

www.sasdialliance.org.za

Contents



CHAPTER ONE

Community-Led Finance Facilities:
Local & International Experiences



CHAPTER THREE

Water and Sanitation



CHAPTER FIVE

Area Based Development



CHAPTER TWO

Reblocking as Insitu Upgrading



CHAPTER FOUR

Drainage and Storm Water



CHAPTER SIX

Reflections & Lessons Learnt

The South African alliance of community organizations and support NGOs affiliated to Shack / Slum Dwellers International (SDI) has pioneered people-centered development initiatives by and of the poor since 1991.

INFORMAL SETTLEMENT NETWORK

The **Informal Settlement Network (ISN)** is a bottom-up agglomeration of settlement-level organisations of the poor at the city-wide scale in the municipalities of Cape Town, eThekwin (Durban), Johannesburg, Ekurhuleni, Nelson Mandela Bay (Port Elizabeth), and Stellenbosch.



The **Federation of the Urban Poor (FEDUP)** is a nationwide federation of slum dwellers who aims to build united and organised communities to address homelessness, landlessness and creating sustainable and self-reliant communities. The core activities are women-led daily savings, enumeration, pragmatic partnerships with the State, and practical community-led housing development/land acquisition/incremental informal settlement upgrading.



The **Community Organization Resource Centre (CORG)** is a NGO that supports the social processes of community-based organizations by facilitating engagements with formal actors like the State. It also supports the development of "rituals" of savings, enumeration, and community-led development strategies.



The **uTshani Fund** is a formal bridging finance institution, which provides loans for community-led house construction, land acquisition, and incremental informal settlement upgrading.

The **Community Upgrading Financing Facility (CUFF)** is currently administered by **uTshani**, and funds small-scale incremental upgrading projects of the **ISN**.



iKhayalami's primary mandate is to research, design and manufacture affordable shelter solutions that are easy to transport and quick to erect. Working with organised communities who prepare spatial plans for development, **iKhayalami** products and expertise are deployed to support such communities. This process is called **re-blocking**.

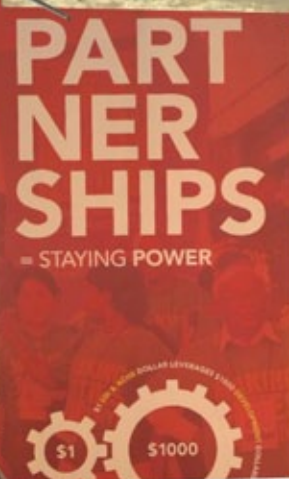


Community-Led Finance Facilities: Local & International Experiences

We live in an urban age where, for the first time ever, the balance of our global population live in cities. In Africa, Asia and Latin America, the housing and land crisis have produced new geographies and places of informality and urban poverty. Some of these crises have systemic roots since governments have generally shied away from comprehensive planning for this rural-urban migration. Often times poor communities bear the brunt of ineffective planning and governance systems which generally do not respond to the lived experience of informality. Despite the daunting challenges posed by the patterns of the “urbanisation of poverty” seen in cities of the Global South, perspectives on the innovative and responsive interventions by the urban poor have the ability to recast state-civil society relationships. The hope and aspiration towards realising **more inclusive, integrated and pro-poor cities** should centrally recognise the role of networks, organisations, and agencies of the urban poor in bringing about social and political change.

With the relaxing of the apartheid state's influx controls during the late 1980s, South African cities have been subject to **rapid urbanization and resultant growth of informal settlements** in inner-city and peripheral areas.

Informal settlements have made a transformative contribution in breaking down the unjust, highly ineffective and unsustainable patterning of the apartheid city. **The growth of informal settlements in the past two decades has by far exceeded government's efforts to deliver better services, provide adequate housing and mitigate against disasters & vulnerability.** Despite the government's efforts to deliver more than 3.2 million housing units since 1994, the housing backlog have remained at 15-17% of the urban population (2.1 million units outstanding). **Today there are more than 2,600 informal settlements, and continue to grow between 5-7% across different regions (NUSP 2010).** This is a stark increase from 300 informal settlements in 1994. Urban vulnerability has increased, juxtaposed with worsening human development indices, service delivery constraints, insecure tenure, and safety and security concerns.



National government is now shifting gears and this is illustrated by the performance agreement signed between the Presidency and minister of the National Department of Human Settlements. Output 1 of the Presidency's Outcome 8 (Sustainable Human Settlements and improved quality of household life) **aims to upgrade 400,000 well-located households in-situ by 2014.** Similarly, chapter 8 of the National Development Plan (also called "Vision 2030"), calls on government to "stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided that they are in areas close to jobs".

The modalities and practices of organized informal settlement communities, as this publication articulates, creates a participatory space in which **communities and local government make decisions and work together towards the incremental improvement of informal settlements.** These new participatory spaces often create conditions for informal settlement upgrading to be more effective and sustainable. Without a strong and active civil society, the dangers of falling back into compliance-driven service delivery and state-centric top-down planning will overshadow the real opportunity to facilitate the central inclusion and participation of organized informal settlement communities.

Community ownership and shared responsibilities of essential functions in the planning and implementation phases has the potential to transcend upgrading paradigms of providing essential services and alleviating urban poverty; it also deepens democratic engagement and enhances local capacities.

The Community Upgrading Finance Facility (CUFF) – Masikhase – aims to enhance the agencies and practices of the organized poor by providing a platform and institutional support for communities to engage government more actively around collaborative upgrading & livelihood projects.

"Masikhase"

(v.) ma + si + khase

1. Crawling in preparation to walk.

As informal settlement dwellers in South Africa, we need to understand that **access to land, adequate housing, health care services, sufficient food and water, social service and social assistance are our socio-economic rights.** Government must see to it that they deliver that to the people. We are not saying the government must provide service delivery immediately to everyone. But the State must implement a reasonable programme to provide services to the people. It must be a people-driven process, meaning Government and community work together towards achieving a common goal.

"Making people's participation in development a reality"

by Puti Mashamaite, Siphamandla informal settlement leader;
in uTshani Buyakuluma, Vol. 2, June 2011

Local & International Experiences

Internationally, over the last three decades, there has been an evolution in institutions that promote community-based savings, credit and grant-making. They have played a key role in empowering people to break loose from the cycle of poverty. These institutional arrangements provide support to community-based savings and credit movements in terms of capacity building, expansion, and capital for incremental upgrading projects.



- > **The Urban Community Development Office (UCDO) of Thailand** is a capital fund of more than \$50 million, provided by the Thai government, which operates as an autonomous institution, providing grants linked to credit to organised poor communities. UCDO provides capital for a broad range of needs, from housing to infrastructure to micro-enterprise.
- > In **India**, the **Rashtriya Mahila Kosh (Women's Poor Fund)** makes bulk loans to CBOs that are used to provide microcredit resources to affiliated community-based savings and credit schemes.
- > **The Orangi Pilot Project in Karachi, Pakistan** integrates innovative funding mechanisms and methods with poor people's organizations to provide adequate low cost sanitation, health, housing and microfinance facilities.

These diverse and locally-rooted initiatives and instruments have one thing in common: to create a pipeline of pro-poor projects which builds on the collective synergies of **organised community groups**.

“If it is just physical upgrading you are doing then the project can be finished in a few days. You don't need to do much work. You can just send a contractor to do it. **But the people won't be changed.** Their capacities won't be changed. Their relationships won't be changed. They will still be a poor, vulnerable, marginalized and unorganized group of people who happen to live together in the same slightly improved informal settlement.

Somsook Boonyabancha
Asian Coalition for Housing Rights (ACHR), Thailand



CUFF Management & Administration

In South Africa, the **Community Upgrading Finance Facility (CUFF)** is in the initial stages of taking people centred development to scale. Located in the institutional home of the **uTshani Fund** – a larger revolving fund making bridging loans available to woman's savings schemes building houses and neighbourhoods with state subsidies – **CUFF** provides seed capital for settlement improvement projects are proposed by communities. **The Community Organisation Resource Centre (CORC)**, **uTshani Fund** and **iKhayalami** provides administrative and technical support. **CUFF** has a board of maximum eleven people, which is largely (more than 60%) represented by leaders of informal settlements.

> **At a micro level**, the Fund aims to provide seed funding towards precedent setting informal settlement upgrading projects able to catalyze partnership formation with local governments. Plans should be well motivated and are usually based on enumeration results.

> **At the macro level**, CUFF aims to design systems, procedures and structures that government can institutionalize (i.e. the Fund is regarded as successful if and when it is replicated by the State). The **CUFF** board, consisting of 60% shack dwellers, makes the final decision on the allocation of funds, which might include small-scale drainage, water and sanitation reticulation, public amenities (crèches, community centers, etc.) and re-blocking (shack improvement in a new layout plan). The Fund is capitalized by the capital component of **CORC** and **uTshani Fund's** project budgets and **SDI "7 Cities"** capital contracts. **Community contributions are required at either 10% (public good) or 20% (individual good) of the total capital budget.**



The current capitalization approach of the fund is not intended to be a permanent feature. Rather, it is designed to provide initial seed capital so that communities can experiment and learn, and work with local authorities to be part of this process.



The long-term sustainability of such an approach requires formal intervention, in terms of rethinking formal institutions, bureaucratic organizations, and financial instruments whose mandate is to help upgrade informal settlements, and provide the poor with access to services, land and shelter. This is especially so at the city/municipal-wide scale. **Therefore, the work of CUFF to date is the first steps of a process that grows and strengthens day-by-day.**

Masikhase

OPINION

The power is in our hands to fight poverty



By Sthembele Doycebe, Ezakhele, KZN
WE ARE THE COMMUNITY OF EZAKHELENI, AN informal settlement near Durban. We have been staying there since the 1990s. We believed the land belonged to two institutions, the Mangosuthu Technicon and Umlazi Corpn. In case of an eviction, the members of the community had nowhere to go, which is why we started a savings scheme after talking to FEDUP and ISN in 2009. In 2010, an enumeration took place and we found out that our land actually belonged to the Municipality rather than the two institutions. We decided to collect waste for recycling for income generation. Sandile Maphumulo, from one of the recycling companies, provided us with a recycling bin and once it's full his company collects it. We also collect coded plastic bottles like two-litre coke bottles. It also means the children are no longer at risk from cuts from broken bottles. We need to develop our community. We need facilities like a community hall that can be a crèche for and be used to raise money and be hired by people for events. This will bring more resources for the community and boost our daily and monthly savings. Our aim isn't to benefit individually but to fight poverty in general. Our saying is: "The finishing line is the start of a new race."

By collecting information and taking, our community in Durban is upgrading and is taking the fight to the disease of poverty.

Drug abuse puts promise of the youth at risk

By Thandeka Mvukwenda, Mayville, Durban

THE YOUTH OF OUR COMMUNITIES ARE ENERGETIC and powerful. But they use their energy and power in a way that ends up destroying their lives. They love to help cleaning neighbours' yards and washing cars, but the money they earn they use to buy the drug "whoonga". We wish that our youth chose to focus on education and to engage in activities, which get them out of the claws of this monster that kills them.

In our neighbourhood, a 21-year-old young man is living alone in a two-room house after his mother passed away four years ago. He is now the owner of the house, but he is unemployed and as a means of survival, he began to sell drugs. Mr. S.

promised he would earn R1400 per week, which was too good an offer to refuse. He started to smoke whoonga himself. These days he wants to go to rehab, because his life is a mess. He has stopped selling drugs, after being shot in the right knee twice. Now he can't even walk properly. He uses crutches and has an iron screw inside his knee. Even if he had the money, how is he supposed to walk to the shops to buy food?

He sobbed "I've brought shame to my life by wanting it the easy way. Now I'm disabled." When he was shot, he called his boss for help. But he was himself running away from the gunmen.

After a few days, Mr. S. came to visit him in hospital. He brought whoonga for him so he could

continue to smoke. But now he doesn't want it anymore, he wants to be a better person.

After the shooting incident the community formed a group called "Juluka Tsotsi" to supervise pupils, so they are at school on time. When they see a student walking around during class hours, they take him back to school.

They also deal with drug addicts; they talk to them about how they can help to keep the community safe and secure. The parents are very happy that they can go to work again and come home safely.

So we are dealing with our problem ourselves. But we still need the police to work together with the community and "Juluka Tsotsi" to lock up these drug dealers because they are killing our young generation.

Upgrade your community!

INFORMAL SETTLEMENT AND BACKYARD SHACK COMMUNITIES ACROSS THE COUNTRY NOW HAVE ACCESS TO "MASIKHASE" – CUFF – THE COMMUNITY UPGRADING FINANCE FACILITY.

Propose projects and call for funds to upgrade your community. All you need to do is submit an application of one page with the following information: Settlement name, Leadership contact details, Technical committee contact details, Project description, Expected project impact, Project cost, Receipts of community savings, and Technical plans.

The application will then be reviewed by the CUFF board, which is made up of a majority of informal settlement and backyard shack community leaders who are upgrading their settlements.

If you need assistance in the application contact CORC to help your community with a proposal. Contact Aditya at 021 689 9408, PO Box 14018, Mowbray, Cape Town 7705, email admin@corc.co.za

POETRY CORNER

Move on young man!

By Khayaletu Nkondlo
Guguletu, Cape Town

Move on, young man!

Move on, for life won't stop challenging you.

Move on, let life's challenges challenge you.

Move on, young man,

You've already won some of life's challenges.

And this too shall pass.

You are the winner,
Lift your head up high,
Remind yourself of what you've achieved in past years,
And be proud of your achievements.

The challenges will only make you stronger and wiser.

They'll make you a better person tomorrow.

Move on, young man,
Life is there to be lived!



Working with Organised Communities

CUFF projects work synergistically with the **Savings, Enumeration and Partnership** methodology of the **South African SDI Alliance**, and call for the identification of key developmental priorities of a community. The leadership and community members then work with **ISN/FEDUP** and **CORC** technical team to design, specify and cost the project.

In order to proceed, community members are required to collect and save a portion of the project cost towards the contribution of the overall costs that, once approved by the CUFF community/NGO board, will be implemented by the community. For projects benefitting the greater community - such as drainage, water reticulation, social and economic facilities - a 10% contribution is required, and for project benefitting individuals, such as re-blocking, 20% contribution is required.

There are many international and local examples in which communities, with professional support, have designed, built, and operated effective systems to provide developmental finance to community-based organisations of the urban poor. Their effectiveness can be ascribed to these underlying values:

- > **The poor have to be at the centre of strategies and processes that address poverty**, and hence there is a need to develop and strengthen local organisations of the poor.
- > Addressing the needs of the poorest means developing solutions that work for the poorest; these are **best designed by the poor themselves**, or in close collaboration with them.
- > The **resources of the poor** themselves are a critical component of any strategy for poverty reduction.
- > New **partnerships** between community members and professional agencies are needed in order to better direct and manage the development resources of the state and other agencies.

Masikhase: Small steps towards bigger outcomes

Poor communities are the main actors in their own development. Agencies external to these communities, both governmental and non governmental, should act as supporters and facilitators of the people's development process.

Accordingly, the overall purpose of the **CUFF** is to **provide direct assistance and access to development funds for organised communities able to demonstrate effective savings and project plans addressing pressing needs, and to showcase the impact of people's processes.**

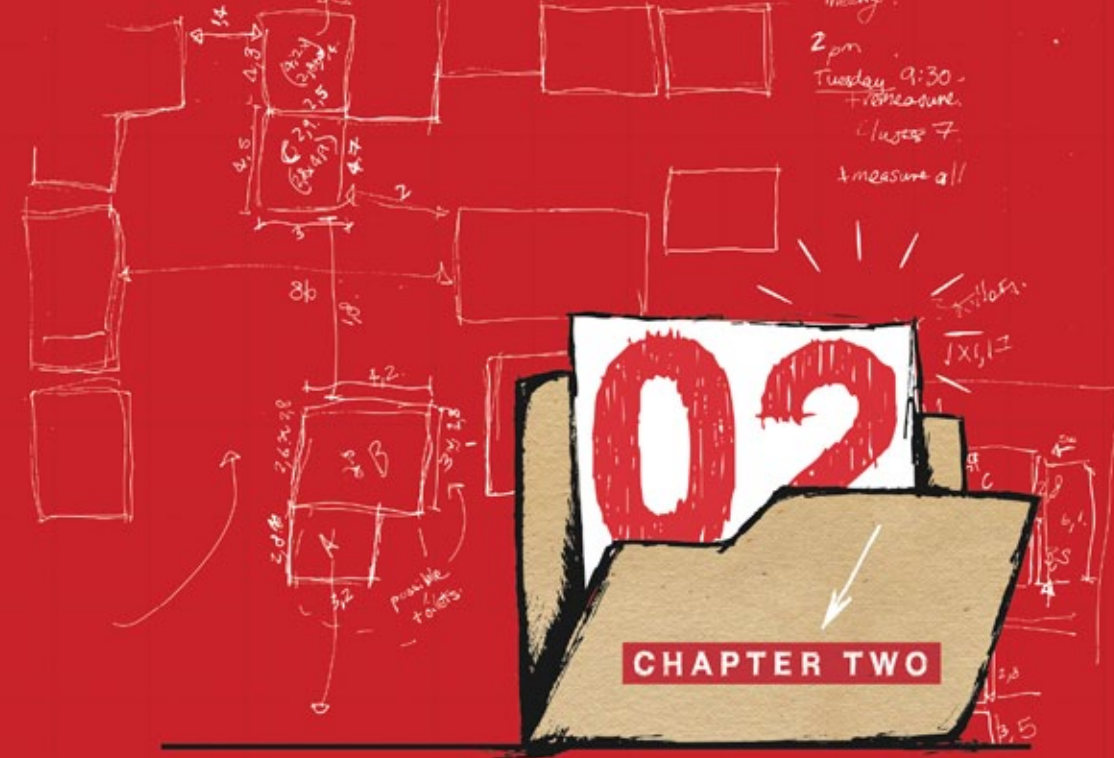
THE OBJECTIVES OF THE FUND IS TO:

- | | | |
|---|--|---|
| 01 Set precedents in government-community relationships in informal settlement upgrading by providing technical assistance and seed capital for pilot projects | 02 Design systems, procedures and structures that government can institutionalize (i.e. the Fund is regarded as successful if and when it is replicated by the state) | 03 Establish similar funds in cities where a platform of the urban poor is emerging and partnerships with participating local governments are possible |
|---|--|---|

The establishment of the **Community Upgrading Finance Facility (CUFF)** is an initiative of the Alliance designed to encourage a constituency for community-driven upgrading projects nationwide. **CUFF** operates through a bottom-up structure. The intention of **CUFF** is to demonstrate a wide array of upgrading solutions, methods for community leadership of upgrading projects, and institutional structures for bottom-up, citywide finance facilities for upgrading that can eventually be adopted by the State.

This publication outlines **eleven upgrading projects facilitated by the CUFF**. The projects have been grouped in thematic chapters, with an introduction to each theme.

We invite community-based and civil society organisations, NGOs, government officials and decision makers, and policy researchers and practitioners to consider the multiplication effect of capacitating local community structures to lead their own development.



Re-blocking as in-situ upgrading

“Blocking-out” and “re-blocking” are interchangeable terms the South African SDI Alliance uses to refer to the reconfiguration and repositioning of shacks in very dense informal settlements in accordance to a community-drafted spatial framework.

The aim is to better utilize the spaces in informal settlements to allow better service provision. Moreover, re-blocking is done in “clusters” identified by the community, and after implementation, “courtyards” are created to ensure a safer environment for woman and children via:

- > **neighborhood watches** (all shacks face the courtyard),
- > **productive places** (such as washing lines, food gardens)
- > and generally provides space for local government to install **better services**.

The impact of re-blocking is outlined in the project profiles presented in this chapter. The cases of Sheffield Road and Mtshini Wam in Cape Town and Ruimsig in Johannesburg are discussed, which draws out different lessons learnt, opportunities and constraints of the methodology in practice.

Taken together, the learning generated through the practice of building communities through urban upgrading has included:

- > No internal displacement has occurred even though spaces have been opened for community courtyards, water and sanitation, service delivery, electrification, and creating primary and secondary road hierarchies;
- > Scarce spaces in informal settlements are consolidated and productivity is maximized for communal purposes (safety and security, daily domestic chores) and delivering better services
- > Top-structures are improved by using high-quality Inverted Box Rib ("IBR") galvanised steel sheets with high fire resistance ratings.
- > Social mobilization through woman's savings schemes, enumeration, spatial mapping and design, and eventual collaboration in the implementation of this settlement-wide upgrading strategy generates internal learning (which is shared through the **ISN** and **FEDUP**), and builds stronger partnerships with the local government.
- > The process of negotiating floor sizes builds social cohesion and solidarity. For instance, a resident that arrived early in the settlement might have claimed a large space, such as 35m². People arriving much later could only find space to build a 10m² structure. In the re-blocking process, there is usually a give-and-take aspect to redistributing space more equally to open up public spaces. Conflict resolution and mediation processes are part of ISN's mobilisation and capacity building support in communities.

“Blocking out is actually a mobilization tool more than anything else. We are saying that we are an informal settlement network. So we need to be preaching informal settlement upgrading.”
Rose Molokoane, national coordinator of FEDUP, and regional coordinator with SDI

STEP 1:

RAISE AWARENESS

- > ISN facilitators visit local leaders
- > Walkabout – Note built environment problems
- > Discuss needs & possibilities
- > Agree that priority is to mobilise the community

Reblocking Project Cycle

STEP 2:

MOBILISE THE COMMUNITY

- > ISN mobilisation introduces the leaders and residents to the network and introduces capacity building programmes
- > Learning exchanges to communities that have completed a similar project
- > Invite community to ISN forums and partnership meetings
- > Conduct Mapping and Enumeration that generates comprehensive settlement profile
- > Prioritise problems to address
- > Agree to investigate the feasibility/workability of re-blocking
- > Begin to organise savings

STEP 3a:

COMMUNITY SAVING PROGRAMME

- > Residents save towards the cost of improving their dwellings and for community amenities

STEP 3b:

CREATE A PROJECT PARTNERSHIP

- > Establish a multi-stakeholder project steering committee to provide guidance
- > Choose a project coordinator to lead the project
- > Establish project team(s) and draft roles and responsibilities
- > Assess what resources will be required, the practicality and how long the project will take

STEP 4.

PLAN THE PROJECT

- > Create a project timeline with phases and activities
- > Consider what arrangements are needed for each phase
- > Identify all the resources needed for each phase and their cost
- > Negotiate contributions from community, partners and local government
- > Prepare a detailed materials ordering program and arrange for transporting, storing and securing of materials and equipment
- > Make arrangements for dealing with community contributions (deposit slips, reconciliations, etc)
- > Allocate responsibility for each task and phase
- > Decide how labour will be chosen and employed
- > Create a detailed project budget
- > Compile all information into a Project Plan
- > Submit CUFF proposal
- > Present Project Plan to local government and obtain verbal and/or written approvals

STEP 5.

IMPLEMENT THE PROJECT

- > Arrange all resources required in advance for each phase
- > Implement the project, phase by phase
- > Note & report on all deviations from budget & programme – and either correct them or negotiate an approved change to the programme
- > For each phase arrange resources in advance and then implement & report
- > Each completed phase to be inspected and approved by the contributors & users
- > Numbering of new shacks and verification of enumeration data
- > Celebrate project completion





COMPLETE

Sheffield Road, Cape Town



INITIATION DATE:

ISN made initial links with Sheffield Road community in October 2009, at which time the prospect for the project arose. The project was initiated in November 2010.



LOCATION:

Sheffield Road is an informal settlement in Philippi, Cape Town. Situated on a road reserve near the N2 freeway, 167 households (507 residents) have been living on an overcrowded piece of City-owned land with severe winter floods for the past two decades.



PROJECT IN BRIEF:

The re-blocking of Sheffield Road created a platform to deliver better quality and well located water and sanitation services by creating safer and more dignified public spaces which are owned and maintained by neighbours.



IMPLEMENTING ORGANISATIONS:

ISN and FEDUP played a crucial role in building capacity and helped to establish local project steering structures to coordinate community savings, enumerations and mapping, conflict resolution processes and project implementation.

CORC and iKhayalami worked closely with these new community structures when providing technical and design support for the project implementation. iKhayalami's building team doubled up as project managers. Linking with the **City of Cape Town's Informal Settlements Unit** oversaw the provision of more water and sanitation services.



BASIC FUNDING DETAILS:

iKhayalami raised funds for the total project budget of R676,000 which was funded by Selavip and the Percy Fox Foundation. However, at implementation, seeing that this was the first pilot project, iKhayalami overspent by more than R69,000, which CUFF paid, bringing the total budget to R745,000. As discussed below, community contributions did not pick up traction, and currently stands at R22,120, 3% of the project budget (Note: the overspent was not included in the original agreement with the community).



CONTEXT:

After a number of regional dialogues the ISN initiated in 2009/2010, the Sheffield Road community was interested to experiment with the reconfiguration of shacks in order to demonstrate an alternative solution to sanitation provision.

The community-initiated enumeration created a socio-economic and demographic profile of the 167 families. Coupled to the enumeration was a mapping exercise in which the community mapped the seven functional toilets, and also distinguished other problems such as flooding, overcrowding, and the lack of space. In response to these results, the **City's Informal Settlement Unit** coordinated the installation of more services, and in the first phase included 19 toilets in five ablution blocks, which includes taps and drains. The community of Sheffield Road produced a map of their settlement, and the most needy areas for sanitation upgrading were established. The map also spoke to the establishment of clusters, on which the technical drawings were based.



PROJECT IMPACT:

The demonstration of in situ reconfiguration of space within a settlement of **167 households** can make a large contribution to the building of social bonds and life within a settlement, as well create a safer environment from both crime and natural calamities.

Furthermore, the relationship of the city-wide ISN and the leadership of the Sheffield Road community helped build a bridge to municipal officials. This resulted in the provision of new toilets located as part of a spatial layout plan developed by the community. Though leadership structures have been challenged throughout this process, the **emergence of strong leaders able to mobilize residents through the process of tearing down shacks and rebuilding, has been an impetus for the success of the project.**

As mentioned before, Sheffield Road is located on a road reserve which, according to land use management/zoning rights, afforded government to freedom to evict families at short notice when road works were to be commissioned. Through the re-blocking and the commitment from the City to provide services, the Provincial government has made an in-principle commitment not to commence road works for the foreseeable future. The incremental process of upgrading has therefore impacted on the perceived tenure rights of the community.

Blocking out is also understood as a way to increase tenure security. It demonstrates community capacity with regard to planning, and makes way for installation of services, which can provide a greater level of security to residents.



I have lived in this shack since 1997. My daughter is twelve years old and she was born here. Now we have started renovating the shelters, and my place is very nice. It is also more safe, because it can't burn. There is a lot of space now. We can hang the washing, the children can play because there is an open space now. It was very good to work with the community to do this cluster.

Lindiwe Sangana
Sheffield Road resident



PROJECT DESCRIPTION:

In November 2010, when the planning and preparation of re-blocking Cluster one was initiated, a conflict resolution committee was established to oversee the negotiation, trade-offs and make interim arrangements for the inconvenience of pulling down and erecting shacks.

While the re-blocking activity schedule aims to break down the old shack and erect the new shack on the same day - causing minimal disruption to the individual household - this is not always the case. The conflict resolution committee was also tasked to coordinate the movement of people and their goods in the in-situ construction process.



The community was very sceptical about re-blocking at the planning and design phases. With few examples at this point in time, exchange programmes also did not really allow the community to see what the end process could look like. There was therefore a lot of trust in completing the first cluster. But after cluster one was completed and became a point of reference for the ultimate upgrading of the settlement, other clusters became interested to do the same in their living environments.

By February 2011 the first five clusters were re-blocked, which paved a new partnership with the City of Cape Town. The City installed toilets and water taps in the first five clusters. The project was completed in February 2012.



Before there was no space to walk. You could not see your enemy, even if he was right in front of you." Concerned Sheffield Road resident,

The Upgrading of
Sheffield Road, 2011
CORC publication



OBJECTIVES:

As a pilot project aimed at demonstrating the effectiveness of the re-blocking process, which builds on a community design framework, the re-blocking of Sheffield Road intended to open up court yards and offer solutions for poorly located services. Previously, subcontractors used to place toilets on the periphery of the settlement, where it was easy to service and maintain the units. Toilets were often vandalised due to its peripheral location.

Now, with the spaces created, the community has greater ownership of the toilets and save towards the maintenance and upkeep thereof.



PROJECTED OUTCOMES:

The successful upgrading of Sheffield Road has paved the way for a series of new engagements with the City of Cape Town. Sheffield Road has the potential to draw national interest and serve as a case study for re-thinking policies on incremental and interim solution to in-situ upgrading.



It was so dense before and we could not even get through. At the time we had to install the toilet we tried to open up the space. We decided that we wanted to be involved in the design with the ISN. At first we did not trust them because they said that first we had to save and contribute money to the account but we have never seen this. That was another issue. So we just saved and tried to trust them, but now we work closely with them.

Nosango Makadambi - Sheffield Road resident



CONSTRAINTS:

Mobilizing the community to organize in saving schemes did not sit well with the community. They were suspicious of the external FEDUP and ISN coordinators. Since there was no real example of re-blocking - apart from the re-building of Joe Slovo settlement, Langa after a raging fire in 2009 - the community did not know what to expect.

Before the initiation of cluster one, multiple general meetings were held, and slow progress was made. The project was initially largely NGO-driven, because of the above-mentioned constraints. A dependency on technical support from the NGO emerged. Insufficient contributions from savings, difficulties with uninterested or unaccountable leadership structures, and a general lack of "sensitization" of the community also hindered the progress of the project. This triggered a renewed community mobilization as the key to the sustainability of this upgrading project.

One of the key lessons learnt was that as long as the NGO drives the process, the project fosters a growing sense of entitlement in the community and prevents residents from taking ownership.



"The transformation from an initially NGO-driven process to a community-owned development took nine months. In the absence of a strong women's savings mechanism, ISN and professionals had initially tried to fill in. But only when the women and men of Sheffield Road took charge, problems disappeared, contributions started to flow, and volunteers offered support."

The Upgrading of Sheffield Road, 2011 CORC publication



(Before)



COMPLETE

Mtshini Wam, Cape Town



INITIATION DATE:

The ISN first had interactions with **Mtshini Wam** in November 2010, at which time considerable social mobilisation was initiated. The project was launched in May 2012, and was finished in March 2013.



LOCATION:

Mtshini Wam is located in what used to be an open space in between formal RDP houses located between Democracy Drive, Hlosi Drive and Ingwe Drive in the greater Joe Slovo Park in Milnerton, Cape Town.



PROJECT IN BRIEF:

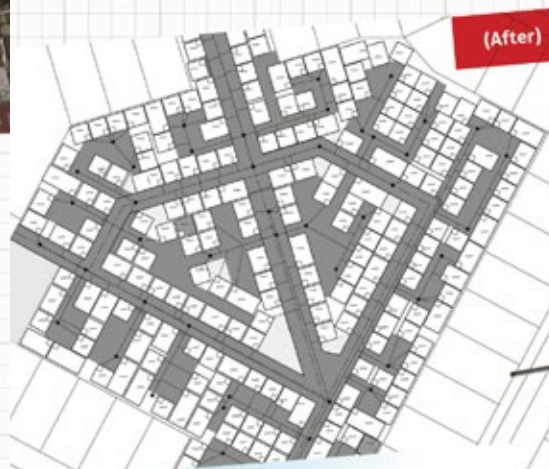
To open public spaces and roads by re-arranging 250 shacks in accordance to a community-designed layout plan to ensure the long-term development of the settlement.



IMPLEMENTING ORGANISATIONS:

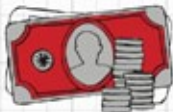
This was the first collaborative project between ISN, CORC and the City of Cape Town after a Memorandum of Understanding (MoU) was signed in April 2012. The local community project steering committee saw to the design, planning, savings coordination, demolition, and construction stages of the project.

A local saving scheme, called **Just Save**, was established to facilitate the collection of community contributions for new top-structure, which came to 20% of the total cost. **ISN** was responsible for the deep mobilisation process, setting up of functioning community structures, and facilitate partnership meetings with the **City of Cape Town**. **CORC** facilitated the initial technical drawing aspect of the project, and provided onsite technical support. **iKhayalami** provided the top-structure material cut to size.



(After)





Basic Funding Details:

> Social facilitation cost: R250,000

CORC provided the budgets for **ISN** to facilitate a number of capacity building activities in partnership with the **Mtshini Wam leadership**. Such programmes included saving scheme implementation, enumeration, community planning, design and cluster layout.

> Project planning cost: R20,000

The need for additional professional services such as a surveyor report and preliminary engineering feasibility study was paid by **CORC**.

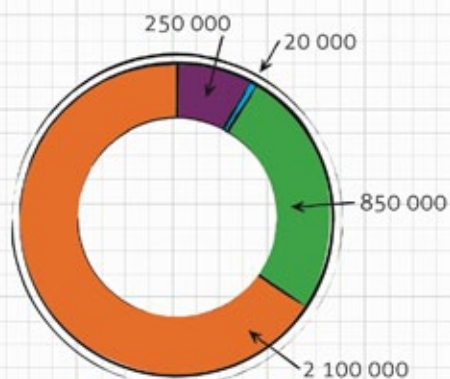
> Top Structure cost: R850,000

The cost of the re-blocking and new top-structures was 80% covered by **CUFF** and 20% by the **community**. So far, the community has paid R146,000 in the **CUFF community contribution bank account**.

> Ground works approximate cost: R2,100,000

(NOTE: disclosure on City expenditure is confidential. This is merely an estimate)

The **City of Cape Town** has provided general contractors in the areas of emergency fire kits (consisting of wood poles, nails, and five basic zinc sheets (used for the roof) for each household), materials for level-raising (e.g. sand, GS material) and equipment (e.g. hiring and maintenance of compactor machine)



- > Social Facilitation
- > Project Planning
- > Top Structure
- > Ground Works



CONTEXT

Many backyarders in the broader Joe Slovo Park in Milnerton were not accommodated in large scale housing developments in the early 1990s. Mtshini Wam began in 2006 in the open space of the RDP settlement, Joe Slovo Park.

Backyarders occupied an open space on the corner of Hlosi Drive, Ingwe Drive and Democracy Way, which is surrounded by RDP houses. Although the Anti-Land Invasion Unit responded with the threats of demolitions, the South African National Civic Organization (**SANCO**) and Informal Settlement Management Department (**City of Cape Town**) were able to mitigate against such evictions, warning the police against further encroachment. At this time, the Mtshini Wam settlement expanded and continued to grow. Backyarders were paying more than R200 per month to the formal houses for access to basic service such as water, sanitation and intermittent electricity supply. After linking with ISN and conducting an enumeration, the community found that 497 people living in 250 shacks only had access to 6 chemical toilets and 2 water taps. One of the City's limitations in providing services was high densities and lack of access roads.

The settlement was subject to major geographical challenges. The narrow pathways between shacks are subject to flooding, especially in the rainy seasons. The spread water-borne illnesses are a daily reality. The community drafted a community constitution, which specifies that everyone must always use a bucket at the public tap areas so that no water is wasted and that the area is not flooded. Lack of cooperation could result in penalties. The majority of residents accepted this arrangement. This level of social organisation and cohesion impressed the **ISN**. They have also used their collective savings to upgrade the public taps area by building a concrete base so the freestanding taps are not easily broken.

In 2009, the community leadership established a relationship with **ISN**. By this time, the **City of Cape Town** via the contractor Mshengu Toilets delivered 16 chemical-based toilets that are cleaned three times a week by the contractor. After a long engagement with the City, three additional taps were installed. Since February 2012, an extensive mobilization was initiated in Mtshini Wam that resulted in a community led enumeration and overall settlement layout as envisaged by the community. The layout plan has been accepted and agreed on by the **City of Cape Town**.



PROJECT IMPACT:

The in-situ "re-blocking" of Mtshini Wam informal settlement is making an impact on the imagination of what informal settlement upgrading could look like.

More importantly, the technical interventions are lead by the community, and there is therefore considerable community buy-in and cohesion. The community has demonstrated that given the sufficient institutional support from community networks, NGOs and universities, Metropolitan government officials, and institutional enabling factors (such as the use of the EPWP), upgrading not only improves communities' living conditions, it also builds critical "social capital" for a transformed and more active citizenry.



We attended the general meetings where we heard about this project in which there will be an improvement in the shacks [in many ways]. We were told that we had to contribute to the project. At first we did not believe it, but now we saw it and liked the idea. So I also saved and contributed to my shack because of the way in which I was living. This place is full of water and we can't even walk. It is raining all the time. If there is a fire, the emergency cars can't get in [access into the settlement].

Vuyisile Memani, cluster 2 resident and construction team member

"Re-blocking" creates a social and spatial platform allowing for the provision of better access to services. To further protect against fires, the community is hoping to use fire-resistant materials when re-building their houses. The City will partner to provide sewer and water lines, a formal access road, as well as electricity infrastructure and electrical boxes for each family.

Recently, the community has also worked with **Touching the Earth Lightly (TEL)** and **Worcester Polytechnic Institute (WPI)** around growing vertical vegetable gardens and have installed "the litre of light", which amplifies natural light through a chemical-based dispenser installed in the roof of the shack. The evolution of the re-blocked settlement into green blocks of environmental productive spaces was featured at the 2013 Design Indaba at the Cape Town International Convention Centre (CTICC).



"GREEN SHACK: LOW-TECH, HIGH FUNCTION"

"EAT-ME SHACK"

Stephen Lamb and Touching the Earth Lightly.

With funding from the **Ackerman Pick n Pay Foundation** and the **Wildlife and Environment Society of SA (WESSA)**, the "green shack" drew print and television media coverage. On going engagements with these co-funders could result in the "green blocking" of Mtshini Wam. Premier Helen Zille has vouched to make the "green shack" a demonstration item centrally featuring community-based planning for the **Cape Town World Design Capital campaign in 2014**.



PROJECT DESCRIPTION:

The upgrading of Mtshini Wam was the first of 22 pilot projects in collaboration between **ISN** and the **City of Cape Town** as per Memorandum of Understanding (**MoU**) signed in April 2012.

In the first few months of 2012 the community in collaboration with **ISN** and **FEDUP** completed the enumeration process in order to understand the demographics and spatial relationships of the settlement. Paired with the enumeration exercise Mtshini Wam also mapped out their settlement. A preliminary layout plan was produced with little cardboard pieces cut to scale on a cadastral map of the site. The first cluster of 10 shacks was completed at the time when deputy minister of the Department of Human Settlements Ms. Zoe Kota-Fredericks visited the community. The minister participated in the handover ceremony of enumeration ID cards and commented on the impressive social cohesion.



After a delay in convincing the next clusters that savings were a precondition to the progress of the project, the project steering committee moved quickly to re-block the next first five clusters (80 shacks) in a month. More delays followed after **EPWP** (Extended Public Works Programme) contract were negotiated and the City's agreement with contractors were reached. By November 2012 more than 75% of the settlement was completed, and by March 2013 the last five clusters were erected.

Initially, "planning meetings" occurred at weekly intervals between the City's project managers and the technical and social support teams of **CORC** and **ISN**. However, as the project progressed, monthly "partnership meetings" between the **City** and **CORC/ISN** ironed out further project-level arrangements.



OBJECTIVES:

The community has already completed enumerations, mapping, and creating a settlement layout for the blocking out process. The community is currently working to block out the entire settlement and provide each household with a flush toilet.

The community is working to develop a gutter or trench system to direct rain to drains that the **City** will install and cut down on flooding. To further protect against fires, the community is hoping to use fire-resistant materials when re-building their houses. The **City** will partner to provide sewer and water lines, as well as electrical poles and electrical boxes for each family.



CONSTRAINTS:



Initially, the community did not see the value in savings. Re-blocking was therefore stalled after cluster one was completed. It has been difficult to maintain savings in clusters that have not seen improvements.

Currently, community leaders are working to broaden the leadership base so that each cluster has a community leader responsible for informing their neighbours about the ongoing process, removing blockages at each step of the way as re-blocking continues through the settlement. Despite the challenges in savings, an **impressive R146,000 has been transferred as the community's contribution.**

Another delay in the progress of the project was the finalisation of the Expanded Public Works Programme (**EPWP**) short-term employment contracts. At the signing of the MoU in April 2012, Mayor of Cape Town Alderman Patricia De Lille committed to creating short-term employment opportunities for the teams actively involved in the re-blocking projects via the Mayor's Special Job Creation Programme, a subcategory of the **EPWP**. However, at implementation time, it was a scramble to secure these contracts. Under the pressure of the political commitment, **CORC** pre-financed a number of weeks' labour to keep the community engaged. Eventually, the **EPWP** contract was activated in September 2012 and ever since **more than 45 short term jobs have been created.**



PROJECT DESCRIPTION:

This design will provide 250 households and 497 people with better housing and access to services. Mtshini Wam also stands to build a stronger community as it works together to create a savings base.

Adequate drainage and access to emergency services will protect the community from fires and flooding. The re-blocking project is set to become a precedent, and influence the way government thinks about in-situ upgrading



Mshini Wam Re-blocking
from South African SDI Alliance 3 months ago

Watch the videos on our Vimeo site: vimeo.com/sasdialliance



Mshini Wam Settlement Profile
from South African SDI Alliance 3 months ago



ONGOING...

Ruimsig, Johannesburg



INITIATION DATE:

The first phase was completed in November 2011, and the next phase of 96 shacks funded by **CUFF** started in June 2012.



LOCATION:

Ruimsig is located on the West Rand and is part of the Greater Johannesburg Metropolitan area. The informal settlement is located on the judicial boundaries of City of Joburg and Mogale City, a smaller local government.



PROJECT IN BRIEF:

After the first phase of re-blocking 38 shacks in the flood prone "wetlands" area, the community approached CUFF for funding of **phase two: the re-blocking of 96 new shacks.**



> Ruimsig development committee:

Overall community mobilization and project steering.

> Informal Settlement Network (ISN):

Social mobilization support and partnership meetings with the City of Joburg and Mogale City.

> iKhayalami:

Phase one funding (via Selavip) and implementation, and phase two implementation.

> CORC:

Social and technical support such as exchanges, savings, enumerations, design and planning.

> University of Johannesburg's (UJ) Department of Architecture:

Seven week design studio.

> 26'10 South Architects:

Overall design framework supervision in association with UJ.

> Goethe Institute (Johannesburg):

Exhibition and funder of 26'10 South Architects' professional hours.



BASIC FUNDING DETAILS:

The project budget for the implementation of 96 shacks of 17.5 m² floor space came to R341,000. At the time of writing (March 2013), R151,143 (or 44%) of the project budget has been spent and 42 shacks have been completed.

The community has contributed R23,600, which equals 16% of the current expenditure. Some structure owners' contributions are still outstanding.



CONTEXT:

Ruimsig informal settlement covers an area of 5.2 hectares and is situated in the heart of a middle to upper class residential area. When the first residents of the settlement lived on the land in the mid 1980s, the area was predominantly farmland.

By 1986 the farm was sold to a new owner who charged farm workers rent. In 1998 the City of Johannesburg bought the land at which time the time was rezoned from a peri-urban argi-zone to residential. In the following years, new residential developments attracted job seekers in the construction industry who settled on the land.

"People were working on farms in this area. In 2006 the settlement started growing and other people joined us while they were looking for job opportunities. The City installed some toilets in the area to service the people. There were about a hundred toilets and two main water tanks where we fetch water".

Dan Moletsane, ex-community leader,
Ruimsig informal settlement



26'10 South Architects

For more information about the Ruimsig experience, download Andy Bolnick's article **"Transforming minds and setting precedents: Blocking out at Ruimsig informal settlement"** published in the State of Local Governance 2011 publication.

According to the enumeration exercise conducted by the community and supported by ISN, FEDUP and CORC, the number of households is 369. On service level inspection, it was found that basic services are limited to about seventy ventilated improved pit (VIP) toilets, which, according to the community, the City only services once a year. Access to some of the toilets remains restricted, due to high shack densities and bad roads. These toilets are not serviced at all. There are three standpipes that are each connected to three water tanks in three different locations of the settlement. Of these water outlets, one is not working. The settlement has no electricity.

Albert Masibigiri, one of the core design team members, said that the settlement was in a great location despite its lack of services. "We are supposed to stay here because we are close to jobs. There is no need to move to another place. This place is close to the shopping areas, close to Joburg, and close to all areas".



PROJECT IMPACT:

To date, 80 shacks have been re-blocked in the flood-prone Wetlands and Church area. This was completed in the first phase (38 structures) and in the second phase (42 structures).

There is still funding for the balance of 54 shacks, which has not yet been implemented, bringing the total of the re-blocking project to 134 shacks.

The community has been working closely with **ISN** and **FEDUP** coordinating structures to establish strong savings schemes in the community, set up planning and coordination structures for project implementation, and exchange lessons learnt from communities in similar development stages. Building on this platform, the community has entered into a relationship with the **University of Johannesburg's Department of Architecture, 26'10 South Architects** (especially the firm's principal, Thorsten Deckler) and the **Goethe Institute in Johannesburg**. The settlement was divided in four main clusters: North-west (Shebeen), North (Spaza), East (Church) and South (Wetlands). Working in groups of four over a period of seven weeks, architecture students and "community designers" mapped out important features of the area, which informs the long term project plan.

The project has also drawn the attention for the **National Upgrading Support Programme (NUSP)**, located in the national Department of Human Settlements. **NUSP** helped facilitate some engagements with the two intersecting municipalities, **City of Johannesburg** and the **Mogale City**.



PROJECT DESCRIPTION:

The first phase re-blocking of 38 shacks affected by flooded areas in the "wetlands" section completed in November 2011. **iKhayalami** raised funds from a **Chilean funder Selavip** for the upgrading.

When this was successfully completed, the community applied to CUFF for phase two of the re-blocking project, which made provisions for 96 shacks.

"The project is all about re-blocking. We have already completed 38 shacks with the support from iKhayalami, UJ and SELAVIP and allocated the 38 new shacks in phase 1 which included the Wetland and Church area. We propose to be provided with funds to cover the balance of 96 shelters in the balance of the Church and the Spaza area. 50 have been approved. We plan to complete 10 units at a time."



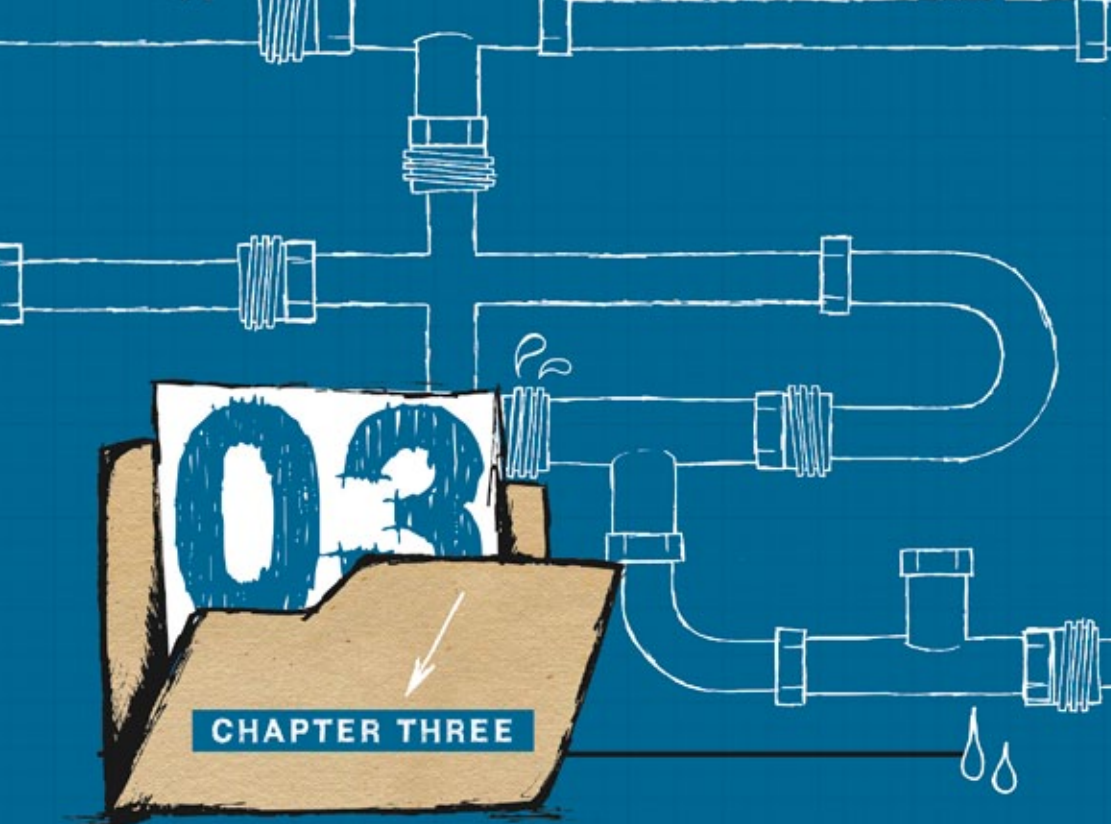
OBJECTIVES:

With a better layout, issues of congestion and density can be addressed, safer areas for children to play can be created, a safer environment can be fostered, shacks can be improved and basic services can be upgraded – all of which will vastly improve the living conditions of its inhabitants.



CONSTRAINTS:

Due to the politically contested area, the Ruimsig committee leadership has faced several threats and challenges of councilors and city officials. In one instance, a church member built an additional office on the church's site and hearing of this, the City responded with evictions. The struggle for tenure is ongoing.



CHAPTER THREE

Water & Sanitation

Access to adequate sanitation and water services in informal settlements is fundamental to personal dignity & has major implications for public health and wellness.

However, this basic human right, which is also inscribed in the **Constitution and major legislative frameworks**, has not been materialized for many citizens in South Africa's informal settlements. Many people continue to live in harsh conditions and make use of the degrading bucket system.

Spurred by the recent violations in human rights in the "open toilets saga" in Makhaza in Khayelitsha, **City of Cape Town** and Rammulotsi township in **Moghaka local municipality, Free State**, the **National Ministerial Sanitation Task Team (MSTT)** has been tasked to investigate and assess the scale and nature of the sanitation problem, its geographical spread, and identify irregularities and malpractices.



This section outlines some of the experiences of communities in Ekurhuleni in taking initiative to repair and upgrade, extend and/or maintain their communal water and sanitation infrastructure and service points.

The work presented could be understood as demand-driven interventions of the poor, which "refers to the motivation/desire for sanitation originating from within the community, as opposed to from an outside agency. This approach promotes behaviour change within communities through health and hygiene education, as opposed to infrastructure provision by the state. In South Africa there has been a shift away from a household level demand-driven approach to sanitation, to a municipal supply-driven model" (SERI 2011:5).

*Makause Community Development Forum, Water Stand Pipes And Drainage System Project Implementation Plan:-
06/02/2012 To 10/02/2012*

*Technical Facilitator = Mr. [Name]
The Step By Step - Pro*



In some cases, the work of the community has created a space from which to engage the **Metro** more directly on longer-term development, and in other cases, the **Metro** has responded anti-developmental by insisting on following procedures and standards, which sometimes led to the dismantling of the work completed. In cases where the **Metro** responded by dismantling the work completed, community organizations of the poor have been systematically sidelined through the governments supply-sided approach to delivering services, even when communities took their own initiatives in the absence of government supply. Despite such repressive political relationships, communities have been presenting more responsive, intelligible and cost-effective solutions to the upkeep of such facilities.

The rally call of social movements in South Africa has been that of greater inclusion in decision making processes and meaningful engagement around settlement improvement. The **ISN** has emerged as a social movement that prioritizes pragmatic engagement with government around collaborative approaches to upgrading of informal settlements.



Makause, Ekurhuleni



INITIATION DATE:

The project was approved on the 7th December 2011.



LOCATION:

Makause informal settlement is home to about 15,000 people and is located in Primrose, Germiston on the East Rand. It falls under the jurisdiction of **Ekurhuleni Metropolitan Municipality**.



PROJECT IN BRIEF:

To **install** water reticulation infrastructure, **upgrade existing** 7 taps (2 non-functional and 5 make-shift connections), and build four **new taps** with concrete slabs.



IMPLEMENTING ORGANISATIONS:

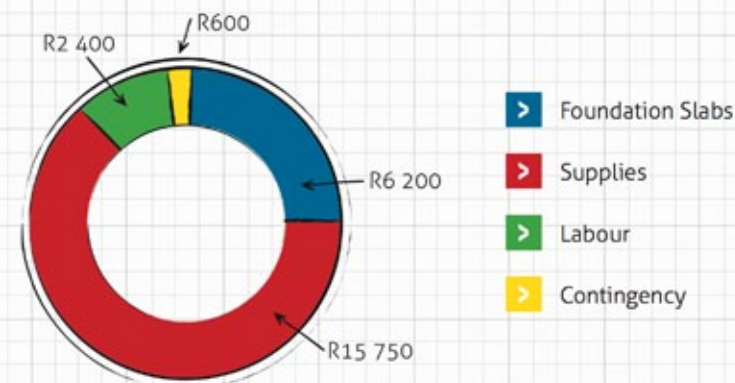
With support from **ISN** and **FEDUP**, the Makause informal settlement formed a **Community Construction Management Team (CCMT)** to oversee project implementation and a **savings scheme** called "**Garden of Hope**" was established.

The **CCMT** is located in the broader Makause Development Forum. **CORC** provided technical support. The community formed links with the **Mvula Trust**, based in Johannesburg, who also contributed capital to the project.



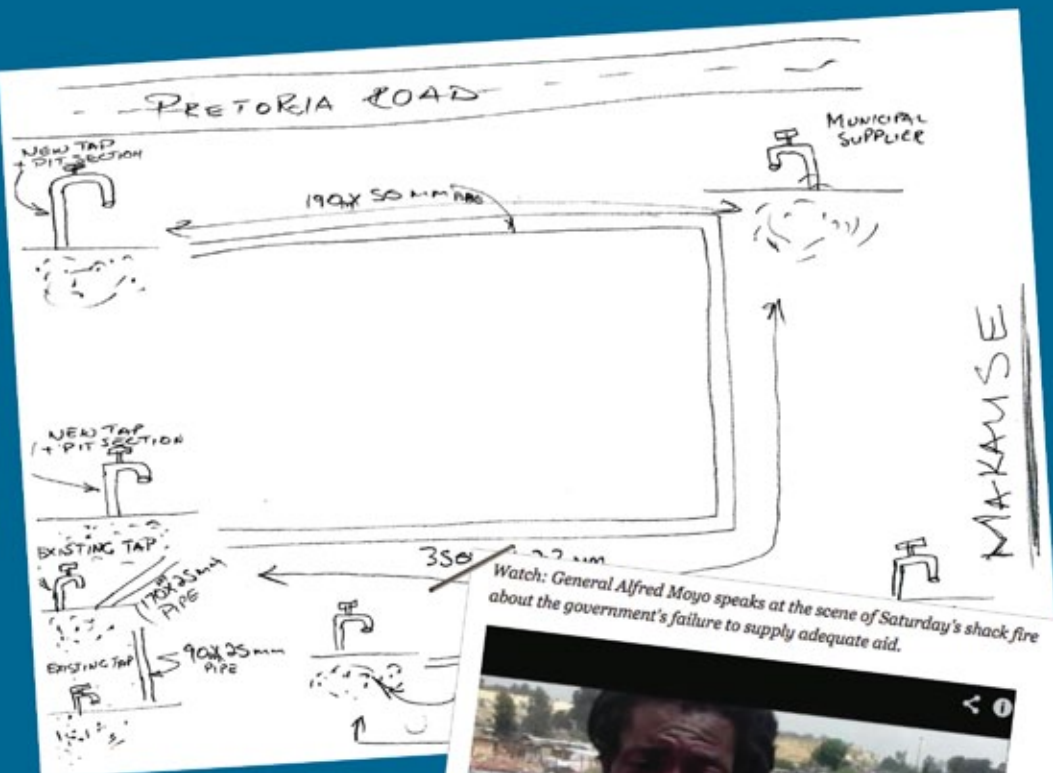
BASIC FUNDING DETAILS:

The project budget was R24,900. Breakdown is shown as follows:



Through the **Garden of Hope** saving scheme, the **community contributed R1,095** to the project, and made links with the co-funder of the project, **Mvula Trust**, who contributed R13,000 to the project. **CUFF** paid the balance of R10,800.





Community Plan

DAILY MAVERICK

The community told Daily Maverick that the fire engine – situated across the road from the settlement – took twenty minutes to reach the scene of the unfolding disaster. When it did, they say it arrived with only a few litres of water. "After ten minutes they had run out of water and the fire still continued. It was really difficult, really terrible," Ndlovu added.

News Clippings from Daily Maverick online
www.dailymaverick.co.za/article/2012-10-16-in-the-wake-of-the-makause-shack-fire-the-destitute-and-forgotten



Photo: A woman, now homeless, sits and eats in the ashes of what was her shack at Makause. (Jonathan H Pienaar)



CONTEXT:

Makause informal settlement has only two functioning taps and five other makeshift water connections. The community established the **Makause Development Forum (MDF)** in 2007 through which they have attempted to engage the **Ekurhuleni Metropolitan Municipality** around the improvement and expansion of services.

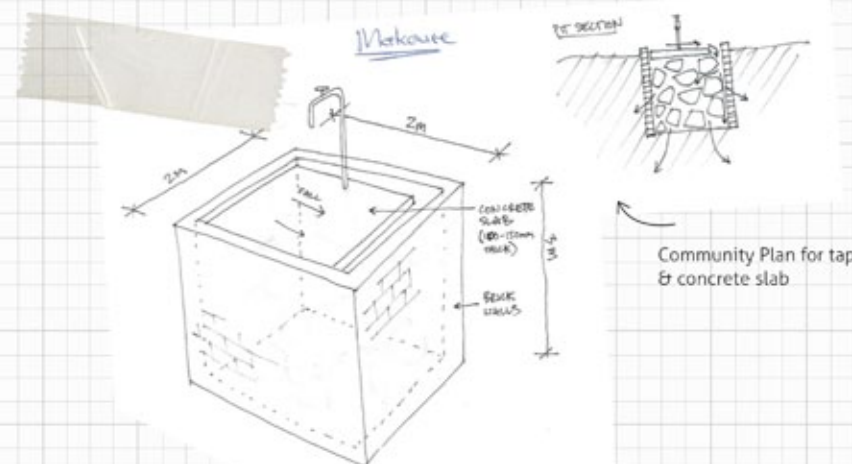
After years of neglect, the **MDF** approached the legal **NGO Socio-Economic Rights Institute (SERI)** to forward an application for review of the City's failure to implement **UISP** funds from the Gauteng Province. The **MDF** has networked with many social movements such as the **Anti-Eviction Campaign** and **Abahlali baseMjondolo** to advance their struggle for access to services. Working with **ISN**, the community submitted a proposal for **CUFF** funding in December 2011. **Mvula Fund** was a co-funder of the community's plans to extend the water connection.



PROJECT IMPACT:

The project aimed to provide taps, drainage and washing facilities to at least three sections of the settlement reaching more than half of the community (5,000 people).

Sketches submitted to the **CUFF** board indicated the phased implementation plan. The result of the project has been better access to closer water facilities, which were largely preferable over those located "on the outskirts of the community". The community has experienced devastating fires that left hundreds of people homeless. In one such fire in October 2012, which razed 18 shacks to the ground, lack of access to water was regarded as one of the reasons why the fire spread so rapidly.



Community Plan for tap & concrete slab



PROJECT DESCRIPTION:

The project consisted of the provision of drainage and washing facilities. According to the community's proposal, prior to this upgrading project, the Ekurhuleni Metro provided "merely 2 taps in the settlement far away from the community of approximately 15,000 people".

The community thus hoped to "connect from the source of two additional taps with a soak-away and drainage system for each new tap." The community also hoped to upgrade the three makeshift water connections and non-functional taps into official, well-maintained and functional taps. The total build time of the project was six full days.

This is how it transpired:

- > Day 1: Digging trenches
- > Day 2: Digging trenches continues
- > Day 3: Installation of pipes and soak-way and drainage system
- > Day 4: Digging, inspection and rectifying the trenches
- > Day 5: Upgrading of the existing stand pipes
- > Day 6: Project completing day

Text Message Diary of Alfred Moyo, one of the community leaders of Makaase Informal Settlement Development Forum, Primrose, Ekurhuleni

"11 June 2011 (afternoon) - The struggle continues, I'm currently coordinating two major projects and a third one is to start on Monday (high mast lighting, 148 trees felling and comprehensive cleaning/waste removal) while also waiting the approval of the proposal to the SDI for the water pipe and other materials for the water project (without the municipality). Those three projects were the election campaign jobs for the ANC cadres. All the projects as community as we want them, they'll create a non-divided society mixed gender about 154 jobs will be benefiting the community of Makaase through the Makaase leadership, non party political. ANC misled and used the community, and are now trying to join me."

"19 June 2011 (lunch time) - Latest: The ANC group have stopped the tree cutting project saying they are the leadership of the area and they don't know me or anything about the project in the settlement."

"26 June 2011 (noon) - We're under attack from the ANC."



OBJECTIVES:

To install the infrastructure and four new taps reaching deep into three sections of the settlement. These extensions were at different lengths: 190m and 350m, with cross connecting lines of 170m and 90m.

In order to achieve this, the community formed three core teams responsible for project implementation:

- > Team 1: Digging trenches
- > Team 2: Laying pipes and making connections
- > Team 3: Soak-away and drainage systems



CONSTRAINTS:

Apart from the severely delimiting political environment in which the community found itself, the project faced several problems in the construction of the facilities such as lack of on-site technical supervision.



COMPLETE

Marathon & Delpport, Ekurhuleni



INITIATION DATE:

The project was **approved** on the 25th October 2012



LOCATION:

Delpport and **Marathon** informal settlements are located adjacent to each other in the **Germiston** area, which falls in the juridical boundaries of **Ekurhuleni Metropolitan Government, Gauteng**. These two neighbouring settlements are home to more than 4,000 households (20,000 people).



PROJECT IN BRIEF:

To **install** water reticulation infrastructure and **install 24 new taps** and **concrete slabs** in **three sections** of the settlement.



IMPLEMENTING ORGANISATIONS:

As a prerequisite to **CUFF** funding, the community had to demonstrate that a **Community Construction Management Team (CCMT)** was established which works closely with other civic structures.

Technical support given by **ISN Technical** team and **CORC**, while the financial administration was done by **CCMT Bookkeeper** and **uTshani Fund** Johannesburg office.



BASIC FUNDING DETAILS:

The cost of these two water projects was budgeted at R59,051. **Marathon** made up 58% (R34,313) and **Delpport** 42% (R24,738) of the total combined project budget.

In both these settlement-level budgets, more than 75% was spent on building materials such as pipes, taps, connectors, concrete, bricks, and so forth. The rest of the budget was reserved for labour cost and project contingencies.

In both settlements, savings schemes were formed who contributed 10% of settlement-level budgets:

- > **Marathon:** Unite Trust saving scheme (R3,431)
- > **Delpport:** Relihlabetsi saving scheme (R2,473)
- > **CUFF's** capital contribution was R53,146



CONTEXT:

In 1994 retrenched mine workers from the area settled on vacant land after the closure of nearby gold mines. Seeking access to job opportunities on the mining belt and access to the surrounding towns, the settlements grew rapidly, and is currently home to more than **4,000 households**.

The erven are still owned by private owners, who have indicated a willingness to sell the land to the **Ekurhuleni Metro**. According to the community leadership, there were only five taps in **Delpport** and three taps in **Marathon**. **That is a ratio of 2,500 people sharing one tap!** Years of neglect have spurred the community, after initial meetings with other settlements via the **ISN**, to take matters in their own hands and install more taps in their settlements.



PROJECT IMPACT:

The impact of the project can be understood in two ways: the social capacitation of working together on a project, and the actual services improved.

Working with **ISN** and **FEDUP** has brought the community closer together, and the implementation of savings schemes creates a platform for longer term development. Before the project started, access to services was dire. The community initially proposed to twelve more taps (seven in Delpor and five in Marathon), which was built on stronger cast slabs. At the implementation stage, the **Marathon** community decided to install twelve additional taps, bring the settlement total to 17, and the project total to 24 taps.

This intervention improves the ratio of people per tap to 625:1.



PROJECT DESCRIPTION:

The community approached **CUFF** with a proposal to install seven taps and slabs in Delpor and five taps and slabs in Marathon. However, upon implementation the Marathon community installed 12 additional taps, bringing the total to 17 and the project total to 24. Some of these taps were not installed on a concrete slab.

This complicated the consolidation of the wash-up areas around the taps. A sign was erected at one such a tap reading "Asifuni-muntu owashala nezingane khana amanzi uwashele khaya" (loosely translated as "no-one is allowed to let the water run freely which erodes the gravel around the tap"). The community should collect water at the tap and take it home. The Delpor community constructed seven washstands in the first two weeks of the project implementation.



OBJECTIVES:

Delpor: "It is claimed that the project will assist the broader community in being able to access water, and services will significantly reduce fire dangers in the area. Further, the women of the community will be benefited in particular, as the taps will largely decreased the time they spend washing garments and other items."

Marathon: "The installation of the 5 taps and slabs will make water more accessible to the broader community, help in case of fires and relieve woman from suffering during washing time"



CONSTRAINTS:

Probably the most pressing constraint in this project was the community's perceived insecurity of tenure. Even though there are options to purchase and consolidate the land for development, the City's slow action to negotiate with the land owner and hence the failure to deliver services is the community's largest stumbling block from receiving more services.



Ramaphosa, Ekurhuleni



INITIATION DATE:

The project was approved on the 9th December 2011.



LOCATION:

Ramaphosa is located on the intersections of Archie Road and Elsburg Road in the greater Reigner Park, Johannesburg, Gauteng. It falls in the juridical boundaries of Ekurhuleni Metropolitan Government.



PROJECT IN BRIEF:

Phase one of the project plan was to extend the bulk sewerage infrastructure and **Phase two** of the project was to install 17 new waterborne toilets.



IMPLEMENTING ORGANISATIONS:

The **CCMT**, supported by **CORC**, was responsible for the project implementation.



BASIC FUNDING DETAILS:

In **Phase one** of the project, the costing of the infrastructure reticulation was R30,343 of which the community contributed 10% (R3, 034).

This budget was only for supplies and materials, as the community vouched to pledge **"sweat equity" (volunteer labour time)** in the project.



CONTEXT:

Ramaphosa informal settlement has been subject to fierce internal unrest leading to xenophobic displacements. Lack of services and integration into the broader spatial fabric of the city has led to the community turning in on itself.

However, this only narrates one half of **Ramaphosa's** history. A mass movement of women residents of **Ramaphosa** informal settlement have stood up to local spaza shop owners who tried to evict their Somali and Pakistani competitors out of the area. In applying to **CUFF**, the community channelled their energy into working together to improve their communal services.



"Shop owners were threatened by locals demanding they immediately shut down their businesses and leave the area"

"In 2008, 62 people were killed and 150,000 displaced in a wave of xenophobic attacks that started in Gauteng."

The New Age Online

"Ramaphosa: Police on high alert"



PROJECT IMPACT:

This project aimed to ameliorate the hygiene and safety standards of the toilet structure in Ramaphosa. After years of service delivery neglect and culturally and socially unacceptable sanitation services (such as pit latrines), the community wanted to demonstrate alternatives in sanitation services.

By implementing waterborne flush toilets connected to the main sewer line, "the settlement will have toilets which will eradicate the unsafe and unhygienic pit toilets which are now in use," according to the community's project proposal.



PROJECT DESCRIPTION:

As documented in the community application form, the Ramaphosa community has successfully built a toilet structure, and in doing so demonstrated to the municipality a valid alternative to conventional sewerage by showcasing "what we, as the community, want as a sanitation solution for the settlement".

As a follow-up on the community's initiative to build a demonstration toilet, the community applied for CUFF capital funding in connecting the toilets to the main sewer line, and "thereafter afford the community to connect individual toilets".



OBJECTIVES:

This project aimed to install the reticulation infrastructure providing individual households willing and able to install private toilets to their homes and upgrade basic services in their community. The focal point of this particular project was the provision of sewerage infrastructure to the residents of the Ramaphosa community.



CONSTRAINTS:

At the project level, the Ramaphosa sewerage project faced several challenges and constraints. One such was the lack of technical and plumbing expertise.

At the political level, the community's engagements with the Ekurhuleni Metro fell apart when the Metro ordered private security forces the Red Ants to demolish the demonstration unit, citing encroachment on public land as their justification.

This has brought the project to a complete standstill, and phases two and three, which would have consolidated the reticulation infrastructure to individual and community waterborne flush toilets, did not reach implementation stages. The costing, subcontractors and plans have been prepared, but until the Metro renegotiates the terms for development, this is likely not to take place.





ONGOING...

Silahliwe, Ekurhuleni



INITIATION DATE:

The **CUFF** application was **approved** on the 9th of December 2011.



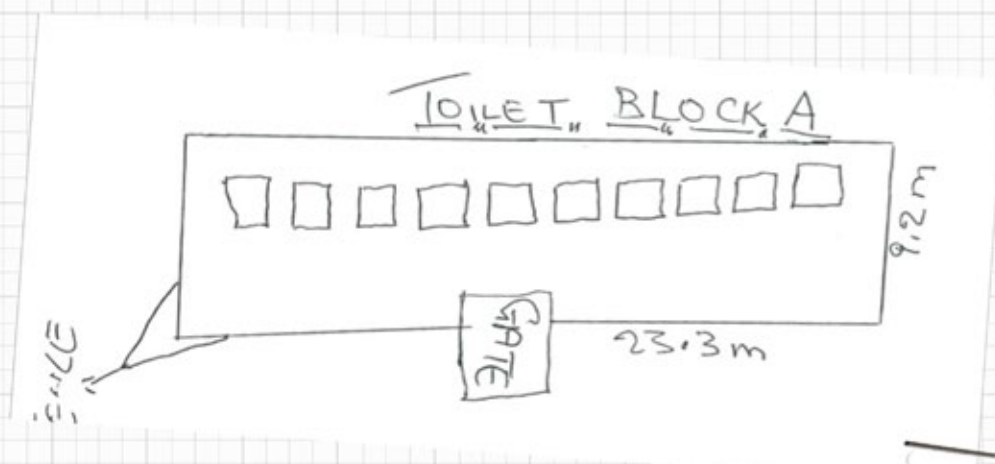
LOCATION:

Silahliwe informal settlement is located in **Katorus, Ekurhuleni** and is home to **536 households**.



PROJECT IN BRIEF:

Phase 1 of this sanitation project was aimed at casting a concrete slab and fencing a communal toilet block to ensure general safety and upkeep of the facility.



IMPLEMENTING ORGANISATIONS:

The **CORC** technical team from the Johannesburg office supported the Silahlwe community.



BASIC FUNDING DETAILS:

In Phase 1, the community submitted a proposal to erect a palisade fence around a communal toilet block. The project cost R7,441 of which the community contributed R744.

Budgets have been submitted from phases two and three, which brings the project budget to R100,000 including materials, labour and contingencies, but the community has not followed through on saving and preparing project plans for phases two and three.



CONTEXT:

According to the local leadership, Silahlwe temporary relocation area was established in 2007 by the Ekurhuleni Metro for beneficiary households moving from other informal settlements to formal housing projects.

"They promised that we will only stay for three months," objected one community leader, "but we have been here since 2007 until now" What was first intended to be a temporary relocation area has now become a new informal settlement of 536 households.



PROJECT IMPACT:

The **Silahliwe** community completed their settlement enumeration with assistance from **ISN** and found that some of the most pressing needs were centred on the safety and security of the public sanitation facilities.

This spurred them to initiate a proposal to **CUFF** with the stated objective to improve the living conditions of the entire community. In the proposal the community argued "the fence will make the use of the toilets safe and keep it in a good condition as previously it was vandalised and used as a toilet open to the general public".

The implementation of the project has also renewed the links with the ward councillor, who is still engaging with the community on longer-term development.



PROJECT DESCRIPTION:

The upgrading of the sanitation facilities in Silahlwe consists of three project phases, all of which contributed to the functionality and safety of the services provided.

> **Phase 1:** Fencing a communal toilet block for safety and maintenance

> **Phase 2:** Installation of four taps and concrete slabs

> **Phase 3:** Construction of two new communal sanitation facilities

CUFF has made an in-principle commitment to fund all three phases, but to date, the community has only prepared a proposal for phase one, which has been completed. The fencing of a communal toilet block in phase one was primarily aimed at the safety, security and upkeep of this communal facility.



OBJECTIVES:

The full phased upgrading of sanitation facilities in Silahlwe was aimed at improving access to better located and quality services. Phase one of the project has the objective to create a safer sanitation facility, and allow for the community's oversight over usage (since it was vandalised) and maintenance of the facility.



CONSTRAINTS:

The community has successfully completed phase one of three in the sanitation-upgrading project. **CUFF** has made an in-principle commitment to see through the entire project, but the community has not followed through on savings and project planning.

Phase two entailed the installation of four taps and slabs. Currently there were only six communal taps servicing 536 households. According to the community's proposal, the taps were "in a bad state, and continuously leaking or running", which "resulted in a serious waste of water". The project plans to better access to water points, which can be easily maintained by the community.

Phase three outlines plans for the construction of two new toilet blocks. The building consisted of one block subdivided into one male and one female section. In total, one male urinal and seven individual male toilets, along with 8 female individual units were constructed. Previous to this there were 10 pre-cast toilets, which were removed by the Metro, resulting in ad-lib toilets being constructed between houses, which were "beginning to pose serious health hazards".



"We went to the councillor to speak about the land, then he came with an agreement about us staying in this place. In this area there is only space for 246 plots, and so this land cannot accommodate all the people... so we started to improve this area in small ways."

Community leader, Silahlwe informal settlement



Informal settlements are often located in the topographical areas that pose glaring challenges to in-situ upgrading.

Conventional engineering norms and standards would classify these pockets of occupied land - with varying soil types, ground slopes, and densities - **"unsuitable for development"**. The density of the settlements complicates the initiation of ground works, which is often needed to intervene in the worsening of the built and natural environment. This is one of the often cited reasons why municipal officials and engineers are unable to initiate drainage and storm water works. Moreover, the lack of maintenance and over usage (due to few service points) of water and sanitation services often contributes to flooding, erosion, grey water spillovers, and other malfunctions.

Communities linked to ISN have been experimenting with community-based solutions to drainage and storm water management and maintenance. Building on the lessons learnt in the previous section, these examples of community-initiated drainage and storm water projects could inform an alternative approach to in-situ ground works for drainage and storm water management.

In the case of **Masilunge**, the interaction between formal and informal systems of storm water management points to the values of “co-production” being promoted and advanced by the **CUFF**. The drainage project has also put the community and the **City of Cape Town** on a new path for the longer-term development of the settlement. In the case of **Kwa-Mathambo**, the health and wellbeing aspects of a well-managed community project points is underscored.





COMPLETE

Masilunge, Gugulethu, Cape Town



INITIATION DATE:

The **CUFF** board approved the project on 18th August 2011. Implementation started at the end of September 2011.



LOCATION:

Masilunge informal settlement is located on the intersections of NY117 and NY5 in **Nyanga, Cape Town**.



PROJECT IN BRIEF:

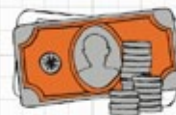
To install a drainage system from a central catchment area which connects to the **City of Cape Town's** bulk stormwater infrastructure on NY5 road.



IMPLEMENTING ORGANISATIONS:

Before the project started, extensive community engagement was required with affected shack owners. Some of the shack floors were lifted in order to install the drainage infrastructure.

This facilitation team also formed the technical coordination team who worked closely with **CORC** on project preparation, volunteer students from the **Department of the Built Environment and Engineering, University of Cape Town**, and construction supervisors from **iKhayalami**.



BASIC FUNDING DETAILS:

The cost of the supplies and labour, plus a project contingency, was R12,500, of which the community contributed R1,200.



CONTEXT:

Masilunge informal settlement is located on what used to be an open space between formal houses on the corner of NY117 and NY5 roads in Nyanga. Families of the backyarders to the formal houses grew and started erecting shacks in an open space.





PROJECT IMPACT:

Masilunge is located on the top of a hill and every winter the divergent water streams affect almost all families in the community. At the foot of the hill, numerous households experienced flooding at regular intervals.

The implementation of the drainage project would drastically reduce the occurrence of flooding problems, and thus significantly improve the living conditions of the **Masilunge community**. Extensive engagement with the **City of Cape Town's Stormwater department** was required to link the informal drainage system into the City's bulk infrastructure. This opened new avenues for the community and **ISN** to engage the City around flooding mitigation.



PROJECT DESCRIPTION:

The **Masilunge** technical steering committee has identified flooding as a major problem that adversely, and significantly, affects their community.

The enumeration conducted in 2011 spotlighted this once again. The problems are fundamentally aggravated by the uneven nature of the site, high population densities, and probably most importantly, by the absence of an appropriate drainage system.

- > The project identified a central catchment point from which a U-shape drain 25mm deep and 60mm wide would be installed with ten manholes.
- > Eight manholes were located at important intersections (e.g. on an angle) for the community to easily maintain the system.
- > The drainage system is 120m in length. As indicated in the technical sketches, eight shacks' floors would be raised to install the pipes.
- > Working closely with City engineers, the drains were eventually connected into the City's stormwater bulk infrastructure on the corner of NY117 and NY5 roads.



OBJECTIVES:

According to the proposal to **CUFF**, "the community will be rid of floods and rate of sickness will also decrease. About 90% of the community fully agree on this development".

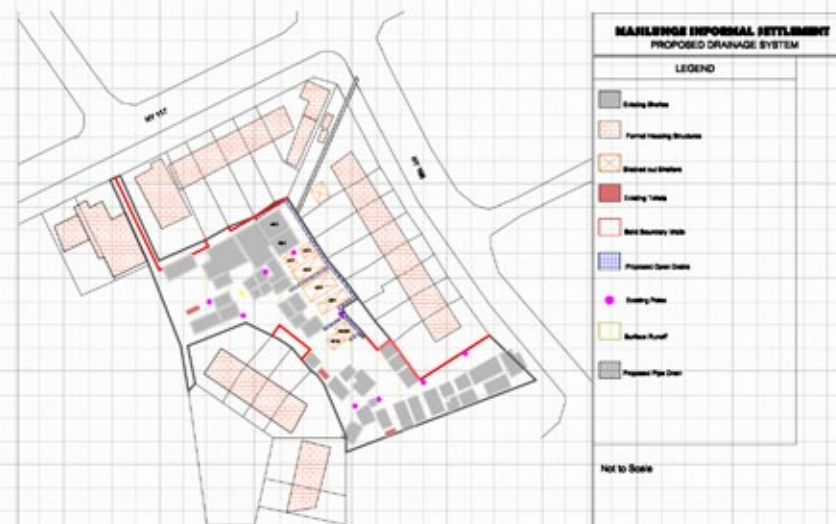
As mentioned before, the intended outcome of the project was to install a drainage system to be connected to the City's bulk stormwater challenges which is easily maintained and kept by the community. This will reduce household level flooding in the low-laying areas of the settlement.



CONSTRAINTS:

The uneven topography of the site, coupled to the high densities in the low-laying areas of the settlement caused the flooding in the first place. Negotiating with the affected structure owners was a long and tedious process for the leadership, which also caused some friction.

A faction of the community did not want to be part of the project, claiming that the **City** was responsible for providing housing. The relationship with the formal house owners was also tarnished, and according to the community, this "made it a very daunting challenge for the community to drain the flooding water out to the nearest formal road". There were numerous discussions with the City's engineers around standards for pipes and manholes. The initial sizes of pipes and manholes were based on community's existing building experience, rather than engineering standards. A resolution was eventually reached, with the City accommodating the community needs while managing the standard procedures for linking into the storm water system.





COMPLETE

Kwa-Mathambo, eThekweni



INITIATION DATE:

The project was **approved** in October 2012 and was completed on 4th November 2012.



LOCATION:

Kwa-Mathambo informal settlement is located on private land just off Chris Hani Road/ North Coast Road in the Avoca suburb, **Durban**.



PROJECT IN BRIEF:

To improve grey water drainage system behind the communal ablution block, and to extend the number of water service points.



IMPLEMENTING ORGANISATIONS:

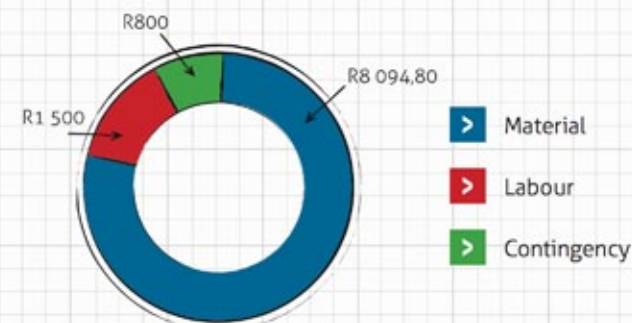
With technical support from the **uTshani Fund/CORC** Durban office, the community established a **Community Construction Management Team (CCMT)** to coordinate the implementation of the project.

ISN communities also supported, especially **Havelock**, a settlement in the same ward 22, **eThekweni Metropolitan**.



BASIC FUNDING DETAILS:

The total project budget for the drainage system and installation of new taps was R10, 394.80. The breakdown of this cost:



The **community** contributed R1,700 to the project, which is more than 10%, and **CUFF** paid the balance of R8,694.





CONTEXT:

Kwa-Mathambo informal settlement was established in 1991 at the time, which the land-owners' gardener erected a shack for him and his family on the erf. With the years, more people settled on the land, and a settlement grew to 294 households (565 people).

Geographically, the settlement is built up a steep hill on a relatively small piece of land that explain the high densities and typologies of the settlement. Three different private owners own the occupied land.

Resulting from discussions following the enumeration exercise, the community identified the blocked grey-water drainage systems behind the communal ablution block as a priority project. The major cause of blockage was the accumulation of solid waste. The contamination of this grey-water posed a major health and safety risk and could well have been contributing to high level of illness, particularly amongst children who regularly play in the lower reaches of the run-off.

Years of service delivery neglect means that the settlement is severely under-served, with only two blocks of flushing toilets and three wash-basins serving the entire community. The priority with this upgrading project was to eliminate grey-water blockages (caused by the accumulation of solid waste) by designing a community-maintained drainage system.



PROJECT IMPACT:

The creation of an efficient grey-water drainage facility and addition of another water point have been the main short-term priorities for Kwa-Mathambo.

Previously the drainage facility was used as a walkway and it was not designed to carry water away efficiently. The consequent health risks and unpleasant odours stemming from the stagnant grey-water were impediments on the quality of life. Hence, the projects aimed to positively impact upon all members of the settlement, but especially those directly surrounding the area that was being flooded by the grey water.



PROJECT DESCRIPTION:

The project proposal outlined a community-led action plan for the upgrading of drainage and the extension of taps, with possibility of eventually enacting a wider slum-upgrading process. Kwa-Mathambo is located in ward 22 and the community has a good standing relationship with the ward councillor.

According to the City's service delivery schedule, Kwa-Mathambo is only suitable for "emergency services", which implies that according to the City, relocation is the only option. The community, in solidarity with **ISN Durban**, started a dialogue surrounding settlement upgrading as opposed to relocation. These dialogues are ongoing as eThekweni officials evaluate the possibilities of partnering with **ISN** on pilot projects.



OBJECTIVES:

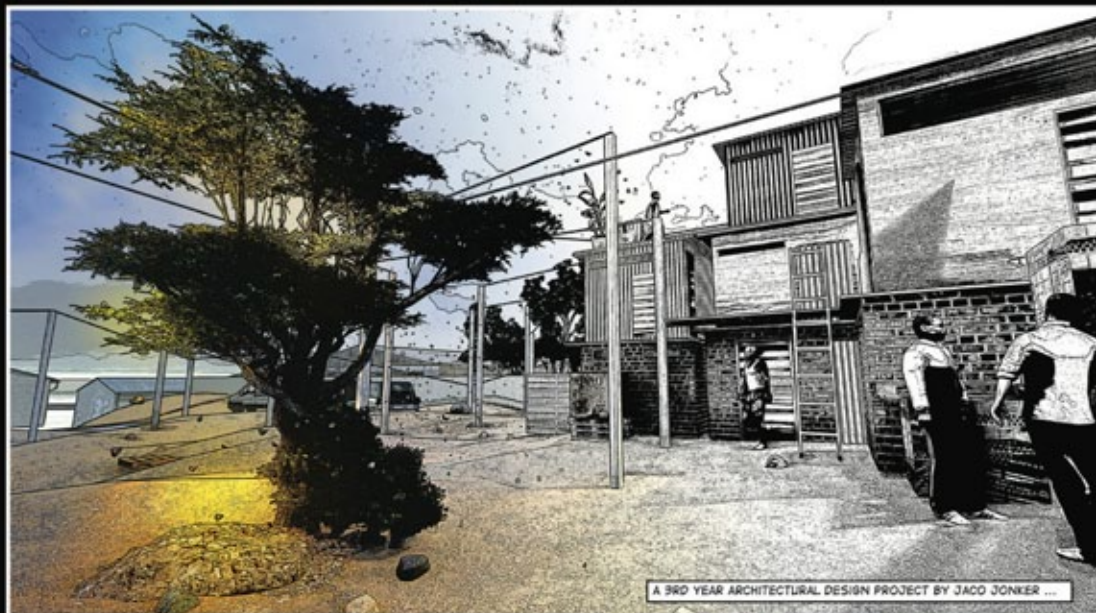
The first objective of the project was to address the pressing problem of an inefficient grey-water drainage system. Finding a solution to this contaminated water could drive down health and safety concerns. Secondly, the project addresses the lack of access to well-located taps.



CONSTRAINTS:

Kwa-Mathambo's full-scale development and potential re-blocking is seriously hampered by the lack of security of tenure. The site has major topographical challenges and the densely populated plot of land is not possible to navigate other than by foot.

Access of emergency vehicles and roads with service delivery therefore narrows down the options for development. The community has a re-blocking spatial plan, but needs to engage the City on a collaborative project.

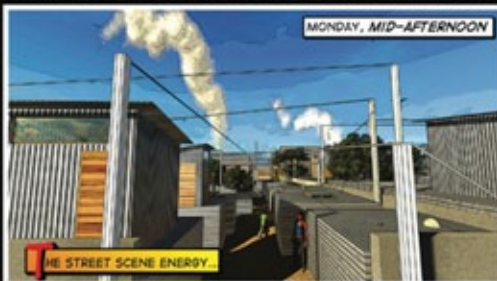


A 900 YEAR ARCHITECTURAL DESIGN PROJECT BY JACO JONKER



THE STUDENTS NOTICED IMMEDIATELY THAT A LOT OF ENERGY, RESOURCEFULNESS AND INVENTION EXISTS WITHIN THESE VILLAGES. A BUSTLING OF LIFE AND EVERY DAY ACTIVITY INVISIBLE TO PEOPLE OUTSIDE OF THESE VILLAGES. THESE SPECIFIC VILLAGES GREW ORGANICALLY OVER TIME, IN A SELF-ORGANISED AND NEGOTIATED FASHION.

PEOPLE BUILT THEIR OWN HOUSES IN VERY UNIQUE WAYS! OPEN SPACES WERE NATURALLY FORMED WITHIN THE VILLAGES, AND GENERAL ACCESS TO THESE COMMUNITIES WAS NEVER BLOCKED BY A SINGLE VILLAGER'S HOUSE. THE STUDENTS SAW THIS, AND RESPECTED THIS. THEY THOUGHT THAT PEOPLE COULD AND SHOULD USE THIS INCLUSIVE WAY OF THINKING IN THE FUTURE ...



MONDAY, MID-AFTERNOON

THE STREET SCENE ENERGY

THE DREAM...

ONE WEEK BEFORE EVICTION...



THE STUDENTS ATTEMPTED - IN THEIR SHORT-, MEDIUM- AND LONG-TERM DESIGN RESPONSES - TO TAP INTO THE INHERENT ENERGY AND ORGANIC GROWTH DISPLAYED BY THE WAY THESE TWO VILLAGES HAD GROWN AND EVOLVED OVER TIME. THE ORIENTATION OF THE COURTYARDS, THE POTENTIAL FOR TWO- AND TREE STOREY WALK-UPS, AS WELL AS THE PROPOSED PLANTING OF TREES COULD BE SOME OF THE SIMPLE STRATEGIES BASED ON WHAT THEY HAD OBSERVED ON THE GROUND.

THE STRINGS OF ENERGY ...

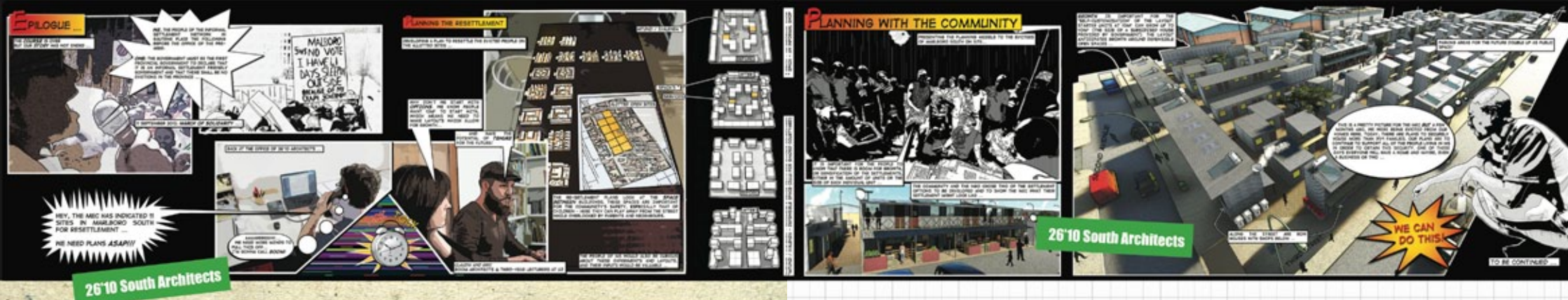


CHAPTER FIVE

Area based Development

The integration of informal settlements in the spatial fabric of cities and towns across South Africa has been an intentional goal of major human settlements and urban development legislative and policy frameworks.

As mentioned in Chapter 1, chapter 8 of the National Development Plan (also called "Vision 2030") calls on government to "stop building houses on poorly located land and shift more resources to upgrading informal settlements, provided that they are in areas close to jobs". This shift towards transforming informal settlements into sustainable and well-integrated human settlements by means of area-based/spatial development frameworks is still high on the policy agenda.



The practices emerging from the experiences of the ISN and FEDUP underscore the need for capacity building and generating local knowledge about local conditions.

Building on the socio-economic, demographic and spatial data generated through enumeration and mapping activities, communities' interpretation of their natural & built environment greatly enhances planning processes in settlements.

This form of deep participation equips the community to proactively engage local governments of the prioritization of development projects, and gives communities a valid and legitimate input in planning processes. By working with support organizations **CORC**, **iKhayalami** and **uTshani Fund**, partnerships with universities, architectural firms, and other stakeholders have been built.

In the unfolding narratives of the two communities presented in this section (and incorporating the lessons learnt from the Langrug upgrading, which is not profiled here), experiences in up scaling from small projects to larger area-based development are profiled. When Marlboro community leaders joined hands with post-graduate architecture students from the **University of Johannesburg** and architects from **26'10 South Architects** in a design studio supported by the **Goethe Institute**, a new interpretation was given to inner city informality in a run-down industrial belt 5km east of Sandton City.



The **Zanempilo crèche in Zakheleni, Umlazi, Durban** illustrates the multiplier factor of investing in communal spaces. Taken together, these two cases (plus the lessons learnt from Langrug in other publications) give insights into community's initiatives to plan for the comprehensive development of the entire informal area.

Note: The lessons learnt in the upgrading of Langrug in Stellenbosch Municipality are not included in this publication. The upgrading of Langrug, who won the South African Planning Institute (SAPI) award in the Community category at Planning Africa 2012 Conference, is not a **CUFF** project. It does however illustrate a more mature expression of what **CUFF** aims to become: an open and transparent city/municipal wide upgrading fund responsive to the development plans of the organized urban poor in the municipality. Currently the upgrading project is in UISP Phase 3, which entails the provision of full services such as road hierarchy, extension of trunk services, and so forth. The community has also partnered with the University of Cape Town's Department of Engineering and the Built Environment and Worcester Polytechnic Institute (WPI) to plan and implement short and long term development. Read more about Langrug on our website and numerous publications.



SDI ISN Gauteng solidarity march
From South African SDI Alliance 1 year ago



ONGOING...

Marlboro, Johannesburg



INITIATION DATE:

The **Marlboro** community first made contact with **ISN** in October 2011, at which time an enumeration was completed and projects were specified. The design studio occurred between July and August 2012.



LOCATION:

Marlboro South is a community of nearly **5000 residents occupying 53 abandoned warehouses and open parcels of land that stretch across 28 square blocks of largely industrially zoned land**. The community is located west of Alexandria Township, City of Johannesburg, and approximately 5 kilometres east of Sandton City.



PROJECT IN BRIEF:

The project was initially framed around a comprehensive development strategy for **Marlboro**, and **CUFF** funding was required for sanitation upgrading and new typologies in re-blocking and in-situ upgrading which would fit into a spatial development framework drafted by the Informal Studio: **Marlboro South**.



However, this forward momentum was dismantled when the City of Joburg launched a new wave of evictions in August 2012. The implementation of the Constitutional Court ruling in favour of the community will become the scope of work for the medium term.



IMPLEMENTING ORGANISATIONS:

The primary community structure, the **Marlboro Warehouse Crisis Committee (MWCC)**, made first contact with the **ISN** and **FEDUP**, who supported in matters of savings, enumerations, project planning, partnership meetings and internal governance matters.

CORC helped to facilitate the enumeration and also provided technical support to initiate projects. At this time, a design studio in collaboration with the **University of Johannesburg's (UJ) Faculty of Design and Architecture** and **26'10 South Architects** was initiated with funding from the **Goethe Institute** in Johannesburg. After the evictions, **Lawyers for Human Rights (LHR)** took the responsibility of following through on the community's request from litigation against the **City of Joburg**.



BASIC FUNDING DETAILS:

The MWCC has begun saving with **FEDUP** as early as November 2011. Since the unravelling of events did not allow for project implementation, **CUFF** budgets were redirected at emergency relief.

Four large canvas tents were purchased at the total price of **R141,707** to accommodate the evicted families. Legal costs for an immediate moratorium on the evictions were **R30,000**. The community has currently saved more than **R11,400**, but this is still in their communal bank account. No contributions were required for the emergency relief works.





CONTEXT:

In 2003, the **City of Johannesburg (CoJ)** obtained an eviction notice and court order for 16 buildings illegally occupied by residents in Marlboro South. Two years later, in 2005, the Johannesburg Metropolitan Police Department (**JMPD**) began acting on the eviction orders by demolishing households in several of the buildings, leaving affected residents homeless and without access to alternative accommodation.

The history here is actually that people started staying in these factories. They were renting because some owners advertised for rentals. So the people came in their numbers. But later on, the City actually gave some court orders that people had to vacate. We boycotted that and went back to the owners and they ran away and stayed with the City. We had a media statement that says we cannot be moved from these areas unless they have an alternative. So that is how they started staying in these buildings.

Charles Gininda, MWCC chairperson

In the aftermath of evictions, the community gathered for a mass demonstration to protest the displacements. The demonstration was instrumental in the issuing of a public response by the **CoJ** who signed a moratorium on any further evictions by the **JMPD** until emergency shelter could be provided to affected residents. Prompted by the devastation caused by the 2005 evictions, the community began to organize a leadership committee, which was tasked with the responsibility of engaging with local ward councillors and Johannesburg Region E Housing officials around finding workable solutions to the housing crisis in their community.

In 2007, the **Marlboro Warehouse Crisis Committee (MWCC)**, as the leadership committee came to be known, partnered with an informal settlement in neighbouring Wynberg to bring a court case against the **JMPD**, for evictions carried out in both communities at the time - evictions that followed the same patterns by the **JMPD** as those that took place in the 2005. The result of that case was a **Gauteng High Court** ruling against the City of Johannesburg in the form of an interdict preventing any further eviction in either community without first acting on the City's constitutional obligation to provide of at least minimum shelter to households with no access to alternative accommodation.

Prior to the **Informal Studio: Marlboro South** (outlined below), the **ISN** capacitated and facilitated the **MWCC** to conduct area-wide enumerations, as well as in supporting the setting up of technical task teams made up of community leaders and residents to drive the studio project. Working off the positive action incited by the studio project, **FEDUP** has also been actively supporting the **MWCC** savings team to draw in more members to their more than 200 household strong community savings scheme.

At the same time, **CORC** has been facilitating the working relationship between the **MWCC** and **UJ**, providing input around project objectives and helping coordinate the logistics of equitable and meaningful participation for all stakeholders involved. **CORC** staff and **ISN** leaders have also been working to draw in **CoJ** Housing Officials into the design process in order to start a direct dialogue with between the community and Johannesburg Metro around housing solutions and tenure security.



PROJECT IMPACT:

In August 2012, when the **JMPD** launched a new wave of evictions, the **ISN** responded by rallying thousands of shack dwellers from Johannesburg, Ekurhuleni (the mining belt), Tswane (Pretoria) and smaller towns and cities such as Mogale City, Midvaal, and Sedibeng who gathered on Mary Fitzgerald square in Newtown, Johannesburg.

This **Asihambi** (meaning "we will not be moved") solidarity march took place in September 2012, and the agenda was a simple but powerful one: mobilising those affected by poor service delivery, insecure tenure, and evictions. The **Asihambi** solidarity march brought together civic structures from all major cities and municipalities.

A positive outcome from the legal battle with the CoJ was the favourable ruling from the Constitutional Court in which the CoJ was forced to the following deliverables:

- > Provide the 141 families with sites in Marlboro.
- > Provide material for the construction of temporary shelters.
- > In 4 months more land needs to be acquired if needed to accommodate the 141 families.
- > Start a meaningful engagement regarding the balance of families evicted later during the month of August.
- > Pay all legal costs.



This is a significant settlement in getting the City to provide the building materials but the onus is now on the City to deliver on its responsibilities to the community and to engage with everyone involved. We are happy that our clients will be able to get their own shelter and hope that this is the last time that a municipality will use excuses like sinkholes, dilapidated buildings and bylaws to act unlawfully and evict occupiers without following due process.

Louise du Plessis, attorney with Lawyers for Human Rights' Land and Housing Unit

The **Informal Studio: Marlboro South** was successfully hosted in July and August 2012. The design products emerging from the studio has been received with great enthusiasm by the community, students, and other stakeholders visiting the exhibition at the Goethe Institute. The studio will travel to four African cities in 2013/14.



The property values in Marlboro South represent some of the lowest real estate values in the area, even if you look at the position of Marlboro, which is very close to the affluent areas, transportation networks, social facilities – which are in one of the oldest townships, Alexandra. Yet it is completely dislocated from the opportunities that the surrounding areas provide... Architectural education in South Africa is not geared to respond to one of the biggest challenges we have in city-making.

Anne Grauper,
principle architect at 26'10 South Architects



PROJECT DESCRIPTION:

In the five years that followed the first wave of evictions in 2007, there has been relative stability in Marlboro South with no forced evictions taking place, but also no solutions being offered by government. Some residents have lived in this area for more than 25 years.

In the absence of direction from the **CoJ's** development plans, the community of Marlboro South and its **MWCC** began reaching out to forge a closer relationship with the Gauteng Informal Settlement Network (**ISN**) and the Federation of the Urban Poor (**FEDUP**). The broad aim of this developing partnership is to work interdependently in the struggle towards tenure security in Marlboro South.

The **MWCC**, via **ISN** and **CORC**, has also partnered with the University of Johannesburg's **Faculty of Design and Architecture (FADA)** and **26'10 South Architects** to conduct a community architecture studio in Marlboro South. The studio course, titled Housing and the Informal City, paired 50 under and post-graduate architecture students with 30 volunteer residents to map the physical environment and social fabric of Marlboro South, as well as to workshop short-term upgrading and long-term housing design ideas into implementable housing solutions for this community.

Participatory research, mapping and theoretical design possibilities were utilised by students and staff members from the **University of Johannesburg**, the **MWCC** leadership, and community members between July 16th and August 31st 2012. The work of the **Informal Studio: Marlboro South** has been exhibited by the Goethe Institute in Johannesburg, and a road show of four African cities is planned for 2013/14.

The community prepared funding proposals to **CUFF** to implement small projects such as sanitation upgrading, drainage, and new typologies in re-blocking. This would have interacted synergistically with the proposals emerging from the Informal Studio. The proposals were at their initial stages. However, all this positive momentum was brought to a halt when the **JMPD** launched a new wave of evictions in the area. A legal battle with the **CoJ** was escalated to the **Gauteng High Court**, and after the affected communities received an unfavourable hearing, the case was escalated to the **Constitutional Court**, who ruled in favour of the dispossessed community. The implementation of the **Constitutional Court** case ruling in favour of the dispossessed community will become the scope of work for the medium term.



Read more about the Marlboro eviction in CORC's research report titled: **"Structural Violence and the Housing Crisis In South Africa: A Report on Informal Settlement Evictions in Marlboro South, Johannesburg"** available online at: http://sasdialliance.org.za/wp-content/uploads/2012/09/Marlboro_report_Full.pdf

The **Informal Studio: Marlboro South** was successfully hosted in July and August 2012. The design products emerging from the studio has been received with great enthusiasm by the community, students, and other stakeholders visiting the exhibition at the Goethe Institute. The studio will travel to four African cities in 2013/14.



OBJECTIVES:

Primarily, this project aimed to support the Informal Studio in their process of developing an integrated and holistic vision that encompasses possible urban development solutions that fit within an implementable framework.

The brief was to develop a framework addressing solutions on a site specific scale outlining possible structural and spatial interventions. Concurrently, the brief was aimed at a distinct and complex residential point-of-view with respect to the design, function, and affordability of housing solutions for Marlboro South.

Long-term, however, the central strategy emerging from the partnership between the MWCC and the SA SDI Alliance is focused on influencing the incremental upgrading of the area resulting in possible housing consolidation via the People's Housing Process. Building on and broadening key dialogues between community residents, government officials, and architectural professionals to include open, participatory engagement around long-term housing delivery plans, which speak directly to the needs of the poor, is absolutely critical to achieving social justice in this community.



CONSTRAINTS:

The contradiction of urban development is stark in a situation like Marlboro. While government seeks to find inclusive and integrated measures to recast visions of housing delivery and spatial reconstruction, the factors that militate against such ideals are also to be found in the way the state craftily misrepresents the agencies, agendas and networks of the poor. In this case, the implementation of vague by-laws was proffered as being a justification for the evictions.





COMPLETE

Zanempilo crèche, Durban



INITIATION DATE:

The project was approved on the 10th August 2011 and completed by the 11th December 2011.



LOCATION:

Zakheleni informal settlement is in V section of Umlazi township located in ward 88 of eThekweni Metropolitan Municipality.



PROJECT IN BRIEF:

The construction of a community-managed crèche and kitchen is a direct response from the enumeration data.

The community aims to reduce the incidents of pedestrian injuries and create a safe space for small children. The community social facility also has economic potential and has become the primary collection and sorting site for organised groups of informal waste pickers.



IMPLEMENTING ORGANISATIONS:

The community worked closely with FEDUP to set up a Community Construction Management Team (CCMT) which would oversee the implementation of the project.

A local saving scheme was established to oversee the collection of contributions to the project. The Durban offices of CORC and uTshani Fund provided technical support.



BASIC FUNDING DETAILS:

The total project budget for the Zanempilo crèche was R32,291, which includes building materials for the foundation, concrete slabs, wall plates, and the furnishing.

Labour costs are also included in the budget, although some volunteers worked for free. After forming the uKukhanya Savings Scheme, the community started saving towards the project, and has contributed R3,250 to the project. The balance of R29,041 was paid by CUFF.



CONTEXT:

Zakheleni is the name given to a settlement of more than 550 families and in Zulu it means "build for yourself". The community was established in the early 1990s and some of the older residents have lived in the settlement for more than 25 years.

However, service delivery service continues to be substandard despite local government's claims that Zakheleni is at the top of the upgrade schedule. This has been a rallying point of the community leadership, but has been met with resistance from local councillors and politicians.



Proper sanitation is our vision for our children. We don't want them to grow up feeling like subjects as we have been treated by government, but as thinking human beings.

Bheki Buthelezi, community leader,
as interviewed by allAfrica.com





PROJECT IMPACT:

The construction of the crèche and kitchen will have a significant impact on the community, and most particularly the youth of the community, with enumeration results revealing that **"457 children under the age of 7 years need a crèche"**.

Further, this project has had several positive knock-on effects, including:

- > First, the crèche caretaker, 49-year-old Ms. Fundi Phiri, has enrolled more than 120 children between the ages of 0 – 6.
- > Secondly, there has been a small but nonetheless stimulating effect on the local employment rates since a total of five community members has been employed. The crèche has also become the primary collection and sorting site for a group of about 37 households who work together as informal waste pickers.
- > Thirdly, it was envisaged that the construction of the crèche would lead to less children being injured in local road accident rates, as they would be otherwise occupied and not on the busy roads nearby.
- > Lastly, the crèche also doubles up as a community meeting hall, which means that community meetings are no longer postponed due to bad weather.



PROJECT DESCRIPTION:

After the project was approved on the 10th of August 2011, the community was informed of the need to establish a project steering committee and a **Community Construction Management Team (CCMT)**, who would manage and monitor the project from beginning to end.

It was announced that the teams would be trained by **CORC** and **uTshani Fund's Durban office**, with joint support in project implementation from **FEDUP**. By the 15th of September 2011, the community had nominated residents they deemed adequately trustworthy and reliable to manage the projects and serve on the committees. The **CCMT** was established consisting of a bookkeeper, technical supervisor(s), a project manager, and a safety and security officer. Emphasis was put on the fact that the process at hand would be instrumental in stimulating more widespread development outcomes, and on the importance of community-driven processes and initiatives.

This **CUFF** funded project included the construction of a crèche and a kitchen. The crèche has a floor space of 40m² (9m x 4.5m), and the kitchen adds another 9m² (3m x 3m). The **CUFF** proposal included foundation, concrete slab, corrugated iron walls, and was furnished with bare necessities, such as a gas stove, steel tables and chairs.

As testament to the dedication and effective project management skills of the community, the project was successfully completed. An official opening of the crèche and kitchen was held on the 11th of December 2011. Due to the success of the project, a community report was requested, and an exchange recommended. It was acknowledged that the **training of a local CCMT in such projects is essential to a project's completion; and that exchange programmes must be encouraged to perpetuate such knowledge.**



OBJECTIVES:

After the enumeration identified the need for a crèche and a space to host a local feeding scheme, a project plan and proposal to **CUFF** was drafted. It outlined the steps towards achieving the objective. Firstly, the community had to make contact with a building supplier to get quotations for the work.

This process also informed the community's schedule for collection and distribution of supplies. Secondly, the community made contact with the ward 88 councillor to outline their plans and get her approval. After the project was completed, exchanges to and from the Zanempilo crèche were hosted by **ISN** to teach other Durban informal settlement communities (such as Quarry Road West, Dunbar Road, Ntuzuma G, Driezek Ext 3, and others) how to set up an effective **CCMT**, build strong community savings, and engage with government. Similarly, meetings with the **Department of Social Development** were organised to discuss the future upgrading and social services in Zakheleni.



CONSTRAINTS:

The relationship between the Ward 88 councillor and the residents of her ward, including those living in Zakheleni, became strained in July 2012 leading to protest action and violent clashes with the police.

While this has cast something of a shadow over the community's relationship with the City and the implementation of future projects in Zakheleni there have been some recent positive developments that suggest the City is keen to work in collaboration with the community in delivering the planned housing upgrade for the area.



Reflections & Lessons learnt

The emergence and growth of informal settlements in inner city and peripheral areas are recurrent phenomena in post-apartheid South Africa. All indicators point that informal areas are most likely to be a part of the urban landscape for many years to come.

Despite the major achievements in providing 3.2 million houses (albeit characterized by poor locations, monotonous typologies and layouts, and non-transformation of apartheid geographies), the South African government is yet to come to grips with the scale of the land and housing crisis, which is increasing year on year. A shift towards upgrading is in motion, but yet the planning and implementation of such plans are slow and inconsistent.





The **National Development Plan/Vision 2030** picks up on some of these inconsistencies when it says that:

→ *"There is an ambivalence across government towards how to address the upgrading of informal settlements, and the mechanisms for the in situ upgrade of informal settlements have yet to be fully developed. The institutional capabilities to manage processes such as incremental tenure, infrastructure and shelter upgrade and the development of appropriate regulations, in a participatory and empowering way, have yet to be developed."*

(The Presidency 2012:271)

This publication has outlined the settlement upgrading initiatives of community organizations associated to the Informal Settlement Network (ISN) and the Federation of the Urban Poor (FEDUP). Masikhase - we are still learning to walk.

Whether in partnership with local governments or in the absence of government support, communities are presenting innovative, responsive and cost-efficient measures to make incremental improvements in living conditions. Upgrading is about more than services and improved living conditions; it is about exercising the right to be urban and contribute to the creation of urban places.

At the same time **ISN** undertakes to deepen community leadership in a given settlement, settlements also network at the citywide scale. Projects are therefore located in larger processes of partnership formation. Just as individual communities strive to understand the issues that emerge from their particular context within a settlement, communities network in order to develop a common understanding of the issues that emerge at the city level. This is where **Community Upgrading Finance Facility (CUFF)** projects aims to transform the relationship between the micro practices of groups of organized informal residents, and the macro structures of power, bodies of rules, and flows of resources. In this way, **ISN** and **FEDUP** aims to render cities more inclusive, pro-poor and socially sustainable.

This publication has profiled eleven projects. A number of lessons can be drawn out for consideration in reaching scale through community-based planning processes.



| Lessons emerging

01 Supporting community initiatives

Projects are not dislocated from other social mobilization and capacity building processes. Once a community has formed its committees, it proceeds to an in-depth process of gathering its own information to serve as the basis for development.

This includes compiling a history of the settlement, household enumeration, developing a profile of the residents and existing social and political organizations, determining current land ownership status, articulating the current community plan for development, understanding any municipal plans for development, and rooting the strategy for future planning within the community. Further, mobilization for community savings begins. There is no one-size-fits-all method for savings. The only rule is an understanding of the importance of community capacity for financial resource generation and management, as a basis for sustainable and scalable plans for informal settlement upgrading.



The quality of the mobilization process is demonstrated in the community's ability to chart a path to development, and to make independently coordinate existing resources to improve the settlement incrementally. The experience of the greywater drainage project in Kwa-Mathambo has illustrated how the investment in community initiatives has transcended the initial CUFF project.

- > Working closely with another settlement in Ward 22, eThekweni called Havelock, the Kwa-Mathambo community has shared their experiences in greywater management is supporting Havelock to install an independent drainage channel.
- > In Marathon and Delport, two neighboring settlements in the Germiston area, Ekurhuleni, the community installed double the amount of taps than budgeted for, including strong foundation finishes to ensure ongoing maintenance and upkeep.
- > Similarly, the Zanempilo crèche in Zakheleni, Umlazi, eThekweni was initially the initiative of a good-intentioned woman with experience in early childhood development. The usage of the structure has doubled up as a collection point for 37 households working together to collect solid waste and sell it off to industry recycling initiatives.



02 Demonstrating co-production through projects

The CUFF funding process is located in a deep social mobilisation process. Once development plans have been prepared, and negotiations around local issues have gained traction, implementation should happen with minimal disruption to the resident's living environment.

Space is created to ensure a continual learning environment through the ethos of "learning by doing". Although the multi-party project steering committee guides project management and coordination the community is involved in each phase. In reality, as projects move to implementation, all stakeholders in the partnership will face difficulties that they did not anticipate. Just as communities challenge the planning assumptions of municipalities, projects help build the capacity of communities to be leading participants in both settlement-level and city-level planning.



People-driven processes can only be achieved by participating and engaging meaningfully in every programme or project that affects our life. Participation by people on the ground will prevent fit-one-fit-all methods; this has been seen in many projects, especially in the informal settlements. Government and communities must talk and listen to each other and try to understand each other's perspectives, so they can achieve together particular goals.

"Making people's participation in development a reality"

by Puti Mashamaite, Siphamandla informal settlement leader; in uTshani Buyakuluma, Vol. 2, June 2011

Once a settlement with no chance of accessing government services due to its illegal and strategic location, the community of Sheffield Road through the re-blocking project has demonstrated to City of Cape Town officials and engineers an alternative way of thinking about the location and maintenance of services.

The re-blocked settlement gave the City the option of locating toilets more centrally in the community maintained "courtyards", and this has contributed to the perceived tenure security status of the settlement. The Province has committed not to extend and thereby using the road reserve for the foreseeable future.

Co-production can also take on the form of independent and autonomous initiatives beyond the influence of the state. Such initiatives are either celebrated or shut down. Hence, co-production does not always lead to transformed governance relationships.

When anti-invasion police the Red Ants demolished a demonstration toilet unit built by the community of Ramaphosa the positive gains of the project was cast in disarray. The City insisted their actions were justified referring to compliance to land use management controls. Such anti-developmental actions stifle the initiatives of organized communities.

In Makause, the successful water reticulation project spurred by the runaway fires of the past aimed to put the community's Development Forum on a path to development with the Ekurhuleni Metropolitan, but later elicited equally socially erosive governance relationships with the state.

03 Upgrading as reformed governance

The upgrading agenda is underscored by the positive values of participation, citizen empowerment, community development and other reforms of the governance regime. However, these state-civil society relationships around the improvement of conditions in informal settlements has not been developed, and there is a general ambivalence on the meaning and practice of these “soft skills”, as the citation from the National Development Plan alludes to.

Upgrading of informal settlements marks a significant shift from the dominant “eradication”, “clearance” and “shack-free cities” discourses that have spurred many anti-poor and anti-developmental government-endorsed actions such as evictions, demolitions, temporary (which often become permanent) relocations and so on.

Marlboro South is an example of continued resort to such socially erosive political relationships endorsed by the state. When the demolition squad of the **Johannesburg Metro Police Department (JMPD)** rolled in on the fragile inner-city informal area the gains achieved through a joint planning studio between “community designers” and architecture students and professionals were undone in a matter of a few days. It takes much longer to build social cohesion and social capital than to break it down.

Upgrading informal settlements therefore remain a daunting challenge and advocacy “nerve point” for civil society organizations. The potential to transform the governance regime and create new spaces of inclusion and participation in the design, planning and implementation of development projects that affect informal settlements is on the horizon.

In some of the projects profiled, the “dark side of planning” is evident in the responses of government on community upgrading initiatives.

- > Although the re-blocking of Ruimsig, a settlement on the juridical borders of Mogale City and the City of Joburg, has put community leaders leading the blocking initiative in contact with diverse stakeholders such as officials and councilors from two municipalities, ratepayers associations, architects and architectural students, and delegates from NUSP, the project has been bogged down in political erosive relationships.
- > The sanitation project profiled in Silahlwe informal settlement in Katorus, Ekurhuleni pointed to some positive new developments in the relationship with the local councilor.
- > The prospects for real change however seems much more dependent on deeper structural reforms, such as the creation of temporary relocation areas, which Silahlwe was at one time thought to be. After more than 15 years of waiting to be housed, the community is taking small steps towards calling this place home.



04 When the informal meets the formal: Co-production

True public participation in the design and roll out of services and development projects recognizes the empowerment of ordinary citizens and the democratization of government functions. The Municipal Systems Act of 2000 refers to government creating a “culture of community participation” where the community has a direct interest and influence on the design of governance arrangements.

The Onus lies on both communities and local government to create these “cultures”. The Constitution and major legislative frameworks guarantees this right to citizens, but participation is often reduced to compliance and checklists. Active citizenship in the development process is therefore pertinent in ensuring greater inclusion in the development enterprise, and the potential to affect decision making and associated policy reforms are underscored. When participation goes beyond consultation and tokenism, partnerships can be formed in state-civil society relationships.

One of the ways in which communities linked to **ISN** and **FEDUP** are advancing such agendas is through a political strategy of “co-production” in which alternative ways of delivering services are coming into focus.

The drainage and storm water management project in Masilunge demonstrates the values of co-production. Like many other settlement on the Cape Flats, where the water table is high, Masilunge experiences extreme flooding situations. The steep slopes and topography of the settlement warranted a catchment area at the base of a slope, and the community installed a drainage and storm water management system. The real negotiations with the City centred around connecting this informal system with the City’s formal trunk services on the corner of NY117 and NY5 in Nyanga.



05 Pro-poor city-building from the bottom-up

Fostering inclusive, pro-poor and sustainable urban development can only occur when government & civil society work in partnership to achieve the ideals of participatory democracy. In the delivery process, this requires the central inputs of community members on the allocation of state resources, opening spaces to influence policy deliberations and decision-making.

This publication has demonstrated some of the outcomes of setting up locally rooted “urban poor funds” which acts as channels for funding upgrading over a sustained period. Contributions from local government through allocation of contractors, materials and resources (human, financial, and technical) solidify the partnership between communities networking at the city-wide scale and local government. Such a clear political vision will mean that the shack resident becomes a citizen, shacks eventually become houses, and informal settlements are regularized and integrated in the spatial fabric of cities.

Although quite a few of the projects profiled in this publication speak to the opportunities and challenges of reaching this level of deep democracy, the Mtshini Wam experience arguably goes the furthest in demonstrating the co-production potential of collaborative partnerships for in-situ upgrading. After extensive mobilization and a successful demonstration cluster, the community undertook to fast track the implementation. Working and exchanging lessons with other communities and coordinators of the **ISN**, and technical support from **CORC**, the community formed a strategic partnership with the City of Cape Town around delivery of materials, job creation via the **Extended Public Works Programme (EPWP)** and other designers and universities around livelihoods, food security and dignified quality places (the “Green Shack” as focal point).



Reference List

This publication borrowed from multiple sources such as project proposals, budgets and development plans, blog articles, minutes of board meetings, video footage, loosely structured interviews with community leaders, ISN coordinators, CORC technical staff, uTshani Fund administrators; all of which can not be referenced in this publication. Below is an outline of some of the publications consulted in the write up of this project report:

- > 26'10 South Architects and Goethe Institut. 2012. Informal Studio: Ruimsig. Available online: <http://informalcity.co.za/ruimsig>
- > 26'10 South Architects and Goethe Institut. 2013. Informal Studio: Marlboro South. Available online: <http://www.goethe.de/ins/za/joh/ver/en10433380v.htm>
- > Armitage, N; Winter, K; Spiegel, A; Kruger, E. 2008. Community-focused greywater management in some selected informal settlements in South Africa. 11th International Conference on Urban Drainage, Edinburgh, Scotland, UK
- > Bolnick, A. 2011. Transforming minds and setting precedents: blocking-out at Ruimsig informal settlement. In Good Governance Learning Network (GGLN). 2011. State of Local Governance 2011: Putting participation at the heart of development. Putting development at the heart of participation. Isandla Institute, Cape Town
- > City of Cape Town and CORC/ISN. 2012. Co-operation agreement for the improvement of informal settlements and backyard precincts in Cape Town. Signed on 19 April 2012 at Vygieskraal.
- > Community Organisation Resource Centre (CORC). 2011a. "Building a bridge between the 'informal' and the 'formal' ". Report for internal circulation, June 2011

- > Community Organisation Resource Centre (CORC). 2011b. The upgrading of Sheffield Road. Available in print and online at: <http://sasdialliance.org.za/documents/>
- > Community Organisation Resource Centre (CORC). 2012. Manual for partnership-based informal settlement re-blocking. Drafted by Gerry Adlard, consultant to CORC
- > Community Upgrading Finance Facility (CUFF). 2011. Governance structure of the proposed CUFF. Draft concept note for internal circulation
- > Department of Performance Monitoring and Evaluation (DPME). 2010. Guide to the Outcomes Approach. The Presidency of South Africa
Available online: <http://www.thepresidency.gov.za/dpme/docs/guideline.pdf>
- > Fieuw, W. 2013. Forging collaborative partnerships in the furnaces of informal settlement upgrading. In Good Governance Learning Network (GGLN). 2013. Active Citizenship Matters. Isandla Institute, Cape Town
- > National Upgrading Support Programme (NUSP). 2010. National Upgrading Support Programme, Programme details and progress to mid-July 2010. Prepared by Steve Topham, NUSP Technical coordinator, 14 July 2010.
- > Shack / Slum Dwellers International (SDI). 2012. A Background to Urban Poor Community Upgrading Finance Facilities. Draft concept note for internal circulation.
- > Socio-Economic Rights Institute (SERI). 2011. Basic Sanitation in South Africa: A Guide to Legislation, Policy and Practice. Compiled by Kate Tissington
- > South African SDI Alliance. uTshani Buyakuluma. Vol 3.
Available online: <http://sasdialliance.org.za/documents/>
- > The Presidency, National Planning Commission. 2012. National Development Plan 2030: Our Future – Make it Work. Pretoria
- > **Contributors to this project:** Walter Fieuw (project lead), Sophie Ritchie (project assistant), Joel Bolnick, Sandra van Rensburg, Jhono Bennett, Ryan Bosworth, Andy Bolnick, Aditya Kumar, Ben Bradlow. Layout and Design: roxybdesign.co.za
- > **Citing this publication:** South African SDI Alliance. 2013. Masikhashe: Community Upgrading Finance Facility (CUFF). Published research report, Cape Town

SDI SOUTH AFRICAN ALLIANCE

www.sasdialliance.org.za



vimeo.com/sasdialliance



twitter.com/sasdialliance



facebook.com/SA.SDI.Alliance

MASIKHASE | COMMUNITY
UPGRADING
FINANCE
FACILITY

