



isandla  
institute



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**Annual Report 2009/10**

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# About Isandla Institute

Isandla Institute is an independent public interest think tank focused on urban development, policy analysis and public dialogue.

At the core of our work is the goal of advancing the right to the city, i.e. of promoting just, equitable, sustainable and democratic urban settlements.

Isandla Institute engages in cutting edge research, knowledge sharing, development of alternative frameworks and methodologies, and consultancy to support urban development and transformation.

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# Message from the Chairperson

Small creatures can make big impacts. Think of the ant, barely visible to the eye, but always in action. Its movements may appear uncoordinated and unpredictable at times, but upon closer examination we find that there is a strong sense of purpose that acts as a driving force.

ants operate as a unified entity, collectively working together. They have demonstrated an ability to communicate with one another and

to solve complex problems. Since time immemorial, the ant has represented industriousness and cooperative effort.

Without taking the analogy too far, it seems to me that Isandla Institute can be compared to the ant. Small in size, but definitely industrious. Not afraid to look at the complex world we live and work in, with a 'can do' approach. Inside the organisation, teamwork and cooperation prevail, whereas externally the organisation consciously and continuously pursues collaborative engagements with and between other stakeholders.

And, may I add, it does so with a significant degree of success. The 10<sup>th</sup> Anniversary celebrations certainly confirmed that since its inception Isandla Institute has punched above its weight. The congratulatory messages and active participation by colleagues from a variety of institutional and professional backgrounds all attest to the unique space that Isandla Institute holds in the urban sector. In similar fashion, we are grateful for the opportunity to celebrate this momentous occasion with such a diversity of development practitioners. Isandla Institute's praxis is enriched by our engagement with all of them.



The 10<sup>th</sup> Anniversary Round Table is certainly to be counted among one of the highlights of the year. With this event, and the new documentary *The Right to the City*, Isandla Institute has indisputably positioned itself as a key protagonist in the struggle to bring about a more coherent, dynamic and spatially oriented development policy, in particular one that takes the urban space more seriously. While the organisation has a track record of working (innovatively) on urban issues, Isandla Institute's work is increasingly cohering around policy positions on urban vulnerability, urban land, the spatial dimensions of urban opportunity and exclusion/inequality, and integrated (in pretty much all the meanings of the word) urban development. Our trajectory is ever evolving; promoting a proactive and reflective dialogue with changes in the socio-political terrain. These new

geographies represent opportunities and challenges to which we have brought measure and perspective. With Isandla Institute moving into a more robust advocacy position on these issues, the period ahead looks very exciting indeed.

These brief remarks would be incomplete without mentioning the pivotal role that the former Chairperson of the Board of Directors, Frank Meintjies, has played over the years. It is in large part due to his vision, commitment and leadership that Isandla Institute is what and where it is today. On behalf of the Board, I want to thank him profoundly for all he has done and wish him well in his future endeavours.

**Mokena Makeka**

# Director's Report

In the year that Isandla Institute celebrated its 10<sup>th</sup> Anniversary, which presents an important moment to reflect on an organisation's sustained presence, impact and resilience, the organisation experienced many changes. Perhaps the phrase that is most characteristic for this past year is therefore 'continuity in change'.

Although in the life of an organisation 10 years can still be considered young, or at least youthful, it is a milestone that cannot be taken for granted, especially in the current financial and political environment. Technically speaking, Isandla Institute was almost a teenager by the time the anniversary was commemorated with a Round Table in September 2009. The organisation had started operations in late 1997, and was formally registered the following year. But the opportunity to celebrate this highlight only presented itself fully in 2009.

Reflecting on 10 years of development practice allows one to see both continuity and change. It is particularly interesting to take note of the fact that much of what Isandla Institute does today has its roots in earlier work. Our continued interests in local government as a key development actor, in a vibrant, multi-layered and well-networked civil society, in dialogue, learning exchange and robust engagement, in innovative responses to tackle exclusion, inequality, poverty and marginalisation are key examples in this respect. Our current interest in urban land and spatial development has its origins in earlier organisational critiques of the South African housing policy framework, while our work on HIV/AIDS and human settlements is an innovative take on urban



PHOTO: OF COURSE MEDIA

vulnerability and poverty, which defined much of Isandla Institute's early work.

Our 10<sup>th</sup> Anniversary has allowed us, and those that we partner with and/or engage with, to acknowledge the contribution to development discourse and practice that an organisation of our size has been able to make in the past decade. Well aware that our contribution is modest at best, and hardly matches our ambitions, recognising and affirming value is an important feature of the

reflective praxis that Isandla Institute holds dear. Often, in the midst of day to day pressures and project deliverables, it can be hard to take stock, reflect on lessons, improve practice, and take ownership of accomplishments.

The 10<sup>th</sup> Anniversary Round Table on *The politics of space: Whereto for the urban question* was in many respects emblematic of the kind of work that Isandla Institute does and the calibre of partners that it works with. We are deeply appreciative of the generosity with which many of these partners continue to give of their time and wisdom whilst participating in our activities and processes. There is much that we take away from these engagements that enriches our understanding and work.

Isandla Institute used the occasion of its 10<sup>th</sup> Anniversary to present a critique on state-led urban planning and city development through the medium of a documentary titled *The Right to the City*. Based on feedback received at the Round Table and subsequent events where the documentary has been screened, it is a powerful tool in shifting perspectives and informing robust debate on some of the fundamental questions related to the nature of development of and public investment in South African cities. The documentary attests to Isandla Institute's



aptitude for innovation and the organisation's keen desire to use novel channels of communication.

A key change affecting the organisation was the relocation from the centre of Cape Town to Kenilworth. The move was inspired by two motivations: firstly, we needed office space that was wheelchair accessible to allow a newly appointed staff member to work from the office and be part of the team. As an organisation that has always sought to use meeting venues that are wheelchair accessible to avoid any undue barriers to participation in our events, applying this principle to our place of work was only obvious. Secondly, our new office space provides an opportunity for networking and engagement with other professionals in the development sector. Isandla Institute now cohabits with a public sector support organisation, a change management consultancy, a legal firm which doubles up as environmental policy outfit, and a fair-trade certification NGO. Although vastly divergent in scope, focus and identity, all tenants are public interest organisations. The philosophy underpinning Ubunye House is one of convivial relations and communal space, where meeting facilities and social spaces are shared amongst the tenants. The move has allowed staff members of Isandla Institute to feel as though they are part of a 'bigger



PHOTO: AFRICAN CENTRE FOR SITES



team' due to the communal approach and atmosphere in the new building. It has also resulted in the realising one of Isandla Institute's ambitions to work closely with like-minded organisations – in this instance PDG, which is one of the main tenants of Ubunye House. Thus, new opportunities for partnerships, networking and learning have emerged as a result of the current configuration.

Another significant change affecting Isandla Institute relates to leadership. After a decade of service, Frank Meintjies, co-founder of Isandla Institute and chairperson of the Board of Directors, resigned. Isandla Institute is deeply indebted to him for his dedication, insightful support and witty engagement and as such he will be sorely missed. At the same time, we are grateful for the 'early warning' to address succession matters concerning the Board. In September 2009, Mokena Makeka was elected as the new chairperson of the Board. He is supported in this role by Ashoek Adhikari, who was elected as deputy chairperson. In accordance with an expansion and succession strategy pursued since 2008, the Board of Directors was expanded from six to eight members. While longer serving board members provide the much valued intellectual and organisational memory in a context of change, newly appointed members like Shanaaz Majiet, Subethri Naidoo and Ntombini

Marrengane add fresh perspectives to the mix. Both individually and collectively, Board members fulfil an invaluable strategic and oversight role to the organisation as a whole and myself in particular.

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Isandla Institute also experienced staff changes. As a small organisation, any changes in staff can have a significant impact on organisational profile, output, processes and culture. In January 2010, Bonginkosi Masiwa left Isandla Institute to pursue other professional interests. Meera Ramjee subsequently took over from him as GGLN Coordinator in April 2010. Also in January, after some unanticipated delays, Tristan Görgens was finally able to formally take up the position of Policy Researcher in the Urban Land Programme. His main responsibility is to take the Urban Land Programme to new heights, a task he has taken to with vigour and dedication. Isandla Institute was also able to create a

contract position for a Media Officer, which was filled by Themba Mzondi. Since his contract came to an end, Isandla Institute has not been able to fill the position due to funding constraints.

These organisational changes did not occur in a vacuum. Uncertainty stemming from political change continued to reverberate long after the new administration was put in place in May 2009. Following the elections many civil society organisations adopted a 'wait and see' approach to ascertain whether the change in administration would result in real changes in policy,

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practice and relationship to civil society, as suggested prior to the elections. In fact, a similar attitude was evident amongst senior government representatives, who were waiting for political clarity on key priorities and processes. As a result, opportunities for meaningful engagement and advocacy were actually rather restricted. In addition, a number of key allies within government either resigned or found themselves sidelined in government processes as a result of a 'wind of change' in political terms. For an organisation like Isandla Institute, having constructive personal relations with well-placed 'influentials' in the public sector is essential for making inroads into, and having impact on, public policy and development discourse. When such relationships prove either ineffectual or cease to exist, the organisation is forced to build new relationships at times even rethink its approach.



PHOTO: AFRICAN CENTRE FOR CITIES



In some instances, continued political uncertainty was most acutely felt at the level of local government. It certainly affected Isandla Institute's planned activities with some municipalities. It is also at this level that dissatisfaction with local decision making processes and the quality and speed of service delivery boiled over time and again. Community-based protests have become a feature of the local landscape and may well intensify as preparations for municipal elections get underway in the year ahead. This is posing a challenge to government and the NGO sector alike.

In 2009/10, Isandla Institute remained reasonably shielded from the impact of the global financial crisis on funders and the resource envelope for South African NGOs. Undoubtedly, the implications of this will be felt more acutely in years ahead. While many of the donor partners had signalled for some time that funding priorities were likely to change, the global financial crisis brought on some of these anticipated changes more quickly and more drastically. The Rockefeller Brothers Fund, which has provided sustained support to our HIV/AIDS in the City Programme since 2006, was compelled to withdraw completely from South Africa. Other funders, which were exploring the possibility of pursuing a more regional agenda, found that they had to curtail that ambition in the current financial climate. This reality is

presenting South African NGOs with a particularly sobering challenge, one that will undoubtedly prove painful in time to come.

In light of this, Isandla Institute is deeply appreciative of the financial support, often combined with constructive engagement, from the CS Mott Foundation, the Rockefeller Brothers Fund, GTZ's Strengthening Local Governance Programme (SLGP), DFID, the German Development Service (DED) and the Open Society Foundation for South Africa.

Finally, I would like to acknowledge the people that make up Isandla Institute, without whom none of the work reflected on in this report would have happened. To the small team at Isandla Institute, Tristan Görgens, Stacey-Leigh Joseph, Letitia Manter, Bonginkosi Masiwa and Themba Mzondi: thank you for your commitment, loyalty and understanding that ours is a dynamic environment, where flexibility and collegiality are highly valued. To the Board of Directors, thank you for your leadership, your unwavering support and willingness to share your astute insights. I continue to feel privileged to be part of this organisation. And I can honestly say that there is hardly ever a dull moment!

**Mirjam van Donk**

# Celebrating 10 years of advancing the Right to the City

Over the past decade, Isandla Institute has actively promoted equitable, inclusive, democratic, well-functioning and sustainable urban settlements.

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**W**hile South Africa's towns and cities are in marked contrast to the realities these settlements represented 15 years ago, it is undeniable that the apartheid city has left an indelible mark on South Africa's landscape. Worse still, ostensibly progressive public policy aimed at addressing the rights of previously marginalised and excluded communities has had perverse outcomes. One only needs to take account of the location and quality of greenfields development

projects to realise that this is indeed the case. While notable gains have been realised in addressing poverty (which, needless to say, remains at unacceptably high levels), structural unemployment and rising inequality are profound concerns. While some urban residents live in comfort, if not luxury, others engage in a daily struggle for survival. Even the progressive foundations of the urban governance system, which call for active citizen/community engagement in local planning and decision making, have become hollowed out. Instead of enabling meaningful and robust engagement to arrive at negotiated outcomes, the system of participatory local governance has become largely procedural and symbolic, devoid of its original intent. There is, it seems, little scope (and patience) for contestation within a state-led model of development.

To some extent, what has contributed to this state of affairs is the absence of a coherent and robust national urban development strategy. In all four administrations since 1994, such a strategy has been met with ambiguity at best, but more often with disregard or even antagonism. The current administration's explicit elevation of rural development (as if this can exist in contradistinction to urban development) to a priority concern has put paid to any prospect that urban development would be given the attention warranted.



It is against this background that Isandla Institute decided to celebrate its 10<sup>th</sup> Anniversary with a Round Table titled *The politics of space: Whereto for the urban question*. The Round Table, held in September 2009, brought together senior representatives from government, civil society, the donor community and the private sector (mainly built environment professionals in private planning and architecture practices). The audience was a good reflection of the various partners and stakeholders that Isandla Institute has worked with and/or has targeted as the primary audience for its research, dissemination and facilitation activities, over the years.

The Round Table was structured to be highly informative, thought-provoking and engaging. In his keynote address, the recently appointed Minister of Human Settlements, Mr Tokyo Sexwale, affirmed the importance of a spatial perspective (both national and inter-urban) that underpins public policy and development. He further expressed concern about the lack of appropriate planning to guide and support urbanisation, which will be perpetuated if government does not embrace an explicit urban perspective. As an indication of the significance of the event and the recognition given to Isandla Institute, Minister Sexwale decided to stay for the duration of the Round Table.

A high level panel provided stimulating and challenging perspectives on the state of urban planning and development in South Africa. Architect Mokena Makeka referred to the 'poverty of imagination', which results in human settlements that are devoid of economic opportunity, cultural life and unsustainable development. Rather than building communities, the South African approach is preoccupied with building houses. Sithole Mbanga from the South African Cities Network highlighted that the urban-rural dichotomy is unhelpful and that it is important for policy makers and planners to come to terms with the fact that urbanisation is an unstoppable reality. It is only if rural and urban



PHOTO: AFRICAN CENTRE FOR CITIES

development are seen as interlinked that South Africa's development needs can be addressed. Nellie Lester from the national Department for Cooperative Governance and Traditional Affairs called for a stronger spatial perspective to development and the foregrounding of inequality. This view was echoed by Architect Luyanda Mpahlwa, who noted that urban planning needs to overcome social exclusion. He added that densification is part of the solution. Richard Dyantyi, Advisor to

Minister Sexwale, reflected on the institutional challenges to drive and implement a coherent urban development agenda, including the fact that local government structures tend to be relatively weak and are often emasculated by other spheres of government. The panel concluded that reimagining urban spaces in South Africa requires a paradigm shift on the part of politicians, policy makers, planners and other built environment professionals.

The Round Table concluded in a more informal cocktail event, where Isandla Institute's past, present and future were prominently profiled through speeches and display. The venue was converted into an exhibition space, where most of the organisation's products developed over the past decade or so were exhibited. Cognisant that a significant amount of work done by Isandla Institute over the years is not, or no longer, in the public domain (either because the work was done for clients who hold the right to determine whether to disseminate or not, or because some of the work done preceded the era of mass-based electronic dissemination of information), the organisation prepared a CD-Rom with seminal products from the

preceding decade. In a number of instances, permission was sought and received from the original recipients/clients of the work to include relevant documents. Furthermore, a 10 year calendar was developed, reflecting key highlights and products of the organisation since its inception.

Isandla Institute used the occasion of the Round Table to launch its latest offering, a short documentary titled *The Right to the City*, which seeks to spark debate, reflection and invigorated action in the interest of equitable and democratic urban development. The documentary is further discussed under the Urban Land Programme.



PHOTOS: OF COURSE MEDIA



# HIV/AIDS in the City

The core focus of the HIV/AIDS in the City programme is on integrating an HIV/AIDS perspective in human settlements planning, development and management.

The programme seeks to address urban vulnerability, in particular vulnerability to HIV infection and the epidemic more broadly, and promotes interventions that enhance the resilience of households, communities and organisations affected by the epidemic. To achieve this, the programme combines a variety of activities and strategies, including action research, policy advocacy, facilitation, awareness raising and networking.

## Nelson Mandela Bay Metro Pilot Study

The essence of the pilot study was to review the municipality's approach to human settlements from the perspective of HIV/AIDS and, where appropriate, make recommendations for improving or expanding the response. The review was conducted on the basis of Isandla Institute's *HIV/AIDS and Sustainable Human Settlements Development in South Africa:*

*An Introductory Guide for Municipal Practitioners.* The intention was to use the findings for further dissemination to municipalities and, where necessary, to inform a revision of the Isandla Institute Guide.

In early 2008 the Nelson Mandela Bay Metro expressed interest and commitment in the pilot. However, due to ongoing political instability affecting the municipality, the pilot study has experienced a stop-go motion since July 2008. In the latter part of 2009 it finally gained some momentum and the expectation is that the project will be concluded with a presentation of the final report to the Mayoral Committee of the municipality in early June 2010.





In consultation with the municipality, the scope of the project was expanded to incorporate a scenarios building exercise with senior representatives from the municipality. The purpose of this exercise was to review settlement planning and management assumptions in relation to the broader socio-economic and institutional drivers of development in the city, thereby helping the municipality to be more proactive in its response and develop more resilient institutions and systems. This particular component allowed Isandla Institute to work in partnership with Strategies for Change, a partnership that has proven to be mutually constructive in the past.

The two project components – the scenarios building exercise and the review of specific plans, frameworks and instruments guiding settlements planning and development in Nelson Mandela Bay Metro – worked hand in glove. While the one facilitated a reflection on the drivers of urban development and the development path that the city is seeking to pursue, the other focused on specific projects and localities in the municipality, thereby adding an empirical dimension to the project.

Notwithstanding the challenges experienced, the project has been very insightful and strategic. The analysis of Nelson Mandela Bay Metro's human settlements response

shows that it is in many respects very progressive and that it actively encourages innovation and community engagement. However, significant challenges are experienced with respect to practical implementation, intergovernmental and intra-municipal alignment and coordination, and the extent to which social factors are adequately taken into account. Perhaps not surprisingly, the links between HIV/AIDS, environmental health and overcrowding, the built environment and the implications of settlement planning decisions (such as those related to location of new housing schemes or relocation of households on land deemed unsuitable for habitation) remain underexplored. Clearly, there is scope for improvement and innovation in this regard.

Likewise, the scenarios building exercise has exposed a number of assumptions about the development potential and trajectory of Nelson Mandela Bay Metro, and has allowed for a less politically charged conversation about the institutional and political factors impacting on the municipality and its work, more particularly in relation to settlements planning. The municipality has subsequently decided to engage in a more large-scale visioning exercise, drawing on and expanding on the scenarios building process facilitated by Isandla Institute in partnership with Strategies for Change.

The project is in its final stages of analysis, refinement and consultation with key stakeholders in the municipality and will be concluded with a final presentation to the Mayoral Committee in June. The findings will be presented at a national seminar titled 'Coming to grips with informality and HIV/AIDS through innovative settlement planning and design', to be convened by Isandla Institute in May 2010. The report will also be made available to other municipalities, NGOs and other interested parties. The insights generated from this project will undoubtedly serve to further inform Isandla Institute's future work and engagements.

## Municipal workshops

Municipalities, and in particular municipal planners, IDP managers and housing officials, are a key target group for the HIV/AIDS in the City Programme. The main objective of the engagement with municipalities (and other local government stakeholders) is to support local government in mainstreaming HIV/AIDS, with particular reference to human settlements planning, development and management. These engagements also prove very informative for the programme, as it allows for more direct engagement with the complexities facing municipal representatives.

Workshops were conducted with the City of Cape Town, in April 2009, and in Nelson Mandela Bay Metro and Mangaung, both in October 2009. While the first engagement was with town planners, in Nelson Mandela Bay Metro the participants included municipal officials from the departments of housing and land, and public health, and representatives from local NGOs. The workshop in Mangaung brought together mostly professional staff from the municipality as well as a representative from the provincial department of housing and a representative from the standing committee on housing. The political representative undertook to present this to political leaders in the municipality in an attempt to foster political buy-in and commitment as well as to allow political leaders to better understand the challenges faced within the municipality. In addition, the housing manager indicated that the department is also considering the development of a Housing and HIV/AIDS strategy for the Mangaung municipality. A tentative commitment was made to do a follow up workshop with a number of critical stakeholders, including officials from other departments, political leadership and also provincial representatives. Isandla Institute was requested to facilitate this larger process and although an agreement was reached to this effect, the municipality has postponed it on at least two occasions. Eventually, the follow up workshop was scheduled for early June 2010.

## Halogen

The HIV/AIDS and Local Government Learning Network (Halogen) continues to be a valuable network to facilitate knowledge sharing amongst actors working in the field of local government and HIV/AIDS and an important forum to help identify potential areas of complementarities and duplication. The network currently has about 15 members ranging from established research institutions like the Medical Research Council to NGOs like Idasa, BESG and Isandla Institute to national stakeholders like the South African Local Government Association (SALGA) and the Department for Cooperative Governance and Traditional Affairs (COGTA). Isandla Institute has acted as the Secretariat of Halogen since November 2006.

The network held four learning events:

- *What are the mechanisms necessary for ensuring that HIV/AIDS is effectively taken into account in the IDP?*, hosted by the Medical Research Council and Centre for Health Policy, University of Witwatersrand, in Johannesburg on 17 April 2009.
- *Community participation and mobilisation of ward committees in the context of HIV/AIDS*, hosted by the Built Environment Support Group (BESG) in partnership with Idasa in Durban on 6 August 2009.
- *Leadership on HIV/AIDS: How do we generate the political and strategic buy-in from leaders that will generate an effective HIV/AIDS response?*, hosted by SALGA and COGTA in Pretoria on 8 October 2009.
- *What are the challenges of intergovernmental relations and intersectoral coordination when responding to HIV/AIDS?*, hosted by Isandla Institute in Cape Town on 19 November 2009 (combined with a one-day strategic planning session on 20 November).

An input paper is prepared for each learning event to help focus and inform the discussions. This paper is subsequently made available on the Halogen website ([www.halogen.org.za](http://www.halogen.org.za)). The Secretariat has also prepared an annual report of activities during 2009, which includes a summary of each learning event.

A novel aspect introduced in the reporting period is the production of municipal briefs, i.e. concise and useful summaries of each learning event aimed at municipal practitioners. The municipal briefs are produced by String Communications and are widely disseminated in hard and soft copy to municipalities and other interested parties. While the Halogen website is clearly a valuable medium in this regard, of particular importance is the role of SALGA and COGTA in disseminating the briefs to municipal practitioners. String Communications also

publishes an editorial on each learning event in its publication *Delivery*.

## **Publications, presentations and teaching**

In an effort to raise awareness on the developmental dimensions and implications of HIV/AIDS among urban planning professionals and the general public, the Programme sets out to write articles and papers and to present conference papers and lectures.

In June 2009 the Policy Researcher presented a paper at the South African Cities Conference, co-hosted by African Centre for Cities at the University of Cape Town (UCT) and the Centre for Urban and Built Environment Studies at Wits University. The paper explored the dynamic linkages between informality, HIV/AIDS, service delivery and planning.

On 2 February 2010 the Director presented a lecture on HIV/AIDS and urban development for post-graduate students in urban planning at the University of Cape Town. This has become an annual occurrence within the Masters programme on urban infrastructure and in fact one of the few lectures that has been invited back for

the past five years, despite fundamental changes in the design of the module.

The following papers were published:

- Joseph S (2009), 'Tackling Informality: Why HIV/AIDS Needs to be a Critical Component of Urban Development Policies', in *Urban Forum*, Vol. 21, Issue 2
- Joseph S (2010), 'Leadership in a Time of HIV/AIDS', in *Ethical Leadership and Political Culture in Local Government: A Civil Society Perspective on Local Governance in South Africa*, Report published by the Good Governance Learning Network (GGLN)

The documentary *PoCityVity*: *A story of survival and belonging*, which the Programme produced in 2008, continues to be extremely valuable in workshops, lectures and other public engagements to facilitate discussion about HIV/AIDS and what constitutes an appropriate response, particularly for planners and other built environment professionals. *PoCityVity* has also been used in the training of trainers responsible for the roll out of the framework on local government and HIV/AIDS developed by the precursor of COGTA. At a training of provincial service providers early 2010, the value of the documentary was again noted and Isandla Institute was requested to make it available as part of the facilitation pack to be used in workshops with municipalities.

## Other

In recognition of Isandla Institute's expertise on HIV/AIDS, local government and urban planning, both the Policy Researcher and the Director have been invited to participate in a number of initiatives.

- *CMRA Benchmarking Project*: The Director has served on the Benchmark Advisory Committee of the Centre for Municipal Research and Advice (CMRA) since 2008. The purpose of the project was to document good practice on HIV/AIDS mainstreaming by municipalities and to share lessons learned amongst participating municipalities and beyond. It concluded with a national conference in March 2010.
- *SEARCH (Southern and Eastern African Research on Cities and HIV)*: This initiative, which started as a partnership initiative between HEARD, UNAIDS and the Southern Africa AIDS Trust in late March 2009, brings together key UN agencies, like UNAIDS, UN-Habitat and UNDP, with leading researchers on HIV in the urban context. The purpose is to facilitate knowledge sharing and coordinate research activities by the various participants to ensure maximum impact and avoid duplication. Meetings have taken place on a quarterly basis, in March 2009, August 2009, October 2009 (which was convened to coincide with

the Global Health Conference in Nairobi) and March 2010 respectively.

- *HIV in the City of Durban*: The Policy Researcher and Director serve on an advisory group of a research project aimed at reviewing the HIV/AIDS epidemic and mitigation responses in the city of Durban. The project, conducted by Maromi on behalf of HEARD and UNAIDS, started in the first quarter of 2010 and is expected to be completed towards the end of the year.

In April 2009 the then national Department of Housing (subsequently renamed 'Department of Human Settlements') requested Isandla Institute to develop a proposal for programmatic and strategic support towards a national summit (50-60 pax) on HIV/AIDS in the context of housing and settlement planning, which was meant to culminate into a national strategic framework. However, in light of the national elections later that month and the subsequent change in leadership (which also affected the department) it proved impossible to get internal traction on this issue. Another factor delaying decision making was the fact that the official tasked with the project went on maternity leave. Throughout the year the department continued to express interest in the project, albeit with a change in scope, and it is likely that this will be further pursued in 2010.

# Urban Land

The Urban Land Programme seeks to contribute to land use planning and management systems that enhance the right to the city for current and future residents, with particular reference to spatial integration, social inclusion, poverty reduction, equity and redistribution, environmental sustainability and urban efficiency.

The programme addresses this through advocacy for access to urban land for the poor as both a means and a precondition for realising the right to the city.

In previous years, the Programme's ambitions were restricted by a lack of programme funding and consequently dedicated capacity. As a result, Isandla Institute pursued its interest in this area through relatively short term projects aimed at investigating a specific research question or addressing a particular institutional/implementation question, often on behalf of, and/or in partnership with, another organisation. While these projects were always aligned to our programmatic interest, it has minimised the possibility of advancing a coherent Isandla Institute perspective or positioning. With the (delayed) appointment of Tristan Görgens as the Policy Researcher in the Programme, it has become possible to pursue a more coherent programme and niche area of work.

## Documentary: The Right to the City

Isandla Institute's 10<sup>th</sup> Anniversary served to inspire an exciting initiative: the production of its third documentary,



*The Right to the City*. The documentary is intended as a discussion tool and seeks to raise debate about the state of urban development and the nature of urban planning interventions. Put differently, it seeks to promote discussion about an alternative urban development paradigm, one that is strongly grounded in a rights discourse. As highlighted previously, the documentary was first screened at Isandla Institute's 10<sup>th</sup> Anniversary Round Table 'The politics of space: Whereto for the urban question?'. From the feedback gauged at the Round Table as well as other events where the video has been screened, it is clear that the documentary is having the impact of jolting dominant assumptions and perspectives. It certainly evokes a significant amount of discussion and debate and as such it has proven to be very valuable. It is seen as a core product of Isandla Institute, one that captures the essence of our mission and work in a compelling, concise and visual manner. Amongst others, it has been used for the purpose of teaching post-graduate students at the University of Cape Town and the University of

Stellenbosch. It has also been screened at the World Urban Forum in Rio de Janeiro, Brazil, on 22 March 2010 during a panel discussion on the right to the city convened by the Brazilian NGO Polis in partnership with the Brazilian Confederation of Municipalities. The video has also been used by the Development Action Group (DAG) on a number of occasions during its workshops with community leaders and by the World Bank's urban division during a high profile seminar in September 2009.

## Position paper on the social function of land

A position paper is a useful way of scoping out a particular theme or area of interest and presenting a cogent organisational perspective or stance on the issue. The Programme has developed a position paper on the social function of urban land, in contradistinction to a purely economic, ecological or infrastructural perspective on urban land. The position paper has been informed by a focus group discussion with select experts in the field, interviews with legal, planning and governance experts, and secondary literature review. The position paper, which builds on the perspective presented in *The Right to the City*, will inform the nature of activities of the programme in the 2010-2011 period.



## Pro-poor municipal property rates

Between May and September 2009, Isandla Institute conducted a project aimed at reviewing how municipal rates policy can be used to make urban land markets work better for the poor. This entailed reviewing what progressive provisions are included in legislation, to what extent urban municipalities are using the existing provisions in the interest of poor residents, and what other innovative approaches and practices have been adopted by municipalities that may not be explicitly provided for in legislation. The project was done on behalf of, and in partnership with, the South African Cities Network (SACN). As a result, the primary audience was the SACN, its members (the nine largest urban municipalities in the country) and its key partners, predominantly in national government.

The project also included important consultative processes, including a Round Table on 9 June 2009 (during the inception phase) and a seminar on 18 September, where the draft findings were presented and further discussed and refined. The final report has been very well received by the SACN, its members and other professionals in the sector. A presentation on the project

and its findings was included in the programme of Urban LandMark's national seminar on 28 October 2009. This event was considered particularly strategic, as it drew together municipalities, provincial/national government representatives, NGOs and other interested parties in matters related to urban land and land markets.

## Dialogues/Engagements with SAPI and SALGA

In September 2009, the South African government release two important documents: a Green Paper on national strategic planning and a discussion document on government performance. Both documents called for public input. In response, the South African Planning Institute (SAPI, the professional association of planners in South Africa) approached Isandla Institute with the request to facilitate a process aimed at distilling SAPI's response to these documents. Subsequently, the South African Local Government Association (SALGA) expressed interest to be part of this process as well, as a large proportion of South African planners work in municipalities. Isandla Institute in partnership with the African Centre for Cities at the University of Cape Town facilitated the requested meeting on 9 October in Johannesburg. Subsequent to the meeting SAPI

representatives prepared and submitted a submission, particularly focusing on the Green Paper.

Following the meeting in Johannesburg, SAPI representatives in the Western Cape requested Isandla Institute to facilitate a similar engagement as a means to inform its members about recent policy developments. However, due to other organisational commitments it proved very difficult for Isandla Institute to commit to this at the time. Due to the late withdrawal by one of the speakers at the planned Development Dialogue in November 2009, Isandla Institute was able to accommodate the request from SAPI by promptly convening a Development Dialogue on the topic 'Land matters: The need for planning law to help bring about integrated and sustainable cities'. Some of the key speakers at the meeting in Johannesburg were able to share their insights at the Cape Town event, which was very well attended by SAPI members (over 60 pax). The inputs by Ashraf Adam, Stephen Berrisford and Steven Townsend and the discussion points at the event are captured in a monograph.

## Provincial Reference Group on rationing housing allocation

Since late 2008, the Director serves on a Reference Group coordinated by the Western Cape Department of Housing to help guide research and policy development regarding municipal housing allocation in the province. The Reference Group engages with complex questions related to selection criteria for housing beneficiaries, the balance of public investment between housing development and in situ upgrading of informal settlements, administrative justice, fairness and transparency, amongst others. The Department seeks to develop policy guidelines that will ultimately make housing allocation and settlement development in the province more consistent, fair and transparent. The Reference Group has met three times during the course of the reporting period. It is envisaged that the work will come to an end in 2010 as most of the research will be concluded towards the middle of the year.

# Local Government

**The Local Government Programme seeks to make a constructive contribution to the system of local government in South Africa, in particular the ambition to make local government developmental in its orientation, practice and outcomes.**

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**t**hus, the programme has a particular interest in innovative models for equitable service delivery and meaningful participatory local

governance and building communities of practice in this regard. The programme has a strong focus on knowledge sharing, learning exchange, networking and collective engagement.

## **Good Governance Learning Network**

Isandla Institute has hosted the Secretariat of the Good Governance Learning Network (GGLN) since January 2009. While this was initially an interim and part-time arrangement, until a new host would be identified, as of April 2010 Isandla Institute has been appointed to host the network on a permanent and fulltime basis.

The main purpose of the GGLN is to facilitate knowledge sharing and learning amongst member organisations, to document and disseminate lessons and good practice examples related to innovative models for participatory local governance and pro-poor development at the local level, and to advocate for changes in both policy and practice to promote meaningful participatory local governance. With over 15 members located in different provinces and with differing areas of interest and expertise, hosting such a vibrant and diverse network of organisations has proven to be a task that is stimulating



and rewarding, yet comes with its own sets of challenges. However, the value of networking and peer learning is undisputable, as is the value of being at the nub of such a network. On the one hand, it provides Isandla Institute with first-hand insights into the work of peer organisations in the sector and to be quite instrumental in linking up members and/or their initiatives. On the other hand, it allows Isandla Institute to gently steer, and at times influence, collective processes of engagement, learning and advocacy in manner that is unparalleled.

The GGLN provides modest grants to its members for learning events and for research projects or outputs. Although it concerns small amounts, these grants are administered through a rigorous application and review process to ensure quality and fairness. The flagship project of the network is the State of Local Governance Project, aimed at publishing a coherent civil society perspective on local governance and development in South Africa. The report seeks to bring together the variety of experiences and perspectives that live within the GGLN on the theme chosen for the report. In 2009, the selected theme was 'Ethical Leadership & Political Culture in Local Government'. The process of producing the report included a Round Table with members on

'Leadership in Local Governance and Development' convened on 6-7 July 2009, where contributors to the report were given an opportunity to present their outlines and draft papers for comment from other GGLN members. The report was completed in the first quarter of 2010, with the launch scheduled for later in the year.

During the period under review the GGLN undertook two activities with clear advocacy potential. The first was a Round Table on 'The Politics of Protests', in response to the ongoing eruptions of community based protests across the country. The Round Table took place on 7 October 2009 in Johannesburg and was attended by the majority of member organisations as well as other interested parties. The main purpose of the meeting was to create a space for reflection, learning and engagement by the GGLN and its members on the meaning and implications of local protests. The Round Table certainly challenged the GGLN and its members to consider their respective positions on local protests and municipal service delivery challenges, a theme eventually taken up for the 2010 State of Local Governance Project.

The second advocacy opportunity arose when the national department for Cooperative Governance and Traditional Affairs (COGTA), on behalf of Minister Shiceka, convened

a national Indaba to discuss the planned Local Government Turnaround Strategy (LGTAS). At this Indaba, which took place on 21 October 2009, it became obvious that government had failed to consult civil society on its assessment of the state of local government and strategies to address current weaknesses and failings. The GGLN Reference Group took this matter up with senior officials in the department, who agreed that this omission needed to be rectified. Given the tight timeframes to finalise the LGTAS it proved rather challenging to find a suitable date that would allow members of the GGLN to give meaningful input into this process. Eventually, the meeting took place on 7 December in Pretoria. The Secretariat had also ensured that representatives from social movements, such as Abahlali Basemjondolo and the Soweto Electricity Crisis Forum were invited. The meeting proved very fruitful, with members appreciating the opportunity to engage with the LGTAS. However, concern was also expressed that engagement with civil society had become an afterthought. The discussion focused on a range of issues, including the scope, envisaged impact and longevity of the LGTAS, the capability of municipalities to develop municipal turnaround strategies by the end of March 2010, the extent to which the implementation of such strategies would be monitored and supported by

national and provincial government, and the role and function of the proposed civil society reference group.

## LogoLink

Isandla Institute is the Southern Africa partner of LogoLink, an international network of organisations and practitioners working on participatory local democracy. A number of tangible opportunities for international learning and knowledge exchange were evident in the period under review. For one, LogoLink provided tangible support to the Pioneers of Participation international workshop (see below), by providing financial support to allow for experts from Brazil and India to participate in the workshop and by enabling the interim International Coordinator of LogoLink to be an active participant. Furthermore, Isandla Institute used the occasion of the Pioneers of Participation workshop to network extensively with LogoLink Eastern Africa, which proved instrumental in securing participants from Eastern African countries.

Secondly, the Director of Isandla Institute was invited to participate in an International Conference on "Citizen Leadership and Democratic Accountability" hosted by PRIA, the South Asia partner of LogoLink. The conference took place on 30 November and 1 December 2009 in New

Delhi, India. The Director presented in the opening session, together with LogoLink partners from Brazil and the US, on 'Democratic Spaces and Citizens Voices: Insights from South Africa'. LogoLink International provided the necessary financial assistance.

Lastly, the LogoLink Partners Meeting was organised to coincide with the World Urban Forum, which took place in Rio de Janeiro in March 2010. Polis, the Brazilian organisation hosting LogoLink International, convened a parallel session at the World Urban Forum, where Isandla Institute's documentary *The Right to the City* was screened and debated. LogoLink International also convened a panel at the Urban Social Forum, a gathering of social movements and other civil society organisations which happened parallel to the World Urban Forum, where some of its partners shared experiences in inclusive local governance.

## Pioneers of Participation

Efforts at enhancing the quality and breadth of engagements in local governance more often than not focus on enhanced accountability, particularly of local elected leaders, or improving and/or revising structures, systems and policy frameworks. Often less attention is

given to those championing inclusive public participation, whether within the state or in civil society. Yet, those at the coalface of public participation often have valuable insights, if not inspiring examples, to share. They may also be in need of intellectual stimulation and encouragement. The Pioneers of Participation Project was an attempt to address this.

The initiative was inspired by the *Champions of Participation* event held in the UK in June 2007, which brought together local governance practitioners from the UK with their counterparts in countries in the South to share experiences, learn from each other, and inspire new ideas and better practices to enhance local democracy. This initiative proved very successful and



inspiring. Thus, the Pioneers of Participation Project sought to replicate the *Champions* model in a manner that showed sensitivity to contextual realities in Southern and Eastern Africa.

The project, hosted by Isandla Institute in partnership with the Citizenship Development Research Centre, resulted in a number of interlinked activities, which took place in November 2009:

- A 3-day international workshop for 40 participants from 7 African countries (Botswana, Democratic Republic of Congo, Kenya, Lesotho, South Africa, Uganda, Zimbabwe) and Brazil, India and the UK.
- Site visits to local projects in Khayelitsha, Langa and Manenberg.
- A policy seminar with key actors and stakeholders in the South African context, attended by an additional 30 people.

In many respects, the Pioneers of Participation Project has been very successful. The international workshop enabled local governance practitioners to share, reflect on, and learn from practical and effective models of public participation. It also allowed participants to reflect on the barriers and challenges to meaningful public

participation, and to articulate innovative responses to these challenges. The policy seminar in particular sought to influence both public debate and government policy and practice on public participation. As the Department of Cooperative Governance and Traditional Affairs (COGTA) formally endorsed the project, there is a greater likelihood of receptiveness to the key concerns and recommendations put to policy makers and government officials.

At a more personal level, for Isandla Institute, the project has been of significance and strategic value. It has allowed us to work in partnership with a range of actors and stakeholders, including the Citizenship Development Research Centre at the IDS, LogoLink International and regional partners (especially from East Africa and South Asia/India), ACCEDE at the University of the Western Cape, GTZ's Supporting Local Governance Programme and COGTA. It has also given the organisation valuable insights in the possibilities and challenges of facilitating regional knowledge sharing and as such better prepared Isandla Institute for taking up its role as LogoLink Southern Africa. The contacts established as a result of the Pioneers workshop will undoubtedly prove valuable in this regard.

## The role of provincial and local government in poverty reduction

Isandla Institute, in partnership with PDG, prepared an input paper on the role of provincial and local government in poverty reduction, which was one of five commissioned papers aimed at informing the provincial anti-poverty strategy of the Western Cape administration. The final paper was submitted at the end of January 2010, after which the Department edited the paper for inclusion in the State of the Province publication, due to be released in March/April 2010. The provincial strategy was expected to be published shortly thereafter.

## World Urban Forum

The Director was invited to participate in three events at the World Urban Forum in Brazil, March 2010. The first was a panel convened by Polis, the Brazilian host of LogoLink International, in partnership with the Brazilian National Confederation of Municipalities, which focused on urban governance. Another was a rather prestigious



PHOTO: OF COURSE MEDIA

Round Table organised by the Habitat International Coalition (HIC), which sought to articulate a civil society perspective on participatory urban governance and to develop a charter intended to inform the official declaration of the World Urban Forum. The third event was a panel discussion comparing metropolitan governance in Brazil and South Africa, which was convened by the University of British Columbia.



# Enabling Dialogue/ Holding the space

A key feature of Isandla Institute's work is its ability to bring stakeholders together and create spaces for knowledge sharing and dialogue.

Isandla Institute sees its role as 'holding the space', the facilitation of processes that allow meaningful reflection, debate and engagement to happen.

Isandla Institute aims to infuse new ideas into the conversation, based on its own research and learning, and by bringing its networks and partnerships together.

A number of initiatives fall into this wider category.

## Development Dialogues

For the past five years, Isandla Institute and the Open Society Foundation for South Africa have hosted regular *Development Dialogues* on topical development issues. In the period under review, four such dialogues were convened on the following topics:

- *The shape of things to come: Planning for a planning ministry*, with Jeremy Cronin (SACP) and Omano Edhigeji (HSRC), 2 April 2009.
- *Does higher education produce the knowledge, skills, competencies and people needed for South Africa's development?*, with Dr Max Price (Vice-Chancellor of UCT) and Graeme Bloch (education specialist, DBSA), 11 June 2009.
- *Land matters: The need for planning law to help bring about integrated and sustainable cities*, with Stephen Berrisford (Stephen Berrisford Consulting), Ashraf Adam (SAPI) and Steven Townsend (UCT), 5 November 2009.
- *Leadership as the missing ingredient in efforts to improve government performance*, with Prof Kader Asmal and Prof Renfrew Christie (on behalf of UWC Vice-Chancellor Brian O'Connell), 18 February 2010.

A monograph of each dialogue is available on our website.

## Academic teaching and publishing

Isandla Institute has a track record of feeding its policy and practice into academic teaching and publishing. Over the years, linkages have been established with UCT, the University of Stellenbosch and the University of the Witwatersrand and the organisation has participated in courses for undergraduate and postgraduate students. Academic teaching and publishing is an important aspect of Isandla Institute's work and identity.

## Website

The website serves as an important tool for the dissemination of Isandla Institute's work and policy



ideas. In 2009 the website saw a significant overhaul, which had the unfortunate effect of removing most of the organisation's papers and reports from the public domain. Reassembling this historical record has been a lengthy and painstaking process, although undoubtedly an essential one.

## Project and Events Management

Due to its logistical strengths and developmental focus, Isandla Institute is often contracted by government, local and international organisations to coordinate projects or organise events of a developmental nature (i.e. study tours, conferences, seminars and workshops).

# Staff



**Mirjam van Donk**  
Director



**Tristan Görgens**  
Policy Researcher: Urban Land



**Stacey-Leigh Joseph**  
Policy Researcher: HIV/AIDS  
in the City



**Letitia Manter**  
Senior Administrator



**Bonginkosi Masiwa**  
Policy Researcher: Local  
Government / Interim GGLN  
Coordinator (until January 2010)



**Themba Mzondi**  
Media Officer (on contract:  
July 2009 - March 2010)

# Board of Directors

The Board of Directors plays a very important role in guiding the organisation, providing oversight and supporting the Director.

In September 2009, after dedicating more than 10 years to Isandla Institute, Frank Meintjies resigned as chairperson and as a Director. Frank has carried the mantle of chairperson since inception, and he has done so with wisdom, wit and graciousness. His contribution to Isandla Institute is beyond words – we know we are indebted to him for his unwavering support and we wish him well in his future endeavours. Mokena Makeka was elected as chairperson, with Ashoek Adhikari becoming deputy chairperson.

In January, a trinity of strong, experienced women joined the Board of Directors. Shanaaz Majiet, an organisational development consultant and executive coach with significant experience in public sector management, Subethri Naidoo, a governance and local government specialist currently with the World Bank, and Ntombini Marrengane, an urban specialist, are adding further depth and specialist insights to the Board.



**Frank Meintjies**  
Chairperson (resigned  
September 2009)



**Ashoek Adhikari**  
Deputy Chairperson (since  
September 2009)



**Mokena Makeka**  
Chairperson (since  
September 2009)



**Edgar Pieterse**



**Shanaaz Majiet**



**Lechesa Tsenoli**



**Sinazo Sibisi**



**Ntombini  
Marrengani**



**Subethri Naidoo**

## Board bios

**Frank Meintjies** manages the Action for Children Programme of Soul City, an organisation that focuses on behaviour change and communications, especially relating to health issues. Frank holds a master's degree in urban development planning and has working experience in all varied spheres of society - working for the government in the Reconstruction and Development Programme, in the private sector and for non-profit organisations. He is a social activist at heart who focuses his energy on matters of cultural transformation.

**Ashoek Adhikari** is a General Manager responsible for Corporate and Legal Services and Innovation at Media24. He is an attorney by profession and set up his own practice in Cape Town. After practicing law for 10 years he moved into the public sector, where he held various positions in the Provincial Administration of the Western Cape in the portfolios of environmental and cultural affairs, social services and poverty alleviation, housing and local government. Before moving to Media24 Ashoek was the Chief



Operating Officer in the Office of the Premier. He has remained active in the governance of the legal profession, and is currently the chairperson of the audit and risk committee of the Attorneys Fidelity Fund and is a member of the Joint Oversight Committee for the attorneys profession.

**Shanaaz Majiet** is an Organisational Development Consultant and Executive Coach leading her own full time practice. She has held senior leadership and management roles in Provincial Government of the Western Cape- Department of Local Government & Housing as Superintendent-General, Chief Director: Human Resources for National Department of Water Affairs & Forestry, Director of Transformation for the National Department of Land Affairs, Director for Affirmative Action for the City of Cape Town and National Advocacy Manager for Disabled People South Africa which experience has given her a very sound grounding in Government business and the complexity of the national socio-economic/political context in South Africa.

**Mokena Makeka** is principal and founder of Makeka Design Lab. He is a two-time recipient of the CIA Award of Merit and a 2010 nominee for the Johnnie Walker Celebrating Strides Awards in Design. He sits on the World Economic Forum's Global Agenda Council for Design, is an external examiner at the Columbia University School of Architecture and lectures at the University of Cape Town.

**Ntombini Marrengane** is a researcher at the African Centre for Cities at the University of Cape Town where she is responsible for a multi-country programme with the aim of documenting trends in urbanisation on the African continent. Between 2005-2009 Ntombini worked at the World Bank Mission in Pretoria on the urban and local government portfolio where she supported projects related to housing finance for the poor and informal settlement upgrading in Swaziland and South Africa. Her own research interests are focused on the capability of the state at sub-national level to manage public health crises, in particular HIV and AIDS.

**Subethri Naidoo** works for the World Bank as an urban and governance specialist. She has extensive experience in development work, which spans senior positions in DfID, SALGA and the Consolidated Municipal Transformation Programme (CMTP), and has worked on regional governance and local government programmes in international development assistance.

**Edgar Pieterse** is holder of the NRF South African Research Chair in Urban Policy. He is the Director of the African Centre for Cities at the University of Cape Town. He has published extensively on urban development, culture, local economic development and macro development issues. He is a founder member of Isandla Institute and serves on the Boards of Magnet Theatre, the Sustainability Institute and the Cape Town Partnership. Edgar regularly provides advisory services to international development agencies such as UN-Habitat, African Development Bank, DBSA, OECD Urban Division and UNEP. He presently serves on an international Advisory Committee for Cooper-Hewitt, National Design Museum (Smithsonian) curating an





international exhibition, Critical Mass: Design and Urbanization.

**Lechesa Tsenoli**, MP is Chairperson of the Portfolio Committee on Cooperative Governance and Traditional Affairs in the National Assembly. Lechesa has been a public representative since the 1994 democratic elections. With the exception of the period 1999-2004, when he was the MEC for Local Government in the Free State Province, he has served as a member of parliament since 1994 until to date. He has chaired the Portfolio Committees on Arts and Culture and on Local and Provincial Government.

**Sinazo Sibisi** has been involved in development work as a politician, an executive level official and consultant. Between January 2005 and October 2007, she was a Director with Deloitte Southern Africa. In November 2007, she was appointed as the Chief Investment Officer for the LED initiative with the Development Bank of Southern Africa, where she subsequently became Divisional Executive for Planning, a position she still holds.



# Financials

## BALANCE SHEET At 31 March 2010

	Note	2010 R	2009 R
<b>ASSETS</b>			
<b>Non - Current assets</b>			
Fixed Assets	2	61,800	33,242
		<b>2,073,075</b>	<b>2,409,545</b>
<b>Current Assets</b>			
Trade and other receivables	3	391,752	1,096,213
Taxation		6,816	6,816
Cash and cash equivalents	4	1,674,507	1,306,516
<b>Total Assets</b>		<b>2,134,875</b>	<b>2,442,787</b>
<b>EQUITY AND LIABILITITES</b>			
<b>Capital and Reserves</b>			
Reserves		669,993	667,065
<b>Non-current Liabilities</b>			
Director's Loan	5	-	16,845
<b>Current Liabilities</b>			
Trade and other payables	6	718,255	131,963
Deferred Income		746,627	1,626,914
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>2,134,875</b>	<b>2,442,787</b>

## DETAILED INCOME STATEMENT for the year ended 31 March 2010

INCOME	2010 R	2009 R
<b>GRANT FUNDING</b>		
CS Mott Foundation	473,619	358,361
D E D	100,000	-
DFID	575,128	-
Good Governance Learning Network	406,851	-
GTZ	412,636	182,589
Open Society Foundation for South Africa	241,362	239,781
Rockefeller Brothers Fund	494,872	406,142
Spier Africa Museum	-	30,793
SudNet	37,814	523,186
UNU-Wider	-	175,666
Urban LandMark	-	93,798
	2,742,282	2,010,317
<b>OTHER INCOME</b>		
Conference Fee Income	-	300
Funding Income	491,410	-
SA Cities Network	262,160	-
Department Local Government	-	89,488
Interest Income	76,759	156,080
Local Government & Housing - Summer School	-	341,235
Local Government - Western Cape	-	-
Provincial Government Western Cape Town	75,600	-
Royalty Income	325	-
Sundry Income	65,059	60,625
Nelson Mandela Bay Metro Municipality	114,113	-
	1,085,426	647,728
<b>TOTAL INCOME</b>	<b>3,827,708</b>	<b>2,658,045</b>

The full Auditors report is available from Isandla Institute.

**EXPENDITURE**

	<b>2010</b>	<b>2009</b>
Accounting Fees	15,133	19,956
Administration	293,177	185,366
Audit Fees	10,706	20,894
Bank Service Charges	6,664	5,255
Computer Expenses	-	956
Communications	3,033	735
Contracted Services	1,038,114	273,087
Core Support Programmes	-	945
Depreciation	21,700	14,065
Development Dialogues	125,533	155,923
Equipment	-	8,527
Furniture	-	7,571
HIV/AIDS in the City	321,977	200,345
Indirect costs	-	4,850
Interest	-	31,624
Org. Development & Processes	26,926	14,530
Other Direct Cost	47,292	11,978
Other Funded Projects	816,646	682,514
Per Diem	2,035	-
Postage	-	554
Printing & Stationery	1,856	1,093
Publications & Media	16,289	1,779
Repairs & Maintenance	31,976	169
Staff & Other Services	972,978	876,738
Staff Development	5,043	-
Travel	67,701	15,057
<b>TOTAL EXPENDITURE</b>	<b>3,824,779</b>	<b>2,534,511</b>
<b>NET SURPLUS /(DEFICIT)</b>	<b>2,929</b>	<b>123,534</b>



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institute

[www.isandla.org.za](http://www.isandla.org.za)