

Building Inclusive Cities



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SA SDI Alliance in Durban

01

About

This annual report shares the experiences of the SA SDI Alliance for the period 2013- 2014 and tracks the progress of key activity areas for the Federation of the Urban Poor (FEDUP) and the Informal Settlement Network (ISN), our upgrading strategies (housing, informal settlement and city-wide upgrading) in partnership with local and national government and our livelihood and income generation initiatives.



SA SDI Alliance gathers in Johannesburg

SOUTH AFRICAN SDI ALLIANCE

1.1 THE SOUTH AFRICAN SHACK DWELLERS INTERNATIONAL (SA SDI) ALLIANCE

The South African alliance of community organizations and support NGOs affiliated to Shack/Slum Dwellers International (SDI) has pioneered people-centred development initiatives by and of the poor since 1991. Through rituals of savings, profiling, enumerations, community based mapping and planning, poor communities have successfully spearheaded both the Peoples Housing Process (PHP) and incremental informal settlement upgrading projects nationally.

▶ THE ALLIANCE HAS FOUR PRIMARY PARTNERS:



Community Networks

Social and Technical Support NGOs



THE FEDERATION OF THE URBAN AND RURAL POOR (FEDUP) is a nationwide federation of informal settlement dwellers who have pioneered new methodologies of community organizing, focusing on women's participation, daily savings, information gathering and militant negotiation. Core activities are pragmatic partnerships with the State, community-led housing development, land acquisition and incremental informal settlement upgrading.



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, eThekweni (Durban), Johannesburg, Ekurhuleni, Nelson Mandela Bay (Port Elizabeth) and Stellenbosch. ISN mobilises communities to engage government around security of tenure and better service delivery.

Taken together FEDUP and ISN strive to secure **project-linked income generation and job opportunities** for their members.



THE COMMUNITY ORGANISATION RESOURCE CENTRE (CORC) is a NGO that supports the social processes of **FEDUP** and **ISN** and assists them to develop strategies for inclusive cities. This includes facilitating engagements with formal actors like the state and supporting the development of savings, information gathering and community-led development strategies.



THE UTSHANI FUND supports the technical processes of FEDUP and ISN and is a formal bridging finance institution, which provides loans for community-led house construction, land acquisition, and incremental informal settlement upgrading. **THE COMMUNITY UPGRADING FINANCE FACILITY (CUFF)** is currently administered by **uTshani**, and funds small-scale incremental upgrading projects of the **ISN**.

> ALLIANCE TOOLS

SA SDI Alliance at a glance:



SA SDI Alliance tools to build inclusive cities.



1.2 MESSAGE FROM THE DIRECTOR

> BUNITA KOHLER

This year marks twenty years since we cast our first democratic vote in South Africa. Who can forget the jubilation we experienced on 27 April 1994? Who can forget the promises, ideals and aspirations we fought for and held dearly as a nation?

Incidentally, this year 2014, we faced the polls once again, but this time amidst protests, strikes and demonstrations against poor service delivery. What is clear is that little has changed for the poor in our cities.

Cities are no different than they were 20 years ago. The rich and poor are growing further apart and homelessness, landlessness and joblessness are on the increase. It is clear that we need a different mind-set and delivery mechanism.

The most recent document produced by the Department of Human Settlements states: "One of the areas that are critical for the achievement of Human Settlements vision 2030 is ensuring, 'Active Citizenry'". According to the National Development Plan the model for service delivery entrenched after 1994 has produced a dependent inactive citizenry.

Households and communities have become passive recipients of government's delivery programme. Many are no longer seeking their own solutions or finding ways to partner with government to improve their own neighbourhoods.

Since 1990, **building Active Citizenry** has been a consistent message of the South African SDI Alliance. The Federation of the Urban Poor (FEDUP) and Informal Settlement Network (ISN) have developed a model that promotes active participation. In this process communities are encouraged to take ownership of their problems and therefore also of finding solutions, in partnership with government and other stakeholders.

"knowledge that comes from below is a critical component in inclusive city development"

This year, in line with Shack Dwellers International, the South African Alliance launched the 'Know your City' campaign. Through this campaign, federations of the urban poor are encouraged to collect data and knowledge about their settlements that can be aggregated at city level.



Bunita Kohler with ISN and FEDUP National Co-ordinators: Rose Molokoane, Mzwanele Zulu and Patrick Magebhula Hunsley

This emerged from the federation's tried and tested practice to gather data and from many organizations who are placing a focus on the role of data in planning, development and decision-making. **The federation process is one where the knowledge comes from below** and is a critical component in the production of inclusive city development.

Another highlight for the 2013 - 2014 financial year is the growth of savings collectives through the launch of a much more rigorous loan system - once again a practical demonstration of active citizenry. These savings groups are the building blocks for communities to accumulate their own resources. With these resources they leverage external resources for their community led projects.

During the last financial year the alliance continued to **build and strengthen partnerships** with both local and national government to demonstrate informal upgrading strategies that will contribute to building more inclusive and just cities.

Finally, I wish to take this opportunity to thank all our community members who carried this flame for building active citizenry, with such passion and pride, our staff who provide support to the communities, the board for their management and guidance and most importantly to our DONORS for their continued support to the mission of the SA SDI Alliance.

Bunita



1.3 REFLECTIONS FROM FEDUP NATIONAL CO-ORDINATORS

> ROSE MOLOKOANE

As FEDUP, our engine is savings. In all our activities in the past year, savings have been our focus.

The first highlight was our loan programme through which we managed to empower more than 1500 people by giving them loans to start businesses. A person can only receive a loan if she or he is part of an existing savings group or forms a new one. We held a loan programme evaluation in September 2013 where we reflected on the capacity of our facilitators to run with the income generation programme. Our records show that through the programme savings went up dramatically and the active participation of FEDUP members is growing.

A second highlight was the pledge money of R10 000 000, offered to us by Lindiwe Sisulu, the National Minister of Human Settlements. It shows us that government knows FEDUP is still there and that we are building houses successfully. To date we have built 584 houses with provincial housing pledge money in Gauteng.

In the North West, the provincial government renewed our contract for 1000 housing subsidies. In the Free State we finished the first 200 houses and are planning a handover. We are about to start a new pledge in Mossel Bay and have 3 projects approved in the Eastern Cape. These are the regions in which we have secured an implementable partnership with local government - in other provinces we will work to revive partnerships. In March 2014, for example, we held a peaceful march to eThekweni Municipality in KwaZulu Natal to submit a memorandum and pursue a partnership.

Lastly, let us remember the message that Patrick left us with: you should work hard and the mama's should save strongly. These are encouraging words to us, let's share them with everyone and remind ourselves why this organisation was built so that we can continue to improve on what we are doing.

Rose



1.3 REFLECTIONS FROM FEDUP NATIONAL CO-ORDINATORS

> MARLENE DON

It is with great excitement that I report on a year of great achievements for FEDUP.

The organisation launched an income generation loan system last year, which helped our membership grow tremendously. What an achievement. We also launched a funeral policy for our members and for the broader communities. FEDUP really looks out for its members. Let me tell you more, during the last financial year FEDUP built 652 houses for their members on a national level, isn't it great?

As FEDUP members we learn by doing and through exchanges. Not to mention that we sent a delegation to the World Urban Forum in April in Medellin, Colombia. For me it was just awesome meeting and networking with the rest of the world.

The organisation targets poor communities; to build them and empower them. It really tries hard to restore dignity. Our support NGOs, CORC and uTshani Fund, are just great in supporting our initiatives. They really just walk that extra mile to help the federation achieve its objectives.

As any other CBO, we face challenges, and we face them fearlessly. I am saying that when you give your problems away you give your solutions away. So for the federation we find our solution within the problems.

Lastly, it is with sadness to tell that on 4 August 2014, we lost a leader, mentor, patron and father in our federation. Patrick Magebhula Hunsley played a tremendous role in building FEDUP. We surely miss you brother but have relieved you. We will continue to live the legacy you have left behind.

One of Patrick's last wishes was to build a youth federation. Be sure brother, it will be taken to the next level. To CORC, uTshani and SDI, thank you for supporting FEDUP. To FEDUP, we still have a long walk to freedom in all walks of oppression. Lets fight poverty with our values.

This organisation belongs to everyone who is part of it or who wants to be part of it. Amandla Imali Nolwazi! Heita FEDUP heita!

Marlene



INFORMAL
SETTLEMENT
NETWORK

1.4 REFLECTIONS FROM ISN NATIONAL CO-ORDINATORS

► TRIBUTE TO PATRICK MAGEBHULA HUNSLEY

On 4 August 2014 we lost our dear comrade, friend and stalwart of the Alliance, Patrick Magebhula Hunsley. We would like to pay him tribute and share the plans he had for the year that has passed.

Born in rural Melmoth in KwaZulu Natal in 1958, Patrick spent his teenage years in Durban. He lived in Inanda township, which was not far off from Piesang River, a rapidly growing informal settlement which would become his home in future years.

During this time he focussed his political efforts on the Piesang River Civic Association aligned to the United Democratic Front. His leadership and popularity ensured that Piesang River was an ideal focal area for progressive land and housing development.

In the early 1990s, the Piesang River Civic Association, under his leadership, linked up with an initiative called People's Dialogue on Land and Shelter which had emerged from a shack dweller conference in 1992 where Patrick met land and housing activists from around South Africa and several countries in Asia, Africa and Latin America.

Along with others, Patrick took part in the first exchanges to India in 1991 and 1992 to learn from the experiences of the National Slum Dwellers Federation, women-led savings collective Mahila Milan and Indian support NGO, SPARC. These exchanges shattered any illusions about housing or service delivery the new South Africa might have brought. Under the leadership of Patrick and others the exchanges resulted in the formation of more than 50 housing savings schemes which were collectively launched as the South African Homeless People's Federation (SAHPF) in 1994 in Broederstroom. In 1996 Patrick was part of the South African and Indian Federations that launched Shack/Slum Dwellers International (SDI).

As a leader of the SAHPF Patrick negotiated with government departments, and even turned away offers when they jeopardised the needs of the community. In his home in Piesang River, the Federation built 1,431 houses between 1992 and 2000. When the SAHPF split in 2005 and the Federation of the Urban and Rural Poor (FEDUP) was formed, Patrick continued to mobilise communities across South Africa as a leader of FEDUP.

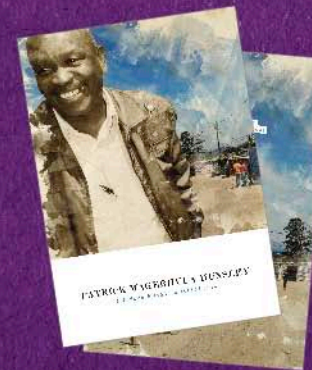


Rose Molokoane and Patrick Magebhula Hunsley in February 2014

Since 2008/09 he served as the chairperson of the Informal Settlement Network. He built progressive partnerships with government agencies and as a special advisor to the previous minister of Human Settlements Mr. Tokyo Sexwale. He served as a committee member of the Ministerial Task Team, and presented at numerous international conferences such as World

Urban Forum 7 in Medellin, Colombia. In his vision for the last year, Patrick had especially prioritized the following: launching the 'Know Your City' campaign (aiming to profile and enumerate all 2700 of South Africa's settlements); building a second tier of leadership and launching a youth federation. He successfully initiated all of these.

As we celebrate his life and carry his spirit with us, we are committed to continue building these goals and to continue fighting for the broader vision that he represented – including the voice of the poor in our cities.



We have published a memoir and tribute booklet for Patrick, which you can access on our website and blog.
www.sasdi.org.za



INFORMAL SETTLEMENT NETWORK

1.4 REFLECTIONS FROM ISN NATIONAL CO-ORDINATORS

> MZWANELE ZULU

The Infomal Settlement Network's (ISN) major event in the past year was the Alliance's National Forum in November 2013. We brought together about 250 people from across the country and prepared three guiding documents:

- 1) The FEDUP charter
- 2) The ISN charter and
- 3) The joint ISN and FEDUP charter which brings together both social movements.

It bring together the two rivers of ISN and FEDUP, committing to share our methodologies and support each other wherever possible to make a difference in the lives of people living in informal settlements.

The ISN also held smaller forums and dialogues in different provinces where communities met to talk about their challenges. In March 2014 the Alliance held a mass demonstration to eThekweni Municipality that assisted us to identify opportunities and weaknesses.

I stand firm in saying that we need to support Kwa-Zulu Natal in building its relationship with government. We had upgrading projects in Kuku Town and Flamingo settlements in the Western Cape. Our vision is to expand upgrading projects to other provinces as well. In the Eastern Cape we are well underway in terms of signing an MoU with Nelson Mandela Bay Municipality. In terms of partnerships, we are still experiencing resistance in other provinces.

In the next year our objective is to sign at least two or three MoUs and to scale up on upgrading projects to influence municipality's policies. We want to influence provincial and national government, including the legislation of the country. We want to have policies that are informed by the people - such as establishing a city-wide fund where communities, CBOs and government can access resources and become agents of change for informal settlements.

Mzwanele



Regional FEDUP Co-ordinators: (Back left to front right) Rose Molokoane (national), Nomali Zondo (KZN), Anna Estavoa (KZN), Rosy Mashimbye (Gauteng), Rosina Mufamadi (Limpopo), Emily Mohohlo (Free State), Thozama Nomnga (Western Cape), Evelyn Benekane (Eastern Cape), Sarah Mulaudzi (North West), Alina Mofokeng (Gauteng), Nomvula Mahlangu (Mpumalanga), Marlene Don (national)



Regional ISN Co-ordinators: Left to right: Ndodeni Dengo (KZN), Nkokheli Ncambele (Western Cape), Siphso Vanga (Gauteng), Siphso Ntsondwa (Eastern Cape)



SA SDI Alliance and African, Asian & Latin American SDI federations at World Urban Forum 7 in Medellin Colombia in April 2014



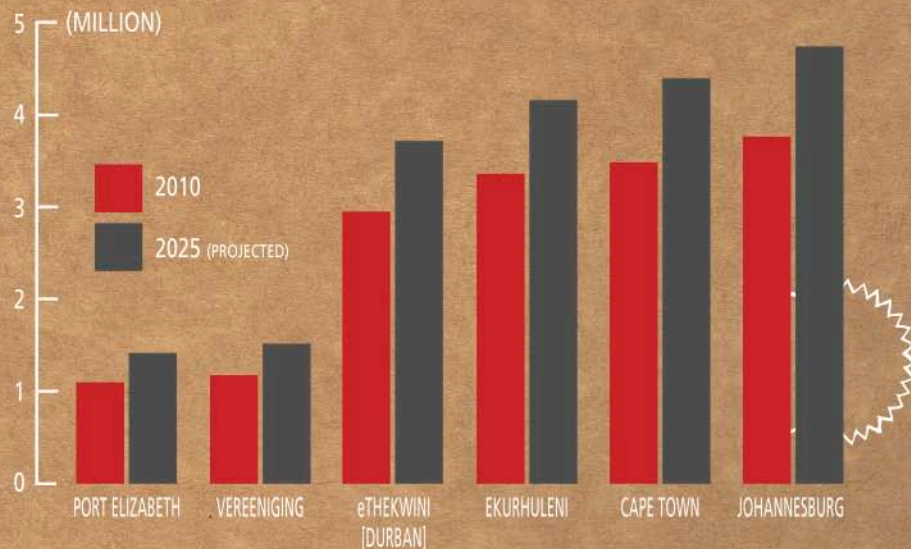
Urban poverty and progress

2.1 THE GLOBAL LANDSCAPE

As the Millennium Development Goals (MDGs) reach their target date in 2015, an influential debate on global development decision-making is taking place far from the informal settlements of African cities. Under discussion are the basic targets of the next round of development goals - the Sustainable Development Goals (SDGs) - initiated at the United Nations' Rio+20 conference in 2012. People living in informal settlements have little voice in determining the targets that will drive government decisions around spending and policy priorities, donor areas of focus, and wider perspectives around development.

> URBAN GROWTH IN SA

Comparison of populations of the largest cities in 2010 & 2025.



www.mg.co.za/article/2014-04-10-low-cost-housing-not-low-cost-enough
ORIGINAL GRAPHIC BY: JOHN McCANN. DATA SOURCE: RUAF

Yet the content of the SDGs and the prospect of an urban goal are significant. Together with other organisations SDI has responded by demanding that the urban poor be located as central actors in the adoption of these goals and that an urban goal should specifically include the rights of the urban poor through universal access to amenities like land, services and shelter. An urban goal would therefore place a greater focus on formal local government and governance as a space and scale for administering change.

SDI has therefore launched the **"Know Your City"** campaign as a global campaign for grassroots data collection and inclusive partnerships with local governments for citywide community networks of urban poor communities.



"There cannot be transformation of the city if slum dwellers are not integrated"

ROSE MOLOKOANE, FEDUP NATIONAL CO-ORDINATOR
AT WORLD URBAN FORUM 7, 2014

2.2 URBAN POVERTY AND SOUTH AFRICA

In South Africa 1.2million households currently live in informal settlements under very precarious conditions, notwithstanding government's continuous efforts to deliver affordable housing to the poor.

Given this context the government radically reformed its housing policy in 2004 and introduced **Breaking New Ground (BNG): A Comprehensive Plan for the Development of Sustainable Human Settlements**. BNG gave effect to new housing programmes, including the **"Upgrading of Informal Settlements Programme" (UISP)**, which has the potential to catalyse and achieve broader socio-economic goals through incremental, in-situ upgrading of informal settlements as opposed to relocation to peripheral housing developments.

To date, however, the application of the UISP has been slow. For the period 2014-2030, government has included the goal of **"transforming human settlements and the national space economy"** as a top priority in the National Development Plan 2030. This goal aims to achieve 'sustainable human settlements and improved quality of household life' as its primary outcome. In so doing government has highlighted the importance of ensuring an **active citizenry**.

"The model for service delivery entrenched after 1994 has produced a dependent and inactive citizenry. Many households and communities are no longer seeking their own solutions of finding ways to partner with government to improve their neighbourhoods, the problem of dependency is mostly entrenched in housing."

NATIONAL DEVELOPMENT PLAN 2030



Alliance Strategic Planning in February 2014

2.3 SA SDI ALLIANCE STRATEGIC PLAN

Against this backdrop, the SA SDI Alliance set its strategic direction for the next five years in February 2014. At our strategic meeting, the entire leadership of the Alliance agreed to continue building a strong voice of the urban poor that would influence government policies to become inclusive and 'pro poor'.

THE 2014 – 2018 STRATEGIC PLAN IDENTIFIES SIX STRATEGIES:

STRATEGY 1

Deepening urban and rural poor people's networks with regional co-ordination

STRATEGY 2

Impact policy by demonstrating community based development on city and regional scale

STRATEGY 3

Promote co-productive partnerships with a variety of stakeholders to ensure pro-poor outcomes

STRATEGY 4

Keep record of learning, monitoring and evaluation

STRATEGY 5

Streamline organisational synergies in the Alliance

STRATEGY 6

Ensure financial and resource sustainability



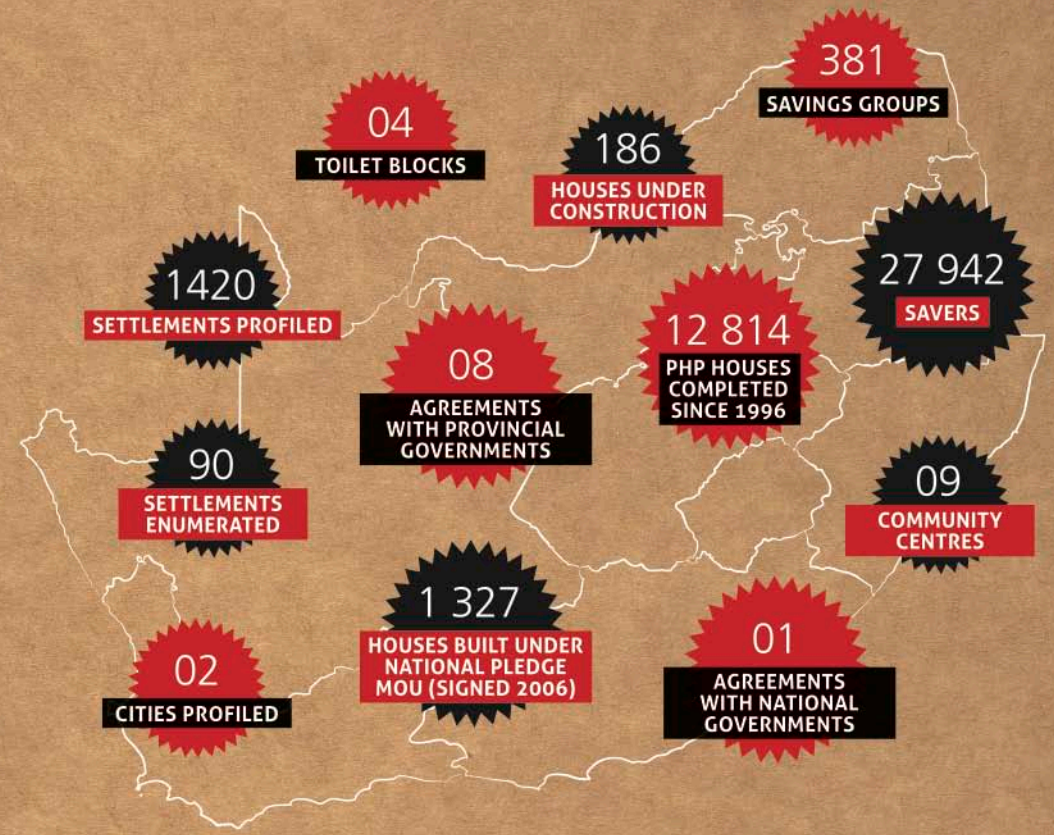
KZN ISN facilitator mobilises a community in Durban

5(b) More reactionary partnership government



The current Minister of Human Settlements, Lindiwe Sisulu, pledged R10 000 000 to FEDUP in August 2014.

> AT A GLANCE: SA SDI ALLIANCE 2013-14



2.4 HIGHLIGHTS IN ISN & FEDUP CALENDAR

The following are highlights in the 2013/2014 FEDUP and ISN programs.

> 2013

- FEDUP and ISN began working on and later adopted their respective charters and guiding documents, thereby consolidating the urban poor platform
- ISN and FEDUP held a national forum which launched the joint charter
- The focus in 2014 has been to develop closer ties between FEDUP and ISN with a push to put into practice the ideals of the joint charter
- 2014 also saw new developments in income generation and livelihoods initiatives such as the Loan Programme, Awango Solar Lights and SAFFS Funeral Scheme

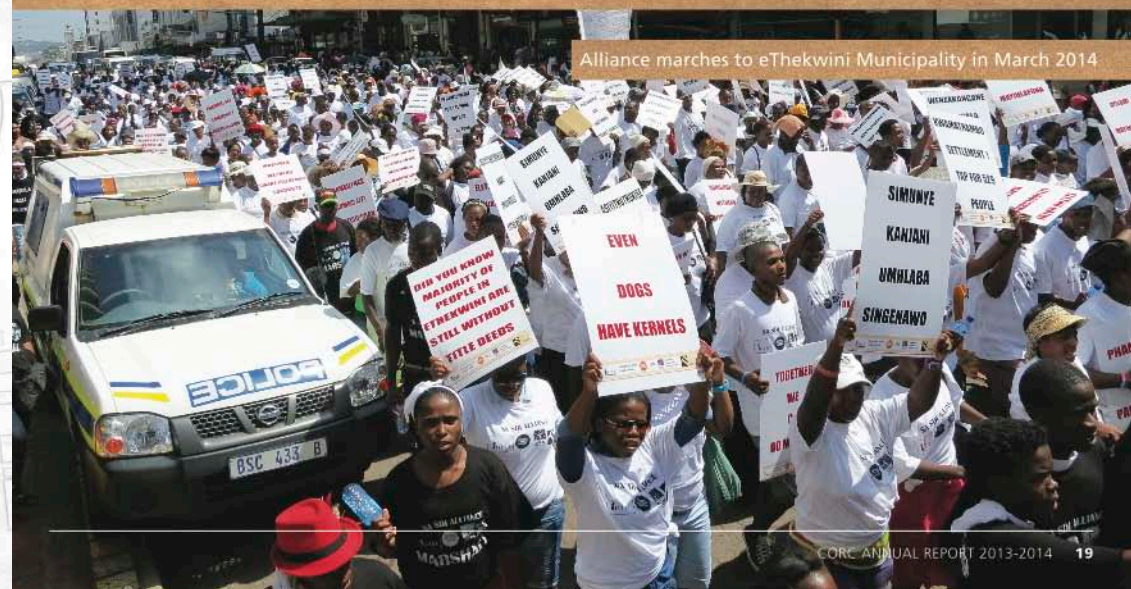
> 2014

- FEDUP and ISN implemented their respective charters with a focus on getting the systems in place to allow for a truly bottom up grassroots agenda
- Renewed implementation of network meetings in FEDUP regions which have served as the primary data collection tool
- The current Minister of Human Settlements, Lindiwe Sisulu, pledged R10 000 000 to FEDUP in August 2014



National Forum, Oukasie North West, November 2013

Alliance marches to eThekweni Municipality in March 2014



Deepening Networks of the Urban and Rural Poor



3.1 SAVINGS

FEDUP continues to establish women centred savings collectives and grow its membership. Poor communities use savings as a tool to build trust between members and accumulate their own resources in order to leverage external contributions. By combining savings with external contributions, the **National Urban Poor Funds (see chapter 6)** gear up capital for large-scale construction and infrastructure development.

PROVINCE	SAVINGS SCHEMES	MEMBERS	OPENING BALANCE	CLOSING BALANCE
Eastern Cape	68	1100	R97 295	R110 085
Gauteng	47	5800	R2 736 675	R2 745 573
Free State	23	1031	R106 223	R120 543
Limpopo	30	750	R66 299	R74 419
North West	63	5832	R543 931	R502 799
Mpumalanga	19	1099	R95 191	R199 499
KwaZulu Natal	97	11331	R722 933	R722 933
Western Cape	34	999	R133 526	R133 526
TOTAL	381	27 942	R4 502 072	R4 609 379

FEDUP started livelihoods programmes such as the **Loan Programme** and **Total Solar Lamps** by Awango, which assist members in starting their own small income generation activities. As these programs can only be accessed by members in active savings groups, they play a critical role in strengthening and expanding the practice of savings.

Community steering committee in Flamingo Crescent informal settlement (Cape Town) records community savings.



Collecting Savings in North West Province

ISN mobilises communities around specific savings for upgrading projects. These savings have leveraged external resources from local government through basic service provision. Community savings also act as a contribution to CUFF projects (see chapter 6).

"When we collected two bottles we saved the deposit from one bottle. We also collected tins, did the gardening or ironed people's clothes. This is how we managed to save quickly"

(HANAH OLYN, KUKU TOWN COMMUNITY MEMBER, 64)

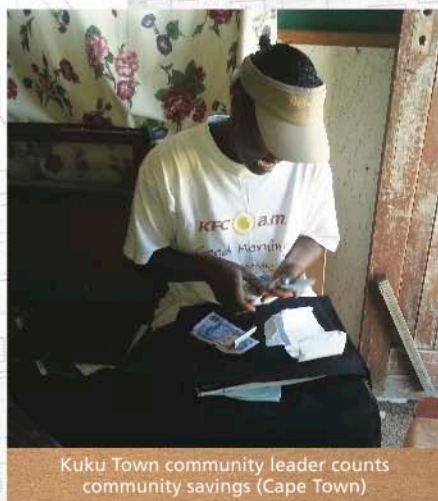
The Loan Programme allows FEDUP members to access group loans from their own fund, rather than from other financial institutions. FEDUP is therefore in the process of starting up a legal and formalized microfinance institution. This will assist the movement in starting to finance its own social activities.

The upgrading of Mtshini Wam informal settlement was the first re-blocking project in partnership with the City of Cape Town. Through savings the community leveraged city resources and support for the whole project. The City subsequently adopted 'reblocking' as an official policy in 2012 and allocated R10m per year to re-blocking projects.

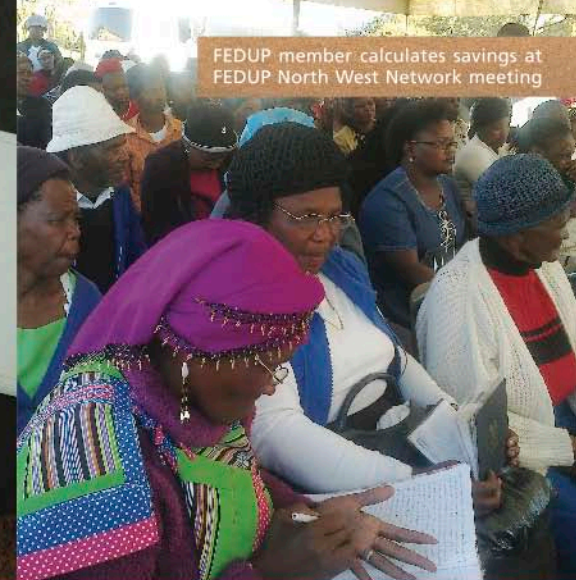
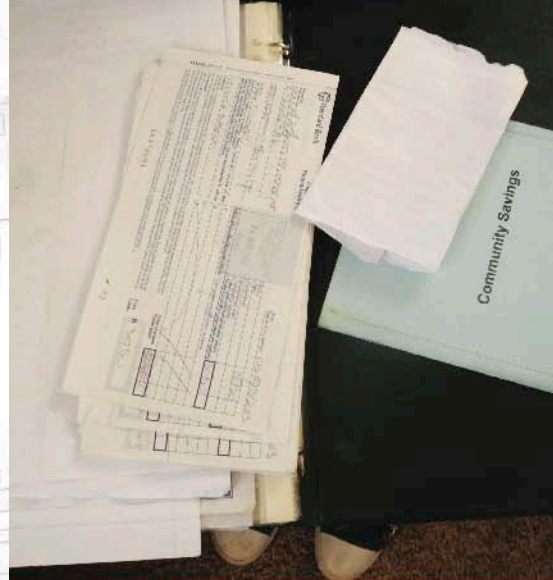
Total South Africa (TSA) introduced Solar Lamps by Awango to FEDUP and uTshani. Members can buy the lamps from Utshani Fund and generate economic opportunities by selling them on to potential buyers. 314 FEDUP members have been trained as resellers of the lamps this year.

"Savings contributions enable us as communities to take ownership and responsibility for the changes and upgrading in our settlements."

(MELANIE MANUEL, ISN WESTERN CAPE)



Kuku Town community leader counts community savings (Cape Town)



FEDUP member calculates savings at FEDUP North West Network meeting

SUMMARY OF COMMUNITY SAVINGS TOWARDS UPGRADING PROJECTS

SETTLEMENT	HAVELOCK	MTSHINI WAM	KUKU TOWN	FLAMINGO CRESCENT	LANGRUG
PROVINCE	KwaZulu Natal	Western Cape	Western Cape	Western Cape	Western Cape
MUNICIPALITY	eThekwin	City of Cape Town	City of Cape Town	City of Cape Town	Stellenbosch
PROJECT TYPE	Re-blocking	Re-blocking	Re-blocking	Re-blocking	Sanitation
STATUS	Approved	Completed	Completed	IN PROCESS	IN PROCESS
COMMUNITY CONTRIBUTION TO DATE	R1 026	R146 440	R20 000	R80 000	/
GOVERNMENT CONTRIBUTION TO DATE	IN PROCESS	R2,9 million*	R1,2 million*	R1,9 million*	R600 000 (via MoU with Municipality)

TOTAL COMMUNITY CONTRIBUTION TO DATE	R247 446
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* Excluding Payments for Expanded Public Works Programme, Fire kit and Electricity.



3.2 PROFILING AND ENUMERATIONS

Communities linked to ISN and FEDUP use profiles and enumerations to capture data about their settlement and negotiate with local government.

A profile is a general socio-demographic overview of a settlement, type of land occupied and physical condition in relation to infrastructure.

Profiles allow settlements to look at themselves as a collective rather than as households in isolation. The aim is to link the data to negotiations with relevant local government departments and include the urban-poor in city policy.

The SA Alliance is utilising the new profiling form and data-capture system of SDI, which enables online access to profile data and a safer method of storage and updating. The Alliance also conducts area-based analysis of profiling data in consultation with local leaders.

> PROFILING ACTIVITY 2013 - 2014

CITY	TOTAL ESTIMATED SETTLEMENTS IN CITY	SETTLEMENTS PROFILED: OLD SYSTEM	% COVERAGE IN OLD SYSTEM	SETTLEMENTS PROFILED: NEW SYSTEM	% COVERAGE IN NEW SYSTEM	TARGET	% OF TARGET ACHIEVED	GIS MAPS
CAPE TOWN	236	182	77 %	78	33 %	100	78 %	126
JOBURG	203	193	95 %	32	18 %	32	25 %	20
EKURHULENI	180	165	92 %	24	13 %	24	100 %	16
DURBAN	624	451	72 %	22	4 %	50	44 %	5
STELLENBOSCH	29	26	90 %	0	0 %	0	0 %	3
PORT ELIZABETH	110	0	0 %	40	36 %	65	61 %	28
MIDVAAL	21	0	0 %	21	100 %	21	100 %	15
RUSTENBURG NORTH WEST	30	0	0 %	11	13 %	30	37 %	1
TOTAL	1433	1017	-	228	-	322	71 %	214

"With the enumeration we re-counted everyone and got them re-registered with the council. This helped every family get their own structure"

(VERONA JOSEPH, KUKU TOWN COMMUNITY LEADER)

An enumeration is a detailed socio-demographic profile consisting of a comprehensive household level census. In Cape Town, the city used enumeration data to draft beneficiary lists for water, sanitation and electricity provision in Mtshini Wam informal settlement. In Midvaal, the tool of data collection saw a core leadership team emerge within the ISN which has laid the foundation for a municipal wide urban poor platform.



ISN community leaders number structures during enumeration.

▶ ENUMERATIONS 2013 - 2014

REGION	NAME OF SETTLEMENT	NUMBER OF HOUSEHOLDS	POP. COUNT	MAPPING STATUS	MONTH	YEAR
MIDVAAL	Boitomelo	263	493	NO	FEB	2013
MIDVAAL	Chicken Farm	28	47	NO	APR	2013
MIDVAAL	Harolds Farm	147	333	NO	MAY	2013
MIDVAAL	Khayelitsha	317	530	NO	JUL	2013
MIDVAAL	Komdraai	62	120	NO	JUN	2013
MIDVAAL	Peels Farm	274	555	NO	FEB	2013
MIDVAAL	Sdakwa	85	208	NO	JUL	2013
MIDVAAL	Sicelo	2696	6441	NO	JAN	2013
KZN - DURBAN	Emalandeni	1261	3783	YES	APR	2013
KZN - DURBAN	Parkington	265	609	YES	APR	2013
E-CAPE / PE	Joe Slovo Powerline	42	126	YES	AUG	2013
E-CAPE / PE	Nkanini	56	224	YES	AUG	2013
GAUTENG	Innersfree	103	237	NO	OCT	2013
GAUTENG	Hospital Hills	239	1410	NO	MAY	2013
GAUTENG	Esiphethweni	82	450	NO	FEB	2014
GAUTENG	Comet	310	940	NO	JUN	2013
C.TOWN (WC)	UT Gardens	355	1014	YES	JUL	2013
C.TOWN (WC)	UT ILitha Park	409	1227	YES	JUL	2013
W.CAPE	Zone I	54	171	YES	MAY	2013
W.CAPE	Mandela City	342	710	YES	MAR	2014
W.CAPE	Cloetesville	314	1063	NO	JUL	2013
TOTAL	-	7704	20691	-	-	-

3.3 EXCHANGES

Through exchanges communities directly share information, experiences and skills with one another, building a platform of the urban poor on the city-, province-, national and international scale.

ISN and **FEDUP** continue to use exchanges as significant mobilising and support tools for strengthening savings schemes, exposing communities to upgrading projects and other learning activities.

The National Forum in November 2013, for example, served to deepen the relationship between **ISN** & **FEDUP**.

"It is important not to impose everything you have seen on this exchange on your communities at home. Rather take what you have learnt and present it to the community as a suggestion. Then you can decide together what you want and how to make it work in your own settlement"

(NKOKHELI NCAMBELE, ISN WESTERN CAPE)



Explaining upgrading in Langrug, Franschhoek, Western Cape



Discussing re-blocking in Mtshini Wam, Cape Town



KZN Exchange to Cape Town

Within the SDI network, the Alliance has also been involved in international exchanges, some of which are highlighted here:

DATE	HOST ACTOR	GUEST ACTOR	TITLE	PURPOSE
May 2013	SLIPO, Swaziland	CORC	SA to Swaziland	Exposure and support exchange to new affiliate to strengthen leadership
June 2013	CORC	ACTogether (Uganda), Dialogue on Shelter (Zimbabwe), SPARC (India), Santa Fe Institute	Global Profiling and Enumeration	Train SDI affiliates in analysing and collecting settlement profile data on a global scale
July 2013	NHAG, Namibia	CORC, Angola	Southern Africa Regional Hub Meeting	Regional SDI affiliates Hub countries exchange key indicators, projects, challenges & progress
August 2013	SLIPO, Swaziland	CORC	FEDUP support to Swaziland	FEDUP national facilitators strengthened savings schemes & introduced the Urban Poor Fund
Nov 2013	CORC	Namibia, Malawi, Zimbabwe, Zambia	Southern Africa Regional Hub Meeting	Regional SDI affiliates Hub countries exchange key indicators, projects, challenges & progress
Nov 2013	Namibia	CORC, Zambia	Loan Exchange	Learning & sharing exchange around loans, record keeping, business assessment, capacity building & best practices re. loan system.
Nov 2013	South Africa	Zambia, Malawi, Uganda, Zimbabwe	City Fund Exchange	Workshop around developing City Funds. Hosted at Sustainability Institute
January 2014	Malawi	FEDUP SA	FEDUP Core Team Support Exchange	FEDUP core team support to Malawi Federation
March 2014	Namibia	CORC	African Association of Planning Schools Studio	CORC exchange to Namibia to support processes in planning studio
April 2014	Colombia	ISN, FEDUP & CORC	World Urban Forum 7	The SA SDI Alliance attended and presented at WUF7 together with SDI

3.4 DOCUMENTATION

Documentation plays a critical role in building the voice of the urban poor, especially when it is used to lobby government and influence policies that are pro-poor.

THE SA ALLIANCE PRODUCES DOCUMENTATION TO:

- mobilise and support communities
- lobby and advocate government to influence policy
- mobilise civil society
- promote internal learning, monitoring and evaluation

Throughout our documentation process we prioritise the voice and interests of the urban poor by narrating and sharing the experiences of ISN and FEDUP. These narratives are expressed through invigorating communication products and platforms such as reports, media products and publications.

> WEBSITE, SOCIAL MEDIA & VIDEO CHANNEL

CORC has experienced a surge in the growth of its website exposure and social media in the reporting period. This is due to increased content sharing, videos, project profiles, and publications.

> LEARNING, MONITORING & EVALUATION (L,M&E)

CORC invested in a new L,M&E system which has changed the way we capture, process, review and analyse data. The first phase has captured baselines, which will be followed by the second phase of logging activity level data. This creates conditions that rapidly improve our ability to generate and disseminate learning through community networks and informs discussions and negotiations with city governments.



> PRESENTATIONS AT CONFERENCES, ACADEMIC ARTICLES AND PUBLICATIONS

10th Municipal Housing Leadership Forum (2014)
Cape Town City Development Conference (2014)
The Better Living Challenge, Cape Town (2014)
World Urban Forum 7, Medellin Colombia (April 2014)
CORC.2012. Memoir: Patrick Magebhula Hunsley. Cape Town
Fieuw, W. 2014. We die together: the emergence and evolution of the Homeless People's Alliance. IIED Working Paper. IIED, London.
Submission / Position Paper to Lwandle Ministerial Enquiry investigating Human Rights Violations after Lwandle mass evictions in June 2014.
Tshabalala, T. and Mwau, B. 2014. Langrug: More than mere taps and toilets. Creating a community space through collaboration. In: Community Resilience and Vulnerability in South Africa: Perspectives from Civil Society on Local Governance in South Africa. South Africa: Good Governance Learning Network.
Submission Paper to Isandla Institute for Habitat International Coalition: A Civil Society Perspective on Implementing the Right to the City.

FACEBOOK



50% growth from 600 "likes" to 1,200

TWITTER



27% increase from 350 to 550 "followers"

VIDEO CHANNEL



> 25% increase year to date on 2013 stats in the reporting period

Flamingo Crescent informal settlement before upgrading & re-blocking



After upgrading & re-blocking



Incremental upgrading strategies



Our upgrading strategies include informal settlement upgrading, housing and citywide upgrading initiatives. We emphasise that **upgrading needs to be incremental, in-situ and community driven**. This means that communities need to be at the centre of planning and implementation. By using tools such as savings, enumeration and mapping communities pragmatically leverage resources from government and other stakeholders.

4.1 INFORMAL SETTLEMENT UPGRADING

Informal settlement upgrading is the incremental, in-situ and community-driven process of securing basic services, improving settlement layouts (re-blocking), water, sanitation and drainage.

It creates an alternative to evictions, contributes to securing tenure & prepares a community for housing development. The Alliance undertakes upgrading projects in partnership with metropolitan municipalities and pursues formal MoUs with local governments and other partners. The aim is to leverage additional resources so as to implement precedent setting projects that can go to scale.

“RE-BLOCKING” refers to the reconfiguration and repositioning of shacks in very dense informal settlements according to a community-drafted spatial framework. It enables better use of space, allows for better service provision and a safer environment.

Kuku Town before re-blocking



Kuku Town after re-blocking with one on one services



SETTLEMENT	TYPE OF PROJECT	NO. OF HOUSEHOLDS	STATUS
CAPE TOWN			
Flamingo Crescent	Settlement Layout and full services	104	Implemented 104 toilets, 50 taps
Kuku Town	Settlement Layout and full services	22	Implemented
Burundi	Settlement Layout	536	Negotiations underway Partial electrification
Shukushukuma	Settlement Layout	349	Negotiations underway
Mtshini Wam	Settlement Layout and full services	250	Implemented 172 toilets, 38 Taps Start of densification
BT section 4	Settlement Layout and full services	68	Layout completed Awaiting City response
BBT section	Settlement Layout and full services	80	Layout completed Awaiting City response
Masilunge	Settlement Layout and full services	47	Layout completed
DURBAN			
Havelock	Settlement Layout and Communal Services	196	Negotiations with Municipality
PORT ELIZABETH			
Moeggesukkel	Settlement Layout and Communal services	112	Implemented Awaiting City services
Midrand	Settlement Layout and Communal services	47	Awaiting City department
Kliprand	Settlement Layout and Communal services	365	Awaiting City department
JOHANNESBURG & EKURHULENI			
Ruimsig	Settlement Layout	241	Partially implemented
Malboro	Industrial Building layout	1535	Deisgn Studio completed
Marathon	Taps	4500	Playground designed
Innesfree	Settlement layout	103	Communal toilets
STELLENBOSCH			
Langrug	Water, Sanitation facility	1858	One completed Second facility in progress

▶ PARTNERSHIPS WITH GOVERNMENT



ISN, Kuku Town community leader, and City of Cape Town officials

UPGRADING STRATEGIES: RE-BLOCKING POLICY

• CITY OF CAPE TOWN

The Memorandum of Understanding (MoU) with the City of Cape Town (2011) is still in effect, with Mtshini Wam, Kuku Town, and Flamingo Crescent informal settlements as partnership projects. In November 2013 the City of Cape Town adopted "re-blocking" as an official policy and has used enumeration data for drafting beneficiary lists.

UPGRADING STRATEGIES:

SANITATION

• STELLENBOSCH MUNICIPALITY (WC)

A formal MoU was signed from 2010-2014 including R2 million allocation per financial year for community led capital projects.

"We need to be informed by government so that we can participate in decision-making processes"

(JEFF MOKOENA, KLIPTOWN COMMUNITY LEADER, JOHANNESBURG)

UPGRADING STRATEGIES:

JOINT DATA COLLECTION

• MIDVAAL MUNICIPALITY (GAUTENG)

In Midvaal, there has been extensive collaboration between the municipality and ISN resulting in the funding of information collection exercises. These have served as the basis for negotiations around developing an MoU.

UMGUNGUNDLOVU DISTRICT

MUNICIPALITY (PIETERMARITZBURG)

Preliminary discussions have started with the municipality around climate change and community based projects.

UPGRADING STRATEGIES:

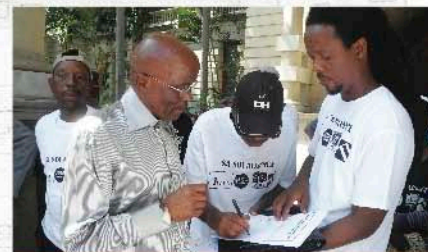
NEGOTIATING A PARTNERSHIP

NELSON MANDELA BAY MUNICIPALITY (PORT ELIZABETH)

There are ongoing engagements aimed at cementing a relationship & signing an MoU.

ETHEKWINI MUNICIPALITY (DURBAN)

As no formal MoU exists, the SA SDI Alliance has focussed on reinvigorating discussions with the municipality. This entailed a mass march culminating in the handover of a letter to the municipality asking for partnership and co-operation between slum dwellers and city officials.



Alliance hands over MoU to eThekweni Municipality in March 2014

"We want to plan together with the municipality so they know our priorities" They need to talk to us. There's nothing for us without us. We want to know that we have agreed together"

(MAMKHABLEA, KZN FEDUP CO-ORDINATOR)



FEDUP houses in Piesang River Durban

4.2 HOUSING *

The Federation of the Urban and Rural Poor (FEDUP) has strongly influenced policies on tenure security and low-income housing under “the People’s Housing Process” (PHP). Through its collective power, FEDUP lobbied government for direct access to the housing subsidy program and secured 10 million rand as a revolving loan facility.

FEDUP assumes that providing housing pre-finance to qualifying beneficiaries who adhere to a collective savings scheme increases both yield and quality of state subsidized housing stock. **Community Construction Management Teams (CCMTs)** administer and manage project implementation.

* CORC provides social support in FEDUP ePHP projects administered by the uTshani Fund.

> PARTNERSHIPS WITH GOVERNMENT

The Department of Human Settlements’ annual Govan Mbeki Awards recognise excellent housing developments on the national and provincial level.

IN 2013

- Gauteng’s Duduza Project won the provincial award
- Mahikeng won runner-up for best enhanced PHP

IN 2014

- Minister of Human Settlements, Lindiwe Sisulu, awarded the late Patrick Magebhula Hunsley, (founding member of the SA SDI Alliance) the Life Time Achievement Award. In his honour, she pledged R10 000 000 to FEDUP at his funeral.



Community Construction in Orange Farm Gauteng

> BY MARCH 2014

PROVINCE	PROJECT SITES	CONTRACTS SIGNED	STATUS
NORTH WEST	Maboloka, Jericho / Lekonyane, Madinyane, Oukasie	704 units	29 completed
NORTH WEST	Mahikeng PHP (4 villages)	200 units	55 projected by end 2014
GAUTENG	Orange Farm, Doornkop, Duduza / Blue-Gum	554 units	All units completed
KWAZULU NATAL	Vulindlela, Cato Crest, Kwanyuswa	-	Projects in preparation
KWAZULU NATAL	Namibia Stop 8	98 units	Completed

“The idea is to capacitate a community to move from being just employed in a project to driving the project themselves.”

(ABI / HASANE KHOZA, CCMT CONSTRUCTION MANAGER)



Gauteng's Duduza Project



Comic Relief, Richard Curtis and family visit CORC in Feb 2014



UT and TT Section community leaders map their settlement in Khayelitsha, Cape Town

4.3 CITY WIDE UPGRADING STRATEGIES: KHAYELETHU INITIATIVE

CORC with grassroots partners, **ISN** and **FEDUP** was invited to submit proposals to **British donor Comic Relief's 4-city initiative**, co-funded by the **Department for International Development (DfID)**. Alongside **Isandla Institute** and **Violence Prevention through Urban Upgrading (VPUU)**, CORC was successful in securing funding for the Khayelethu initiative, which focuses on Khayelitsha in Cape Town.

CORC's proposal - much like our SDI colleagues in Kampala (Uganda), Lusaka (Zambia) and Freetown (Sierra Leone) - centred around the creation of a "city fund", which acts as a finance facility for community identified projects around settlement improvement and livelihoods development. The city fund, as a part of the Khayelethu initiative, is currently being defined, completed with operational manuals, grant making criteria, and templates for applications.

This initiative also aims to advance more pro-poor and incremental policies for informal settlement upgrading in Cape Town, with a view on replicating some of the lessons in other cities where ISN and FEDUP are building strong government partnerships.



ISN, FEDUP, CORC & VPUU representatives



Solid Waste Network Exchange



Livelihoods

In the reporting period the sustainability of livelihoods opportunities for informal settlement residents has increased due to financially viable projects that have been identified through community development plans.

5.1 SOLID WASTE NETWORK

1506 Waste Pickers collect about 65 Metric Tons every month.



A network of 1506 previously unemployed waste pickers fills the gap of solid waste collection in informal settlements and generates a sustainable income for themselves and their families. The **network has expanded** its reach and service in Khayelitsha from **350** beneficiaries to **500** beneficiaries in this reporting period. Two new buy back centres are currently being created in Klipfontein, Khayelitsha.

Gardening projects are underway and 20 people in Green Park settlement received a start up kit from the Department of Agriculture. The Solid Waste Network has also engaged with companies offering carbon credits for actors involved in recycling. There is potential to secure capital for re-investment.

"Your waste is our bread and butter"

MAMA AGNES, COLLECTOR



573 886
KGs

GLASS

Sorting waste at the Solid Waste Network depot in Philippi, Cape Town



48 063
KGs

PLASTIC



5.2 SAFFS FUNERAL SCHEME

In March 2014 we launched the South African FEDUP Funeral Scheme (SAFFS). It is an understudy to Imbalenhle Burial Society and is underwritten by TransAfrica Life Funeral Policies. SAFFS has introduced the policy to FEDUP members who sell the funeral product in the field and are compensated per policy sold. We have received a total of 514 applications to date.

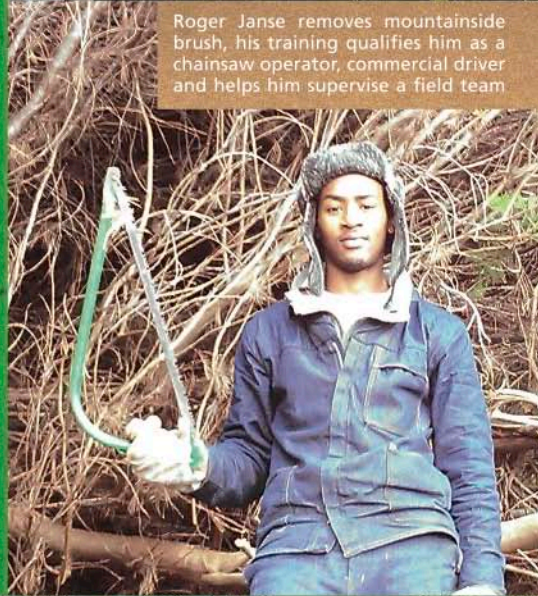
5.3 ALIEN PLANT CLEARING PROGRAMME

Castle Rock Conservancy is a 37-hectare grassroots nature conservancy on the False Bay Coast and one of the most densely infested areas on the Cape Peninsula. In 2011 FEDUP youth partnered with the Working for Water Programme (WFW), especially around employment opportunities. This year, a three year contract (2014-2016) with the department of water affairs renewed the partnership with FEDUP opening up employment opportunities for 10 youth from Masiphumelele informal settlement. The program focuses on skills development and training in FEDUP / ISN rituals such as savings while providing long term employment.

Anela Dzulane and Noziphiwo Peter transform a weedy alleyway into a garden



Roger Janse removes mountainside brush, his training qualifies him as a chainsaw operator, commercial driver and helps him supervise a field team



Masiphumelele community members remove invasive vegetation

Urban Poor Funds



6.1 FEDUP'S NATIONAL URBAN POOR FUND (UPF)

A key building block in FEDUP's success in delivering innovative housing solutions that have been awarded numerous awards is its ability to build up savings reserves in its National Urban Poor Fund (UPF) account. On signing up for membership, new savings schemes are required to deposit R750 into the national account. In doing so, FEDUP has built up reserves of up to R2,5 million, which it can draw on in various occasions. For instance, the fund helps to pre-finance stages in housing construction and to overcome cash flow problems. The national steering committee decides on the allocation of funds and expects a full repayment after a specified time period.

BANK BALANCES	REGIONAL	NATIONAL	TOTAL
EC Urban Poor Fund	R45 789,00	R176 000,00	R221 789,00
NC Urban Poor Fund	R994,00	R0,00	R994,00
NW Urban Poor Fund	R160 979,85	R524 000,00	R684 979,85
WC Urban Poor Fund	R7 972,76	R300 000,00	R307 972,76
FS Urban Poor Fund	R3 964,28	R270 000,00	R273 964,28
GAU Urban Poor Fund	R9 006,55	R409 850,00	R418 856,55
MPU Urban Poor Fund	R8 063,10	R186 150,00	R194 213,10
KZN Urban Poor Fund	R3 240,35	R280 000,00	R283 240,35
LIM Urban Poor Fund	R2 299,66	R9 000,00	R11 299,66
SC Urban Poor Fund	R1 978,20	R15 000,00	R16 978,20
TOTAL	R244 287,75	R2 170 000,00	R2 414 287,75

Daily Savings in Kwa Bestar, Durban

In this reporting period, FEDUP invested substantially in its new loan programme, the largest withdrawal made in the history of the Federation. More than R2 million was invested into the revolving loan fund which has seeded more than 1,500 small loans. The impressive 95% repayment rate goes a long way in motivating this change in emphasis, and FEDUP savers and groups are reporting increased satisfaction with the value that FEDUP adds to their groups and neighbourhoods.

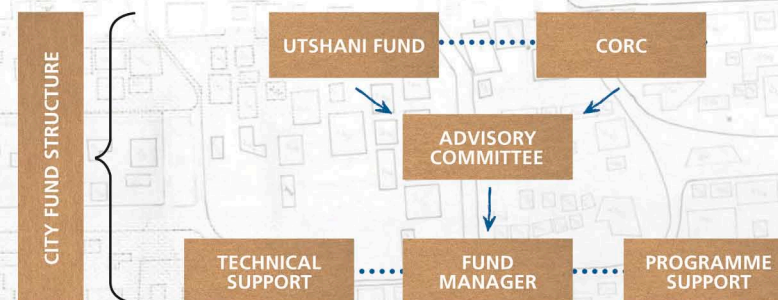
6.2 THE COMMUNITY UPGRADING FINANCE FACILITY (CUFF)

Although government is incapable of delivering housing and infrastructure at the scale necessary, the availability of subsidies in South Africa means that many urban poor communities still look to state delivery. Twenty years after democracy it is clear that new political and financial systems are necessary. The SA Alliance established the **Community Upgrading Finance Facility (CUFF)** to provide finance to families living in informal settlements that want to improve their access to basic services.

The fund provides seed capital for settlement improvement projects prioritised by communities. Communities must provide a 20% contribution to the total cost of the project, demonstrating their willingness to take ownership, and participate in the co-production of their settlement's upgrading and development. This has helped to demonstrate to local governments that upgrading projects are viable in informal settlements if proper participatory planning is used as the guiding principle.

6.3 CITY FUND

The Comic Relief funded initiative to set up a Cape Town city fund is primarily aimed at the formulation of a "partnership-based model" for informal settlement upgrading.



The main outcome of the Fund will be to design and shape a finance facility that will be able to demonstrate alternative approaches to upgrading informal settlements. The need for such an instrument is widely acknowledged. Looking forward, Chapter 8 of the National Development Plan, South Africa's vision towards 2030, identifies informal settlement upgrading as a core focus area of government policy. At the same time, the Plan acknowledges that:

The Fund looks beyond upgrading isolated informal settlements in a sea of urban poverty. By leveraging public investment through "spatial targeting" of human settlements, public transport, tax incentives, land use management, economic development infrastructure and bulk infrastructure, the City Fund will aim to draw attention to "area-based" upgrading, rather than individual settlements. A new grant from National Treasury called the **Integrated Cities Development Grant (ICDG)** will be a major point of lobby and advocacy, where the City Fund will argue that the relationship between "underserved townships", informal settlements and secondary nodes is poorly understood and articulated.

"... [A] here 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).



To view the CUFF Project Report, please visit our website. www.sasdialliance.org.za

"Working together with community leaders in the studio was a learning curve for us all. We now design and accommodate for people's situations because we understand people's social situations."

(CPUT STUDENT, MANENBERG STUDIO)



Manenberg Studio with CPUT students

Promoting Co-productive Partnerships



The SA SDI Alliance has continued to develop partnerships across government, academic and civil society sectors that prioritise the urban poor as development actors. In so doing they form an integral part of achieving inclusive cities. Our partnerships span both project and policy levels, in particular the urban, housing and poverty alleviation fields.

7.1 CIVIL SOCIETY PARTNERS

We have signed a Memorandum of Understanding (MoU) with the following partners and have continuously worked together over the reporting period:

> TOUCHING THE EARTH LIGHTLY (TEL)

CORC and ISN have continued working with Stephen Lamb and Andrew Lord around the designs of the Zwelitsha WaSH facility. TEL co-funded the initiative with support from Sculpt the Future Foundation and WESSA. TEL was also involved in 'greening' the existing WaSH facility in Langrug through constructing vertical food gardens.



touching the earth lightly
people + conservation + design

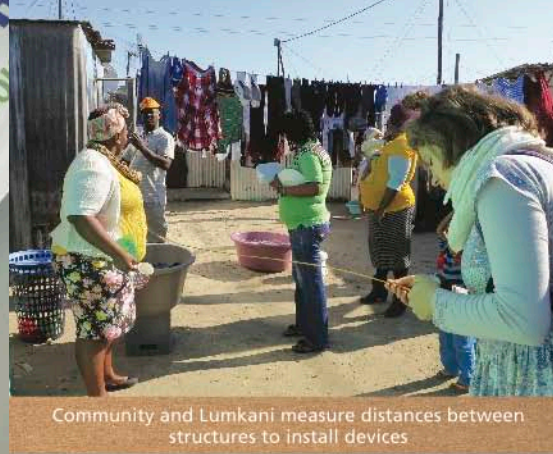
Greening Langrug Wash Facility in Franschoek



HABITAT FOR HUMANITY SOUTH AFRICA

CORC and ISN signed a partnership agreement with Habitat for Humanity South Africa in 2013. The two pillars of the agreement relate to collaboration in projects, and secondly, joining expertise in the positioning of the City Fund to leverage maximum impact.

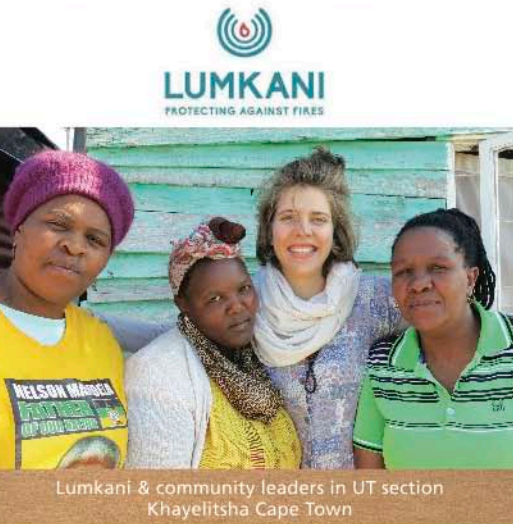
Habitat for Humanity at Kuku Town handover



Community and Lumkani measure distances between structures to install devices

LUMKANI FIRE DETECTOR

ISN and CORC have partnered with Lumkani, a social enterprise that is developing an early-warning device against shack fires together with the community of UT Gardens in Khayelitsha. The Lumkani device uses heat detection technology to sense for fires. It is networked to surrounding devices within a 100m radius and, in the event of a fire, will send a signal to surrounding devices, triggering a wave of sound that creates a community-wide alert and response to danger. This buys time for the community to become pro-active in rapidly spreading fire risk situations.



Lumkani & community leaders in UT section Khayelitsha Cape Town

IKHAYALAMI

uTshani Fund also signed a service level agreement with long-standing ally iKhayalami. The relationship has changed somewhat from an in-house collaboration to a slightly looser service provider relationship, giving both organisations more space to explore their specific interests.



iKhayalami during construction in Kuku Town, Cape Town April 2014





Europe Studio with UCT students



Europe Studio 2 with UCT students



Denver community and University of Johannesburg students discuss studio maps and findings

7.2 TECHNICAL SUPPORT AND RESEARCH PARTNERS

The Alliance has been engaging academic partners to leverage technical support and resources to further refine its tools and methodologies. In the past year the Alliance has worked together with several universities (see table) on collaborative architecture, design and planning studios between communities and students.



Denver Studio with UJ students

▶ THE TABLE BELOW PROVIDES AN OVERVIEW OF THE ACADEMIC PARTNERS WE HAVE ENGAGED OVER THE LAST YEAR:

UNIVERSITY	COUNTRY	NATURE OF ENGAGEMENT	STATUS
African Association of Planning Schools	South Africa	Research	Active
African Centre for Cities	South Africa	Research	Active
Cape Peninsula University of Technology	South Africa	Regular supply of town planning and architecture intern students. Design Studio: Manenberg (2014)	Active
Good Governance Learning Network	South Africa	Full member of the GGLN, networking sector between urban sector NGOs	Ongoing
Isandla Institute	South Africa	Technical steering committee on informal settlement upgrading policy analysis, research and governance	Ongoing
Nelson Mandela Bay Metropolitan University	South Africa	Planning and engineering support for projects in Port Elizabeth	Ongoing
Royal School of Art	Sweden	Research	Annual
University of Cape Town	South Africa	Design Studio: Europe (2014)	Ongoing
University of Johannesburg	South Africa	Design Studio: Denver (2014)	Ongoing
University of Maryland	U.S.A	Design Studio: UT Litha Park, Khayelitsha (2014)	-
Worcester Polytechnic Institute	U.S.A	Design Studio: Langrug	Ongoing



Organisational Profile

8.1 CORC PROFILE

CORC is a formally registered NPO (registration number 017-659NPO) based in Cape Town (with offices in Durban and Johannesburg). CORC demonstrates alternatives to top-down service delivery and development projects by advocating for the central role of poor people in the planning and implementation of projects.

> BOARD OF DIRECTORS

The board of directors is tasked to set the overall mission and vision of the organisation, and track performance against agreed programs and strategies. The board meets 4 times a year and the duration of a member's term is 2 years, after which the member is eligible to be re-elected. At these board meetings, the board reviews progress and ensures that the mission and vision is carried out, and approves short and medium term plans for CORC.

The board is made up of community members and other trusted fellows. The honoured board members are:

- Dr. A. Mia (Chair)
- Prof. D. Dewar (Sect)
- Ms. H. Hendricks (Treasurer)
- Dr. M. Price (Member)
- Ms. E. Benekane (Member)
- Ms. P. Assubuji (Member)
- Ms. M. Don (Member)
- Ms. B. Kohler (Ex-Officio Member)

> ALLIANCE CO-ORDINATORS

- Patrick Magebhula Hunsley (ISN Co-Ordinator) († 2014)
- Mzwanele Zulu (ISN Co-ordinator)
- Rose Molokoane (FEDUP Co-ordinator)
- Marlene Don (FEDUP Co-ordinator)



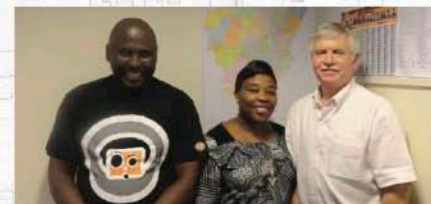
Marlene, Mzwanele & Rose

8.2 CORC STAFF

DIRECTOR: Bunita Kohler

SENIOR MANAGEMENT

Aditya Kumar (Technical)
 Charlton Ziervogel (Social)
 Khashifa Chilwan (Finance)
 Laura Carvalho (HR & Admin)



> DURBAN TEAM

Arnotte Payne (Technical Support)
 Patience Phewa (Office Co-ordinator)
 Jeff Thomas (Technical Support)
 Nosisa Madondo (General Worker)

> CAPE TOWN TEAM

(Back Left to Right)
 Walter Fieuw
 Charlton Ziervogel
 Blessing Mancitshana (Enumerations Co-ordinator)
 Sizwe Mxobo (Technical Support)
 Bulelwa Mkangali (Assistant Bookkeeper)
 Chuma Giyose (Technical Intern)
 Laura Carvalho (Administration Manager)
 Khashifa Chilwan
 Aditya Kumar
 (Front Left to Right)
 Yolande Hendler
 Thandeka Tshabalala (Livelihoods)
 Bunita Kohler (Director)
 Bukiwe Matakane (Savings Assistant)
 Beauty Monatsi (Administration)
 Engela Sass (Cleaner, part time)
 Ntombekhaya Cwayi (Cleaner, part time)



> JOHANNESBURG TEAM

(Left to right)
 Walter Monyela (Savings Co-ordinator)
 Sandra van Rensburg (CUFF Manager)
 Kwanele Sibanda (Enumerations)
 Motebang Matsela (Technical Support)

DOCUMENTATION

Yolande Hendler

CITY FUND MANAGER

Walter Fieuw

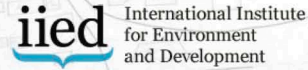
8.3 FINANCIAL SUMMARY

> LIST OF DONORS

We would like to express our gratitude to our donors for continuing to support our work.



FORD FOUNDATION



COMIC RELIEF

A People's Centred Community Finance Facility for Cape Town

FORD FOUNDATION

Promoting Transparent, Effective and Accountable Government

IIED

Pro-Poor Cities in South Africa

MISEREOR

Building partnerships between communities and local authorities

CHARLES STEWART MOTT FOUNDATION

General Purposes and Learning through Practice

SHACK / SLUM DWELLERS INTERNATIONAL

STELLENBOSCH MUNICIPALITY

WORCESTER POLYTECHNIC INSTITUTE



SA Alliance at Ford Board Exhibit in February 2014

> CATEGORIES OF EXPENDITURE

CATEGORY	2014 PERCENTAGE	2013 PERCENTAGE
Administration	25.3%	28.3%
Assets	0.52%	0.2%
Building Urban Poor Platform	57.6%	23.4%
Capital Funds	4.1%	14.5%
Project support	7.4%	17.8%
Documentation	5.08%	0.6%
Ikhayalami	0%	15.2%

> INCOME

Community Organisation Resource Centre
Consolidated income and Expenditure Statement: 1 April 2013 - 1 March 2014

INCOME	2014	2013
Income	R11 162 994	R14 296 726
Grants Received	R25 750 780	R9 868 887
Deferred Income	- R15 285 301	R0
Commission and Other	R90 877	R282 388
Income General	R290 554	R1 337 873
Ikhayalami Income	R0	R2 663 868
Ikhayalami Interest	R0	R10 112
Interest Received	R316 084	R113 599
EXPENDITURE	R13 253 042	R17 368 879



SOUTH AFRICAN
SDI
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