

Annual Report
2012 / 2013

upgrading lives, building the nation.

SDI SOUTH AFRICAN
ALLIANCE

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Message from the Director: *Bunita Kohler*

It gives me great pleasure to reflect on the activities of the South African Alliance for the 2012/13 period. The past year was marked by many challenging periods, both globally and locally. Poor communities, with particular reference to CBO's and NGO's nationally and internationally, struggle to maintain momentum in the wake of a global financial crisis. Over the past few years we have experienced a gripping recession, seen the collapse of Eurozone countries, and a meltdown of first-world economies. The net result: the gap is widening between the rich and the poor, and wars around access to resources such as water, food security and natural resources are increasing. In the midst of these poly-crises, rapid urbanization from rural to urban areas and the lack of service delivery by government entrenches existing structures of exclusion.

We review the relevance and strategy of our organization, aimed at supporting urban poor informal settlement communities and networks, in this troublesome context.

CORC's vision of success pivots on the establishment of a South African "platform for the urban poor" and an associated "city-fund" which allows civil society to engage the state. The ultimate goals of achieving more sustainable poverty alleviation include building networks of livelihood strategies. CORC supports the development of "social technologies" and strategies pioneered by poor people's organisation across the Shack / Slum Dwellers International (SDI) network.

These social technologies attempt to maximize the potential for urban integration, promote socially, economically, and environmentally sustainable planning processes, and build platforms for negotiation with government, academics and international agencies about the needs and priorities of the poor.

- > During the past year the **Federation of the Urban and Rural Poor (FEDUP)** and the **Informal Settlement Network (ISN)** have used the opportunity to demonstrate pro-poor community-led upgrading processes and present alternatives to dislocated and peripheral housing projects.
- > Through the **Community Upgrading Finance Facility (CUFF)**, the alliance successfully supported a number of upgrading. One example is the Mtshini Wam informal settlement, where the community embarked on a process of "re-blocking", an incremental, in-situ, re-alignment of 250 shacks. The open spaces created through this process affords the City of Cape Town an opportunity to improve water and sanitation services to this formally dense community.
- > Mtshini Wam, as a learning center, played host to local, national and international learning exchanges where politicians, officials, academic institutions and especially other communities came together to share experiences. Based on this experience, the **City of Cape Town** adopted the re-blocking policy on the 5th November after an announcement by Councillor Thandeka Gqada, Mayoral Committee Member for Human Settlements, City of Cape Town.

Please note that we are not reporting on projects in this report, since our new joint publication **Masikhase: the Community Upgrading Finance Facility (CUFF)** covers this.

Our initiatives on capturing learning through a new media strategy for social and political change are ongoing. This year we launched a new interactive website at www.sasdialliance.org.za, we have grown our social media networks such as Facebook & twitter by 100%, we opened a video channel at www.vimeo.com/sasdialliance with more than 20 short videos has been uploaded, and stepped up academic and report writing. We are forming strategic partnerships with various universities and policy networks. We report on how partnerships with local authorities have developed in the past year.

Building communities as the foundation of more equitable societies is a long and difficult struggle, and is impossible to achieve without many stakeholders being aligned to a common vision and purpose. I therefore wish to take this opportunity to thank our Community leadership, CORC staff and Board and then most importantly our donors, The Bill and Melinda Gates Foundation, Ford Foundation, Mott Foundation, Misereor and Shack Dwellers International, for their support to our mission to Upgrading Lives, Building the Nation.



Reflections from FEDUP National Co-ordinator, *Rose Molokoane*

As we are evolving as an organisation, we are becoming more empowered in the strategies we design for reaching our goals. Woman-centred savings have always been the backbone of our Federation, but in recent years, we became aware that many people did not realise the benefits of belonging to this Federation.

In the past year, we have placed a lot of emphasis on strengthening income generation opportunities. In many ways, our new loan programme is a turn-around strategy for the Federation. We have launched the programme in all the provinces except Western Cape, and more than 300 groups are participating. 75 new groups have been established. Many previously demoralised people are now actively engaging in the federation again.

In many ways, we are growing the Federation from the grassroots. We are realising what we have always talked about: self-reliance.

To show our commitment to this programme, the **FEDUP** has committed R1,000,000 from our own membership account, the **National Urban Poor Fund (UPF)** account. More than R500,000 has already been transferred, and based on the repayment of the groups, we will release the second tranche. This is our own contribution to making this programme work.

To date, we have observed that daily savings have improved dramatically. We are distributing loans to the maximum value of R1,000 for individuals and R5,000 for groups in order to reach as many groups as possible. One of the conditions of accessing a loan is that the beneficiaries will be actively engaged in local savings schemes. This promotes accountability and trust. We are promoting the culture of savings in the Federation.

There are many different kinds of loans. Some groups loans for retail purposes, such as buying and selling clothes, food stuff, while other groups have focussed on small scale agriculture, such as poultries and food gardens. We require the beneficiary to provide receipts for the purchases, first to the local saving scheme, and secondly to the newly appointed loan administrators in each province.

CORC has provided us with support around the design, monitoring and management of the loan programme. While the Federation is implementing, we have a close working relationship with the Savings Coordinator and administrators.

Our dream for this Federation is to see a million savers where each member needs to be saving R1 per day. While government talks about their 2040 development plan, we also have a plan. On a more equal footing, we will be able to engage government.





Reflections from ISN Chair, *Patrick Masebhula*

Its been a hectic, speedy, bumpy, intersecting and empowering year and with more effort and better coordination of thoughts and follow-ups we will reach the top of the hill.

The Federation of the Urban Poor (FEDUP) has almost completed the drafting of its version of the charter. Most of the regions or provinces have also started organising their networks and some have even elected or nominated network leaders and regional leaders.

The Informal Settlement Network (ISN) is also busy coming to grips with the task of drafting a Charter involving its sub-regions. Some of the provinces have identified and are in the progress of launching sub-regions. There are concerns of accountability in both the **ISN** and **FEDUP** but this will be dealt with when the sub-regions and networks and fully functioning.

This new focus on democratically elected/nominated sub-regional structures improves the functionality of the two social movements. **We will have better co-ordination of our capacity building and mobilisation work such as savings, enumerations, exchanges, technical committees, and project management teams for both upgrading and housing developments.**

There is no vehicle that can function without components. Or imagine a government without departments and delegated functions! So also we need to do the hard work of building strong institutions in **ISN** and **FEDUP**. As more experienced leaders focus more on designing new programmes and advance the agendas of the social movements, new leaders are emerging. The NGO staff needs to align their programmes and activities to the new components of the social movements.

We started the design of the new structures in **ISN** when we had a number of regional meetings early in 2013. From Kwa-Zulu Natal we travelled to North West, and thereafter to Eastern Cape, and have been in discussion with the Gauteng and Western Cape strategies all along. **ISN** and **FEDUP** leaderships are in agreement that we need to forge our strategies together.

Going forward we will focus our attention on strong institutional capacity in the social movements.

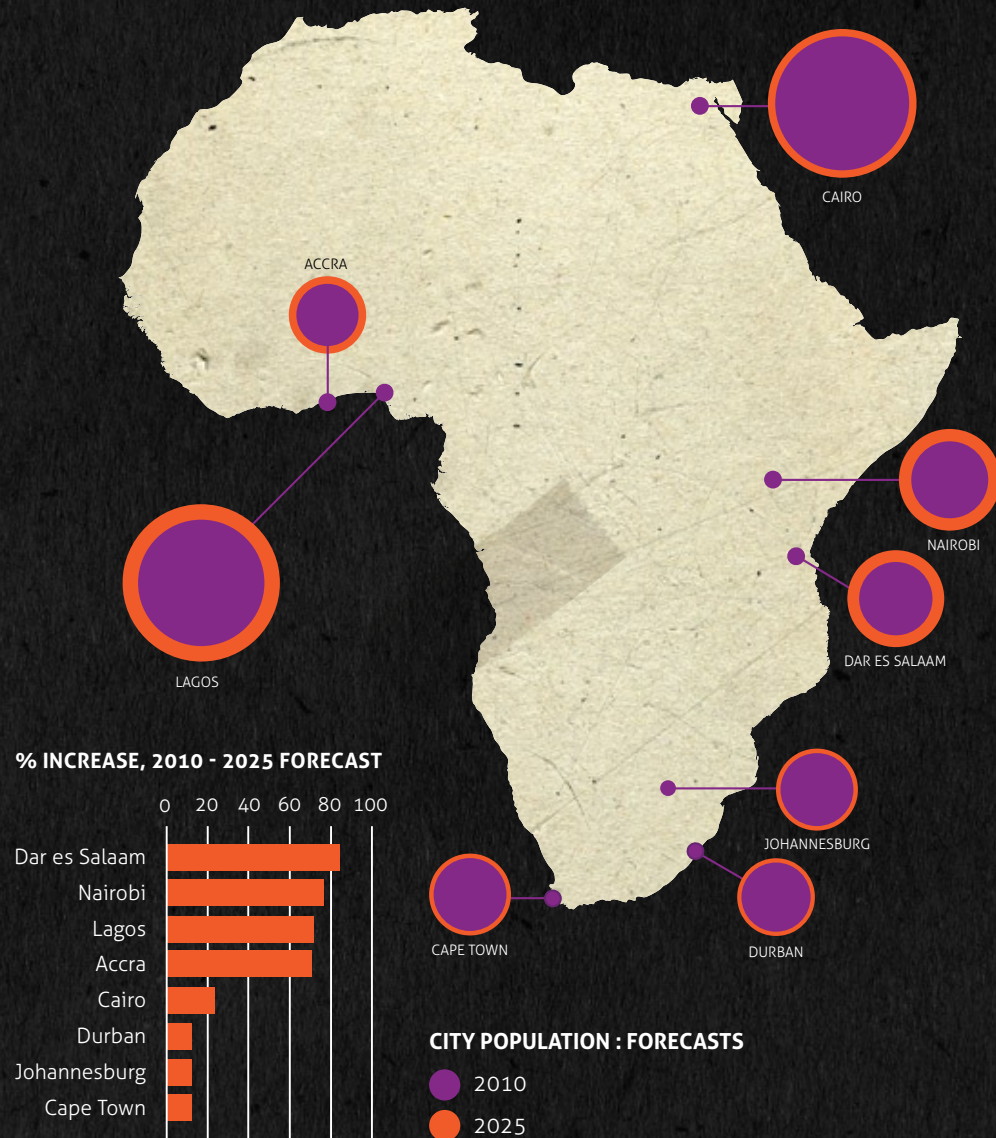
- > Sub-regional structures tasked with specific programme responsibilities. At the sub-regional level, which is also the core focus of the Network, coordination of capacity building, mobilisation and project management will be strengthened.
- > From the sub-regional structures, leaders will be elected to regional / provincial structures, who supports sub-regional structures in their engagement with cities and municipalities around pro-poor development outcomes.
- > Representatives from regional will be elected to a small national co-ordination team, who sets the vision of the Network, strategies of engaging government, and represent the Network in policy discussions.

We have formed a close relationship with our grassroots partner FEDUP, and continue to look for ways to improve communication and alignment. We are also committing to strengthening horizontal and peer-to-peer learning opportunities between communities.



Growth of African Cities

Based on Source: UN-Habitat, % Increase for 2010-2025 Forecast



CHAPTER ONE

01

Urban Poverty and Progress.

The scale and depth of urban poverty in Africa is greatly underestimated due to "inappropriate" definitions and measurements. The use of inappropriate poverty definitions that understate and misrepresent urban poverty with simplistic metrics such as the often cited US\$1 per day poverty line - yield a poor understanding of urban poverty. **Little attention has been given to the structural causes that perpetuate informality.** As we approach the end of the Millennium Development Goals (MDGs) in 2015, in which the global community agreed to the improvement of living conditions of 100 million slum dwellers, deeper questions on the nature of structural exclusion are becoming more apparent. **By 2030, more than a half of Africa's one billion population will live in cities.**

In South Africa, urban migration has increased since the collapse of the apartheid's state restrictive movement controls. The total population living in informal settlements has remained at 12 - 15%, more than 7 million people, despite government's ambitious housing project, which has delivered close to 3 million houses. This urban crisis has historical roots, but in many cases, the current patterns of infrastructure investment perpetuate the urban divide. The litany of policy frameworks aimed at transforming cities and the relationship between government and communities - such as White Paper on Local Government (1998), the Municipal Structures Act (1998), the Municipal Systems Act (2000) & the Public Finance Management Act (1999) - aims to emulate **Section 152(1) (e) of the constitution which obliges municipalities to encourage the involvement of communities and community organisations in local government.** Such policies requires a shift from "government", as the focal point of delivery, to "governance", which emphasizes partnerships and collaboration.

Social movements can be thought of as organized social entities that are engaged in institutional conflict oriented towards transformation. This transformation can be either aimed at a specific policy or be more broadly aimed at institutional and cultural change. The potential for organizing depends on the social ties in the group, particularly on the overall density or frequency of ties, on the extent to which they are centralized in a few individuals, and on the costs of communicating and coordinating actions through these social networks. Group coherence and strong horizontal links are key facilitators of collective action. These links promote the development of group identity and group solidarity.



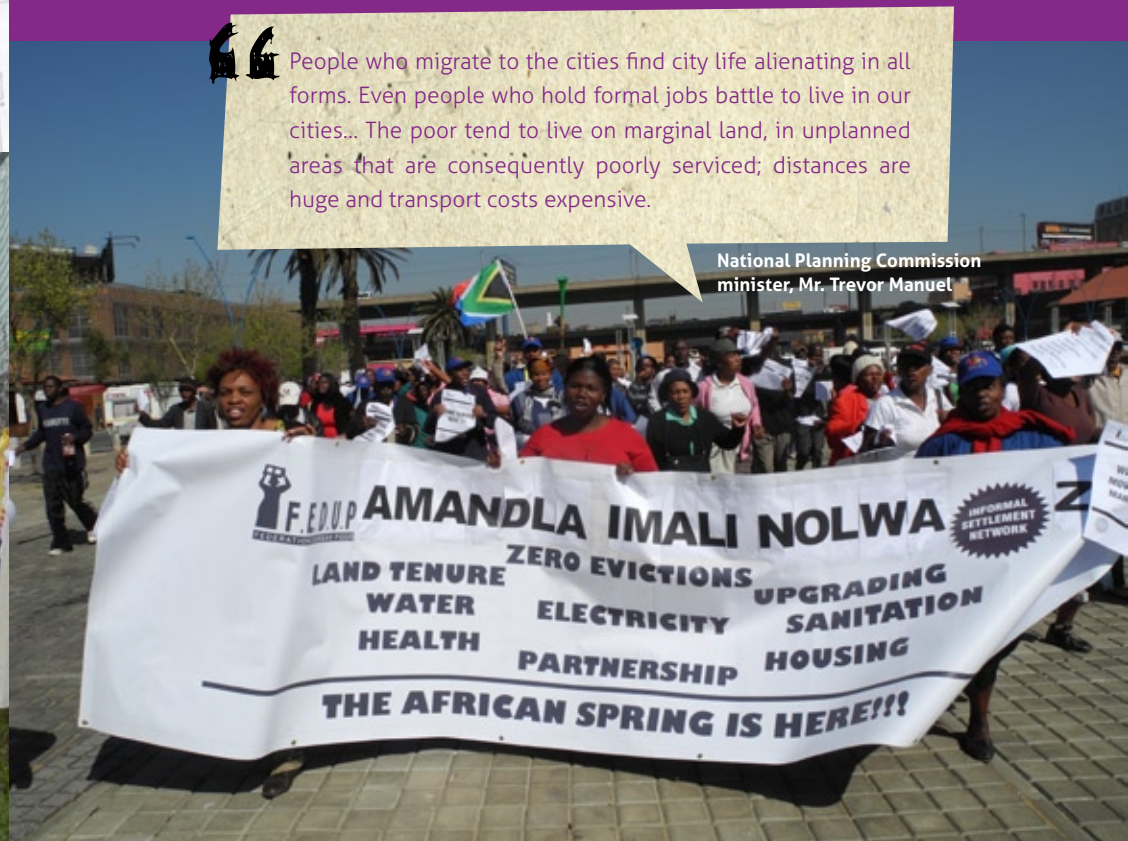
People who migrate to the cities find city life alienating in all forms. Even people who hold formal jobs battle to live in our cities... The poor tend to live on marginal land, in unplanned areas that are consequently poorly serviced; distances are huge and transport costs expensive.

National Planning Commission minister, Mr. Trevor Manuel



We know that when the poor are not involved in development decisions they will care less about their surroundings or even use their initiative to resist paying for their services. **Our new approach means we will build partnerships with communities,** and to give them 'voice and choice' in the design and construction of settlements that build sustainable livelihoods and can fulfil their needs.

Deputy minister of Human Settlements,
Ms. Zoe Kota-Fredericks



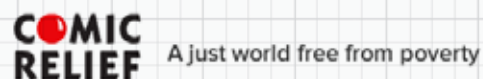
FEDUP has established itself as an international pioneer in the field of tenure security and people's housing since 1991. **uTshani Fund** and the **Federation** have always been committed to engagement and negotiation, especially with the **National Department of Human Settlements.** The Alliance recognises that the urban poor have much more to gain from dialogue than confrontation. **FEDUP** practices were instrumental in the drafting of the People's Housing Process (and subsequent amendments), a subsidy instrument that intends to put people at the centre of the development process.

The **ISN** is leading community based planning approaches to informal settlement upgrading; an approach to providing tenure and services at scale. Through Outcome 8 and Chapter 8 of the National Development Plan (or Vision 2030), national government has acknowledged the central role communities play in eradicating urban poverty and reforming spatial inequalities. **ISN** is working closely with the **National Upgrading Support Programme (NUSP)** and the **Ministerial Sanitation Task Team (MSTT)** to find synergies between government support programmes and community processes. Mr. Patrick Magebhula, president of the **ISN**, has been appointed as special advisor to the then-minister of Human Settlements Mr. Tokyo Sexwale.

Over the years, **CORC** has built a reputable working relationship with major international development agencies and donors. These include:

- > **Bill and Melinda Gates Foundation**
("Aligning communities and government")
- > **Ford Foundation**
("Promoting Transparent Effective and Accountable Government")
- > **Charles Stewart Mott Foundation**
("General Purposes" and "Learning through Practice")
- > **Comic Relief**
(via International Institute for Environment and Development)
- > **Misereor**
("Building partnerships between communities and local authorities")

We are very grateful to our donors and development partners for continuing to support this work.



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.

National Development Plan, page 273

Social ties are important for collective action, and participants in social movement organizations are drawn from already existing structures. **Mobilization** is more effective when social ties link the interest groups. Poor people operate in an economic and social structure that is beyond the control of the state. Here informal jobs are created, livelihood networks are established, crisis committees respond to disasters, and people build cities from the bottom up.

Federations associated to **Shack/Slum Dwellers International (SDI)** are generating critical information that builds these counter-hegemonic views of the urban poor, rendering a rich and diverse picture of the productive life of slums and slum dweller communities. In the absence of political mobilization, slums may be demolished or, at least, neglected in a perpetuation of the status quo.

In this activity report, we aim to unpack the experiences of the South African alliance of community organizations and support NGOs linked to SDI in the period 2012/2013.

We track the progress of key activity areas, our partnerships with government agencies, feedback from regional offices and financial report.

Please note that in this report we do not report on projects, since the publication **Masikhase: The Community Upgrading Finance Facility (CUFF)** covers eleven detailed case studies.



Masikhase Project Report



(1) Sheffield Road, CT



(2) Mntshini Wam, CT



(3) Ruimsig, JHB



(4) Makause, Ekurhuleni



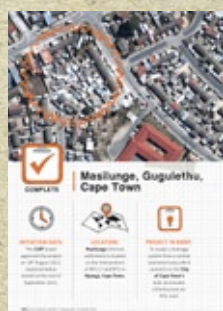
(5) Marathon & Delport



(6) Ramaphosa, Ekurhuleni



(7) Silahlwe, Ekurhuleni



(8) Masilunge, Gugulethu, CT



(9) Kwe-Mathambo, eThekweni



(10) Marlboro, JHB



(11) Zanempilo crèche, DBN

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.



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.



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 (CORC) 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**.



People's Power: Networks of the urban poor.

Policies on building more inclusive cities through critical interventions such as informal settlement upgrading should seek to incorporate communities centrally in the formulation, financing and implementation of projects. Such an approach could build on the logic of the innovative solutions developed by the poor themselves. Moreover, organized communities generate crucial information and plans that has the potential to scale up pro-poor and community-centered development.

This chapter considers the work CORC supported in the 2012/13 periods. We discuss key programme areas aimed at building community capacity and horizontal learning. Mobilisation and capacitation of community organizations around **their own resources and knowledge** is the Alliance's approach for securing delivery and deepening democracy.

Amandla! imali nolwazi
Power is money and knowledge!

With this rallying cry, **communities are saying that they can use knowledge to engage with policy maker and government** to address some complex issues associated with urbanization and development.

Savings

FEDUP has initiated a new loan programme. **FEDUP** saw it fit to come up with an initiative that would assist its members to create small jobs with the intention of growing them and employing other jobless poor people in future. These job opportunities are created in the form of availing small loans for income generations. **SDI** contributed to a general loan fund, and **FEDUP** withdrew R500, 000 for its **Urban Poor Fund (UPF)** national account. The Loan Policy guides the formation of small groups and the accountability to the national network. At the time of writing (July 2013), 75 new groups have been established. Working in the grain of already established **FEDUP** structures, the loan programme will add a layer of reporting, monitoring and evaluation. The aim is to ensure maximum accountability of the small groups to the national network in terms of repayments.





Daily savings in the Federation has fluctuated, and after revision, it was found that some groups have not been active. **Since our last annual report, there has been a decline of 80 groups (-20%).** This decline in active savings schemes has been another motivator to turn around the decline in the Federation, and the loan programme aims to generate new energy and enthusiasm.

Currently, the Federation consists of 320 groups, and more than 20,000 members.

PROVINCE	NO. OF MEMBERS	NO. OF GROUPS	CLOSING BALANCE
Eastern Cape	1,320	53	R72,068
Free State	1,799	16	R164,200
Gauteng	2,525	48	R307,866
Kwa-Zulu Natal	11,221	94	R491,332
Limpopo	800	17	R26,318
Mpumalanga	1,523	28	R97,760
North West	1,464	45	R216,773
Western Cape	739	19	R135, 892
TOTAL	21,391	320	R1,512,209

At the same time, **ISN** has been mobilising communities around specific savings as contributions to **CUFF projects**. 12 projects have been completed, and are reported in much more detail in the report **Masikhase: the Community Upgrading Finance Facility (CUFF)**. Below is an excerpt from the community's savings:

SETTLEMENT	PROVINCE	PROJECT TYPE	STATUS	CONTRIBUTION
Riemvasmaak	Eastern Cape	Crèche	Stalled	R1,320
Makause Section C	Gauteng	Taps / Drainage	Completed	R14,096
Ramaphosa	Gauteng	Sewer/flush toilet	In Process	R3,283
Silahliwe	Gauteng	Ablution block fencing	Completed	R750
Ruimsig	Gauteng	Reblocking Phase 1	In Process	R37,450
Ruimsig	Gauteng	Reblocking Phase 2	In Process	R8,800
Marathon	Gauteng	Taps / Slabs	Completed	R3,000
Delport	Gauteng	Taps / Slabs	Completed	R1,010
Innesfee	Gauteng	Toilets	In Process	R930
Kwa- Mathambo	Kwa-Zulu Natal	Taps / Drainage	Approved	R890
Zakheleni	Kwa-Zulu Natal	Crèche	Completed	R3,250
Havelock	Kwa-Zulu Natal	Reblocking	Approved	R1,026
Masilunge	Western Cape	Drainage	Completed	R1,150
Masilunge	Western Cape	Reblocking	Approved	R13,600
Sheffield Road	Western Cape	Reblocking	Completed	R22,120
Joe Slovo	Western Cape	Ablution / Sanitation	Stalled	R2,320
Mtshini Wam	Western Cape	Reblocking	Completed	R146,440
BT Section	Western Cape	Reblocking	In Process	R8,420
Flamingo Crescent	Western Cape	Reblocking	Approved	R8, 067
			TOTAL	R277,922



Enumerations

In the 2012/13 period, **CORC** supported **ISN/FEDUP** in the enumeration of 24 settlements. An enumeration consists of a comprehensive household level census, which generates a detailed socio-economic and demographic profile. The enumeration process also entails several meetings and training in the lead-up to the enumeration. **CORC** assists the community to capture the data themselves.

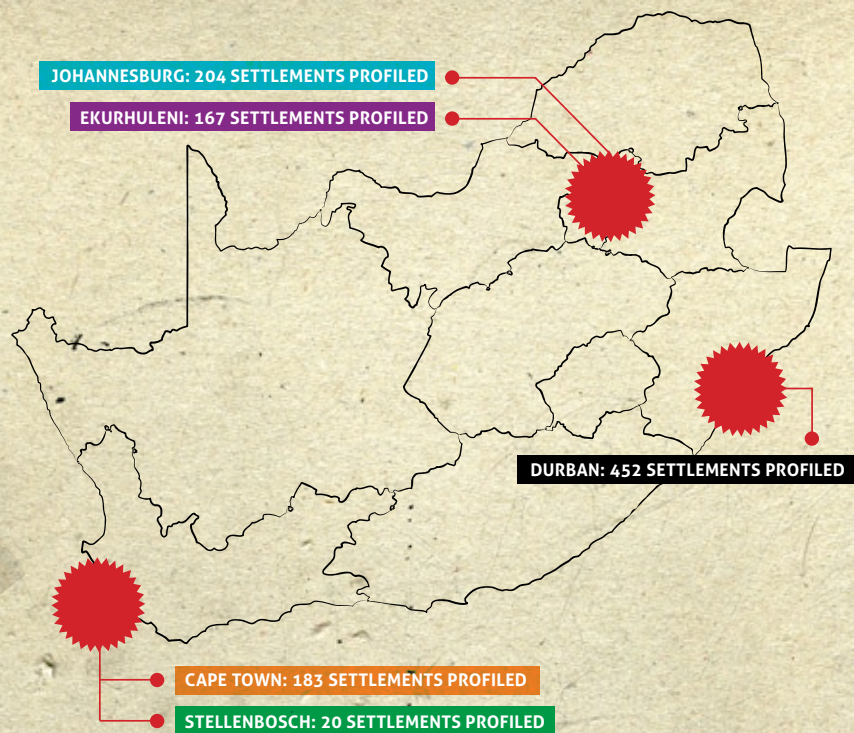
The majority of enumerations were completed in the Port Elizabeth area, and an emerging partnership with **Midvaal Municipality** has resulted in the enumeration of seven informal settlements within the municipal boundaries. This data has kick started some projects, such as in Moeggesukkel, where the community, with very little external support, has started to re-block their settlement and allocate plots to each family. Most importantly, it gives the community the tools to better negotiate services and development projects in their settlement.

	MUNICIPALITY	PROVINCE	STATUS	COMPLETED
Midrand	Nelson Mandela Metro	Eastern Province	Complete	November 2012
Moeggesukkel	Nelson Mandela Metro	Eastern Province	Complete	April 2012
Enkanini	Nelson Mandela Metro	Eastern Province	Complete	October 2013
Newrest	Nelson Mandela Metro	Eastern Province	Complete	April 2012
Mangologolo (partly)	City of Joburg	Gauteng	Complete	July 2012
Sweetwater	City of Joburg	Gauteng	Complete	March 2012
Thulamantwana	City of Joburg	Gauteng	Complete	July 2013
Hospital Hills	City of Joburg	Gauteng	Complete	July 2013
Makause (partly)	Ekurhuleni	Gauteng	Complete	June 2012
Ramaphosa (Sec B)	Ekurhuleni	Gauteng	Complete	October 2012
Comet	Ekurhuleni	Gauteng	Complete	January 2013
Joe Slovo	Ekurhuleni	Gauteng	Complete	June 2013
Angelo	Ekurhuleni	Gauteng	Complete	June 2013
Sicelo Siceka	Midvaal	Gauteng	Complete	November 2012
Boitumelo	Midvaal	Gauteng	Complete	March 2013
Pilli Farm	Midvaal	Gauteng	Complete	March 2013
Harold's Farm	Midvaal	Gauteng	Complete	November 2012
Sdakwa	Midvaal	Gauteng	Complete	March 2013
Chickem Farm	Midvaal	Gauteng	Complete	March 2013
Khayelitsha	Midvaal	Gauteng	Complete	September 2013
Parkington	eThekweni	Kwa-Zulu Natal	Complete	March 2013
Emalandeni	eThekweni	Kwa-Zulu Natal	Complete	August 2013
Litha Park (UT Sec)	Cape Town	Western Cape	Complete	August 2013
Gardens (UT Sec)	Cape Town	Western Cape	Complete	August 2013

Profiling

"Knowledge is power!" – within **FEDUP** and **ISN** the slogan is expressed through community profiles and the information gathered is put to good use in building the voice of the poor. At present settlement profiling is being used by informal settlement dwellers in 7 municipalities across the country, as a mobilising tool for **FEDUP** and **ISN**. The profiles also give these social movements a deeper understanding of the state of their settlement and assist engage with local government in addressing challenges such as service delivery. The profiling tool is based on a standardised form developed for the **SASDI** network and helps communities to quickly gather settlement level information, which can be consolidated into a citywide snapshot serving as a powerful prioritisation and negotiation tool with regards to upgrading initiatives.

To date the **South African SDI Alliance** has collected profile information for over 1000 settlements. This information will serve as the entry point for **FEDUP** and **ISN** into discussions with local authorities, academic institutions, local partners and international funders while at the same time giving local leaders and communities the information needed to guide their own development plans. **CORC** is also a key stakeholder in a **SDI** partnership with the **Santa Fe Institute (SFI)**, based in New Mexico, USA, to test new modalities and technologies for data collection and analysis (such as an open source Android application compatible with GPS coordinates, profile photo, and back-end data collection).



Exchanges

Learning exchanges has intensified between communities from different cities. For example, **ISN Gauteng** supported the emerging **ISN Eastern Cape** a number of times in supporting their settlement enumerations, spatial mapping and engagements with government. In turn, officials and community leaders from Nelson Mandela Bay Metro (Eastern Cape) visited Cape Town and Stellenbosch. In other cases, a number of national coordinators travelled to various cities to establish new governance framework for **ISN** nationally. Strategic programmes were developed for each region in these meetings. Horizontal exchanges promote the strengthening of solidarity of the urban poor, and facilitate a learning environment around general or specific aspects of pro-poor upgrading.



In the period 2012/2013, the South African Alliance, as a founding member of **Shack / Slum Dwellers International (SDI)**, has been involved in a number of international events. Alongside follows a brief summary of some of these events.

DATE	HOST ACTOR	GUEST ACTOR	TITLE	PURPOSE OF EXCHANGE
May 2012	German Academy for International Cooperation (GIZ)	CORC	GIZ and UNRWA, Berlin, Germany	Networking, lobbying and advocacy, teaching at Space, Time, Dignity, Rights: Improving Palestinian Refugee Camps conference
May 2012	CORC	Akiba Mashanani Trust (Kenya), SPARC (India), CCI (Tanzania), AcTogether (Uganda), Various, CORC (South Africa)	Community Training Programme	This exchange was aimed at specific learning around informal settlement upgrading projects and partnerships between the ISN and City of Cape Town and Stellenbosch Municipality.
July 2012	CCODE (Malawi)	CORC, SDI Secretariat	AAPS Studio's	South Africa joined the AAPS studio in Malawi as part of an ongoing rotation between studios and countries
Dec 2012	Lesotho	CORC	SA to Lesotho	Support for emerging savings schemes in Lesotho
Feb 2013	CORC	People's Dialogue on Human Settlements (Ghana), Dialogue on Shelter (Zimbabwe), CCODE, (Malawi), AcTogether (Uganda)	5 Cities Seminar - Cape Town	Seminars focusing on locally relevant issues relating to slum upgrading, inclusion and poverty eradication. Regional Hub Activity in terms of shared learning and exchanges. Cross engagement between officials and community leaders from represented cities in SDI network.
Feb 2013	CORC	People's Dialogue on Human Settlements (Ghana)	Ghana - Waste Management	Following the 5 Cities conference, the Ghanaian Federation stayed on in Cape Town to learning about recycling and access to markets.
March 2013	PACSII (Philippines)	CORC	South African SDI Alliance to Philippines	Learning exchange around institutional innovations regarding informal settlement upgrading.
March 2013	CORC	NHAG (Namibia)	Namibia to South Africa - Linking enumerations	The Namibian federation and NGO visited Stellenbosch Municipality to learn about data collection (enumerations), GIS mapping, and municipal wide upgrading strategies. The learning would impact on community-government relationships in Namibia.
April 2013	Akiba Mashanani Trust (Kenya)	CORC, ISN, FEDUP	UN Governing Council meeting	After a 3 day profiling workshop in Nairobi, the South African alliance visited the UN Governing Council meeting.

Documentation

After we adopted the new strategy in 2011, on which we reported in 2011/12 Activity Report (Upgrading Lives, Building the Nation), a new documentation strategy was initiated. We believe that the power of communications lie in sustaining a process of bottom-up voices and invigorating communication products and platforms. In this way, we can move towards a paradigm where communication between stakeholders is guided by a “theory of change”.

This new paradigm, labelled by some as ‘communication for social change’, is premised on the idea that ‘sustainability is largely due to the fact that ownership of both the message and the medium – the content and the process – resides with the individuals or communities affected’ (Rockefeller Foundation definition).

Our documentation strategy aims to:

- Build communities through tried and tested methodologies and programmes with the aim of community mobilisation for development
- Building partnerships with local and regional government through mobilising and networking at city-wide scale. Here follows some of the progress made in documentation and communication.

WEBSITE

Since the launch of our new website and renewed focus on engagement through social media, we have seen a growth in the number of unique hits and views. Currently, we generate about 2,500 unique website hits per month, our social media followers have doubled, and we have produced more than 20 videos, generating about 70 views per video (1,335 in total). We have also contributed to the growing academic discourse on participatory development, social movements, and governance. In 2012/13, we produced 7 academic articles.



SOCIAL MEDIA

FACEBOOK



180% growth since May 2012

TWITTER



160% growth since May 2012

MAILCHIMP NEWSLETTER



300% growth since May 2012

VIDEO CHANNEL



Date	Views	Likes	Comments
Jul 2012	88	2,188	0
Jun 2012	114	5,884	0
May 2012	112	5,871	0
Apr 2012	401	8,885	0
Mar 2012	133	5,411	0
Feb 2012	185	1,881	0
Jan 2012	79	1,794	0
Dec 2011	23	1,884	0
Nov 2011	150	1,471	0
Oct 2011	81	1,391	0
Sep 2011	110	1,099	0
Aug 2011	27	876	0
Jul 2011	85	880	0
Totals	1,195	41,540	0

ACADEMIC ARTICLES AND PUBLICATIONS

Bradlow, B. 2013. *Quiet Conflict: Social Movements, Institutional Change, and Upgrading Informal Settlements in South Africa*. Submitted to the Department of Urban Studies and Planning on May 23, 2013 in Partial Fulfilment of the Requirements for the Degree of Master in City Planning. MIT

CORC. 2012. *Structural violence and the Housing Crisis in South Africa: A report on Informal settlement evictions in Marlboro South, Johannesburg*

CORC. 2012. *This is my slum: the upgrading of Langrug, Stellenbosch*. Cape Town

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Kumar, A and Robyn, J. forthcoming. Who needs partnerships? Informal settlement upgrading partnership frameworks. In ACC and Isandla Institute. *Pursuing partnership-based approaches to incremental upgrading in South Africa*. Cape Town

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Short stories: Building partnerships with government.

Partnerships between communities and city governments are crucial to participatory development. If government does not consider a community's central involvement, planning happens in the vacuum of air-conditioned board rooms and the majority of work is outsourced to private contractors. In many ways, the state is blind to the social processes that produce urban space. This knowledge gap often obscures development, and judging by the increased protests and popular action, the writing is on the wall:

either government includes communities, or urban development will generate more conflict and dislocation than it seeks to address.

In this chapter, we outline progress made when **ISN** has forged working relationships with local governments. We categorise these as follows:

a mature partnerships



b partnerships in progress



c signs of potential working relationships

Mature partnerships

City of Cape Town



- > The partnership with the City of Cape Town has been formalised in a signed **Memorandum of Understanding (MoU)**. One of the outcomes of the MoU was a range of upgrading activities in more than 20 informal settlements. Between April and August 2012, all these informal settlements were enumerated, the data was captured and analysed and reports were circulated to the communities.
- > **FEDUP** helped establish savings schemes in the settlements.
- > Spatial maps and preliminary drawings were produced. A special design studio between **ISN** and **University of Melbourne** focussed on three different urban development projects: incremental and long term settlement upgrading in dense areas (Mtshini Wam), UISP site and service layout and consolidation (ShukuShukuma) and cross-subsidised mixed income housing (Ruo Emoh).
- > Project plans for all 20 informal settlements have been presented at monthly partnership meetings with City project managers and principle field officers (**PFOs**). The reblocking of Mtshini Wam as discussed earlier has made an impact on the City's strategy for in-situ upgrading and servicing. Other settlements are ready to start development, but the rearrangements in senior positions in the City have caused slight delays. **The City of Cape Town adopted the "re-blocking" policy on the 5th November, which will be aligned to IDP budgets.**

Mtshini Wam has been accepted as an official WDC project.





Stellenbosch Municipality



- > The big news in Stellenbosch is that Langrug has moved to **Phase 3 of UISP upgrading**. The Municipality has worked off the plans the community provided in prioritising the construction of a road hierarchy in the settlement. Below follows an excerpt from a **CORC blog** on the spatial mapping process:

CORC supplied an aerial photograph of the terrain as well as some guidance on conducting spatial analysis, and in particular on what indicators to look for and how to identify an area's constraints or opportunities for development. Then, photograph and markers in hand, the community team went out into the February heat to locate all the infrastructure and facilities that they had agreed could benefit from improved maintenance or upgrading. The result was an interim map that detailed the position and conditions of all Langrug's toilets, water taps, drains, drainage gullies, electricity boxes, street lights, and commercial activities, and thus threw light on some of the settlement's most pressing issues.

- > In the coming phase, the **Stellenbosch Municipality's** appointed contractor will start the groundworks to implement a central access road. The community's vision for an incremental upgrading approach to developing the neighbourhood has been a powerful guide in imagining what the community could look like. The community has also completed a **Water, Sanitation and Hygiene (WaSH) centre** including showers, beauty studio, and washing facilities in collaboration with the Worcester **Polytechnic Institute (WPI)**.
- > **ISN** and **FEDUP**, after taking the cue from **Shack / Slum Dwellers International (SDI)**, are also working with students and project managers of the **Sustainability Institute (SI)** and **Enkanini development team** around the installation of the "iShack" model.

Partnerships in progress

City of Joburg



- > The draconian forced removals of Marlboro South industrial area (on which we reported in the previous Activity Report: Upgrading Lives, Building the Nation) sent shock waves throughout the **ISN/FEDUP** in Gauteng. In response to the force evictions and the anti-poor climate under which communities continue to struggle, **ISN/FEDUP** mobilised more than 5,000 people in August 2012 to march in solidarity on Gauteng Premier Nomvula Mokonyane's office.
- > Subsequent meetings with the Province and implicated municipalities and cities have been mixed. A Constitutional Court victory by the Lawyers for Human Rights, who represented Marlboro in court, brought a new development landscape into view, when the **City of Joburg** was forced to see to the resettlement of the community.
- > On the upside, **uTshani Fund**, as a consortium partner, has secured a contract with the **NUSP** and **National Department of Human Settlements** to develop an upgrading strategy for 21 settlements.



Ekurhuleni Metropolitan Municipality



- > There are more than 150 informal settlements in Ekurhuleni, home to approximately 164,669 households. The City government has categorised these settlements into three categories:
 - a) settlements where urgent relocation is required
 - b) settlements where short to medium term plans are in place
 - c) settlements with no plans in place
- > As in City of Joburg, **uTshani Fund**, as a consortium partner, has secured a contract with **NUSP** to conduct a rapid assessment of 76 category C settlements, and detailed plans for 18 of these category C settlements. **CORC** will continue to assist this work.
- > The **ISN** has also launched a new emphasis on **CUFF** projects in Ekurhuleni, since development often gets stuck in administrative loops. For instance, and the **Masikhase Report** covers much more detail, in Marathon and Delpont, **the community** has extended more than 20 taps in the area, bringing down the ratio of people per tap from 2,500:1 to 625:1.



eThekweni Metropolitan Municipality



- > After the massive task of profiling of the more than half of the 638 informal settlements in **eThekweni Municipality**, **ISN** continued to initiate community-led enumerations in settlements such as Havelock, Kwa-Mathambo, Parkington and Malandeni and a few others. In Ward 3, where both Havelock and Kwa-Mathambo are located, the councilor was very impressed by the community's cohesion and expressed interest in making submissions to the City Council.
- > Community savings were initiated in Kwa-Mathambo, Parkington and Havelock. All three have also implemented small upgrading projects and, in the case of Havelock, preparations have been made to move to a full-scale re-blocking project.
- > Even though the communities are strong and well organized, there has been a slow down in engagements with the Metro. After a 10 month forensic audit, at which time a lot of city functions were disabled, **CORC** and **ISN** was again able to engage the Metro.
- > **CORC** and **ISN** has built strong relationships with line departments such as **Water and Sanitation**, and we are rebuilding links with the new management of the **Human Settlements department**.

Nelson Mandela Bay Metropolitan Municipality



- > Even though the **FEDUP** has had a long standing relationship with the **Metro** and **Eastern Cape Province** around People's Housing Process housing developments, such relationships around upgrading informal settlements have not been forthcoming for a long time. Now, after a sustained engagement and mobilisation of communities, especially Moeggesukkel, Seaview, Midrand, Kliprand, and others, the **Metro** is starting to take notice of poor people's initiatives.
- > A collaborative partnership with the **Nelson Mandela Bay Metropolitan University (NMMU)** is emerging, which will contribute much needed planning, and technical support. A group from **ISN Gauteng** also supported the emerging **ISN** in Eastern Cape around mapping and site measurements.
- > With very little external support, the communities have taken some initiatives on by themselves, such as the incremental reblocking of Moeggesukkel.

Midvaal Municipality



- > Midvaal municipality is located in the Gauteng province and its name is deduced from its geographical location: Midvaal lies halfway between Johannesburg / East Rand and Vaal / Vereeniging areas. Together with Emfuleni and Lesedi municipalities, Midvaal is part of the Sedibeng district municipality. According to Statistics South Africa, Midvaal population has grown from 60 000 residents in 2001 to 100 000 in 2007.
- > In the 2011 Municipal Productivity Index, conducted by Municipal IQ, Midvaal was ranked 5th out of 266 municipalities. But the municipality is hard pressed with a growing housing waiting list, and the disparate attempts of housing delivery has been a drop in a bucket. The municipality has not yet formulated a comprehensive upgrading strategy.
- > In the month of October 2012 **ISN/FEDUP** and **CORC** supported Sicelo Shiceka informal settlement, which resulted in a number of engagements with the municipality. The community has facilitated an autonomous and independent enumeration in Sicelo. The main objective of the enumeration is empowering the majority of shack dwellers that will not be accommodated by the 450 housing units to have a development plan with which to engage the municipality with. There are ongoing discussions with the **Midvaal Municipality** on formal partnerships towards an upgrading strategy for the Municipality. **ISN** aims to influence a pro-poor and more inclusive framework for settlement upgrading.



Signs of potential working relationships

Breedevalley Municipality

- > After initial engagements fell through, the municipal manager approached **CORC** and **ISN** again to consider the profiling of settlements. We are still in discussions.

Drakenstein Municipality

CORC and **ISN** were invited to serve on the technical steering committee of the **NUSP** awarded technical assistance tender to the municipality. Our engagements with the Municipality started before the **NUSP** tender was awarded. At an earlier time we agreed to the following action plan with the **Head of Department (HoD): Housing**

- > **First submission:** HoD to write an evaluation report to the executive management recommending that Drakenstein and **CORC/ISN** partner. Arrange an exposure event with **City of Cape Town** and **Stellenbosch Municipality**.
- > **Second submission:** Draft MoU and Terms of Reference / Appendices
- > **If approved:** Portfolio committee > MAYCO > Council resolution > brief and feedback with all the ward councilors (31) > portfolio councilor to introduce partnership to general meeting at the community level
- > **Prioritized communities if partnership realised:**
 - **Drommedaris** (next to the railway lines in Mbekweni): relocation project;
 - **Lantana** (Paarl East): upgrading requires internal relocation of 9 households to create an access road;
 - **Fairyland** informal settlement upgrading.



Mr. Humphrey Mmemezi,
MEC for Local Government and Housing

I realized after the walk about in the area that there are no toilets and people use nearby bushes and open pit toilets to relieve themselves. I made a commitment that we will get funds so that we can buy toilets for the community. There are also only 9 taps for the community of 4,000 shacks.



From waste streams to income streams: Solid Waste Network (SWN)

Solid waste management requires citizens, industries and government to work in a collaborative manner to minimise the flow of waste to landfill sites. Research conducted on the capacity of landfill sites as the primary waste disposal option has found that, "based on the latest assessments, the remaining lifespan of the City's landfills, when no additional diversions from landfill are implemented over and above current diversions and excluding private landfills, is between 12-14 years counting from 2010 onwards".

Estimates From The City Of Cape Town:



The **Solid Waste Network (SWN)** continually needs to assess the scale of current activities and operations due to the unique service the administrative hub provides, which is costly and receives very little external support. The administrative hub's 5 members, repairs to the vehicles and other administrative costs are covered by the proceeds from the waste sold to the industries (**CORC** subsidises a large part of the fuel of the collection vehicles).



We started small in Interpark and worked most weekends, my mother and I. But now we have employed two guys to help us over the weekends. Fridays and Saturdays and the holiday months are especially good times to collect the waste. From the waste recycling we have also started a car washing business. We now employ eleven guys to wash cars and we are proud to have the biggest car wash in Spine Road, Khayalitsha. We have upgraded our yard and are looking to extend our house now. The other money we are investing.

Ms. Agnes Qhagana, waste picker on Spine Road, Khayelitsha



Some people look down on you. Government should recognize us - us people who are cleaning our environment - because it is not a bad thing; it is a way of living. It is an income, and a service to the community.

Ms. Marlene Busa, a single mother from Mitchell's Plein

Collaboration towards urban sustainability.

The urban sustainability agenda hinges on collaborative approaches to finding solutions to complex problems. In this chapter, we outline some of the innovations between organised communities, the networks that enhance their agency, and external stakeholders and partners.

On average, the SWN recycles the following per month:



- 50 tonnes of glass waste (agreement with Consol)
- 5 tonnes of paper (agreement with Mondi)
- 3 tonnes of tins
- 2 tonnes of plastic
- 50 crates and 100 crates returnable bottles (agreements with SAB/Distell)

In March 2013, a delegation from Ghana visited the **SWN** following the **SDI 5 Cities conference**. The main outcome highlighted by the Ghana team was that the exchange “encouraged the Federation to act as a community on waste management”.

SWN has been accepted as an official WDC project.

Building a city-fund: Partnership with Habitat for Humanity S.A



Since the shift in our strategic direction, we recognise a community-focused approach to housing development. We cannot only build houses in formal [greenfields] areas, but we also need to look into ways of housing people in informal settlements. We are so fortunate to partner with well-established organisations that have credibility in the communities. We embrace this opportunity to explore the opportunities this partnership will bring to the forefront. We are really excited to journey in this venture with you.

Addressing the scale of the urban crisis requires multiple stakeholders to collaborate around a common vision of change. The partnership between **CORC/ISN** and **Habitat for Humanity South Africa** centrally recognises that if a vision of change is not community centred, it will most likely yield less impact. Moreover, development, which is conceptualised and implemented by an external agency, will most likely not be able to scale up and reach a city-wide impact. For this reason, the **Alliance** signed a partnership agreement with **Habitat for Humanity South Africa** around two key aspects:

- > Collaboration around a to-be-determined schedule of projects
- > Setting up a city-fund

Partnerships around technical support and research

At various stages in the capacity building process, **ISN** will draw in the assistance from universities, policy networks and other NGOs to assist in the vast task of generating sufficient information and technical plans. Here is a list of organisations that we have active relationships with.

UNIVERSITY	COUNTRY	NATURE OF ENGAGEMENT	STATUS
African Association of Planning Schools	South Africa	With the University of Botswana: Mtshini Wam	via SDI
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 Studios: Flamingo Crescent and Vygieskraal	Ongoing
Durban University of Technology	South Africa	Technical support	Ongoing
Good Governance Learning Network	South Africa	Full member of the GGLN, networking 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
Sustainability Institute	South Africa	iShack project, Stellenbosch SDF public engagement process (work in progress)	Ongoing
University of Cape Town	South Africa	Design Studios: Barcelona and Langrug	Ongoing
University of Johannesburg	South Africa	Design Studios: Ruimsig and Marlboro	Ongoing
University of Melbourne	Australia	Design Studios: Ruo Emoh, ShukuShukuma, Mtshini Wam	Once-Off
University of Pretoria	South Africa	Design Studio: Slovo Park	Once-Off
Worcester Polytechnic Institute	U.S.A	Design Studios: Langrug and Mtshini Wam	Ongoing

Solar Electrification in informal settlements: iShack project, Sustainability Institute

The iShack Project is a social enterprise model under development by the Sustainability Institute. It recognises that people living in informal settlements are willing and able to pay for services such as energy, even if it is just a small amount. The iShack Project aims to leverage the entrepreneurial talent prevalent in informal settlements in order to build a social enterprise that will enable incremental improvements in shelter and services, such as safe energy, over time. The model provides a means for shackdwellers to start doing something today, while they wait for formal service delivery, thereby increasing the value of their homes and their living conditions in ways that do not become redundant or worthless when formal services are eventually installed. As such, the team is collaborating with shackdwellers, technical experts and academics alike, to develop a viable and financially sustainable micro-enterprise model that trains enterprising residents living in informal settlements to provide off-grid, ecologically sound services and products to other residents within their community. The iShack Project has set up a solar home system enterprise that sells solar electricity in a way that ensures long-term maintenance and servicing of the systems. A network of community based entrepreneurs market, install and conduct on-going maintenance on the fleet of solar systems. Customers pay for electricity on a regular basis via a cellphone network platform and are able to purchase appliances such as televisions, radios and DVD players.

iShack description, website

Working with the **Sustainability Institute**, the main implementation agent, **ISN** and **FEDUP** have supported the community to enumerate and spatially profile the settlement of Enkanini, in Stellenbosch. Data collection was completed in 2012. **FEDUP** is now mobilising the woman of Enkanini to organise in savings schemes.

The **iShack Project** is funded by a grant from the **Bill and Melinda Gates Foundation** as well as the **Green Fund**. It's currently entering its second piloting Phase, involving the recruiting of 3 additional community based installers and 80 new clients. The project has also influenced Stellenbosch Municipality's Indigent Policy in the Council resolution on 30 May 2013, which will allow non-electrified informal households to tap into the municipality's electricity subsidy, via a conduit structure set up in the **Sustainability Institute**, to finance off-grid solar electricity provision.



Fire, Flooding and Food: Green Shack, Touching the Earth Lightly

CORC and **ISN** is working closely with Stephen Lamb and Andrew Lord of **Touching the Earth Lightly (TEL)** to further develop the concept of the **Green Shack**, which was first piloted in Mtshini Wam. Following a media buzz around this new concept, **TEL** built an exhibition model at the Design Indaba between 1 – 3 March 2013. **TEL** and **CORC** has subsequently signed a **Memorandum of Understanding (MoU)** to advance this innovative design intervention.

The Green Shack looks at how simple, low-tech design can transform temporary spaces into "home" spaces. It is focused entirely on what we can achieve now... The next two sides of the cube represent the sun-facing walls of the shack. On these two sides The Green Shack suggests they be wrapped with a fireproof boarding, covered by a vertical thriving organic vegetable garden. This wall garden creates food for the household. This wall is drip irrigated using a low tech, slow-release gravity fed system via a pipe made of re-cycled car tires. Rain water is also captured off the roof and stored on site. The slow-drip nature of the irrigation system ensures that the wall is constantly wet. The term "blocking" refers to building or re-building shack according to a spatial development plan. The concept of the "Green Shack" is intended to "piggy-back" this infra-structure development and create what we call "Green Blocks"

Green Shack description, from Touching the Earth Lightly website



05

CHAPTER FIVE

Remarks from the regional offices.

Cape Town

- > After signing the **MoU** with the City of Cape Town in Vygieskraal settlement in April 2012, a very busy time of mobilising savings, enumerating settlements, producing spatial plans and engaging the City on services followed. The community of Mtshini Wam started implementation in July 2012, and **CORC**'s technical team monitored implementation on a weekly basis.

- > Other settlements, such as BT and BBT section produced detailed re-blocking plans, but these have been stuck in slow response from the City. Our monthly partnership meetings with the officials from the **Informal Settlement Management** unit in the **City of Cape Town** continued to provide updates on the progress.
- > This report has not discussed detailed project narratives, but after the implementation of Mtshini Wam, a lot of interest was shown in the concept of reblocking. We have contributed to the City's draft reblocking strategy, and we believe this to be a piece of legislation that could provide a vehicle to upscale new modalities of in-situ upgrading. On 5 November the City of Cape Town adopted the re-blocking policy. In a press release, Cllr Gqada said, "We view this as a turning point in our commitment to redress and a new model of shared responsibility that can change the face of our informal settlements"
- > Our office has also continued to support communities in Stellenbosch, such as water and sanitation projects in Langrug, and collaborating with the **Sustainability Institute** on the **iShack project** in Enkanini. Our technical team has often travelled to Port Elizabeth to support the emerging **ISN** Eastern Cape, and a close working relationship with the **Nelson Mandela Bay Metropolitan University** is showing signs of potential.
- > Since the coordinators of the savings, enumerations and spatial mapping, documentation, and technical support in based in Cape Town, we have travelled to our satellite offices to provide guidance and assistance.





Durban

- > The year under review has seen growth in the functioning of **SA SDI Alliance** partners in the region, with more focused activity on both the organizational as well as implementation levels. This forward movement has been the result of improvements in organizational and individual capacity leading to better planning and more commitment. We still have a way to go, and coordinating activities between the two social movements will be greatly enhanced by the drafting of charters for both **ISN** and **FEDUP**. Our office's limited human resource capacity in the area means that we are restricted in the scaling up of support functions to the social movements.
- > Over the past year, our relationship with the eThekweni Metro has been troubled at times. The Metro and Province's lack of participation in **Joint Working Group (JWG)**, which incorporates progress of **FEDUP** housing projects and **ISN** upgrading projects, has forced us to rethink our engagement strategy. We are now building partnerships with individual Service Departments within the Municipality and over time to attempt to create a momentum at this level. We hope to engage the **Department of Human Settlements** at a time when the contribution from civil society is upfront apparent in reaching service delivery goals together with organized communities. We also have good relationships with the departments tasked with **Water and Sanitation, and Fire and Emergency Services**.

- > Together with our NGO partner **uTshani Fund**, **CORC** Durban office has continued to support **FEDUP** in the **Namibia Stop 8 Housing project**, which won a **Govan Mbeki award** in 2012. Since that time, the project was seriously delayed due to outcomes of a forensic audit of the **Municipal Housing Department** and its associated tendering processes. This internal audit saw numerous service providers' services suspended and, unfortunately, **uTshani Fund** got caught up in this process. **CORC**'s support towards the community was therefore also stalled. After 10 months of suspension, many meetings and elaborate paper trails, **uTshani Fund** was reinstated and construction can now commence, although a lot of momentum was lost.
- > Productive relationships are developing with **Durban University of Technology (DUT) Planning and Architecture Departments**. Community leaders recently made presentations at the Planning Department, which opened the opportunity to visit Havelock and discuss ongoing work. **DUT** committed to help find solutions to different design challenges and then to report back to the Havelock technical team for critical feedback. We have also renewed our engagements with **Project Preparation Trust (PPT)** with the view on finding synergies in our respective areas of influence.
- > During March 2013 we had an international exchange. The **Botswana University's Department of Town Planning** spent a week with us where they were involved in the design and initiation of the stream canal project in Havelock settlement. The students also assisted in a numbering and measuring exercise as part of the Emalandeni/Peace Valley enumeration process. We were also involved in the India-Brazil-South Africa working group on human settlements.
- > In the coming year, we look forward to improved communication, activity alignment and coordination, and project management and administration.

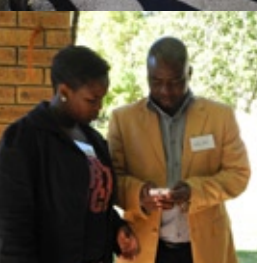


Joburg

- > Our office has been facilitating social mobilisation processes, partnership meetings, and technical and project support to organised communities in the City of Joburg, Ekurhuleni, and Midvaal Local Municipality, to mention a few. When the **ISN** formed in 2009, the primary discussions took place in Johannesburg. In this period, the new discussions on the governance and network leadership's capacity of the **ISN**, to which Patrick Magebhula refers in his opening remarks, also started in Johannesburg.
- > Our partnership meeting with the Office of the Gauteng Province Premier, Ms. Nomvula Mokonyane, following the solidarity march in August 2012, has intensified. Since our engagements with the cities of Johannesburg and Ekurhuleni were not progressing, the interaction with the Premier's office shows some signs of potential. We are also negotiating the resettlement of the Marlboro community, after the draconian evictions carried out by the **Johannesburg Metropolitan Police Department (JMPD)**. The Constitutional Court ruled in favour of the community, but enacting the ruling has been much more complex than we anticipated. A consortium between **uTshani Fund/CORC, University of Johannesburg**, architectural partners (such as **26'10 South Architects**), the **City of Johannesburg** and **local property owners** has been formed.



- > Our office also supported **FEDUP** groups in their engagements with new municipalities, where options for **People's Housing Projects** are emerging. The Charltonville Local Government is considering allocating greenfields stands to organised **FEDUP** savings schemes in the area after many presentations and engagements.
- > The completion of Johannesburg and Ekurhuleni settlement profiles has been drawn out since we compared the data to the City's databases. Our office has facilitated the majority of enumerations in the national programme, and the new partnership with Midvaal Municipality is showing promise for a future working partnership. The loan programme has also been launched from the Johannesburg office, and we are glad to announce that the Savings coordinator, Walter Monyela, will join the Johannesburg office from September 2013. **Preparations for the World Urban Forum VI**, which took place in Naples, Italy, saw community leaders coming into the office before the setting out for the journey to Italy.
- > In the coming year, we will continue to demonstrate to our cities poor people's ability to be central partners in the development of informal settlements. We are often confronted with closed political environments, but the light shines through the cracks in the walls.



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CHAPTER SIX



Organisational Profile

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 the agreed programs and strategies. The board meets 4 times a year and the duration of a members' 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 terms 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). Mrs. H. Hendricks (Treasurer), Dr. M.Price (vice Chancellor of UCT), Mrs. E. Benekane, Mrs. P.Assubuji, and Mrs. M.Don.

> Senior Management

Bunita Kohler - Director

Aditya Kumar - Deputy Director and Technical supporter

Charlton Ziervogel- Programme coordinator

> ISN and FEDUP Co-ordinators

Mzwanele Zulu - ISN Co-ordinator

Patrick Magebhula - ISN Co-ordinator

Rose Molokoane - FEDUP Co-ordinator

Marlene Don - FEDUP Co-ordinator

> Regional Office Management

Sandra Van Rensburg - Johannesburg Office Co-ordinator

Patience Phewa - Durban Office Co-ordinator

> Office, Finance & Admin

Bukiwe Matakane - Savings assistant

Bululwa Mkangeli - Admin

Engie Sass - Cleaner (Cape Town, Part time)

Gladys Madodo - Cleaner (Durban, Part time)

Laura Carvalho - Administration Manager

Neila Pillay - Finance Manger (joined July 2013)

Noreen Spanda -Cleaner Joburg (Part time)

Ntombekhaya Cwayi - Cleaner (Cape Town, Part time)

Shireen Mckerry - Finance Manager (left August 2013)

Sboniso Gola - Admin (joined August 2013)

Shereeze Spogter - Admin (left July 2013)

Criselda Fovie - Internal Audit (Cape Town Part time)

> Line co-ordinators

Thandeka Tshabalala - Documentation (National) - Joined June 2013

Walter Fieuw - Documentation (National) - Left August 2013

Blessing Manchitsana - enumeration (National)

Baraka Mwau - Technical Support (Cape Town, Part time)

Jeff Thomas - Technical Support (Durban)

John Mckerry - Solid Waste Network (Cape Town)

Kwanele Sibanda - Enumerations (Joburg)

Motebang Matsela - echnical Support (Joburg)

Olwethu Jack - Technical Support (Cape Town, Port Elizabeth)

Phumelele Khumalo - Technical Support (Durban)

Sizwe Mxobo - Technical support (Cape Town, Stellenbosch)

Walter Monyela - Savings (National)

Zakiyah Vawda - Technical support (Joburg, part time)

Financial Summary

List of Donors

- Worcester Polytechnic Institute
- Stellenbosch Municipality (via MoU agreement)
- Mott Foundation
- Misereor
- SDI- Federation Strengthening
- Ford Foundation
- Bill and Melinda Gates Foundation

We are very grateful to our donors and development partners for continuing to support this work. These include:

- > **Bill and Melinda Gates Foundation**
("Aligning communities and government")
- > **Ford Foundation**
("Promoting Transparent Effective and Accountable Government")
- > **Charles Steward Mott Foundation**
("General Purposes" and "Learning through Practice")
- > **Comic Relief**
(via International Institute for Environment and Development)
- > **Misereor**
("Building partnerships between communities and local authorities")



Income

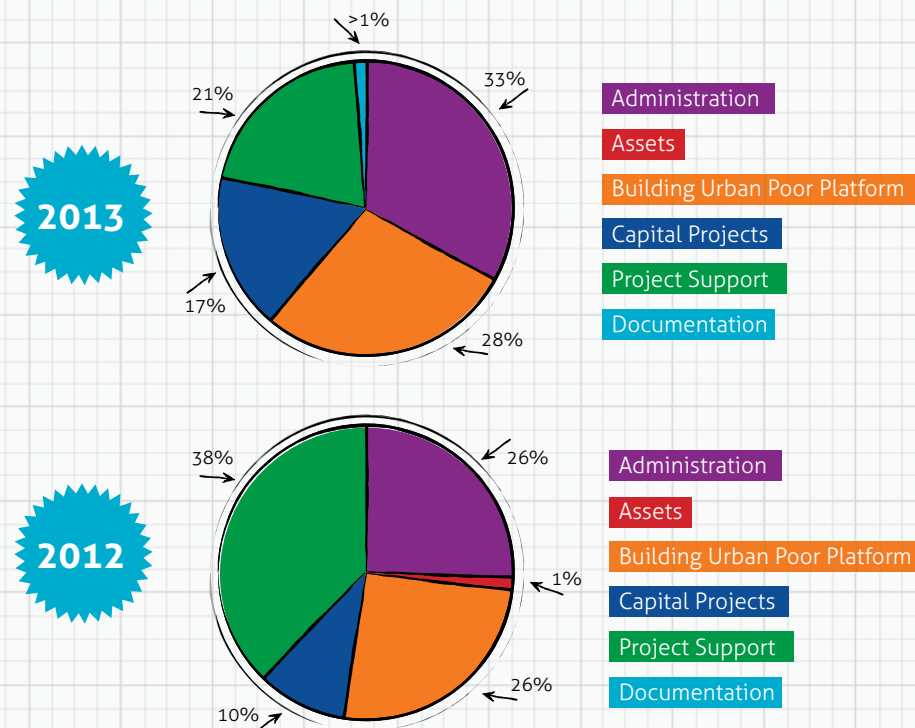


Community Organisation Resource Centre

Consolidated Income and Expenditure Statement | 01 April 2012 – 31 March 2013

	R (2013)	R (2012)
INCOME	R14,296,726	R15,305,192
Grants Received	R9,868,887	R2,835,650
Commission & Other	R282,388	R8,333
Income General	R1,227,873	/
Deferred 2012	/	R10,659,881
iKhayalami Income	R2,663,868	R1,301,445
iKhayalami Interest	R10,112	R6,728
Interest Received	R133,599	R493,156
EXPENDITURE	R17,368,879	R16,236,543

Categories of Expenditure





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