



khanya-aicdd
African Institute for Community-Driven Development

Influencing policy and practice through action learning



Head Office

16 A President Steyn Avenue
Westdene, Bloemfontein
Free State 9301
South Africa

tel: +27 (0) 51 430 0712

Gauteng

3rd Floor, North Park
20 Girton Road, Parktown
Johannesburg 2193
South Africa

tel: +27 (0) 11 642 5011

Eastern Cape

7 Somerset Street
Grahamstown 6139
South Africa

tel: +27 (0) 46 622 5542

Lesotho

Oblate House
1st floor, Room no.4
Kingsway Road
Maseru
Lesotho

tel: +266 22 326 103

Photo on front cover: Farmers being trained on conservation farming by FONPA (National Cotton Producers Forum) in Moma District, Nampula Province, Mozambique.

Source: ABIODES, Mozambique

Foreword by Chair of Board

This report shares Khanya's pioneering action research and action learning work which has had considerable impacts on policy and practice on development in the region, demonstrating the energies, time and commitment of the leadership and staff of the organization.

The completed work around rethinking governance, local economic development, learning and sharing, development planning, published material and support to the Department of Social Development, bears testimony to the richness of the Institute's contribution to the development discourse now underway in South Africa and in the region!

Despite the robust and often tough environment Khanya operates in, we believe the coming period is rich with possibilities and opportunities.

We hope you the reader finds in the quality of the work represented by this report reason to be more confident of the future!

Happy reading!



Lechesa Tsenoli MP

Report from the CEO

This year has been one of major changes for Khanya – with some old staff leaving, and many new staff joining us. Overall the organisation is much stronger but there were growing pains in absorbing these new staff and building the coherence and common vision. The ebbs and flows of organizations!

A key area for us during the year has been our ongoing work with partners in Uganda, Kenya, Lesotho and South Africa on **community-based services**. We completed the 4 year action-learning project supported by DFID with a Policy Forum in Lesotho opened by the Prime Minister, with many Ministers in attendance, and permanent secretaries from a number of countries (see box). We completed the design for implementation of a community-based animal health worker system for Lesotho (funded by Irish Aid) that is likely to be implemented in 2008-9 through IFAD support for the SANReMP programme. Uganda now has thousands of Community-based Workers (CBWs) in the agricultural sector, and also a programme for implementation of community forestry workers, all linked to our work.

Another important area has been our work with the Department of Social Development (DSD) in South Africa. We have been evaluating livelihoods and DSD services in the 21 priority urban and rural nodes in South Africa (about 10 million people). From this work have emerged a range of areas where DSD can improve its impact on **livelihoods and community empowerment**, and we are going to be contracted to support them over 3 years to implement these. This can have major impacts on policy and practice and the livelihoods of poor people in South Africa.

Another interesting piece of action-research was scoping work to look at the potential of Funding Communities directly. The speech of the Prime Minister of Lesotho points to how important it is to get funding actually into communities and not just caught by institutions on the way down. We also reflected on the lessons of our and other partner's work in the use of **action learning** approaches (both funded by the Southern Africa Trust). We hope to have a significant project funded to take this forward in the region.

We have built a portfolio of work on Monitoring & Evaluation (M&E) and learning, linked to our work on Strengthening Management for Impact (SMIP), funded by IFAD. This project is led by Wageningen University from the Netherlands and we are leading in Southern Africa, with IFPRI/Haramaya University leading for Eastern Africa. This has highlighted a lack of skills in the region around **M&E and learning**, and a lot of capacity that needs to be built. We are developing our thinking around how to address this most effectively.

Another interesting area of work has been on **evidence-based advocacy** where we have worked with Mozambique, Uganda and Tanzania to develop a methodology for supporting civil society to advocate – and this has helped build civil society coalitions and advocacy for change.

So a very productive year – with new ideas emerging – new approaches and tools to promote community-driven development and livelihoods, and a stronger organisation to take this forward in the region.

Extract from opening speech of Prime Minister of Lesotho at CBW Regional Policy Forum

Using the analogy of a 'bull-dog' sitting on a bale of lucerne, which he cannot eat, the Prime Minister likened Ministries to the dog which although it cannot eat the hay, prevents the cow from eating the lucerne. He pointed out that many ministers have been allocated funds to implement programmes at the grassroots level but are unwilling to release these funds to meet the challenges at the grassroots....

“we need to go beyond just talking about programmes that make a difference in people's lives, and move into the reality of effective service delivery. Since the necessary national frameworks are already in place, we just need to dovetail community-based initiatives into mainstream planning and programming”

His Excellency Honourable Pakalitha Bethuel Mosisili,

Prime Minister of the Kingdom of Lesotho

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Rethinking Governance

Within this practice, the term 'Rethinking Governance' refers to the transparent development and management of responsive state and non state policies, institutions and systems that:

- give voice and choice to communities
- transform development systems to enable communities manage their own development; and
- improve the livelihoods of the poor, vulnerable and marginalized.

The **objective** of this practice is to promote decentralized systems of governance in Africa where services are accessible, effective and accountable and where communities can actively participate, be involved in and are capable of managing their own development.

During the year some of our achievements have included:

- Hosting a regional policy workshop on Community-Based Worker Systems to mark the completion of a project which refined approaches to Community-Based Worker Systems in Lesotho, Kenya, South Africa and Uganda;
- Completing and publishing guidelines that will inform decision-making around the implementation of Community-Based Worker Systems;
- Working with the Food Security Practice to develop a Community-based Livestock Worker (CLW) system and guidelines for practitioners for Lesotho, which is to be piloted in the three southern districts of Mafeteng, Mofale's Hoek and Quthing;
- Rethinking the policy, mandate and programming of the Department of Social Development in South Africa, which was informed by a survey in the 21 priority nodes of the Integrated and Sustainable Rural Development Programme (ISRDP) and Urban Renewal Programme (URP);
- Completing a report on the participatory assessment of municipal services to establish challenges faced by and interventions required to improve public service delivery in South Africa;
- Undertaking work on evidence-based advocacy in Mozambique, Uganda and Tanzania.

A number of challenges and lessons learnt emerged from this:

- Developing the conceptual base around rethinking governance and a strong team to support active, involved and self-reliant communities. This includes improved service delivery, accountability, monitoring and evaluation systems as well as strengthening policy advocacy;
- Enhancing integration with other practices and services in order to strengthen community-driven development initiatives.



Photo: Thevan Naidoo, Khanya-aicdd

Photo 1: A community consultation being facilitated while using a taxi as a prop in rural Lesotho. The Rethinking Governance Practice works to transform development systems to enable communities manage their own development.



Following from this, our priorities for the forthcoming year include:

- Expanding the rethinking governance team to increase our capacity to work on policy, services and accountability;
- Developing and implementing systems to institutionalize accountability mechanisms as a key driver for change in all interventions and make key decision-makers responsive to Khanya-aicdd's approaches.

“As a network, the CBW system helped us meet one of our objectives of informing stakeholders and promoting Community Based Animal Health as a pro-poor mechanism to deliver an essential service to underserved livestock keepers.”

Lucy Kimani

Community Animal Health Network Coordinator
FARM-Africa, Kenya

“The collaboration between Khanya-aicdd and CHoiCe Trust has been a valuable one, not only in achieving our goals in 2007-8 but especially in the long-term. Through the process new learning and contacts have been formed and the Best Practices publication gave the Organisation the confidence to stick its neck out in terms of Community-based Health Worker (CBHW) systems. CHoiCe Trust intends using the partnership to reach and stimulate 50 emerging Community-based Organisations in Mopani District, Limpopo Province as well as to enhance local economic development. CHoiCe is grateful and proud of the work that has been carried out together”

Fiona McDonald

Director
CHoiCe Trust, South Africa

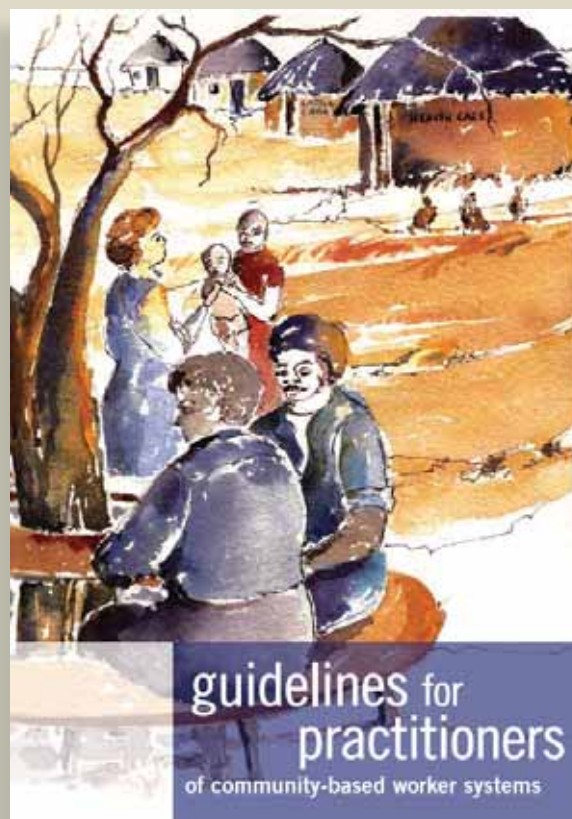
“The Community-based Worker (CBW) action research project and subsequent studies have generated evidence on the practical importance of CBWs in the implementation of community-based programmes, including Uganda’s National Agricultural Advisory Services (NAADS) and Bulo STI/AIDS Awareness Group (BUSTIHA). The follow-up national policy workshop was an important mechanism for policy makers and implementers to share lessons and best practices on pro-poor service delivery. In addition, a number of publications and reports that have been disseminated widely have contributed to more awareness on recent advances in community driven development. From a different perspective, the CBW work in Uganda has catalysed the formation of a network of academics, researchers and CBW practitioners to sustain information sharing on topical issues related to pro-poor service delivery. Ultimately, the Khanya collaboration has contributed to the achievement of the objectives of programmes/projects at community level in Uganda.”

Dr. Francis Byekwaso

Head of Monitoring & Evaluation
National Agricultural Advisory Services, Uganda

Highlight 1

Khanya-aicdd and our partners produced Community-based Worker Guidelines to assist practitioners and implementing partners to run Community-based Worker systems more effectively. These Guidelines should assist in maximizing impacts for clients of these services to empower communities, and to assist governments to ensure that services are provided at scale to enhance livelihoods. The Guidelines focus on how to run the CBW system rather than technicalities around HIV/AIDS or natural resources issues.



Development Planning

Khanya has been very involved in planning work since we started, ranging from facilitating the first Free State Development Plan, the first provincial Poverty Strategy (for the Free State), to the first Integrated Development Plan (IDP) for Mangaung Local Municipality, the city where our headquarters is based. We work closely with a partner organisation, Development Works. The **objective** of this practice is to promote planning approaches which are inclusive and participatory and address poverty and livelihoods in Africa.

Key elements of our approach have been:

- Ensuring that planning is participatory and seeks to integrate linkages across levels;
- That planning addresses issues around poverty and livelihoods;
- That planning is strategic and literate in terms of promoting economic and social development, and not just focused on infrastructure, which is expensive and difficult to maintain.

With partners in Ghana, Zimbabwe, South Africa and Uganda we developed a methodology for community-based planning (CBP) which is now national policy in South Africa and Uganda (as the Harmonised Participatory Planning Guide). During the year South Africa's Department of Provincial and Local Government (dplg) obtained funding from the European Union (EU) to take this work forward nationally. We continue to work actively in community-based planning, but at present do not have a practice manager.

The work on community-based planning (CBP), has included undertaking CBP in Mbizana, Capricorn and Tzaneen in South Africa, which is reported on in the community-based management report.

In addition we undertook an assessment of the implementation of the IDP in Sekhukhune for dplg and also an assessment of all the IDPs in Limpopo Province (in many cases working with our partner Development Works).

Lessons emerging around CBP are addressed in the Community-based Management (CBM) practice report. A key challenge for us has been having sufficient capacity in Khanya to take this work forward. Another challenge is that municipalities tend to focus on the planning aspect of CBP, but are less committed to the discretionary funds to each ward to take forward their plan, which is very significant if the community empowerment benefits are to emerge.

In general there are big challenges around local government planning in South Africa, which all too often is undertaken by consultants, does not build capacity in the municipality, participation is token, the methodology too complex and apart from the larger municipalities, most local governments struggle to get a plan which is strategic and meaningful. In our research work with the Department of Social Development one of the questions asked was on awareness of IDPs and only 9-14% of people had heard of the IDP.

In 2008-9 we will continue with our community-based planning work, and seek to build more capacity in the organisation to undertake this work. We will recruit a dedicated planner to focus on CBP and local government planning.



Photo 2: A community consultation in eastern Mozambique. The objective of this practice is to promote planning approaches which are inclusive and participatory and address poverty and livelihoods in Africa.

Photo: ABIODES, Mozambique

Community-based Management (CBM)

Community-based management (CBM) is about communities being active and involved in managing their own development. It entails communities making decisions about their future, strengthening local ownership of local problems and solutions and designing actions to deal with identified challenges. This does not imply that communities must take responsibility for everything but rather promotes an integrated approach to problem-solving between different stakeholders. It puts communities in charge of their own development in a flexible partnership with supporting agencies including local government. The **objective** of this practice is to develop and demonstrate sustainable approaches where communities are claiming their rights, exercising their responsibilities in driving their own development.

This practice strives to demonstrate a framework for communities to:

- Plan for their area;
- Implement those plans;
- Monitor, learn and evaluate actions
- Replan

In the process they should change their environment and improve their livelihoods.

During the year, we noted the following **achievements**:

- Investigating **approaches to Funding Communities** - we completed a scoping research project to look at different approaches to funding communities. This culminated in a workshop to share findings from the research, with examples from Zambia, Zimbabwe, South Africa and Malawi. The workshop took initial steps to committing partners to pilot some of the approaches to funding communities and developed a way forward to further this agenda in South Africa. This workshop was held in August 2007 with the support of South Africa's Department of Provincial and Local Government. As a result a submission was made for a change to legislation in South Africa (see Highlight 2);
- Facilitating **Community-based Planning (CBP) in Capricorn District Municipality, Limpopo Province** which aimed at equipping district and local municipal staff with skills in Community-based planning processes. It covered the municipalities of Aganang, Blouberg, Mole Mole, Polokwane and Lepelle-Khumbi. This programme was delivered through an active partnership with Development Works. We also ran training for Greater Tzaneen Municipality and Mbizana Municipality.



Photo: Sam Chimbuya, Khanya-aicdd

Photo 3: Khanya-aicdd works with a civil society group in Tanzania to enhance their capacity around evidence based advocacy.

Some of the **challenges** we faced during the year included managing the relationships between local and district municipalities, and the need to build effective linkages if local municipalities are to be able to support communities effectively.

Highlight 2 Submitting a clause to South Africa's Local Government Amendment Bill

As a result of the research in Approaches to Funding Communities, Khanya-aicdd made a presentation to South Africa's Parliamentary Portfolio Committee on Provincial and Local Government which resulted in an amendment to a clause in the Local Government Amendment Bill Clause 6 of Section 73 of Act 117 (the Municipal Structures Act) of 1998 has been amended as follows:

“(d) A municipal council may allocate funds and resources to enable ward committees to perform their functions, exercise their powers and undertake development in their wards within the framework of the law.”

Local Economic Development (LED)

The **objective** of this practice is to promote innovative approaches to local economic development which build on the assets and opportunities of local communities. It also aims to strengthen the support capacity of organisations whose interventions impact upon local economies.

Local Economic Development is a process in which various functions, services, people and resources come together to stimulate vibrant local economies. During the year, some of our **achievements** included:

- Completing a feasibility study and business plan for a **Local Economic Development Agency in Motheo District Municipality**;
- Being contracted by dplg to develop **national guidelines** on the establishment of LED Agencies (see quote below);
- Promoting **Learning and Sharing** around local economic development by producing and disseminating 3 newsletters and 3 policy briefings to our networks, funded by the EU's Cultural Workshops and Conferences Initiative;
- Active participation in the national (South African) Local Economic Development forum which debates policy and practice around Local Economic Development with key national, provincial and local stakeholders.

During the year, the practice team were involved in other work including on Funding Communities.

Our priority for the forthcoming year is to develop and test effective approaches to LED which build on community assets, and build community capacity to take forward their own economic development, what we are calling Community-Based Economic Development (CBED).

“As a result of the work we undertook on the business plan for a Local Economic Development Agencies (LEDA) in Motheo District Municipality Khanya-aicdd was awarded a contract by the Department of Local and Provincial Government (dplg) to develop a set of national guidelines that will assist municipalities in the decision around establishing a LEDA, hence upscaling our work on agencies”

Kian Reynolds

LED Researcher, Khanya-aicdd



Photo: Thevan Naidoo, Khanya-aicdd

Photo 4: Vasco Ngomana and his wife, Bertha in front of their new home, built from the proceeds of farming income. They were recipients of agricultural inputs from a small-scale farming initiative in Ruaca Village in northwest Mozambique. When funding mechanisms are aligned to the needs of the community, it can increase their capacity to accumulate assets. The initiative on Funding Communities was a collaboration between Local Economic Development and Community-based Management Practices.

Agriculture, Natural Resources and Food Security

insecurity in both urban and rural areas within Africa, Khanya-aicdd believes that it is possible to achieve sustainable food security through proven technologies and innovations that increase agricultural productivity and farm-based incomes. Khanya-aicdd's food security, agriculture and natural resources practice works with households and communities to secure sustainable food security, and is underpinned by the sustainable livelihoods approach.

The **objective** of this practice is therefore to influence policies and practices to ensure that vulnerable communities and households in targeted African countries are food secure.

During the year some of the highlights of our **achievements** include:

- Completing an **Avian Flu Project** in Lesotho funded by Irish Aid which included the design of an appropriate community-based livestock worker system and developing related guidelines. This initiative is likely to be implemented in three districts in Lesotho, supported by the SANReMP Programme;
- Support to Oxfam America's **Agriculture and Rural Livelihoods Programme**, assisting them to develop an overall programme strategy, and then in designing an integrated agricultural rural livelihood programme in Mozambique's Manica District, and potentially a cotton value chain development in Moma District, two of the poorest districts in Mozambique;
- Evaluating the Free State Rural Development Association (FSRDA) Horizont 3000 programme and facilitating their annual strategic planning session.

Our priority for the forthcoming year is to roll out the Community-based Livestock Worker Systems in three districts in Lesotho within the context of the SANReMP Programme and the integrated livelihoods work in Mozambique.



Photo: ABIODES, Mozambique

Photo 5: Smallholder farmers at a demonstration site in Moma District, Nampula Province, Mozambique. Khanya-aicdd contributed to developing the programme strategy paper for the Oxfam America Agriculture and Rural Livelihoods Project

“Khanya-aicdd supported Oxfam America by facilitating a community-based strategic planning process for one of our Agriculture and Sustainable Livelihoods Program sites in Mozambique. Through a comprehensive consultative process that brought together small-scale farmers’ associations, government agencies (local, district, provincial and national) and a collective of Oxfam America partners in Manica District, common development priorities were identified and an implementation plan agreed on.

The participatory process is expected to significantly improve the focus and potential impact of Oxfam America’s integrated rural livelihoods program, with major benefits to the livelihoods of small-scale farmers. It will also contribute to the achievement of the program goal of seeing small-scale farmers in Mozambique, particularly women, being able to demand and access services and resources to enhance their livelihoods, holding public sector and corporate service providers to account, and influencing decisions which affect them at local, national and international levels.”

Ian Mashingaidze
Regional Director, Oxfam America

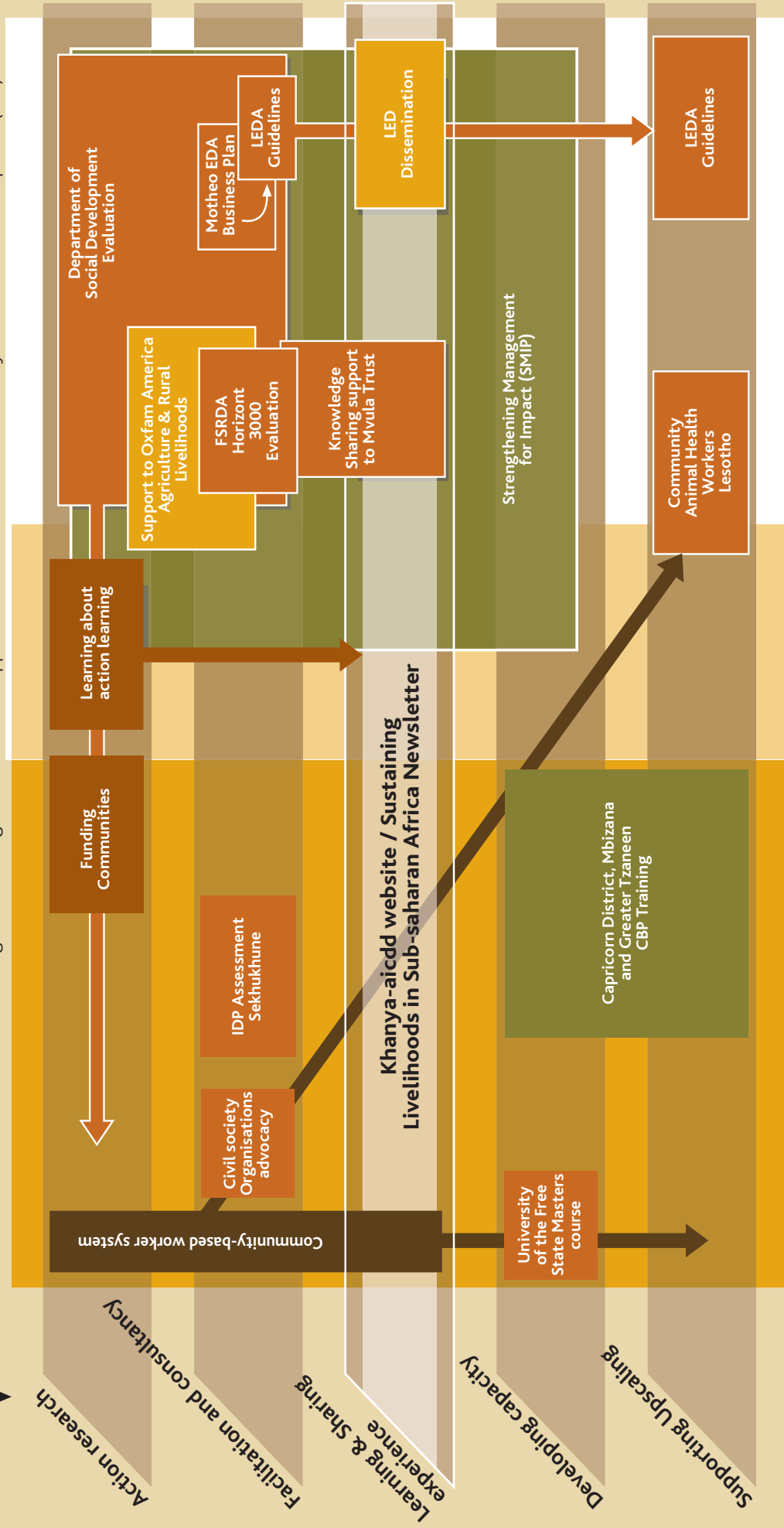
Examples of how our Practices & Services link

Services
tools

Practices
content areas

Community-driven development (CDD) ↔ Sustainable livelihoods (SL)

Rethinking Governance Development Planning Community-based Management Building the approach Agriculture, Natural Resources and Food Security Local Economic Development (LED)



Pillars of action: Khanya-aicdd Services

Our work promotes action learning – and we do this through action research, facilitation and consultancy, learning and sharing, developing capacity and upscaling. Facilitation underlies all our work, and we also seek to promote upscaling and policy influence in all that we do. We have specific service teams specialising in Action Research, Learning and Sharing, and Developing Capacity.

Action Research

khanya-aicdd
services

Khanya's approach to research is to focus on research which is linked to action, and which informs our content areas. The action research service aims to devote resources to building meaningful integration of practices and services within Khanya-aicdd, and to share the lessons widely.

The activities of the research service in 2007-8 were dominated by the continuation of the evaluation of the Department of Social Development (DSD)'s services and projects in the 21 Integrated Sustainable Rural Development Programme (ISRDP) and Urban Renewal Programme (URP) poverty nodes. Following an evaluation in 2006, a process of support to the nodes began and was completed at the end of November 2007. DSD granted an extension to the project for Khanya-aicdd to provide additional support at the provincial and national levels. This included training in sustainable livelihoods approaches for provincial and nodal staff, as well as support to national DSD on developing a Community Development policy. Fieldwork for the second evaluation in the nodes started during the year. This was a follow-up evaluation to track changes in DSD's services and projects. The evaluation formed the basis for extending the partnership with DSD into 2008-9 and beyond.

The research team carried out a research project to draw lessons on **action learning** from Africa. The project was a collaboration between Khanya-aicdd and partners in Zimbabwe and Uganda, and culminated in a regional workshop in February 2008. The research sets the scene for building knowledge on action learning on the continent. The team also carried out research in South Africa on behalf of DFID to inform **DFID's research strategy** and managed a research project on **Ecosystems Services**.

The DSD evaluation proved to be a very challenging project, given its size and scope, and the many relationships that needed to be managed. Despite staff losses at critical moments, the project has generated some very valuable lessons, both on content and on process. Key content lessons from research work during the year included the importance of the role of municipalities in co-ordinating development, but at the same time their real weakness on the ground and lack of capacity to carry out this vital task. Another key lesson is the great **potential in community-based worker systems**, while recognising that many details still need to be resolved before such a system could be expanded on the scale required. The team also learnt that the formation of networks or communities of practice need to be built on practical activities rather than being just around an idea. Practical activity drives participation in networks, if they add value to work being done. Conversely, it is hard to sustain a network if it is only based on work already completed, because there is then only limited motivation for participation. The action learning research and workshop opened up some interesting practices and methodologies that Khanya can explore further, including **triple loop learning** as a concept, and a number of participatory methodologies.

Priority areas for 2008-9 include building an M&E system linked to learning; integrating the service more closely with the research needs of practices; making a formative contribution to learning sites; and improving the quality of research outputs.



Photo: Aziza Modise, Khanya-aicdd

Photo 6: A community-run child care project in Kgalagadi, Northern Cape. The Action Research Service developed methodologies to support the evaluation of these types of Poverty Relief Programmes.

“The Regional Workshop on Action Learning provided an opportunity for our partners to learn more about one of the most important techniques of policy making that puts the Poor's voices at the centre of development policy planning and implementation. The action learning initiative has potential, in the long run to improve the capacity of Civil Society Organisations to effectively engage influencing policies to overcome poverty.”

Barbara Kalima-Phiri

Policy Analyst: Poverty Reduction Strategies
Southern Africa Trust

Learning and Sharing

Khanya-aicdd's Learning and Sharing Service aims to strengthen Khanya-aicdd as a learning organisation and ensure learning and sharing externally around our work. Our **objectives** are that Khanya learning processes are generating innovative ideas, strategic decisions, and directed actions to advance its mission and that policy makers and practitioners are influenced by the lessons from our work.

This is done through identifying and developing appropriate systems, methodologies and approaches aimed at:

- Effective learning;
- Development of participatory and learning approaches to Monitoring and Evaluation;
- Drawing out and sharing lessons on best practice across Africa.

This builds on our and related work in the region and beyond to promote dialogue and influence pro-poor policy and practice.

During the year, some of our achievements have included:

- Hosting a Regional Workshop on Action Learning to strengthen the understanding of action learning approaches for development practitioners;
- Managing the southern Africa regional component of the **Strengthening Managing for Impact Programme (SMIP)**, an IFAD supported programme, Our role is to strengthen the capacity of stakeholders and actors involved in pro-poor interventions to effectively manage sustainable agricultural programmes and projects for impact;
- Supporting Mvula Trust to implement knowledge sharing on the Free State Department of Water Affairs and Forestry (DWAF's) Water Conservation and Demand Management Strategy as well as providing knowledge-sharing capacity to the Free Basic Water and Sanitation Task Team;
- Hosting a seminar entitled 'How can services operate at scale to promote sustainable livelihoods in Limpopo?';
- Presentation of a paper at an **electronic seminar** with the University of Lucerne on Community-Driven Development. This was a first experiment for us in remote seminars;
- Continuing maintaining our **website** which we found to be visited from as far as Brazil, Russia and China!
- Running 21 **brown-bag lunches** internally to promote internal learning and sharing;
- Introducing an **intranet** to provide easier access for staff to standard administrative, human resource and finance information;
- During the year we produced over **25 different publications** across Khanya-aicdd's practices and services, including a policy briefing on Community-Based Worker Systems in ODI's Natural Resource Perspectives series, maintaining a tradition of sharing our work internationally. Another new element was a chapter in a book on Local Government (see Rethinking Governance).



Photo 7: Facilitating community dialogue in Manica, Mozambique through the Food Security, Agriculture and Natural Resources Practice. The Learning and Sharing Practice aims to identify, develop and foster appropriate systems, methodologies, tools and approaches for effective learning.

"...there has been a positive benefit that the DWAF Local Government Support knowledge sharing project has had from utilising the services of a dedicated 'knowledge worker' through Khanya-aicdd. As they are so steeped in learning and sharing, using their services has improved our ability to source learnings from the operational coalface and package them in a manner that encourages others at the coalface to learn – all at a rapid pace..."

Bev Pretorius

UCLGA Water Sector Co-ordinator
Consultant to the Mvula Trust

We also faced a number of challenges and learnt some valuable lessons including:

- The need to increase monitoring and evaluation support internally;
- The use of information and communication technologies to support us to work together more effectively across our offices;
- The challenge to sustain useful learning initiatives after a project has been completed. Learning initiatives form a strong component of our work, and during 2007/08 we saw the final issues of some key publications namely the LED Briefing Series, Community-based Worker Newsletters as well as the LED Newsletters. The launch of Khanya-Nathi came in to bridge the gap through sustaining momentum gained and ensuring that lessons are captured and disseminated, particularly around work that is not funded.

Developing Capacity

Developing Capacity is a fundamental part of the process of working with our partners, whether through learning-by-doing processes, more formal training, or coaching. In most instances this involves supporting and guiding staff at all levels from local to national levels, as well as providing customised training workshops as part of a process of longer-term support. Through this we are able to build people's capacity to address their development challenges, as well as sharing and upscaling our experience and skills in a diverse range of areas relevant to community-driven development and sustainable livelihoods. Our **objective is** to build capacity in the region in our areas of competence.

Highlights of our **achievements** during the year include:

- **Community-based planning** – training and support in Mbizana, Capricorn and Greater Tzaneen municipalities;
- **Watercourse**: facilitating a capacity-building initiative to support the Kwa-Zulu Natal Department of Water Affairs and Forestry (DWAF) to implement their National Water Resources Strategy through a series of staff development workshops and stakeholder dialogues in Inkomati and Kwa-Zulu Natal which addressed water governance arrangements;
- Training on **Managing for Impact** for regional service providers, and later for the IFAD-funded SANReMP Programme in Lesotho;
- Development of a **Monitoring & Evaluation Tool** with the Northern Cape Department of Social Services and Population Development, to improve the impact of Poverty Relief Projects;
- Training on the **Sustainable Livelihoods Approach** delivered to the national and provincial Departments of Social Development;
- Training of civil society to use **Evidence-Based Advocacy** in Mozambique, Uganda and Tanzania;
- Continuing to provide inputs to the **Masters in Development Studies** at Free State University.

Key issues for the future are finalising the accreditation of our courses and establishing Khanya-branded courses on our core topics. In addition we will seek to enhance our ability to provide coaching as part of our toolset.



Photo: Thevan Naidoo, Khanya-aicdd

Photo 8: Khanya-aicdd facilitated the development of a monitoring and evaluation tool with the Northern Cape Department of Social Services.



Photo: Thevan Naidoo, Khanya-aicdd

Photo 9: Participants at a Managing for Impact Training Workshop that was held in Lesotho in July 2007 and was facilitated by Khanya-aicdd.

Watercourse: Embedding development and delivery of new water governance arrangements in South Africa

“Over the past year, Khanya-aicdd has been working with the Environment Agency (England & Wales) to implement a water governance project that aims to support the South African Department of Water Affairs & Forestry (DWAF) to build confidence and effectiveness in its institutional reform process. This project emerged in response to the devolution of water governance through stakeholder-managed Catchment Management Agencies, with the overall aim being to strengthen delivery and the wider embedding of new water governance arrangements in key areas. Over the year, a series of staff development workshops and stakeholder dialogues have been held in the Inkomati and in Kwa-Zulu Natal. Feedback from local, regional and national partners, from NGOs and from the Minister for Water Affairs has all been positive, and there have been requests to deliver the staff development programme in several other DWAF regions.”

John Colvin

Khanya Associate

Environment Agency (England & Wales) and Open University, UK

2007-8 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 the African Institute for Community Driven-Development, which comprise the balance sheet at 29 February 2008, the income statement, the statement of changes in funds 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 14 to 21.

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 misstatement.

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 judgment, 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 the African Institute for Community-Driven Development at 29 February 2008, 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
19 July 2008

Balance sheet

at 29 February 2008

	Notes	South African branch 2008 R	Lesotho branch 2008 R	Company 2008 R	Company 2007 R
Assets					
Non-current assets		221 912	43 156	265 068	902 890
Furniture and equipment	6	249 214	15 854	265 068	313 827
Deferred taxation		-	-	-	5 214
Inter-branch account		(27 302)	27 302		
Unsecured loans	7	-	-	-	583 849
Current assets		4 328 884	263	4 329 147	2 260 273
Accounts receivable		1 584 917	263	1 585 180	2 152 303
Cash and cash equivalents		2 718 385	-	2 718 385	107 970
Taxation receivable		25 582	-	25 582	-
Total assets		4 550 796	43 419	4 594 215	3 163 163

Funds and liabilities					
Funds					
Accumulated income		547 212	26 557	573 769	489 130
Non-current liabilities					
Unsecured loans	7	44 932	-	44 932	36 137
Current liabilities		3 958 652	16 862	3 975 514	2 637 896
Accounts payable		3 859 333	1 703	3 861 036	2 110 573
Provisions	8	99 319	-	99 319	428 398
Taxation payable		-	15 159	15 159	71 136
Bank overdraft		-	-	-	27 789
Total equity and liabilities		4 550 796	43 419	4 594 215	3 163 163

Cash flow statement

for the year ended 29 February 2008

	Notes	South African branch 2008 R	Lesotho branch 2008 R	Company 2008 R	Company 2007 R
Cash flows from operating activities					
Cash receipts from customers		15 008 414	93 945	15 102 359	12 362 187
Cash paid to suppliers and employees		(12 362 898)	(527 512)	(12 890 410)	(11 231 894)
Cash generated / (utilised) by operations	11.1	2 645 516	(433 567)	2 211 949	1 130 293
Interest received		62 252	-	62 252	10 811
Interest paid		(2 764)	(297)	(3 061)	(7 942)
Taxation paid	11.2	(130 941)	-	(130 941)	(57 999)
Cash flows from investing activities					
- Additions to furniture and equipment		(129 325)	-	(129 325)	(246 123)
- Proceeds from the disposal of equipment		7 832	26 854	34 686	4 176
- Decrease / (increase) in non-interest bearing loans		583 849	-	583 849	(583 849)
Cash flows from financing activities					
Increase in non-interest bearing loans		8 795	-	8 795	(582 731)
(Increase) / decrease in inter-branch account		(407 010)	407 010	-	-
Cash and cash equivalents					
- Movement for the year		2 638 204	-	2 638 204	(333 364)
- Balance at beginning of the year		80 181	-	80 181	413 545
- Balance at end of the year		2 718 385	-	2 718 385	80 181

Detailed income statement

for the year ended 29 February 2008

	South African branch 2008 R	Lesotho branch 2008 R	Company 2008 R	Company 2007 R
Revenue				
- fee income	11 958 102	546 894	12 504 996	10 859 461
- re-imburements	2 482 926	-	2 482 926	2 073 700
Total Revenue	14 441 028	546 894	14 987 922	12 933 161
Other income	74 269	-	74 269	257 000
Interest paid	(2 764)	(297)	(3 061)	(7 942)
Salaries and wages	(5 433 624)	(83 288)	(5 516 912)	(4 561 108)
Interest received	62 252	-	62 252	10 811
Depreciation	(133 255)	(8 693)	(141 948)	(103 209)
Other administrative expenses	(8 946 595)	(376 692)	(9 323 287)	(8 125 515)
Net profit before tax	61 311	77 924	139 235	403 198
Taxation expense	(34 223)	(20 373)	(54 596)	(68 537)
Net income after tax	27 088	57 551	84 369	334 661

Annex 1 Khanya publications in 2007-8

Workshop & Project Reports

Practice/ Service	Title of Report	Date
Rethinking Governance	CBW National Workshop Report Kenya	February 2007
	Final Country Report on Community-based Worker Systems in Lesotho	August 2007
	Final Country Report on Community-based Worker Systems in Kenya	August 2007
	Final Country Report on Community-based Worker Systems in South Africa	August 2007
	Community-Based Worker (CBW) Systems in Uganda: A Final Country Report	September 2007
	Experiences with Community-Based Worker systems in Kenya, Lesotho, South Africa and Uganda: final report of the four-country CBW project	September 2007
	Design of programme for establishing a Community Livestock Worker System for Lesotho	June 2007
	Guidelines for Operating a Community Livestock Worker (CLW) System in Lesotho	June 2007
	Participatory analysis of service delivery in 6 municipalities in South Africa	September 2007
Community-based Management	An investigation into the funding of communities: Volume 1: lessons and best practice	September 2007
	An investigation into the funding of communities: Volume 2: case studies	September 2007
Local Economic Development	Feasibility study for Motheo Economic Development Agency	October 2006
	Business plan for Motheo Economic Development Agency	March 2007
	Economic Profile for Naledi Local Municipality	January 2008
Learning & Sharing	Report from the Khanya-aicdd Seminar in Limpopo, South Africa: "How can services operate at scale to promote sustainable livelihoods in Limpopo?"	August 2007
	Managing for Impact (Mfi) Training Workshop "From Theory to Practice", A report of the Southern Africa Regional workshop process and outputs	September 2007
Action Research	Learning about action-learning: final report	December 2007
	Learning about action-learning: database of selected initiatives	December 2007
	Action learning case-study: Chivi Food Security Project	October 2007
	Action learning case study: Uganda Forestry Advisory Reform Process	October 2007
	Action learning case-study: Community Based Planning (CBP)	October 2007
	Action learning case-study: 4 Country Community-based Worker (CBW) Project	September 2007
	DFID Research Strategy (2008-2013) Consultations in South Africa	December 2007
	Livelihoods profiles and situational analysis of DSD services in ISRDP and URP nodes (21 nodal reports)	July 2007
	Design and implementation of local UNFPA and PRP projects in ISRDP and URP nodes (21 nodal reports)	July 2007
	Urban and rural synthesis report on livelihoods profiles and situational analysis of DSD services in the ISRDP nodes	August 2007
	Synthesis report on assessment of UNFPA Country Programme in the ISRDP nodes	August 2007
	Synthesis report on design and implementation of local PRP projects in ISRDP and URP nodes	August 2007
	1 st progress report on lessons learnt from evaluation of DSD services and projects in ISRDP and URP nodes	August 2007
	Report on workshop on emerging findings from DSD evaluation and support process	September 2007
	Report on workshop on sustainable livelihoods training for provincial and municipal officials	January 2008
	2 nd progress report on lessons learnt from evaluation of DSD services and projects in ISRDP and URP nodes	February 2008
Report on workshop on sustainable livelihoods training for provincial and municipal officials	February 2008	

Briefings & Policy Documents

Practice	Title	Date produced
Local Economic Development	LED Briefing no.5: Furthering the Local Economic Development Agenda in Africa	March 2007
	LED Briefing no.6: From LED to SLED? Local Government and the Politics of Sustainability	May 2007
	LED Briefing no.7: LED and the Biodiversity Economy: who benefits most?	October 2007
Rethinking Governance	Community-based Worker Systems - a possible solution to more services, reaching many communities, and within budget: ODI Natural Resource Perspectives, No. 110	October 2007
Action research	Khanya Briefing Issue 1: Learning about Action Learning	February 2008

Guidelines & Toolkits

Title	Date
Community-based Worker (CBW) Systems: Guidelines for Practitioners	September 2007

Newsletters

Practice/Service	Title	Date
Local Economic Development	LED Newsletter No. 9: Towards effective interventions	March 2007
	LED Newsletter No. 10: Conducting Business Surveys of Small Towns: the case of Aberdeen	May 2007
	LED Newsletter No. 11: Developing a District Growth and Development Strategy: The experience of the Cape Winelands District Municipality	October 2007
Rethinking Governance	CBW Newsletter 6: Improving livelihoods through Community Forestry Advisors (CFAs) - the Butuntumula Pilot Forestry Project	July 2007
	CBW Newsletter 7: Widening access to home-based care services through Community-based Health Workers - ChoiCe Trust in Tzaneen Municipality	January 2008
Learning & Sharing	Khanya-nathi Issue 1	May 2007
	Khanya-nathi Issue 2	November 2007
	SLSA Issue 22: Adding value to development through Human Rights-based approaches	February 2007
	SLSA Issue 23: Zimbabwe's Protracted Relief Programme (PRP)	May 2007

Book Chapters

Title	Author	Publication	Date
Rural local government	Ian Goldman & Kian Reynolds	Chapter in "Consolidating Developmental Local Government: Lessons from the South African Experiment" Mirjam van Donk, Mark Swilling, Edgar Pietersen, Sue Parnell (Eds.), UCT Press	November 2007

Some Khanya-aicdd Events held during 2007-8

Practice	Title	Where	When
Rethinking Governance	Upscaling Community-Based Workers Systems: a policy workshop for champions of innovative pro-poor service delivery	Maseru, Lesotho	September 2007
	Design of the Avian Flu Project	Maseru, Lesotho	May 2007
	Capacity Building in Evidence Based Advocacy for CSOs in Mozambique	Maputo, Mozambique	September 2007
Community-Based Management	Let's Talk about Funding Communities	Gauteng, South Africa	August 2007
Food Security	Strategic Planning for Oxfam America's Rural Livelihoods Programme	Gauteng, South Africa	June 2007
	Planning an integrated livelihoods programme for Manica	Manica, Mozambique	August 2007
Developing Capacity	2 Training Workshops on Managing for Impact (Mfi)	Nairobi, Kenya and Maseru, Lesotho	March, August & September 2007
Learning & Sharing	Limpopo Seminar: How can services operate at scale to promote sustainable livelihoods in Limpopo?"	Limpopo, South Africa	July 2007
Action Research	Regional Workshop on Action Learning	Gauteng, South Africa	February 2008
	Emerging Findings from the ISRDP/URP Research	Gauteng, South Africa	September 2007
	Ecosystems: African regional team's synthesis report writing workshop	Gauteng, South Africa	January 2008

Annex 2 Funded work 2007-8

The following are the main funded projects worked on in the year. We also undertook unfunded work, notably in our learning and sharing work.

Practices

Main practice/ service	Other practice/ services involved	Name of Project	Description	Donor/Client	Location	Date
All	All	Mangaung Learning Site	Establishment of an integrated community-driven development learning site in Mangaung	Khanya-aicdd, World Vision	Mangaung, South Africa	July 2007+
Action Research		DFID Research Strategy (2008 – 2013) Consultations in South Africa	This involved testing DFID's emerging research strategy on stakeholders in South Africa	Central Research Dept, Department for International Development (DFID)	South Africa	Nov/Dec 2007
	Food security	Ecosystem Services and Poverty alleviation in semi-arid Sub-Saharan Africa: A situation analysis	Project Management on a multidisciplinary research programme to address sustainable management of ecosystems that contribute to poverty reduction and improving people's well-being in developing countries.	Natural Environment Research Council (NERC), DFID and the Economic and Social Research Council (ESRC)	East, West and Southern Africa	Aug 2007 - Aug 2008
All		Evaluation of Livelihoods and DSD Services in the 21 ISRDP and URP Nodes	Evaluation of the status of livelihoods and Dept. of Social Development programmes in the 21 nodes and provision of support to implement changes	National Dept. of Social Development (South Africa)	South Africa	March 2006 - June 2008
LED		Monitoring & Evaluation of Pilot Projects for the Right to Work Programme	Establishing a M&E system for pilots using a participatory approach	Office of the Presidency, South Africa	South Africa	Jan- Sept 2008
All		Learning about Action Learning	Analysis of several case studies of action learning projects in Uganda, Zimbabwe and South Africa	Southern Africa Trust	Uganda, Zimbabwe, South Africa	Sept 2007- Feb 2008
Community-based Management		Research into perceptions of residents about the 7 Dams Conservancy	Some surveys were carried out of residents perceptions as to the current situation and vision for the Conservancy	Mangaung Local Municipality	Bloemfontein South Africa	Jan 2008
Community Based Management	Development planning	Implementing Community-based planning in Capricorn District Municipality	Implementing community-based planning processes in the District	Capricorn District Municipality	Capricorn District, South Africa	December 2007+
	Development planning	Community-based Planning in Mbizana Local Municipality	Rolling out Community-based planning in Mbizana, Eastern Cape	UNDP Mbizana Local Municipality	Mbizana, Eastern Cape	October 2006 +
	Development planning	Community-based Planning in Greater Tzaneen Local Municipality	Rolling out Refresher training in Community-based planning in Tzaneen	Greater Tzaneen Local Municipality	Greater Tzaneen, South Africa	
	LED	Bapo ba Mohale Project	Assessing the potential of the Bapo ba Mohale Traditional Authority to support development in the area	Lonmin/IFC	Madibeng, South Africa	Sept-Dec 2007

Main practice/service	Other practice/services involved	Name of Project	Description	Donor/Client	Location	Date
	LED/Action research	An investigation into Funding Communities	To identify and share ways in which good practice in funding of communities responds to the needs of poor people	Southern Africa Trust	Southern & Eastern Africa	August 2006 +
Developing Capacity		Development of Social Impact Evaluation Tools	Designing an evaluation methodology for poverty projects in the Northern Cape	N Cape Department of Social Services and Population Development	N Cape, South Africa	Aug 2007+
	Rethinking Governance	University of the Free State Masters Programme	Teaching on Governance module of Masters in Development Studies	Centre for Development Support, University of Free State	Free State, South Africa	May 2007, January 2008
	CBM	Watercourse	Support to Department of Water Affairs and Forestry on institutional reform process towards the National Water Resources Strategy	Department of Water Affairs and Forestry/ Environment Agency (UK)	South Africa	August 2007 +
Development Planning	LED	Sector Alignment Case study in Sekhukhune	Identifying linkages in between sectors for service delivery using Sekhukhune District as a case study	Department of Provincial and Local Government	Sekhukhune, South Africa	April - July 2007
Agriculture, Natural Resources and Food Security		Development of Agriculture and Rural Livelihoods Strategy in Mozambique for Oxfam America	Assistance to Oxfam America in redesigning their Agriculture and Rural Livelihoods Programme as well as providing ongoing support	Oxfam America	Gauteng, South Africa	August 2007 + ongoing
		Manica Integrated Livelihoods Initiative	Development of plan for integrated livelihoods initiative for Manica District and support for small-scale cotton producers in Moma District	Oxfam America	Manica & Nampula Province in Mozambique	August 2007 + ongoing
	LED	Free State Rural Development Association Evaluation	Evaluation of support for Free State Rural Development Association and facilitation of plan for the future	Free State Rural Development Agency/ Horizont 3000	Free State	Jan – June 2007
	Rethinking Governance	Notifiable Avian Flu	Design of Community-based Animal Health Worker System for Lesotho	Irish Aid/ Ministry of Agriculture and Food Security	Lesotho	October 2006 –June 2007
Learning and Sharing	Developing Capacity	Strengthening Management for Impact Programme	Strengthening Management for Impact Programme	IFAD	Southern and Eastern Africa	Sept 2006+
	Action research	Regional Workshop on Action Learning	Regional workshop to share good practice in the use of action learning approaches for development practitioners in southern and eastern Africa	EU-CWCI/ Southern Africa Trust	Gauteng, South Africa	February 2008
		Knowledge management and learning support for Mvula Trust	Providing knowledge management and learning support to the Free State Department of Water Affairs Water Conservation and Demand Management Strategy and to the Free Basic Water and Sanitation Task Team	Mvula Trust	Free State & DWAF Pretoria	December 2007+

Main practice/ service	Other practice/ services involved	Name of Project	Description	Donor/Client	Location	Date
	Food security	Regional Hunger and Vulnerability Programme	Establishment of Wahenga network on social protection in 6 SADC Countries	DFID	Lesotho, Malawi, Mozambique, Swaziland, Zambia, Zimbabwe	Sept 2005 - April 2007
	All	Strengthening Management for Impact (SMIP)	Three year regional learning programme that builds capacity in the region in managing for impact approaches	Wageningen International & IFAD	Southern and Eastern Africa	Sept 2006 and ongoing
	Rethinking Governance	EU Rural Development Forum	Presentation and participation in EU Rural Development Forum	EU/FAO	Berlin, Germany	June 2007
LED		LEDA Guidelines	Developing national guidelines to support the establishment of Local Economic Development Agencies	Department of Provincial and Local Government	South Africa	Dec 2007 and ongoing
	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 InWent	SA	Completed May 2007
		Business plan for Motheo Economic Development Agency	Feasibility study and business plan for an Economic Development Agency	Motheo District Municipality	Motheo, South Africa	June 2006 – April 2008+
	LED Survey	Mpumalanga LED Survey	Survey of LED Activities in Mpumalanga	GTZ	Mpumalanga, South Africa	March 2007
Rethinking Governance	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 and South Africa	Dec 2005 – Feb 2007
	Developing Capacity	Support to Department of Social Development on Sustainable Livelihoods Support	Training in the sustainable livelihoods approach	Department for Social Development	South Africa	Various 2007
		Review of the SANReMP Programme	This involved 2 reviews of the SANReMP Programme, an agricultural support programme in Lesotho	UNOPS	Lesotho	May/Nov 2007
	CBM	Capacity building for Civil Society Organisations in Evidence based Advocacy	Building capacity for evidence based advocacy around the PRSP in Mozambique, Tanzania and Uganda	UNDP/ Southern Africa Trust	Mozambique, Tanzania and Uganda	October 2006 and ongoing
	CBM	Implementing evidence-based advocacy in Mozambique		UNDP Mozambique	Mozambique	2007
	Action Research	Participatory Evaluation of Service Delivery in 6 Municipalities	Evaluation of services in 6 municipalities, including views of community, politicians and service providers	World Bank	South Africa	Sept 2006 - June 2008

Annex 3 Partners in 2007-8

Ethiopia	Haramaya University IFPRI/ILRI
Kenya	Directorate of Veterinary Services Environmental Liaison Centre International Farm-Africa Kibera Community Self-Help Project Ngei 1 Development Youth group Practical Action Kenya Wajir South Development Association
Lesotho	CARE SA-Lesotho Christian Health Association of Lesotho Lesotho Ministry of Agriculture and Food Security Minister of Communication, Science and Technology National AIDS Commission National University of Lesotho Office of First Lady Red Cross SANReMP TEBA
Malawi	Concern Malawi
Mozambique	Kwaedza Simukae UNDP Mozambique
South Africa	Capricorn District Municipality, Centre for Development Support - University of Free State, CHoiCe Trust, Department of Provincial and Local Government, Department of Social Development, Development Works, EU's Cultural Workshops and Conferences Initiative, Free State Rural Development Association, Friends of the 7 Dams Conservancy, Horizont 2000, Hospice Palliative Care Association, Greater Tzaneen Local Municipality, Lonmin, Mangaung Local Municipality, Mbizana Local Municipality, Motheo District Municipality, Mvula Trust, Northern Cape Department of Social Services and Population Development, Office of the Presidency, Phaphamang, Strategy and Tactics, Trade and Industrial Policy Strategies (TIPS), University of KwaZulu Natal, World Vision South Africa
Tanzania	UNDP Tanzania
Uganda	CARE Uganda Concern Uganda Environmental Alert Kamwokya Christian Caring Community Ministry of Local Government National Agricultural Advisory Service (NAADS) National Forest Authority Palliative Care Association of Uganda Uganda AIDS Commission UNDP Uganda
Zimbabwe	Practical Action Zimbabwe
Regional	Development Bank of Southern Africa, Regional Hunger & Vulnerability Programme (RHVP), Southern Africa Trust, UNDP Southern and Eastern Africa Regional Office

Europe

Economic and Social Research Council (ESRC)
GTZ
Masdar
Natural Environment Research Council (NERC)
University of East Anglia
University of Wageningen

Global

DFID
European Union
Food and Agricultural Organisation of the UN
IFAD
IFPRI
International Finance Corporation
InWEnt
Irish Aid
New Zealand Aid
Oxfam America
UNDP
UNOPS
World Bank

Annex 4 Khanya Board members as at 29 February 2008

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.
Professor Elly Sabiiti	Uganda link	Former Dean of Agriculture, Makerere University, Board member National Agricultural Advisory Services
Joseph Leshabane		Chief Director, National Department of Housing, previously acting head of Municipal Services, SALGA, South Africa.
Mortimer Mannya	Vice-Chairperson	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		Politician. Formerly CEO of Eastern Cape Development Corporation
Sehoai Santho	Lesotho link	Social scientist from Lesotho. Former representative for Kellogg Foundation in Lesotho
Karuna Mohan	Finance Committee	Head of Organisational Performance and former head of LED, Ekurhuleni Metropolitan Council
Internal		
Dr Ian Goldman	Secretary, Finance Committee	CEO of the Institute
Sam Chimbuya	Finance Committee	Senior management representative
Vacant	Staff representative	

Annex 5 Associates as at 29 February 2008

Associates as at 29 February 2008	Areas of involvement with Khanya-aicdd
Andrew Mlalazi	CBP, planning, decentralization
Brian Sweetlove	Organisational Development
Ebbie Dengu	Food Security
Greg Jacobs	Monitoring and evaluation
Jack Blaker	Food Security
James Carnegie	Facilitation, livelihoods, training
John Colvin	CBW, food security
Joyce Njoro	CBW
Judy Scott-Goldman	Writing/editing, research, training
Julius Kajume	CBW, Food security
Khathu Muthala	CBP/Agriculture
Patrick Mbullu	CBW
Penny Urquhart	Sustainable development, research
Phia van der Watt	CBM/Research
Rachel Searle-Mbullu	Learning and Sharing
Steven Mogere	Research/CBW

Annex 6 Khanya-aicdd staff as at 29 February 2008



Andrew Ainslie
Research Manager



Aziza Modise
Junior Researcher



Chris Venter
HR/Admin Manager



Esther Holmes
Accountant



Ian Goldman
CEO



Kelebogile Motshwane
Johannesburg
Administrator



Kian Reynolds
LED Researcher



Luthando Funani
Intern



Masebotsa Lesoli
Lesotho Administrator/
Intern



Maserame Moeketsi
Administrative Assistant



Matshweu Machedi
Bloemfontein
Administrator



Nomboleko Zweni
Cleaner, Bloemfontein



Patricia Masanganise
Agriculture, Natural
Resources and Food
Security Practice Manager



Keneilwe Thipe
Developing Capacity
Manager (Incoming)



Patrick Mbulu
Developing Capacity
Manager (Outgoing)



Rachel Searle-Mbulu
Learning & Sharing
Practice Manager
(Outgoing)



Rahel Otieno
Learning & Sharing
Practitioner



Rashnee Parhanse
LED Practice Manager,
Johannesburg Team
Leader



Rita Williams
Book-keeper



Sam Chimbuya
Community-based
Management Practice
Manager



Stephen Greenberg
Action Research
Practice Manager



Thandi Ben
Cleaner, Johannesburg



Thevan Naidoo
Learning & Sharing
Practice Manager
(Incoming)



Vincent Hungwe
Rethinking Governance
Practice Manager,
Bloemfontein Team
Leader