



khanya-aicdd
African Institute for Community-Driven Development

Reconnecting Citizens and the State

Annual Report March 2006 - February 2007

Head office

16a President Steyn,
Westdene, Bloemfontein
9301, South Africa.
Tel +27 51 430 0712
Fax +27 51 430 8322

Gauteng Office

20 Girton Road,
Parktown, Johannesburg
2193, South Africa
Tel: +27 11 642 5011
Fax: +27 11 642 6093

Lesotho Office

Oblate House,
Catholic Mission,
Kingsway Road, Lesotho
Tel: +266 223 26093



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Photograph: Ian Goldman

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Foreword by Chair of Board

I have been associated with Khanya-aicdd since 2002, when I became involved in the pioneering work Khanya was doing on community-based planning. I am proud to be the first Chair of the Board of the renamed Khanya-African Institute for Community-Driven Development, (Khanya-aicdd).



Since the Institute was established in 2005 it has gone from strength to strength, from seven people in one office to 21 people in 3 offices, and with a wide range of work which is making a significant difference in a number of countries in the region, notably Lesotho, Uganda and of course South Africa. The Board has expanded in tandem with the expansion of the staff, and we now have 12 Board members from South Africa, Zimbabwe and Lesotho.

Khanya-aicdd is also exploring empowering approaches to running the organisation, with shared leadership, considerable work on building the emotional intelligence of staff and teams, promoting organisational development in a deep way. It is only by having people with a deep understanding of themselves, their teams and the organisation that we can make a difference in the world outside.

This is the second annual report but the first that we have done in this format for public distribution. This report highlights the wide range of work being undertaken across Southern and Eastern Africa - a tremendous achievement for a small organisation and an emerging suite of practical approaches to implementing community-driven development. The Board welcomes this and hopes that you will share the experience that Khanya-aicdd is generating and join us in our mission to overcome poverty and empower communities in Africa.

Viva Khanya viva!

A handwritten signature in black ink, appearing to read 'Lechesa Tsenoli'.

Lechesa Tsenoli MP

Report from the CEO

This has been a very significant year for Khanya-aiddd. In February 2005 we transformed into the African Institute for Community-Driven Development so this was the first full year the transformed Institute was operating. During the year we set the base for considerable change, with some major expansion of the organisation, and a wide variety of work across Southern and Eastern Africa.

The change heralded a significant year of growth and development for the organisation during which our turnover almost doubled to over R12 million, we grew from 13 to 21 staff and opened two new offices in Johannesburg and Maseru, Lesotho (see Annex 5). Our funding base widened and by the close of 2006 we were receiving about half of our funds from different organs of government, and about half from a large variety of donors. Our main focus countries during the year have been South Africa, Lesotho, Uganda, Kenya and Zimbabwe but we have also collaborated on initiatives in Mozambique, Ethiopia and Tanzania.

Internally we have strengthened our Strategic Management Team, and some powerful work has been undertaken with that team, which is really sharing the management challenges of the growing organisation. The larger team has brought in high quality people, who have become an effective part of the organisation, contributing widely. We have undertaken substantial organisation development work with staff and management to deepen our awareness of ourselves and each other and work more effectively and profoundly. Our Board expanded with an additional five people, bringing in very high level and diverse skills (see Annex 4).

Over the year our work has evolved and developed, energised by the sustainable livelihoods approach (SLA), which gives us a real focus and reinforced by the community-driven development approach. Box 1 summarises the 6 Governance Issues arising from these approaches which drive our work.

Box 1 The 6 Governance Issues - the basis of our work

Out of our pioneering work on Institutional Issues in Implementing the SLA we have sought to make the SLA practical, developing the following 6 Governance Issues as key in addressing poverty:

Empowering communities - Micro (community) level

1. People active and involved in managing their own development (claiming their rights and exercising their responsibilities)
2. A responsive, active and accessible network of local service providers (community-based, private sector or government)

Strengthening local government and district services - Meso level

3. At local government level (lower meso) services facilitated, provided or promoted effectively and responsibly, coordinated and held accountable
4. At upper meso level, the region supportive and supervising the level below

Realigning the centre - Macro (National) level

5. The centre providing strategic direction, redistribution and oversight, and responsive to micro and meso-level realities and inputs
6. International institutions and processes helping to promote the capacity of nation states to take on their strategic roles to eradicate poverty



Some highlights for the year in relation to our practices and services include:

Rethinking development systems – changing the relationship between the way government works and citizens;

Our work on Community-based worker systems is starting to bear fruit, informing policy in Lesotho, and with lessons of good practice emerging from South Africa, Uganda, Kenya and Lesotho. In partnership with UNDP, we are beginning to develop our thinking on accountability processes which are critical for responsive systems that can respond to poor people, and we are working in Mozambique, Tanzania and Uganda.

Development planning – promoting participatory planning approaches which empower and include poor people, and address livelihoods.

Our work on voice and choice through community-based planning is being rolled out in South Africa although we have concerns as to whether the quality may be lost in the upscaling processes. We have continued with our partnership in planning with Mangaung Local Municipality, having worked with them on their first development plan, and assisted with the rolling of the plan (and documenting achievements in their first five years).

Community-based management – developing approaches to support communities to plan, implement and manage their own development.

We have developed an approach to community-based planning. A key element of community-driven development (CDD) is putting funds in the hands of communities. Our research on Funding Communities will provide us with ideas about how this can be taken forward in a broader way.

Local economic development – improving strategic approaches to promote pro-poor growth, and working with local stakeholders including communities to build on local strengths and opportunities.

Our research on Pro-Poor LED has generated a picture of the application of LED in South Africa – and also 44 ways that Pro-Poor LED can be taken forward. There has been significant dissemination in South Africa on this work, including a national conference in partnership with a national government department, dplg. We hope that our work assisting Motheo District to develop an economic development agency will provide an opportunity to test these out in practice.

Promoting food security – primarily assisting small scale farmers to produce for subsistence and for sale, focusing on improving farmer-farmer extension and on access to markets.

The work on designing a community-animal health worker system in Lesotho has gone well. This is part of the upscaling of the CBW work mentioned above, applying the “pay by user” model, where CBWs are implemented primarily through the private sector.

Our work is based on the action-learning cycle, learning with our partners from experience in Africa, seeing how to strengthen practice, applying it, and learning from that experience. Figure 1 shows our action learning cycle. Khanya-aicdd’s key role is in the centre of the cycle, facilitating processes of learning and change. The importance of this role becomes clearer as our work evolves and need for facilitation of meaningful change processes becomes apparent.

Khanya-aicdd’s Action Learning Cycle



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We break the cycle down into the following areas:

- Action-research
- Facilitation and consultancy on those topics
- Learning and sharing from that experience
- Building capacity in the region around those issues
- Seeking to upscale and influence policy and practice widely in the region.

Report from the CEO

We use facilitation and consultancy in much of our work – and all activities have to consider upscaling issues, including building coalitions for change. We try and ensure all our work has an action learning dimension and build the skills of staff and partners to facilitate effective action-learning processes. For action-research, learning and sharing, and building capacity, we have staff specifically allocated with clear plans of action.

Action-research – developing understanding and action in Africa around our core themes.

We have many action-research projects ongoing, including one starting where we will reflect on our own learning about how best to implement action-learning processes, ranging from relatively small ones to very large two-three year programmes. We now have substantial research capacity with three full-time staff and many others participating in action-research work.

Learning and sharing – sharing experience and providing a platform for debate.

We now have a varied portfolio of work producing newsletters, policy briefs, websites and organising learning events, with three staff working in the service. We have over 1000 visitors to our website each week. We are contributing to a regional learning and capacity building

programme, Strengthening Management for Impact (SMIP), in southern and eastern Africa, focusing on improving the impact of rural development. The programme is stimulating our own internal thinking to more explicitly incorporate learning in all our work.

Building capacity – experiential training and learning-by-doing.

We deliver training and workshops, increasingly customised to the needs of partners and organisations. Learning by doing is embedded and many clients come back to us as they find our approach empowering. We are in the process of becoming an accredited training institution.

We have a passion for a transformation process in Africa that addresses poverty in a significant way, with an enthusiastic, committed team that works with others in meaningful partnerships for change. Action-learning partnerships are critical, with partners in the different countries where we work, building links between government, civil society and the private sector, facilitating the emergence of coalitions for change. It is due to the commitment of our partners that we can have impact. A full list of partners is found in Annex 3. We look forward to continuing to work with them to influence policy and practice and make a difference to livelihoods on the ground.

Learnings from the year

So where have we got to this year in terms of our 6 Governance Issues. Some of the key elements which have emerged from the work of last year have been:

1 People active and involved in managing their own development

We have continued our work on community-based planning. However this is also throwing up the challenges in effective upscaling processes. Our work is also becoming enriched with an exploration of different modalities for funding communities - and we will include this in the toolkit of work we are conducting. This should assist in liberating the creative energy of communities. We are also exploring how we can better establish learning sites where we can integrate our work across the various practices working closely with specific communities and local governments.

2 Responsive and accessible services

Our work on community-based workers is continuing and we are now moving towards upscaling - and later this year we will be producing international guidelines as well as a workshop for policy-makers. It is clear that this mechanism can be very significant in impacting on

poverty but there are also a lot of mistakes to avoid. The work on avian flu in Lesotho with the Ministry of Agriculture and Food Security has been a great opportunity for us to design a national system for community animal health workers, which is potentially of huge impact.

3 Local government services provided effectively and accountably and

4 The region/province supporting local government

We have continued to work on models for effective local government, working on the plan for the city and rural area where our headquarters are based (Mangaung Local Municipality), and we have also worked on models for service delivery plans to link the plans with budgets. Quite a challenge, but we have pioneered some approaches with Mangaung. We had an interesting project with Belgian Aid looking at models for decentralisation and it was very interesting to compare anglophone and francophone approaches. It is increasingly apparent that technocratic approaches as used in SA and Uganda are not empowering, and need to be complemented by approaches which empower communities.

5 Centre providing strategic direction, redistribution and oversight

Our work is influencing policy and practice in a variety of areas - community-based planning (in Uganda and South Africa), in local economic development (South Africa) and in the use of community-based worker systems (Lesotho, Uganda and South Africa).

Promoting livelihoods

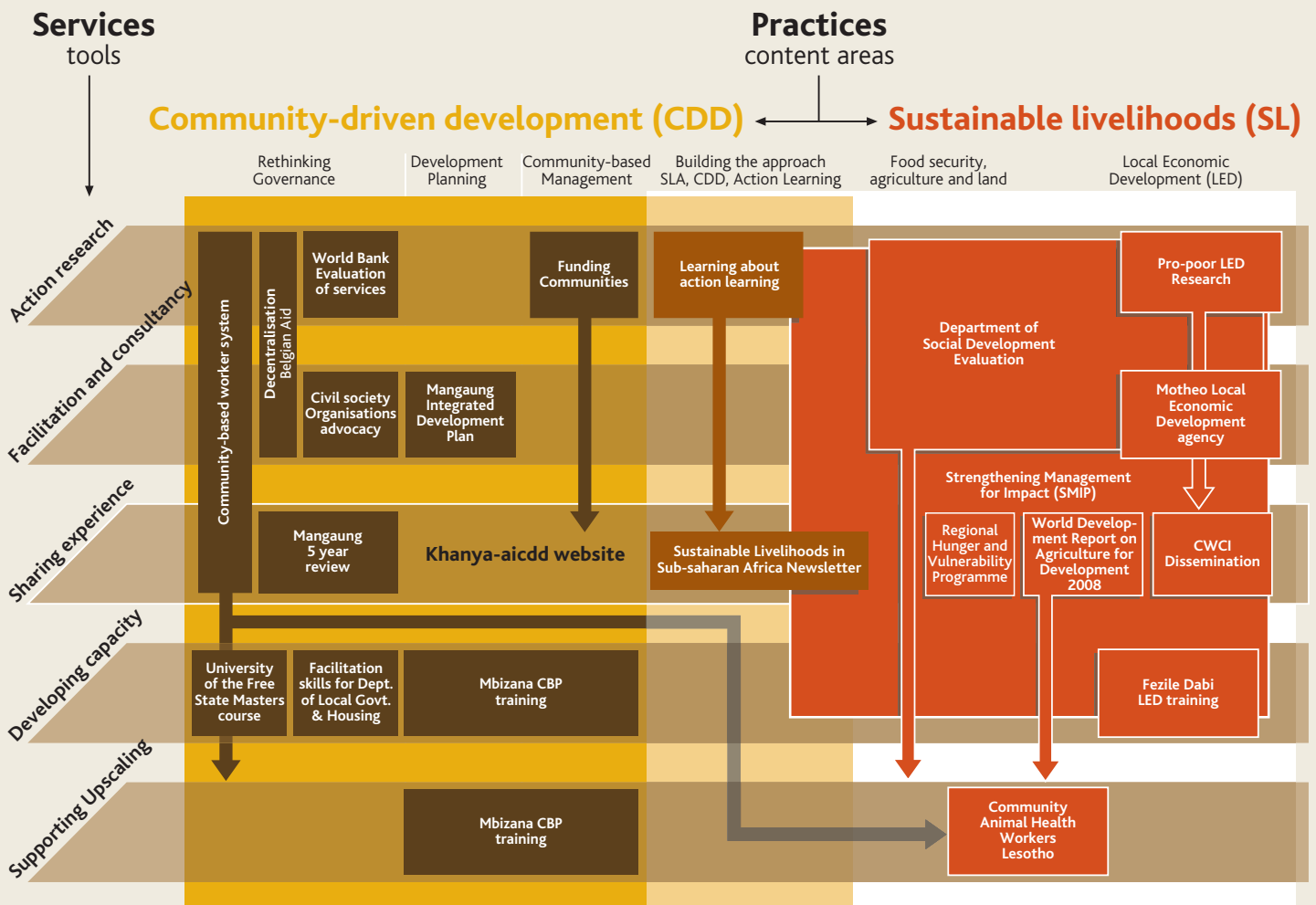
A major element we have developed in the year is identifying 44 different ways that Pro-Poor Growth can be promoted, which is helping us to set an agenda for our future work on local economic development - and we are currently working to establish an economic development agency in Motheo which should enable these to be

tested. The challenge of climate change for food security has become clearer during the year, and supporting small-scale farmers with increasing uncertainty is becoming more complex.

Action-learning partnerships

Our impact continues to be driven by our partnerships (see Annex 3). We are developing a much richer picture of what is involved in working in learning processes with these partners, and the close links to impact. We are actively using this to improve our own internal learning processes and also in the projects and programmes we are involved in. We need to improve our facilitation of change processes, and make this work much more conscious.

Matrix of projects for the period 2006-2007



RETHINKING GOVERNANCE

The objective of this practice is to promote decentralized systems of governance in Africa where services are accessible, effective, responsive and accountable and communities can participate in governance effectively. During the year some of our activities to address this have been through:

- 1 Promoting **widespread services** accessible at community level, with projects including:
 - a four country project on Community-Based Worker (CBW) systems;
 - designing support for promotion of small-stock and avian flu in Lesotho.
- 2 Developing other interventions to support **decentralised approaches**:
 - a project for Belgian Aid led by IRAM of France learning from experience of decentralisation in countries including Mali, Burundi, Benin and South Africa. This illustrated the differences in approach between Anglophone (technocratic) and Francophone (more mobilising) countries, and how important it is for Khanya to overcome colonial divides. It also highlighted the importance of understanding decentralisation in the context of a country's political history;
 - 5 Year Review of Achievements of Mangaung Local Municipality, at the end of the first term of the new municipality.
- 3 Developing approaches to **accountability**:
 - Using participatory methodologies to review service delivery in South Africa, funded by the World Bank;
 - Using participatory methodologies to review implementation of policy in Tanzania, Mozambique and Uganda, funded by the Southern Africa Trust. This project has also built an emerging relationship with the UNDP Regional Office.

Key priorities for the future are to mainstream the findings from CBW, develop further the accountability work to generate some replicable methodologies, and to widen our work on decentralisation.

Box 2 The CBW Project

Since 2003 we have co-ordinated a 4 Country Project on Community-Based Worker systems, focusing on the natural resource and HIV sectors in Uganda, Kenya, Lesotho and South Africa. This has been funded by DFID, and has sought to establish best practice and influence

policy and practice accordingly. Each country has reviewed experience within the country, drawn out lessons, and good practice derived across the 4 countries. Pilots have been working using some of these methodologies and evaluations were conducted during the year. Two examples of the pilots include:

- CHOICE in Tzaneen, South Africa, supporting people infected and affected by HIV/AIDS, including home based care, food security, support for orphans and vulnerable children including the use of scouts, and now expanding their work by mentoring CBOs to take on this role
- Community forestry workers in Luweero and Masindi Districts in Uganda

This work is being coordinated by national coalitions in each country supported by Khanya-aicdd and advocated at national levels as a complementary approach to services which reaches into communities. For example in December 2006 the First Lady in Lesotho organised a CBW Symposium with support from Lesotho's CBW Steering Committee which has resulted in the intention to upscale and rollout CBW programmes across the country.

Box 3 Building links between civil society and government to rethink governance – participating in the CBW project

“For our organisation, it was a great privilege to have the opportunity to expose our project to a wider community, including members of organisations and governments from the four different countries. We learnt that, although our group members are already acting as CBWs, there is a need to continue working towards the concept, whilst broadening our approach and developing new projects. We were challenged to think more deeply about certain issues, such as Occupational Health & Safety, and to start regarding our work as a professional service, rather than being down-graded by language such as “only volunteers.” We were also challenged to think more deeply about taking a more pro-active approach to working with various policy-makers in order to gain greater recognition, treatment and support for our various services. We have already started working more intensively with the Kenyan CBW network and believe that we have a lot to contribute to and learn from this network in the future....We look forward to contributing to and utilising CBW guidelines as they are developed, whilst promoting their use with our partners and stake-holders within government agencies and other organisations. The concept is a very valuable one and, if implemented carefully with sufficient resources to support, the CBW concept and system can go a long way towards filling the gap between basic needs and service-delivery in many communities throughout the continent.”

John Cornwell & Alex Omalla, Ngei 1 Development Youth Group (N1DYG), Nairobi, Kenya who attended a workshop on Community Based Worker Systems with partners from the CBW project.

DEVELOPMENT PLANNING

The objective of this practice is to promote planning approaches which are inclusive and participatory and address poverty and livelihoods in Africa.

Two major elements of our work have been work at local government level, supporting integrated planning approaches that address livelihoods issues, and a participatory planning approach (community-based planning – CBP) which we developed during 2001-4, through a 4 Country Project involving South Africa, Ghana, Uganda and Zimbabwe. CBP has become national policy in South Africa and Uganda (as the Harmonised Participatory Planning Guide).

We have worked on this through:

- 1 Contributing to rollout of **CBP** in SA and elsewhere
 - Support to dplg for national rollout;
 - Implementation of CBP with Mbizana Municipality in South Africa;
 - Discussions with other municipalities.
- 2 Development and application of a suite of methodologies for **local government** planning:
 - The review of the Integrated Development Plan (IDP) 2005-6 for Mangaung Local Municipality;
 - Developing and testing approaches to linking sectoral planning with integrated planning e.g. LED as a cross-sectoral issue;
 - Bid submitted for undertaking this in Limpopo Province.
- 3 Demonstrating approaches for effective linking of **planning with budgets**:
 - Work on Service Delivery and Budget Implementation Plans (SDBIP) for Mangaung Local Municipality.

In this practice we work closely with our partners Development Works, a Johannesburg-based planning consultancy.

Key priorities for the future are upscaling our work on CBP, and recruiting additional staff to expand our capacity in this area, in particular a Practice Manager.

"I find the material you produce is extremely interesting and useful, and clearly real experience, based on practice and action research. This makes it relevant and useful to governments and practitioners alike. Keep up the good work."

J Eldon Senior Governance Advisor British Council

Box 4 Mangaung's SDBIP

Khanya supported Mangaung with their first IDP in 2001-2, which also integrated CBP with the IDP, so that 10 000 citizens participated in planning for their wards. We were then commissioned by Mangaung to repeat with a major strategic review in 2005-6. Linked to this we were commissioned to develop with them a process for the Service Delivery and Budget Implementation Plans (SDBIP) as required under South Africa's Municipal Finance Management Act. With Mangaung we developed a format to ensure that the programmes were translated into objectives, into strategies and activities, and that the budgets linked with this could be identified. We worked with all sections of the municipality to draw up the performance targets, which were then cascaded into the targets for key executives.



Photograph: Ian Goldman

COMMUNITY-BASED MANAGEMENT (CBM)

The objective of the practice is to demonstrate an approach for communities to take responsibility for driving, maintaining and managing their own development.

Local level development processes are the foundation for community-based management (CBM) but this also requires creating a suitable enabling environment for their active involvement. It also involves working alongside communities, supporting them to realise their potential and assisting them to engage in development processes in partnership with others. Such participation requires the support for or establishment of community-based organisations that are accountable and responsive to their members, as well as increasing the accountability of service providers and higher level institutions of government that support or represent communities. The key areas of action and activities this year have included:

- 1 Develop and test the **conditions and capacities** (legislative policy frameworks, the skills and support system) required for promoting CBM;

- 2 Develop **new CBM projects** relating to communities managing resources, services, or other implementation processes, including application in existing projects:

- Southern Africa Trust have funded the Funding Communities research project, where we are reviewing experience in Africa on different models of funding communities;
- Work with Mbizana Municipality in E Cape on CBP, funded by UNDP South Africa.

- 3 Undertaking **training** around CBM:

- Training in CBP for Mbizana Municipality.

- 4 **Sharing experience** around CBM.

Meanwhile CBP is being taken forward in South Africa, and an EU Programme developed to support this.

Box 5 Funding Communities

This project has reviewed experience from over 20 case studies of approaches to funding communities. Partners in the project included Concern Malawi and Practical Action Zimbabwe. Some of the ways for funding communities that have been looked at include:

- **Community investment funds** eg Concern's Livelihoods Support Programme in Malawi;
- **Cash transfers** – eg Concern FACT – food and cash transfer programme;
- **Community foundations** eg the Greater Rustenberg Community Foundation;
- **Village banks** eg village banks in the Eastern Cape, South Africa;
- **Community-based natural resource management mechanisms**– eg CAMPFIRE in Zimbabwe and the Madikwe Initiative in South Africa;
- **Social investment funds** eg Zambia SIF (to be completed next year).

During the year these case studies have been completed and the analytical report will be completed next year and a seminar held.



Photograph: Ian Goldman

LOCAL ECONOMIC DEVELOPMENT (LED)

The LED practice aims to promote innovative approaches to local economic development which build on the assets and opportunities in local communities and which strengthen the strategic and support capacity of institutions/organisations (from local to national government, CBO's, NPO's, corporate sector) whose interventions impact on the local economy.

We see LED as a process in which various functions, services, people and resources come together to stimulate vibrant local economies. In the last year we recruited an LED intern and became further involved in policy development, research, dissemination and implementation. With the onset of new opportunities we look forward to strengthening LED in SA and in the region.

The main thrusts for the year and activities we have worked on in 2006-7 include:

- 1 Ongoing **action research** around LED, developing LED methodology:
 - A World Bank and DBSA-funded study, implemented by Rhodes University, Khanya-aicdd and University of Witwatersrand allowed us to strengthen this understanding of the LED process. This included a number of case studies of pro-poor interventions, as well as a survey of urban and rural municipalities in the country, culminating in a national LED Conference organised with SA's national ministry, dplg;
- 2 **Implementing LED** with municipalities for example:
 - We started working with Motheo District to develop a feasibility study and business plan for an Economic Development Agency (EDA). This is incorporating the learnings from the Pro-Poor LED study and is feeding into policy debates
- 3 Seeking opportunities to develop and manage a **business advice centre** to test out SMME development models.
- 4 Regular **publications** on LED including LED newsletter and briefings:
 - Eight newsletters and four briefings have been produced, funded by the EU's CWCI programme, as well as InWEnt and GTZ.
- 5 Promote regular **debate** around LED issues through learning events building on the LED Research/LED dissemination, and building **coalitions** to influence policy:
 - The national LED Conference – which launched the long awaited National LED Framework;

Box 6 Findings from the Pro-Poor LED research

Some key findings revealed that the definition and understanding of LED shows wide variation. LED is unevenly developed and operationalised across the South African urban system where major divides exist between the largest, well resourced and capacitated municipalities and the smaller urban centres. This is demonstrated by the variability of capacity, staffing and resourcing which severely limits impact. On the ground the results of LED interventions seem limited and the impacts are poorly understood and monitored. In addition, although national government programmes are an important lever, the ability of municipalities to harness support of these programmes for LED is severely limited. The implications are significant – particularly at the municipal level – and require a shift in understanding of poverty as a multi-dimensional phenomenon requiring more than simply an income-based solution.

- A rural practitioners workshop to debate emerging findings about pro-poor LED in rural areas and small towns;
 - Sitting on the National LED Forum comprising key national, provincial and local LED stakeholders (we are the only NGO member) which drives and co-ordinates LED policy and practice nationally;
 - Presentations at KwaZulu Natal LED Women's Conference and the Motheo District Growth and Development Summit.
- 6 LED **training** being run
- Training was run for Fezile Dabi District Municipality

Priorities for next year include completing work on the Motheo EDA. We hope to continue working with Motheo to operationalise the Agency, which would provide an opportunity to test out some of the pro-poor proposals emanating from the LED research. We are also seeking ways to integrate LED more effectively with our planning work, both locally (ie with CBP) and at local government level.

Thanks very much for the publication you have been sending me from time to time. I find it very useful especially as I have been involved in participatory approaches to sustainable livelihoods in SADC in collaboration with FAO. I hope you will send me the next issue and I plan to read more of the past issues to keep up to speed with the past.

S Sithole

Our services - the tools we use

FOOD SECURITY

The objective of this practice is to have a well developed food security practice, influencing policy and practice in several African countries.

The practice was established based on the Regional Hunger and Vulnerability Programme (RHVP), funded by DFID in six SADC countries from September 2005, which enabled us to recruit a practice manager, to open our offices in Lesotho and Johannesburg, as well as to develop our approach and start a programme of work around food security. Our key strategies for the year and associated activities included:

- 1 Promote **debate** and **learning** of food security and social protection issues in the region
 - Implementing the RHVP programme, particularly the learning network;
 - One of around 25 NGOs worldwide invited to a consultation in Toronto on the World Development Report 2008 on Agriculture for Development. We significantly influenced the report which now highlights the importance of transitional protection for food crops, the need for different strategies for marginal areas (including areas where institutions were marginal and not just ecologically marginal);
- 2 Developing a programme of work on **farmer-based extension**
 - Using the Thaba-Nchu Food Security project funded to our sister NGO Phaphamang, the CBW Programme, and a project to design a Community Livestock Worker programme in Lesotho to promote small-stock and prevent Avian Flu (funded by Irish Aid);

"Our collaboration with Khanya has help us in the Programme Coordination Unit (PCU), Ministry of Local Government to understand fully the strength and challenges of participatory bottom-up planning processes and how they influence higher level government plans. This contribution was only possible because of the commitment of the staff and dedicated leadership of Khanya. We look forward to future collaboration in future".

Martin Onyach-Olaa, Uganda

Box 7 RHVP

Khanya was a partner in the Regional Hunger & Vulnerability Programme (RHVP) which is concerned with addressing food security, social protection and vulnerability in southern Africa. Significant work was done by Khanya on establishing the programme's Learning Network to support evidence-based awareness and advocacy on key social protection issues. The Learning Network was responsible for a range of communication materials including briefings, newsletters and comments and a website www.wahenga.net which has become a prominent resource for learning and debate on hunger and vulnerability in the region. Khanya also hosted the RHVP country coordinator for Lesotho where a National Advisory Group was established to embed some of the RHVP initiatives within ongoing work and institutions in Lesotho.

- Starting work with the Free State Rural Development Association, one of the few NGOs in the Free State focusing on rural issues, assisting them with planning for the future following the withdrawal of a major donor from the Free State.



Photograph: Ian Goldman

ACTION RESEARCH

Action-research is core to our work and the aim is to develop our understanding and action in Africa around our core themes. Our action research capacity has been significantly enhanced in 2006-7 through involvement with a two-year research project commissioned by the Department of Social Development (DSD) and the United Nations Population Fund (UNFPA) to assess the impact of their services on the lives of communities living in the 21 Integrated Sustainable Rural Development Programme (ISRDP) and Urban Renewal Programme (URP) nodes in South Africa, the largest ever research programme by the South African Government (see Box 8).

The main activities in action-research have included:

- 1 Ensuring basic research **capacity** and credibility including quantitative skills:
 - The DSD evaluation has meant we have three full-time researchers including a full-time research manager for the first time, and an intern, greatly increasing our action-research capacity.
- 2 **Implementing** current action-research projects effectively:
 - The DSD evaluation;
 - The CBW project is also a major long-term action-research project, and has been described under Rethinking Governance;
 - Pro-Poor LED – the work completed during the year and is described under LED.
 - Strengthening Management for Impact (SMIP) is a three year IFAD funded action research programme for which Khanya is the lead partner in southern Africa.
- 3 **Taking forward specific themes**, linked to a coalition of partners interested in policy and implementation:
 - Funding Communities is one theme developed from the need to deepen our understanding of community-driven development and the challenges involved in implementing it – this has been described in the CBM practice;
 - We acquired funding from Southern Africa Trust (SAT) to reflect on the learnings from experience of applying action-learning approaches. The substance of this “Learning about Learning” project will be carried out next year including building a practitioners network on action learning.
- 4 Ongoing documenting and publishing from existing work:
 - A wide range of publications are emerging from our research, including from CBW, from the Pro-Poor LED research.

Box 8 Evaluating Dept of Social Development's Programmes in the 21 nodes

The 21 nodes were areas identified with high levels of poverty, crime, unemployment, a severe lack of basic services and generally a bleak economic outlook. The first phase of the project (July-September 2006) included an initial quantitative baseline survey, undertaken by the project manager Strategy and Tactics, to establish benchmarks for DSD service delivery and to measure poverty. The qualitative research process, undertaken by Khanya-aicdd and its partners (June-August 2006), consisted of a livelihoods analysis with communities to identify and understand the circumstances of vulnerable groups and how they define and experience poverty. Project-level research to understand the impact of the Poverty Relief Programme (PRP) projects and UNFPA projects was an important part of this research process. A follow up evaluation which includes a second quantitative survey and qualitative component is on the timetable for the end of 2007/early 2008.

Khanya-aicdd is now implementing the second phase of the project. This focuses on support for implementation phase with DSD officials and other stakeholders in the nodes, and potentially at provincial and national levels. This phase can be described as an innovative and participatory action-learning process that creates opportunities for learning and development of good practice in the different spheres of government, leading to improved service delivery.

LEARNING AND SHARING

Khanya-aicdd believes that knowledge is created when people are encouraged and supported to share and exchange experiences and practice, formally and often more significantly, informally. Finding creative and innovative ways to do this in a systematic but sufficiently flexible way is a critical role for the Learning & Sharing team, both internally amongst staff and externally between and amongst partners and stakeholders. Our approach is shown in Box 9.

The objective of this work is around sharing experience and providing a platform for debate around our themes across Africa, so to influence policy and practice relevant to CDD and SL

Thanks for informing me about your activities. It is quite exciting and encouraging to learn about the kind of passion with which Khanya-aicdd is working to bring about pro-poor change in grassroots communities.

Toyin Kolawole, Obafemi Awolowo University, Nigeria.

Our services - the tools we use

Box 9 Our approach to learning and sharing work

- Integrated: integral aspect of programme design
- Embedded: reflected within practices
- Collaborative: working with and through partners to generate & share knowledge
- Reflective: concerned with promoting learning environment within Khanya as well as promoting learning & sharing externally
- Outward looking: embraces and learns from emerging practice around learning & sharing within Africa and beyond

Within the organisation we try and create an optimal environment to generate, capture and share knowledge, practicing internally what we say is needed externally. Our diverse programme of work includes:

- 1 Publications** – a range of electronic newsletters and substantive policy briefings produced on our key themes:
 - Rolling out a steady stream of publications including regular LED and CBW newsletters, periodic LED Briefings and bi-monthly editions of SLSA, RHVP publications.
- 2 Active website:**
 - Re-launching the Khanya-aicdd website www.khanya-aicdd.org that now receives over 1000 visits a week from a range of users across Africa and globally;
 - Establishing www.wahenga.net for RHVP – now recognized as a significant resource on social protection in the region.
- 3 Learning networks, events and debates** helping to build common understanding and network around our themes, linked to international knowledge networks:
 - Establishing the Learning Network for the Regional Hunger and Vulnerability Programme (RHVP) and coordinating the production of a wide range of publications on alternatives to food aid as well as establishing www.wahenga.net – now recognized as a significant resource on social protection in the region.
 - Developing our role as a sub-regional institution within the Strengthening Management for Impact Programme (SMIP), a regional learning programme that is strengthening the capacity of stakeholders of pro-poor interventions to effectively manage for sustainable positive change.

In addition the team has the responsibility for raising Khanya's profile through national and local media

coverage and radio interviews including coverage of the national LED conference, the South Africa national workshop on CBW systems, the Lesotho CBW symposium and features about the organisation in the Volksblad (daily provincial Free State newspaper) and Horizon magazine. A feature article about the role of community-based workers and the 4 country action research project also appeared in February's edition of Delivery – South Africa's leading magazine on local government.

Box 10 Promoting platforms for sharing and learning about pro-poor LED policy and practice in South Africa

A grant from the Conference, Workshop & Cultural Initiatives Fund (CWCI), an EU-SA partnership, supported the sharing and dissemination of findings from the research study on pro-poor LED mentioned previously. In partnership with a range of key stakeholders, Khanya-aicdd contributed to significant knowledge sharing work in this sector through production of a newsletter series, four Briefings and two national learning events. A workshop in April 2006 looked at the research findings about LED in rural areas and the project also contributed to a national LED conference in August 2006 organised with dplg.



Box 11 Study Tours as a route for exchange & learning

One of the elements of our action-learning approach is peer learning – within countries and across countries, both in Africa and with other Southern countries. The 4 country project on action learning about Community-Based Worker (CBW) Systems (2004-2007) undertook a study visit by the partners to Peru to learn from their experience of service delivery using community-based workers. Participants included a Minister from Lesotho (Hon Metsing, Deputy Minister of Justice), senior policy makers from the different countries, as well as NGOs, By the end of the study tour participants from representing partner organisations from Lesotho, South Africa, Uganda and Kenya developed their understanding of how CBW systems are working in Peru and learnt lessons about what works and why. What emerged was the strength of civil society in Peru and their important role in service delivery and the role government is playing in supporting CBW systems. Participants were able to debate and test emerging thinking and identify lessons which are relevant in taking the action-learning project forward in-country. They also shared experiences from Africa with Peruvian colleagues.

BUILDING CAPACITY

Capacity Building has always been an integral part of the work Khanya-aicdd is involved in with partners. It happens in a variety of ways and includes working closely to support and guide staff, often in local or provincial government and providing customised training workshops to other organisations, sometimes as a one-off event but more usually as part of a process of longer term support. Through our work we have developed experience and skills in a diverse range of areas relevant to community-driven development and sustainable livelihoods and during 2006-7 we began to consolidate this and plan how we could offer public training courses more widely both within South Africa and across the region.

We aim to be recognized regionally as an experiential training institution in our areas of competence, to build capacity regionally on the issues that we are passionate about.

Some of the key activities this year have included:

- 1 Obtaining **accreditation** for Khanya as an organisation and staff members:
 - The process of accreditation is complex but we have identified established unit standards that are closely aligned to some of our programmes or those we wish to offer training in. Work to accredit Khanya will continue in 2007-8.

2 Building **capacity** of our trainers

- Two people were trained to support CBP training;
- Training of five staff as assessors with Services SETA ETQA.

3 Development and updating of **course materials**

- Worked closely with the World Bank developing course modules on Community-Driven Development for the region;
- Contributing to development of materials for training in Managing for Impact.

4 **Running courses**

- Training was run in project management with the University of Free State;
- Training in Facilitation Skills for the Dept of Local Government and Housing in the Free State;
- LED training to component municipalities in Fezile Dabi District, Free State;
- Training of CBP facilitators for Mbizana Municipality;
- Lecturing on University of Free State Masters in Development Studies on Governance and Agriculture.



“DFID has worked very closely with Khanya in Botswana, Lesotho and South Africa. They have always provided high quality staff who have had an interest and in-depth knowledge of both the technical and social aspects of the programmes. In addition they have always been at the cutting edge of innovative ideas to ensure that services and development does not by-pass the poorest in rural communities”.

Tom Barrett, Rural Livelihoods Advisor, DFID Zimbabwe

Financial statements

Independent auditor's report to the members of Khanya-African Institute for Community Driven Development

Report on the Financial Statements

We have audited the annual financial statements of African Institute for Community Driven Development (Khanya-aicdd), which comprise the balance sheet at 28 February 2007, and the income statement, the statement of changes in equity and cash flow statement for the year then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes, and the directors' report as set out on pages 3 to 19.

Directors' Responsibility for the Financial Statements

The company's directors are responsible for the preparation and fair presentation of these financial statements in accordance with South African Statements of Generally Accepted Accounting Practice and in the manner required by the Companies Act of South Africa. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatements.

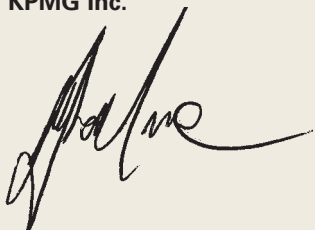
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgments, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of African Institute for Community-Driven Development (Khanya-aicdd) at 28 February 2007, and its financial performance and cash flows for the year then ended in accordance with South African Statements of Generally Accepted Accounting Practice, and in the manner required by the Companies Act of South Africa.

KPMG Inc.



Per: **WJS van der Merwe**
Chartered Accountant (SA)
Registered Auditor
Director
Bloemfontein
21 July 2007

Extracted from Financial Statements available on www.khanya-aicdd.org

Balance sheet

for the year ended at 28 February 2007

	South African branch 2007 R	Lesotho branch 2007 R	Company 2007 R	Company 2006 R
Assets				
Non-current assets	375 342	527 548	902 890	178 848
Furniture and Equipment	261 942	51 885	313 827	175 089
Deferred taxation	-	5 214	5 214	3 759
Inter-branch accounts	(470 449)	470 449		
Unsecured loans	583 849	-	583 849	-
Current assets	2 260 273	-	2 260 273	1 994 874
Accounts receivable	2 152 303	-	2 152 303	1 581 329
Cash and cash equivalents	107 970	-	107 970	413 545
Total assets	2 635 615	527 548	3 163 163	2 173 722
Funds and liabilities				
Funds				
Accumulated income	520 124	(30 994)	489 130	154 469
Non-current liabilities				
Unsecured loans	-	36 137	36 137	618 868
Current liabilities	2 115 491	522 405	2 637 896	1 400 385
Accounts payable	1 588 168	522 405	2 110 573	1 246 991
Provisions	428 398	-	428 398	94 251
Taxation payable	71 136	-	71 136	59 143
Bank overdraft	27 789	-	27 789	-
Total equity and liabilities	2 635 615	527 548	3 163 163	2 173 722

Income statement

for the year ended at 28 February 2007

	South African branch 2007 R	Lesotho branch 2007 R	Company 2007 R	Company 2006 R
Revenue	12 082 159	851 002	12 933 161	5 641 819
Administrative expenses	(11 917 914)	(871 918)	(12 789 832)	(5 887 216)
Income/(loss) from operations	164 245	(20 916)	143 329	(245 397)
Other income	257 000	-	257 000	469 750
Interest received	10 811	-	10 811	755
Interest paid	(7 942)	-	(7 942)	(755)
Net income/(loss) before tax	424 114	(20 916)	403 198	224 353
Taxation	(69 992)	1 455	(68 537)	(69 884)
Net income/(loss) for the year	354 122	(19 461)	334 661	154 469

Financial statements

Cash flow statement

for the year ended at 28 February 2007

	<i>South African branch 2007 R</i>	<i>Lesotho branch 2007 R</i>	<i>Company 2007 R</i>	<i>Company 2006 R</i>
Cash flows from operating activities	651 758	423 395	1 075 163	64
Cash receipts from customers	11 501 348	860 839	12 362 187	4 491 471
Cash paid to suppliers and employees	(10 794 450)	(437 444)	(11 231 894)	(4 476 907)
Cash utilised by operations	706 898	423 395	1 130 293	14 564
Interest received	10 811	-	10 811	755
Interest paid	(7 942)	-	(7 942)	(755)
Taxation paid	(57 999)	-	(57 999)	(14 500)
Cash flows from investing activities				
Investment to maintain operations:	(800 418)	(25 378)	(825 796)	(205 388)
• Additions to furniture and equipment	(220 745)	(25 378)	(246 123)	(209 434)
• Proceeds from the disposal of equipment	4 176	-	4 176	4 046
• Increase in non-interest bearing loans	(583 849)	-	(583 849)	-
Cash flows from financing activities	(180 408)	(402 323)	(582 731)	618 868
(Decrease) / increase in long term loans	(618 868)	36 137	(582 731)	618 868
Decrease / (increase) in inter-branch account	438 460	(438 460)	-	-
Cash and cash equivalents				
• Movement for the year	(329 058)	(4 306)	(333 364)	413 545
• Balance at beginning of the year	409 239	4 306	413 545	-
• Balance at end of the year	80 181	-	80 181	413 545

Annex 1 - Khanya publications in 2006-7

Project reports

Project	Report title	Date produced
Funding Communities	Case Study Report	March 2007
CBW	Evaluation Report on impact and cost-effectiveness of CBWs in HIV & AIDS, Uganda	Feb 2007
CBW	CBW Pilot Project Evaluation Report	Feb 2007
CBW	CBW National Workshop Report Kenya	Jan 2007
DSD Eval	Urban Sythesis Report for DSD ISRDP/URP Evaluation	Dec 2006
DSD Eval	Rural Sythesis Report for DSD ISRDP/URP Evaluation	Dec 2006
DSD Eval	Nodal reports - livelihoods and services in each of the 21 ISRDP and URP nodes	Sept-Dec 2006
CBW	CBW National Workshop Report - South Africa	Nov 2006
RHVP	Synthesis on Cash Transfers (October 2006)	Nov 2006
Motheo EDA	Feasibility Study of Economic Development Agency for Motheo Economic profile for Motheo Business Plan for Motheo Economic Development Agency	2006
CWCI	Developing Local Economies: a National LED conference	Aug 2006
Workshop on Research for DFID Zimbabwe	Report on Workshop on Research for DFID Zimbabwe	Sept 2006
Participating Evaluation of Services	Draft Report on Participatory Evaluation of Services in 6 Municipalities in South Africa, Pretoria, World Bank	Sept 2006
CBW	Peru Study Tour Report on Community Based Worker Systems	July 2006
Mangaung 5 Year Review	Mangaung 5 Year Review (not public)	July 2006
DSD workshop	Report of Workshop on Integrated Service Delivery for DSD Free State	2006
World Bank/LED	Urban Nodal links in Motheo, Free State	April 2006
World Bank/LED	Case Study of LED in Senqu Municipality, Eastern Cape	May 2006

Briefings & Policy Documents	Date produced
Investigating pro-poor LED in South Africa	April 2006
A framework for monitoring and evaluating LED	May 2006
LED and route tourism	July 2006
Findings on Urban and Rural Pro-Poor LED in South Africa	Aug 2006
Draft National Framework for Public Participation, Pretoria, Department of Provincial and Local Government	Aug 2006
RHVP Newsletters, Briefings & Comments on food security and social protection	April 2006 - Feb 2007

Newsletters		
Local Economic Development No. 2 March 2006 - How Local Policy Frameworks can support LED through strengthening the informal economy No. 3 April 2006 - LED and Training No. 4 May 2006 - LED and the Private Sector No. 5 July 2006 - Area-Based Regeneration and LED No. 6 Aug 2006 - Agencies and LED No. 7 Oct 2006 - LED in rural areas No. 8 Dec 2006 - A case study of Senqu Municipality No. 9 March 2007 - Towards effective interventions	Community-based Worker Programme CBW Newsletter No. 3 March 2006 CBW Newsletter No. 4 July 2006 CBW Newsletter No. 5 Nov 2006	Sustainable Livelihoods in Southern Africa Issue 18 Feb 2006 - Local Institutions and Participatory Development Issue 19 May 2006 - Decentralisation Issue 20 Aug 2006 - Local and Community-Driven Development: Principles and Evolution Issue 21 Dec 2006 - Monitoring and Evaluation as Learning: Rethinking the dominance paradigm Issue 22 Feb 2007 - Adding value to development through Human-Rights based approaches

Annex 2 - Funded work 2006-7

Khanya-ai-cdd March 2006 - February 2007 Annual Report

The following are the main funded projects worked on in the year. We also undertook unfunded work, notably in our learning and sharing work. The practice or service that managed the project is shown in bold.

Practice	Lead service	Title	Description	Donor/Client	Location	Date
Food security/ LED/SL	Learning and sharing	Strengthening Management for Impact (SMIP)	Three-year regional learning programme exploring managing for impact of rural development	Wageningen International & IFAD	Southern & eastern Africa	Started September 2006
CBM	Action-research	Funding Communities	Reviewing best practice in Funding Communities	South African Trust (SAT)	Malawi, South Africa, Zimbabwe	July 2006+
CBM	Upscaling	Mbizana CBP	Rolling out CBP in Mbizana	UNDP/Mbizana Local Municipality	Mbizana, EC	Oct 2006+
Dev Planning	Facilitation and consultancy	Mangaung IDP Review	Major strategic Review of IDP in Mangaung	Mangaung Local Municipality	Free State	Oct 2005-June 2006
Dev Planning	Facilitation and consultancy	Mangaung SDBIP	Development of service delivery and budget implementation plan	Mangaung Local Municipality	Free State	April-July 2006
Food security	Learning and sharing	RHVP	Network on social protection in 6 SADC countries, plus providing Country Coordinator for Lesotho	DFID	SADC countries	Sept 2005 - Feb 2007
Food security	Facilitation and consultancy	UNICEF study	Study of humanitarian non-food assistance provided by UNICEF in SADC	UNICEF	SADC	Completed in November 2006
Food security	Facilitation and consultancy	Notifiable Avian Influenza	Design and establish CAHW system for Lesotho	Irish Aid	Lesotho	Started Oct 2006
LED	Facilitation and consultancy	Motheo LEDA	Proposal and business plan for Development Agency	Motheo District Municipality	Motheo, Free State	Started June 2006
LED	Action-research	Research on pro-poor LED	Research on Pro-Poor LED in a range of urban and rural areas	World Bank/DBSA	South Africa	2004-2006
LED	Building capacity	Fezile Dabi LED training	Training for local and district municipalities in LED	Fezile Dabi District Municipality	Northern Free State	April 2006

LED	Learning and sharing	Sharing of Pro-Poor LED policy and practice in South Africa	Producing newsletters and briefings, workshop and conference based on LED research	CWCI/EU InWent	SA	Jan - Sept 2006
LED	Action-research	Pro-Poor LED Research	Research on pro-poor LED in SA	DBSA & World Bank	SA	Completed in April 2006
Rethinking Gov	Action-research	Action research on Community-Based Worker Systems	Action research on models for community-based worker systems, piloting best practice, disseminating and mainstreaming	DFID	Uganda, Kenya, Lesotho, South Africa	Jan 2004 - Sept 2007
Rethinking Gov	Learning and sharing	CBW Symposium	National symposium on CBW Systems in Lesotho	UNDP/First Lady	Lesotho	Sept-Dec 2006
Rethinking Gov	Action-research	DSD evaluation in ISRDP/URP nodes	Evaluation of Dept of Social Development programmes in 21 nodes and provision of support	Department of Social Development (DSD)	South Africa	March 2006-June 2008
Rethinking Gov	Action-research	Participatory Services Evaluation	Evaluation of services in 6 municipalities	World Bank	South Africa	May 2006-May 2007
Rethinking Gov	Facilitation and consultancy	FSRDA evaluation	Evaluation of support for Free State Rural Development Association and facilitation of plan for future	HORIZONT3000, FSRDA	Free State, South Africa	Jan - June 2007
Rethinking Gov	Action-research	Analysis of Support to Decentralization and Local Governance in Africa	Case study of decentralisation in 4 countries. We did Uganda. Drawing out lessons. Funded by Belgian Aid	Belgian Aid	Uganda, Benin, Burundi	Sept 2005 - April 2006
Rethinking Gov	Learning and sharing	5 Year Report for Mangaung LIM	Summarising achievements over first 5 years of the Municipality	Mangaung Local Municipality	Free State	Mar-Aug 2006
Rethinking Gov	Facilitation and consultancy	CSO Advocacy	Building capacity for evidence-based advocacy around the PRSP in Mozambique, Tanzania and Uganda	UNDP	Tanzania, Mozambique	Oct 2006+
Rethinking gov	Facilitation and consultancy	Workshop on integrated service delivery	Developing an integrated approach to service delivery	Department of Social Development	Free State, South Africa	May 2006
Rethinking gov	Facilitation and consultancy	Workshop on integrated service delivery	Looking at how community development can integrate their services	Department of Social Development	Free State, South Africa	July 2006
Rethinking gov	Building capacity	Training in facilitation skills	Training in Facilitation Skills for Free State Dept of Local Gov and Housing	DLGH	Free State, South Africa	2006

Annex 3 - Partners in 2006-7

Ethiopia

Haramaya University, ISNAR-IFPRI.

Kenya

Directorate of Veterinary Services, FarmAfrica, KIKOSHEP Practical Action, Skillshare, WASDA

Lesotho

CARE-SA Lesotho, Christian Health Association of Lesotho (CHAL), Irish Aid, Ministry of Agriculture and Food Security, Ministry of Communications - Science and Technology, National Aids Commission, National University of Lesotho, Office of First Lady, Red Cross, TEBA

Malawi

Concern Malawi

South Africa

CHOICE, Hospice and Palliative Care Association, Free State Department of Local Government and Housing, Free State Department of Social Development, Greater Tzaneen Local Municipality, Maluti-a-Phofung Local Municipality, National Department of Health, National Department of Provincial and Local Government, National Department of Social Development, Nkonkobe Local Municipality, Development Bank of Southern Africa, Development Works, Greater Tzaneen Local Municipality,

GTZ, Limpopo Department of Agriculture, Local Government Sector Education & Training Authority, Mangaung Local Municipality, Mbizana Local Municipality, Motheo District Municipality, Rhodes University, South African Cities Network, South African Local Government Association, Strategy & Tactics, UNDP, University of Kwa-Zulu Natal, University of the Free State, University of Witwatersrand, World Vision

Uganda

CARE Uganda, Concern Uganda, Kamokya Christian Caring Community, Ministry of Local Government, National Forest Authority, NAADS, Palliative Care Association of Uganda, Uganda AIDS Commission

Zimbabwe

DFID Zimbabwe, Practical Action

Regional

African Palliative Care Association, Southern Africa Trust, UNDP

Europe

NRI, Wageningen University

Global

DFID, EU, IFAD, Irish Aid, World Bank

Notes from a community meeting with stakeholders from Sol Plaatje Municipality

...from the field

"Community members were pleased to be recognized and given the opportunity to air their views. They raised issues on service delivery for their respective neighbourhoods and want the municipality to consult and provide feedback regularly....It is clear that the municipality plays a crucial role in the delivery of services and most basic services are in theory available. However, based on the proceedings of this one day forum organized to discuss and assess services, it was also clear that the accessibility and quality of some of these services is practically non-existent. Crucial services that are perceived as not readily accessible are: Clinics, Education, Safety and security and Roads and streets....A "quality service" was defined as a service that is reliable, offered/provided with respect and with obvious lines of accountability and responsibility. In this regard, many services were found lacking. Especially poor ratings were given to the housing and safety/security sectors. Discussions around education and health also elicited warm debates and many examples of a lack of discipline, progress ("children cannot even read and write") and complaints about the absence of medication (especially

for chronic diseases), fears around the taking over of health services by the Provincial government and the disrespectful attitude of clinic staff were highlighted.

The group from the poorest/rural areas placed many crucial public services as totally outside their reach. It was however striking that most services rendered or in the community are mainly those provided by members of the community themselves, for e.g. businesses, traditional healers (sangomas), medical practitioners and local leadership and taverns/shebeens and were rated as "very accessible".

For the municipality, there is a key lesson here that greater involvement by the community could change attitudes and perceptions of service delivery."

Notes from a community meeting with stakeholders from Sol Plaatje Municipality, one of six municipalities where Khanya used a range of participatory tools to conduct assessments on service delivery as part of the World Bank's knowledge programme on service delivery in South Africa.

Annex 4 - Khanya Board members as at 28 February 2007

Board members	Board Role	Background
External		
Lechesa Tsenoli	Chairperson	National MP, chair of Parliamentary Committee on Provincial and Local Government. Former MEC for Local Government for Free State, South Africa.
Dr Makoali Makotoko	Vice-Chair, Chair of Finance Committee	Cardiologist and lecturer at Free State University.
Joan Marston	Finance Committee	National Advocacy Officer, National Hospice Association, South Africa
Joseph Leshabane		Chief Director, national Department of Housing, previously acting head of Municipal Services, SALGA, South Africa.
Mortimer Manny	Limpopo representative	Chief Director, Limpopo Department of Agriculture
Dr Hans Binswanger		Agricultural Economist, formerly with World Bank specialising in agriculture and rural development, decentralisation, CDD and HIV/AIDS
Mcebisi Jonas	E Cape representative	Politician. Formerly CEO of Eastern Cape Development Corporation
Sehoai Santho	Lesotho representative	Social scientist from Lesotho. Former representative for Kellogg Foundation in Lesotho
Karuna Mohan		General Manager Organisational Performance, Ekurhuleni Metropolitan Council
Dr Tankiso Dikibo		Former Khanya-aicdd staff member and staff representative
Internal		
Dr Ian Goldman	Board Secretary, Finance Committee	CEO of the Institute, acting Finance Director
Sam Chimbuya	Finance Committee	Senior management representative, CBM Practice Manager
Rashnee Parhanse		Staff representative, LED Practice Manager, Johannesburg Team Leader

Kibera Community Self-Help Programme (KICOSHEP)

...from the field

CASE STUDY: Male care giver and living positively with HIV

Alfred Ombasa is 32 year old father of six children, living in Kibera, a large slum community in Nairobi. He is also living with HIV and a care giver of Kibera Community Self-Help Programme (KICOSHEP). Alfred was diagnosed positive in 2000. 'The small business I was running before I was diagnosed collapsed. Because of my bad health I couldn't afford to continue restocking anymore because I was in and out of hospital and any small profit from the business was going towards my medical expenses. I am on ART and my biggest wish is to live to see my children go to university or even start working. Praying and accepting my status has made me to love life and more than anything caring for the community and changing someone's life for better'.

KICOSHEP has 37 CBWs, 30 women and seven men. Key roles of a CBW include identifying clients who are willing to test at the VCT centres to know their status, giving basic education and information on HIV/AIDS to community members, in schools, churches and hospitals.

Care givers also refer clients to KICOSHEP clinic for preventive and curative services, and work with families as guardians on issue of care and support. They feed those they care for, clean their houses and advise on proper nutrition and diet. They are recognised by the Department of Health through a letter of recommendation from the project. Kenyaata and Bakathi Hospitals have an agreement with KICOSHEP to provide free or subsidised treatment to clients referred by the CBWs who are

recognisable by the uniform and badge they wear when they accompany patients to hospitals.

Alfred is motivated to continue his job. He says, 'when I visit clients and someone says thank you to me, when I see the improvement in their health, and the changed attitude and behaviour of the family members towards caring for the sick, this is very encouraging'. Caring for the sick did not happen naturally or by accident it is a calling. Being HIV positive made me to have the edge for caring and support for others."

Care givers have formed a support group which meets regularly on their own and once a month with Kicoshep staff to share experiences and challenges. These meetings provide opportunity for peer and emotional support between CBWs. The support group encourages individuals to live positively. "...we give each other courage (peer encouragement) to come to the support group and discuss health and wellbeing issues, we also carryout income generating activities together to motivate and support each other both emotionally, psychologically and financially, says Alfred. Many people like Alfred, who are living positively with the virus, can benefit from sharing of information and their life experiences to fight stigma and discrimination. Alfred says, "the knowledge and insight that I have gained in this project is living proof that knowledge is power. If I didn't know what I know today I wouldn't be alive today".

KICOSHEP is one of the community based organisations involved in the DFID funded 4-country CBW action research project managed by Khanya.

Annex 5 - Khanya staff as at 28 February 2007



Sam Chimbuya
Practice Manager CBM



Ian Goldman
CEO



Stephen Greenberg
Researcher/Editor
(now Research Manager)



Esther Holmes
Accountant



Gertrude Lesoli
Lesotho Administrator



Matshweu Machedi
Bloemfontein Administrator



Rirhandzu Mahlale
Researcher



Monene Mamabolo
Facilitator/Trainer



Patrick Mbulu
Building Capacity manager,
Bloemfontein Team Leader



Aziza Modise
Research Intern



Lucy Mwiinde
Johannesburg Administrator



Kena Ngake
HR/admin Manager



Chaka Ntsane
Food Security Practice
Manager



Rahel Otieno
Web and Intranet



Rashnee Parhanse
LED Practice Manager,
Johannesburg Team Leader



Kian Reynolds
LED Intern



Janet van Rhyn
HR Director, Action Research
Manager



Rachel Searle-Mbulu
Learning and Sharing Manager



Mpopo Tsoele
Rethinking Governance
Practice



Rita Williams
Book-keeper

Associates we have worked with this year

James Carnegie - Regional Hunger & Vulnerability Programme

Penny Urquhart - Assessment of non-food humanitarian assistance in southern Africa for UNICEF

Illustration - Anita Oliphant • Typesetting - ClearImage