Annual report
JANUARY TO DECEMBER 2016
Development Action Group (DAG) was initiated by a group of activists in response to the destruction of and forced removals from Crossroads, an informal settlement in Cape Town. This year marks DAG’s 30 years of activism.
The history is based on 30 years of active citizenry, capacity development of civil society organisations towards a more just and equitable city.
DAG has been instrumental in both policy and practice debates with regards to housing and human settlements— including incremental upgrading, self build and medium density housing premised on communities at the heart of development.
Through demonstration and deepening practice, DAG has fostered innovative processes to unblock unfinished houses requiring intergovernmental coordination, self build, contractor support, enterprise development and access to finance.

7,200 houses built
12,778 households assisted
R203,007,945 finance secured
DAG’s advocacy work has spearheaded critical discussions on land and housing, including critical debates on ‘The sale of state land (1992)’ and ‘Well located affordable housing— a feasible option (1993)’.
Realising the critical need for housing finance for poorest of the poor, DAG gave birth to the Kuyasa Fund as a micro-finance arm. Established in 1999, the Kuyasa Fund continues to operate independently providing housing microfinance.
DAG’S priority areas

VISION
To create sustainable human settlements through development processes that enable human rights, dignity and equity.

MISSION
To demonstrate how working in partnership with citizens and other groups who share a pro poor agenda can lead to creative and sustainable solutions that redress social, economic and spatial inequalities.

STRATEGIC GOAL
DAG aims to provide support to civil society organisations and stakeholders in order to influence, negotiate and implement neighbourhood development.

Table of contents

- Chairpersons report 04
- Directors report 08
- 01: Democratic Urban Governance 10
- 02: Housing and Human Settlements 20
- 03: Networking, Policy and Advocacy 27
- 04: Young Urban Professionals 29
- 05: Monitoring and Evaluation 31
- 06: Financials 33
Theory of Change

Inclusive/Restructured/Transformed Cape Town

LONG TERM OUTCOMES

ACCESS FOR ALL TO ALL AREAS
People from all economic class can access all areas, included well located areas
All areas are well serviced

VIBRANT NEIGHBOURHOODS
Diverse housing stock
Attract Investment
Socially Cohesive

AFFORDABLE AND EFFICIENT TRANSPORT INTERLINKS VIBRANT NEIGHBOURHOODS

MEDIUM TERM OUTCOMES

INNOVATIVE MODELS FOR URBAN DEVELOPMENT AND HUMAN SETTLEMENTS IN CAPE TOWN AND INFORM SCALE-UP STRATEGIES

ALIGNED INTEREST IN AN INCLUSIVE CAPE TOWN

EQUAL PARTICIPATION OF VARIOUS STAKEHOLDERS IN CO-CREATION OF VIBRANT NEIGHBOURHOODS

LONG TERM OUTCOMES

WELL-CAPACITATED PLAYERS
Communities
Contractors
Government
Private Sector

ENABLING ENVIRONMENT FOR INCLUSIVE NEIGHBOURHOODS
Legislative
Political/Institutional
Financial
Good Governance

TRUST
(BETWEEN AND AMONGST STAKEHOLDER GROUPS AND ALL GROUPS WITH DAG)
Board of directors

Thabo Mashologu
(Chairperson)
Thabo is the founder and Managing Director of Msingi Projects. With a Bachelor of Science Honours in Quantity Surveying & a Bachelor of Commerce Honours in Financial Analysis and Portfolio Management, both from the University of Cape Town. A registered professional construction manager with the South African Council for the Project and Construction Management Professions with over 15 years related experience in the field.

Steve Kahanovitz
Director
Steve works in the Cape Town office of SA’s public interest law group the Legal Resources Centre. Since the adoption of the Bill of Rights in a democratic SA he has been litigating in cases regarding socio-economic rights, particularly the access to housing through LRC’s clients. A graduate of the University of Cape Town (BA); The University of the Witwaterstrand (LLB) and the London School of Economics (LLM)

Querisha Nagdee
Director
Querisha is the local consultant for the Dreikonigsaktion, an Austrian donor organisation. She is responsible for South Africa and joint partnerships in Africa. She also works as an independent facilitator and consultant. She has a background in and expertise in social development, organisational development and the NGO sector.

Adi Kumar
(Executive Director)
Previously, Adi worked as the Deputy Director at Community Organisation Resource Centre. Over the last fifteen years, he has worked on post disaster, post conflict and informal settlement upgrading across the world. His practice focuses on intersectoral partnerships, strengthening community action and housing policy.

Tasleema Mohamed
Director
Tasleema has expertise in the field of Architectural Education and the Built Environment with special interest in Earth Architecture. She is currently lecturing at the Cape Peninsula University of Technology.

Batembu Lugulwana
Director
Batembu is a consultant who has a range of expertise that include local government, economic development and youth development. He has been actively involved in various public participation processes and the training of ward committees and government officials.

Olivia Henwood
Director
Olivia heads up the Kuyasa Fund, a company providing housing microfinance loans for very poor households. She holds a B.Comm honours degree as well as an MBA from Stellenbosch University. Prior to the establishment of the Kuyasa Fund in 1999 Olivia worked in several organisations focusing on end-user finance.

Rugaya Edwards
Director
Rugaya has over years’ experience in public practice. She is the managing director at Verryn & Co Inc, an accounting and auditing firm in the southern suburbs. She is a registered member with SAICA and IRBA.

Wilhemina Trout
Director
Wilhemina is an international gender activist and trade unionist. She has a resilient education background, especially with Community Adult Education and currently works as an independent consultant to the labour movement.

Tasleema Mohamed
Director
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2016 marked the 30th anniversary of the establishment of DAG. Driven by a deep sense of civil responsibility and rejection of apartheid injustices, a group of activists convened together to form an organisation through which they could make a difference to the lives of the urban poor. Initially, the focus of the group was on assisting marginalised communities, faced with the threat of forced removals, to access land and housing. Through the mid-1990’s, this work evolved within the context of a new democratic dispensation, when DAG was called upon to facilitate the participation of the urban poor in inclusive planning and development processes. Today, 30 years later, DAG has established itself as one of the leading non profit organisations in the human settlements sector.

Unfortunately, the high hopes that accompanied the advent of democracy have been replaced by a sense of national despondency. Over the last twenty years, rather than seeing the need for DAG and similar organisations diminish, we have seen an even greater demand for their existence. Public confidence in the post-apartheid State is at an all time low, whilst poverty, unemployment and inequality increase unabated. The demons of corruption, state capture and gross incompetence have manifested in slow economic growth, rating downgrades, widespread militant protests, and a divided ruling party that has abandoned its citizenry. All is not well.

The Non Profit sector has not been untouched. The battle for scarce resources has seen organisations pitted against each other in competition for funding. There have been notable casualties, such as the demise of the Institute of Democracy in South Africa (IDASA), a critical voice on democracy and governance. Competition has also diluted collaboration between organisations, and many opportunities to generate a critical mass have been lost.

Against this backdrop, we are called to critically examine the role of DAG over the next few years. It is clear that citizens are calling out for honest brokers, principled advocates and selfless, accountable leadership. It has become a national imperative, and we are seeing the re-awakening of civil society movements, this time in defence of our democracy. DAG, and others, must seize this moment to recapture the principles of collectivism, respect and collaboration, not only with like-minded entities, but also with those carrying divergent points of view. DAG’s ability to convene multiple (and diverse) stakeholder groupings, and facilitate negotiated development solutions will be a key feature of our work. This requires leadership that reflects these virtues.

In this regard, we were delighted to announce the appointment of Aditya (Adi) Kumar as the Executive Director of DAG. Adi is a well-respected activist and thought leader in the human settlements sector, whose expertise is highly sought after by civil society and government agencies alike. He adopts a collaborative, unifying approach to addressing the challenges of urban development, and is principled in maintaining the betterment of the lives of the urban poor as his fundamental agenda. In the few months since his appointment, Adi has made significant strides in strengthening relationships with a range of civil society, government and private sector organisations.

During this period, we also undertook a comprehensive review of the Board in order to strengthen our governance and provide better strategic direction. A number of changes have occurred at the Board level. We were pleased to announce the appointments of Rugaya Edwards and Olivia van Rooyen to the Board of Directors. Long standing member, Wilhemina Trout, was appointed Chair of the Remuneration Committee, and Deputy Chair of the Board. Her wisdom and experience are tremendously valuable to the Board.
We also bade a sad farewell to Bob Hindle after 18 years of service to DAG. We are especially grateful to Bob for the selfless manner in which he stepped into the Acting ED role whilst we carried out the recruitment process. On behalf of the Board and Staff of DAG, we wish Bob well on his future endeavours.

2016 was a difficult year for DAG financially. Difficult decisions had to be taken to keep the organisation afloat. Through it all, the staff have remained loyal, engaged and committed to their work. We would like to extend our heartfelt appreciation to the effort and commitment that these individuals have shown.

We would also like to thank our donors, who have recognised the value of DAG’s work, and continued to support us throughout difficult periods. 2017 promises to be a year filled with promise and excitement. Further details of our programmes and plans are outlined elsewhere in the annual report.

Finally, in commemoration of our 30th anniversary, I would like to pay tribute to the Directors who have provided strategic direction to DAG over the last 30 years, giving voluntarily of their time and expertise to ensure that the organization has remained relevant throughout; Batembu Lugulwana; Lechesa Tsenoli; Nkululeko Mpushe; Michael Tyhali; Wessel Badenhorst; Alastair Rendall; Haroon Lorgat; Patrick Kulati; Lungisile Ntsebeza; Thomas Motsepe; Qureisha Nagdee; Wilhemina Trout; Vincent Saldanha; Robert Hindle; Ralph Freese, Zohra Ebrahim; Tasleema Mohamed; Pete Smith; Nigel Tapela; Thabo Mashologu; Steve Kahanovitz; Olivia Henwood; and Rugaya Edwards.

Thank you

Thabo Mashologu
DAG had a number of highlights in 2016 including Masimanyane ePHP project, first civics conversation and socio-technical support to several community based organisations. “The platform you so willingly provided gave ordinary people like ourselves a voice and for this, we are eternally grateful [to DAG]”, Zaid Davids, representative of GPMA.
DAG team

Not all the team members that were with DAG are represented in this picture.
2016 was a year of upheaval and change for DAG as the organisation. This was spurred by the sudden resignation of the previous Executive Director and a long duration before the new Executive Director took up the challenge. However, during this interim period the board stepped in and appointed Bob Hindle as Acting Director. Bob together with senior staff, commenced internal restructuring and rethinking of the organisation. This included a situation audit, action plan, voluntary retrenchment process and space reallocation and letting of certain portions of DAG’s premises. Acting Director Bob Hindle stated that the turn-around was achieved only because of the dedication, skills and determination of DAGs core of senior staff, together with the understanding and support provided by its funders. He further stated that much more work was needed to ensure a sustainable future for DAG. My appointment allowed for incremental take-up and involvement that lead to full responsibility at the beginning of September 2016 when the focus was on not only on sustainability but also on the organisations strategy to better achieve our mandate in a changing political environment. The political environment in the country continues to be fragile, requiring civil society to rethink and retool their tactics. An increasing rise in protest and failing confidence in democratic processes underlined the year. Internally, as DAG, we not only reflect on 2016 as 30 years for the organisation but 30 years of persisting inequality, evictions and landlessness. The question that the organisation grappled with – ‘where is the action in DAG?’ ‘How do we demonstrate change that has meaningful impact on the poor? While we had many accomplishments and successes, they come with a pinch of salt. Firstly, it has become increasingly difficult to engage in proactive forms of activism and support for community based organisations. The increasing rate of litigations is a clear indication that courts are replacing a responsive and democratic administration. Secondly, the changes in both the policy landscape with regards to planning regulation and fiscal instruments have increasingly diminished our ability to upscale the ‘tried and tested’. Thirdly, the financial situation and sustainability of the organisation continued to be precarious, with some promising signs emerging for 2017. Finally, 2016 is a tribute to Bob Hindle who selflessly gave many years as a committed board member and in 2016 as Acting Executive Director and saw the organisation through turbulent times. Some of the achievements in 2016 were 1. Completing the Development Facilitator Internship programme involving 25 youth activists from Khayelitsha. This included an external evaluation of the programme and the launch of launching the Active Citizens programme involving leaders from 25 civil society organisations in Cape Town; 2. Concluding the unblocking of 2,173 homes (over the last three years) and associated subsidies amounting to R64 million. A comprehensive case study was completed and shared with partners across the sector. This process also paved the way for Masimanyane project to unblock 120 homes; 3. Intense lobbying and advocacy for affordable and social housing in Woodstock and Saltriver through ethnographic studies, issue based organising and participating in an intergovernmental steering committee; 4. Embarking on a coalition of civil society organisations by initiating a Civics Conversation focusing on citizen participation in urban development projects and processes; 5. Supporting eighteen different civil society organisations through socio technical support and assisting in submissions to access land, tenure and housing rights DAG continues to rethink itself. We are shaping an organisation that is agile, nimble, responsive and passionate. To retool this direction, DAG initiated an external evaluation of its 7 year strategy titled ‘Vision 2020’. The organisation has also prepared a sustainability plan that explores alternative funding mechanisms to take us closer to sustainability. I take this opportunity to thank the Board for continuing to be pillar for the organisation. The DAG team that does not hesitate to question argue or advocate forcefully with their beliefs in social justice and equity. Most of all, the community networks that continue to impart their faith in DAG. Going forward, we want to amp up, scale up and ACT. Join us in the action!
A core aspect of a well-functioning democracy lies in the ability to establish a level of democratic urban governance. DAG considers this, pivotal in seeking actions directed towards altering the status quo into measurable areas of impactful change. In 2016, the three main projects/programmes that was being implemented by DAG includes: Black River Corridor, Woodstock-Salt River and Active Citizen Training Programme.
Re-imagining Black river corridor

The Black River Corridor project includes three inter-connected parcels of state owned land namely Athlone Power Station, Mowbray Golf Course, and the Two Rivers Urban Park (TRUP). The three land parcels are roughly 380 hectares in total, and are connected naturally by the Black River and artificially by the N2 highway. The project is focused on unlocking the land parcels to respond to the imperatives of ecology, human settlements and economic development.

From DAG's perspective, the corridor serves as a nexus for the urban transformation of Cape Town. The 380 hectares of 'well located' land is significant to address housing backlogs and spatial inequalities present in the city. It is easily accessible by public transport, and plays a significant role in connecting previously disadvantaged and segregated communities to social and economic opportunities. Moreover, the corridor possesses strong historical and ecological value which speaks to the idea that land has more than just an economic value.

In 2016, the City of Cape Town and Provincial Government initiated a public participation process for the redevelopment of the Two Rivers Urban Park (TRUP). A separate process was initiated for the River Club which forms part of TRUP, and an Environmental Impact Assessment (EIA) process is planned for the Athlone Power Station. With regards to Mowbray Golf Course, the Deputy Mayor of Cape Town publicly announced that certain golf courses on the N2 and Voortrekker Road would be considered for redevelopment.

DAG’s role has been to build a coalition of stakeholders that are interested in realising a more just and equitable development vision for the land parcels. In 2016, DAG worked alongside a wide range of civic organisations, urban sector professionals and local government officials through various fora, platforms and submissions to re-imagine the Black River Corridor. In doing so, DAG conducted invaluable exploratory research and strengthened networks with a wide range of organisations. On a local level, DAG worked with the Two Rivers Urban Park Association (TRUP association) which includes 16 different civic organisations, the Langa Ward Forum, and a built environment consulting firm. DAG provided support to these organisations through evidence based research, policy analysis, workshops, and EIA submissions.

As part of research in the corridor, DAG uncovered 23 other projects where local government approved developments which received strong resistance from civic organisations. The civics contested the social, heritage or ecological value of land versus a pro developmental agenda led by private interests and local government. In an effort to better understand civic struggles and build solidarity, DAG hosted the first Cape Town Civics Conversation in late 2016, which included over 25 civic associations from across the city. The central theme to the Civics Conversation was to debate both local and city wide development processes, where citizens expressed a breakdown of basic democratic processes. In the future, this Civic Conversation provides a platform to advance advocacy for the Black River Corridor, and to strengthen a coalition of stakeholders to re-imagine the city.

One of the many civic organisations substantiated the presence of solidarity and the importance of working in a strategic manner by commenting that “we need to hone in on what is the common thread that affects us all, we need a political clout...Don’t just put out fires, put out the firestarters”. From the civics conversation, it was clear that a solidarity existed among the civic associations involved which forms the basis of future collaborative strategies.
‘Inconsiderate of heritage, inconsiderate of the environment, inconsiderate of people’s opinions. It was a case of development at all costs’ came up as a theme across the first ever civics conversation hosted by DAG.

280 hectares of land
6 train stations
4km from city centre
Khoi san heritage and environmentally sensitive area
Re-imagining Woodstock and Salt-River

Woodstock-Salt River is experiencing significant transformation, particularly during the last fifteen years. Supported by policy imperatives such as Urban Development Zone (UDZ), market-led regeneration leads to unprecedented increases in property prices in the neighbourhood. As a consequence, individuals renting in the area, and small businesses are often being displaced to the city’s periphery. Several civic organisations and NGO’s are active in recent debates concerning these neighbourhoods. While those who cannot afford stark increases in rent have to move to peripheral low income areas of the city, their former rented spaces are soon taken up by those who can, hence, many argue the existence of gentrification. Inner-city neighbourhoods such as Woodstock and Salt River are particularly needed for low income residents given the strategic proximity to the CBD, accessible public amenities and economic opportunities, including a diverse range people and public transport. Historically many inner-city neighbourhoods were occupied by a large mix of individuals from various races, classes and gender, which added to the area’s unique diversity and heritage. Unfortunately, given the above, these aspects of Woodstock and Salt-River are largely under threat. To this end, the impact of any interventions through policies will be felt both at neighbourhood and city-level.

DAG has been involved in Woodstock and Salt River since 2014, with an interest to understand both macro market trends and local civic organisation. In 2016, DAG was invited to sit on a project steering committee comprising of City of Cape Town and National Association of Social Housing Organisations (NASHO) in order to realise affordable and social housing in Cape Town. As part of this steering committee, DAG has played a vital role in contributing towards a precinct-based neighbourhood development strategy to meet the affordable housing needs of the community. In order to realise this approach, DAG engaged with 35 organisations and individuals in Woodstock and Salt River to understand local issues and concerns. This ethnographic approach has shed light on a range of issues which typically get overlooked in large scale urban regeneration. Issues surfaced related to identifying crime hotspots, significant socio-cultural conflicts between various nationalities residing in Woodstock, very open and receptive faith based organisations, flourishing unregulated rental market and niche coffee shops catering to upper class families. Many families feel isolated with this rapid transformation, stating ‘there is nothing for us in this neighborhood except fancy coffee shops, all the old stores have shut down’. Despite several efforts from civic organisations to manage this change process, their voices have been diminished by the pace of change and reluctant local government to regulate private developers. The first results of DAG’s efforts has been a more robust debate to unlock land for social and affordable housing in Woodstock and Salt River. This was shared in public forums where DAG hosted two seminars over the course of the year. This included a seminar on Neighbourhood Regeneration of Hillbrow chaired by Josie Adler (eKhaya Neighbourhood Project) and a second seminar on Inner City Affordable Housing with guest speakers Shereza Sibanda (Inner City Resource Centre), the City of Cape Town, ARUP and DAG. Secondly, our presence has brokered the collaboration between Western Cape Department of Health and local civic organisations for dispensing chronic medication based on preferred locations. This process when completed, would dramatically improve the access for chronic medication in Woodstock and Salt River. DAG’s contribution to action based ethnographic research and issue based organising in urban neighborhoods is a stepping stone to deepening social cohesion and unlocking the delivery of affordable housing in Woodstock and Salt River.
“The only time I find myself in the main road is to visit my Doctor; there is nothing there for us except coffee shops on every other corner and places we cannot afford to eat at, buy from, and enjoy” a long time resident recounts the experience of gentrification and land speculation during DAG’s consultation with:

- **10 civil society organisations and groups**
- **7 religious institutions**

1:15 000
Re-imagining Khayelitsha Project continued to be a DAG flagship in Metro South East where our influence is around deepening six outcome areas:
• Affordable housing;
• Land and tenure security;
• Livelihoods;
• Environmental sustainability; and
• Strengthening of social capital.
• Basic services and infrastructure

In 2016, DAG continued to engage and facilitate partnerships towards realising the outcomes mentioned above. The engagements took the form of one on one meetings with different decision makers and round table discussions with different community groupings. Despite several engagements, communities residing in informal settlements and backyarders continued to prioritise basic service, land tenure and housing.

DAG embarked on a tenure audit of 1,500 homes in Khayelitsha built in the last three years through our Khayelitsha ePHP process. The audit found that all households received their title deeds. Close to 30% of the households had informally transacted on their homes, without any formal transfer of title deeds. Some households cited reasons for selling their homes ranging from funeral requirements, urgent need for cash etc. These transactions are a sad indicator of downgrading of BNG housing assets in the township markets. These findings were shared with the Western Cape Provincial Department of Human Settlements for further considerations.

In 2016, DAG acquired a piece from the Zanathemba Trust land approximately 3,400sqm in Khayelitsha. The land is strategically located within one km from the Khayelitsha CBD and within walking distance to a proposed Bus Rapid Transit (BRT) station. DAG has identified the Zanethemba site as a flagship project for the organisation. The land is currently zoned for mixed use and has the potential to demonstrate innovative medium density housing. DAG is in the process of preparing designs for the site and a business plan will be available in 2017.
Through one-on-one meetings with the City of Cape Town Subcouncil 10 Manager, Ward Councillor, Khayelithsa Development Forum (KDF), surrounding community and evidence from tenure and land audit, DAG started developing ideas for medium density affordable rental housing on Zanathembu site as a response to the housing crisis.

1500 houses audited

65 estimated rental units
Active citizens programme

Historically DAG has played a pivotal role in providing support to community based organisations to advance the struggle for land and housing rights. This has been done through leadership development programmes, peer to peer learning and socio-technical support. As a follow up to the Development Facilitator programme, DAG recruited 25 CSO leaders and activists from across Cape Town to participate in the Active Citizens Training Programme – this included leaders and activists from resident and civic associations, development forums, social movements and change agents. The programme used action learning and participatory approaches that aim to build alliances, capacity and confidence of community leaders, activists and change agents. The programme in 2016 started with a Horizontal Learning Platform on the Right to the City - Urban Development, Democracy and Community Development. The HLP was attended by over 40 CSO leaders and activists ranging from informal settlements, backyards, academics and NGOs. This was an opportunity to understand and document how community groups and leaders have organised themselves to realise their right to the city, including strategies, tactics and key challenges. This was followed by first two modules on Land, Informality and Value- based Leadership; and Re-imagining our City: Housing as a Tool to Restructure our City facilitated by DAG, with a range of local and international guest expert speakers. The course evaluations indicated participants felt empowered to participate in discussions around urban land markets, affordable and social housing and key policies (Draft White Paper on Human Settlements). Many felt that there was a need to host similar platforms in their own communities. The group also strongly felt that the workshop itself was a great platform to network and bond with fellow civic organisations.

In 2016 DAG provided socio-technical assistance to eighteen civil society organisations. This included working jointly with CSOs through participatory workshops, evidence based research and the development of proposals, submissions and objections on mega developments including (but not limited to) the Riverclub EIA; submissions objecting to the sale of Tafelberg School in Seapoint; Kapteinsklip and Mnandi Coastal Node mixed use development in Mitchells Plain; Grande Parade Traders refurbishments; and to secure tenure rights and unlock well located land for affordable housing, including Sakkiesdorp rectification and tenure transfers, Kuilsriver affordable housing development proposals. DAG’s involvement in assisting the Grand Parade Merchant’s Association (GPMA), in partnership with Legal Resources Centre, in effectively negotiating with the City of Cape Town officials in an appropriate manner to embark on refurbishments.
“We have tried many different approaches but couldn’t get through to make everyone aware of the value that high-density (housing options) can bring. Some rather opted for a wall around the plot of land even though advocating for integration” participant from Kalkfontein Backyarder workshop
DAG piloted the Development Facilitators programme for already active citizens/youth living in Khayelitsha. It was an 8 months full-time internship which commenced in August 2015 and ended in April 2016. The first phase of the internship which took place in 2015 included a range of formal and informal learning and knowledge-building opportunities; experiences, exposures and events. This involved 71 days of structured modules, 23 facilitators and a programme of responsive reflection sessions. The second phase of the internship took place from February to April 2016. This consisted of one month of mentored/supervised placements in thirteen on-the-ground projects and initiatives. The placement organisations included Senecio, The Holy Order of Shetaut Neter, The Caring Network, Ubulungisa Community Project, Baphumelele Waldorf Association. An external evaluation of the programme was completed and found that most of the participants gained significantly through the internship programme. For instance, an intern who received placement at ILRIG, was elected as the chairperson of Housing Assembly during the 2016 financial year. Many expressed that the 8 months changed their life course forever. The evaluation also shed light on areas of improvement including better planning, a more structured approach to monitoring the interns and a more sustainable financing model. The DF programme and its learnings became the cornerstone of developing Active Citizens Programme that was launched in August 2016.
“Provided for hands-on experience to become assets as development facilitators, change agents and active citizen for their own and other CSOs” as explained by external evaluator for the DF programme.
02: Housing and human settlement

Given the increasing demand for housing, DAG places a large emphasis on ‘learning by doing’. Current area-based plans and policies with regards to housing and future city planning, often lack in bottom-up strategies which allow residents to play the lead role in improving their own neighbourhoods. DAG’s approach has always been to assist people by providing tools that equip in developing their own strategies and managing future demands. DAG’s involvement in this area is shown by two projects, namely: Masimanyane and Parow Station Arcade.
Masimanyane ePHP project

Based in Phillipi, the Masimanyane project, entails the unblocking of 117 homes through Enhanced People’s Housing Process (ePHP) in partnership with Western Cape Department of Human Settlements and affected communities. From 2012 to 2015, DAG implemented a similar project, where 2,173 homes were completed and handed over to the households. In 2016, DAG continued its collaborative approach in Masimanyane, through a well-established steering committee.

Masimanyane has been in the pipeline since 2013. In 2016, DAG had a much more collaborative approach through the PHP project of Masimanyane, as it involved an inclusion of a well-established steering committee. This enabled a reliable working relationship between DAG and other stakeholders (including beneficiaries, Ward Councillor and South African National Civic Organisation).

DAG team initiated and completed a house to house audit that was submitted to Western Cape Department of Human Settlements. It was only in 2016 that the contract for unblocking was signed and the project commenced in September. Whilst the project will only be completed in 2017, it demonstrates the strong need for both skills and finance for communities to build their own assets. As DAG, we continue to look for imparting the PHP skills for the Upgrading of Informal Settlements Programme (UISP) and backyarder upgrading.
I am proud of the ‘Masimanyane Project’ group from DAG, because they were not shaken, they kept faithful throughout and I’m very happy about how the process went smoothly and we received housing. Thank you. Thank you very much” Mrs Qoba, who house stood incomplete for 14 years.
In October 2016, DAG was commissioned by the Greater Tygerberg Partnership (GTP) to conduct a socio-cultural study of the Parow Arcade Station Precinct. This included precinct level ethnographies, mapping of pedestrian movement routes and uncovering latent socio-cultural practices. In 2016, DAG initiated and completed, a series of various interviews with a diverse range of space users and city council officials, observation of activities in the space, over a hundred user surveys, 5 ethnographies and various digital mapping of movement routes.

The Parow Arcade Station Precinct located on the Voortrekker road corridor has 30,000 commuters moving through the space each day. It is earmarked for an upgrade by the City of Cape Town to improve the general aesthetic quality of the area and to accommodate commuter movement. DAG’s socio-cultural study provides an in-depth understanding of the people present in the space, the relevant activities and why people are attracted to the precinct. It will furthermore inform the upgrade of the precinct by identifying key issues which space users feel need to be addressed including problem buildings, crime, dirt, homelessness and gangsterism. The study and its recommendations will be concluded in 2017. The research continues to highlight the importance of understanding the ‘on the ground lived experience’ along with statistics. It forms that basis of what future spatial development frameworks and neighbourhood plans need to consider.
Parow was once a vibrant place within which to live and do business in. The streets were safe and one could be late out at night. Today the area has experienced significant decline, and is plagued with high criminal activity. The area is in desperate need of an upliftment. – Ward Councillor

5 detailed ethnographies
120 community surveys
In 2016, DAG played a strategic role in the sector, participating in a number of local and international platforms, events and seminars hosted by government and civil society. These events fostered DAG’s approach towards partnerships, stronger collaboration between sector partners and advanced DAG’s inputs into policy matters.

Internationally, DAG participated in Habitat III New Urban Agenda event held in Quito. DAG presented at a side panel with Lincoln Land Institute on land value capture. Nationally, DAG in collaboration with several NGO’s made submissions towards Habitat III position paper and negotiating documents from South Africa. In collaboration with several Cape Town based NGO’s, DAG also made collective submissions towards the Draft Human Settlements White Paper, as well as the Western Cape Provincial Informal Settlement Support Plan (ISSP). This included DAG’s involvement at roundtables and seminars hosted by the National Department of Human Settlements (NDoHS). DAG continued to strengthen its advocacy on land and housing rights by participating in several local platforms such as the Communities of Practice (Isandla Institute) and Practitioners Platform (Habitat For Humanity South Africa) hosted by partner organisations.

DAG hosted a number of seminars and events during 2016 including a Roundtable on the Expropriation Bill and two seminars on the inclusive regeneration and inner city affordable housing. DAG also made several submissions towards realising a just an integrated city. This included submissions in objecting towards the realignment of the airport runaway, in partnership with Legal Resources Centre. DAG also made submissions against the sale of the Tafelberg school site, instead advocating for realising social housing on this well located land.

A number of publications and case studies were published in 2016 including the Khayelitsha PHP unblocking and contractor support, Re-imagining Woodstock and Salt River in partnership with Architecture Sans Frontier etc.
DAG has a long history of providing internships to local and international students. In 2016, DAG hosted eight interns, including four young developer facilitator interns who participated in the DAG Active Citizens Training Programme. On a request basis, DAG works alongside academics institutions to facilitate service learning opportunities for local and international students. In 2016, DAG sought to develop a more streamlined and systemic approach to both the DAG Internship Programme and Service Learning Site Opportunities. In 2016, DAG facilitated services learning opportunities with eight CBOs for over 145 students from the UCT Social Infrastructure Programme – Global Citizenship Programme, UCT Urban Infrastructure Design and Management Mphil in Community Development and the International Students Abroad Programme (SIT). An evaluation of the Global Citizenship course undertaken by DAG indicated that the process of hosting the students as community educators helped to build their internal capacity by strengthening their confidence to articulate their issues to young engineering professionals.

In October, DAG formalised an agreement with Architecture Sans Frontiers - UK and University College of London to jointly host in June 2017 a Change by Design Workshop – Tools and Tactics for Community Led Development in Cape Town. Over two weeks participants will work closely with community based organisations, adapting the Change by Design methodology to test how participatory design can support community capacity building, and contribute to realising DAG wider vision of vibrant, equitable, inclusive and spatially integrated human settlements in Cape Town.

DAG was regularly requested to act as a resource to students and in 2016 presented to students from CPUT on Land Value Capture, SU on Land and Cities and North East University (USA) on gentrification.
During 2016 DAG continued its long standing history of being a learning organisation that regularly assesses its impact. SMART output and outcome indicators for the monitoring and evaluation of projects were developed during the annual planning process at the beginning of the year. Assessing progress and measuring impact were conducted on a quarterly basis. In addition, regular project team meetings were held to discuss progress and provide support to changes to projects where necessary. Internal learning platforms were created through quarterly “Reflection on my Practice” (ROMP) sessions for all staff. Staff members attended various platforms exposing them to learning opportunities both locally and internationally. A consultant was appointed during the latter part of 2016 to conduct an external evaluation to:

• Assess whether the strategies and programmes outlined in Vision 2020 are effective;
• Identify potential changes and adjustments to the strategy;
• Inform the positioning of DAG in the sector it operates in.

The relevance of Vision 2020 as well as DAG’s effectiveness, efficiency, strategic outcomes and sustainability were the focus areas covered during the evaluation. The evaluation also included explicating and reviewing the organisation’s implicit theory of change, which informed both the evaluation and the strategy going forward. The report will be completed in early 2017. A process for the refinement of DAG’s ME&L framework was set in motion towards the end of 2016 to improve the M&E reporting system and to align it with the overall theory of change.
DAG concluded the year with a deficit of R5,486,376. This loss was largely expected as the organisation took a conscious decision to use reserves accumulated from previous years (R4,830,858) for the purpose of assisting in difficult financial times, which was mostly required due to inadequate fundraising to secure additional funding contracts. After the Executive and Finance Directors left the organisation in February & August 2016 respectively and a new Executive Director appointed in August 2016, the focus on acquiring funding and generating own income has been, and continues to be given top priority. The late start of the Masimanyane housing contract with Government also hampered the organisation’s ability to generate its own funds effectively.

### Income

**Total Income** amounted to R3,412,130.

**Funding Income**

Funding Income for the year amounted to R2,847,661, contributed by Brot fur die Welt, Misereor and Open Society Foundation. A special word of thanks is extended to Brot fur die Welt for their long-standing and continued support, and acknowledging Misereor and Open Society Foundation for renewing their support as well! We are extremely grateful for the support provided by all three funders during a rather difficult year.

### Expenditure

Total expenditure amounted to R8,898,506.

### Going Forward

DAG management team has prepared a detailed sustainability plan and aggressive action plan to secure funding and build back reserves.

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### Balance Sheet

**As at 31 December 2016**

<table>
<thead>
<tr>
<th>Figures in Rand</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant &amp; Equipment</td>
<td>5 894 833</td>
<td>5 956 622</td>
</tr>
<tr>
<td>Investment</td>
<td>334 000</td>
<td>334 000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6 228 833</strong></td>
<td><strong>6 290 622</strong></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>1 822 179</td>
<td>2 806 815</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>795 543</td>
<td>4 204 990</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2 617 722</strong></td>
<td><strong>7 011 805</strong></td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>8 846 555</strong></td>
<td><strong>13 302 427</strong></td>
</tr>
</tbody>
</table>

| **Accumulated Funds and Liabilities** |        |        |
| Reserves and Accumulated Funds |        |        |
| Reserves | 8 050 334 | 8 050 334 |
| Accumulated Funds | (655 518) | 4 830 858 |
| **Total** | **7 394 816** | **12 881 192** |

| **Liabilities** |        |        |
| Accounts Payable | 1 451 739 | 421 235 |

| **Total Reserves and Liabilities** | **8 846 555** | **13 302 427** |

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**DAG FINANCING: 2016**

- **Grant Funding**: 32,00%
- **Housing, facilitation and development services unit**: 3,35%
- **Consulting Income**: 0,80%
- **Rental, Interest, Dividends, Sundry**: 2,19%
- **DAG Reserves**: 61,66%
## Detailed Income Statement
for the year ended 31 December 2016

### Figures in Rand

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental Income</td>
<td>7 765</td>
<td>1 377</td>
</tr>
<tr>
<td>Sundry Income</td>
<td>50 708</td>
<td>3 282</td>
</tr>
<tr>
<td>Gains on disposal of assets</td>
<td>13 891</td>
<td></td>
</tr>
<tr>
<td>Interest received</td>
<td>111 339</td>
<td>277 842</td>
</tr>
<tr>
<td>Dividends received</td>
<td>11 267</td>
<td>9 389</td>
</tr>
<tr>
<td>Consulting Income</td>
<td>71 495</td>
<td>1 329 370</td>
</tr>
<tr>
<td>Housing, facilitation and development services unit</td>
<td>298 004</td>
<td>5 146 931</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>564 469</td>
<td>6 768 191</td>
</tr>
<tr>
<td><strong>Grants</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brot fur die Welt</td>
<td>2 059 605</td>
<td>1 007 359</td>
</tr>
<tr>
<td>Open Society Foundation</td>
<td>385 000</td>
<td>-</td>
</tr>
<tr>
<td>Misereor</td>
<td>403 056</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2 847 661</td>
<td>1 007 359</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>3 412 130</td>
<td>7 775 550</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>8 898 506</td>
<td>9 560 952</td>
</tr>
<tr>
<td><strong>Surplus for the year</strong></td>
<td>(5 486 376)</td>
<td>(1 785 402)</td>
</tr>
</tbody>
</table>
DAG is a non profit organisation registered with the Department of Social Development, registration number 0069-194 NPO and a an association not for gain incorporated under Section 21, registration number 1993/006859/08. DAG has section 18(A) status as a tax exempt organisation allowing for the tax deductibility of donations made by South African taxpayers.

We are grateful to and wish to thank the following funding partners for their support during the 2016 financial year:

- Brot für die Welt
- MISSEROR IHR HILFSWERK
- THE GREATER TYGERBERG PARTNERSHIP
- OPEN SOCIETY FOUNDATION FOR SOUTH AFRICA