

A photograph of three people, two women and one man, looking intently at a large map or document spread out on a surface. The man in the center is wearing a blue patterned headwrap and a blue jacket. The woman on the left is wearing a green cardigan over a red top. The woman on the right is wearing a red jacket. They are outdoors, and a red sign with the word 'Nxasi's' is visible in the background. A semi-transparent red overlay covers the right side of the image, containing the title text.

CORC ANNUAL REPORT

2018/19

“Building strong movements
of the urban poor”



SA  Alliance



FEDUP leaders from Cape Town at the 2018 Clean Cooking exchange

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Message from CORC Director

CHARLTON ZIERVOGEL, DIRECTOR OF CORC

The South African SDI Alliance has had a year filled with successes and challenges, with all Alliance partners striving to build on the gains achieved in recent times. Our community driven data collection processes continue to help us mobilize, organize and activate informal settlement communities across the country. We have moved from paper based methodologies to running all of our mapping, enumeration and profiling with digital tools. It was a tough task to maintain the deeply participatory nature of our process, placing power at the grassroots level, while still measuring up to good data standards. This theme was picked up in our bi-annual Learning Monitoring and Evaluation meetings (LME) where the Alliance committed to “leave no one behind,” ensuring that all regions have the skills required to excel in data collection. It is thanks to the increased grassroots capacity of FEDUP and ISN that we are able to scale our data collection processes across so many informal settlements in various provinces nationwide.

Resilience was the buzz word of the 2018-19 year. As an Alliance we have wrestled with what this word means to us. Informal settlement dwellers are some of the most resilient urban dwellers on the planet. They face the hardest situations and are hit the hardest by disaster, but their ability to bounce back is unmatched. When you speak of fires in informal settlements – people literally start building back on top of smoldering ash. They have lost everything and yet they just carry on, they restart. Taking on this language, identifying what it means for us and deepening that understanding, means that we can engage in a whole new set of platforms on this topic.

Certainly, one of the Alliance's highlights from the 2018-19 year was the establishment of a much deeper and more meaningful relationship with the City of Cape Town, thanks to our shared interest in examining what it means to turn Cape Town into a “resilient” city. This was of particular importance to us as no resilience strategy can be considered truly resilient without looking at the challenges, lessons and unique situations that informal settlement dwellers face. The Alliance influenced the City of Cape Town's resilience strategy, ensuring that the voices of informal settlement dwellers were heard, understood and reflected in the process. This was accomplished through the presentation of community-collected slum data from over 70 informal settlements to the City of Cape Town, informing their informal settlement upgrading interventions. Informal settlement dwellers themselves could show how powerful community collected data can be in both the planning and implementation of basic service delivery.

Also during the 2018-19 period, the Alliance succeeded in influencing the Ethekwini City Resilience Strategy. The municipality determined that the focus of the Strategy would centre on informal settlements. In response to this, the Alliance began discussions with city government on the potential to conduct full citywide profiling of all informal settlements in the municipality. The city's capacity to deliver at scale is limited, as is CORC's. The city alone could not collect this level of data, nor could we. But we were able to demonstrate that organised communities can bridge that shortfall. With the capacity of our FEDUP and ISN leaders, we hope to achieve data collection at a scale that is simply not possible without a collaborative effort between informal settlement dwellers, local authorities and NGOs.

This was also the year that the Alliance really began to examine our Theory of Change. We had to ask ourselves how to make something like a Theory of Change, which sounds very theoretical, meaningful for a bottom up process. These conversations are most powerful when we take a step back, open up a conversation with our movements, and begin to understand these things in ways that are relevant to communities. We did this by asking “So what?” about all of our activities. It proved to be very powerful for leaders to talk about their work and ask themselves this question. As usual our social movements of FEDUP and ISN have challenged us in our thinking and continued to make CORC and uTshani Fund reflect on our Theory of Change as a living thing that leads to meaningful change for communities on the ground.

As an organisation CORC has taken steps in developing a deep culture of learning and reflection. By investing in organisational spaces for reflection and learning, we have found useful methods to refine our approach, learn from our mistakes, and most importantly take intentional actions to change our practice and improve our ability to support our social movements. This has placed us in good stead for evolving beyond mere support to becoming partners of development with our social movements and the many communities we support across the country.

I would be remiss to leave out the low point of the 2018-19 period: the passing of Jockin Arputham, president of the SDI network and one of our movement's co-founders. It goes without saying that his sudden passing was quite a big shock and a very sad moment for the South African SDI Alliance. We paid homage to Jockin and his legacy with a period of grieving and a memorial service. In the spirit of Jockin's resourceful nature, our social movements made sure to use the memorial service as an opportunity to demonstrate his activism by linking it to a data collection exercise, an engagement with government, and a capacity-building exchange around enumeration and profiling. This allowed us to bring in leaders from other regions and highlight what Jockin taught us: that we must use the tools at our disposal to strengthen communities so they can better engage government.

As we look forward to the coming years, we hope to ensure that none of our informal settlement dwellers are left behind when it comes to acquiring the necessary skills to do effective work on the ground. This includes improving skills on data collection and analysis. We are also asking ourselves how we can become more involved in the discussions around land in South Africa. We know that this is a very contentious issue and we are supporting the largest constituency without access to land or secure tenure. Lastly, we continue to wrestle with how to bring more young people into our movement. We know this is critical to the longevity of our process. Looking back on the year that was, it is clear that even though we made strides and had successes, the challenge ahead is still great and the battle is nowhere near won, but the hunger to effect meaningful change burns stronger than ever in our Alliance. Now more than ever we see that our country continues to need strong grassroots movements pushing for a more equitable future.



Charlton Ziervogel

Director of CORC

Message from FEDUP and ISN

ROSE MOLOKOANE, NATIONAL COORDINATOR, FEDUP

This has been a busy and an important year for the South African SDI Alliance. I am only going to give you the highlights – the message from our federation of what was most important to us, where we struggled, and where we have to go from here. One of the most important highlights that happened was the strategic meeting where together we worked well together as an Alliance. We have these LME meetings to help the support NGO to report on our achievements as the social movement. In order to do this, we have to work well as federation. So, another achievement that is most meaningful to me is the strengthening of federation networks – savings schemes – in all regions where we are operating. This has helped to improve savings systems in our movement and create space for more people to participate in their savings groups – the backbone of our process.

We also made progress in building partnerships. We have strengthened our partnership with eThekweni Municipality, where a Memorandum of Agreement was finally signed. We have also secured partnerships with North West Province's Department of Environmental Affairs, the Housing Development Agency, and Rand Water in order to create more opportunities and access to housing and land for our members. We also have moved forward with engagements with the National Upgrading Support Programme (NUSP) for settlement upgrading projects in our communities. In addition to these national partnerships, the Alliance continues to use its affiliation with the SDI network to make important partnerships at the global stage, engaging with the United Nations, with development partners, and with other grassroots networks in order to create more impact here on the ground.

Speaking of work on the ground, we have been able to move forward with housing projects at St. Luke's, Joe Slovo, and in Durban, thanks to support from uTshani Fund. Thanks to these projects, as well as other upgrading projects the Alliance is busy with, we have managed to upgrade the informal settlements in several of the areas where we are organizing.

On the side of challenges, the main challenge is still making a vigorous increase in savings. This is the main thing the SDI network was recognized for. I would like us to improve our understanding of why we do savings. Savings is what attracted government to us in the first place. It is one of the foundation stones of our movement. When we talk about a women-centred movement, savings must be at the centre of this. It is a tool that brings people together. We cannot look at projects without having savings. We have to look at the wealth that we can create to make our communities sustainable. So my future wish is that we encourage our people to fully embrace savings. This movement is built on a foundation of women and savings, and we need to emphasize this.

We have four pillars: savings with women; exchange programmes to empower, strengthen, and learn; data collection and serious analysis of this data – really using data to open doors and show government what we are capable of—; and partnerships that start from within savings schemes and then move to federations of savings groups in settlements, to our partnerships with each other in the SA SDI Alliance, and then to our partnerships with government, donors and beyond. This is my vision: that we focus on how we strengthen and grow these pillars.

This is actually my vision for the next five years: that we improve our partnerships so that we can work together to become sustainable. I wish that, within the Alliance, each member can understand their role in the greater whole so that as a social movement we can have greater impact. If we can do this together, our social movement will become one of the strongest in South Africa. We need full understanding of what we are trying to achieve: to bring change to the lives of the poor. If we can take this into our leadership mindset, we can grow bigger and do more.



Rose Molokoane,
National Coordinator, FEDUP



Message from FEDUP and ISN

MZWANELE ZULU, NATIONAL COORDINATOR OF THE SOUTH AFRICAN INFORMAL SETTLEMENT NETWORK (ISN)

I am writing to you from the side of the South African Informal Settlement Network, one of the social movements that makes up the South African SDI Alliance. As my colleagues have said, this was a busy year. One of our greatest achievements is that we managed to profile all informal settlements in Nelson Mandela Bay Metropole (NMBM). This was a major milestone for us, as we had been engaging with NMBM since 2008. We also managed to sign an MOA with eThekweni Municipality, and develop an understanding with the provincial Department of Human Settlements in the Western Cape where they pledged R10 million for us to upgrade settlements in the Cape Town Metropole, following profiling and enumeration of a large number of informal settlements across the Western Cape province.

On the issue of challenges during the same period, the difficulty we have always been having as the SA SDI Alliance is establishing a relationship with the cities of Johannesburg, Ekurhuleni, and Midvaal Municipality in Gauteng. These are areas that need attention from us as the Alliance. We did sign a Memorandum of Agreement with Nelson Mandela Bay Municipality, despite a number of challenges. But a major challenge, even after signing the agreement, is that we were unable to access financial contribution from the side of the municipality. We have also continued having issues nationally in terms of having political buy in for the Alliance to be supported with the resources needed – both financial and human – to improve conditions in informal settlements nationally.

When it comes to my vision for the SA SDI Alliance: our vision is to have organized informal settlements and community-based organisations of the urban poor in all four regions where the Informal Settlement Network is currently operating (Western Cape, KwaZulu Natal, Eastern Cape, and Gauteng Province). In those four major metros, we want to have more organized community-based organizations of informal settlement dwellers. Also, we would wish to continue using tools such as networks of savings, including building of very strong sub-regions of ISN where communities are able to do things for themselves.

We want to influence other metros to partner with the SA SDI Alliance in such a way that communities will build a solid footprint of community-led projects in more informal settlements, including improving access to basic services like water, electricity, sanitation, and solid waste. We want to see hundreds of settlements with improved services. This would be a milestone for us. We also want to see more communities acquire secure tenure, which is something that has always been lacking within the country nationally. Overall, our wish is to improve the living conditions of the urban poor and even in the rural areas where most people are vulnerable.



Mzwanele Zulu,

National Coordinator Of The South African Informal Settlement Network (ISN)



2018-19 AT A GLANCE

Savings groups	636
Members (Savers)	49 999
Settlements profiled	1 492 ¹
Cities profiled	3 ² (Port Elizabeth, Midvaal & Stellenbosch)
Settlements enumerated	184
Households w improved water & sanitation	18 939 ³
Households with improved tenure	13 747 ⁴
Households with improve energy	1 974 ⁵
Households with improved housing	13 747 ⁶

1. 1027 profiles in old system, 359 profiles in the new system, 106 profiles in the RAP project with WC government.

2. Cities with 100% profile: Stellenbosch, Port Elizabeth, Midvaal. Cities currently being profiled: Cape Town, Durban, Johannesburg, Pietermaritzburg, Ekurhuleni – giving 8 in total – PLUS – 15 Municipalities profiled in RAP in 2016 in the Western Cape, PLUS 1 city in NW – Totaling 24 Cities/towns/municipalities currently being profiled or having completed profiling in RSA.

3. 13269 PHP Houses, 104HH Flamingo, Mtshini Wam 250HH, Kuku Town 28HH, Langrug Innovation Centre 500HH, Havelock ablution blocks – 214HH, Quarry road after reblocking part of mamsuthu the city provided 4 ablution blocks on the kwamasuthu and mapondweni equalling to 484HH, Mathambo 290, 3800HH estimated with Comic relief project improved WATSAN access (yr 4 people divided by 4 persons per HH)

4. 13269 PHP Houses, 104HH Flamingo, Mtshini Wam 250HH, Kuku Town 28HH, California 47HH, Rou Emoh 49HH,

5. Longlands Solar – 26HH, St Lukes Solar lights – 470HH, Thinasonke – Solar Geysers – 48HH, Rou Emoh Solar Geysers – 22HH, clean cook stoves – 330HH, California re-blocking – 47HH electricity, Bal'elibomvu – 31HH electricity, 1000 HH improved electriciry access yr 4 people divided by 4

6. 13269 PHP Houses, 104HH Flamingo, Mtshini Wam 250HH, Kuku Town 28HH, California 47HH, Rou Emoh 49HH,

Community-driven data collection with
GPS devices in Cape Town.





Community members participate in a settlement layout exercise.

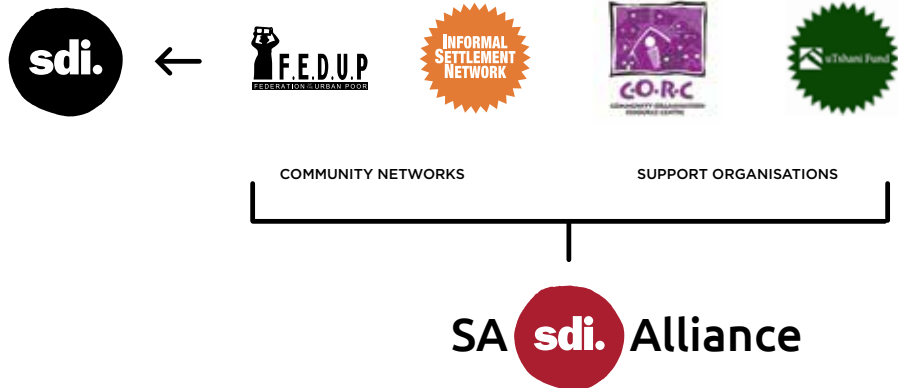
1. About

WHY WE EXIST

The South African SDI Alliance supports urban poor communities to find solutions to homelessness, landlessness and poverty. Through building organised communities and collaborative partnerships, urban poor communities seek to make cities more inclusive and pro - poor.

WHO WE ARE

The SA SDI Alliance consists of four partners



Community Based Organisations

The **Federation of the Urban and Rural Poor (FEDUP)** is a women's-led, member-based social movement that organises through savings collectives and practices associated with Slum Dwellers International (SDI).

FEDUP's organising tools include data collection, peer-to-peer learning exchanges and pragmatic partnerships with the state and other actors. Since 1990, FEDUP has used these strategies to acquire land, build houses, upgrade informal settlements and create income-generating opportunities. The Federation is active in 8 South African provinces with over 40 000 savers.





The **Informal Settlement Network (ISN)** is a citywide network of poor communities who collaborate around issues of concern such as landlessness, homelessness and exclusion.

Founded by FEDUP and CORC in 2008, **ISN** aims to influence policy and achieve impact at a city-wide scale. ISN uses FEDUP's tried and tested practice of data collection as the main tool to mobilise. Through the ISN, CBOs are able to pool experience, develop strategies and engage government through dialogues and forums. The network is active in the metros of Cape Town, Nelson Mandela Bay, eThekweni, Johannesburg, Ekurhuleni, and Stellenbosch local municipality. FEDUP is a member of ISN.

Support Organisations



The **Community Organisation Resource Centre (CORC)** is an NPO that supports the social, strategic and administrative practices of FEDUP and ISN.

CORC's support to ISN and FEDUP includes savings, data collection, peer-to-peer learning exchanges, community-based planning and engaging with government and other actors. CORC's mission is to support poor communities that are willing and able to help themselves.



The **uTshani Fund** is a formal bridging finance institution that manages the urban poor fund on behalf of FEDUP.

The **uTshani Fund**, is an avenue through which FEDUP and ISN can access loans for community-led house construction, livelihoods, land acquisition and incremental informal settlement upgrading.



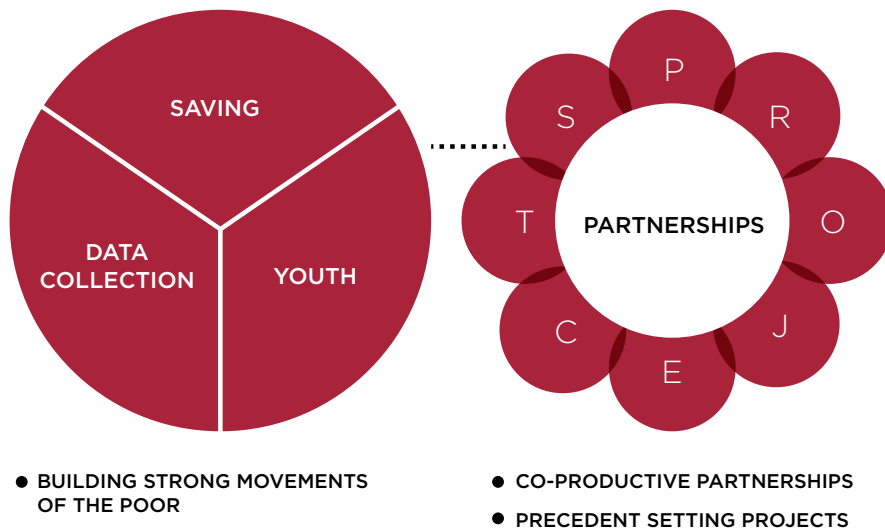
FEDUP savings meeting in Durban

OUR STRATEGY

In May 2019, a leading global magazine named South Africa the most unequal country in the world (Time magazine). The cover image depicted the stark reality of many South African cities: wealthy neighbourhoods existing next to underserved informal settlements.

As South Africa's population continues to seek opportunities in cities, informal settlements continue to grow. In twenty five years of democracy, South African human settlements' approaches have transitioned from a short-sighted, albeit impressive, social housing programme to a more holistic approach of upgrading informal settlements. Nevertheless, government at all tiers voices the difficulty of engaging poor communities in a participatory manner - as central decision-makers in their own development. The effect? Across the country, dire living conditions remain harsh realities for poor communities.

As an Alliance, our continued response to this context is to build strong, organised movements of the urban poor, who are able to self-identify priorities and pragmatically engage government and other actors around development solutions as key role players and decision makers. This approach is reflected in our strategic plan for 2019 – 2023.



Building Synergies Between Alliance Partners

Ensuring Financial Sustainability

Learning, Monitoring & Evaluation

STRATEGIC PLAN

Our vision

Inclusive and resilient cities where the urban poor find solutions to homelessness, landlessness and poverty.

Our mission

Build strong movements of the poor with community-organising capacity, ensure collaborative partnerships and implement precedent-setting projects.

<p>Strong movements of the poor</p> <p>FEDUP and ISN organise and network through community-based savings, collecting data on informal settlements and integrating youth members and programs. These organising tools prepare for partnership building and project implementation.</p>	<p>Collaborative partnerships</p> <p>The Alliance builds partnerships with a variety of actors to achieve pro-poor outcomes, including government at all levels, academia, CSOs and NGOs. Strong partnerships prepare for project implementation.</p>	<p>Precedent-setting projects</p> <p>The Alliance implements innovative, precedent-setting projects that demonstrate a community-led development agenda to government. Projects include informal settlement upgrading, housing and livelihoods.</p>
<p>Planning, Monitoring, Evaluation and Learning</p> <p>The Alliance prioritises conscious learning in all program and project streams. Learning tools include exchange visits between communities, documenting activities, and regular joint planning, reflecting and evaluating.</p>		
<p>Synergy between Alliance members</p> <p>The Alliance works to align programme and project streams between FEDUP, ISN, CORC and uTshani Fund to ensure optimal use of resources.</p>		
<p>Financial and Resource Sustainability</p> <p>The Alliance aims to leverage resources from various sources including local government (via participatory budgeting processes) local funder and donors, with the goal of being less dependent on international donor finance. The Alliances looks to develop its human resources ensuring the longer-term sustainability of its work.</p>		



Women gather at the 2018 Clean Cooking exchange in Cape Town

2. Strong movements of the poor

2.1 COMMUNITY-SAVING

“Saving is not about money but about people coming together”

Through daily saving, and weekly savings group meetings, women in urban poor communities come together to share ideas and experiences, to talk about problems within the community, to find joint solutions and create a sense of shared identity. This system of savings & credit - accessing small loans from each other - prepares communities with medium and large-scale financial management necessary in informal settlement upgrading projects.

NATIONAL SAVINGS	31 MARCH 2018	31 JANUARY 2019
# of saving groups	550	623
# of members	40 707	49 883
Savings (ZAR)	R 8,866,555.16	R 9,377,925.59



Highlights 2018 / 19:

- FEDUP saw **overall growth** in members with new savers joining the Federation and an overall decline in savings groups half way through the reporting period. This reflects FEDUP's decision in the reporting period, to focus on expanding and growing existing savings groups instead of starting new ones and spreading the movement too thinly.
- FEDUP **strengthened savings support** to savings groups & savings networks by appointing two national FEDUP savings coordinators
- Nationally, FEDUP has held successful learning exchanges to three big Federation housing projects which will be implemented in partnership with the respective Provincial Departments of Human Settlements (see projects section for more). The learning exchanges focussed on strengthening the savings, organising and construction capacity of Federation members and project coordinators in
 - St Luke's in East London, Eastern Cape
 - Vusi Ntsuntsha in Cape Town, Western Cape
 - KwaNyuswa in Durban, KwaZulu Natal
- Savings book audits are encouraging informal settlement residents to join the Federation as the practice of auditing savings books shows transparency and accountability in the Federation

Challenges 2018 / 19:

- Lack of motivation by some new savings members due to unmet expectations in terms of access to land or projects. This led to a critical learning point and return to mobilising for the sake of savings and organising, and not for projects. A reminder that at the heart of the Federation is women coming together to solve their own problems and that savings is a strategy to do this – unlike a project, this is something that the Federation can guarantee a new member will experience.
- As groups, grow and change, treasurers and collectors in savings groups come and go. This trend has sparked the Federation nationally to think about alternative ways of ensuring consistency and continuity in savings groups.

A savings story:

• Mama Sylvian Ndamase, North West

"If you learn how to save, even if it's a little amount its very important because you learn how to start your life tomorrow. And for me, that heavy weight that was on my shoulders if now off. Through my savings group I borrowed a loan of R1000 and that was my start to build my business to grow. I'm sewing clothing: t-shirts, school shirts, school uniforms and golf shirts for FEDUP members. We are now five people in our small co-operative and we work so so good because the orders are coming in from left, right and centre."

2.2 COMMUNITY-COLLECTED DATA

“We are poor but we are not hopeless because we have our information”

Community-led data collection is not about numbers only, but about collecting people. Activities like profiling (rapid assessment of a settlement), enumeration (household level survey) and mapping create space for communities to identify development priorities, organise leadership, address grievances within the community and come together around future planning. Our campaign on community-led data collection is called Know Your City. A key aspect is that communities own the data they collect; and this opens doors to engage with local government, create new relationships – and even institutions – where poor communities become central role-players in decisions that affect their lives.

NATIONAL DATA	31 MARCH 2018	30 SEPTEMBER 2018	31 JANUARY 2019
Total number of settlements profiled	942	983	998
Total number of settlements enumerated	164	172	184



Highlights 2018 / 19:

- Engaging with eThekweni Municipality (in Durban) and forming a partnership to mobilise more than 200 settlements in the metro through community-led data collection. We strengthened our partnership with the municipality through a learning exchange in November 2018, commemorating FEDUP and ISN pioneers Jockin Arputham & Patrick Magebhula Hunsley and highlighting the value they placed on community-collected data.
- In the City of Cape Town, the Alliance's data collection unlocked project work with other partners like the Western Cape Human Settlements Department through the Informal Settlement Support Programme (ISSP) in which the Alliance is supporting community organising ahead of upgrading initiatives in three non-metro municipalities in the province
- Fedup's Vusi Ntsuntsha members preparing a large-scale housing project in partnership with the Western Cape Provincial Department of Human Settlements used the data approach to enumerate their members to identify beneficiaries for the project
- In Cape Town, our data helped us introduce the City of Cape Town (Department of Informal Settlements and Backyarders) to service delivery priorities in 74 informal settlements in the metro
- First FEDUP data collection (profiling / enumeration) completed in Mpumalanga

Challenges 2018 / 19:

- Stalled partnership agreements with local municipalities in some regions in South Africa, esp. Nelson Mandela Bay and Gauteng are hindering further data collecting work and collaboration in these areas
- The Alliance wants to increase its skills and capacity to conduct data analysis to better negotiate with municipalities

A data-collection story:

"Because of our data we as FEDUP and ISN managed to have four forums with the Director of Informal Settlements and Backyarders in the City of Cape Town last year. We did so much preparation with the communities in each subregion. We had dialogues to look at our data and priorities in our subregion; we learnt about the City's budgets and cycle.

In our first forum with the City I wasn't sure how it would go. At first it was tense and we didn't trust each other. I think the City was surprised that we didn't fight with them. But we told them about the pain of living with chemical and portable toilets in our settlements. After those forums the Water and Sanitation officials came to fix some of the small problems.

It is a first step. We still have a way to go and we are building a strategy. But to be well prepared and to speak to the City directly gave me confidence, you know. When you have something in your hand, you feel so proud, you feel dignified. You feel you want to conquer the world because you have something that belongs to you as a community. You start to feel like you don't need to chase government and that actually now government needs to chase you."



Mampho Mofokeng, youth leader
from Orange Farm

2.3 ALLIANCE YOUTH – SECOND TIER OF LEADERSHIP

This last year has seen exciting developments in the establishing and growth of the South African SDI Alliance youth and formation of Know Your City TV - youth video-making and story-telling teams in Durban, Cape Town and Gauteng. As an Alliance, our longest standing members have been around for more than twenty years. Naturally, we have been thinking about what second tier leadership looks like. In February 2019, FEDUP and ISN youth came together to think about and draft ideas on the activities and involvement of the South African SDI Alliance youth.

Highlights 2018/2019:

- Drafting a guiding document with representatives of youth from FEDUP and ISN coming together to share ideas on the South African SDI Alliance in February 2019. This draft guiding document will be shared with the rest of the Alliance later this year at our national gathering.
- Formation of Know Your City TV – youth documentation teams in Johannesburg, Durban and Cape Town, in which the youth are learning video and media skills, producing media from the perspective of urban poor residents
- Youth projects that are engaging government
 - Street naming in Orange Farm, Johannesburg
 - Land acquisition in Joe Slovo, Port Elizabeth
 - Municipal support for after school program, Durban



Youth Story

Mampho Mafokeng is a member of the Collaboration Youth Savings Scheme in Orange Farm and of the South African KYC TV team. In a short film she made, she tells the story of how the youth in her community came together in 2016 to adopt some of the rituals they had seen their mothers (members of Fedup) practicing for years. One of the first projects she and the other youth in her community decided to undertake was a Street Naming Project, in the hopes that they could address the many issues that come from not having street name, such as delayed response from emergency services. Working together with local government and the community, the youth were given maps of the settlement and were able to start the process of identifying all of the streets in the settlement and to come to an agreement with the community as to how streets would be named. These kinds of projects – initiated and driven by youth

3. Strategic partnerships

“We can’t do it alone. We need support from our government to build on what we have already done”

Urban poor communities cannot address informal settlement challenges on their own, but they can catalyse change. The key to reaching community-led development at scale is the inclusion of external partners. The SA SDI Alliance engages with government, international organisations, academia and other institutions wherever possible to create relationships that benefit the urban poor. Our aim is to create situations in which urban poor communities play a central role in decision-making around access to land, services, and housing.

3.1 NATIONAL PARTNERSHIP ENGAGEMENTS

- The **Housing Development Agency (HDA)** around access to land
- **National Department of Human Settlements (NDoHS)** around ministerial commitments
- **National Treasury**, COGTA and SALGA regarding a possible finance facility for community-led projects
- **Department of Environmental Affairs (DEA)** around the Working for Water Program creating jobs for 200 FEDUP members in Madibeng, North West Province
- **International Budget Partnership South Africa (IBPSA)** to understand and engage metropolitan municipalities around annual budget allocations for informal settlements, especially in Durban and Cape Town
- **SA SDI Alliance patron** – we are delighted to welcome Ivan Abrahams, the International Secretary General of the Methodist Church as our patron

3.2 REGIONAL PARTNERSHIP HIGHLIGHTS

• City of Cape Town

Growing momentum and engagement with the City of Cape Town through in-depth forums between representatives of 71 informal settlements in the municipality and the Department of Informal Settlements and Backyarders, to service delivery priorities in 74 informal settlements in the metro

• Resilience Work in Cape Town and Durban with 100 Resilient Cities

- Through our partnership with 100 Resilient Cities, we have initiated joint informal settlement profiling work towards the provision of basic services in Cape Town and Durban.
- In Cape Town, following an inception meeting between the City of Cape Town's Resilience Team, the Director of Informal Settlements, Riana Pretorius, and the SA SDI Alliance, a series of activities unfolded, including four sub-regional forums between the City and communities to discuss community driven data and the provision of basic services. At these meetings, priorities were identified for settlements within the sub-region, and follow up actions identified. In July 2018, the Alliance attended an SDI-hosted Resilience Learning Exchange in Cape Town, where the Director of informal settlements from the City was in attendance along with City's Deputy Chief Resilience Officer, who agreed to a strategic follow up session for a deeper dive into the City Resilience Index tool – a tool used to assess resilience planning and development in the metro. This meeting took place in August 2018, followed by a learning exchange to Sierra Leone that was attended not only by Alliance members but also by the City (Riana Preorius) and Provincial (David Ali) government.
- In Durban, the Know Your City (data) and 100RC partnership was amplified in late 2017 by the focus placed on our data by Global Infrastructure Basel Foundation (GIB) and our engagement with them in 2018. This entailed joint informal settlement profiling work in settlements across Durban, followed by GIB's use of the data to inform their SmartScan questions on Governance, Social and Environmental issues and provide input for their Sustainability and Resilience (SuRe) Standard, a tool used in assessing infrastructure projects globally to ascertain the degree to which they meet sustainability and resilience requirements. In addition to this, the Alliance produced a profiling report of their own on all 27 settlements profiled, demonstrating to the Municipality the quality of data produced and promoting the Alliance as a preferential service provider for informal settlement profiling/data collection work.

• eThekweni Municipality (Durban)

- In partnership with eThekweni municipality and Project Preparation Trust we have signed a Memorandum of Agreement to mobilise over 200 informal settlements in the municipality through data collection (profiling) ahead of informal settlement upgrading.

• Western Cape Provincial Department of Human Settlements

- In 2018, the Western Cape Government developed an Informal Settlement Strategic Framework (ISSF) strategy document, “From Precarious Settlements to Dignified Neighbourhoods.” The objective of the ISSF is to help government with prioritisation, planning, implementation and maintenance of informal settlements across the Western Cape. As part of the ISSF, the Informal Settlements Support Programme (ISSP) was developed to roll-out support to various municipalities in pursuit of fulfilling the strategic objective of the ISSF. Two important pieces of work informed the drafting of the ISSP. One of these was the Rapid Appraisal Project (RAP), spear-headed by the SA SDI Alliance, which involved the profiling of 106 settlements in over 20 municipalities in the Western Cape. To rollout the ISSP, the Western Cape Provincial Government entered into an NGO Collaboration Framework Agreement, with eight NGOs appointed to support municipalities in the implementation of the ISSP. CORC was assigned to support three municipalities, Stellenbosch, Swartland and Breede Valley. The three main outcomes of the support to settlements in each of the 3 municipalities are: mobilisation, data collection, and community-based planning. A summary of our work in these municipalities has been included below:

Sibanye Informal Settlement ISSP Project, Swartland Municipality

The final close out workshop with the community of Sibanye took place in March 2019, effectively concluding our work on this project. Three main outcomes were delivered through a comprehensive participatory process. The first outcome is an enumeration report and GIS Database of each household in Sibanye. The second outcome is a report outlining the community based planning process with a detailed narrative on the development guidelines which informed the drafting of the third outcome: a draft proposed layout plan containing level of basic services, pedestrian and vehicular movement routes and community facilities.

Breede Valley Municipality

In the beginning of 2019, CORC submitted 3 proposals for the data collection and community based planning of 6 settlements in Breede Valley. Prior to the finalisation of the Service Level Agreements with the Provincial Department of Human Settlements, the Breede Valley municipality requested a workshop to rethink the scope of work as some of the settlements are earmarked for relocation. This was followed by a number of meetings with ward councillors and officials from both the Province and the Municipality before moving on to work with the communities themselves.

Langrug, Stellenbosch Municipality

The Langrug ISSP emerged from previous engagements with the community. In 2018, Stellenbosch Municipality submitted a request to Provincial government for basic services upgrades in Langrug. In March 2019, CORC signed a formal Service Level Agreement (SLA) under the ISSP programme. At the same time CORC and its alliance partners began a stakeholder engagement process involving all community-based organisations in the area, the local ward councillor and the municipality to gain a better understanding of local priorities are. The aim is that, through this process, the various stakeholders will be able to determine a meaningful and effective way forward for continued development of the Langrug settlement.



FEDUP and ISN sign MoA with
eThekweni Municipality



SA SDI Alliance team and City of Cape
Town participate in the identification of
priority shocks and stresses

4. Projects that set precedents

INFORMAL SETTLEMENT UPGRADING

Street naming project by Orange Farm Youth (Johannesburg, Gauteng)

Youth in Orange Farm, Gauteng are naming streets because police & emergency services cannot find streets and locations when they are called out.

Iqhaza Lethu Upgrading (Durban, Kwa Zulu Natal)

In partnership with eThekweni Municipality and Project Preparation Trust, initial data collection (profiling) of over 200 informal settlements in the municipality took place during the period in order to mobilise communities for upgrading

Upgrading Mtshini Wam: what's next after reblocking? (Cape Town, Western Cape)

In Cape Town, the Mtshini Wam community is exploring tenure security options by incrementally formalizing their structures after re-blocking.

Clean Cooking Project (North West & Western Cape)

The SA SDI Alliance clean cooking project aims to improve delivery of clean cook stoves to federated communities in the Western Cape and North West regions, South Africa. The core objective of the clean cooking program is to improve access to clean, efficient, safe, and cost effective energy technologies for cooking that address the wide-range of manifestations of energy poverty amongst the urban poor. Central to the Alliance's strategy is the development of the "hub concept," which aim to create a central points of contact for the two regions selected where clean cooking-related programs, such as gardening, composting, Wonderbag production and biomass fuel production, can be housed and support - or training can be offered to those involved in related social enterprise activities. During this period, the two regions selected to act as hubs are Western Cape and North West regions. The hubs will support their regions in pioneering solutions that are unique to local social, environmental and health priorities. During this period, the Alliance held a cooking competition in Ruo Emoh, Cape Town to expose local leaders to available technologies. Nationally, federation members have become cooking stove agents, selling cook stoves in their communities. At the end of 2018, CORC started engaging with social enterprise Clean Cooking Revolution (CCR) about product diversification, offering federation members income generation opportunities. To this end, CCR held a business support training and learning exchange workshop in December 2018 which was attended by ten federation members.

Solar Energy Projects (Western Cape)

Settlement level enumeration resulting in access to energy, Freedom Farm and Malawi Camp, Cape Town

Freedom Farm and Malawi Camp, are both pockets of informal settlements located on ACSA (Airports Company South Africa) land in Cape Town. Due to the community requesting access to services, ACSA sought to try and respond to it through engaging the community around understanding their priorities. The SA SDI Alliance in partnership with Greencape, enumerated

the settlements in 2019, Freedom Farm 638 households and Malawi Camp 314 households. Presently, the community along with Greencape and the SA SDI Alliance are exploring energy alternatives as a response to their need for access to a reliable and safe energy source.

Big Dreams Savings Group, Longlands, Stellenbosch

The solar project arose out of a series of data collection exercise namely, profiling, enumeration, and an energy audit which started in 2017. Through data collection feedback and community engagements about priorities, the community saw access to energy being their number one priority. When the community engaged with the municipality around accessing energy and other basic services, they were told that they cannot be serviced because of them being located on private land. With the support of the SA SDI Alliance we began looking at energy alternatives, using exchanges and workshops exploring different solar home systems. The community chose the iShack Solar Home System it addressed all their energy needs and provided a service that would result in the community to benefit through skills transfer during the implementation process. The project was implemented in June 2018.

Regional pilot projects

At the LME meeting held in February 2019, every region identified one project to implement the Alliance six Strategic Pillars. With some regions being more experienced in project implementation, the Alliance decided to use these regions as learning centres and focal areas for strengthening partnerships with government. Each region was tasked with developing a project plan defining the scope of the project, with thought being given to the viability of projects identified and an aim to maximise success. The Alliance accountability team was then tasked with reviewing the projects identified and considering the formation of a national technical support team.

The main outcomes are:

Each region developed competence in the planning, design and implementation of projects.

Increase in local / regional knowledge on how to use projects to strengthen social movements, build partnerships, learn lessons and lobbying government to undertake similar projects.

PEOPLE'S HOUSING PROCESS

Tinasonke Housing Project (Gauteng, Ekurhuleni municipality)

48 PHP houses have been completed

St Luke's Housing Project (Eastern Cape, Buffalo City)

Hosted a national learning exchange training other regions in community construction management. The completion of St Luke's housing project of 203 units has been extended to June 2019.

KwaNyuswa Housing Project (Kwa Zulu Natal)

Vusi Ntsuntsha Housing Project (Cape Town, Western Cape)

The community is working together with the Provincial Department of Human Settlements, exploring innovative funding as part of the Province's catalytic housing area

INCOME GENERATION

FEDUP Income Generation Programme (FIGP)

- The FIGP is an initiative to expand the scope of loans that FEDUP members access at individual savings scheme level to support FEDUP members in income generation activities of their choice. The criteria for accessing a loan is:
 - Formal FEDUP membership
 - Active member of a FEDUP savings scheme
 - Experience as small business entrepreneur for at least 6 months
 - Be part of a group of 5 to access a loan
- As of March 2019, there were 427 active groups with 2,135 active members across South Africa. Income generation projects range from shoemaking to pillow-making to agricultural projects and are active across the Federation.

Solid Waste Network, Cape Town

Blue Sky Recycling, who runs the Solid Waste programme, managed to generate an average annual income of R1,166,121 for the programme's 2,000 waste pickers. As of December 2018, the recycling programme had collected a total of 3 million kilograms of waste, generating an average of roughly R350 (23 US\$) per collection.

South African FEDUP Funeral Scheme

- The South African FEDUP Funeral Scheme (SAFFS) grew out of a desire expressed by FEDUP to bury its members with dignity and honour. SAFFS started its full operations in March 2014 and operates as an understudy to Imbalenhle Burial Society (IBS). SAFFS currently works in association with IBS to learn how to administer a funeral scheme with the intention of going solo. FEDUP members sell the funeral scheme to own members as well as the public and have sold over 600 schemes to date. Sellers are compensated per policy sold.

- As at March 2019, there are 1028 registered members of SAFFS, however just a little bit over half of them pay their premiums. The development of a database management software programme for SAFFS has been finalised and scheduled to be launched before end of 2019. Support is to be provided by the developer for the next three months to ensure that the programme addresses all problems experienced by the scheme. This will also bring FIGP very close to qualifying for a licence to administer the scheme internally.

Solar energy income generation project, Fedup youth group, Cape Town

Unemployment amongst youth in Cape Town coupled with the lack of investment from the state in skills development has resulted in youth to feel economically marginalised. This is the reason the Fedup youth group approached the SA SDI Alliance to support their solar lights business as an income generation opportunity. The intent is to set up a social enterprise that is based on skills development and selling lights to businesses in their area whom operate as street vendors. The first tranche of funding was released in the form of capital to purchase the lights in 2018. A portion of the sales will be paid to the SA SDI Alliance to set up a revolving fund of capital for the income generation business.



Clean Cooking exchange
in Cape Town



Vusi Ntunsha planning workshop

5. Learning and Reflections

SIGNIFICANT LEARNING EXCHANGES:

Collaborative Urban Resilience Exchange with 100 Resilient Cities

In July 2018, SDI hosted a Collaborative Urban Resilience Exchange in its recently launched Know Your City Resource Center in Woodstock, Cape Town. As part of the exchange, SDI brought together city officials and community organizations involved in resilience planning and implementation in Cape Town, Durban, and Accra, Ghana. The exchange supported reflection by officials and communities from the three cities about how community-collected data on informal settlements and partnerships between government and organized communities (a package of strategies known as Know Your City by SDI and its partners) can support resilient city strategies capable of generating more inclusive city development outcomes. This exchange was triggered by a collaboration established under the Community of Practice for Resilience Measurement, between the SDI network, 100 Resilient Cities and Itad.

In order to chart a way forward, participants looked to the future in each of their cities, identifying the reasons for successes and challenges to date, and speaking candidly about potential areas of improvement. Sessions on the final day framed reflective and actionable discussions in which community members, supporting professionals and city officials addressed key target areas and produced tangible next steps. The city teams generated "top tips" for other cities wishing to develop resilience strategies as well as "barriers to watch out for." Top tips included: finding ways to leverage the partnership between communities and government to generate greater value; appreciation for the comparative advantage of each partner; creating space for regular engagement and communication; and to ensuring that politicians are kept informed so they can champion the strategy when needed. Their advice regarding barriers included: keep politics out of the collaboration; make time to build trust between communities and officials; follow up on commitments made in events; institutionalize partnerships to mitigate against disruption when officials leave their position.

On the final day of the exchange, the SA SDI Alliance presented to future planners and architects from the University of Melbourne School of Design intensive course Cities Without Slums intensive course aimed at offering students "knowledge of slum upgrading entry points, approaches and processes, and strengths and limitations [in order to] to better tackle inequality and to support the development of cities for all." Fedup and ISN members presented on their experience from decades of participatory urban planning in South Africa.



100 Resilient Cities Exchange
in Cape Town

MAIN LEARNINGS (DRAWN FROM LME)

Developments in monitoring & evaluation at core / restructuring?

RESOURCES AND PUBLICATIONS

The SA SDI Alliance produced a number of critical documentation resources over the 2018-19 period, endeavouring to capture our learning and reflections in various forms in order to reach more people.

“A Peoples-Led Approach to Informal Settlement Upgrading: Exploring Partnerships with Local Government”

This publication narrates the experiences of informal settlement communities who, together with FEDUP and ISN, have sought formalised partnerships with cities and municipalities.

We ask: what are the ingredients for a people’s led approach to building effective partnerships with local governments, specifically around informal settlement upgrading?

Based on the experiences of FEDUP and ISN across South Africa from 2008 – 2018, the publication also examines the factors that contribute to the breakdown of such partnerships, once established.

Our intention is that this publication will be useful to a variety of actors: urban poor communities when organising and engaging with municipalities, municipal and government representatives, organisations in the sector, interested actors in academia, the



private sector, and general public when engaging with informal settlement residents and communities.

Our hope is that this publication contributes an additional narrative to the current debates on land and redress – a narrative that reflects the voices and organising strategies of urban poor communities.

“Ruo Emoh: Our Home, Our Story”

The Ruo Emoh booklet, documented over 6 months by SA SDI Alliance together with People's Environmental Planning, UCT & University of Basel Masters students (part of the City Research Studios hosted by African Centre for Cities) and the community of Ruo Emoh, shares the story of the Ruo Emoh (Our Home, spelt backwards) housing project through which 49 families have moved into homes on a well-located piece of infill land in Colorado Park in Mitchells Plain, Cape Town.

This booklet documents the project's long history. It shares the housing histories and experiences of nineteen of the forty-nine families who self organised to change their living conditions and to become homeowners in Ruo Emoh. It narrates their stories and experiences, the hardships of their housing struggles, the challenges of organising to access secure housing, and the emotions and experiences of moving into new homes in this development.

At the heart of the booklet are stories of what is possible when a group of people are willing and able to organise, to build strategic alliances and to negotiate pragmatically over the long term. At the heart of the booklet are family hopes and visions for the future as they continue to build their lives as homeowners in Ruo Emoh. This booklet celebrates Ruo Emoh families who know best the realities of housing struggle and the hopes of home ownership.

“Amandla Nolwazi: The Power of Data” (video)

Along with savings, community-led data collection on informal settlements is a key tool used by poor communities to organise themselves, identify and address their priorities. This video explains how poor communities collect data to engage government around community-centred service delivery and human settlements priorities.

“Amandla Yimali: The Power of Savings” (video)

Saving is a key tool for poor communities to organise and address their priorities - in this video the Federation of the Urban Poor (FEDUP) talks about what savings is, how it works and the very personal value that savers experience when being part of a savings group.

6. Organisational Profile

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

BOARD OF DIRECTORS

The CORC Board of Directors is tasked to set the overall mission and vision of the organization, and track performance against agreed programs and strategies. The board meets four times a year. The duration of a member's term is two years, after which the member can be re-elected. The board reviews progress engages with the Alliance's mission and vision and approves short and medium term plans for CORC. The board is made up of community members and other trusted fellows. Our board members are:

- **Dr. Adnaan Mia** (Chair)
- **Mr. Mzwandile Sokupa** (Secretary)
- **Dr. Max Price** (Member)
- **Ms. Melanie Johnson** (Member)
- **Ms. Evelyn Benekane** (Member)
- **Treasurer position:** Vacant

ALLIANCE LEADERSHIP

- **Rose Molokoane** and **Emily Moholo** (FEDUP Co-ordinators)
- **Mzwanele Zulu** and **Nkokheli Ncambele** (ISN Co-ordinators)

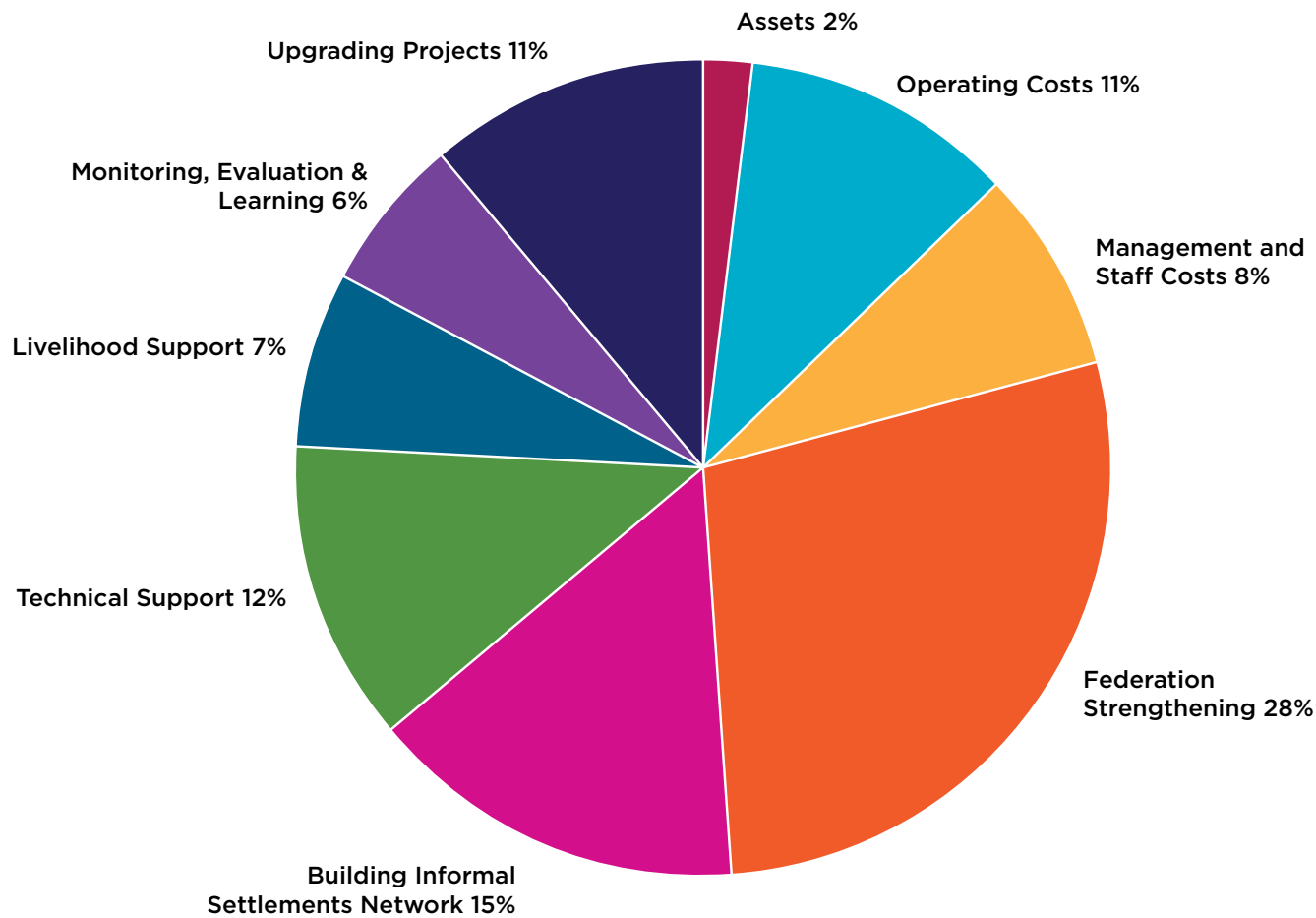
CORC STAFF

- **Charlton Ziervogel** (Managing Director)
- **Bunita Köhler** (Funding and Donor Liaison)
- **Walter Monyela** (Programme Manager: Savings, National Support: FEDUP, Office Manager: Johannesburg)
- **Blessing Mancitshana** (Programme Manager: Profiling and Enumerations, National Support: ISN)
 - Ntombovuyo Sibutha** (Programme Officer: Profiling and Enumerations, Cape Town)
 - Christopher Tsepho Makua** (Programme Officer: Profiling and Enumerations, Johannesburg)
- **Moegsien Hendricks** (Programme Manager: Projects - Informal Settlement Upgrade, Registered Town Planner)
 - Thembelihle Ngcuka** (Programme Officer: Projects - Informal Settlement Upgrade, Architectural Technologist)
 - Chadernnay Glenn** (Programme Officer: Projects - Informal Settlement Upgrade, Registered Town Planner)
 - Nadine Coetzee** (Programme Officer: Projects - Informal Settlement Upgrade, Registered Architect)
 - Arnotte Payne** (Project Support Officer: Project Support, Durban)
- **Khashifa Chilwan** (Finance and Admin Manager)
 - Samke Phewa** (Project Support and Office Manager: Durban)
 - Shameema Hartley** (Bookkeeper)
 - Ntombekhaya Tsambi** (Logistics and Admin Clerk)
 - Yolanda Mbane** (Receptionist and Admin Clerk)
 - Ntombi Cweyi** (General worker)
 - Engela Sass** (General worker)

UTSHANI FUND STAFF

- **Abi Hasane Khoza** (Managing Director)
- **Sandra van Rensburg** (Operations Manager)
- **Vanessa Baatjies** (Finance Manager)
- **Nuraan Daniels** (Fund Administrator)
- **Jeff Thomas** (Technical support, CORC program support)

EXPENDITURE FOR 2018/19



DONORS



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Comic Relief



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The Graham and Rhona Beck Foundation



International Budget Partnership



Misereor



Slum Dwellers International (SDI)



Western Cape Department of Human Settlements



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