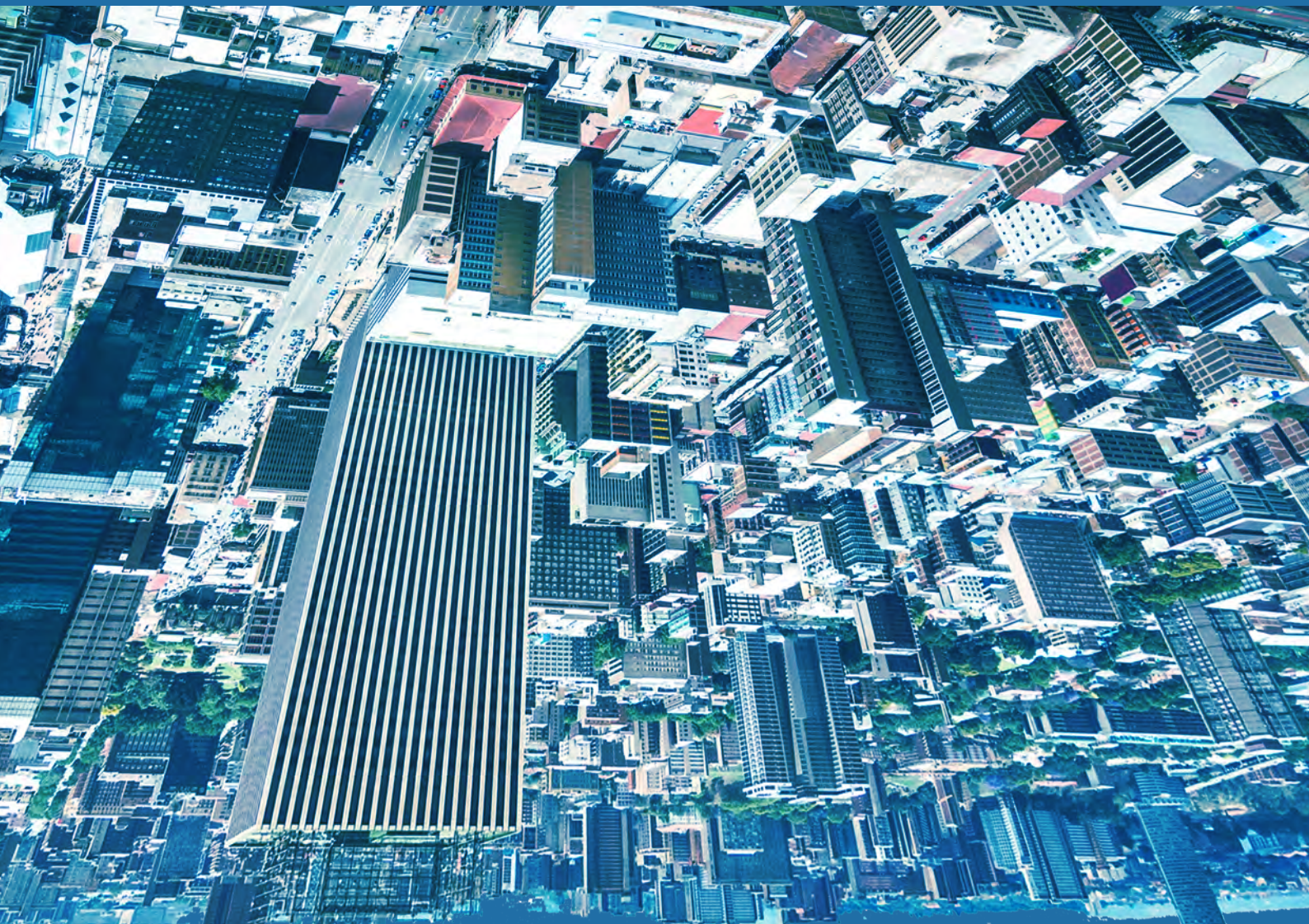


ANNUAL REPORT 2021



PARI
PUBLIC AFFAIRS
RESEARCH INSTITUTE



CONTENT COMPILATION

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ANNUAL REPORT 2021





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director's letter



MBONGISENI BUTHELEZI

IS THE STATE BEING BUILT BACK BETTER AFTER COVID-19?

For two years, up to about a year ago, there was intense focus on how the Covid pandemic had exposed the crisis of capacity in the state. Before that, capacity had been discussed mainly in regard to the President's investment drives. Many had opined that the investment drives would come to naught without the right capabilities being built in the state.

As the pandemic recedes, it is now the right time to pose the question with which I began.

There are green shoots when it comes to the investment drive. Specialists have been appointed to positions in the Presidency. Offices have been set up to cut across the red tape in departments that often sours good intentions.

There are some concerns, of course, about this method of building capacity. It has rightly been criticised as governing by committee and commission while leaving all other parts of the state still incapable of doing the work of building a better life for all.

And this may quite be right. Take Eskom. Take the Post Office and its task of delivering social grants on behalf of the South African Social Security Agency. Take municipalities and their continued decline. And take the growing signs that the South African public has now really had not just enough, but more than enough of being in an abusive relationship with ruling elites.

It is coming to light that there are intense efforts in some parts of the state to turn around the deterioration of institutions that have either been mismanaged or fallen victim to capture and hollowing out. Progress, albeit painfully slow, can be seen in the National Prosecuting Authority among other institutions.

While the NPA is rebuilding in the glare of public scrutiny, there are other ongoing efforts about which government is less communicative for at least two reasons. These efforts include the move to bring the National Anti-Corruption Strategy into operation and an attempt to work out how to professionalise the public service being led by the National School of Government.

I know about some of these efforts because of the involvement of PARI, offering what support and participation we are able to give. Yet the point still holds that there is government secrecy and poor

So, are we building back better after Covid? Has the reality of an ordinary person in a village in Limpopo who needs water, or a Zimbabwean immigrant who needs a work permit, or a child who needs transport to get to school, getting better?

communication about what is being done. Some of the reasons for this are understandable. There is intense resistance within influential quarters to some of these efforts. Hence they have to be undertaken quietly and only publicised when they cannot be reversed.

More concerning, though, are two strains of attitude one encounters in corridors of power – one that says ‘we are technocrats and so we know best what is good for you lowly citizens’ and another that holds ‘we are the elected representatives of the people and we say what happens’. It is partly these official attitudes and the arrogance, myopia and incompetence they generate and harbour that have brought us to the mess that the country's governance has become.

Such unhelpful attitudes lead to the need for sometimes unnecessary confrontation when state processes have to be forced open to broader public participation through protest and/or litigation. It appears that we are headed for future rounds of these confrontations that have become a necessary part of state-society engagement in the past two decades.

Parliament has steadfastly continued to take a disdainful attitude to public calls to listen to civil society on electoral reform, for instance. Draft laws that have been resisted by large sections of society, such as the Traditional and Khoisan Leadership Act and the Traditional Courts Bill, have been pushed through to adoption of close thereto. They will no doubt become the subject of litigation in future.

So, are we building back better after Covid? Has the reality of an ordinary person in a village in Limpopo who needs water, or a Zimbabwean immigrant who needs a work permit, or a child who needs transport to get to school, getting better?

The reality is that we are building back. Whether the version of the state that is being rebuilt is better than before is in doubt so far. Water was provided unevenly but aplenty during the pandemic. Will this continue and become a consistent and progressively improving reality? This is uncertain. Home Affairs, especially the immigration section, is worse for everybody by all indications. And provincial government communicators give the usual lamentations about insufficient resources when asked about improving scholar transport when catastrophic accidents have taken place, wiping out tens of young lives.

The road ahead remains long. I want to believe that there are more and more green shoots sprouting. There is openness in some places of power to listen and to engage even with dissenting voices. There is also sufficient goodwill and willingness to put shoulder to the wheel in social movements, other parts of civil society and the private sector. This readiness to get our hands dirty needs to be harnessed more effectively by the state because we all really are the ones we've been waiting for to build the ‘better life for all’ we want to see.



the year in review

PARI reached its anticipated groove in 2021, where programmes successfully produced their outputs and exceeded their targets in many instances. The Institute struck a healthy balance this year between producing public-facing work and publishing academic research.

Covid-19 was still an integral feature of South African life in 2021, and PARI researchers found opportunities to do fieldwork safely and to write up reflections on fieldwork in the times of lockdown or high alert.

The Covid culture of online events was fortuitous as it allowed PARI staff to participate in multiple webinars held by other organisations and thereby have a broader reach than would have been possible with only in-person participation. PARI was also featured strongly in the media via interviews and opinion articles.

On the other hand, Covid highlighted the grave inequalities of South Africa's society – in early 2022, the World Bank named South Africa the most unequal country on the globe where 10 per cent of the population owns more than 80 per cent of the wealth. This has sharpened PARI's arguments in all programmes on why we need a more capable and more effective state and what it means for those people who depend on the state the most. PARI's long-term work on public procurement reform, for example, has found a much wider popular audience since the wholesale looting of Covid-19 funds early in the pandemic. This kind of alignment has led to collaborative work between PARI and other organisations with overlapping interests, and to PARI inputs into public policy documents.

PARI joined various civil society campaigns and the programmes joined international networks in two instances: the Land Governance programme became a member of the Network of Excellence in Land Governance in Africa (NELGA), and the Energy and Society programme is a member of the International Network of Energy Transition Think Tanks (INETTT). The State Reform programme assisted in formalising the Association of former Directors-General (AfDG) which promises to be an influential force in reforming the state.

There were some clear directional changes during the year that manifested in two of PARI's major programmes. The Education Governance programme was frozen indefinitely due to challenges in the education funding environment. In addition, Organisational and Institutional Studies (OIS) programme was reassessed at the end of its three-year pilot period and although the programme was found to be robust, it was decided that OIS would not take on new students at Wits University.

The Institute is constantly striving to present research in innovative and more accessible ways. This year, the OIS programme released a series of podcasts – a first for PARI – where students interviewed one another about their research questions, methodologies and findings. And a different genre of podcast was produced by the Energy and Society programme: a community brief in five languages advising households about their rights to free basic electricity.



PART ONE

*shaping thought
and opinion*

South Africa is in a profound social and economic crisis. We need a capable, efficient, ethical and development-oriented state to lift us out of it. We need one to prepare for the new and ominous threats coming into view, chief among which is climate change. The proposals we have put forward are an adaptation of the civil service reforms that built such a state in the US and in many other countries across the world.

[Open letter to Cyril Ramaphosa: Major reforms in the public service are critical to the future of South Africa](#)

Reports

- INETTT (2021) [‘The Net-Zero Energy Transition: Policy Case Studies from the International Network of Energy Transition Think Tanks’](#). An INETTT Report. Berlin: Agora Energiewende.
- Ledger, T. (2021) [‘Access to Basic Services: Enabling transformation or entrenching poverty and inequality?’](#). Local Government Short Report.
- Nzo, T. (2021) [‘Whose Power Is It Anyway? Local Government and the Renewable Energy Independent Power Producers Procurement Programme \(REIPPPP\) Emthanjeni Local Municipality in the Northern Cape Province’](#). A PARI Local Government Report.
- _____ (2021) [‘Towards an Integrated Land Administration System’](#). A PLAAS, PARI, SALGA Diagnostic Report. Johannesburg: Institute for Poverty, Land and Agrarian Studies, Public Affairs Research Institute and South African Local Government Association.

Working Papers

- Pakade, N. and T. Chilenga-Butao (2021) [‘The Role of School Governing Bodies in School Academic Performance: An exploratory study in two districts in Kwazulu Natal’](#). Education Governance Working Paper 1.
- Ledger, T. (2021) [‘Broken Promises. Electricity Access For Low Income Households: Good Intentions, Bad Trade-offs and Unintended Consequences’](#). Energy and Society Working Paper 2.

Journal Articles

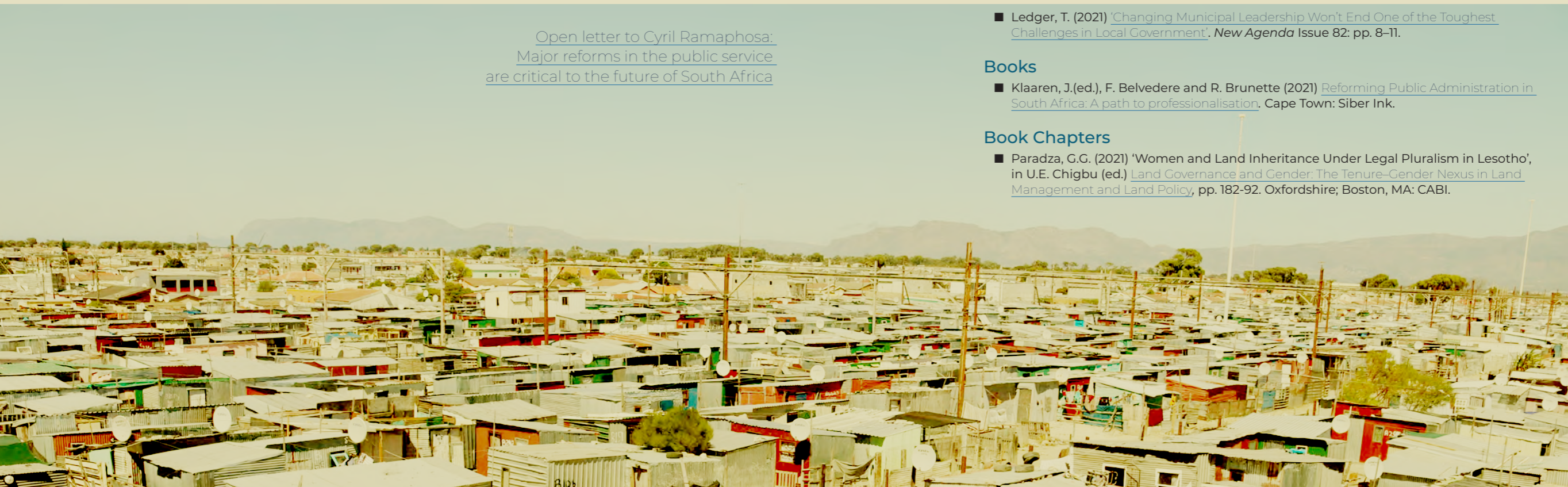
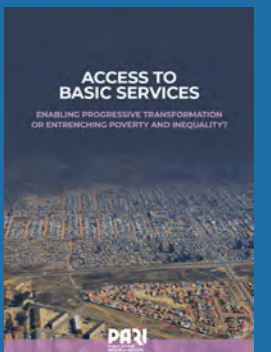
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- Ledger, T. (2021) [‘Changing Municipal Leadership Won’t End One of the Toughest Challenges in Local Government’](#). *New Agenda* Issue 82: pp. 8–11.

Books

- Klaaren, J.(ed.), F. Belvedere and R. Brunette (2021) [Reforming Public Administration in South Africa: A path to professionalisation](#). Cape Town: Siber Ink.

Book Chapters

- Paradza, G.G. (2021) [‘Women and Land Inheritance Under Legal Pluralism in Lesotho’](#), in U.E. Chigbu (ed.) [Land Governance and Gender: The Tenure–Gender Nexus in Land Management and Land Policy](#), pp. 182-92. Oxfordshire; Boston, MA: CABI.



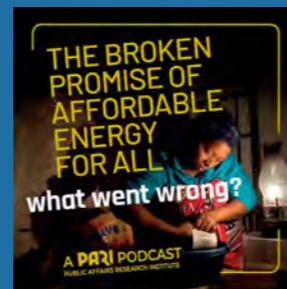
PODCASTS

This is OIS

- Episode 1: When Africans gather, they do so for violence
- Episode 2: Bravo Mike, Bravo Mike
- Episode 3: Why do their decisions not benefit the people?
- Episode 4: If there's a failure in local government, why is it failing?
- Episode 5: What's behind poor service delivery at eMfuleni Municipality?

Community Announcement | Affordable Energy for All

- WHAT HAS GONE WRONG? Why has the promise of affordable, safe and clean energy for all South Africans not been delivered?
- YINI ENGENZEKANGA KAHLE? Kungani isithembiso sogesi ongabizi, ophephile kanye nohlanzekile singakahlinzekwa kubo bonke abantu baseNingizimu Afrika?
- WAT HET VERKEERD GELOOP? Hoekom is die belofte van bekostigbare, veilige en skoon energie vir alle Suid-Afrikaners nie nagekom nie?
- KONAKELE PHI? Kutheni singekafezekiswa isithembiso samandla afikelelekayo, akhuselekileyo nacocekileyo kubantu boMzantsi Afrika bebonke?
- HO SENYEHILE HOKAE? Hobaneng ha tshepiso ya enje e kgonehang, e bolokehileng le e hlwekileng bakeng sa maAfrika Borwa kaofela e so ka e ba teng?



BROADCAST

- [PowerFM, 5 February 2021](#). Florencia Belvedere chatted to Ntokozo Mazibuko about the state of public procurement, responding to the SIU's media briefing that same day on the Covid-19 PPE scandal.
- [Radio702, 2 March 2021](#). Florencia Belvedere is chatting with Africa Melane about how the government could root out corruption among public service officials.
- [Power FM, 3 April 2021](#). Khaya Sithole is in conversation with Busani Ngcaweni, Principal of the National School of Governance and Florencia Belvedere – Building of state capacity for inclusive development.
- [Power FM, 20 April 2021](#). Tracy Ledger speaks to Thabiso Tema in a revelatory discussion about how the failure to provide free basic electricity for poor households in South Africa costs these households around R6 billion a year, which could be spent on other necessities like food.
- [YFM, 22 April 2021](#). Tracy Ledger talks about the main findings in her research report *Broken Promises* and what communities need to know about free basic electricity.
- [Newzroom Afrika, 12 May 2021](#). Tracy Ledger breaks down the incentives for municipalities to divert funds intended for free basic services. She discusses the imbalance in the conversation around energy generation and why renewables may not translate into cheaper bills for the consumer. And finally, what needs to happen to address these issues.
- [SABC Morning Live, 25 June 2021](#). Thina Nzo on Morning Live traces dysfunctionality in municipalities back to a lack of political leadership and oversight: "Accountability needs to be applied; heads need to roll".
- [eNCA, 20 September 2021](#). Thina Nzo addresses the fact that young people are disengaged from the democratic process.
- [Newzroom Afrika, 20 September 2021](#). Is there a duty on the government to provide free basic electricity to the people of South Africa, especially the poor? Tracy Ledger, Chris Yelland, Sikonathi Mantshantsha; and Masego Kodisang answer that question.
- [eNCA, 3 October 2021](#). It's Sophie's choice for many South Africans who must choose between water and electricity, or food. Tracy Ledger shared the findings in her latest research report.
- [ChaiFM, 4 October 2021](#). Tracy Ledger chats to Chai FM about how basic services costs are making South African households poorer, most importantly at the expense of food.
- [SABC News, 7 October 2021](#). Overwhelmingly the poorest 50% of households in South Africa are being required to pay a quarter of their monthly income on basic services, says Tracy Ledger.
- [Newzroom Afrika, 9 November 2021](#). Thina Nzo discusses parties entering into coalition talks following the local government elections.
- [Radio 786, 18 January 2022](#). Mbongiseni Buthelezi and Political Analyst Bheki Mngomezulu discuss part 1 of the Zondo Commission's State Capture Report.

OPINION PIECES

- [Daily Maverick, 15 January 2021](#). 'A just energy transition must be developmental, pro-poor and not deepen inequality'. Tracy Ledger.
- [News24, 18 February 2021](#). 'Analysis | Local government vs communities: Reclaiming the people's power through the courts'. Thina Nzo.
- [Daily Maverick, 4 March 2021](#). 'Open letter to Cyril Ramaphosa: Major reforms in the public service are critical to the future of South Africa'. Mbongiseni Buthelezi.
- [Business Day, 2 June 2021](#). 'Sustainable investing in Africa must place priority on the social aspect'. Vincent Obisie-Orlu.
- [Daily Maverick, 9 June 2021](#). 'Nigeria's undemocratic Twitter shutdown points to a dangerous slide towards dictatorship'. Michael Asikabulu.
- [News24, 25 June 2021](#). 'Coalition politics: crux of demolition of political stability, governance in Johannesburg'. Thina Nzo.
- [Business Live, 10 August 2021](#). 'Energy transition moves beyond the boardroom'. Vincent Obisie-Orlu.
- [News24, 11 September 2021](#). 'Analysis | Elections 2021 – Unpredictability, instability may cost parties votes'. Thina Nzo.
- [Daily Maverick, 4 October 2021](#). 'We need a 'Food First' approach to basic municipal services and not use them as a source of local government revenue'. Tracy Ledger.

DAILY MAVERICK

OP-ED

Open letter to Cyril Ramaphosa: Major reforms in the public service are critical to the future of South Africa

Mail & Guardian

OPINION

VINCENT OBISIE-ORLU: Energy transition moves beyond the boardroom

Environmental, social and governance principles are pressuring the extractive industry to become more responsible

10 AUGUST 2021 | 11:35 AM | BY VINCENT OBISIE-ORLU

MAVERICK CITIZEN OP-ED

Nigeria's undemocratic Twitter shutdown points to a dangerous slide towards dictatorship

OPINIONISTA

A just energy transition must be developmental, pro-poor and not deepen inequality

ANALYSIS | Local government vs communities: Reclaiming the people's power through the courts

news24 Thina Nzo



Thina Nzo | Coalition politics: crux of demolition of political stability, governance in Johannesburg



WEBINARS

- 11 February 2021. [Back to School: Challenges to Teaching and Learning While Managing a Pandemic](#). A PARI Education Governance Programme Webinar.
- 8 April 2021. [Chapter 12: Trust, Accountability and Capacity in Education System Reform](#). Feat. Noma Pakade and Thokozami Chilenga-Butao. A promotional video by Melanie Ehren and Jacqueline Baxter.
- 31 March 2021. [Consulting Engineers Protecting Lives and Livelihoods Webinar, Episode 3](#). Feat. *Florenca Belvedere*. A CESA Webinar.
- 28 September 2021. [Launch of the Association of Former Directors-General](#). A PARI State Reform Programme and AFDG Webinar.
- 29 September 2021. [Webinar: State Reform and Traditional Leadership: What is to be done?](#) By Mbongiseni Buthelezi. A Rebuild SA Webinar by GCRO and MISTRA.
- 30 September 2021. [Local Government in Crisis II: How Do Communities Respond?](#) Feat. *Tracy Ledger*. A Tshimimani and MyVoteCounts Webinar.
- 30 September 2021. [A Just Recovery | Rebuilding food systems after Covid-19 and unrest in South Africa](#). Facilitated by *Mbongiseni Buthelezi*. A PLAAS Webinar.
- 14 October 2021. [Threatened and Collapsing Institutions](#). Feat Mbongiseni Buthelezi. 10th Annual Public Interest Law Gathering Webinar.
- 25 October 2021. [Corruption and Governance in Local Government](#). Feat. *Tracy Ledger*. A Mail&Guardian Webinar.

CIVIL SOCIETY CALLS TO ACTION / JOINT STATEMENTS

- [Call to Action: Defend Our Democracy](#). 26 March 2021.
- [Petition | Raising Our Voice Against State Capture and Corruption](#): Civil Society Working Group. 30 April 2021.
- [Collective Call to Stop Attacks on Migrants](#): Defend Our Democracy. 24 January 2022.
- [Response to the Zondo Commission's Report](#): Civil Society Working Group. 24 January 2022.



PUBLIC POLICY DOCUMENTS

- PARI (2021) ['Draft National Implementation Framework towards the Professionalisation of the Public Service, Submission of Public Comments'](#). State Reform Programme. Public Affairs Research Institute.
- Brunette, R. (2021) ['Reforming Appointment and Removal in the Public Service and Municipalities'](#). State Reform Policy Brief. Public Affairs Research Institute.
- PARI (2021) ['Proposed amendments to the Public Service Act \(PSA\) and Public Administration Management Act \(PAMA\), Submission of Public Comments'](#). State Reform Programme. Public Affairs Research Institute.
- PARI and PSAM (2021) ['Companies Amendment Bill, 2021 Bill \[B-2021\], Submission of Public Comments'](#). State Reform Programme. Public Affairs Research Institute and Public Service Accountability Monitor.



PART TWO

programmes

The PARI programmes were challenged to navigate Covid-19 lockdowns and high alerts and started to find a delicate balance.



STATE REFORM PROGRAMME

The State Reform programme focuses on better insulating the public administration from corruption, particularly: 1) reforming the public procurement system to better support development objectives and be less open to patronage, and 2) professionalising the public service and developing a clearer divide between politics and the administration. The programme advocates for these reforms through research and its dissemination, submissions on key legislation, participation in government task teams and other government–civil society partnerships, and working with civil society partners towards reforms.

The programme actively participated in the Procurement Reform Working Group. This civil society group recently submitted a request to the National Treasury under the Promotion of Access to Information Act for access to public submissions on the draft procurement bill. Our intention is to push for a more transparent process that affords business and civil society a substantial role in shaping the bill. Additionally, it is to identify collaborating organisations to expand the public procurement reform coalition. In this regard, we also support Concerned Engineers (CE), a group pushing for improvements in infrastructure maintenance in South Africa. This programme supports CE on proposals and incorporates this into our advocacy efforts around procurement reform.

Under the former Minister for Public Service and Administration, PARI's Executive Director was appointed to the Ministerial Task Team on public service professionalisation. PARI made detailed proposals regarding appointment practices; enhancing performance management; and rethinking the role of the National School of Government. We have begun a new research and advocacy project to develop recommendations and support the professionalisation of local government.

The deterioration of the state, its inability to move decisively to lift South Africa out of this crisis, is rooted institutionally in the ways in which personnel are appointed to and removed from the public service and municipalities.

From: [Reforming Appointment and Removal in the Public Service and Municipalities](#)

The State Reform programme did foundational work in assisting the Association of Former Directors-General (AfDG) to launch themselves formally, as a group committed to sharing their experiences, skills and knowledge in the public service to build the state's capabilities. The programme has acted as an informal secretariat to this potentially important body, leading up to and beyond their September 2021 launch event.

In 2022, PARI and the Council for the Advancement of the South African Constitution (CASAC) will be hosting a conference on the findings of the State Capture Commission. We also continue our participation in the Civil Society Working Group on State Capture which aims to ensure that the Commission results in tangible reforms for state capacity and accountability.

And PARI participated in shortlisting members for the soon to be established National Anti-Corruption Advisory Council – following on from our prominent role on the National Anti-Corruption Strategy Reference Group over the last few years. ■



LOCAL GOVERNMENT PROGRAMME

The Local Government programme's research continues to interface between the world of policy and politics; and state-society relations through research on municipal administration and political governance, accountability, local state delivery on infrastructural development, intergovernmental relations, elections and participatory democracy.

Our research strength is drawn from close links with practice at local government level, which allows critical reflection on the local state, using empirically backed research to develop advocacy work and recommendations on building state capacity and performance.

We owed Eskom R106 million. Eskom cut us [the municipality] from the electricity supply for two days during lockdown, when people lost their jobs and there was no revenue generated by our municipality. We were forced by Eskom to fork out R19 million to reconnect to the grid. We even had electricity protests because people wanted to know why they are paying so much for electricity and still having electricity cuts while we have the IPPs on our back door. This is a valid question ... why can't we [the municipality] negotiate with these IPPs to sell us [the municipality] cheaper electricity directly?

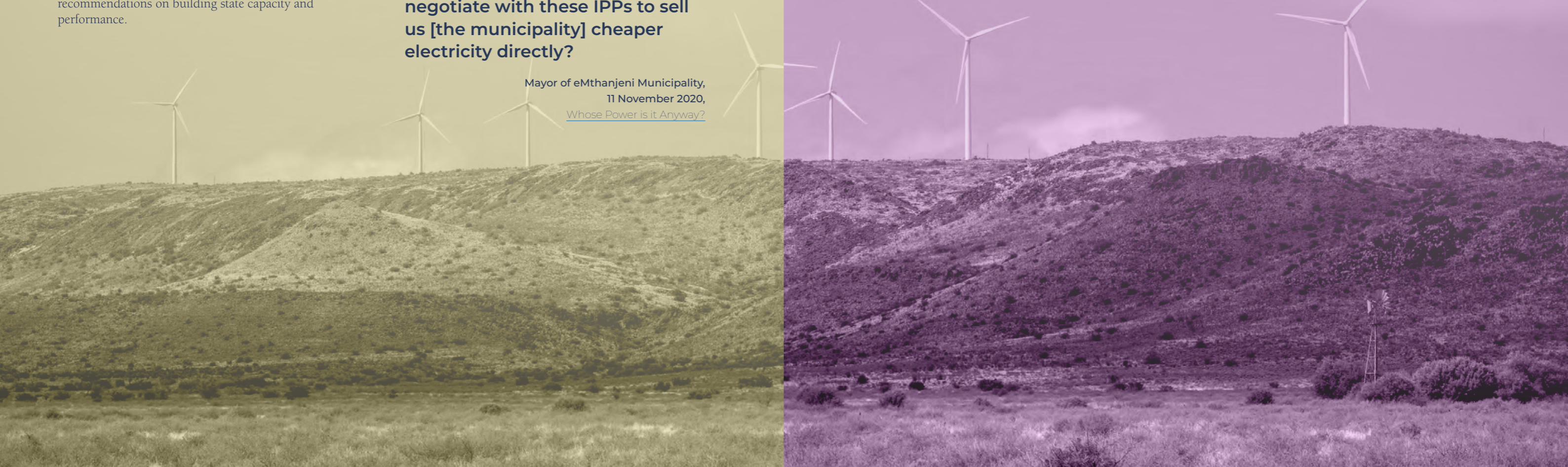
Mayor of eMthanjeni Municipality,
11 November 2020,
[Whose Power is it Anyway?](#)

In the 2021, the local government programme published a ground breaking research report titled [Whose Power is it Anyway? Local Government and Renewable Energy Independent Power Producers Procurement Programme \(REIPPP\)](#), examining local government developmental outcomes derived from renewable energy projects implemented in 2010. The findings drew attention to the systemic institutional incapability of rural municipalities to plan for development, worsened by a problematic centralised intergovernmental policymaking approach and economic path-dependency in spatial development of renewable energy infrastructure. These contribute to the reproduction of structural marginality of rural municipalities in policymaking and state development.

This research made a significant contribution to the policy debate on Energy Just Transition from a local government institutional perspective, which drew the attention of policy-makers and local government practitioners advocating to expand renewable energy projects in South Africa.

The research report was also presented at the high level Green Hydrogen Economy Indaba, hosted by the Gauteng Provincial Government and the Netherlands Embassy in October 2021, to draw on lessons for future developments and investments into renewable energy.

The local government programme has sustained its advocacy work and continues to participate as lead presenters in the public discourse on developmental local government through webinars, seminars, workshops and conferences hosted by various organs of the state, such as South African Local Government Association (SALGA) and Parliament National Council of Provinces (NCOP). The local government programme also provided local-government-elections analysis in various television and radio platforms, which powerfully increased our media presence and visibility during the 2021 local elections. ■



LAND GOVERNANCE PROGRAMME

The Land Governance programme ran several initiatives in the year 2021/22.

Research into land governance dynamics at the local level

The programme contributed to empirical evidence on land governance by conducting fieldwork in four case study municipalities in the Eastern Cape, Limpopo, Mpumalanga and Gauteng Province. The findings of the work will be used to inform land governance and policy making at the local level; inform intergovernmental relations and contribute to the strengthening of policy making and implementation at the national level. This work is funded by Raith Foundation.

Land Administration

The Programme partnered with the Poverty Land and Agrarian Studies (PLAAS) to conduct dialogues to mobilise stakeholders in land administration into a single and coherent conversation at the national level. Funded by the Oppenheimer Generation fund, the initiative worked with the South African Local Government Association (SALGA) to engage the municipalities and Department of Agriculture, Rural Development and Land Reform (DARDLR) in conversations. The conversations were based on our diagnostic report [Towards an Integrated Land Administration System](#).



Although land administration is traditionally the preserve of government, in South Africa it includes state and nonstate institutions, traditional authorities and the private sector. [The] lack of consensus about what these are, their discordant nature, and the fact that many are contested, are at the root of the central problem addressed by this review.

From: [Towards an Integrated Land Administration System](#)

The programme also engaged with diverse stakeholders involved in land administration through a workshop series. The initiative identified stakeholders working in problem areas in land administration identified as critical and contested. The purpose is to understand the work and perspective of the stakeholders with respect to those domains; offer evidence-based and more systemic insight into their domain and engage with them on it; gain insight into potential for innovation and testing in a subsequent phase of work; and form a basis of trust and sufficient common ground for long-term engagement.

The consultative engagements included stakeholders like the Transaction Support Centre, the Centre for Affordable Housing Finance, 91point7, South African Geomatics Institute and Institute of Surveyors, City of Johannesburg and the Sustainable Livelihood Foundation. Ongoing consultations with SALGA included provincial working groups, the national working group and a meeting with DARDLR, and led to the submission of a report at the national working group in which the proposal for a municipal community of practice on land administration was approved.

The land programme has strengthened its regional and national networks by participating and disseminating information on convenings by SALGA, Network of Excellence in Land Governance in Africa (NELGA), Sivio Institute, University of South Africa (UNISA) and the International Society for Conservation GIS. ■

ENERGY AND SOCIETY PROGRAMME

The Energy and Society Programme has as its overarching goal the incorporation of SDG 7 (universal access to energy) into narratives and policies in respect of the Just Energy Transition in South Africa. The focus is on electricity, and the ability of low-income households to access sufficient electricity to positively impact their standard of living and facilitate access to economic opportunities.

Our activities during the year included the publication of a report *Broken Promises*, which focused on the failings of the Free Basic Electricity programmes. The report was accompanied by podcast community brief, *Affordable Energy for All*, in five languages, that aimed at informing households about who qualifies for free basic electricity and how to access it. *Broken Promises* was featured widely in the media, spotlighting the discussion around poor South Africans having to choose between basic services and food.

We also published a short-report on the affordability of basic services for low-income households, [Access to Basic Services: Enabling progressive transformation or entrenching poverty and inequality?](#)

Activities within the International Network of Energy Transition Think Tanks (INETTT) increased, and we presented an overview of our work in a (virtual) side event at COP 26 in Glasgow. The network published case studies from its member countries, including South Africa, in November 2021: *The Net-Zero Energy Transition: Policy case studies from the International Network of Energy Transition Think Tanks*. ■



Poverty has received scant attention from an energy perspective. This is remarkable given that energy is central to the satisfaction of basic nutrition and health needs, and that energy services constitute a sizeable share of total household expenditure in developing countries.

From: [Broken Promises](#)

ORGANISATIONAL AND INSTITUTIONAL STUDIES PROGRAMME

OIS was started in 2018 as an experimental programme in the School of Social Sciences at the University of the Witwatersrand, coordinated by the Public Affairs Research Institute.

The programme, offered at a postgraduate level, was designed to advance the study of institutions and organisations in the realm of state-society relations in South Africa, the region and globally.

The curriculum offered theoretical, empirical and methodological tools to unpack ways to understand organisations and institutions of government and adopted a multidisciplinary approach to the study of the state and civil society. Students that graduated worked on the relationship between NGOs and the state, the relationship between public and private institutions, policy making and local government.

In 2021, the Organisational and Institutional Studies programmes admitted a vibrant new cohort of Honours and Masters Students. The teaching team was composed of Dr. Njogu Morgan and Ms. Lebogang Mokwena (Honours), and Dr. Federica Duca and Ms. Noma Pakade (Masters).

Throughout the year, Masters students from the previous cohorts graduated, their topics covering the nature of affirmative action policies, the identity of the public servant, land reform, the functioning of local government, reforms of the health system, the relationship between civil society organisations and the state, policies that lead to urban and education change. The students' work, in collaboration with their PARI supervisors, boosted the synergy between PARI's core empirical and theoretical focus and the OIS programme.

Committed to contributing to public debates, in 2021 we also launched the [OIS podcast](#), which saw current and past students interviewing each other about their research.

From 2022, the programme does not accept new cohorts of students. It focuses on working with the current students, providing ongoing mentoring and assistance. In this vein, in 2022 the OIS programme will work in partnership with the History Department of the University College of London and be supported by the African Teaching Fund. ■



If there is failure in local government, why is it failing? If we have all these frameworks governing these processes, where are we going wrong? ... There are an increasing number of municipalities adopting unfunded budgets and this is having a negative effect on service delivery.

[Lesley Mhlanga \(OIS honours student\) interviews Owen Witbooi, whose PhD thesis investigates decision-making processes in a municipality that adopts an unfunded budget](#)





PART THREE
the pari team



STAFF

EXECUTIVE

Executive Director: Mbongiseni Buthelezi
Head of Programmes: Lindiwe Ndlela
Head of Finance: Janita Kempen
Head of Administration: Lelethu Mazomba
Senior Researcher: Tracy Ledger
Senior Researcher: Federica Duca
Senior Researcher: Sarah Meny-Gibert

OFFICE

Project Administrator: Pamela Ndlovu
Senior Bookkeeper: Necia Quive
PA / Administrator: Refiloe Ramaisa
Housekeeper: Sindy Siqalo Moyo
Groundsman: Enoch Brighton Nkatha

COMMUNICATIONS

Head of Communications: Vishanthi Arumugam
Communications Assistant: Tshiamo Lerumo

PROGRAMME LEADS

State Reform: Sarah Meny-Gibert
Local Government: Thina Nzo
Land Governance: Gaynor Paradza
Energy and Society: Tracy Ledger
Compact: Girish Daya
Academic Programme: Federica Duca

RESEARCHERS AND ASSOCIATES

Crispian Olver: Research Associate
Devi Pillay: Researcher
Emma Monama: Research Associate
Gaynor Paradza: Senior Researcher
Joel Pearson: PhD Fellow and Research Associate
Jonathan Klaaren: Research Associate
Kate Tissington: Senior Researcher (Compact)
Mahlatse Rampedi: Researcher
Marcus Walton: Research Associate
Mosa Phadi: Research Associate
Noma Pakade: Researcher
Peter Vale: Research Mentor
Ryan Brunette: Research Associate
Simpfiwe Dzengwa: PhD Fellow
Thabiso Parirenyatwa: Programme coordinator (Compact)
Thatshisiwe Ndlovu: Researcher
Thina Nzo: Senior Researcher
Thokozani Chilenga-Butao: Research Associate
Waseem Holland: Researcher

BOARD OF DIRECTORS

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University of the Witwatersrand

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Former Deputy Commissioner of the South African Revenue Services

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University of Johannesburg and former Advisor to the Minister of Basic
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Lyn Cross Professor of Social Sciences and Professor of Sociology and
International Studies, Watson Institute, Brown University

Advocate Lerato Phasha

Advocate of the High Court of South Africa, Private Practice Victoria Mxenge
Group of Advocates

Ms Zeenat Sujee

Admitted Attorney of the High Court of South Africa

Dr Mbongiseni Buthelezi

Executive Director of Public Affairs Research Institute

PARI welcomed two new board members in 2021:
Advocate Lerato Phasha and Ms Zeenat Sujee.

FUNDERS

Agora Energiewende
European Union
First Rand Foundation
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Millennium Trust Company
Open Society Foundation
The RAITH Foundation

PART FOUR

annual financial statements

ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 28 FEBRUARY 2021

PUBLIC AFFAIRS RESEARCH INSTITUTE NPC

REGISTRATION NUMBER 2010/009156/08

STATEMENT OF FINANCIAL POSITION AS AT 28 FEBRUARY 2021

| Figures in Rand | Note(s) | 2022 | 2021 |
|-------------------------------------|---------|-------------------|-------------------|
| ASSETS | | | |
| Non-Current Assets | | | |
| Property plant and equipment | 2 | 168,440 | 139,774 |
| Current Assets | | | |
| Trade and other receivables | 3 | 194,016 | 58,864 |
| Cash and cash equivalents | 4 | 20,279,552 | 13,845,303 |
| | | 20,473,568 | 13,904,167 |
| TOTAL ASSETS | | 20,642,008 | 14,043,941 |
| EQUITY AND LIABILITIES | | | |
| Equity | | | |
| Reserves | | 5,738,604 | 4,032,804 |
| Retained surplus | | 3,828,582 | 4,550,085 |
| | | 9,567,186 | 8,582,889 |
| Liabilities | | | |
| Current Liabilities | | | |
| Trade and other payables | 5 | 11,074,822 | 5,461,052 |
| TOTAL EQUITY AND LIABILITIES | | 20,642,008 | 14,043,941 |

STATEMENT OF COMPREHENSIVE INCOME

| Figures in Rand | Note(s) | 2022 | 2021 |
|---------------------------------|---------|----------------|------------------|
| Revenue | 6 | 20,011,325 | 17,433,624 |
| Other income | 7 | - | 3,506 |
| Operating expenses | 8 | (19,515,169) | (18,562,504) |
| Operating surplus/ (deficit) | | 496,156 | 898,372 |
| Investment revenue | | 488,143 | 415,313 |
| Surplus/ (deficit) for the year | | 984,299 | 1,313,685 |



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