

Planact

Annual Report

1st April 2010 to 31st March 2011



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

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[Cover Photo: Spring Valley informal settlement]

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Message from the Chairperson



[Seana Nkhahle, Board Chairperson]

Planact has once again persevered with resilience, despite major challenges facing it and the NGO sector as a whole. The board and staff have worked well together to collectively address challenges facing the organisation. This included working with other civil society formations, donor organisations and government to ensure that the organisation is able to meet its mission and commitments. As a result, poor and marginalised communities have continued to benefit from Planact's support across four neighbouring provinces (Gauteng, Mpumalanga, Limpopo, and KwaZulu-Natal) and beyond South Africa's boundaries as far as Tanzania.

One of the key challenges facing the South African governance system is how to encourage the effective engagement of communities working towards a collective equitable growth and development agenda. Communities have demonstrated in various ways that effective communication and public participation are critical elements of local governance. The recent rise in community protests have highlighted the importance of active engagement with communities on planning, reporting and accountability. Ineffective engagement risks instability, loss of property and lives in our communities. Throughout its 25-year history Planact has maintained its core commitment to the building of capacity for community engagement. It pursues innovations that seek to enhance community participation in local governance and development. Enhancing the effective interface between communities and government at the local level is a particularly important aspect of Planact's work. A key example in this review period is the launch of the Orlando East/Noordgesig Community Development Committee (CDC). This involved improving public participation by bringing together different political parties, community organisations, ward committees, and community development workers to collaboratively determine the development needs and solutions for the area. This has required a long term process of building trust and cohesion among different stakeholders in the area, enabling them to work together to improve the living conditions of their local communities. At a broader level, Planact's contributions to participatory governance and human settlements development have been widely acknowledged, with numerous calls for staff to share the work of the organisation at diverse local and international forums, as well as gaining media coverage for its role in local governance transformation. Planact remains a core member of various learning and advocacy networks where it is able to expand its knowledge base and influence, through collective debate and action.

Planact faced a major organisational challenge of its own during this reporting period as it endeavoured to secure the necessary financial resources to continue its work effectively. The Global Economic Crisis has resulted in the drying up of international donor funding, with donors refocusing their financial support away from South Africa as a second world economy, and re-directing it towards other developing countries. This reality compels the need for a repositioning of civil society in terms of new and alternative sources of funding, as well as, and more importantly, the positioning of their programmes. This raises a key question: is there a need to review the interface between communities, civil society, government and business? How will balance be achieved when on the one hand there is a need to co-operate on commonly shared objectives of civic empowerment, poverty alleviation and socio-economic development, while on the other hand civil society must remain true to its role as the vanguard of the interests of its constituent communities. The year ahead will be a critical but exciting one as Planact navigates this balancing act and consolidates its position as a thought leader and innovator in Local/Urban Governance and development.

I would like to thank staff, interns and fellow board members for their commitment to Planact's continued success in one of the toughest times in its history. Fellow board members have truly demonstrated collective leadership while the sacrifices made by staff have been inspiring. Significantly, our achievements would not have been possible without the support of donor organisations and partners. We are extremely grateful for the support provided and look forward to continued support to ensure that together we can effectively address the development challenges that lie ahead.

Seana Nkhahle
Chairperson of the Board



[Launch of Orlando East/Noordgesig CDC]



Director's Report

The period under review (01 April 2010 to 31 March 2011) was characterised by change at a number of levels – the political environment, the funding environment and organisational leadership — all of which have directly **affected Planact's work. These changes have been positive, in terms of clarifying and reinforcing Planact's** continued relevance within a dynamic environment, as well as challenging, in terms of uncertainty and expanded responsibilities for staff and board members.

Within the governance environment, efforts continued to improve local government performance based on areas identified in the Local Government Turn-Around Strategy (LGTAS), including service delivery, financial management, accountability, and public participation. A new element introduced by government is the outcomes approach to performance monitoring and evaluation, which focuses on twelve key outcomes. **Particularly relevant for Planact's work are the Human Settlements outcome and the Governance outcome. These** outcomes intend to overcome the apartheid planning legacy; improve access to basic services; implement a differentiated approach to municipal financing, planning and support, particularly in terms of granting municipalities greater autonomy with regard to infrastructure and housing delivery; to deepen democracy through a **'refined ward committee model'; and to improve intergovernmental co-ordination.** The upgrading of 400,000 households in informal settlements by 2014 has become a national priority with key government entities such as the National Upgrading Support Programme (NUSP) and the Housing Development Agency (HDA) focusing on programme support and capacity building for municipal officials. Planact, together with various civil society organisations, has engaged with these entities to ensure a partnership approach to improve support **efforts. Planact's contribution emphasises the need to strengthen community participation processes in informal settlement upgrading programmes.**

The past year concentrated also on the local government election campaign prior to the May 2011 elections. The election campaign highlighted concerns with regard to service delivery and community participation at local levels. Community protests during this period emphasised that people on the ground are seeking more effective ways of expressing their concerns. While the vote as a form of representative democracy is being used, to some extent, to express these concerns, it is clearly not enough to effect major improvements in governance and service delivery. Strengthening and deepening community participation is therefore extremely important in efforts to move us closer to a participatory democracy to influence positive change more effectively.

Major challenges were experienced in accessing international and local donor funding. At the international level, **two of Planact's major long term donors (Cordaid and the C.S. Mott Foundation) have changed their country and programme focus and are no longer able to fund Planact's work. At a local level, financial support** from government and corporate social investment opportunities has been difficult to secure. Consequently, Planact has focused strongly on reinforcing its fundraising approach and developing new strategies to mobilise resources in support of its objectives.

Key achievements for Planact during this period include:

- ◇ The successful launch of the Orlando East/Noordgesig Community Development Committee (CDC). This followed a long-term process of building trust and co-operation among different local political organisations, sector-based community organisations, community development workers, councillors and ward committees, working together to improve living conditions in these areas. This inclusive process complements current policy by strengthening and diversifying key local actors participating in development processes. Learning exchanges between different communities with whom we work have encouraged at least two other communities (Cosmo City Community Development Forum and Protea South **informal settlement) to embark on similar efforts, with Planact's support, to strengthen collaboration** between different local role-players.
- ◇ Strengthening the organisational systems of community organisations to independently position themselves to mobilise resources for their work. Phumulela Co-operative in Sol Plaatjies, Johannesburg

and Masizakhe Home-Based Care, Vosloorus have been able to secure government funding for their work to address the HIV/AIDS pandemic within their communities.

- ◇ Implementing innovative approaches for meaningful participation by working with community members and their respective municipalities — to develop informal settlement upgrading approaches in Spring Valley informal settlement in Emalahleni Local Municipality, and piloting a participatory budgeting process with Makhado Local Municipality .
- ◇ Bringing together different social movements and community organisations across Gauteng and neighbouring provinces to build the capacity of community leaders and to strengthen advocacy approaches at the local level.
- ◇ Collaborating with civil society organisations through the Good Governance Learning Network (GGLN) to advocate for progressive policy development and improved implementation practice regarding participatory local governance, and through the Landfirst Campaign on incremental settlement development.
- ◇ **Research contributions to the GGLN's State of Local Governance (SoLG) Report, highlighting the effects of poor intergovernmental relations in further frustrating community participation.**
- ◇ The successful completion of two long-term projects: the Local Government Support Programme (LGSP) which focused on ward committee training, supported by the USAID/RTI/dplg initiative since 2006; and the Vosloorus Food Gardening Project, supported largely by the National Development Agency since 2007.

Planact's contribution to developments beyond the borders of South Africa has also been significant. We shared our human settlements development expertise with the Women's Advancement Trust (WAT) – Human Settlements Trust Programme in Tanzania, and we were acknowledged and invited to share our perspectives at national and international levels, including at various conferences and on a number of media platforms.

I wish to thank board and staff members for their continued commitment and dedication to ensure that Planact is able to address challenges strategically and meet its objectives successfully. The support of our interns and **their respective institutions in contributing capacity for our work is much appreciated.** Planact's work has benefited strongly from positive relationships with community members, partner organisations and networks, academic institutions, and government entities. We specifically thank the following organisations and agencies for their financial support during this period: KZE/Misereor, the Ford Foundation, the Embassy of France, Cordaid, the C.S. Mott Foundation, the National Development Agency, the GGLN, Rooftops Canada, and USAID/RTI.

Hermine Engel
Acting Director



[Community Learning Exchange hosted by Orlando East / Noordgesig CDC]

Programmes Report

Introduction


In the period under review Planact continued to contribute successfully towards local development for the poor and marginalised, defining its key focus as **“civic empowerment to transform a sense of exclusion into active citizenship”**. Through the following programme areas, Planact's work has been geared towards effective and innovative approaches to strengthen the capacity of community members and government role-players to engage in participatory development processes, thus improving the quality of life particularly for poor and marginalised people:

1. Community Development and Empowerment
2. Participatory Local Governance
3. Research and Evaluation
4. Policy Analysis and Advocacy
5. Institutional Capacity Building

This report provides an overview of the progress made and key achievements during the period April 2010 to March 2011.

Community Development and Empowerment

Sustainable human settlements



Planact's key project in this area of work focused on strengthening community participation in informal settlement upgrading. The broad objectives of this project are to contribute to positive upgrading outcomes within specific communities and to the success of relevant national programmes. Consequently, Planact worked towards strengthening its links with other civil society organisations. We engaged with Urban Landmark with regard to tenure security, and with the Socio-Economic Rights Institute (SERI) to deal with eviction threats and access to municipal information. Linkages were also forged with the National Upgrading Support Programme (NUSP) and the Housing Development Agency (HDA) on collaborative approaches to strengthen upgrading programmes. At the local level, Planact engaged with key decision-making bodies in the form of municipal mayoral committees and community representative structures. This has led to positive working relations with specific communities and municipalities eager to improve approaches to informal settlement upgrading.

More specifically, we have started working intensively with community leaders in Spring Valley informal settlement and respective government officials in the Emalahleni Local Municipality, Mpumalanga Province. Our work included a situation analysis of the community, capacity-building training on legislation and municipal processes, and facilitating community–government interactions on key local development issues. As a result, community members have been able confidently to raise their concerns about relocation and basic service provision with municipal officials and politicians. Planact has developed a positive relationship with the local community steering committee to strengthen their capacity and continue constructive discussions with the municipality to ensure meaningful community participation in upgrading processes.

In addition, we have worked closely with members of the Landless People's Movement (LPM), in Protea South informal settlement in Johannesburg, to ensure that the municipality meets its service delivery obligations. Based on exposure to participatory approaches in other communities supported by Planact, the need to strengthen co-operation among different political and sector organisations within Protea South was recognised.



As a result community leaders have embarked on a process of bringing together different organisations to address local community needs and to engage with the City of Johannesburg more strategically.

Planact has provided training for community members on human settlements legislation and programmes, with a particular emphasis on informal settlement upgrading and community participation. This training included a focus on the Upgrading of Informal Settlements Policy (UISP); the Housing Chapter in Integrated Development Planning (IDP); and Settlement Planning processes. Planact worked closely with the Socio-economic Rights Institute (SERI) to co-ordinate a support programme for social movements and community-based organisations. This programme was delivered to 65 representatives from 8 different social movements and 11 different communities. Information and training was conducted by the following organisations: Planact focused on how government operates; SERI focused on human settlements policy and practice, informal settlement upgrading policy and programmes, dealing with evictions and access to justice; the Institute for Advancement of Journalism focused on how to use the media; the Freedom of Expression Institute (FXI) focused on freedom of expression and the right to protest; and the Freedom of Information Programme at the South African History Archive (SAHA) focused on access to information. Based on positive feedback received and requests for ongoing support, Planact and SERI have continued to assist representatives from social movements and community organisations. This is achieved through regular joint discussion sessions to develop strategies for further capacity building and advocacy support.

In terms of sharing our work beyond the borders of South Africa, Planact was contracted by Rooftops Canada to **provide technical advisory assistance to the Human Settlements Programme of the Women's Advancement Trust (WAT) in Tanzania.** The project included providing support for the implementation of a housing micro-finance (HMF) pilot programme, in partnership with the WAT Savings and Credit Co-operative Society (WAT SACCOS). The programme goal aims to support low- and middle-income families with access and basic infrastructure to improve housing, and/or to build new housing using sequential housing micro-finance loans linked to incremental building processes.



[WAT - Human Settlements Trust meeting, Tanzania]

In August 2010 the technical assistance mission provided support to identify technical services necessary to implement the housing micro-finance programme, including: a review of relevant materials; interviews with WAT staff and community members; development of a day-to-day activity programme; and documentation of the support process and recommendations. In the process of supporting WAT, Planact gained further experience with different approaches to human settlements development and was able to build collaborative relationships for future engagements.

Creating sustainable livelihoods

During this period Planact embarked on the last phase of its direct support for the sustainable livelihoods project in Vosloorus (Ekurhuleni Metro), involving the Rethabile Co-operative and Masizakhe Home-Based Care (MHBC) local groups. The food garden project has received financial support from the National Development Agency (NDA) since 2007. The grant period was originally scheduled to end in August 2010 but was extended until October 2010 to allow for an effective skills transfer process. The project also provided valuable links for local groups with other initiatives aimed at poverty eradication in the community. Key linkages included the Ekurhuleni Metro and other government departments such as Departments of Agriculture, Labour and Public Works, especially through the Expanded Public Works Programme (EPWP). Through the incentives provided by the EPWP in Vosloorus, with support from Planact from November 2009 to June 2010, two additional food garden projects in Vosloorus (**the Ahitipfuxeni Women's Group and the Vosloorus Farmers' Co-operative**) were incorporated into the joint co-operative led by Rethabile Co-operative and Masizakhe Home-Based Care group. More than 165 community members were included in food gardening for vegetable production and over 150 families benefited directly in terms of skills development, income and fresh produce.



[Food Gardening Project , Vosloorus]



[Food Gardening Project, Vosloorus]

Planact also provided assistance to informal recyclers in the inner city of Johannesburg through linkages with organisations such as Greenhouse. Through this cooperation we facilitated storage space as well as organisational capacity-building for the informal recycling co-operative. This initiative started as a result of academic work by representatives from Wits University. Planact was asked to consider supporting informal recyclers at a practical level in terms of required resources (hence the linkage with Greenhouse), as well as advocacy support in terms of integrating the work of the recyclers into the City's waste management system. Planact has engaged in discussion sessions with Greenhouse, the informal recyclers and Wits University representatives to explore areas of further co-operation for these activities.

HIV/AIDS community-based support

Community organisations in Sol Plaatjies (City of Johannesburg) and in Vosloorus (Ekurhuleni Metro) continued to receive support from Planact to strengthen community-based responses to HIV/AIDS. These organisations included the Phumulela Co-operative in Sol Plaatjies, Johannesburg and Masizakhe Home-Based Care in Vosloorus, Ekurhuleni. **Planact's support focused on improving organisational systems in the areas of resource mobilisation for HIV/AIDS-focused work, record-keeping and the preparation of reports.** As a result, the capacity of Phumulela Co-operative has grown to the point where it has been able to secure funding from the City of Johannesburg's Department of Health, from January 2011, in recognition of its work to address HIV/AIDS.



[Masizakhe Home Based Care workshop]

Organisational capacity-building

Planact's work in this area aims to support the strengthening of organisational systems for community organisations. As part of Planact's exit strategy, a skills transfer process was implemented for the Rethabile Co-operative and Masizakhe Home-Based Care, in Vosloorus. The process aimed to ensure the consolidation of organisational management within areas of work such as representivity, financial management and record-keeping. As a result, these organisations were able to improve their gender representation, their management systems and their collaborative efforts.

Based on direct requests received from Phumulela Co-operative in Sol Plaatjies, Planact provided support for strategic planning, funding proposals and the development of reports to account for funds received for HIV/AIDS-focused activities from the Department of Health in the City of Johannesburg. In addition, also arising

from their direct requests for this assistance, fundraising support was provided to the James Sophasonke Mpanza Legacy Foundation in Orlando East, and to the Gauteng Landless People's Movement (LPM).

Programmes Report

Planact has also provided support and training to the Orlando East / Noordgesig Community Development Committee (CDC), and the Cosmo City Community Development Forum (CCCDF). These two co-ordinating community structures required assistance to strengthen their representivity and inclusivity in terms of various political and sector affiliations; to ensure the effective representivity of women and youth; and to investigate various options for appropriate legal registration to improve opportunities for resource mobilisation.

Participatory Local Governance

Training on local governance

After a lengthy application process, Planact finally received accreditation from the Local Government Sector Education Training Authority (LGSETA) for its local governance training programme for ward committees. This has involved an intensive process of aligning our training processes and materials with the criteria and standards set by the LGSETA.

Community leaders

The period under review saw a strong emphasis on building the capacity of community leaders for participatory governance and community development. All in all, 282 community leaders affiliated to four community-based network structures, incorporating at least 55 different organisations located across Gauteng and Mpumalanga provinces, participated in targeted training sessions. Planact provided training on integrated development planning and how local government operates, using training materials it had developed earlier and updated for these sessions. In addition, Planact collaborated with other organisations specialising in different content areas to enhance the training programme. This included a focus on the upgrading of informal settlements policy (UISP) by SERI and Urban Landmark.

Local government representatives

Over the past year Planact has supported 41 elected and appointed local government representatives from three different municipalities. The final phase of the Local Government Support Programme (LGSP), initiated by USAID/RTI and the former dplg (now CoGTA), provided training for ward committee members in the Ndwendwe Local Municipality in KwaZulu-Natal. Based on direct requests from representatives of the Midvaal Local Municipality, ward committee members from the Bantu Bonke area were trained on how local government works. In addition, government officials from the Makhado Local Municipality in Limpopo Province received training on participatory budgeting as part of a pilot project in the municipality.

Innovations in public participation

Planact has continued supporting the Orlando East / Noordgesig Community Development Committee (CDC). This work aims to strengthen the abilities of, and create opportunities for, community-based organisations to engage with government on development initiatives. The CDC was officially launched in September 2010, entrenching recognition of the CDC as a network structure that brings together the voices of civil society in these two areas. Twenty-eight organisations signed a declaration committing them to work collaboratively. This launch was the successful culmination of a long-term process to build trust and co-operation among different political and sector-based organisations, as well as ward committee structures in the area to work together more effectively. Planact, together with World Vision, provided strategic development support

to strengthen community participation through the structure of the CDC. This has included ongoing support for the development of sector sub-committees and 18 block committees, involving 180 community representatives. These groups intend to further decentralise participation in development planning, as recommended in the Local Government Turn-Around Strategy (LGTAS) of 2009.

Programmes Report

The CDC was able also to address youth development by supporting 17 young people from Noordgesig to access skills development opportunities through the Father Huddleston Memorial Centre.

As a result of the progress in Orlando East and Noordgesig, a similar long-term initiative was initiated in Cosmo City. This was requested by community-based groups in the area who wanted to strengthen integration and community participation. Planact provided support for collaboration between various CBOs, political parties, support facilities, the ward councillor, ward committee members, and community development workers (CDWs). In August 2010 a strategic planning workshop was held with 61 representatives from various groups, at which a task team was established to co-ordinate activities for the formation of the Cosmo City Community Development Forum (CCCCDF). In addition, relevant training was provided to strengthen the knowledge and skills of CCCCCDF representatives in terms of participatory governance and local development.



[Orlando East/ Noordgesig CDC workshop]

Planact, together with the Makhado Local Municipality and the Strengthening Local Governance Programme of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ-SLGP), has developed a joint initiative to pilot participatory budgeting within the municipality. After a series of exploratory discussions and planning meetings between Planact, GIZ and the Makhado Local Municipality, it was agreed that the pilot project would take place in the main region of the Makhado Local Municipality (Region 1). The aims of this pilot project are:

- ◇ to provide an opportunity for practical demonstration of the processes of participatory budgeting and its benefits for municipalities and community members

- ◇ to serve as an important learning opportunity for all stakeholders (including Planact and other development practitioners, government officials and politicians, development agencies);
- ◇ to add value to municipal processes (integrated development planning, community-based planning, budgeting, and performance monitoring systems)
- ◇ to serve as an opportunity for policy input towards improving public participation for improved municipal performance

Programmes Report

The preparation phase of the project took place from January to March 2011 and included: a status quo analysis to understand participation in the municipality; the introduction of the pilot project to officials, councillors and traditional authorities; the establishment of an interim steering committee and an implementation team; and the development of a detailed implementation plan. These activities have effectively provided the basis for the implementation phase of the pilot project in the upcoming financial year.



[Makhado Municipality Participatory Budgeting Planning Meeting]



[Makhado Municipality Participatory Budgeting Training]



Research and Evaluation

As part of the annual State of Local Governance Report (SoLG) produced by the Good Governance Learning Network (GGLN), Planact contributed a research paper on *Intergovernmental Relations (IGR) and the voices of the marginalised*. The content of this research is based on the effects of IGR challenges on human settlements development, and is strongly focused on Planact's work in terms of the **People's Housing Process** and findings related to Informal Settlement Upgrading. Key recommendations include the need for improved IGR practice; recognition by provincial government of the role played by local government, as a channel for interaction with local communities; improvement regarding the distribution of funds for specific programmes from provincial to local government levels; and a more effective accreditation process for local governments with regards to human settlements projects. The research project was concluded in January 2011 and was incorporated into the GGLN's State of Local Governance Report which was launched officially in April 2011.



[Spring Valley situational analysis workshop]

Planact has made steady progress with ongoing research in support of the project to enhance community participation in informal settlement upgrading and regularisation processes. The research component informs the project content and methodology and will serve to document lessons learned as a potential advocacy tool to influence policy development and practice.

During the past year two of Planact's long term projects came to an end, necessitating the preparation of final reports to the respective organisations involved in these ventures. The first of these projects was the Local Governance Support Programme (LGSP), a USAID/RTI initiative from 2006 to June 2010, within which Planact supported the training of ward committee members, community development workers and municipal officials. Key achievements and lessons learned include the following:

- ◇ Using the training of trainers' approach, a total of 239 participants received training, and a total of 1,651 ward committee members participated in subsequent training facilitated by the new trainers.
- ◇ The majority of participants rated as 'excellent' the overall content input and training methodology and materials, and particularly highlighted skills for engaging at the community level. However, they also indicated that training on specific portfolio roles and linkages to municipal portfolios requires much more attention. It was noted with concern that community development workers (CDWs) often demonstrated limited knowledge about local government issues.
- ◇ For new trainers to become valuable resources for their municipalities, a more comprehensive and sustainable plan should be devised for ongoing support interventions for ward committees and other key role-players. Also, substantial resources are required to ensure that training and support programmes effect system-wide changes.
- ◇ It appears that the concept of the ward committee has not been clearly designed or understood. Committee members demonstrate a lack of power to decide on developmental issues in their wards and there is a lack of basic resources to support their work.
- ◇ A critical omission within the programme is the lack of an impact assessment of the training provided; this highlights the need for adequate resource provision to ensure that the value and gaps of such interventions are captured effectively, leading to improved future training.



[Ward Committee Training]

Programmes Report

The second project to reach completion was the sustainable livelihoods food garden project in Vosloorus, supported by the National Development Agency (NDA) from 2007 to October 2010. The final report highlighted the following key achievements:

- ◇ Organisational development training and strategic planning sessions have placed participating organisations in a better position to achieve self-management towards sustainability. They have demonstrated improvement in working together, more effective planning of their work activities, improved management of their finances and enhanced fundraising skills. Important operational and management systems have now been put in place to support the sustainability of the project.
- ◇ Co-operation with other initiatives aimed at poverty eradication in the community has been established, particularly with other community organisations in the area as well as with government departments such as the Ekurhuleni Municipality, the Departments of Agriculture and Labour and the Expanded Public Works Programme (EPWP).
- ◇ HIV/AIDS-affected families and poor households have benefited from the project through distribution of the vegetables produced, which contributes to increase food security. Members of the co-operative and participating organisations in the community have received stipends for their labour contribution in the food garden and have also benefited from the sale of vegetables, which promotes income diversification.



[Food Gardening Project, Vosloorus]

Policy Analysis and Advocacy

Advocacy through networking and media platforms

Partnerships



[Participants at Informal Settlement Upgrading Learning Event]

Planact has worked closely with social movements in Gauteng. This intervention arose from requests from leaders for assistance with planning and facilitation for social movement collaboration, particularly in terms of advocacy activities and leadership training to address human settlement development concerns. Consequently, Planact, together with the Socio-Economic Rights Institute (SERI), facilitated joint planning and capacity-building sessions for various social movements and community organisations across Gauteng and neighbouring provinces. Key social movements and organisations involved in this initiative included the **Landless People's Movement (LPM)**, the **Anti-privatisation Forum (APF)**, **Informal Settlement Network (ISN)**, **Thembehle Crisis Committee**, and **Shoshanguve Concerned Residents**.

Together with the Built Environment Support Group (BESG), Planact jointly hosted a successful event focusing on informal settlement upgrading, in February 2011. The event was largely supported by the Good Governance Learning Network (GGLN) as part of its regional learning events. A total of 47 representatives from different NGOs, social movements, community organisations, government entities, and academia participated in the learning event. Two sets of presentations provided insights on approaches to informal settlement upgrading:

- ◊ *Government approaches* – by Monty Narsoo, National Upgrading Support Programme (NUSP); Maki Thellane and Bosco Khoza, Housing Development Agency (HDA); John Maytham, City of Johannesburg Planning Department; and Mark Misselhorn, Project Preparation Trust (PPT) with regards to **eThekwin's interim services programme**. The key respondent was Sarah Charlton from the School of Architecture and Planning, Wits University.
- ◊ *Civil society approaches* – by Lee Rule, a community leader from Freedom Park, Western Cape, supported by Development Action Group (DAG); Kate Tissington of the Socio-economic Rights Institute (SERI); Ronald Eglin from the Landfirst campaign; and Gwashi Manavhela of Planact. The key respondents were Liza Cossa and Maureen Mnisi from the **Landless People's Movement (LPM)**.

Programmes Report

The main issues discussed included the roles and approaches of different government and civil society entities, meaningful participation processes, incremental development approaches and strengthening relationships between various stake-holders. Specific recommendations included the need for solidarity among civil society actors, the coherent presentation of concerns to government, capacity-building support for government and civil society, the use of litigation and civic action where necessary, and access to information regarding land suitability concerns. A comprehensive report has been developed and is available on the Planact website.

Through membership of the Good Governance Learning Network (GGLN), Planact continued to engage directly with issues of public participation and local governance. This involved endorsing the GGLN policy submission on the Municipal Systems Amendment Bill (June 2010); emphasising the separation of political party office and municipal managerial positions; the employment of suitably qualified and skilled municipal managers; and the accountability of municipalities to residents, including the importance of effective public participation processes. A Planact staff member was elected to serve on the GGLN reference group and Planact staff also represented the GGLN at key forums, including the national steering committee for the Local Governance Barometer project at the Institute for Democracy in South Africa (IDASA); a conference on the role of NGOs in governance hosted by Care Australia and IDASA; and the Participatory Governance Roundtable organised by GIZ. Planact staff participated in annual meetings of members and the launch of the State of Local Governance (SoLG) Report in July 2010, and contributed a research paper focusing on intergovernmental relations for the 2011 SoLG Report. Through the GGLN membership, feedback received from government sectors indicates that the SoLG Report of 2010 was widely circulated and is being used to identify areas for development in local government. We anticipate that the 2011 report will have the same positive effect.



[Informal Settlement Upgrading Learning Event - Representatives from NUSP, LRC, City of Johannesburg Metro]



[Discussion report back at Informal Settlement Upgrading Learning Event]

Planact continues to engage with member organisations of the former Urban Sector Network (USN) – Development Action Group (DAG), Afesis-Corplan and BESG – to share insights and advocate for necessary policy changes regarding human settlements development. Together with Project Preparation Trust and Afesis-Corplan, **Planact supported an NGO submission on implementation guidelines for the Enhanced People's Housing Process (EHPH).** In August and November 2010 Planact was invited to participate in the National People's Housing Process (PHP) Workshops hosted by the PHP Directorate of the National Department of Human Settlements. **Participation in the Department of Human Settlements' Social Contract process has continued, particularly** through representation at the social cohesion workstream meetings. Ongoing engagement with the National Department of Human Settlements indicates that our input, together with that of former USN organisations, on the finalisation of EHPH implementation guidelines is taken seriously. This has resulted in more rigorous debate between government and civil society structures to refine policy guidelines and co-operation strategies.

The issue of informal settlement upgrading has become a national government priority and the Housing Development Agency (HDA) invited Planact to enter into a partnership to strengthen these efforts. Planact has engaged in discussion workshops focused on informal settlement profiling and neighbourhood development planning with the HDA and other partner organisations. Participating organisations have been able to work together to improve approaches for more co-operative strategies among civil society and government programmes. Planact has specifically highlighted the need to strengthen community participation approaches across the various programmes.

Planact has continued to support the Landfirst campaign as a core member. We were involved in finalising the Landfirst charter and pledge, intended as guiding documents to gain wider support, and we participated in various workshops organised by the Landfirst network (co-ordinated by Afesis-Corplan and supported by Urban Landmark). The workshops aimed to co-ordinate informal settlement upgrading; planning and environmental legislation; and the use of information and communication technology to support networking. The Landfirst campaign continues to highlight the need for incremental development approaches by bringing together various civil society organisations to explore and develop progressive approaches to managed land settlement and in situ upgrading approaches.



[Spring Valley community workshop]

The period under review has seen continued engagement with Urban Landmark, including ongoing representation on their advisory board and participation in key events such as the launch of the research booklet *Incrementally Securing Tenure: An Approach for Informal Settlement Upgrading in SA*; a panel discussion on **South Africa's urban spatial development after apartheid** (co-hosted with the *Mail & Guardian*) and securing land rights (co-hosted with the LEAP and the Institute for Poverty, Land and Agrarian Studies (PLAAS)). Urban Landmark also provided financial support for a Planact staff member to complete the Housing Policy and Management Certificate Course at Wits University during 2010.

Participation in key events

Planact has continued to engage with various organisations and institutions on an ad hoc basis and was invited to present its work and perspectives at the following key events:

- ◇ The Common Purpose Leadership Course, at which Planact's local governance co-ordinator was invited to present on "Community organising and mobilisation".
- ◇ The HIVOS Knowledge Programme Dialogue: "Theory and practice of development dilemmas". Planact's programme manager was invited to present on civil society participation in governance.
- ◇ The Development Action Group (DAG) invited Planact's programme manager to serve as a key panelist for the plenary session on Citizenship and the Democratic Management of Cities as part of the National Conference, "Re-imagining the City: Towards a New Urban Order".
- ◇ Afesis-corplan invited Planact's researcher to make a presentation at its seminar on "Reclaiming the voice of civil society in the consolidation of democracy".
- ◇ The City of Johannesburg invited Planact to share its experiences and perspectives on participatory governance and service delivery at the Growth and Development Strategy Outreach Programme.

The central message put forward by Planact representatives in these presentations emphasised the need for meaningful participation by civil society, particularly marginalised community members, in co-determining development agendas and processes at local and national levels. Furthermore, the presentations elaborated on the importance of supporting effective community organising strategies, facilitating engagements between communities and government, and capacity building to ensure meaningful participation.



[Informal Settlement Upgrading Learning Event]

Media platforms

We have also been able to use media platforms to share information regarding Planact projects and to advocate for positive changes through the following opportunities:

- ◇ An article on participation research, focusing on the City Deep hostel re-development case published in *Housing in Southern Africa*, April 2010 edition. This is a national independent newsletter focusing on human settlements, circulated widely in government, private sector and civil society sectors.
- ◇ **An article on the Orlando East /Noordgesig CDC, “ANC won’t control CDC – Mathang”** emphasising the inclusion of a range of political parties and community organisations in determining the CDC’s involvement in local development. Published in *Orlando Urban News*, 28 July 2010, a local news publication circulated in Orlando and Noordgesig.
- ◇ **An article titled “Cosmo City Development Committee”, highlighting the emergence of the forum as a community structure** bringing together various local organisations to participate in development planning for the areas. Published in *COSMOCity News*, 15 September 2010. This is a local news publication circulated in Cosmo City.
- ◇ **An article titled “The long road to democracy”, published in *Delivery Magazine*, December 2010 edition.** This is a national publication circulated among government departments and civil society organisations. Planact was specifically acknowledged for its role in the local government transformation process.
- ◇ The updated Planact website provides a space for Planact to direct and generate interest in specific aspects of its work. As a result we have received numerous requests for research input and contributions to discussions relative to Planact’s work on human settlements development and participatory governance.



[Orlando East / Noordgesig CDC planning workshop]



Institutional Development

The strength of Planact's work depends on building the capacity of its staff and regularly clarifying its direction to ensure that it remains relevant and strategically positioned to meet new challenges. During the period under review, staff and board members engaged in a series of strategic planning discussions specifically to address funding and leadership changes. In the process we also worked towards further refining our core focus - civic empowerment.

Planact's Board appointed a new director, Professor Steven Friedman, well-known political analyst and Director of the Centre for the Study of Democracy (University of Johannesburg and Rhodes University). We have also benefited from the support of two student interns through relationships with the Planning Department at Wits University (June 2010) and the International Human Rights Exchange (IHRE) Programme at Wits University (August to October 2010). Partnerships with a range of civil society organisations, government institutions, and funding organisations have contributed strongly to the success of our work during this period and we look forward to reinforcing our collaborative ventures in the future.



[Planact Strategic Planning Session with Board and Staff]

Financials

Planact

(Association incorporated under section 21)

(Registration number 1994/001660/08)

Annual Financial Statement for the year ended 31 March 2011

Detailed statement of financial performance

	Notes	2011 R	2010 R
Revenue			
Grants received	5	2,643,371	3,231,914
Sundry income		24,845	20,103
Training, facilitation and research		214,007	212,819
		2,882,223	3,464,836
Other income			
Interest Received	7	52,474	98,254
Operating expenses			
Accounting fees		1,386	1,721
Administration and management fees		8,272	21,637
Advertising and publicity		71,183	71,183
Affiliation fees		1,251	2,483
Annual report		9,260	32,249
Auditors' remuneration	9	56,700	52,050
Bank charges		12,744	15,178
Computer expenses		48,082	54,804
Conferences, meetings and workshops		59,014	113,639
Consulting fees		36,169	177,009
Depreciation		22,241	27,886
Employee costs		2,574,564	2,701,317
Group life insurance		57,479	50,627
Insurance		39,906	39,808
Lease rentals on operating lease		382,784	321,713
Legal expenses		1,700	15,600
Monitoring and evaluations		1,556	64,819
NDA project		50,955	91,758
Repairs and maintenance		2,204	4,492
Staff development		12,949	13,135
Stationery, postage and photocopying		6,482	14,523
Subscriptions		2,019	4,650
Telephone, fax and email		41,687	33,306
Travel		170,306	170,676
		3,602,409	4,095,723
Loss for the year		(667,712)	(532,633)

Planact

(Association incorporated under section 21)

(Registration number 1994/001660/08)

Annual Financial Statement for the year ended 31 March 2011

Statement of financial position

	Notes	2011 R	2010 R
Assets			
Non-current assets			
Property, plant and equipment	2	20,396	40,075
Current assets			
Trade and other receivables		66,996	86,078
Cash and cash equivalents		625,706	1,836,362
		692,702	1,922,440
Total assets		713,098	1,962,515
Equity and liabilities			
Equity			
Growth and development fund		598,729	653,073
Operating funds		(783,270)	(169,9020)
Retrenchment reserve		250,043	313,911
		65,502	797,082
Liabilities			
Current liabilities			
Trade and other payables		147,831	272,250
Deferred grant income	4	499,765	684,074
Bank overdraft	3	-	209,109
		647,596	1,165,433
Total equity and liabilities		713,098	1,962,515

Staff and Board Members

Planact
Annual Report 2010 - 2011



Seana Nkhahle -
Chairperson of the Board



Hermine Engel -
Acting Director



Spiro Paxinos -
Financial Manager



Shumani Luruli -
Senior Project Officer



Gwashi Manavhela -
Community Development
Co-ordinator



Mike Makwela -
Local Governance
Co-ordinator



Malachia Mathoho -
Researcher



Junior Ramoloto -
Service Officer



Tshidi Morotolo -
Administrative Officer



Mary Moloisane -

Board Members serving 2010 — 2011

Stephen Berrisford
Steven Friedmann
Marie Huchzermeyer
Thomas Mogale
Mohamed Motala

Dominique Erlank
Matome Gaffane
Jackie Lamola
Mokhethi Moshoeshoe
Seana Nkhahle



FORD FOUNDATION



Katholische Zentralstelle für Entwicklungshilfe e.V.









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