

DEMOCRACY DEVELOPMENT PROGRAM

ANNUAL REPORT

2015



Aware. Involved. Connected.

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Joint message from our Director and Programmes Manager



From the outset of 2015, we at the DDP determined to entrench our position as a key roleplayer in the building of engaged and vibrant communities. Equipped with our core ideals of citizen participation and connection, accompaniment and partnership, we have successfully grown the already established reputation of this proud organisation.

The energy and enthusiasm that underpinned this year was created by a deep conviction that we should revisit some of our tried and trusted methodologies and apply them in our highly dynamic socio-political context. This approach was informed by the fact that a constant redefinition of and reflection upon who we are as an organisation is necessary when operating within such a dynamic political environment. It also necessitated a deep questioning of the role we should be playing in the country at this time in order to capitalise on opportunities that will allow us to have the greatest impact.

As a result of this process, we undertook the development of a number of strategic relationships with partners who share our values. Through their participation in our work, our programmes gained tremendous impetus in activating citizenship across KwaZulu-Natal and the country as a whole. Locally, we have established a critical cluster of community organisations who

have participated in our outreach efforts and we have gained greater access to communities in the broader Durban area.

Through these community-based organisations, we have been given a host of opportunities to build engaged and energised communities. These communities have taken ownership of their development and now hold their political representatives accountable for their decisions and actions.

Nationally, we have forged strategic partnerships with organisations that advocate for greater citizen involvement in national, continental and global governance matters. These partnerships have positioned the DDP as a leading voice advocating for good governance and accountable leadership.

Finally, the DDP management commissioned a formative evaluation to assess the impact of its work on its various constituents. The evaluators are currently finalising the data collection and reporting phases of the assignment. Full results of this exercise will be shared in the next report. This year has been a very productive one and we would like to commend our hardworking and committed staff for their tireless and committed efforts in serving our various constituents.

Dr Rama Naidu, Executive Director and Paul Kariuki, Programmes Manager

CIVIC EDUCATION



“The people shall govern.”
Freedom Charter, 1955

In order to strengthen democratic culture, citizens need to have the knowledge and skills to act as stakeholders at all levels of government. In order for this to happen, they must understand their constitutional rights and obligations so that they can hold their elected political representatives accountable.

Objectives:

- To create an enabling environment for a sensible dialogue between communities and their elected representatives;
- To facilitate these conversations in an empowering way;
- To enable communities and community structures to understand functions of government;
- To inculcate a spirit of partnership between local communities and governance structures in their area.

PROGRAMME – PARTNERS IN TRANSFORMATION (PIT) AND INTEGRATED DEVELOPMENT PLANNING (IDP):

We held four dialogue sessions and four workshops in the uMzumbi, uMfolozi, Mandeni and Folweni municipalities. These sessions included ward councillors, municipal staff, traditional leaders, political party representatives, community caregivers, and agents of civil society organisations. The interventions brought the different parties together, clarified their varying roles and educated them on the power of working together to find practical solutions.

Our impact:

- Safe and conducive spaces were created to facilitate growth and development;
- There was a tangible boost in the culture of interaction, participation and accountability;
- Participants were equipped with project planning skills; and
- They were empowered to work together to address issues of human rights, local democracy, economic development and safety and security.



PROGRAMMES

Our key learnings:

- Ordinary citizens working together can generate meaningful change;
- PIT and IDP training merged into one with robust dialogue sessions enhancing the workshops;
- Government departments committed to the 11 Batho Pele principles;
- Focusing on intensive work in a few communities brought about real change; and
- The DDP facilitation was effective in producing well integrated and structured sessions.

Future possibilities:

- Make more use of the very powerful manual *Democracy and You*;
- Create a new programme that is more people centred; and
- Expand programme into other areas.

VOTER EDUCATION:

Programme – Speak Up Mzansi

A project with Freedom House that connects citizens with their elected representatives using an online application was launched in Durban on 30 March 2015. Training for political agents and voter communities was held in April and a series of radio broadcasts – talk shows and a set of four mini radio dramas – were used to promote the initiative. A further assessment workshop was held in October.

Our impact:

- Awareness created among younger voter groups of their role in the political discourse; and
- Political representatives provided with an effective tool to reach their constituents.

Our key learnings:

- The application itself requires attention in terms of its ability to capture the attention of the people; and
- The DDP's role has been established in this important initiative.



YOUTH PROGRAMMES



Empowering the leaders of tomorrow: An estimated 43% of South Africa's population is under the age of 35. A large majority of these young people are unemployed and feel angry, marginalised and let down by democracy.

Objectives:

- Mobilise the youth to become active members of their communities; and
- Equip them with the skills to raise their voices in a productive manner.

PROGRAMMES:

School Leadership Programme, Youth Ambassadors Programme, and KwaMashu Debating League

School Leadership Programme: This year, this project moved from Mzuvele Secondary to Isibonelo High School. Offering a chance for school management and student-elected agents to work in a way that inspires a conducive learning environment, two workshops were held with the learner representative council. These covered issues such as types of leadership, convening meetings and holding members of the representative council of learners accountable for campaign promises.

Youth Ambassador Programme: This programme develops leadership skills, a sense of community and an understanding of active citizenry in young people. This is done by getting them involved in projects that will make a difference in their communities. An induction workshop was held on 23 and 24 May where the ambassadors from Masibambane High School, Mzuvele

Secondary, and Greenbury Secondary heard about the work that they have been involved in.

KwaMashu Debating League: Six training sessions were held in schools to build competencies for competitive debating.

Our impact:

- On 22 March 2015, three KwaMashu Debating League pupils took part in the KZN SDA Interleague at Hillcrest High School. Four members were selected to represent the KwaZulu-Natal Team at the national tournament. The learners selected were Pamela Nzimande (JG Zuma Secondary, Grade 10), Mfuneko Mtatsi (JG Zuma Secondary, Grade 11), Sicelo Blose (Nqabakazulu Comprehensive High School, Grade 12), and Simphiwe Mngomezulu (Isibonelo High School, Grade 9).
- Representative Council of Learners (RCLs) – one student remarked at the workshops (in response to 'what it means to be an RCL'): "To be an RCL is an opportunity to improve my leadership style, I have set an example for fellow pupils to preserve themselves".
- Youth Ambassador Students held fundraising activities for a local orphanage and a feeding scheme and offered their time at an old-age home.

Our key learnings:

We added community work champions, Celiswa Majai (author), Kanyisa Boo (activist), Nkosinathi Mpungose (youth worker) to the Youth Ambassador Programme, to offer guidance and mentorship to the ambassadors.

CITIZEN ENGAGEMENT: PUBLIC FORUMS AND COMMUNITY DIALOGUES



“Citizenship is a state of being. It is a choice of activism and care.”

Peter Block, 2009

Our core focus is on activating citizen participation. We do this by creating safe spaces in which people can vigorously discuss current political and social issues that affect our democracy and their lives.

Objectives:

- To bring the right people into social spaces to engage on social and political issues that matter;
- To raise citizen awareness through exposure to research and researchers, policy-makers and political analysts; and
- To amplify the voices of citizens to influence policy and legislation that will affect the state of democracy in South Africa.

We hosted five public forums, four community dialogues, two roundtable discussions, a gender-specific dialogue, five youth dialogues, and two conferences. These all had carefully selected speakers who brought unique and impactful insights to the sessions.

Our impact:

These sessions dealt with difficult but critical topics like xenophobia and the energy crisis. They provided awareness and information and a platform for robust debate. At an Eskom dialogue, the combined thoughts of the group were forwarded to Eskom and to the Minister of Public Enterprises. Importantly, the sessions led to an awareness of our common humanity and the need for transformation in the various areas discussed. The KZNCSOC Conference fulfilled



its mandate as a networking and information event, with three-panel discussions from NGO leaders, service providers and donors who are active in KwaZulu-Natal.

The community dialogues highlighted the strength of the DDP in terms of our ability to bring different stakeholders together to engage in a process of information sharing and discussion.

Our key learnings:

- The dialogues were informative and practical and the speakers were insightful and well selected; and

- From audience feedback, there was a need for an educational process to create awareness among the public about their rights and obligations as an active citizen.

Future possibilities:

- Creating a series of dialogues centred on one topic;
- Hosting workshops to take certain delegates deeper; and
- Hosting events outside of KwaZulu-Natal.



CIVIL SOCIETY STRENGTHENING

“A vibrant civil society is the heart of a nation.” Paul Kariuki



A vibrant and engaged civil society is at the heart of a strong democracy. For this to be realised, citizens must be encouraged and empowered to engage with one another and with the state. In order for this engagement to be effective, they must be equipped with knowledge on a range of pertinent issues.

Objectives:

- To build capacity within civil society organisation's through targeted workshops; and
- To encourage information sharing among civil society organisations in order to ensure that the whole is greater than the sum of the parts.

Our work:

- Six capacity building workshops were held from March onwards. These included NPO ethical and law landscape, strategic work, fundraising and proposal writing, connecting communities (plus a later follow-up).

Our impact:

- The workshops hosted experts who provided the latest information and practical guidance for civil society organisations; and

- This will improve how they operate and make them more efficient and effective.

Our key learnings:

- Follow-up meetings were held to increase the impact of DDP's capacity workshops;
- Capable individuals from influential organisations were brought in to add a layer of associates to DDP's capacity.

Future possibilities:

To conduct training outside of KwaZulu-Natal.



DDP'S IMPACT

Monitoring and evaluation is a critical aspect of the DDP's work. Every key area of activity has its own monitoring and evaluation framework. This guides the project team and management in terms of systematically assessing the efficacy of our programmes. However, most interventions do not yield immediate results and an appropriate long-term measurement strategy will be put in place in 2015 and beyond. The tool the DDP uses to measure impact is Critical Stories of Change – a critical learning tool that helps us to understand how and why change happens.

For responsible and responsive governance, citizens must define their own path, organisations need to be empowered and there needs to be accountability and transparency.

However, the state is financially limited and cannot meet the demands of development. Hence, communities need to take ownership of development based on values of humanity, social justice and empathy. Thus, citizens should organise themselves and co-create sustainable co-owned communities.

An example of one such community is the KwaMakhutha Community Foundation (GKCF). With the assistance of DDP, this community took ownership of its own destiny by committing to re-create a community they could proudly co-own.

CASE STUDY – ENABLING CHANGE IN GKCF:

Communities within the GKCF had been rendered ineffective, with dependence on external sources such as development agencies, government and donors. This dependency had defined their journey, making them subservient, weak and unproductive. With the DDP, they developed a methodology of engagement that aims to capacitate citizens to take ownership of individual and community growth.

Using this methodology, citizens become more aware of their potential to re-create co-owned communities where accountability is paramount. In the context of DDP's work with communities, accountability becomes a reality when responsibilities are identified and established and commitments are harnessed.

The GKCF was established in 2014 with more than a 100 members including the youth, women, the physically challenged, business people, African foreign nationals, community-based development practitioners, and local political representatives.

The GKCF had to develop its own constitution, register with the Department of Social Development as a non-profit organisation, establish its own leadership structure and recruit community members to join the organisation.



“KwaMakhutha residents taking ownership of their own community and its development.”

MONITORING AND EVALUATION

GKCF'S JOURNEY WITH THE DDP:

In November 2014, the DDP and the GKCF began their journey. After months of deliberation and conceptualisation around the nature of the relationship and the responsibilities of the two partners, a strategic planning workshop was offered by the DDP.

This focused on how organisations function, accountability mechanisms, community development, communication skills and building leadership. Since that initial intervention, the GKCF has made significant progress in responding to community development challenges in KwaMakhutha and its environs. Activities to date include the greening of KwaMakhutha and the convening community dialogues. These have focused on local economic development in townships, business-community inter-relationships and integrated development planning processes.

The DDP continues to support the GKCF with ongoing capacity development, building the organisation's ability to execute its vision and enhance its performance in serving the community. The DDP's role is to enable rather than determine the GKCF's chosen development path.

Furthermore, the DDP's understanding of responsible governance has enabled GKCF to define how it interacts with the various

stakeholders. Active alliances with all these stakeholders benefit the community in a multitude of ways.



MONITORING AND EVALUATION



GKCF'S ROLE IN BUILDING RESPONSIVE AND RESPONSIBLE GOVERNANCE:

The journey with the DDP has assisted GKCF in many ways:

Firstly, GKCF has formed successful alliances with other organisations in the area. These working relationships have clear terms of reference and action plans. It has also established functional links with local and provincial government, as partners in responding to community challenges and needs.

Secondly, GKCF has harnessed community commitment to its vision and the various development projects.

Thirdly, GKCF has established a leadership structure that provides clear direction for identified tasks and projects. The core leadership gives guidance to the various commissions that are responsible for a range of development projects in the community.

Finally, regular community-led meetings are hosted by GKCF to update community members on work done and to respond to various community concerns. The development of the GKCF has had many positive spin-offs for members of the community.

These include:

- Raising individual awareness of their responsibility towards sustainable development of their own community;
- Inculcating a culture of active citizenry among community members;
- Entrenching a culture of co-ownership of community development processes;
- Cultivating servant-leadership, in which responsibilities are co-shared based on the values of accountability and respect for their own community; and
- Establishing an alliance network between grassroots community organisations and other structures in their area.

LESSONS LEARNT:

- With the support of external organisations acting as enablers, grassroots community organisations can effectively and responsibly govern their own development practices;
- Enabling organisations should provide grassroots organisations with adequate space and time to chart their own path. The notion of 'walking with', rather than 'being the saviour' of any community process is key to building resilience among community organisations;
- Enabling organisations should not determine the direction to be taken by the grassroots organisations. This approach is disempowering, creates dependency and dilutes the ultimate impact of community development; and
- Organisations and structures should build on each other's strengths and promote sharing of resources such as expertise, staff and informational material to build sustainably.

CONCLUSION:

In our efforts to create a viable partnership with a grassroots community organisation, the DDP has enhanced the capacity of the GKCF by focusing on accountability, communication, commitment and good governance as essential pillars of a sustainable organisation.

The GKCF has demonstrated that community-led organisations have the capacity to recreate their own communities and harness commitment from community members.

The DDP remains aware of its enabling role and is committed to walking with GKCF on its journey into the future. This paper is a reflection of this process of awakening and walking with one organisation and the lasting impact of building a resilient, responsible and responsive system of internal governance.

Seminars held as facilitated by the DDP to date this year:
 Aktenzeichen / Reference code : A10230000V

DDP 2015 Year To Date

Month	Mar 2015				
Nr.	Date	Venue	People	Staff	Subject
1	2015/1/9	Durban DDP House	13		Social Cohesion Planning (migrants in the KZN civil society)
2	2015/1/27	Durban DDP House	18		RCLES Follow-up (immigrants formed an official representation committee)
			31		
			31		JANUARY
3	2015/2/5	Durban DDP House	8		KZNCSOC Steering Committee 001
4	2015/2/12	KwaMashu	8		Debating League Stakeholders – 003
5	2015/2/17	Durban DDP House	14		Train the Trainer – 004
6	2015/2/19	Valley Trust	46		Teambuilding – 001
7	2015/2/27	Durban DDP House	7		KZNCSOC Steering Committee 001
8	2015/2/28	Isibonelo	65		Debating League – 010
			148		
			179		FEBRUARY
9	2015/2/26	Durban Maharani	109		Political Debate 'Where are we heading?' – 007
10	2015/3/7	Isibonelo KwaMashu	63		Debating League – 010
11	2015/3/10	DDP House	45		NPO Ethical and Law Landscape – 001
12	2015/3/19	DUT Campus	59		Equal Rights without Discrimination – 010
13	2015/3/22	Hillcrest High School	5		KZNSDA Interleague Tournament – 010
14	2015/3/27	DDP House	10		KZNCSOC Committee – 001
15	2015/3/28	Isibonelo KwaMashu	63		KwaMashu Debating League – 010
			354		
			533		MARCH
16	2015/3/25	DDP House	9		AGM – 001
17	2015/4/08	DDP House	8		First Aid Training – 001
18	2015/4/12	DDP House	41		Xenophobia – 001
19	2015/4/15	DUT Campus	51		Xenophobia 'Home Away from Home, is it Really?' – 010
20	2015/4/16	KwaMakhutha	90		Community Dialogue – Small Business is Big Business – 007
21	2015/4/18	KwaMashu	62		Debating League Round 1 & 2 – 010
22	2015/4/19	Ridge Park College	13		DCDL Development Day -010
23	2015/4/21	DDP House	4		KZNCSOC Committee – 001
24	2015/4/24	Isibonelo High School	44		Schools Leadership Programme 010
			322		
			855		APRIL
25	2015/3/18	Umzinto	14		Black Sash/MAVC Citizen Monitoring – 001
26	2015/4/15	DDP	12		Xenophobia Dialogues 001
27	2015/4/24	DDP	39		Strategic Work Training 001
28	2015/4/29	DDP	42		The Flipside Book Launch – 001
29	2015/5/8	Isibonele	43		Isibonele Leadership 010
30	2015/5/9	Isibonele	51		KwaMashu Debating League – 010
31	2015/5/13	Durban Country Club	127		Xenophobia Political Forum 007
32	2015/5/23	Isibonele	63		KwaMashu Debating League – 010
33	2015/5/27	DDP	12		KZNCSOC Democracy & Governance – 001
			403		
			1 258		MAY
34	2015/5/21	DDP	71		Fundraising Proposal Writing – 001
35	2015/5/15	Bluff Ecopark	63		Youth Ambassadors – 010
36	2015/5/30	KwaMashu	62		KwaMashu Debating League – 010
37	2015/6/15	Isibonelo	18		Debating League Isibonelo – 010
38	2015/6/22	DDP	10		Reflection Dialogue – 001
39	2015/6/24	DDP	27		KZNCSOC Sector Meeting – Preparations for Conference – 001
			251		
			1 509		JUNE
40	2015/6/24	DDP	23		Eskom's Proposed 25.3% Electricity Hike – Special Dialogue -008
41	2015/6/26-29	DDP	10		Graphic Facilitation – 001
42	2015/6/23-25	La Mercy	83		Connecting Communities – 001
43	2015/7/26-28	Wykeham College	39		KZNSDA Provincial Debating League – 010
44	2015/7/1-2	DDP	12		Customised MS Word Training – 001
45	2015/7/16	DDP	8		Dialogue Sustainable Development Goals (SDGs) – 008
46	2015/7/22	DDP	12		KZNCSOC Interim Sector Meeting
			187		
			1 696		JULY
47	2015/6/16	Botanical Gardens	56	3	Youth Indaba – National Youth Day – 003
48	2015/7/27-29	DDP	22	1	Citizens Advocacy – 001
49	2015/7/30	Elangeni Hotel	97	8	Political Forum: Attack on the Judiciary – 007
50	2015/8/8	Diakonia	51	2	Women's Day Dialogue – 008
50	2015/8/7-9	Umdloti Conference	21	1	Community Dialogue for Sydenham Community Association – 005
51	2015/8/18	Belaire Suites	17	3	Connecting Communities Follow-up – 001

Seminars held as facilitated by the DDP to date this year:

Aktenzeichen/Reference code : A10230000V

DDP 2015 Year To Date

Month	Mar 2015				
Nr.	Date	Venue	People	Staff	Subject
52	2015/8/28	DDP	4	3	KZNCSOC Democracy & Good Governance – 001
53	2015/8/15	Isibonelo-KwaMashu	55	1	KwaMashu Debating League – 010
54	2015/8/20	Danville Park Girls HS	14	1	Growth & Development League – 010
55	2015/8/22	Isibonelo-KwaMashu	60	1	KwaMashu Debating League – 010
56	2015/8/27	Hillcrest Academy	13	1	Growth & Development League Round 2 – 010
			410		
			2106		
					AUGUST
57	2015/9/3	Clifton High School	11		Growth and Development League
58	2015/9/5	Isibonelo	73		KwaMashu Debating League Finals
59	2015/9/10	St Mary's DSG	12		Growth and Development League
60	2015/9/10	DDP	11		KZNCSOC Executive Committee Meeting
61	2015/9/8-10	St Philomena	65		Asonet Strategic Leadership Workshop
62	2015/9/9-10	Vuleka Trust	65		Folweni Strategic Planning and Capacity Building
63	2015/9/14	DDP	12		Youth Development Conversation
64	2015/9/15-17	Umdloti Conference Centre	18		KZN Radio Hub Stakeholder and Strategic Planning
65	2015/9/17	Glenwood High School	9		Growth and Development League
			276		
			2382		
					SEPTEMBER
66	2015/9/23	Ridge Café	29		Community Dialogue for Leaders in the Community to Work Together
67	2015/9/29	Maharani Hotel	78		Public Forum: Deconstructing Racial Identity
68	2015/10/1	DDP House	17		Youth Development Conversation
69	2015/10/6	DDP House	27		Tertiary Institutions Dialogue: How can we increase Access to Universities
70	2015/10/6-8	St Philomena	24		Harnessing the Power of Diversity
71	2015/10/8	DDP House	13		Youth Ambassadors Reflection
72	2015/10/9	DDP House	5		Round Table Dialogue: Tackling Xenophobia
73	2015/10/21	DDP House	4		DDP Evaluation Workshop
			197		
			2579		
					OCTOBER
74	2015/10/12-14	St Philomena			GCKF Strategic Planning Training
75	2015/10/16	Folweni Community Hall			Folweni Dialogue
76	2015/10/21	Isiphumelelo Hall			GCKF Dialogue
77	2015/10/27	Maharani Hotel			Public Forum: Black Consciousness and Democracy
78	2015/10/27-29	KwaMashu L-section			INK Capacity Building Workshop
79	2015/10/31	KwaMashu L-section			INK Community Dialogue
80	2015/11/25	Elangeni Hotel			Public Forum: South African Insurgent Citizens
81	2015/11/24-27	St Philomena			CLRDC Training in Preparation for Local Government Elections
82	2015/12/10	Elangeni Hotel			International Human Rights Day
83	2015/12/11-17	Treverton College			National Debating League
84	2015/8/18-19	Botanical Gardens			KZNCSOC Conference
					PIT/MOTT
1	2015/4/20-24	Umzumbe Municipality			PIT/IDP Training
2	2015/5/4-5	Umfoloji Municipality			PIT/IDP Training
3	2015/7/13-17	Mandeni Municipality			PIT/IDP Training
4	2015/5/22	Umfoloji Municipality			Community Dialogue
5	2015/6/12	Umzumbe Municipality			Community Dialogue
6	2015/7/31	Mandeni Municipality			Community Dialogue
7	2015/9/30-10/2	Belaire Suites			PIT Evaluation Workshop
					FREEDOM HOUSE – GRANT 1
1	2015/5/11	DDP House			Speak Up Mzansi Political Representative Workshop
2	2015/5/14	Radio Kwezi			Broadcast of Mini-dramas
3	2015/5/21	Radio Kwezi			Broadcast of Mini-dramas
4	2015/5/28	Radio Kwezi			Broadcast of Mini-dramas
5	2015/5/30	Radio Kwezi			Talk Show
6	2015/6/6	Radio Kwezi			Talk Show
7	2015/6/6	Radio Kwezi			Talk Show
8	2015/11/7	Radio Kwezi			Talk Show
9	TBC				FH Evaluation Workshop
					FREEDOM HOUSE GRANT 2
1	2015/5/28-29	Bayview			Speak Up Mzansi Workshop
2	2015/6/9-10	Church Hall			Speak up Mzansi Workshop
3	2015/8/11-12	Isibonelo			Speak up Mzansi Workshop
4	2015/6/10	DDP House			Speak Up Mzansi Evaluation Workshop
					FOUNDATION FOR HUMAN RIGHTS
1	2015/9/26	Radio Kwezi			Talk Show
2	2015/11/6	Radio Kwezi			Evaluation
3	TBC	Radio Kwezi			Talk Show
4	TBC	Radio Kwezi			Talk Show

Statement of Financial Performance

Figures in Rand	Note(s)	2014	2013
Revenue – Grant Income			
Anglo American Chairman's Fund		-	437,626
Foundation for Human Rights		-	216,900
Freedom House		251,840	-
The Charles Stewart Mott Foundation		617,644	531,405
The European Union		-	157,239
The Konrad Adenauer Stiftung		6,268,163	5,425,571
	8	7,137,647	6,768,741
Programme and Project Costs			
Programme costs		(3,060,967)	(2,295,172)
Project costs		(1,121,934)	(598,554)
	9	(4,182,901)	(2,893,727)
Gross surplus		2,954,746	3,875,014
Other Income			
Rental income		162,514	88,113
VAT input claims relating to previous years, net of recovery costs		543,547	-
Local Government Conference		47,809	51,000
Sundry income		480,569	284,439
Interest	10	353,344	331,378
		1,587,783	754,930
Expenses		(3,396,964)	(3,816,835)
Operating profit		1,145,565	813,109
Fair value adjustments		(36,795)	(49,610)
Profit for the year		1,108,770	763,499
Other comprehensive income			
Total comprehensive income for the year		1,108,770	763,499

Statement of Financial Performance

Figures in Rand	Note(s)	2014	2013
Operating Expenses			
Advertising		7,825	1,000
Auditors' remuneration	12	52,340	121,230
Bank charges		34,167	34,197
Cleaning		14,116	16,961
Stanlib investment administration costs		-	42,203
Computer expenses		-	6,258
Consulting fees		11,640	25,148
Depreciation, amortisation and impairments	2	133,505	129,143
Electricity and water		57,268	73,697
Employee costs (includes part of Executive Directors' emoluments)	14	2,139,746	2,280,395
Entertainment		13,289	4,328
Fines and penalties		-	300
Foundation for Human Rights		63,659	170,091
Hire		9,317	7,527
Insurance		53,880	68,714
Lease rentals on operating lease		532	124,697
Legal expenses		1,979	-
Levies		47,882	58,863
Municipality rates		203,273	217,435
Newspapers		3,101	2,721
Office expenses		62,390	49,934
Staff development		67,555	-
Postage		10,791	20,805
Printing and stationery		29,682	26,516
Repairs and maintenance		180,853	133,071
Security		8,586	13,372
Software expenses		28,119	9,975
Sundry expenses		-	2,109
Telephone and fax		161,469	176,145
		3,396,964	3,816,835



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