the deficit. However, Planact received a back-payment from the Urban Sector Network for work done related to a European Union grant that officially closed in 2005, after the EU finally released the relevant funds in late 2007. This enabled the organization to come close to breaking even for the year. The situation does serve to highlight the precarious position NGOs can be placed in due to the often-inaccessible decision-making procedures and bureaucratic processes of donor organisations.

Planact raised over R 3.1 million through donor funding, an increase of more than R 1 million over the previous year. Short-term training and research projects contributed R 743,156 in income, notably through the continuation of a municipal governance training programme in partnership with Research Triangle Institute and VNG International, and a research project in partnership with the Community Agency for Social Enquiry (C.A.S.E.) for the National Development Agency.

Full staffing was achieved by the beginning of the year, and no turnover was experienced during the year; thus expenditure on salaries increased R 350,000 over the previous year to the fully-budgeted amount.



Many thanks to our core donors: Cordaid, Katholische Zentralstelle Fur Entwicklungshilfe (KZE), and the Charles Stewart Mott Foundation. Without this support, Planact could not continue to offer quality social facilitation, training and development support to local communities. We'd like to thank the Ford Foundation, the NDA and CIDA for funding specific research and development initiatives, and Rooftops Canada for contributing a technical advisor for a six-month period.

I would like to thank all staff, volunteers, and our dedicated Board, all of whom have contributed to Planact's continued sustainability towards the fulfillment of our mission!

**Becky Himlin**

**EXECUTIVE DIRECTOR, PLANACT**





# Programme manager's report

## Introduction

Our work during this period was largely enhanced by a very successful strategic planning session where project staff were able to reflect on Planact's work approach, methodology and ways of learning. This was done by revisiting and sharing thoughts on the development philosophy and theory guiding our work and by drawing insights from current practice and past experience in order to generate a guiding framework with which to plan and implement our projects more effectively and to strengthen the organization.

This exercise helped us to re-emphasise the particular development philosophy guiding Planact's work which is about promoting a participatory democracy where people are supported to actively participate in their own development as individuals and communities. We work within a process model approach which entails working from an understanding that the future is emergent which means that our work plans emerge from engaging with people through a participatory process from the start of any relationship. As Planact, our role is to bring in knowledge and resources to knit an institutional framework that enables people to act on their own behalf. Planact's role is also to encourage communities to interact with new models and ways of thinking about community organizing for development within the current national, local and grassroots political contexts. We work within the realization that effective advocacy strategies are necessary towards better realization of the goals of the communities we work with and



Planact's overall goals as an organization. Networking between communities and with other organizations and institutions is a key resource in strengthening our advocacy strategies. To ensure that we continue to work within the particular value perspectives and goals as set by the organization, we have developed specific learning rituals to monitor our work more effectively and to design appropriate action plans as required.

As Planact, our role is to bring in knowledge and resources to knit an institutional framework that enables people to act on their own behalf.

Working more consciously within our defined development philosophy and specific approach, this reporting period has seen many positive achievements, as well as challenges including valuable learning opportunities which we are pleased to share with you in this report.

## 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's community development programme coordinator has been involved in intensive training and implementation of the "organizational workshop" methodology through a partnership with the development consultancy, Activity Afrika. The implementation has involved training and technical support to community members in the informal settlement community of Bokfontein to build the capacity of 114 participating community members to

**[TEAM MEMBERS AT  
WORK IN BOKFONTEIN]**



improve their living conditions through skills development and job creation opportunities. The inhabitants of this informal settlement initially came from two communities living on private property in Broederstroom and Schoemansville where they had experienced exploitation and evictions. The Madibeng Local Municipality then supported the community to relocate to land made available in Bokfontein. To support development initiatives by the community, the organization workshop project was made possible through funding from the Office of the Presidency. This was further enhanced through the Right to Work Scheme of the Department of Public Works which is focused on supporting economic activity in various communities.

Planact has continued to engage in significant efforts in the areas of research and advocacy on access to land and improvements to the PHP process (reported below).

Planact has also been involved in exploring possible housing and informal settlement upgrading projects with the Alexandra Renewal Project (ARP) and Ekurhuleni Metropolitan Municipality's Upgrading for Growth Programme.

### Sustainable Livelihoods

Considerable progress has been made in terms of the food gardening project in Vosloorus involving the Rethabile Cooperative and Masizakhe Home Based Care local groups. Through Planact's support, Ekurhuleni Municipality approved a lease agreement for a two year period for the use of a parcel of land in close proximity to the previous Housing Support Centre in Vosloorus. The National Development Agency (NDA) conducted a satisfactory site visit and approved continued financial support for the project. In relation to these positive developments, during the reporting period the project progressed in terms of convening an Annual General Meeting to elect a new leadership committee in July 2007. Since then gardening tools have been purchased, cultivation has proceeded and vegetables have been produced. Families in the community affected by HIV and AIDS have been identified to receive a portion of the vegetables grown. Planact has also provided technical support for cooperative members to participate in food gardening training facilitated by Greenhouse through a training course on Organic Farming and Herbs, and training provided by the Department of Labour to cooperatives, as well as general support to the activities of the Rethabile Co-operative members and Masizake Home Based Care workers.

#### **[PRODUCE DISTRIBUTED TO COOP MEMBERS AND HIV AND AIDS AFFECTED FAMILIES]**



Through the Joburg Connections HIV / AIDS project in partnership with the City of Joburg and the Medical Research Council, support was provided for the formation of the Phumulela Worker Cooperative in Sol Plaatjies in June 2007. Progress to date includes the identification of land for food gardening and the start of cultivation of vegetables as of August 2007. The cooperative was registered with CIPRO (Companies and Intellectual Property Registration Office, Department of Trade and Industry) in September but certification still has to be received. Continuing activities include food gardening training, education around cooperatives, negotiations for available land use, as well as discussions for using the cooperative as another platform for education and support around HIV and AIDS issues. Two cooperative members attended HIV and AIDS training conducted by HIVSA. The City's Department of Human Development provided an opportunity for some members to be trained on financial management.

Through the organizational workshop project in Bokfontein, community members have been encouraged and supported to engage in local economic initiatives to improve their living conditions. Brick-making, road construction and food gardening are some of the projects initiated.

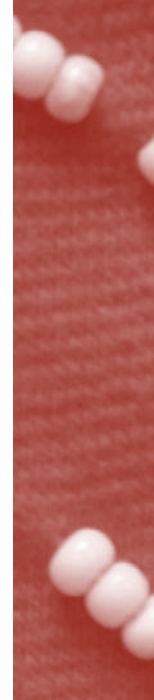
### **HIV and AIDS Community-Based Support**

Planact's involvement in the Joburg Connections Project in partnership with the City of Joburg and the Medical Research Council has continued to support community-based HIV and AIDS strategies in Ivory Park and Sol Plaatjies. This initiative, intended to strengthen the impact of the City's Jozi Ihlomile project, in which the city set up pilot projects in six informal settlements, has made the following progress:

In Ivory Park, the project received positive responses from the local ward councillor and ward committee of ward 79 indicating their support of the HIV and AIDS initiatives. The planned sustainable livelihoods assessment was successfully conducted in June 2007 drawing on the involvement of Jozi Ihlomile volunteers trained specifically for this purpose.

Activities have continued to progress in Sol Plaatjies. An exchange visit of volunteers and Phumelela cooperative members in Sol Plaatjies to Munsieville in August 2007 provided an opportunity to learn from their food gardening and handicraft projects. Assistance has also been provided to some volunteers towards establishing a non-profit organization focusing on HIV and AIDS, particularly in the event that the City's Jozi Ihlomile programme comes to an end.

In both Sol Plaatjies and Ivory Park, sessions were held with Jozi Ihlomile volunteers to identify their training needs towards developing a more effective and revised training programme. Volunteers in both communities also participated in an extensive training programme facilitated by CARE (Community Aids Response) covering topics of HIV and AIDS awareness education, Communication, Wellness, and Gender and Sexuality. Together with Phumelela cooperative members in Sol Plaatjies, volunteers from both areas also participated in a training programme by HIVSA focusing on HIV and AIDS to enhance their knowledge and ability to impart information to the community and other volunteers in both sites. In Ivory Park, volunteers attended a training of trainers workshop facilitated by Planact and also attended a support group facilitation training workshop. Based on this training the trainees have started to train other volunteers and







**[SOL PLAATJIE CHOIR CREATES  
AWARENESS OF HIV AND AIDS.]**

cooperative members on the HIVSA modules presented. Mentoring support was provided by Planact staff for the trained “champions” to roll out HIVSA training modules. Planact also facilitated a workshop for Jozi Ihlomile project managers and NGO members to evaluate the programme and to discuss the possibility of establishing a project managers’ forum which would enable them to share difficulties and lessons as they continue the project.

During this period, the Joburg Connections project was being completed with a close out strategy including additional skills development training, project managers’ meetings and a comprehensive evaluation by the Medical Research Council and Planact staff. The project has made an impact in terms of supporting the volunteers directly and achieving greater community involvement; however, Planact feels the project required more time to maximise its impact, and will investigate opportunities to extend the intervention.

**Planact has continued to support the Masizakhe Home-Based Care Project in Vosloorus in its mission of assisting families affected by HIV and AIDS.**

### **Organisational Capacity Development**

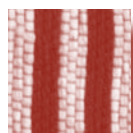
Rethabile Cooperative and Masizakhe Home Based Care groups involved in the joint food gardening project in Vosloorus have attended training workshops on bookkeeping and financial management, facilitated by Planact. Planact continues to provide ongoing organizational development support to these groups to solidify their governance systems and working arrangements.

Through the HIV and AIDS Joburg Connections project, volunteers in Ivory Park and Sol Plaatjies were supported with organizational development training to develop a business plan and an organizational profile. Assistance was further provided in the form of finalizing NPO registration processes and composing a draft business plan.

Planact’s community has been involved in implementation of the “organizational workshop” training and support methodology in Bokfontein in partnership with the consultancy, Activity Afrika. Facilitated learning on the theory and practice of organizational development provides the framework for the intervention.

## 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.



### Ward committee governance training

This period saw the completion and further extension of the USAID-funded Local Government Support Program (LGSP) which included public participation training workshops for ward committee members as well as training of trainers (ToT) workshops and assessments of trainers. A total of 230 ward committee members received training facilitated by ten new trainers with Planact's support in mentoring them 'on-the-job.' Training and support was provided in Xhariep District (Letsemeng municipality); Westrand District (Mogale City Municipality); Westonaria Local Municipality; and in Randfontein District. A further extension of the LGSP was granted for 2008 which involved training of trainers workshops for 56 trainers in the municipalities of Tsantsabane, Moretele, Cederberg, Buffalo City, and Kwa Dukuza.

Despite submitting all documentation requested in connection with our application for accreditation from the Local Government Skills and Training Authority (LG-SETA), Planact is still awaiting action on the application by the LG-SETA.

### Legacy of 2010 World Cup—enhancing public participation in Orlando

As part of the 2010 World Cup development initiatives in South Africa, Planact was approached by Councillor Ruby Mathang of Orlando in Soweto for assistance to ensure and enhance public participation by his constituents in these development initiatives. A concept document was submitted to the councillor, which led to a workshop with 54 community leaders to explore their initial development needs for the community as well as their ideas for public participation in the 2010 developments. This meeting indicated their support for a project involving Planact to facilitate Orlando's public participation process. Through this process the community hopes to achieve economic benefit from the 2010 developments for the people of Orlando which would also serve to recognize and link informal and formal business sectors. The community has identified skills development, job creation, safety and security, and heritage development as key focus areas for further development particularly also targeting youth and women for involvement in development initiatives. A strong call was made by community members for access to information about planned developments for the community as well as community participation in these plans and future planning. Various follow up meetings have taken place with Councillor Mathang and a task team has been established to explore various project initiatives and funding possibilities.



**[GOVERNANCE TRAINING REINFORCES  
DEMOCRATIC IDEALS.]**

### **Civic education on IDPs and governance**

A successful Integrated Development Planning (IDP) learning workshop was held in August 2007 as part of the Good Governance Learning Network's (GGLN) regional learning events. The objectives of the event were to provide communities with opportunities to share their experiences of participation in the IDP process, to identify challenges, to provide information on legislation underpinning IDP process, and to share recommendations on what an "ideal IDP process" should look like. Forty-two participants attended the workshop including community members from Thembelihle, Muldersdrift, Ivory Park, Zandspruit, Protea South, Diepsloot, Vosloorus and Sol Plaatjies. A ward councilor, city official and representatives from GGLN and the SA Cities Network also attended.

**This meeting indicated their support for a project  
involving Planact to facilitate Orlando's public  
participation process.**

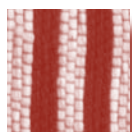
Various community-based workshops on governance issues were held during the reporting period in Vosloorus, Ivory Park, Sol Plaatjies, Protea South, and in Midrand. Approximately 190 community members participated in these workshops including members of ward committees; youth forums; community forums; CBOs and social movements such as the Landless People's Movement. The content covered included a focus on how local government works; Integrated Development Planning (IDP); Key Performance Indicators (KPI) for monitoring local government; and training facilitation. Participants welcomed the training which provided an opportunity to share their problems in relation to the local government structures as well as to provide possible solutions to problems identified and to develop new ideas.

During this reporting period, Planact was invited to engage with the City of Johannesburg's Department of Development Planning to investigate possible collaboration on assisting communities to participate in planning and development.



## Research and Evaluation

**Objective:** To improve our intervention strategies and contribute to a continuous learning process within our communities, our staff, and within the broader networks to which Planact is affiliated.



### Evaluation of Joburg Connections HIV and AIDS project

Together with the Medical Research Council (MRC), Planact has been involved in the evaluation of the Joburg Connections HIV and AIDS project in Sol Plaatjies and Ivory Park. The evaluation involved a review of existing project documentation, and interviews and focus group discussions with volunteers, cooperative members, Planact staff, and City of Johannesburg officials. In addition, volunteers and cooperative members in Sol Plaatjies were also engaged in a participatory photo project facilitated by the Market Photo Workshop (MPW) to visually document experiences in the community particularly challenges experienced. The comprehensive evaluation highlighted the following recommendations:

- Provision of capacity building and psychosocial support and ongoing career development to the Jozi Ihlomile volunteers and other local level actors is essential;
- An integrated development approach is key to working in informal settlements;
- Work in informal settlements is challenging and needs sustained interventions;
- These interventions should best be provided by the municipal departments through mainstreamed activities, co-ordinated by a skilled municipal facilitator and drawing on support of development agencies, CBOs and NGOs;
- HIV and AIDS acts as an effective entry strategy to achieve developmental outcomes in informal settlements; and
- Programmes such as Joburg Connections require time to set up given the lack of community structures and the integrated approach required to reach the level of maturity needed to achieve desired developmental outcomes.

**[SOL PLAATJIE COMMUNITY EXHIBITS  
DOCUMENTARY PHOTO PROJECT.]**



## Research on Land Management and Democratic Governance

The research project focusing on Land Management and Democratic Governance in the City of Johannesburg, conducted in partnership with the University of the Witwatersrand (CUBES), has been successfully completed including the production of a comprehensive report; summary pamphlet; and synthesis report (Reports available on our website). A dissemination workshop was held in February 2008 and was followed by a workshop specifically for community members to share and discuss the key research findings and recommendations. The report's recommendations included the following:

- All policies and institutional arrangements that influence land management practices at all spheres of government should be reviewed;
- All land use planning at municipal level should be integrated to focus on settlement planning;
- Well-located land needs to be released for the utilisation of the poor from state-owned entities, parastatals and the private sector;
- Mixed-use zoning should be promoted, and higher densities achieved to make best use of available land resources;
- Survival strategies of the poor (such as renting, food gardening, home businesses) should be supported
- Households and individuals entering 'formal' systems require support.
- Participatory processes must be developed whereby all land users and owners can directly influence the shape and nature of land management systems and how they are implemented. Decision-making must be open and transparent.

## Research on the State of Civil Society

This reporting period also saw the completion of a research project commissioned by the National Development Agency (NDA) to conduct an audit of the state of civil society in South Africa. Planact, together with CASE (as lead partner) and Afrika Skills Development formed a consortium and was awarded the tender for this three month research study project. The project involved developing a comprehensive database of civil society organizations, a qualitative analysis of the state of civil society as related to capacity and



internal governance issues, and providing guidelines in terms of a grading system for civil society organizations in South Africa. A final report was submitted to the NDA in February 2008 which also included recommendations to address ways in which the capacity of civil society in South Africa could be improved through the support of institutions such as the NDA. Please see the article on page 27 which details some of the key findings and recommendations of the study.

## Policy Analysis and Advocacy

**Objective:** To impact government policy in the interests of poor, disadvantaged sectors of the population, through direct engagement with policy making processes at local, provincial and national levels, and contributing results of relevant research to decision-makers.

### Community-based advocacy on land and housing rights

Planact organized a follow-up to the Right to the City workshop held in December 2006. In July 2007, a dissemination workshop was successfully held with community leaders from Muldersdrift, Zandspruit; Zevenfontein; Diepsloot; Protea South; Thembelihle; and Sol Plaatjies. Planact staff presented the outcomes of the previous workshop, and distributed a DVD with the workshop proceedings and pamphlet with workshop outcomes for representatives to share in their respective communities. The workshop also provided an opportunity for community members to provide an update on the situations in their communities with regards to land rights and to look at ways to carry forward advocacy strategies.

Together with the Muldersdrift community, Planact organized an event in Muldersdrift on 26 January 2008 in support of the Global Day of Action for Housing Rights - an initiative of Habitat International Coalition (HIC) and the World Social Forum. The local event focused on the theme: "Space for the Poor in the City". Approximately 150 community members attended from Muldersdrift, Diepsloot, Kliptown, Ivory Park, Sol Plaatjies, and Thembelihle.







**[LEARNING EVENTS TARGET INFORMAL  
SETTLEMENT RESIDENTS.]**

Planact facilitated the participation of community members from Ivory Park and Vosloorus in a national consultation process to review the PHP policy, since they had experience in implementing the People's Housing Policy (PHP) in their respective communities.

### **Input on housing policy**

Planact continues to engage in various attempts to contribute to more progressive approaches to the housing strategy. We have continued to interact with other NGOs forming a reference group to advocate for changes to the PHP policy. The reference group has been in discussion with government officials in the National Department of Housing to follow-up on recommendations made to provide input into a new policy – the Enhanced People's Housing Policy (ePHP).

As a result of our direct experience in the PHP, Planact was also invited to participate in meetings hosted by the National Department of Housing including the PHP review workshop and the Gauteng Consultative PHP Sector meeting to provide input into the close-out report of the People's Housing Policy Trust (PHPT).

Planact also submitted comment on the proposed Housing Development Agency Bill in February 2008.

### **Local and international networking and advocacy opportunities**

As a member of the Good Governance Learning Network (GGLN), Planact continues to engage directly on issues of public participation and governance. Through this forum, we were able to provide input on the **dplg** review of the legislation affecting local government and we have also engaged in a civil society review of local government, an initiative of the GGLN. This initiative resulted in a comprehensive report, *"Local Democracy in Action: A Civil Society Perspective on Local Governance in South Africa"* launched in May 2008.

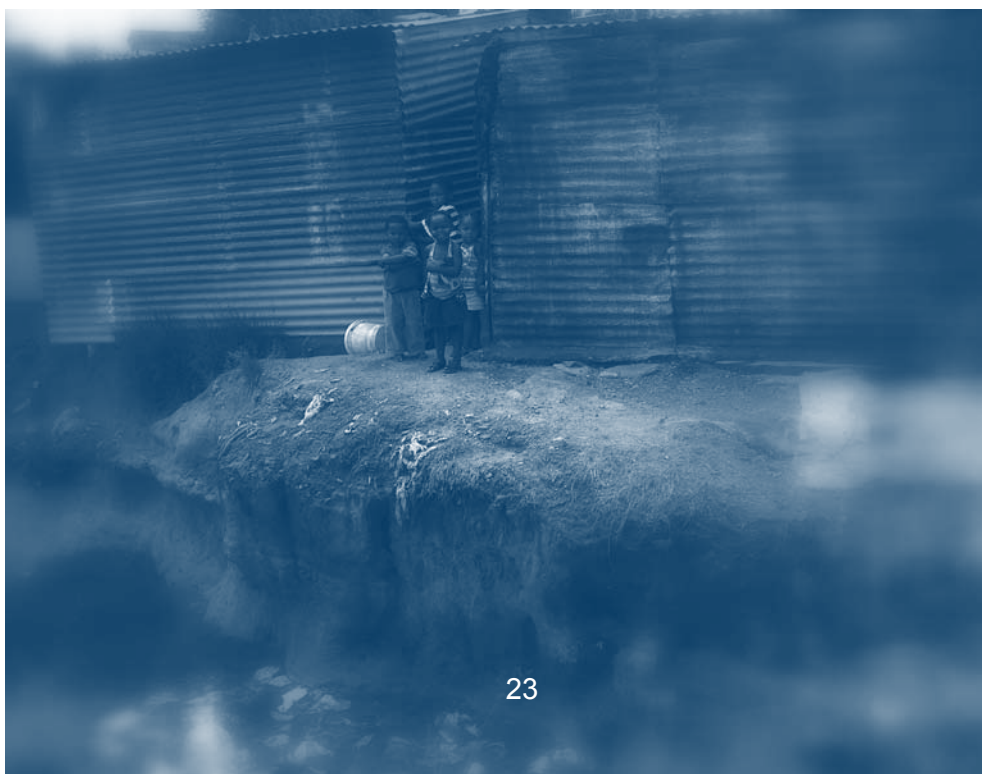
Planact was also involved in a workshop focusing on access to land organised by Urban Landmark in Johannesburg in June 2007. The workshop formed part of a series of workshops related to their "Voices of the Poor" project held across the country to engage community members on issues regarding access to urban land by the poor. A comprehensive report and pamphlet was produced by Urban Landmark analyzing the

different perspectives and experiences of civil society organizations based on the series of workshops undertaken during May and June 2007. Planact's Executive Director currently serves on Urban Landmark's programme advisory committee.

A Planact staff member participated in a panel discussion on the People's Housing Policy Process for the Breaking New Ground Television production screened on SABC TV in February 2008. This platform provided an opportunity to share our experiences and lessons learned in implementing the PHP in Vosloorus.

At the international level, Planact's director participated in Habitat International Coalition's (HIC) meeting in Barcelona in February 2008, and also participated in the HIC seminar on "Women and Housing Rights." The seminar was meant to synthesize the issues arising from a series of international hearings on women's housing rights conducted by the UN-Special Rapporteur on Housing Rights, and to develop a common agenda to improve women's access to housing, land, legal support, protection from evictions and participation in planning throughout the globe.

A staff representative attended two seminars related to mainstreaming HIV and AIDS organized by Isandla Institute. The first seminar held in July 2007 formed part of the GGLN regional learning events and focused on an integrated approach to HIV and AIDS, Local Government and Human Settlements Planning, and provided an opportunity to share research and insights into the issue of mainstreaming local government responses to HIV and AIDS based on Isandla's research on the City of Cape Town's HIV and AIDS / TB Multi-sectoral strategy. The second seminar held in September 2007 was co-hosted with the South African Cities Network, and used Isandla's research to prompt general insights on the connections between HIV and AIDS and Sustainable Human Settlements.





# Perspectives

## People's Housing Process: Enhanced!

By Becky Himlin

Communities can look forward to greater involvement in housing delivery thanks to the approval of a new policy, the Enhanced People's Housing Process (e-PHP), adopted in July 2008 to replace the old PHP programme. This policy is the result of lengthy negotiations with the National Department of Housing on the part of a handful of NGOs, dating back to 2004. The new policy adopts a broader definition of PHP, allowing for greater flexibility and choice while maintaining the central principles of people-centred development. The policy framework states that:

'ePHP enables/encourages communities to actively contribute and participate in the housing development process so that communities take ownership of the process and not just act as passive recipients of housing.... ePHP recognizes that the community is the initiator and driver of the process. The programme is intended to build on existing livelihood strategies so that social capital that has been built up in a community is capitalised on. ePHP therefore builds on the positive steps that communities have taken to organize and house themselves rather than diminish the contribution that communities have made.'

'The main aim of the ePHP programme is to deliver better human settlement outcomes...based on community contribution, partnerships and the leveraging of additional resources through partnerships. This is achieved by developing livelihoods interventions which lead to outcomes such as job creation, developing a culture of savings, skills transfer, and community empowerment, building of community assets and social security and cohesion.'



The adoption of the policy represents a significant victory for NGOs who, despite a difficult and extended process, kept up the pressure on the national Department of Housing (NDoH) to follow through with recommendations developed through a consultation process that the department had agreed to. However, it wasn't until March 2007 that the request to review the policy in line with these recommendations was approved, initiating a renewed series of meetings with NGOs, and ultimately resulting in the re-crafted policy.

NGOs that had experience in supporting projects through the PHP, including Planact,<sup>1</sup> had joined together in 2004, with support from Rooftops Canada, to articulate a common position for changes needed to make the policy more workable. With the release of the NDoH's '*Breaking New Ground*' strategy in September 2004, the group felt that a position paper developed by the group would be a welcome contribution to the goals the NDoH had set itself in the national strategy, particularly its statement that: 'it is essential that communities and beneficiaries of government housing programmes be mobilized to partner in the implementation of the new human settlements plan...Communities and community-based organisations must be mobilised to engage more effectively with the housing programme.'

While the policy recommendations of the PHP Reference Group initially did not meet with any response by the NDoH, when the NDoH initiated a consultation process around the need to review the People's Housing Partnership Trust (an institution with the mandate to support the implementation of the PHP), the participating organisations in the Reference Group were invited, and began to make noise about how the PHP *policy* needed to be reviewed as well. The first NDoH consultation conference held in October 2005, which had broad participation from municipalities and provinces as well as the NGOs making up the Reference Group, developed a new definition for the PHP:

**"The PHP is a people centred process in which groups and individuals exercise direct control over delivery in a way that promotes choice over location, tenure, housing, services and amenities. Through PHP, people design and manage their developmental resources to build sustainable human settlements."**

While it had been revealed that new PHP guidelines had just been approved for the programme, the Reference Group raised serious concerns that these did not adequately address some of the fundamental issues as articulated in the Reference Group's position paper. The group objected to the much narrower definition of the PHP as self-build housing involving contributions of "sweat equity" as opposed to the use of contractors, when fundamentally it should be about a collective, community-based process of decision-making that would seek to address housing in the context of other social needs and community priorities. In addition, the role of the support organisation (to provide

---

<sup>1</sup> Other organisations involved included the Development Action Group, the Built Environment Support Group, Afesis-Corplan, Urban Services Group, Utshani Fund and FED-UP.

organisational, technical and financial support to the community-based process) was inadequately conceptualised and resourced.

The DoH finally agreed to a re-think of the policy that would incorporate the concerns of the NGO sector, and established a PHP Policy Working Group (PWG) in early 2006. The group included the NGO members of the PHP Reference Group, representatives from the NDoH, representatives from the PHPT, UN-Habitat, and an academic, supported by consultants appointed to facilitate the process and produce the final report. The draft recommendations were presented at another NDoH consultative forum in February 2006, and a comprehensive document was prepared by March of that year. The document stated that:

'There is now a defining moment which needs to be seized as it presents the opportunity to revisit the way in which government supports PHP. This needs to be done by fundamentally reviewing and redesigning the policies, legislation and instruments which provide the enabling environment in which people can house themselves. We suggest that the manner in which this is done should be through the co-creation of policy and delivery instruments between government and civil society. It should be based in, and modelled on, the diversity of practice that already exists in the country. It should be informed by a new batch of pilot or demonstration projects. The desired outcome would be to (a) rebuild the government-funded support instrument and (b) inform what action needs to be taken by a national agency to improve the enabling environment for PHP.<sup>2</sup>

While the moment was not seized immediately, a series of attempts to get the NDoH to take the process forward ensued, through written correspondence from the Reference Group members and meetings with various departmental officials. A year after the PWG submission, the NDoH head of the implementation unit for Social, Rental and PHP housing was assigned with the task of resuscitating the policy-making process, and another series of meetings with the NGOs of the PHP Reference Group were held, along with another consultation process in the provinces.

The new policy framework has certainly benefited from the extensive consultation that has taken place, and the programme is poised to be implemented in the financial year beginning 1 April 2009. But much work still remains in developing the detail that would enable the framework to be successfully implemented. Fortunately, the NGOs are still involved at this stage, having demonstrated their commitment throughout this long advocacy effort. Replacing the 'support organisations' in the old PHP policy will be the Community Resource Organisations, who will serve as implementing agents for the programme. It is imperative that the provinces and municipalities also seize the opportunity to re-invigorate this flagging programme and do their part to contribute to positive development outcomes through e-PHP.

---

<sup>2</sup> **Report on Progress in the PHP Policy Working Group**, Mark Napier and Jana Perold for the Peoples Housing Partnership Trust, March 2006.



## Civil society organizations in South Africa: A focus on capacity

By Hermine Engel

### Introduction

Together with CASE and Afrika Skills Development, Planact undertook to conduct a study into the state of civil society organizations (CSOs) in South Africa today. The study was commissioned by the National Development Agency (NDA) to provide critical and strategic information to assist the agency in building and strengthening capacity in the sector. Planact regarded the study as a valuable opportunity to share local civil society perspectives on the ways in which the NDA could improve its ability to fulfill its role in supporting CSOs more effectively.

The methodology and scope of the study was largely determined by the NDA's request to conduct a national study within a period of three months. Based on the broad scope and limited time available, a three-phased approach was used to gather information which the NDA could build on over time. The approach included interviews with civil society actors who were considered to have in-depth knowledge of civil society in South Africa; a desktop compilation of a database of CSOs across the country; and a qualitative case study component including a telephonic survey and site visits to also generate information on assessment strategies.

As a starting point, a working definition of civil society organizations was developed in order to clarify which organizations would be included in the enquiry. While it is acknowledged that civil society in South Africa is diverse in its function and structure, the working definition used for this study allowed us to focus on "organizations that play a developmental or service delivery role as these are the organizations that the NDA is mandated to work with."<sup>3</sup> More specifically, CSOs included in this study would be those existing for public benefit; with a common purpose usually around service delivery, social watch, research or education; occupying the space outside of the state or market, self-governing; and who do not distribute profit.

---

3 NDA, 2008, *"Review of the State of Civil Society Organizations in South Africa."*



## The Broader Context

If we consider the both the global and local context within which CSOs civil society is operating in South Africa today, it becomes clear that the sector finds itself in tight competition for resources, and has to meet the demands of often stringent “good governance” criteria demanded by donors. The particular national historical context of apartheid and the transition to democracy has also profoundly influenced civil society. It has moved from political mobilization against the state to a situation where it had to reconfigure its role in relation to the democratically elected ANC-led government. The issue of independence from the state became more and more critical towards the end of the 1990’s as many of the promises remained unfulfilled. This led to the sector positioning itself more strongly as “the voice of the people against the state, an essential role in ensuring accountability in a stable democracy”<sup>4</sup>. At the same time, civil society was experiencing a “brain drain” of leadership and experts into government and business thus negatively affecting capacity in the sector. But there has also been an emergence of many small locally focused community based organizations directly responding to community needs, including stokvels and cooperatives as poverty alleviation strategies.

These developments have had a number of implications for the role of civil society organizations today in redefining their role and their relationship to the state and the private sector and to communities they serve. Many CSOs have had difficulty in playing the role of both partner and critical evaluator of the state as a result of being financially dependent on government in many cases or because the space for critique is seen as closing down. As “implementers for government” there is the fear that civil society voices will become quieter in challenging the state to deliver and to ensure that citizen’s participation is effectively addressed. The importance of civil society organizations should be understood in terms of “the value they provide to communities and society as a whole” – linked to the promotion of democracy, and not just for “their functionality in delivering a service” which is in fact the state’s responsibility. Recognising the diverse roles of civil society organizations is important in “assessing their health and the health of the sector” which should also inform the support they require in terms of skills development and resources.

Considering the above context, the following areas of enquiry were used as an initial investigation into indicative trends of the current “health” of civil society organizations in South Africa: the nature of CSOs; capacity and constraints; accountability; effectiveness; and sustainability. The findings were based on a survey with a representative sample of 265 CSOs drawn from the database of 2579 CSOs developed from existing sources.

## Overall nature of CSOs

In terms of location and reach, the findings reflect a trend where more formalized CSOs tend to be based in better resourced urban areas such as in Gauteng and in the Western Cape. Organizations in poorer provinces such as Limpopo and Eastern Cape tend to be less formal CBOs who have more difficulty in meeting NDA funding requirements even though they are often more in touch with community needs.

While the CSOs surveyed cover a broad range of focus areas in their work, a large percentage are involved in education; children’s issues; HIV/AIDS; community

---

4 All the following direct quotations are from interviews with civil society actors

development; capacity development / training; and gender issues – which indicate a match with the key development needs of the country. The study highlighted that more organizations are involved in service delivery and capacity development and far fewer focus on advocacy alone.

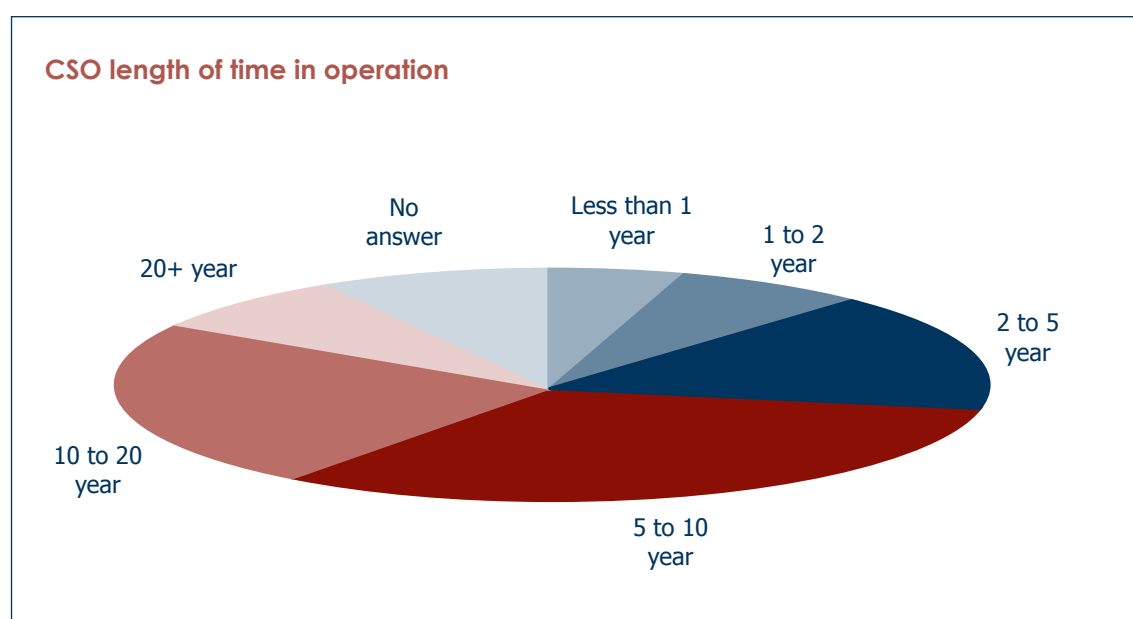
The study highlighted that more organizations are involved in service delivery and capacity development and far fewer focus on advocacy alone.

### Capacity and Constraints

Most organizations raised concern about not having sufficient human resources as a result of high staff turnover and limited staff capacity in general to achieve their objectives. Key challenges in this regard include the inability of CSOs to pay competitive salaries; burn out due to demanding nature of the work and limited career pathing. The majority of organizations surveyed operate with a small staff component (ten or less people) and many also rely on volunteer staff for additional capacity. It was also noted that most organizations invest in training of staff either largely through external training but also through in-house training to further develop their capacity.

It was encouraging to note that most organizations had access to key assets such as cars, property, and communication technology (telephone, computer, fax, email, etc.) although less had access to internet. Yet respondents also indicated that “some organizations may not be totally maximising the resources at their disposal.”

Financial resources remains a major challenge for most CSOs as a result of a change in funding patterns after 1994 since donor funding is now largely channelled to government. Many CSOs also cited accessing donor funding as difficult due to stringent application and reporting procedures. Access to funding at the local level in particular was also seen as a challenge. Funding seemed to be more readily available for programmes and projects than for infrastructure and staffing.



## Accountability

There has been an increased focus on accountability and management largely as a result of donor requirements but also government policy. Most CSOs reported having key financial controls in place and highlighted the value of having a dedicated staff member to manage the organization's finances.

In terms of accountability to staff, effective communication was highlighted by respondents particularly internal participatory consultation among all staff through regular staff meetings and also performance assessments of systems and staff. The majority of CSOs surveyed indicated that the Annual General Meeting was used as an opportunity to share information about the organization with both internal and external stakeholders.

Governance structures such as accountability to and by a board of directors, was also highlighted as an important area of consideration. The most common structure is a board of directors or trustees made up of five to ten people who meet regularly. While most respondents indicated that they had a well established and functioning board, concern was also raised by a few that "it is often difficult to get them to attend meetings and to be involved in decision making" and that some members have limited skills and do not clearly understand their role. Most boards are more directly involved in policy decisions, financial management, and appointment of directors and less so in operational issues since this was not regarded as an area requiring their direct attention. Concerns were raised about CSOs who were more dependent on board involvement in daily operations, which points to a lack of managerial capacity in such cases.

In terms of government funding, 44% of organizations surveyed receive government grants and 28% receive funding through government tenders to provide services.

## Effectiveness

In assessing whether organizations were effective in terms of meeting the needs of the target community, the study focused on the vision and mission of organizations and the monitoring and evaluation mechanisms they had in place. The large majority of organizations surveyed had formalized mission and vision statements but concern was raised that within the context of competing for limited financial resources, some organizations often lost sight of their stated vision and mission. However, many organizations also engaged in a process of re-evaluating their purpose through regular strategic planning sessions. A large majority of the organizations (92%) engaged in formal monitoring processes to get a sense of their effectiveness in meeting their goals and to improve their work. These involved monitoring implementation time frames, budget considerations, ways to improve service delivery, and feedback from communities. The study indicated that more external evaluations were necessary for a better perspective.

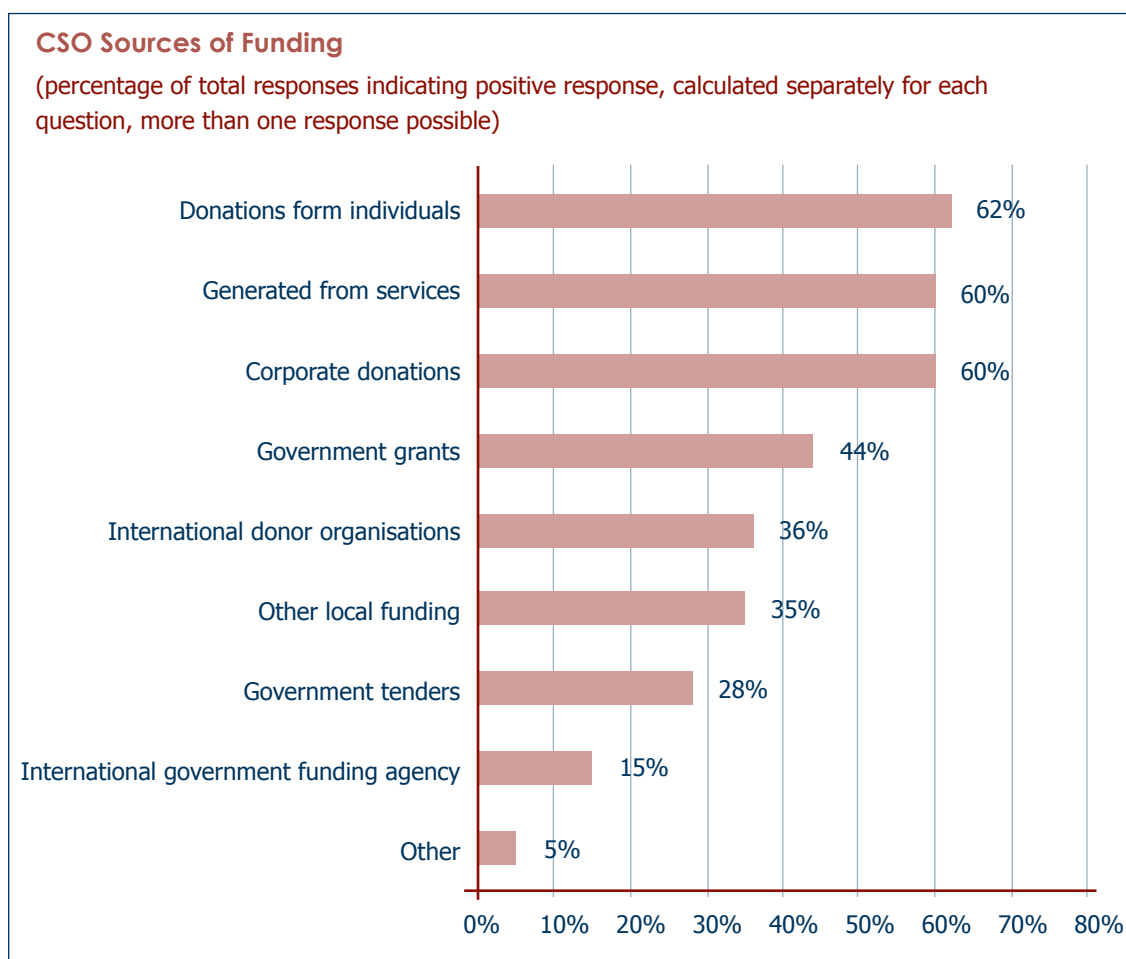


## Sustainability

The results indicate that there is a base of well-established organizations in the sector (about a quarter have been operational for more than 10 years), while there is also fluidity in the sector with about 12% of organizations surveyed having been established in the last two years. In terms of funding sources, the most common reported were corporate donations (60% indicated this as an important source), private individuals (62%), and funds obtained through services provided (60%). In terms of government funding, 44% of organizations surveyed receive government grants and 28% receive funding through government tenders to provide services. Indicative of the trend that CSOs are receiving less direct international donor funding, the study noted that 36% of organizations surveyed received international donor funding. Many respondents cited networks and memberships as valuable in supporting sustainability.

## Assessment for continuous improvement

Many of the respondents expressed conditional support for grading CSOs particularly if its role was to be seen as “one of continuous learning and self-improvement” and if the processes were linked to wide consultation within the sector. Respondents cautioned against traditional approaches which emphasised compliance and control which had more potential for abuse of power relationships between donors and CSOs. Among the more progressive, creative approaches, the self-assessment tool was regarded as valuable in confirming good practice and identifying areas for improvement. Most of the organizations involved in testing the self-assessment tool developed for the study, expressed positive



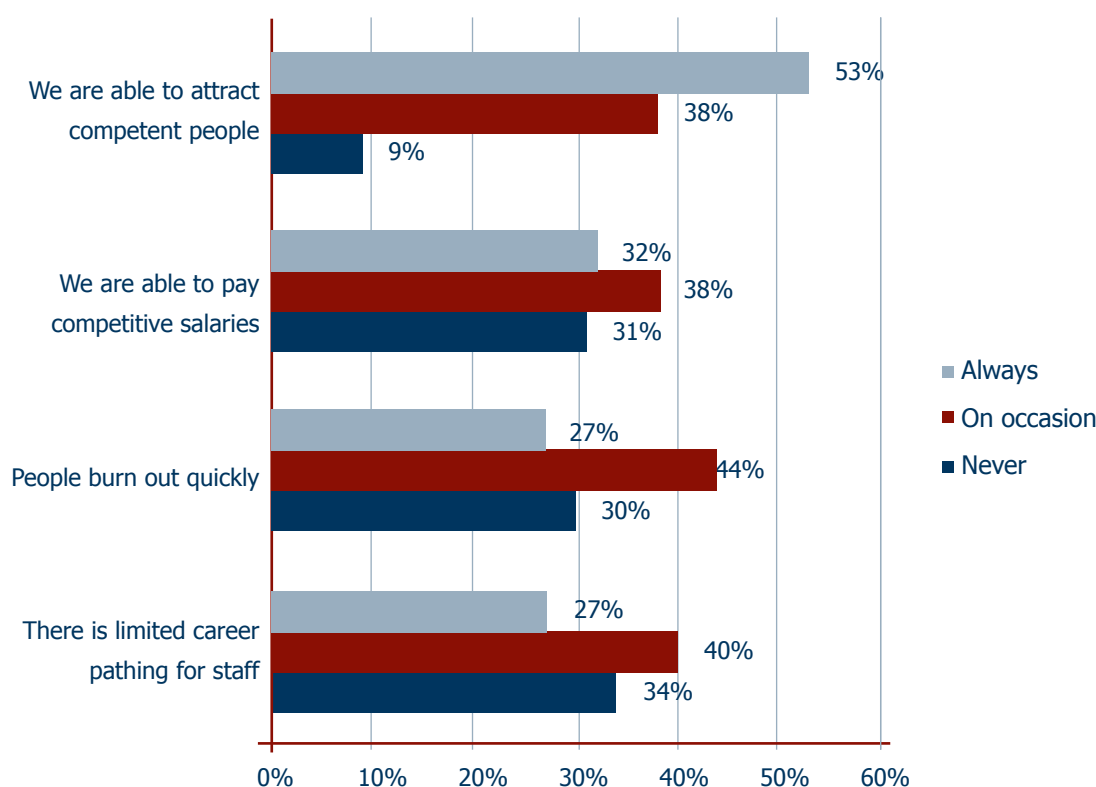
reactions such as, "it helped you to reflect back on your organization and some of those things that you were not looking deeply into." The study strongly emphasised that the purpose had to be clearly indicated before embarking on such a process.

## Recommendations

Based on the mandate of the NDA and the findings of this study, it was emphasised that the NDA should support organizations closest to communities which are often less formal and less well-resourced. It was also recommended that this support follow an incremental developmental approach to best support the development of these organizations. The NDA should therefore partner with relevant experienced intermediaries to provide capacity development support to the organizations funded by the NDA. The NDA itself should play the *main role* of donor by channelling funds to organizations as identified through its mandate.

An important consideration for the NDA should involve a clear understanding and appreciation for the role of civil society in South Africa. Since many organizations are involved in the role of "service delivery agents to government," the NDA - as a government agency - should be actively supporting these organizations so that "the poor are not burdened with the cost of delivery." However, the NDA should also support organizations to give voice to community concerns about the lack of service delivery in certain areas i.e. to support the development of advocacy capacity among organizations as indicated by a respondent, "a strong democracy relies on a strong civil society actively participating in debate on policy."

### Staff recruitment and retention



With regards to the controversial issue of assessment, the study recommends that the NDA implement “a system of continuous learning and improvement.” But this will require clarity about the purpose and a consultative participatory approach. Self-evaluation is strongly recommended and assessment should take place on a case by case basis, taking into account the unique contexts of the particular organization.

It is important for the NDA to maintain a CSO database. This will help the NDA in developing and maintaining relationships with organizations and in encouraging networking possibilities between organizations. Such a database should be continually updated and should be publicly available. Noting that there are existing databases, the NDA should work with departments and organizations such as Department of Social Development and Sangonet to develop “a more comprehensive database.”

### In conclusion

While the findings of this study are considered reflective of the general trends noted by key civil society actors, it is strongly recommended that the NDA and also other organizations follow up on this initial investigation to verify the trends and to expand the issues under investigation. Further continuous study on the state of civil society in South Africa is important so that we can get a clear sense of where improvements are required to respond effectively to changes in the local and also global socio-political and economic contexts shaping our societies.





# Financials

## Planact

(Association incorporated under section 21)

Balance sheet at 31 March 2008

|                                     | Notes | 2008<br>R        | 2007<br>R        |
|-------------------------------------|-------|------------------|------------------|
| <b>Assets</b>                       |       |                  |                  |
| <b>Non-Current Assets</b>           |       |                  |                  |
| Equipment                           | 3     | 44 431           | 50 281           |
| <b>Current assets</b>               |       |                  |                  |
| Trade and other receivables         |       | 246 783          | 181 061          |
| Cash and cash equivalents           | 4     | 1 064 995        | 2 142 663        |
| <b>Total assets</b>                 |       | <b>1 356 209</b> | <b>2 374 005</b> |
| <b>Equity and liabilities</b>       |       |                  |                  |
| <b>Capital and reserves</b>         |       |                  |                  |
| Operating Funds                     |       | 177 298          | 251 162          |
| Growth and development fund         |       | 638 382          | 655,362          |
| Retrenchment reserve                |       | 256 395          | 198 525          |
| <b>Current Liabilities</b>          |       |                  |                  |
| Trade and other payables            |       | 144 489          | 140 943          |
| Deferred grant income               | 5     | 139 645          | 1 128 013        |
| <b>Total equity and liabilities</b> |       | <b>1 356 209</b> | <b>2 374 005</b> |

# Planact

(Association incorporated under section 21)

## Detailed Income Statement

For the year ended 31 March 2008

|                                       | 2008<br>R       | 2007<br>R     |
|---------------------------------------|-----------------|---------------|
| <b>Gross Revenue</b>                  | 3 885 143       | 3 815 309     |
| Grants received                       | 3 134 414       | 2 108 449     |
| Sundry income                         | 7 573           | 1 812         |
| Training, facilitation and research   | 743 156         | 1 705 048     |
| <b>Other income</b>                   |                 |               |
| Interest received                     | 136 008         | 99 445        |
| <b>Total income</b>                   | 4 021 151       | 3 914 754     |
| <b>Expenditure</b>                    | 4 111 995       | 3 858 670     |
| Accounting fees                       | 514             | 990           |
| Administration costs                  | 22 460          | 2 222         |
| Advertising and publicity             | 658             | 33 793        |
| Affiliation fees                      | 532             | 848           |
| Annual report                         | 30 063          | 28 119        |
| Auditors remuneration                 | 39 700          | 30 860        |
| Bank charges                          | 12 467          | 13 197        |
| Computer expenses                     | 44 972          | 54 466        |
| Conferences, meetings and workshops   | 129 474         | 159 968       |
| Consultants' fees                     | 507 597         | 504 593       |
| Depreciation                          | 29 452          | 25 438        |
| Director's emoluments                 | 400 703         | 340 431       |
| General expenses                      | 46 743          | -             |
| Group life insurance                  | 51 277          | 45 469        |
| Insurance                             | 32 327          | 44 364        |
| Lease rentals                         | 224 023         | 210 560       |
| Legal expenses                        | 13 462          | 11 013        |
| Materials development and printing    | 145 207         | 292 356       |
| Monitoring and evaluations            | 21 496          | 28 374        |
| RSC levies                            | -               | 1 757         |
| Repairs and maintenance               | 5 241           | 7 664         |
| Salaries                              | 2 025 710       | 1 674 914     |
| Staff development                     | 28 020          | 46 281        |
| Stationery, postage and photocopying  | 33 638          | 28 579        |
| Subscriptions                         | 3 098           | 2 309         |
| Telephone, fax and e-mail             | 34 496          | 27 709        |
| Travel                                | 228 665         | 242 396       |
| <b>(Deficit)/surplus for the year</b> | <b>(90,844)</b> | <b>56,084</b> |

The full Auditors report is available at Planact's offices

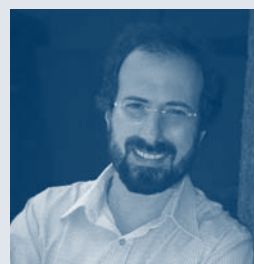
# Staff and Board members



**Becky Himlin**  
Executive Director



**Jackie Lamola**  
Chairperson of the Board



**Spiro Paxinos**  
Financial Manager



**Shumani Luruli**  
Senior Project Officer



**Mike Makwela**  
Local governance coordinator



**Mary Moloisane**  
Receptionist



**Hermine Engel**  
Programme manager



**Malachia Mathoho**  
Researcher



**Junior Ramoloto**  
Service Officer



**Tshidi Morotolo**  
Administrative Officer



**Gwashi Manavhela**  
Community Development Programme Coordinator

## Board members serving 2007/2008

Mokhethi Moshoeshoe  
Blake Mosley-Lefatola  
Marie Huchzermeyer  
Matome Gaffane  
Mohamed Motala  
Thomas Mogale  
Stephen Berrisford  
Dominique Erlank





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

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



**FORD FOUNDATION**



Canadian International  
Development Agency

Agence canadienne de  
développement international



Donors

©Bongiswa Stemela, Market Photo Workshop, FC08-03



©Xola Siyaya, Market Photo Workshop, FC08-03

**planact**

**Contact Details:**

209 Smit Street, 15th Floor, Braamfontein

Tel: +27 11 403 6291 Fax: +27 11 403 6982

E-mail: [info@planact.org.za](mailto:info@planact.org.za) Website: [www.planact.org.za](http://www.planact.org.za)