

LIVES,  
building the  
nation.

# Activity Report 2011 / 2012

# SDI SOUTH AFRICAN ALLIANCE

[www.sasdialliance.org.za](http://www.sasdialliance.org.za)





## OUR VISION

to strengthen the voice of the urban and rural poor in order to improve **quality of life** in informal settlements and backyard dwellings

## OUR MISSION

to strengthen and support communities who are willing and able to mobilise themselves around their own resources

## OUR STRATEGY

1.

Capacitate communities associated with FEDUP and ISN

2.

Build partnerships with government at all tiers

3.

Implement partnerships through projects

4.

Keep record of learning, monitoring and evaluation.

# message from the director

BUNITA KOHLER

It is with great excitement that I report on a year of memorable achievements on the part of the South African SDI Alliance. Slum dwellers, women savers, community leaders and NGO support staff have yet again collaborated to strengthen the voice of the urban and rural poor. In the past 18 months the Alliance have been building on our strategic vision of "Upgrading Lives, Building the Nation" and carrying forward our mission of building stronger communities to upgrade informal settlements. This report reflects the achievements of this strategy...

The Community Organisation Resource Centre (CORG) provides support to networks of urban and rural poor communities who mobilise themselves around their own resources and capacities. CORG's interventions are designed to enable these communities to learn from one another and to create solidarity and unity in order to broker deals with formal institutions, especially the State.

During the reporting period we have seen the Federation of the Urban Poor (FEDUP) return to the practice of daily savings and recognising the savings schemes as safe spaces for women to get together, save for a purpose and a space where they can pool their collective resources to find solutions to everyday problems. Exciting stories are being told by members that we will share in this publication as well as on our website.

We have also seen the steady growth of the Informal Settlement Network (ISN), which now has a presence in five of the major metropolitan areas. ISN community leaders have developed broad experience in forging partnerships with local authorities and have developed a set of tools to prepare communities for informal settlement upgrading. ISN is engaging local municipalities in developing an approach to integrated human settlements and are exploring viable alternatives to the current housing delivery model and to the ineffective top-down approach to providing basic services for informal settlements.

In the Municipalities of Stellenbosch and Cape Town the engagement have resulted in the signing of formal MoU's. Going forward, the alliance launched the Community Upgrading Finance Facility (CUFF) or "Masikhase" that supports small community led projects. Applications are being reviewed by the CUFF board, which is made up of a majority of informal settlement and backyard shack community leaders. Community savings form the backbone of this new instrument of pro-poor urban development. Now our next step is to replicate this facility at city level and to launch city funds that will support the community led upgrading projects, city wide, in partnership with government and the private sector.

Building communities, building partnerships with government, and upgrading settlements are a long, difficult process. But it is those who live with the current conditions of informal settlements today that are most prepared to lead the way to a different tomorrow. In partnership with our city governments, communities are loudly saying:

We are now ready to upgrade lives, with what we have, where we are, and build the nation that had long been our hope and dream...



# content

Activity Report  
2011 / 2012

## building inclusive cities from the bottom up

### setting the stage

01

CHAPTER ONE

- Period In Review
- Objective 1 - Platform of the Urban Poor
- Objective 2 - Demonstrate Community-Led Approaches
- Objective 3 - Integrate Pro-Poor Agencies in Planning
- Objective 4 - Reflection and Capacity Building

### introducing the actors

02

CHAPTER TWO

- Pledge of Renewal
- Strategy 1 - Building Communities
- Strategy 2 - Building Partnerships with Government
- Strategy 3 - Implementing Partnerships Through Projects
- Strategy 4 - Documentation and Learning
- From Dialogues to Platform of the Urban Poor
- The Western Cape Backyarders Network
- Reviving FEDUP Savings Through Daily Collections
- Nothing For Us Without Us
- National Department of Human Settlement
- National Upgrading Support Programme
- Ministerial Sanitation Task Team
- International Development Partners
- Learning and Policy Networks
- Academic Institutions

03

CHAPTER THREE

- Local and International Exchanges
- Enumerations
- Livelihoods
- Projects
- Upgrading and Blocking Out
- Cuff Projects
- Documentation

### short stories

04

CHAPTER FOUR

- Map of South Africa
- Stellenbosch Municipality
- City of Cape Town
- Ethekwini Metro Municipality
- City of Johannesburg
- Ekurhuleni Metro Municipality
- Other Partnerships in Progress
- Lessons Learnt in Building Pragmatic Partnerships

### organisational profile

05

CHAPTER FIVE

- Corc Profile
- Board of Directors
- Staff
- Report From Regional Offices
- Financial Summary



# setting the stage

## 01

### CHAPTER ONE

There was a time when the word "uskoteni" was a word that police and government officials used to demean slum dwellers in South Africa. They were squatters. They did not belong. They were to be removed or, barring that, continuously harassed. But the word has undergone a change. Throughout South Africa, the shack dwelling urban poor now refer to themselves as "uskoteni" with a feeling of pride. For the word means that they are **survivors**.

**Vuku'zenzele. Wake up and do it for yourself.**

**Such is the way of the South African Alliance.**

It has been a long path. In the late 1980s and 1990s, affiliated slum dwellers invaded land to create many settlements. These are now home to formal communities with services, legal tenure, and housing developments. The Alliance has worked with all levels of government to build a voice for the urban poor in the institutions of South Africa's developmental state. The Alliance has worked with communities to learn to save their money, collect their own information, and upgrade their settlements.

For slum dwellers, this change in approach is similar to the way that they have changed the meaning of the word "uskoteni." The RDP housing program has created false illusions for the millions who live in hope of a free house that will likely never come. Those who do receive RDP houses often end up living further away from economic opportunity than when they lived in informal shack settlements. Under the various iterations of the RDP program, the poor are dependent, dispensable, and defenceless.

### THIS IS A MOVEMENT OF PEOPLE:

people in communities dedicated to making formal systems understand and incorporate their informal approaches and professionals who do not accept as inevitable the existing formal context in which laws, institutions, and financial flows are determined. The Alliance is taking a major step towards preparing communities for an engagement with government, especially local government. Such partnership addresses the make-or-break need to transform community participation in informal settlement upgrading from an afterthought to central participants in such work.

The motivation for this work is rooted deep in the grassroots. By this we mean the issues that emerge most profoundly from the daily experience of poverty, landlessness, and homelessness. Our strategy is a version of that old rallying cry: **"Nothing for us without us."** For the kind of upgrading we speak of is not about land and services alone. This is about realising real citizenship and equality in our cities.



The Department of Human Settlements is changing its approach to slum upgrading. Since 1994, the housing program has produced matchbox houses for a few on the periphery of cities. Though the government has built approximately 2.8 million houses, the backlog of those without housing is actually larger than it was in 1994. Now the Department has agreed on a new program of action: incremental upgrading of informal settlements that benefits whole communities where people already live. In December 2010, Minister Tokyo Sexwale made a commitment to upgrade 400,000 informal settlement households on well-located land by 2014. This is one of three major outcomes of his performance agreement with President Jacob Zuma.

This illustrates that the South African government has acknowledged informal settlements should be progressively integrated into the spatial fabric of the city, and not eradicated and excluded, as previously conceived, which often came at a detrimental expense of the poor. However, despite the introduction of policy frameworks and housing instruments that could potentially transform settlements and offer context-sensitive and situational responsive agendas, local governments have struggled to come to grips with the extensive community engagement and difficult engineering and geotechnical interventions required in the upgrading of informal settlements.

As government shifts to an incremental approach to informal settlement upgrading, it is finding that communities are preparing the ground for a historic possibility. For settlement-wide upgrading can only be done with communities as central partners in the process. With such a strategy in hand, the new policy environment is paving the way to real change on the ground.

Community Organisation Resource Centre (CORG) is a NGO that supports the social processes of community-based organisations by facilitating engagements with formal actors like the State. It also supports the development of some "rituals" such as daily savings and mobilisation; enumeration and profiling; peer-to-peer learning through exchanges; and community-led development strategies. In 2010, CORG received a capital injection through the Bill and Melinda Gates Foundation and other donor partners to invest in the building of a pro-poor platform by investing in the capacity of a network of settlement-level organisations of the urban poor. This report tracks the impact of the Informal Settlement Network (ISN) and the Federation of the Urban and Rural Poor (FEDUP).



# period in review

Since 2002, when CORC was formally registered, our core business has been the support and facilitation of learning and exposure through horizontal exchanges. This strengthens organised networks of the urban and rural poor, capable of driving their own developmental agendas. By 2009, ISN had mobilised more than 400 settlements across South Africa. FEDUP groups saved more than US\$250,000 in daily savings, the FEDUP/uTshani Fund alliance have become the largest People's Housing Process (PHP) developers, and preliminary partnerships with municipalities were emerging around incremental upgrading of informal settlements. A working relationship has been established with the National Department of Human Settlements, the Ministerial Sanitation Task Team (MSTT) and the National Upgrading Support Programme (NUSP).



Leaders of ISN and FEDUP are advising at policy and implementation level. Within the settlements, committed mobilisers evolve into skilled community designers with a keen interest in replicating local successes to other communities and in strengthening the partnerships with local governments. A revised communication strategy brings these learning outcomes to the attention of national and international stakeholders, and aims to articulate an alternative paradigm in fighting the **common enemy: poor service delivery, landlessness and homelessness, and dislocation from decision making.**

With the growth of the ISN, Alliance partners strategised around a common vision of building more inclusive and pro-poor cities by advancing people-centered development. The Alliance developed a framework to assess key objectives:

- 1 Establish and strengthen a platform of the urban poor
- 2 Demonstrate the effectiveness of community-led approaches
- 3 Integrate the agencies of the poor through collaborative project implementation
- 4 Reflection and capacity building through documentation and monitoring

This activity report tracks the progress of these objectives over the last 18 months (January 2011 to June 2012) and aims to showcase the work of the Alliance.

## OBJECTIVE 1: PLATFORM OF THE URBAN POOR



From a baseline of 400 settlements, the ISN has extended its footprint to more than 650 settlements and backyarder communities in Cape Town, Stellenbosch, Johannesburg, Ekurhuleni, Midvaal, eThekweni (Durban), Nelson Mandela Bay Metro (Port Elizabeth) and Mangaung (Bloemfontein). FEDUP has also revived daily savings, and have instituted a "six weeks programme".

Currently, FEDUP constitutes 24,517 savers organised in 401 active women-led savings groups across 45 towns and cities. These women have saved more than US\$250,000 and is innovating around new forms of community loans, livelihoods and job creation initiatives, and other forms of insurance, such as funeral cover, stokvels, and more.

## OBJECTIVE 2: DEMONSTRATE COMMUNITY-LED APPROACHES



The Community Upgrading Financing Facility (CUFF) has been institutionalised, and launched in the first half of 2011. The CUFF have funded more than 20 incremental projects, and continue to support poor people's interventions in the built environment. More than 200 community leaders have been trained in "financial technologies" of setting up bank accounts and savings schemes, daily collection reporting and reconciliations, and so forth. On an institutional level, the capital commitments in the Memoranda of Understandings with the City of Cape Town and Stellenbosch Municipality have exceeded US\$1 million. These agreements included to support network activities such as enumerations, design and layout, mapping and measuring, implementing savings collectives, and exchange for horizontal learning. The funding will support the partnership and the incremental approach to upgrading of informal settlements. Other local governments and metropolitans have shown interest in replicating the Memoranda of Understanding signed with the two municipalities.



### OBJECTIVE 3: INTEGRATE PRO-POOR AGENCIES IN PLANNING



A number of short term jobs have been secured via the Extended Public Works Programme in the upgrading context. By utilising this government expenditure programme creatively, the ISN have secured jobs for enumerators, community-based planners, community researchers, and implementation workers. Mr. Patrick Magebhula, national coordinator of the ISN, has been appointed as special advisor to Mr. Tokyo Sexwale, minister of the Department of Human Settlements (DoHS). He also served on the Ministerial Sanitation Task Team, and with Mrs. Madikizela-Mandela visited various upgrading projects, sanitation summits, and consultations administrated by the ISN and FEDUP

Moreover, the deputy minister of Human Settlements, Ms. Zoe Kota-Fredericks, serves on the board of governance of SDI's Urban Poor Fund International (UPFI) and in the first half of 2012 visited an ISN upgrading project in Cape Town and opened a FEDUP show house in Orange Farm, Johannesburg. This series of engagements were the result of an international exchange to India, where the minister pledged support for the Alliance's community-driven processes.

### OBJECTIVE 4: REFLECTION AND CAPACITY BUILDING



The Monitoring and Evaluation framework which was introduced in 2011 has undergone a thorough trial at national level and been presented at international SDI learning events. It is constantly being scrutinised for possible improvements. CORC has also collaborated with universities and other institutions around urban development issues.

**Architecture Departments:** collaboration on project planning with University of Cape Town (Langrug); University of Johannesburg (Ruimsig); University of Pretoria (Joe Slovo Park); Cape Peninsula University of Technology; (various Cape Town projects)

**International Universities:** upgrading projects with the Worcester Polytechnic Institute from the USA (Langrug) and University of Botswana (Cape Town projects)

**Other Learning Institutions:** Isandla Institute co-hosted a series of dialogues on the "right to the city", and submitted recommendations to the Department of Human Settlements **Good Governance Learning Network**. CORC is a full member of the **GGLN Learning Network**.



# introducing the actors

02

CHAPTER TWO

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

**The Alliance is in a position to affect change on:**

- (a)** the physical and social development of cities
- (b)** the policies, institutions and relationships that determine social change.



**INFORMAL  
SETTLEMENT  
NETWORK**

The **Informal Settlement Network (ISN)** is a bottom-up agglomeration of settlement-level organisations of the poor at the city-wide scale in the municipalities of Cape Town, 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.



# SDI SOUTH AFRICAN ALLIANCE PLEDGE OF RENEWAL

The South African Alliance of community organisations and NGO support organisations linked to Shack Dwellers International (SDI) met for three days at the Kolping House in Cape Town on 19-21 January 2011. The agenda was to plot a common way forward to meet the plight of urban informal settlement dwellers.

The Alliance took a major step towards preparing communities for an engagement with government, especially local government. Such partnership addresses the make-or-break need to transform community participation in informal settlement upgrading from an afterthought to the central plank of such work.

A STRATEGY AND ASSOCIATED IMPLEMENTATION PLAN WAS DEVISED IN THIS THREE DAY STRATEGIC GET-TOGETHER.

As government shifts to an incremental approach to informal settlement upgrading, it is finding that communities are preparing the ground for a historic possibility. For settlement-wide upgrading can only be done with communities as central partners in the process. With such a strategy in hand, the new policy environment is paving the way to real change on the ground.

The motivation for this work is rooted deep in the grassroots. By this we mean the issues that emerge most profoundly from the daily experience of poverty, landlessness, and homelessness. Our strategy is a version of that old rallying cry: **"Nothing for us without us."** For the kind of upgrading we speak of is not about land and services alone.

THIS IS ABOUT REALIZING  
REAL CITIZENSHIP AND  
EQUALITY IN OUR CITIES.

SDI





## STRATEGY 1: BUILDING COMMUNITIES

The architecture of the Alliance is a decidedly open one. The motivation for this work is not about preserving institutional imperatives or narrow individual interest. Rather, the strategy that emerges is broad-based, focusing on the concrete developmental issues of informal settlement communities. When the ISN mobilises in communities, it supports the local leadership to organise around developmental issues.

Once a community has formed its committees, it proceeds to an in-depth process of gathering its own information to serve as the basis for development. Although there is no one-size-fits-all method for savings, the only rule is an understanding of the importance of community capacity for financial resource management, as a basis for sustainable and scalable plans for informal settlement upgrading.

## STRATEGY 3: IMPLEMENTING PARTNERSHIPS THROUGH PROJECTS

As City-wide networks emerge, and effective relationships are established with the City's Field Officers, a common criteria of upgrading settlements emerge. These can include: (a) desperate need of certain communities, (b) the extent to which community leadership is already organised, and (c) the extent to which communities are prepared to manage and contribute to the finances that are necessary for upgrading (eg. transparent and accountable savings schemes). Other projects that get chosen for implementation are difficult cases designed to influence the way the municipality operates so that its methods come closer to the planning priorities of communities.

## STRATEGY 2: BUILDING PARTNERSHIPS WITH GOVERNMENT

At the same time that the ISN undertakes this deepening of community leadership in a given settlement, the settlements also mobilise to network at the city-wide scale. Such a method for building capacity within and between communities therefore requires an understanding of the necessity of engagement with local authorities in order to enact change.

We identify the relevant role players who have the political will and bureaucratic position within municipal government to make a difference regarding informal settlement upgrading. A common information base is established - through profiling and enumerations - which becomes a tool for joint planning, strategy for mobilising the relationship with the municipality is about the "issues" that emerge from the lived experience of poverty.

## STRATEGY 4: DOCUMENTATION AND LEARNING

The effort to scale up a partnership-based, community-centered approach to informal settlement upgrading is impossible without transparency, accountability and learning. The Alliance is therefore dedicated to a consistent effort to document, monitor, and evaluate what happens at the project level, as well as at the city-wide level of partnerships and planning.



# from dialogues to a platform of the urban poor

A series of dialogues were organised in late 2008 and in 2009 in five major metropolitan areas. The alliance that emerged out of these meetings was dubbed the **Informal Settlement Network**. In these formation years, the ISN's basic structures emerged, coupled with some preliminary accomplishments:

- ▶ A steering committee comprising five slum dwellers and two support professionals
- ▶ In just a little over a year, ISN networked more than 400 informal settlements in Johannesburg, Ekurhuleni, Kimberley, Ethekwini, Cape Town, and Nelson Mandela Bay municipalities.
- ▶ ISN launched a city-wide informal settlement profiling initiatives which led to the compilation of profiling reports endorsed by metropolitan councils of Johannesburg, Ekurhuleni, Ethekwini, and Cape Town
- ▶ In Cape Town and Stellenbosch, signs of an emerging partnerships with ISN/ CORC emerged with the prospect of upgrading settlements city-wide.

## The ISN has three primary objectives:

1. The first is to create solidarity and unity of the urban poor so that they are well organised, and equipped with the skills, knowledge and scale needed to create meaningful change.
2. Secondly, ISN is building a national urban network of the poor for learning and lobbying so that local, community-level initiatives drive any citywide or national agenda, city governments are obliged to consult communities in development plans, and communities develop the capacity to hold local authorities, especially at ward council level, to account.
3. The final goal is to change the way our cities are planned and developed and how public funds are used so that they are inclusive, and that ordinary people are involved.

The network is not just about moral solidarity among the urban poor. It is paving the way towards achieving scale. The answer to the question of development at scale is unequivocal: put organised communities of the urban poor at the centre of their own development.

Key to all of these achievements has been the capacity of community-based leaders, as well as that of agglomerations of community organisations, to cohere around a proactive developmental agenda. As a result of these experiences such actors have been able to:

1. Design, refine and apply their own distinctive and effective practices for community organising and empowerment;
2. Develop protocols and systems for informal settlement upgrading from land identification, to community planning to service provision, to the incremental upgrading of shelter;
3. Build and sustain extensive working relationships with politicians and officials in all three tiers of Government;
4. Create incentives that encourage communities, officials and politicians to work together to co-produce infrastructure and shelter solutions;
5. Design and manage intermediary, semi-formal finance facilities that gear community savings and leverage external resources, especially from government.

This is a movement of people; people in communities dedicated to making formal systems understand and incorporate their informal approaches. ISN's governance structures are decidedly open, and consist of regional leaders grouped in "working teams" and a national coordinating team. Guided by the core principles of **learning by doing, working with organised communities, building self-reliance, and building on community assets and internal capacities**, poor communities are bargaining and realising citizenship to fuller extents, and negotiating for deeper democratic engagement.

## Going forward, the role of the ISN working teams are to:

- ▶ Strengthening their governance and decision-making systems;
- ▶ Play an oversight role in the enumerating, mapping and numbering structures in settlements;
- ▶ Working with the community leadership and officials and technical experts to identify upgrading priorities and prepare the households for implementation;
- ▶ Mobilising women into savings schemes so they can generate community contribution and develop capacity around project related decision making and finance management;
- ▶ Seeking to resolve disputes and conflicts before and during the upgrading process.

The ISN national coordinating team also ensures that the political commitment to long term upgrading is materialising. Frequent engagements with participating Metropolitan municipalities is already taking place, and the establishment of this team will ensure better integration between the intersections of municipal and community plans.



# the western cape backyarders network: WE WANT TO DO, WHAT WE CAN, WITH WHAT WE HAVE, WHERE WE ARE.



“The Backyarders of Manenberg”

<http://www.youtube.com/watch?v=k6MzqObe2CQ&feature=share&list=UUDl9ICF-caumKGoB8JaPo3Q>

These are the words that epitomise the approach of the Western Cape Backyarders Network (WCBN) in solving the problems that exist within backyarder communities in Cape Town.

Cape Town has a unique informal shelter typology in overcrowded rental stock and backyarder shacks. Although the City has launched a R700 million programme of incrementally upgrading backyarder residents' living condition in providing better services, the nature of upgrading backyarder shacks is generally poorly understood. In middle 2011, the WCBN, with the support of the ISN and CORC, launched the enumerations of backyarder communities of Tafelsig, Athlone and Manenberg. Enumerations as a tool for mobilising and organising communities was effectively utilised in bringing together diverse role-players to understand the gripping realities of overcrowding. In one instance the enumeration team had encountered a home where 22 people were sharing a one-bedroom house.

The enumerations highlighted the difficulty backyarders had in accessing basic services like sanitation, electricity and water. The Federation of the Urban Poor (FEDUP) also introduced the backyarder communities of Tafelsig, Athlone and Manenberg to daily savings. These communities are now actively saving towards incremental upgrading, and leveraging support from the City's backyarder upgrading programme. An agreement has been reached with the City of Cape Town to allow for the upgrading of current dilapidated housing stock.



Various community organisations at work in Manenberg met in November 2011 at a gathering organised by the WCBN in conjunction with the Informal Settlement Network (ISN) to review the work being done to improve the lives of backyarders in the area.

## MANENBERG DEVELOPMENT COORDINATING STRUCTURE (MDCS):

Patsy Daniels, the chairperson of the MDCS, explained that the role of the MDCS was to provide a coordinated structure for organisations to work together. This has provided the platform to start making a real impact on the lives of the backyard dwellers of Manenberg.

## WESTERN CAPE BACKYARDERS NETWORK (WCBN):

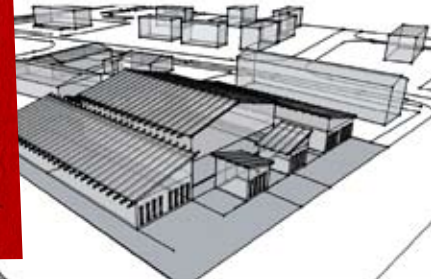
Melanie Manuel of the WCBN highlighted the plight of people living in backyard shacks across Cape Town and brought into sharp contrast the unique set of problems faced by backyarders who are effectively hidden from the public eye.

## CARING ORGANISATION:

Washiela Baker has been an active community worker in Manenberg for more than 25 years. She was shocked at the findings of the enumeration and being able to witness the conditions people were living in.

## MANENBERG COMMUNITY MANAGEMENT SERVICES (COMS):

Yulene Walbeck took the gathering through the proposals for a multi-purpose centre, which would be located on a vacant piece of land. The centre would provide accommodation for the elderly, drug abuse counseling facilities, and skills training and support to young mothers. The centre would serve as offices for organisations planning for the area-wide upgrading of Manenberg.



The various organisations are now working together to find locally responsive solutions to their local problems of overcrowding, social fragmentation and drug abuse, and better services. With technical support from CORC, the communities has developed a model for what a multi-purpose centre and new residential units could look like. These models are being presented to the City who are considering the viability of such proposals. Applications to the Community Upgrading Financing Facility (CUFF) for shack upgrading and installation of electricity boxes have also been lodged (see Chapter 3).

Henrietta and Lezhaun, members of a family of ten living in an overcrowded one-bedroom house in Manenberg, has been on the waiting list since 1987. What is more, they are both blind, which further complicates their disposition.

Said Henrietta and Lezhaun,

“We need to raise awareness of the plight of many families where 2nd to 3rd generation members, having no place to move to, simply stay in overcrowded conditions. This is why we build backyarder shacks, because if we move out of Manenberg, we will lose the social security net of family networks that make us a community”

The WCBN has been fully integrated with the ISN and are continuing to raise awareness of the plight of the unseen backyarders living in the forgotten ghettos of apartheid spatial planning. They are providing solutions to the housing and land crisis.



# reviving FEDUP savings through daily collections

SAVINGS

Community-based savings has been likened to 'the breath of life, the pulse, the lifeline' in the daily life of poor people's mobilisation. Not only do these savings contribute to the financial aspect of people-driven development; it is inherent to generating trust, transparency, social cohesion and confidence among savers. Savings proved to be an effective strategy which ensured that community leaders built strong social formations on the ground, understood the zeitgeist of the slums, and learned to articulate the needs of the urban poor to powerful decision-makers in government. This type of high-level negotiation was/is only possible because of the Federation's strategy of savings. By organising around the one thing that is absolutely essential to survival - money - the Federation adopted a strategy that was of vital importance shack dwellers, was easily replicable across the country, and was immediately responsive to the crises of poverty.

In the dynamic and pulsating life of the Federation, the depth and breadth of daily savings have been in continual flux since the beginning days. After a decade of effective mobilisation, it became more clear that government's housing policies and regulations were fraught with limitations - that the policy framework overrides the community process, that the system can be exploited by developers and ward councillors for personal profit, and that there is little trust in the capacity of slumdwellers. With only one very regulated path to development, organic ingenuity had been stifled by an entitlement culture amongst the poor.

This legacy of control also had a detrimental effect on the sustained commitment to savings as a mobilisation strategy. Communities grew tired of waiting on government to release subsidies, since 2005/06 daily savings and active membership have been in decline.

In the remaining Federation strongholds, especially in the provinces where government followed up on Minister Sisulu's pledge and Memorandum of Understanding with the FEDUP (which committed national government to 9,000 subsidies to FEDUP groups), savings were strong. To address these inter-governmental inconsistencies, Joint Working Groups (JWGs) have been established (made up of officials, FEDUP leaders, and development professionals) to continue debating, discussing and learning about the **delivery of pro-poor housing.**

The demands emanating from the grassroots for a renewed commitment to daily savings culminated in 2010. A fact-finding study was conducted to diagnose the key areas where the Federation is weak. A number of issues were identified:

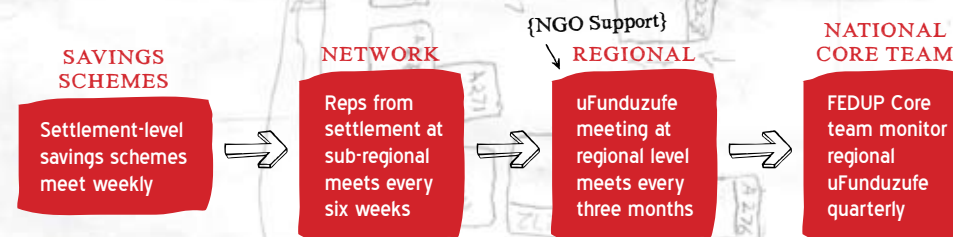
- ▶ No prudent and accountable accounting and reporting system
- ▶ Breakdown in loans and poverty alleviation and livelihoods programmes
- ▶ Unaccountable leaders not belonging to active saving schemes
- ▶ Gatekeeping and unresponsive leadership



In December 2011, FEDUP groups participated in international exchanges through the SDI network in order to kick start a turn-around strategy. It was decided that the successes of the Malawian and Zimbabwean federations were the most suited examples of active savings and loans. A small group of leaders travelled to these countries to investigate their accounting and governance structures, record keeping, loan systems and livelihoods savings.

Back in South Africa, leaders committed to being close to their saving schemes by doing door-to-door collecting, re-establishing their groups as learning centres, mobilising new settlements, identifying potential leaders and empower new leaders. FEDUP leaders agreed to go back to the basics: building strong savings collectives practicing daily savings.

In order to achieve this, a renewed commitment to local exchanges and regional meetings were reinstated, which are called uFunduzufe (learn until you die). CORC is supporting FEDUP activities by strengthening the structure of these uFunduzufe meetings. This is called the "six weeks programme" as representatives from the networks of settlement-level savings collectives meet every six weeks to discuss the progress of savings, mobilisations and exchanges. At the regional level, representatives from settlements attend the uFunduzufe meetings every three months. These reports of savings, actions plans and a consolidated report are chaired at quarterly meetings, where the FEDUP core leadership group meets.



The first evaluation of the "six weeks programme" in March 2012 spotlighted significant increases in both active members and savings contributions. Groups have started lending small amounts to each other again. The "six weeks programme" have reiterated the core of savings:

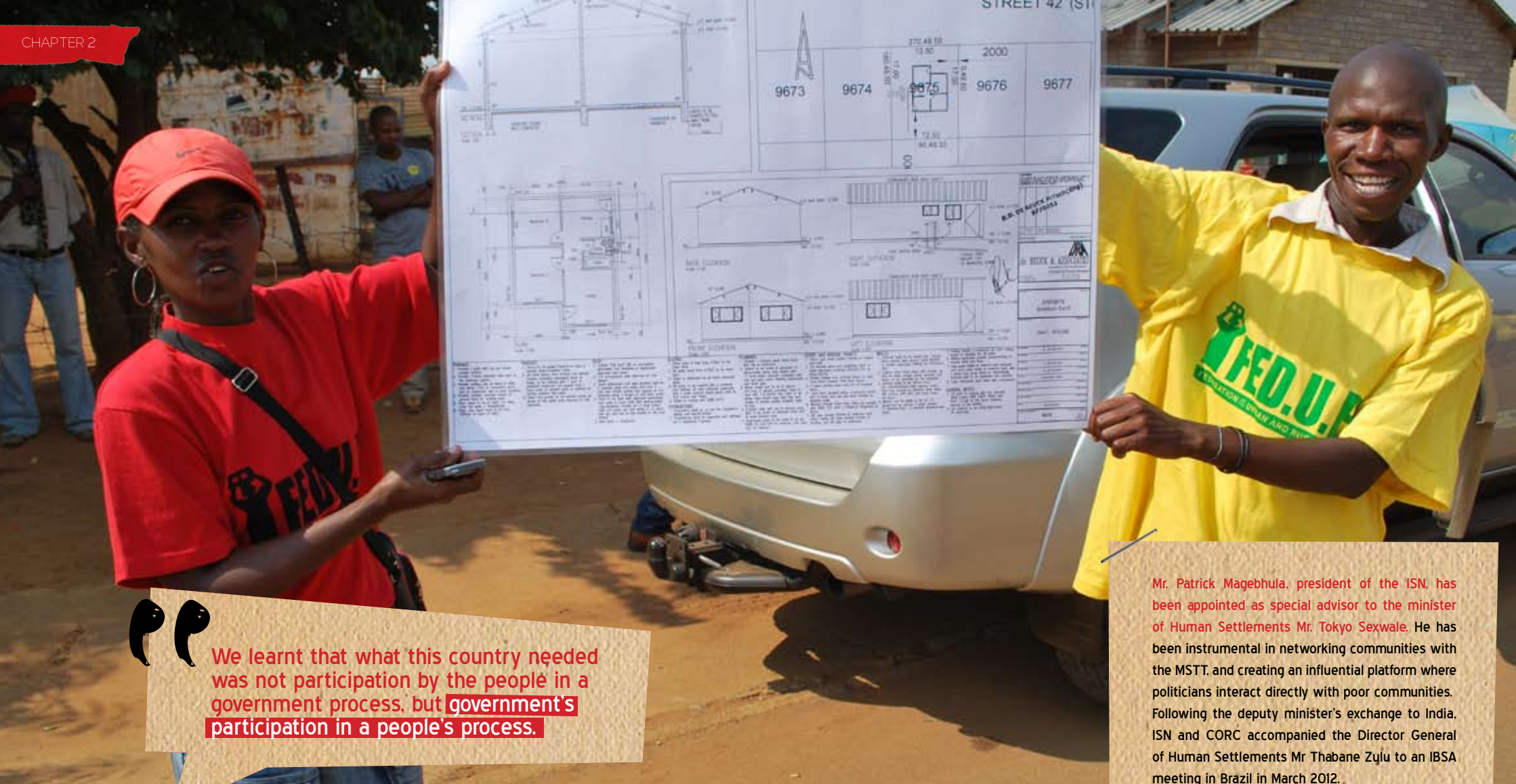
REGIONS	NEW SAVERS	CONTRIBUTION
Eastern Cape	119	R 6,095.76
Free State	65	R 5,619.00
Gauteng	112	R 5,450.00
Kwa-Zulu Natal	165	R 9,087.00
Limpopo	17	R 2,500.00
Mpumalanga	144	R 4,600.00
Northern Cape	0	R 0.00
North West	144	R 9,700.00
Western Cape	138	R 3,523.36
<b>TOTAL</b>	<b>904</b>	<b>R 46,575.12</b>

We do not collect money. We collect people.









“ We learnt that what this country needed was not participation by the people in a government process, but **government's participation in a people's process.** ”

Mr. Patrick Magebhula, president of the ISN, has been appointed as special advisor to the minister of Human Settlements Mr. Tokyo Sexwale. He has been instrumental in networking communities with the MSTT, and creating an influential platform where politicians interact directly with poor communities. Following the deputy minister's exchange to India, ISN and CORC accompanied the Director General of Human Settlements Mr Thabane Zulu to an IBSA meeting in Brazil in March 2012.

FEDUP have secured frequent engagements with metropolitan and province Joint Working Groups (JWG), a direct outcome from the Department's pledge of direct subsidies to FEDUP groups.

FEDUP was awarded three Provincial Govan Mbeki awards in the category of “enhanced People's Housing Process” in April and May 2012.

1. North-West (for the “Lethabong” 96 houses)
2. Kwa-Zulu Natal (for the “Namibia Stop 8” 89 houses)
3. Gauteng (for the “Orange Farm” houses)

With the governments devolution of infrastructure grants to Metropolitan municipalities, such as the Urban Settlements Development Grant (USDG) and the City Support Programme (CSP), there has never been a more opportune time to give communities direct access to where infrastructure programmes will be deployed, and how to make the development of cities more inclusive and **pro-poor.**



# NATIONAL UPGRADING SUPPORT PROGRAMME (NUSP)

NUSP is a programme instituted by the Department of Human Settlements, and seeks to promote the application of the Upgrading of Informal Settlements Programme (UISP) through capacity building, technical support and to develop "communities of practice".

From the onset, the relationship between NUSP and the Alliance has been informed by the pragmatic approaches to upgrading. NUSP consulted on the upgrading of Ruimsig settlement, a pilot upgrading project in the wealthy suburb of Ruimsig, North-West Johannesburg, which is anchoring discussions on formalising the partnership with the City of Joburg.



Going forward, the Alliance have proposed the following areas of technical support from NUSP:

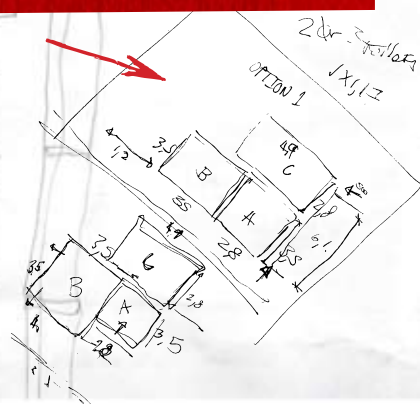
Co-produce formal and detailed development plans that match Outcome 8 requirements, are included in municipal IDP Housing Chapters, and secure financial commitments from province (UISP subsidy) or metros (USDG finance)

Building partnerships with participating and implicated local municipalities to advance the agenda of people-centered approaches to upgrading

Assist communities in the translation of often hand-drawn spatial layouts, specifications, and master plans into digital, hard coded technical drawings

Develop training materials targeted at certifying officials and communities in the ethos, practice, and prospects of long term commitment to upgrading

Provide financial and administrative support to the establishment of learning and demonstration centres (communities of practice)



## MINISTERIAL SANITATION TASK TEAM (MSTT)

In September 2011 the National Department of Human Settlements unveiled a task team headed by Ms Winnie Madikizela-Mandela to advise on the issue of unclosed and or incomplete toilets in the country.



The Task Team was mandated to establish the scale of the problem, its nature, its geographical spread, and identify irregularities. Mr. Patrick Magheba was also appointed as a core team member. In the past 6 months, the FEDUP and ISN have facilitated a number of dialogues with the Task Team in Cape Town, Joburg, Durban, and Port Elizabeth. In the upgrading of Sheffield Road, minister Madikizela-Mandela saw how the community's re-blocking plan centred around safe and responsible access to sanitation services.





## INTERNATIONAL DEVELOPMENT PARTNERS

Over the years, the CORC has built a reputable working relationship with major international development agencies and donors. These include the 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"), and Misereor ("Building partnerships towards effective settlement upgrading")

## LEARNING AND POLICY NETWORKS

The Alliance is committed to advancing the agenda of pro-poor and inclusive cities at all levels. Communities often demonstrate accurate knowledge of their settlements, and the external factors that impact on these. In these formal learning spaces, the poor are often the primary contributors to understanding the complex social systems cities represent. The main networks the Alliance engages with are the Good Governance Learning Network (GGLN) and the Association of African Planning Schools (AAPS).



## ACADEMIC INSTITUTIONS

When professionals drive solutions to urban poverty, communities are often excluded from decision making, which means that they do not actually own or take account for their development. For this reason, a **"co-production" strategy** is adopted in engaging formal development actors and academic institutions, who are key partners in finding collaborative options for scalable and high impact solutions. The Alliance have built strong ties with the Planning, Architecture and Engineering schools of the University of Cape Town, University of Pretoria, University of Johannesburg, University of the Witwatersrand, and Cape Peninsula University of Technology.

We also have a strong bond with a number of research institutes such as the Sustainability Institute, the African Centre for Cities, and the Isandla Institute. With these partners, the Alliance have developed innovative solutions for Community Construction Management Teams (FEDUP and SI), multi-disciplinary "city-labs" (ISN and ACC) and hosted numerous dialogues and policy analysis (CORC, ISN and Isandla).





# 03

# building inclusive cities from the bottom up

## CHAPTER THREE

Full community participation is widely regarded as the make-or-break factor in successful upgrading. In addition, community ownership and appropriation of essential functions in the planning and implementation phases has the potential to transcend upgrading paradigms of providing essential services and alleviating urban poverty; it also deepens democratic engagement and enhances local capacities. Hence, the overriding concern is building and investing in local community and municipal capacity for delivery.

Experience has shown that community buy-in - the "demand side" of the policy framework equation - is the essential ingredient to a successful upgrade. Any city official in most participating municipalities can recount stories of attempted provision of services or other attempts at upgrading that resulted in vandalism, destruction, and antagonism by the communities such projects were intended to help. The message that communities articulate through such actions is clear.

*Upgrading the lives of the people requires mobilisation and consultation around the needs for upgrading that people identify.*

The core practices - also called "rituals" - of the ISN and FEDUP are largely informed by grassroots initiatives emanating from an international collective of experience. Championed by urban poor communities across the vast network of Shack / Slum Dwellers International (SDI), these rituals have become powerful negotiation tools for communities engaging all tiers of government with regard to **housing development, informal settlement upgrading, securing land tenure and advancing alternatives to evictions and demolitions.**

Local and international experience have shown how the creative utilisation of these rituals lead to capacity building, realising an asset-based approach to urban development, and deepens democratic and meaningful engagement.

Physical upgrading and institutional partnership therefore materialises citizenship.



## LOCAL & INTERNATIONAL EXCHANGES

*Who decides what poor people need, and what is most useful to them? Poor people are best positioned and resourced to find solutions for local issues.*

The most important learning vehicle in the South African Alliance - and for that matter all community alliances associated with SDI - is through the direct exchange of information, experience and skills between urban poor communities. Through exchanges, communities build a horizontal platform for learning and to share successes and failures in projects, give and receive advice on engaging government, share in work and life experiences, and exchange tactics and plans. This horizontal learning creates the critical mass and body of knowledge produced by the poor required to take community-based planning to scale. Exposure to international experiences and regional dialogues occur through the vast network of SDI.

*Here are some of the highlights of exchanges in the past 18 months :*

START	END	EXCHANGE TITLE	GUEST ACTORS	HOST
16 / 01 / 2011	16 / 01 / 2011	Strengthening Federation Leadership Workshop - South Africa	People's Dialogue on Human Settlements, Dialogue on Shelter, CCODE, Muungano	CORC
02 / 03 / 2011	05 / 03 / 2011	SA to Mombasa - Kenya	FEDUP / CORC	Muungano
07 / 07 / 2011	03 / 08 / 2011	WPSC - Australia	ISN / CORC	
03 / 09 / 2011	05 / 09 / 2011	SA Team to Maseru - Lesotho	FEDUP	
04 / 09 / 2011	30 / 09 / 2011	Rose and FEDUP - Tanzania	FEDUP	CCI
02 / 10 / 2011	13 / 10 / 2011	South Africa to Lesotho	FEDUP / CORC	
07 / 10 / 2011	13 / 10 / 2011	South Africa to Swaziland	FEDUP	SLIPO
08 / 10 / 2011	13 / 10 / 2011	South Africa to Lesotho	FEDUP	CORC
12 / 10 / 2011	31 / 10 / 2011	Slum Upgrading - Cape Town	ISN / CORC	Muungano
02 / 12 / 2011	07 / 12 / 2011	SA to Malawi & Zimbabwe - Savings	FEDUP / CORC	CCODE Dialogue on shelter
04 / 01 / 2012	23 / 01 / 2012	SA Deputy Minister's visit to India	NSDF / SPARC	CORC / ISN
05 / 01 / 2012	23 / 01 / 2012	Langrug leaders to Norway Exploring the Youth Dimensions	Various	CORC
07 / 02 / 2012	29 / 02 / 2012	SA - Opening of Houses in Orange Farm	FEDUP / CORC / UTSHANI	NHAG, SLIPO
04 / 03 / 2012	30 / 03 / 2012	IBSA Meeting in Brazil	ISN / CORC	Interacao
08 / 04 / 2012	22 / 04 / 2012	Ruimsig (SA) to Brazil	CORC / Ruimsig Community	Interacao
02 / 05 / 2012	10 / 05 / 2012	Conference in Berlin, Germany	Various	CORC



# ENUMERATIONS

Enumerations are essentially community-initiated and run censuses whereby a socio-economic and demographic profile is generated, and the tenure status, level of services and development aspirations are ascertained. Networks of the urban poor consciously adopt strategies of self-enumeration which becomes powerful negotiation tools in its dealings with governments. By leveraging its own resources through this exercise of information gathering, communities are best positioned to articulate a demand-sided development agenda.

By making themselves "visible" to governments, informal settlement residents have the most up to date knowledge on how many households make up their settlement, how long they have lived there, and how they make a livelihood.

One of the outcomes of the enumeration exercise is the production of "ID cards" - containing the number of people living in the shack, years of occupation - which is usually endorsed by local government and becomes the principle form of evidence to support shack dwellers' claims to the land they occupy.



Here is an overview of the full household level enumerations conducted over the past 18 months (Settlement profiles are not included and the list is not exhaustive.)

## 2011

PROVINCE	THE SETTLEMENT	NUMBER OF HOUSEHOLDS	POPULATION NUMBER
Western Cape	Burundi	586	1 217
Western Cape	Garden City	298	758
Western Cape	Langrug	1 858	4 088
KZN	Quarry Road	550	1 650
Western Cape	Masilunge	50	106
Western Cape	Mitchell's Plain	3 992	11 976
Gauteng	Meriting	274	790
Western Cape	Athlone	2 709	7 681
Western Cape	BT Section	68	168
Western Cape	BBT Section	56	156
Western Cape	Shukushukuma	349	647
Gauteng	Riverside	84	266
Gauteng	Silahliwe	524	858
Gauteng	Marlborough	1 534	4 602
		12 932	34 963

## 2012

PROVINCE	THE SETTLEMENT	NUMBER OF HOUSEHOLDS	POPULATION NUMBER
Western Cape	Mshiniwam	250	454
Western Cape	Vygieskraal	232	692
Western Cape	Lanquedoc	815	2 906
Western Cape	Faure	24	34
Western Cape	Uitkyk bos	30	121
Western Cape	Flamingo Crescent	87	211
Western Cape	7de Laan	46	113
Western Cape	Woodroad	10	28
Western Cape	Kukutown	25	65
Western Cape	Bonnetown	30	86
Western Cape	Vlakteplaas	21	89
Western Cape	Tokoloshe	3	6
Western Cape	Ethembeni	242	604
Western Cape	Mossienes	5	9
Western Cape	City Mission	26	44
KZN	Havelock	196	389
KZN	Mathambo	279	527
		2 321	6 378





## LIVELIHOODS

Increasingly, the youth is also playing a considerable role in defining FEDUP and ISN's livelihoods initiatives, and CORC is supporting these young entrepreneurs in learning events.

Around the country, women organised in collective savings groups are contributing to environmental conservation and poverty alleviation by setting up small-scale projects securing livelihoods, generating income, using resources efficiently, and even producing for local markets. With very little support, these projects are often catalysts for deeper processes, such as solidarity, cooperation, and trust. Being rooted in collective savings schemes, the benefits of these projects often reach beyond the individual household, impacting community cohesion.



PROJECT	AREA	GROUP	PROJECT OUTCOMES
Recycling	Western Cape	Solid Waste Network - ISN	The SWN consists of 250 informal pickers and 6 full time staff coordinating the activity.
Recycling	KZN	ISN Durban	eZakheleni creche is also a collection point for recycling and 37 households benefit from the activity
EPWP employment	Cape Town	ISN Cape Town	An application for 899 jobs have been filed under the Mayor's Special Job Creation Programme is being phased in project-by-project
WPI funded "community researchers"	Stellenbosch	Langrug	The partnership with the Worcester Polytechnic Institute included employment for 8 "co-researchers" around areas of safety, health, education, and more
Rural livelihoods	Beaufort West, Western Cape	FEDUP Merweville group	Merweville Agriculture and Brickmaking Programme has provided direct livelihood opportunities for 40 rural households and indirectly benefit another 80 persons. The Project was supported by the National Development Agency (NDA).
Youth initiatives	Gauteng, Northwest and West Coast.	Orange Farm FEDUP youth	The youth of Orange Farm are mobilising savings schemes in the greater Gauteng to save towards local industries. Skills training in implementing solar technology have been facilitated.
IT Centres	Gauteng and Northwest	Orange Farm and Oukasie FEDUP groups	These savings schemes have secured parcels of land and are now fund raising to set up internet cafes and ICT hubs





PROJECTS

All development plans are designed to ensure the continuity of community. Only when communities drive and own their development agendas, and play an active role in the implementation of plans, can projects be truly sustainable. Implementation is the point of accumulation where all the community's preparation through mobilisation, enumeration, learning exchanges, savings, and design come together in an **executable and scalable solution** to alleviating urban poverty, homelessness and landlessness, and offer solutions for livelihood and resilience.

UPGRADING AND BLOCKING OUT

MUNICIPALITY	SETTLEMENT	FAMILIES	TYPE OF PROJECT	STATUS
City of Cape Town	BBT Section	70	Re-blocking	ONGOING
City of Cape Town	BT Section	80	Re-blocking	
City of Cape Town	Vlakte Plaas	30	Layout	
City of Cape Town	Uitkyk Sir Lowry Pass	50	Layout	
City of Cape Town	Ethembeni	450	Re-blocking	
City of Cape Town	Green Fields Lwandle - Nkanini	200	Layout	
City of Cape Town	Burundi	1284	Layout	
City of Cape Town	ShukuShukuma	349	Layout	
City of Cape Town	Faure (Placker's Camp)	12	Layout	
City of Cape Town	Kukutown	19	Layout	
City of Cape Town	Mshiniwami	250	Re-blocking	
City of Cape Town	Masilunge	50	Re-blocking	
City of Cape Town	Vygieskraal	300	Re-blocking	
City of Cape Town	Uitkyk Bos	30	Layout	
City of Cape Town	Wood road	13	Relocating to Uitkyk Bos	
City of Cape Town	Pellican Bush	11	Relocating to Uitkyk Bos	
City of Cape Town	Bonnetown	30	Layout	
City of Cape Town	Flamingo Crescent	76	Re-blocking	
City of Cape Town	Kosovo	39	Layout	
City of Cape Town	7 de Laan (Strandfontein)	300	Layout	
City of Cape Town	Mission City	7	Relocating to 7 De Laan	
City of Cape Town	Plot 9	12	Relocating to 7 De Laan	
Stellenbosch	Langrug	1800	UISP settlement wide upgrading	UISP Phase 3: Full services
eThekwini	Havelock	219	Re-blocking	Design, layouts, planning
eThekwini	Mthambo	290	Re-blocking	Design, layouts, planning
Nelson Mandela Bay Metro	Moeggesukkel	200	Re-blocking and services	Design, layouts, planning
Nelson Mandela Bay Metro	Seaview	150	Re-blocking and services	Design, layouts, planning
Nelson Mandela Bay Metro	Greenbushes	420	Re-blocking and services	Design, layouts, planning



# COMMUNITY UPGRADING FINANCE FACILITY (CUFF)

At a micro level, the Fund aims to provide seed funding towards precedent setting informal settlement upgrading projects able to catalyse partnership formation. Plans should be well motivated and are usually based on enumeration results. At the macro level, CUFF aims to design systems, procedures and structures that Government can institutionalize (i.e. the Fund is regarded as successful if and when it is replicated by the State)

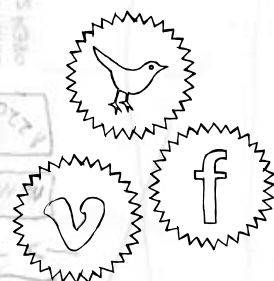
The CUFF board, consisting of 60% shack dwellers, makes the final decision on the allocation of funds, which might include small-scale drainage, water and sanitation reticulation, public amenities (crèches, community centres, etc) and re-blocking (shack improvement in a new layout plan). The Fund is currently housed in the uTshani Fund, and capitalised by CORC, uTshani and SDI. Community contributions are required at either 10% (public good) or 20% (individual good).

## DOCUMENTATION

The main vehicle for learning in the Alliance is peer-to-peer horizontal learning via exchanges. Documentation and record keeping help communities to delve deeper into the lessons learnt, the strategies deployed, the impact and sustainability of the change created. Therefore CORC's documentation aims at producing reports, media products and publications that firstly narrate the stories and experiences of ISN and FEDUP groups, and secondly aims at making an impact on public policy, decision making and governance through the lens of pragmatic partnership building.

In the past 18 months, CORC has published a number of publications, such as "The Upgrading of Sheffield Road", "Change by Design at Slovo Park", "Moving towards land tenure: the relocation of Lwazi Park" and "Partnership in Progress: Inclusive transformation in Langrug". The ambitious project of "uTshani Buyakhuluma" was revived, and three issues were published. Andy Bolnick published an article in the 2012 State of Local Governance publication by the GGLN titled "Transforming minds and setting precedents: Blocking-out at Ruimsig Informal Settlement". CORC senior architect Aditya Kumar also presented a paper at an international conference held in Berlin on the subject of "Space, Time, Dignity, Rights" and Sizwe Mxobo (CORC) and Kholeka Xoxa (Langrug) presented at the international conference held in Norway on "Exploring Youth Dimensions".

The Alliance launched its new website in June 2012, and a video channel hosted on vimeo.com. All documentation will be published on the new website and video channel.



# CUFF PROJECTS

SETTLEMENT	MUNICIPALITY	PROJECT TYPE	STATUS
Makause Section C	Ekurhuleni	Taps, drainage and washing facility	Delayed
Ramaphosa	Ekurhuleni	Sewer & Flushing Toilet	Work in progress
Silahliwe	Ekurhuleni	Ablution block fencing	Completed
Peter Makoba	Ekurhuleni	Drainage	Work in progress
Ruimsig	City of Joburg/Mogalie	Re-blocking	Completed
Slovo Park	City of Joburg	Taps and drainage	Preparation
Marlboro	City of Joburg	Sanitation	Preparation
Mannenbung	City of Cape Town	Shack upgrade	Partly completed
Masilunge	City of Cape Town	Drainage	Completed
Siyahlala	City of Cape Town	Shack upgrade and solar panels	Partially completed
Gxa Gxa	City of Cape Town	Drainage and canal	Work in progress
Sheffield Road	City of Cape Town	Shack upgrade	Completed
eZakheleni (Zanempilo)	Ethekweni	Creche	Completed
Riemvasmaak	Nelson Mandela Bay	Creche	Stalled

	PROJECT OUTCOME
Makause Section C	All connections to bulk services completed, and trenches to be covered. Leadership tussles delayed the project implementation. Second phase have been provisionally approved.
Ramaphosa	EMM committed to support the project but did not. In April 2012 Red Ants demolished the proto-type toilet. The second application has been provisionally approved, and trenches have been dug.
Silahliwe	Fencing completed, and community savings towards maintenance of toilets. Preparing for next phase of upgrade.
Peter Makoba	CUFF approved a claim for 5 drains around the taps. Community savings to be initiated.
Ruimsig	96 shacks in the wetlands area upgraded
Slovo Park	After the construction of the community hall in 2010, the community is planning the second phase of upgrading
Marlboro	The community is still collecting quotes, but is planning for a sanitation solution
Mannenbung	First round of shack upgrades completed
Masilunge	Successful drainage project completed Nov 2011
Siyahlala	Contractor too expensive and lack of community buy-in
Gxa Gxa	The community is working on their application
Sheffield Road	Precent setting project has become ISN learning centre and major contributor to partnership with City
eZakheleni (Zanempilo)	Community preparing for next phase of upgrading
Riemvasmaak	After a slab was cast and the foundations laid, the community became divided and wanted to use the project for individual gain. The project was stalled on the basis of no community cohesion



# short stories

# 04

## CHAPTER FOUR

Building effective partnerships between civil society organisations and local governments in contexts of deep urban poverty and homelessness is perhaps one of the most important - and perhaps most neglected - aspects of realising participatory, inclusive, pro-poor and sustainable development. **Increasingly, poor people's organisations are seen as resources worth investing and tapping into** Despite the institutional, legal, financial and technical constraints implicit in upgrading informal settlements, new mechanisms are being developed whereby communities have greater influence on the way resources are allocated for development.

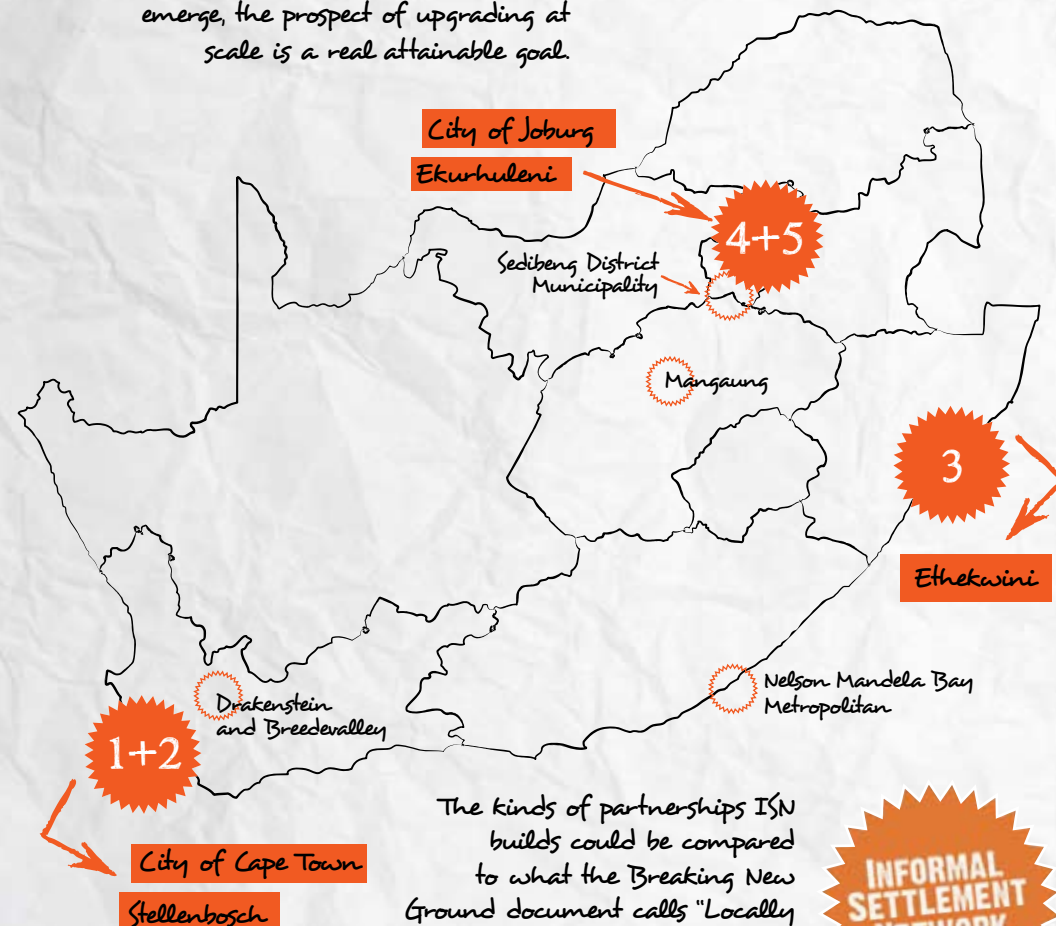
By "co-producing" development plans and outcomes, democracy is deepened and **citizenship** is exercised.

Communities are presenting much more situationally responsive, affordable, and inclusive solutions to urban poverty compared to conventional contractor and state-driven delivery mechanisms.

Moreover, the opportunity to build horizontal networks of trust and transparency between local governments and citizens has significantly altered the way development is conceptualised and actioned. **This chapter explores some of the victories and challenges of the Informal Settlement Network, supported by CORC, in building pragmatic partnerships with smaller local governments and larger metropolitan councils.** Although these partnerships are very different in scale and impact, a common strategy of "co-producing" development solutions - a grassroots and deeply political process whereby poor people secure greater access to central decision making powers that affect the way in which immediate basic needs are addressed - is deployed.

In this chapter we highlight the successes and challenges of building collaborative partnerships with local governments. As these short stories illustrate, the contextual differences and geopolitical realities shape partnership building fundamentally. The lessons that emerge from these partnerships has the potential to inform a new responsive and differentiated paradigm to upgrading informal settlements. As city-wide networks of the urban poor emerge, the prospect of upgrading at scale is a real attainable goal.

1. stellenbosch
2. cape town
3. ethekwini
4. city of joburg
5. ekurhuleni



The kinds of partnerships ISN builds could be compared to what the Breaking New Ground document calls "Locally Constructed Social Compacts", for the agreements reached bind parties to people-centred development.

**INFORMAL SETTLEMENT NETWORK**



# stellenbosch municipality



Whilst Stellenbosch is home to some of the nation's wealthiest families, hidden amongst its lush vineyards and posh farmsteads lies a smattering of derelict settlements where life is harsh and survival a daily struggle.

Langrug



Improving the conditions of its most disadvantaged citizens has long been on the municipality's agenda, but it is only recently – thanks to an innovative partnership between local government and the **Informal Settlement Network** – that concerted efforts to upgrade the area's most degraded shanty towns have started in earnest. The partnership initially sought to find innovative ways to upgrade a settlement called "Langrug", located 3km north-west of the centre of Franschhoek. After two years of negotiations, the Municipality and community was at stalemate in finding a solution to a court order which in November 2010 mandated the Municipality to re-lay the sewerage lines in Langrug. Raw sewerage and greywater could not be contained and contaminated the neighboring farm's irrigation dam.



Like many secondary cities in South Africa, Stellenbosch Municipality faces a severe urban crisis: the demand for better services and housing by far outstrips the municipality's ability to supply. In Stellenbosch, **the housing backlog is at 19,701 households, and more than 20,000 families live in informal settlements and backyarder shacks.** The municipality receives 300 housing subsidies a year, and therefore families could wait up to **130 years to receive a subsidised house.** For this reason, core municipal functions were restructured to speak to these crises, and the Informal Settlement Management Department was established.

This sustained engagement between ISN/CORC and Stellenbosch Municipality was prolonged over two years (2009-2010), where parties outlined the conditions under which the partnership would crystallise. The central topic of discussion was the Memorandum of Understanding (MoU), and more specifically, the core areas of intervention and action (contained in the appendices). Between 11-16 October 2010, senior officials from the Stellenbosch Municipality and community members from ISN Stellenbosch (mostly leaders of Langrug settlement) travelled to Uganda to see people-centred planning in action.

In Langrug, the upgrading of its drainage system, which required the relocation of 16 shacks to make room for new pipes and waste disposal sinks, provided an opportunity to improve the settlement's conditions at large. To this end, in February 2011 ISN and its partners mobilised the community to number and measure its own shacks through the enumeration process, while a relocation committee was formed to assist in the procurement and design of a new cluster of homes at the foothills of the settlement.

At a spirited event on 12th November 2011 held in Langrug, the Executive Mayor, H.E. Mr. Conrad Sidego, said: "The benefits of this partnership are far-reaching and should be viewed as a **paradigm shift in municipal governance.**" This historical event was centred on the signing of the MoU partnership agreement between the Alliance and Municipality. The establishment of an Urban Poor Fund servicing informal settlements in the borders of the Stellenbosch Municipality concretised this pledge of partnership and renewal to "municipal governance". Delegates from the Bill and Melinda Gates Foundation, the Swedish International Development Agency, the Governments of Norway and Uganda, and representatives from poor people's federations in India, Namibia and Malawi were present.

**The Urban Poor Fund was financed by contributions by the Alliance and the municipality to the value of R3.5 million. Perhaps most significantly, R12,000 of hard-earned savings by the poor of the Stellenbosch region were also pledged.**

"If everyone depends on the waiting list, it might be 25 - 40 years. And then you won't even get water or a toilet. I think that the Municipality of Stellenbosch has taken a lead in saying that where ever you live, that is your land of ownership. If you have your land, you can improve your housing and living condition, which is designed by you. It is our pleasure to set up the partnership where people will have access to the money and the work has to be done by you, the way you want it. Your frustration list is the waiting list."

Jockin Arputham, the president of SDI and of the National Slum Dwellers Federation of India



In the first financial year (2011-2012), in addition to the capital and operational expenditure of community-initiated projects, the Fund will aim to "build an urban poor platform through a network of informal settlements and informal backyarders" by surveying, mapping and profiling settlements with the view of up-scaling upgrading across the municipality. Provisions are also made to invest in the social institutions of the poor in order to manage the partnership projects (e.g. setting up mini offices in five strategic clusters). Tiers of government and other interested parties to participate, especially role players in urban development, will also be engaged with the view of researching and designing "financial facility that incentivises community participation in informal settlement upgrading".

"Today is about changing mindsets in providing housing ... Just days ago we contemplated that we now have seven billion people on the planet and the challenges going with that ... For us as the local government, we also need to understand and face the reality of what we need to do. If we continue with our old thinking, there is no way that we are going to change this."

Mayor Conrad Sidego, at the signing of the MoU

The Municipality has committed to the full upgrading of the settlement, which means that full services will be delivered. "Full services" is understood to entail land rehabilitation, relocation assistance, the instalment of permanent municipal engineering infrastructure, and the provision of social amenities, and economic and community facilities. The Municipality submitted a business plan for the Upgrading of Informal Settlements Programme (UISP), a housing instrument that allows for incremental upgrading and concludes in consolidation housing via the People's Housing Process (PHP).

However, while the Langrug community is waiting for the institutional arrangements to take shape, they are taking **proactive steps** to start incrementally upgrading their settlement. In collaboration with the Worcester Polytechnical Institute (from Massachusetts, USA) and the University of Cape Town (Department of Built Environment and Engineering), the locally based "community researchers" have mapped out their settlement and are devising a spatial plan that would see to the maximum utilisation of the erven. The local "community researchers" have also initiated more pointed research into key areas of concern that was identified at general meetings: **Health; Security; Water, Sanitation and Hygiene; Greywater; and Education.** The settlement has been divided into clusters, where they are saving towards livelihoods development and contribution to shelter improvement.

ISN Stellenbosch recently completed the profiling of all settlements in the Stellenbosch municipal boundaries. The aim is to build a network of the urban poor, and to open a platform of dialogue and exchange to find innovative and people-centred solutions to urban poverty.

# city of cape town



Perhaps the most important aspects of forging partnerships is the ability to negotiate and transact around a common set of problems and agendas guided by social and political change.

Government is obligated by the Municipal Systems Act of 2000 to create a "culture of community participation" where the community has a direct interest and influence on the design of governance arrangements. The onus lies both of communities and local governments to create these "cultures". One of the unfolding "cultures" in the partnership between communities aligned to the Informal Settlement Network (ISN) and the City of Cape Town is forging new institutional alignments through the practice of upgrading informal settlements.

The partnership-in-the-making between ISN/CORC and the City of Cape Town has been informed by more than three years of successes and failures in informal settlement upgrading.

## 2009/10: CATALYST FOR CHANGE

The partnership with the City of Cape Town was launched onto a troubled stage where a run-away shack fire in Joe Slovo settlement razed 500 shacks to the ground. ISN mobilised the community, and FEDUP set up effective savings schemes.

CORC and iKhayalami re-blocked the settlements, which became a precedent in the context of the in-situ upgrading in the contested N2 Gateway project. From this experience, the City showed interest in partnering at City-wide scale, and 12 pilot projects were agreed to. Amongst these were the resettlement of a section of Barcelona settlement (Gugulethu) to nearby Lwazi Park, and the in-situ "re-blocking" of Sheffield Road in Philippi.





# Mayor signs accord to better lives of the poor

Nadine Ford-Kritzinger

CAPE Town Mayor Patricia De Lille yesterday signed a memorandum of understanding (Mou) to better the lives of the people at Vygieskraal.

The community organisation resource centre (CORC) and the informal settlements network (ISN) also put their signatures on the Mou.

This move came after months of preparation between the ISN, who are a grassroots network of community and civic organisations mobilising around an issue-based agenda for upgrading informal settlements, and its supportive NGO CORC.

Yesterday marked the event that recognises that what they have been doing is important for the people of the informal settlement when the memorandum was signed by them and the City of Cape Town.

The City's Human Settlements councillor Ernest Sonnenberg said: "Today, as a caring city, we are here to build on this relationship and make it stronger in the future".

"The department of human settlements is pleased to be here today and is looking forward with relish to continuing and strengthening our relationship with Core and ISN".

Councillor Sonnenberg said

there were six objectives for partnering with the ISN including: the creation of a shared community vision of the future, identification and prioritisation of key issues, support for community-based analysis of local issues, development of action plans for addressing key issues, mobilisation of community-wide resources to meet service needs, increasing public support for municipal activities and local understanding of municipal development needs as well as constraints.

De Lille reminded the community that the signing of the Mou as partners meant that they were now equal.

"The City treats you equally,"

said the mayor.

"We want to be of service to all and we as government take our obligations very seriously. Today is a lot of talk and signing, but the real challenge is to remain committed".

"The community needs to monitor and make sure that we keep to our word," added De Lille.

De Lille said there were 220 informal settlements in the Cape Town area and there was a lack of services in these settlements.

"It is not because we don't want to provide services, there are factors and reasons for these situations," said De Lille.

She said the city was not allowed to provide services on

private property as this was in breach of the country's laws.

"We are creating space for people and while we are doing so we are prepared to at least provide basic services such as water, electricity and sanitation services," said De Lille.

"This is not an empty promise." Before signing the memorandum, the mayor informed the residents of the informal settlement that she will have an extended public works representative sent out today to visit the area and clean up the place which will also create employment for the local people who will keep the place clean and maintained.

[nadinef@theneuwave.co.za](mailto:nadinef@theneuwave.co.za)



MARKED THE EVENT: Zwanele Zulu, left, Mayor Patricia de Lille and Bunita Kohler, right, signing the memorandum of understanding. Picture: ANWA ESSON

2010/11:

REGIONAL  
PARTNERSHIP  
MEETINGS  
TAKE SHAPE

ISN embarked on an extensive mobilisation and profiling that occurred around issue-based agendas for upgrading. By linking community based organisations across the regions of Cape Town, ISN introduced monthly forums around needs identification, project progress, and planning for upgrading. CORC supported these exchanges and meetings. The regular attendance of the various departments (such as Informal Settlements Management, Water and Sanitation, Roads and Stormwater, Electricity, etc) and the City's four Principle Field Officers (PFO) ensured a real-time feedback and action planning agenda.

**This radical departure from service delivery consultations towards much deeper engagement was a momentous moment.** Understandably, this new partnership was wrought with complexity and uncertainty - especially aligning other line departments such as Water and Sanitation, Electricity, Stormwater, etc. to these community development plans - which threatened to derail the process.



## REGIONAL SETTLEMENTS

CENTRAL	EASTERN	BLAUBERG	KHAYALITSHA
Sheffield Road	Nyakathisa	Kuyasa	TT Section
Barcelona / Lwazi Park	Better Life	Enkanini	BT Section (1-4)
Europe / Never-Never	Freedom Farm	Bhekela	Zola Square
Masilunge	Malawi Camp	Mshini Wam	Zweledinga
Gxaqxa	Burundi	7de Laan	○
Phola Park	Los Angeles	Rooi Dakkies	○
Tambo Square	Garden City	Frankdale	○
Cemetery Village	Shukushukuma	West Beach	○
Egoli	Happy Valley	○	○
○	Strong Yard	○	○
○	Ebaleni	○	○
○	Emselini	○	○
○	Sophakama	○	○

I think our roles as the NGO is to just trigger; the people can do it. We exist to ensure that communities are the drivers of the change they want to be. They will do it, but they might do it in 20 years without support. If we do anything without the community, the projects will be boutique projects; we might smile at it, but it will not bring real change.

Sikulile Nkhoma, CORC Programme Coordinator (left July 2012)



## FIRE-RESISTANT PAINT USED

# City pilots settlement upgrade project

Kwame Buthe

The City of Cape Town has launched a pilot programme in Mshini Wam informal settlement, Jon Ross (left), which will upgrade informal settlements with fire-resistant paint.

The residents have already demonstrated their support for the programme, which will be implemented in the coming months.

The residents have already demonstrated their support for the programme, which will be implemented in the coming months. The City of Cape Town has launched a pilot programme in Mshini Wam informal settlement, Jon Ross (left), which will upgrade informal settlements with fire-resistant paint. The residents have already demonstrated their support for the programme, which will be implemented in the coming months.



**TAKING OWNERSHIP** Deputy Minister for Human Settlements, Zoe Kota-Fredericks (right) visits Mshini Wam informal settlement residents to discuss the informal settlement upgrade project. She is surrounded by community members who are excited about the project.

The residents have already demonstrated their support for the programme, which will be implemented in the coming months. The City of Cape Town has launched a pilot programme in Mshini Wam informal settlement, Jon Ross (left), which will upgrade informal settlements with fire-resistant paint. The residents have already demonstrated their support for the programme, which will be implemented in the coming months.

CAPE TIMES 26 February 2012

## 2011/12: PARTNERSHIP REKINDLED

In February 2012, 22 new pilot partnership projects were agreed to. The geographical spread of these projects were true to the need of the City, with eleven projects in the South / Central area, and six in the Khayalitsha / Strand area (the rest spread across the other regions). Some of the projects (20%) included consolidation and relocation of settlements (those settlements less than 15 households where development is not feasible), while the majority included formalization and subdivision (40%), and blocking out (40%). Settlements range from very small (7 households) to considerably large (1,284 households). The implementation of the partnership would see to better serviced and more secure settlements home to more than 3,000 households. Projects prioritise basic service delivery in the short term, and formalisation and infrastructure development in the long term. The deputy-minister of National Department of Human Settlements, Ms. Zoe Kota-Fredericks visited Mshini Wam and Siyahlala in February 2012, and formed part of the activities and celebrations of these pilot projects.

She witnessed the in-situ process of "re-blocking", heard about the layout plans, and handed over ID cards with household enumeration data. "It's an honor to again have you here amongst the shacks, Minister" said Patrick Magebhula, chair of ISN and advisor to minister Tokyo Sexwale.

"This is where it really matters". Turning to the buzzing crowd he said:

*"You need to be a leader with a purpose. A leader that represents solutions to real problems. A leader of the elderly, of the unemployed, of the disabled, of the children. And you will only know your people and your settlement if you have enumerated and discussed the data."*

On Thursday 19 April 2012, the celebrations came closer to home when Mayor De Lille signed the partnership accord with ISN and CORC. At a mass gathering held in Vygieskraal – a settlement of 300 households located behind the formal housing development with the same name in Athlone – the Mayor was introduced to the programmes of the ISN. She saw the community's demonstration model of the new cluster layout, the enumeration results, and listened to community leaders and the local councillor speak about their experiences.



De Lille reiterated that her vision of an "inclusive" and "caring" City included the formation of new partnerships with civic organisations. The partnership between ISN/CORC and the City will share the following guiding principles, which Mayor De Lille presented:

1. Create a shared community vision of the future, especially with regard to informal settlements upgrading and backyard rehabilitation
2. Identify and prioritise key issues, thereby facilitating immediate measures to alleviate urgent problems
3. Support community-based analysis of local issues, including the comprehensive review of long-term, systemic problems that confront particular service systems and the need to integrate different service strategies so that they are mutually supportive
4. Develop action plans for addressing key issues, drawing from the experiences and innovations of diverse local groups
5. Mobilise community-wide resources to meet service needs, including the joint implementation of sustainable development projects
6. Increase public support for municipal activities and local understanding of municipal development needs and constraints



# ethekwini metro. municipality



The eThekweni metropolitan municipality, which incorporates the city of Durban, has become a promising partner for building inclusive institutional relationships for upgrading informal settlements.

At a seminar hosted by SDI in Stellenbosch in November 2011, the municipality reported **470 settlements still without adequate services**, and that the sizes of settlements range from a few dwellings to **almost 14,000 households**. In responding to this mammoth backlog, the municipality has prioritised the immediate roll-out of interim services - water, sanitation, and refuge removal - across the city. Enumeration activities of the ISN and FEDUP have served as the basis for bringing communities closer to municipal authorities, through legitimising the upgrading activities of organised poor communities, and by providing usable data for making planning decisions regarding informal settlements. Significantly, as informal settlement communities linked through FEDUP and ISN work with municipal authorities, the groundwork is forming for more institutionalised relationships to make decisions about upgrading with respect to both projects & broader programs.

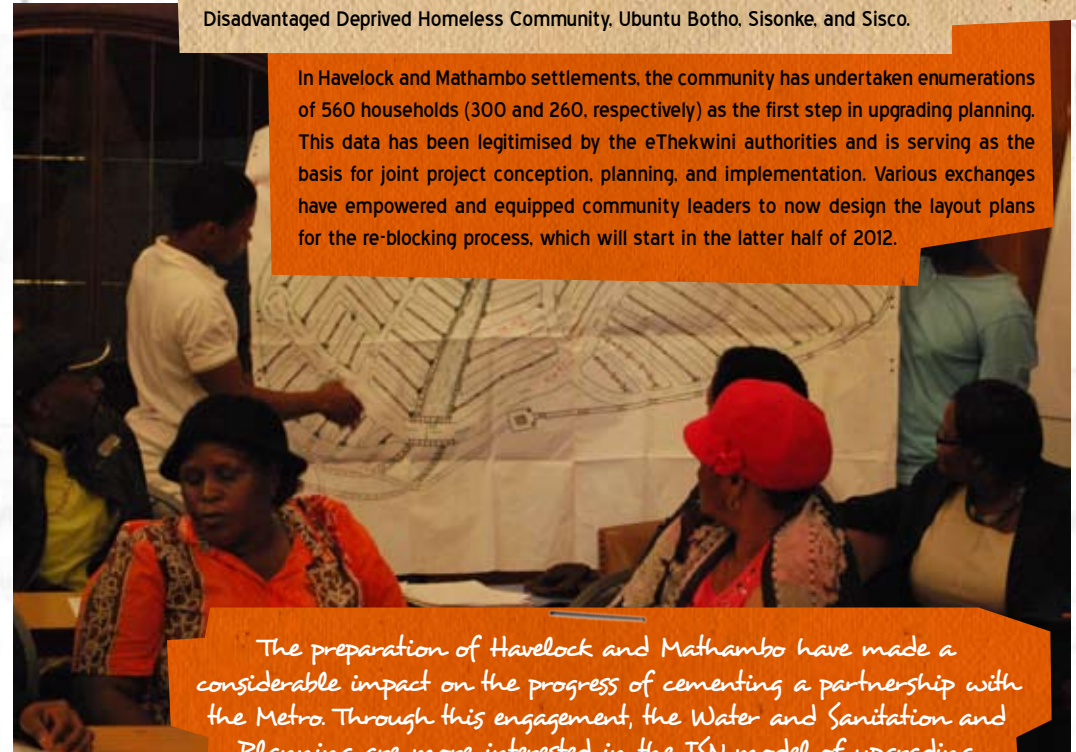
*The national shift towards incremental informal settlement upgrading on well-located land, has also led to a new type of partnership between the ISN and the eThekweni metropolitan municipality.*

FEDUP has worked with the eThekweni Metro municipality over the last 18 months to complete **over 2000 houses** in multiple projects that are administered through the national government's enhanced People's Housing Process (ePHP). ePHP **is designed to empower communities to build their own houses by accessing government housing subsidies directly**. The partnership with the eThekweni metropolitan municipality has allowed for effective implementation of this program, which is particularly notable given the absence of such partnership in other areas of the country. In those areas, progress has been much slower. *A clear lesson is therefore that partnership between municipal government and grassroots organisations of the poor is an effective mechanism for large-scale housing delivery.*

While this partnership has not yet been formalised, both ISN in the greater Durban area and eThekweni authorities have hailed the relationship publicly as recently as November 2011 as a guiding strategy for implementing the incremental upgrading agenda. Challenges in this relationship include conflict between more local authorities in the Umlazi area and local ISN-linked leadership. However, the bedrock strategies of enumeration, mapping, and community-led planning are setting the stage for a broader inclusive city-wide platform for upgrading.

ISN and the eThekweni Metro is meeting monthly to discuss the plans and progress on a number of "pilot projects" which includes, amongst others, Quarry Road, eZakheleni, Dunbar, Nutuzuma G, Havelock, and Mathambo. Representatives from Housing Support, Water and Sanitation, and Planning attend these monthly meetings, and CORC is collaborating with the Project Preparation Trust (PPT), a NGO in Durban providing technical support to poor communities, on finding workable solutions to better service delivery. ISN is also drawing in Community-based Organisations (CBOs) to table their requirements. These include Khethukuthuna, Black Disadvantaged Deprived Homeless Community, Ubuntu Botho, Sisonke, and Sisco.

In Havelock and Mathambo settlements, the community has undertaken enumerations of 560 households (300 and 260, respectively) as the first step in upgrading planning. This data has been legitimised by the eThekweni authorities and is serving as the basis for joint project conception, planning, and implementation. Various exchanges have empowered and equipped community leaders to now design the layout plans for the re-blocking process, which will start in the latter half of 2012.



*The preparation of Havelock and Mathambo have made a considerable impact on the progress of cementing a partnership with the Metro. Through this engagement, the Water and Sanitation and Planning are more interested in the ISN-model of upgrading.*

CORC and ISN presented the Alliance's strategies on the 27th of June 2012 to the Interim Services Task Team (made up of decision makers from the line departments Water and Sanitation, Engineering Unit, Fire and Emergency Unit, Roads and Infrastructure, Planning, Architecture, Housing Support and also private sector consultants from PPT and Aurecon). Going forward, the ISN and CORC is meeting with the Chairman of the Housing and Infrastructure portfolio on a possible working relationship.

*Communities across Durban are ready to go to scale.*

The partnership-in-the-making has illustrated that collaborative partnerships, especially in the context of very volatile political realities, take time and patience. However, the demonstration of workable solutions have the ability to tilt the balance in favor of **people-centred approaches to upgrading settlements, and driving development.**



# city of Joburg a world class African city johannesburg

The City of Johannesburg has partnered with CORC and ISN to help facilitate broader communities of practice in the field of informal settlement upgrading. These communities of practice are rooted in the notion of deepening democratic engagement and realising the **equal rights** of being a citizen in the City.

With this we mean that communities should be at the centre of development, and have an active say in how services are planned, implemented and maintained. This can only be achieved by creating a forum "to progressively engage with the City". CORC and ISN have been in conversation with the Management Support Unit in the City, and the Department of Development Planning and Urban Management (DP & UM).

Currently, communities aligned to ISN are presenting their needs and development aspirations, and in some cases, backing these up with analysis and discussions about their enumeration data, spatial development plans and savings. These settlements include Ruimsig, Slovo Park, Kliptown, Protea South, Zandspruit, Thembelihle, Malvern, Malboro, Drieziek 5, Lolly Station, Fine Town proper, Fine Town North, Chris Hani, Kapok, Nersary, Hope Field, Slovo Park, Mereteng, Viakfontein, Bhekaphambili, Mazibuko, Sweet Waters, Weilers Farm and Patsing.

A chief accomplishment of this partnership is the ongoing project to upgrade the settlement of Ruimsig. Community leadership in the neighbourhood, which is comprised of 600 households, has worked with ISN and CORC - and an array of stakeholders such as students from the University of Johannesburg, architects of 26'10 South Architects, NUSP municipal officials from Region C - to design a re-blocking strategy for the area. This is the first such "re-blocking" initiative anywhere in Gauteng province. Further, the community of Slovo Park partnered with the University of Pretoria to build a community hall, which was endorsed by the municipality.

The ISN in Joburg have frequent dialogues around way to mobilise their communities in the plight for better service delivery.

The City of Johannesburg has acknowledged the need for partnership in public forums, most recently in November 2011 at a seminar hosted by SDI in Stellenbosch. There is an acknowledgment that working with informal settlement communities should not only be rhetorical spin, but a more effective means of scaling up delivery targets that, at present, lag far behind the degree of need that exists in the city's approximately 120 informal settlements.

At the conference, the City of Johannesburg reported the following key learning outcomes:

- ▶ Engagement is the best tool
- ▶ Partnerships can speed up service provision
- ▶ Communities have the capacity and will to improve their own livelihoods
- ▶ Communities learn from one another

The SA SDI Alliance has also recognized challenges in this partnership, which include: lack of buy-in for such partnership across the municipal government, and **continuing cases of forced removal without constitutionally-required "meaningful engagement" with affected communities.** Political buy-in from councillors have stalled many processes, and in some cases led to the fragmentation of the communities. In the CUFF projects, communities have struggled to convince government that their incremental upgrading results in greater social cohesion towards real delivery of services. The politics of the micro many times overshadow the institutional manoeuvrings at the macro level.

However, ISN Joburg have displayed a resolve and agency that inspire people to re-dream their cities, and to implement projects that demonstrate the effectiveness of working together.

1. Transforming minds and setting precedents (published)
2. Change by Design at Slovo Park



# ekurhuleni metro. municipality



The partnership with the Ekurhuleni Metropolitan Municipality has been under joint discussion for over three years. FEDUP leaders such as Rose Molokoane have been liaising with the director of Human Settlements, Mr. Aubrey Mokgosi around the improvement of living conditions in shack settlements in the mining belt.

The partnership have been stale for a long time, and the breakdown of trust between communities and the government is tangible. Despite this apparent breakdown, the Ekurhuleni Metro have submitted a MoU to the Mayoral Committee (MC) after amendments were made to the original agreement. A major problem in the mining belt region is the issue of dolomitic soil types, which have been classified as non-upgradable. In the Metropolitan's Full Term Report, it is reported that "there is a housing backlog with 134 000 informal dwellings in informal settlements and 36 000 backyard informal dwellings"

This is constantly worsening as informal settlements are situated on land not suitable for housing. Well-located land suitable for housing development is not readily available. To this extent, the Metro have prioritised the "informal settlements essential services" plan which seeks to upscale the delivery of essential services to settlement.

The issue of relocation from often-well located land to peripheral land pockets is therefore a very contentious issue. Despite the apparent stalemate situation, ISN have been mobilising communities around the roll-out of these services. Only when people are at the centre of the development agenda, can service delivery interventions be truly sustainable. The ISN is empowering the 76 communities earmarked for interim services. The ISN's extensive profiling activity, which started in 2006, have been very influential in affecting change at the city-wide scale. ISN have been invited to numerous Informal Settlement Upgrading workshops to advise officials on people-centred processes, as clearly demonstrated in the Network's ability to create a common knowledge base and bringing communities together to fight the real enemy: poor service delivery.



The community of Thinasonke, made up of strong FEDUP-affiliated savings schemes, built to build 514 houses with subsidies provided by the People's Housing Process. The Partnership with the Ekurhuleni Metropolitan Municipality has been essential in this process, in order to navigate bureaucratic hurdles and achieve services for the people of Thinasonke.



The ISN in Ekurhuleni has faced challenges where first steps in upgrading projects, such as enumerations in settlements such as Makause, have been blindsided by threats of eviction and forced removal. CUFF projects have been initiated in Makause (Taps and drains), Ramaphosa (drainage and flushing toilets), Silahlwe (Fencing and maintenance) and Peter Makoba (drainage). The common experience have been hostile resistance from the Metro in implementing the projects. In Ramaphosa, the Red Ants (anti-land invasion police force) have demolished the proto-type toilet with authorisation from the Metro.

Despite all the setbacks to what could become a productive partnership, the ISN is continuing to network communities through profiling. By establishing a common knowledge base, communities have networked around common issues, such as poor levels of service delivery, evictions, and relocations. The partnership with the MSTT have also networked communities in their plight. In some cases, the platform of the MSTT was utilised to have direct access to decision makers in Ekurhuleni, and settlements that were not on the Metro's radar were added.

In the month of August, the Johannesburg Metropolitan Police Department moved in on Marlboro Industrial and evicted more than 1,000 families. The JMPD created an overnight humanitarian crises with no legal footing. The community is working alongside Lawyers for Human Rights to find restorative justice.



## other partnerships in progress

### NELSON MANDELA METROPOLITAN BAY

FEDUP leaders have a long standing partnership with the Metro around PHP housing developments of Govan Mbeki, Kleinskool, Vee Plaas, and others. ISN is now engaging the Metro on the upgrading of three pilot projects: Seaview, Moeggesukkel, and Greenbushes. The ISN and FEDUP have had frequent engagements with the director of Human Settlements. He showed great interest in collaborating with FEDUP and ISN on the upgrading of Seaview and is negotiating with the old councils to release the land to the Metro. With meagre technical support, FEDUP and ISN are taking up the challenge of upgrading Moeggesukkel, and have started engagements with the Nelson Mandela Metropolitan University in developing an engineering plans. Once the land is released, 420 sites could be subdivided.

The Cape Town and Joburg CORC offices are supporting these groups.

### MANGAUNG

Since the beginning of 2012, FEDUP have started networking informal settlements around service delivery issues. Hence, the ISN is emerging in Mangaung. In March and again in June, ISN, FEDUP and CORC have been engaging with the Metro, and made a few presentations to the Speaker and Municipal Mayor. Currently, more than twenty four informal settlements around Bloemfontein have been mobilised, and ISN is drafting programmes, reports and strategising on the way forward. Some leaders went on an exchange to Cape Town, and leaders from Gauteng and Western Cape have also supported the groups in Mangaung. A platform have been created to interact directly with city officials in finding responsive solutions to urban poverty.

### SEDIBENG DISTRICT MUNICIPALITY

The Sedibeng district municipality incorporates Midvaal, Emfuleni, and Lesedi local municipalities. Leaders from the Sicelo settlement is leading partnership meetings in the district, and have brought the attention of the MSTT to many struggling communities.

### BREDEVALLEY & DRAKENSTEIN MUNICIPALITIES

Through presentations to the Western Cape NUSP forum, Bredevalley (anchor town Worcester) and Drakenstein (anchor town Paarl) municipalities have indicated interest in working with ISN and CORC in coming up with comprehensive plans for the phased improvement of informal settlements in the judicial boundaries. CORC is preparing a proposal to Bredevalley, and have secured meetings with the head of Human Settlements in Drakenstein.

## lessons learnt in building pragmatic partnerships

The nature of partnerships with local government and the SA SDI Alliance is two-fold.

1. The examples of settlement upgrading through partnership with local government that have taken place throughout the country demonstrate the necessity of such an approach to deliver more efficiently and effectively. Planning principles of participation and inclusion are sometimes understood as causing development processes to be slower and more resource intensive. But the demanding nature of incremental upgrading where people already live requires a great deal of community engagement in order to actually implement a project.
2. The construction of an active citizenry is necessary at the project level to ensure maintenance and sustainability of work that is done. Further, at the programmatic and project conception level, active citizen involvement is necessary to ensure responsive programs, and accountable institutional action. Taken together, the SA SDI Alliance understands that physical delivery and building an urban poor platform are geared towards both "upgrading lives, and building the nation."

In the past 18 months, the SA SDI Alliance has been able to build city-wide community networks that are building platforms with local government institutions and other actors in academia and civil society to address the severe challenges of informal settlements. What has emerged is a set of experiences with lessons for how to make partnerships between such actors effective, as well as significant delivery achievements, especially in municipalities where partnerships are more developed, such as Cape Town and Stellenbosch.

Three fundamental principles emerge from this set of experiences:

1. Top-down assumptions of autonomous action by municipal authorities are thoroughly inadequate to achieve large-scale service delivery, and are also disempowering of ordinary citizens
2. Significant investments of time and financial resources in community leadership development is essential for building grassroots strength to work with local government
3. Municipal partnership with institutional forms such as city-wide community networks are key vectors for ensuring that urban poor communities end up at the centre of development processes. This ensures sustainable projects, and longer-term mobilization of ordinary citizens.

Partnership between communities, city-wide community networks, and local authorities has also encouraged institutional innovations that ensure a greater flow of resources and influence to the poor beyond physical upgrading of informal settlements. A prime example is the creative use of the Extended Public Works Programme in Stellenbosch and Cape Town to provide formal employment opportunities to local residents in all upgrading projects that fall within the ambit of the partnership.

The residents of urban informal settlements are leading government, academics and other actors to see these places as sources of promise and the future of the nation. Through the kind of partnership-based approach that is at the heart of the SA SDI Alliance, new kinds of equitable, inclusive cities are becoming real.



# organisational profile

05

## CHAPTER FIVE

### 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.

It is associated with the Slum Dwellers International (SDI) network, active in 33 countries worldwide. CORC provides support to networks of urban informal settlements (mainly FEDUP and ISN) who mobilise thousands of informal settlement dwellers around their own resources and capacities.



### 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 programmes 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 leaders 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  
Siku Nchoma → Programme Coordinator  
Stefano Marmorato → Deputy Director (left April 2012)

staff

### ISN AND FEDUP CO-ORDINATORS

Mzwanele Zulu → ISN Coordinator  
Patrick Magebhula → ISN Coordinator  
Rose Molokoane → FEDUP Coordinator  
Marlene Don → FEDUP Coordinator

### OFFICE, FINANCE, ADMIN

Patience Phewa → Durban Office Coordinator  
Sandra van Rensburg → Joburg Office Coordinator  
Gail Thomas → Finance  
Shireen McKerry → Finance  
Shireeze Spogter → Admin  
Bulelwa Mkangeli → Admin  
Bukiwe Matakane → Admin

### LINE CO-ORDINATORS

Walter Monyela → Savings (National)  
Blessing Manchitsana → Enumerations (National)  
Ayanda Dlungwana → Enumerations (Cape Town)  
Andre Mengi → Enumerations (Joburg)  
Aditya Kumar → Project support (National)  
Sizwe Mxobo → Project support (Stellenbosch)  
Olwethu Jack → Project support (Cape Town)  
Baraka Mwau → Project support (part time)  
Max Rambau → Project support (Joburg) - left May 2012  
Kwanele Sibanda → Project support (Joburg)  
Jhono Bennett → Project support (Joburg) - joined June 2012  
Ryan Bosworth → Project support (Joburg) - joined June 2012  
Phumele Khumalo → Project support (Durban) - joined March 2012  
Jeff Thomas → Project support (Durban)  
Laura Carvalho → Livelihoods (National)  
John McKerry → Solid Waste Network (Cape Town)  
Walter Fieuw → Documentation (National) - joined Oct 2011





# report from the regional offices



## CAPE TOWN

We have experienced an explosion of activities in the past 18 months. The Cape Town office has enlarged its capacity to respond to the growing demands of a national network of community based organisations ready to engage government around collaborative approaches to improving the living conditions of thousands of households. The strong partnerships with Stellenbosch and Cape Town local governments have drawn considerable attention, and have been centres of learning. CORC main office is in Cape Town, and provides national support.

### Contact the Cape Town office at:

1st Floor Campground Centre, Cnr Raapenberg and Surrey Rd.  
Mowbray, Cape Town 7700  
+27 (0)21 689 9408  
Contact Person: Bunita Kohler



## JOHANNESBURG

Here in Johannesburg, the idea first emerged of an ISN from deliberations and need assessment by FEDUP leaders. To some extent, the movement have mistakenly been seen as an "organisation", which caused major confusion and leadership splits. Nevertheless, the ISN has been at the fore of negotiations with City of Joburg and Ekurhuleni, where MoU's are under review. Two officials from CoJ and Gauteng Province was taken on an exchange to Thailand, to better understand the power of networked communities and a developmental state. Savings in FEDUP/ISN groups have grown stronger. CORC continues to support people's initiatives through CUFF funding. The engagements with MSTT continue, and communities network around the "politics of shit".



### Contact the Joburg office at:

3rd Floor, Willow Grove, 196 Louis Botha,  
Houghton Estate, Johannesburg 2198  
+27 (0)11 483 0363  
Contact Person: Sandra van Rensburg

## DURBAN

Looking back on the past 18 months, we as the Durban CORC office have supported the revival in FEDUP savings by hosting a National Savings Dialogue and Treasurer's meeting which was held in August 2011, where FEDUP leaders and delegates from Zimbabwe, Malawi and Namibia shared and refreshed memories of effective daily savings. We also organised a technical exchange around upgrading, which spurred on frequent engagements with the eThekweni Metro. CORC and ISN worked hard on enumerations in five settlements, and profiled close to 100 settlements. A creche was built in eZakhele through the CUFF. In April ISN initiated the upgrading of Havelock and Mathambo, and the design phases have been completed. Together with ISN, the CORC office look forward to the cementing the partnership with eThekweni metro.



### Contact the Durban office at:

300 Old Mutual Building, Smith Street, Durban 4001  
+27 (0)31 304 9694  
Contact Person: Patience Phewa





# financial summary

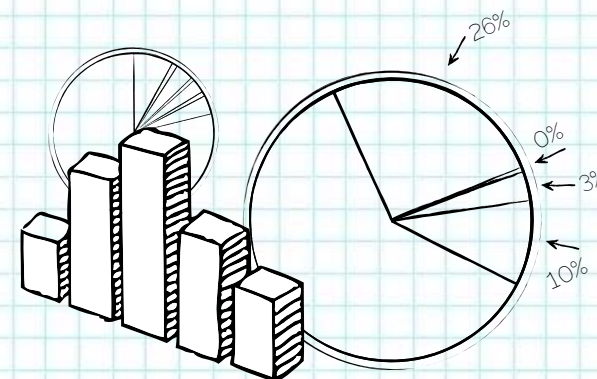
COMMUNITY ORGANISATION RESOURCE CENTRE

Consolidated Income and Expenditure Statement

01 April 2011 - 31 March 2012



	{R} 2012	{R} 2011
<b>income</b>	<b>15 305 192</b>	<b>11 951 573</b>
Grants received	2 835 650	22 129 214
Commission received	8 332	6 787
Deferred - 2012	10 659 881	-10 659 881
Ikhayalami - Income	1 301 445	-
Ikhayalami - Interest	6 728	-
Interest received	493 156	475 453
<b>expenditure</b>	<b>16 236 543</b>	<b>9 631 491</b>
<b>Administrative</b>	<b>4 158 258</b>	<b>3 471 298</b>
▶ Administration	863 029	590 771
▶ Audit fees	14 250	12 825
▶ Bank charges	12 960	8 253
▶ Printing and stationery	20 344	-
▶ Rental	36 500	26 248
▶ Salaries	3 147 309	2 765 113
▶ Telephone and fax	63 866	68 088
<b>Assets</b>	<b>90 058</b>	<b>108 665</b>
▶ Computer Equipment acquisition	41 193	21 152
▶ Equipment acquisition	31 482	7 513
▶ Motor vehicle acquisition	17 383	80 000
<b>Building Urban Poor Platform</b>	<b>526 153</b>	<b>1 583 005</b>
▶ Building Urban poor Platform	473 044	403 414
▶ Coordinators	-	84 037
▶ ISN Mobilising	-	75 631
▶ Philippi & Durban Forum	26 620	20 000
▶ Progress Support	-	576 657
▶ Regional Hub	-	131 902
▶ Training and development	26 489	291 364



(continued)

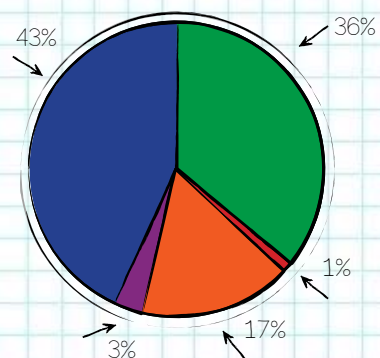
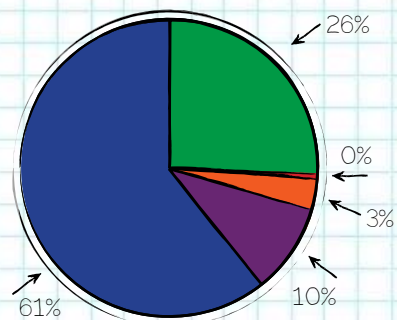
	{R} 2012	{R} 2011
<b>Capital Projects</b>	<b>1 629 060</b>	<b>290 890</b>
▶ Capital - Equipment	267 880	-
▶ Capital - ISN Upgrading	443 319	-
▶ Kayamandi Environmental Office	11 975	-
▶ Langrug	533 695	-
▶ Lanquedoc Gis Database	72 191	-
▶ Piloting Innovative Building Technologies	300 000	262 754
▶ Sheffield Road Pilot Blocking Out	-	28 136
<b>Project Support</b>	<b>9 833 014</b>	<b>4 177 633</b>
▶ Co-researchers	27 200	579 800
▶ Community Base Planning	109 463	161 624
▶ Consulting fees	351 469	119 042
▶ Documentation	47 175	144 150
▶ Enumeration	728 944	623 452
▶ Exchanges and Workshops	1 236 679	900 558
▶ Federation Strengthening	1 763 688	267 499
▶ House Numbering & Mapping	-	59 744
▶ Informal Comm. Strategy	-	20 930
▶ Pilot Project - Technical	3 193 286	-
▶ Prep of Innovative Pilots	-	954 484
▶ Profiles	708 689	324 725
▶ Strengthening Womens Savings Collect	669 690	21 625
▶ Ikhayalami expenses	996 731	-
<b>Surplus / (Deficit) for the year (2012)</b>	<b>(931 351)</b>	<b>2 320 083</b>
<b>Surplus / (Deficit) carried from previous year (2011)</b>	<b>5 828 407</b>	<b>3 508 324</b>
<b>{R}</b>	<b>4 897 056</b>	<b>5 828 407</b>





## CATEGORIES OF EXPENDITURE: 2012

Administrative  
Assets  
Building Urban  
Poor Platform  
Capital Projects  
Project Support

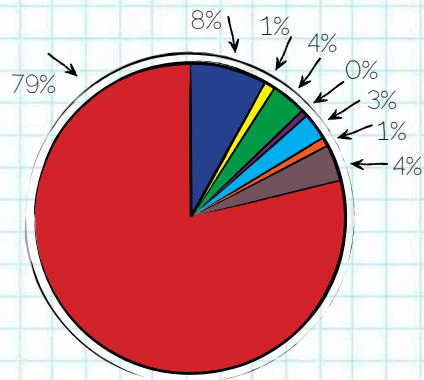


## CATEGORIES OF EXPENDITURE: 2011

Administrative  
Assets  
Building Urban  
Poor Platform  
Capital Projects  
Project Support

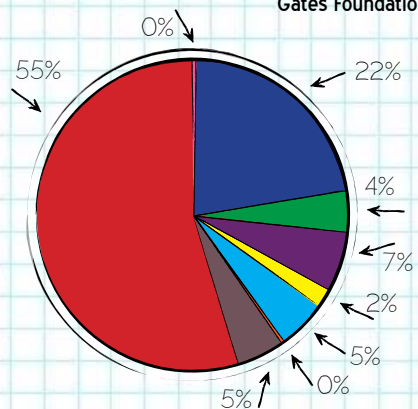
## OUR MAIN FUNDERS FOR 2012

Shack/Slum Dwellers International  
Wildlands Conservation Trust  
Misereor  
WPI  
Mott Foundation  
General  
Ford Foundation  
Bill & Melinda Gates Foundation



## OUR MAIN FUNDERS FOR 2011

IIED  
Shack/Slum Dwellers International  
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Rockefeller Foundation  
Cordaid  
Mott Foundation  
General  
Ford Foundation  
Bill & Melinda Gates Foundation



notes





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