Case Study on DAG’s 2012/13 Leadership Training Programme
Acknowledgements

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Foreword

Building an active citizenry with the potential to bring positive changes to their communities and South Africa has received increasing attention over the past year in South Africa and, features prominently in the government’s National Development Plan. Since 2005 the Development Action Group (DAG) has been supporting communities in need of adequate housing to lead and engage with their own development and influence state policy and practice through targeted leadership training programmes. In 2011, in alignment with a focus on a Re-imagining the City agenda, DAG re-designed its Community Leadership Programme (CLP) to focus on an experiential learning exercise aimed to empower leaders from CBOs in poor and marginalised communities, most of which are informal settlements, with a range of skills and knowledge to more actively engage in participatory planning processes linked to the development of community-driven pro-poor development proposals. The emerging CLP has been designed as an essential corner-stone and building block for the movement towards a Re-imagined City in Cape Town by enhancing the capacity of civic leaders working at local level to pursue change for the benefit of their communities.

This Case Study on the CLP offers DAG an opportunity to profile the CBO structures to which the CLP participants are accountable, various modules covered by the training programme over the past year and, more importantly, creates an opportunity for the CLP participants to voice their reflections on emerging lessons learnt and participants perceptions on the impact of the overall experiential learning exercise on individual practice in relation to the needs and aspiration of their respective communities. These reflections also provide DAG with invaluable feedback for staff to consider as we re-assess and designing the CLP and other community-based training initiatives in the year ahead. The individual testimonies highlight the many challenges community-based leaders face on a day to day basis, as well as the growing confidence participants have gained through an exposure to skills and knowledge that can be translated into action with key decision makers and officials in the City and Province.

On behalf of the organisation let me take this opportunity to congratulate the 2012/13 CLP graduates and, thank all of them for their deep commitment and dedication towards building their own and local citizen capacity, often in difficult circumstances. As DAG we look forward to the next step in our journey towards a re-imagined Cape Town. Last but not least, we thank the funders of the CLP – Anglo-American Chairman’s Fund, Body Shop Foundation, Ford Foundation, and Open Society Foundation – SA without whose direct support none of this would have been possible.

Josette Cole
Chief Executive Officer, DAG
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Introduction

The Community Leadership Training Programme forms a significant component of DAG’s work and aims to build the capacity of individuals to become more effective leaders in their communities. Strong leadership is vital for sustainable, participatory and inclusive community development processes. In recognition of this, DAG has designed and implemented a comprehensive leadership training programme to deal with all aspects of community leadership. Over the last year, DAG’s Community Leadership Programme (CLP) and Horizontal Learning Platforms (HLP) have brought together over 200 community leaders from over four cities and 25 metro CBO groups across South Africa. This involved experiential learning that will lead to the development of pro-poor development plans – extensive work has been done in this regard. The leadership programme modules include:

1. **Value-driven approaches**, which afford participants an opportunity to reflect on the core values that guide thinking, planning and doing.
2. **Action reflection**, to train participants in the all-important practice of assessing individual, organisational and group performance against set goals.
3. **Mobilisation**, which deals with the ability to create or host platforms, spaces and events where organisations are able to showcase their ideas, proposals and solutions.
4. **Lobbying and partnership**, to allow organisations to measure progress against the number of people supporting their goals.

True to its culture of continuous reflection and monitoring the impact of its work, DAG convened a process in March 2013 to assess the impact of the CLP. Individual interviews were conducted with leadership participants to garner their views and perspectives on if, and how, their participation in DAG’s leadership programme has enriched their leadership experience and how it has impacted on their work and the work of the organisation they represent. A standardised questionnaire, consisting of both closed and open-ended questions, was administered to the respondents. The questions were designed to get a sense of the participants’ experience of the programme, their satisfaction with different aspects of the course and the impact it has had on their individual practice as well as that of their organisation. Participants were also asked to provide a short history and background of their organisation.
The participants generally express satisfaction with most aspects of the leadership course. All of them reflect on how they have grown as individuals and as leaders through the whole process. Worth noting is a general consensus amongst participants about the value of new skills acquired. These include research skills and the ability to gather and analyse relevant information, communication skills, and how to engage with officials. Another strong theme and significant outcome (whether intended or not) of the CLP is the value of networking and building connections across communities. The literature on community development and the role of social capital stresses the importance of inter-community networks, or what is referred to as bridging social capital, to effect sustainable and effective community development outcomes. It is argued that for a community to thrive and progress other horizontal and, more importantly, vertical ties or connections, meaning bridging and linking social capital, are vital. Bridging and linking social capital constitute networks with other communities, civil society actors, as well as the local state and the private sector (Woolcock, 1998; Putnam, 2000; Middleton et al., 2005; Trigilia, 2012; Adams and Tapela, 2011). These networks enable communities to access important decision makers as well as resources which could advance local development. According to Woolcock and Narayan (2000), bonding social capital affords communities a safety net against the daily stresses of poverty and deprivation, but bridging and linking social capital are required to effect sustainable local development. Dale and Newman (2008, 10) argue that “a shift from ‘getting by’ to ‘getting ahead’ entails a shift from bonding to bridging and linking social capital through a bridging network”. The CLP is assisting communities to build and consolidate stocks of bridging social capital, which bodes well for advancing the development goals of the participating community groups.

Participants did express concern though about what some perceive to be limited or slow progress as far as the overall pro-poor programme is concerned. Some are worried that their community might start to question their participation if they do not see the result of their efforts. It was suggested that more regular communication and feedback from DAG about developments within the broader pro-poor programme and DAG’s deliberations with the government and other stakeholders might assist in allaying some of these concerns.

What follows is a collection of responses from a range of different leadership participants.
**Bonteheuwel Backyarders Organisation**

**Participant:** Mabel Abrahams

**History of the organisation**

The Bonteheuwel Backyarders Organisation was established in 2001 and currently has a membership of 1 098. The mission of the organisation is to improve people’s lives by providing adequate housing. Although they are mainly focused on backyard dwellers, they also provide support to people in rental housing. They provide homeowners education and inform backyard dwellers of their rights. The Bonteheuwel Backyarders Organisation is on the City and sub-council’s database of CBOs in the city.

**The Leadership Training Programme (CLP) and its relevance to the participant**

Mabel is the chairperson of the Bonteheuwel Backyarders Organisation. The most useful aspect on the leadership training course is the education around how to effectively engage with government and how to identify vacant land in the community. Mabel has also found the information about housing policies very informative. Mabel appreciates the interaction with other organisations as

“We learn from one another, we support one another and can phone when you need information.”

In terms of her personal development, Mabel feels that “the leadership course has made me a better speaker, a better listener, and I now have more confidence in dealing with officials [because] I know their language”.

She is very satisfied with the quality of training provided, especially because participants are also free and encouraged to give their input. She is happy with the method of communication, especially the use of visual aids. She is also very satisfied with the support given by DAG, especially the way in which DAG assists in community meetings when this assistance is required. A DAG staff member addressed one of their community meetings and she feels this improved the community’s understanding of the process and the time taken to achieve certain things. In her view “it was good for them to hear from someone in a higher position”.

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Mabel is happy with the quality of the pro-poor proposals created, the whole process was very educational and it enabled her to go back to her community to provide feedback. She is very satisfied with the communication and post-workshop follow-up from DAG’s side as “DAG’s door is always open”. She would welcome more in-depth discussion of housing policies and by-laws.

In terms of overall expectations, she wanted to gain knowledge and to take this back to her community. She also wanted to be able to be independent and liaise with government. All these expectations were fulfilled.

The Leadership Training Programme (CLP) and its impact on the organisation

She attended the course in order to be better able to support her organisation, because of her interest in the topics and for networking. The topics covered, the availability of networking time and her interest in the scheduled speakers were therefore the most useful aspects of the leadership training programme. As far as the modules are concerned, the lobbying or building of partnerships, mobilisation and action reflection were most useful. Mabel is satisfied with the progress of the pro-poor process.

The leadership programme had a significant impact on the work of their organisation, especially in terms of equipping them with the skills to gather and analyse information, to mobilise more people and to encourage the organisation to shift the way in which it approaches the most pressing challenges.
Mandela Park Backyarders Association

Participant: Khaya Xintolo

History of the organisation

Mandela Park Backyarders Association was established in 1989 to represent the needs of people living in the backyards of bonded and RDP housing. The organisation came into being because backyard dwellers felt that they were not benefiting from the government’s subsidised housing programme as the beneficiaries of this programme are drawn from informal settlements and other people on the housing waiting list. This process, according to the leadership training course participant, is often highly politicised.

The Mandela Park Backyarders Association does have a constitution, but the organisation is not registered with the City. The issue of registration was debated and discussed, but the members decided against this process. It was felt that the City places too many requirements and obligations on registered organisations and that the organisation does not want to appear to be affiliated to any political organisation.

The Leadership Training Programme (CLP) and its relevance to the participant

Khaya is an organiser with the Mandela Park Backyarders Association and has been part of the leadership training programme for two years. He joined DAG’s leadership training programme when DAG approached the organisation after DAG became aware of their struggles. Khaya joined the leadership programme because he felt that it could assist him in developing his community further in terms of housing and access to other resources. He feels that the most important skill he has acquired through the leadership training process is his ability to approach and interact with government. He feels that he has grown as a leader through the leadership programme and can now engage more effectively with members of his community. He feels strongly that, as a leader, one should have the right information, e.g. as far as the availability of land is concerned, when you approach government. The leadership training programme has taught him the importance of doing research and equipping oneself with the right information and knowledge.
In terms of the specific modules and activities of the leadership training programme, the activity which required participants to identify vacant parcels of land in their community was most instructive. Another useful aspect of the programme is the opportunity it affords participants to interact with other communities and to learn about their struggles and the challenges they face. Through this process they not only learn about other communities’ struggles, they are also able to share information about tactics and effective strategies. Khaya learned about the importance of working across communities, building partnerships and approaching government together.

Khaya is very satisfied with the quality of the training provided through the leadership training programme as well as the way in which the information is communicated to participants. The information is clearly presented and participants are given the opportunity to ask questions if they do not understand something. He is generally satisfied with the quality of support received from DAG, but feels there is room for improvement, especially as far as communication with the CBOs is concerned. He would also like DAG’s assistance in terms of acquiring a map of his area. He is very happy with the quality of the proposals created and the skills he acquired in this regard. Another area for improvement is more regular feedback to CBOs regarding the progress of the overall programme and DAG’s dealing with government and other stakeholders in this regard. Participants would also benefit from a “train-the-trainer” training module so that they are able to provide similar training programmes to other members of their communities.

He found the topics covered in the course most useful, followed by the availability of networking time, the fact that the course fits into his schedule and the fact that he had a general interest in the scheduled speakers. What attracted him most to the course was his interest in the topics, the opportunity for networking and the fact that it would enable him to support his organisation more effectively. In terms of his greatest learning, the action reflection module came up tops, followed by mobilisation and value-driven approaches. He is satisfied with the pro-poor process, but reiterated the need for more feedback from DAG and officials on the progress of this process.

The Leadership Training Programme (CLP) and its impact on the organisation

The leadership programme impacted significantly on the organisation’s understanding of how to gather and analyse relevant information as it shifted the way in which the organisation approaches pressing issues. The Mandela Park Backyarders Association has also been able to mobilise more people.
The Philippi Backyarders Organisation (PBO)

Participant: David Mthembu

History of the organisation

The Philippi Backyarders Organisation was established in 2009 and currently has a membership base of 2,000. The organisation initially started off with a membership of 5,000, but many people have withdrawn because they feel frustrated with the slow pace of change. People in Philippi have lost their trust in councillors and government processes. David has also encountered some mistrust from some people in Philippi as they perceive him to be a councillor.

The main aim of the Philippi Backyarders Organisation is to assist people living in backyard dwellings and in informal settlements. One of the big issues which the organisation focuses on as far as informal settlements are concerned is flooding. The organisation effectively serves as a bridge between the community, government and external organisations like DAG.

The Leadership Training Programme (CLP) and its relevance to the participant

David is the deputy chairperson of the PBO and learned about DAG’s leadership programme through his chairperson. He has found the leadership programme extremely useful: “I have learned a lot, I have more power now and can also teach others in my community.”

DAG came to address a community meeting in Philippi before the course commenced. This was very useful in helping the committee to realise the value of the programme and the need for David to participate in the leadership programme. The organisation has also seen the impact of the programme on David and encouraged him to stay when he considered stepping down. David feels that he has become a better leader through the programme. He convenes regular community meetings, provides regular feedback and has improved his communication skills.

He is very satisfied with the leadership programme as he has gained a lot of knowledge that he would not have had otherwise. David hopes the programme will continue and that the projects that have been
started with DAG come to a successful conclusion and that results are achieved. He appreciates the interaction and knowledge-sharing with other communities, in particular the support received from the Tafelsig People’s Association on how to be a better leader. The instruction from DAG is accessible, but sometimes he has a problem with understanding “jargon”. The exercise in developing the pro-poor proposals was a particularly good learning experience. He now knows how to access information and how to develop a proposal.

David appreciates the support received from DAG and feels that DAG’s staff is very knowledgeable and skilled, although he feels that Moegsien’s departure is a great loss to the organisation as a whole and the leadership programme in particular.

He expressed a need for more support from DAG in terms of helping the CBOs find a solution to their transport challenges, especially when they need to find their way to meetings and events. David recommended that the leadership programme in future should incorporate a module on project management, particularly as it relates to the implementation and successful completion of development projects.

The most important aspects of the leadership programme for David are the topics covered, the convenience of the event location, followed by the availability of networking time and the fact that the timing of the events fits his schedule. His decision to attend the leadership programme was mostly influenced by his interest in the topics, followed by his desire to support his organisation more effectively and for networking purposes. In terms of the applicability of the programme modules, he found the value-driven approaches most useful, followed by those dealing with mobilisation, lobbying and partnership building, as well as action reflection.

**The Leadership Training Programme (CLP) and its impact on the organisation**

As far as the impact on the organisation is concerned, David feels that the leadership programme has been most effective in terms of helping the organisation to mobilise more people. They have also learned how to gather and analyse relevant information and have shifted the way in which they approach pressing issues.
Philippi Backyarders

Participant: Walter Coba

History of the organisation

The Philippi Backyarders was formed with the intention to represent people in need of houses. The organisation has a strong working relationship with DAG that started in 2008. There are currently 192 members registered. The organisation has gradually expanded and formed other structures focusing on human settlement-related issues in nearby communities.

The Leadership Training Programme (CLP) and its relevance to the participant

Through his participation in the CLP Walter has learned how to identify suitable land for the development of houses. Walter felt that his experience of the leadership workshops was very important to him and his people because there was always something different he learnt and it was not just a single aspect. For example:

“I have learned in this programme that you must not just stay in one place, but you must work with other organisations also. I go and I ask advice from other people but you don't work alone. Networking is important and creating partnerships.”

Walter has also realised that the issue of housing and access to well-located land for the poor residents in our society is not an easy thing to do. He now realises the importance of communicating with all the stakeholders, even politicians and the custodians of any given land that might be of interest. “We must include everyone.”

Although Walter is satisfied with the principles behind the pro-poor development proposals developed by the leadership programme participants, he feels that there is no need to keep the process moving slowly. “I would like things to move faster.”
The Sibanye People’s Housing Programme

Participant: Fannie Kewana

History of the organisation

The Sibanye People’s Housing Programme was established in 2008 and currently has a membership of approximately 4 000 people. The Sibanye People’s Housing Programme was formed when a group of residents hailing from Gugulethu and surrounds joined forces with a group from Eerste River. Sibanye means “we are together”. The two groups felt that they had a number of issues in common and it made sense to work together. Also, because there is not an abundance of vacant land in Gugulethu, it was felt that joining up with the Eerste River group might be a strategic move in this regard. The focus of the organisation is on backyard dwellers as it is felt that they are largely ignored by government housing programmes which focus mainly on informal settlement dwellers. According to the respondent “you have to go and live in an informal settlement in order to be recognised”. The Sibanye People’s Housing Programme therefore strives to be a “voice” for backyard dwellers, especially as far as issues of housing and security of tenure are concerned. Although the organisation is registered with the City of Cape Town, it operates mainly as a project.

The Leadership Training Programme (CLP) and its relevance to the participant

Fannie got to know about DAG’s leadership training programme through an advertisement as well as from other friends and acquaintances. She has been part of the process for two years. She has found the CLP very uplifting as it provides a sense of responsibility. She has grown as a leader as the leadership programme builds people’s capacity to lead and engage with their community.

“Everything I have learned I have applied the knowledge in our meetings, it has improved my communication as a leader, it has taught me how to handle situations and deal with people’s issues and concerns in a better way.”

Fannie has also gained from her interaction with other community leaders and learning about and from their struggles. She particularly appreciates the knowledge exchange aspect of the course and interacting with people from diverse backgrounds who share similar struggles.
According to Fannie “DAG is like a big brother/sister; it won’t save us, but provides a platform for us to pursue our struggles.”

The “Re-imagining the City” public event and the preparation which went into it is one of the experiences which stand out for Fannie. Through this process she learned the importance of partnerships and working together.

Fannie feels that the leadership training programme and especially the experience of the participants can be enriched through the inclusion of a half-day workshop with the entire executive of each of the different organisations. This is important because “sometimes the leadership is difficult, they feel threatened, but if we bring them all along, they won’t feel left behind. DAG should bring the leadership programme to the community”.

She feels satisfied with all the different aspects of the programme, including the different modules, how these are communicated, the skills of DAG staff and DAG’s follow-up and interaction with participants between modules. She did express some concern though about the progress of the pro-poor process, “we need action, things need to move a bit faster, we want things to be done, talking and talking is not enough; people on the ground want action, they are frustrated”.

She feels that access to land is what is retarding the process, specifically in her area, as there are not many vacant land parcels in Gugulethu.

In terms of the different aspects of the leadership training programme, the topics covered, convenience of the location, interest in the scheduled speakers and timing of events are the most important to the participant. What attracted her most to the programme was firstly to support her organisation more effectively, followed by her interest in the topics, the opportunity to network with other organisations and her familiarity with DAG. The module which had the greatest impact for her personally is the one pertaining to value-driven approaches, followed by lobbying/partnership, action/reflection, and mobilisation.

**The Leadership Training Programme (CLP) and its impact on the organisation**

The most significant impact of the leadership programme on the Sibanye People’s Housing Programme is the skills they acquired in gathering and analysing relevant information. The organisation has been able to attract more people affected by a lack of housing and has also shifted the way in which it deals with the emerging issues.
Tafelsig People’s Association (TPA)

Participants: Najuwa Gallant and Romaine Bailey

History of the organisation

The TPA was started in 1998 and has a membership of 7 000, covering the whole of Mitchells Plain. The organisation initially had an exclusive focus on housing, particularly as it pertains to informal settlements and backyard dwellers. The organisation has recently decided to broaden its focus to include other social challenges like HIV and AIDS, unemployment and tuberculosis. What prompted this shift is a realisation that housing alone will not address broader socio-economic challenges. Tafelsig is the poorest area in Mitchells Plain and is also worst affected by the conditions mentioned before. The organisation has realised that despite housing coming to previously informal areas in Tafelsig, broader socio-economic challenges have persisted. The leadership programme has played a significant role in broadening the mind-set of the organisation beyond a narrow focus on housing.

The Leadership Training Programme (CLP) and its relevance to the participants

Najuwa and Romaine learned about the leadership training programme from being involved in other DAG programmes. Najuwa has had a longstanding affiliation and involvement with DAG since 1998. Najuwa and Romaine feel that they have benefited immensely from their involvement in the leadership programme as it equips community leaders with important knowledge and skills. Of note in this regard is the development of the pro-poor proposal. TPA presented its proposal to the City and the City officials were very impressed with the quality of the proposal. The bus tour, aimed at identifying vacant land, was particularly instructive. They acquired important research skills. For example, they were tasked with going to the Deeds Office to find out certain information about the land parcels which were identified (such as ownership and size of the land). They also mapped the area and did projections for how many houses could be fitted on the land parcels at particular densities.

They were able to raise awareness amongst City officials about vacant land in the cities. This process really brought home the power of information and the importance of familiarising oneself with
government policies and processes. Having acquired these important research skills, the participants are now in a position to advise other people in their community.

The participants also appreciated the interaction and engagement with other communities. According to Najuwa: “We started as individual communities, not knowing each other, black and coloured separated, now we all sit together; we understand that as communities we face the same issues.”

They are 100 per cent satisfied with all aspects of the course, including the quality of the training, the methods of instruction, the skills of the DAG facilitators and the quality of support received from DAG, because “help is always at hand”. They appreciate the fact that they can phone in at any time to ask for help. They appreciate in particular the group work aspect and the peer to peer support provided. Participants often sit together after formal classes have ended and those who are stronger provide extra support to those participants who might be struggling with understanding some aspects of the course. In this way, participants are able to take ownership of the programme and provide support to one another. They also keep in contact in between modules and provide advice where needed. This cross-community collaboration is a significant outcome of the leadership training programme and goes a long way in building and consolidating bridging and linking social capital between communities.

During the last module the participants came up with the idea to recruit a liaison officer from amongst the leadership programme participants. Two people were elected and one of the important duties they perform is to transport and move participants from community to community. This is very significant in terms of building CBOs confidence and ability to be independent of DAG, as captured by Najuwa: “We can now depend on ourselves and not just DAG; we can do things like presentations to the City and phoning around.”

Najuwa and Romaine decided to enrol for the leadership programme because of an interest in the event/topic, to network with other communities, to better support their organisation and because they were familiar with DAG and the work it does. The topics were most useful to them, followed by the scheduled speakers, the timing of the event and the fact that it fitted into their schedule. The availability of networking time and the convenience of the location were also very important. The most important learnings from the programme were the value-driven approaches, followed by the action reflection, mobilisation, and lobbying/partnership.

The Leadership Training Programme (CLP) and its impact on the organisation
The greatest impact on the organisation is the fact that they are now able to gather and analyse information more effectively. This has shifted the way in which the organisation approaches the most pressing challenges and has also enabled it to mobilise more people.
Siyaya Housing Project (Zakhele WECCO)

Participant: Noxolo Fadana

History of the organisation

WECCO was established in the late 1980s. It has a membership of approximately 6,000 and has branches as far as KwaZulu-Natal. The aim of WECCO is to house people and to assist as many people as possible to fulfil their dream of being homeowners. The organisation effectively serves as an intermediary that connects people to housing opportunities or housing projects for which they might qualify. To assist them in fulfilling this task, the organisation keeps a database of people in need of housing.

The Leadership Training Programme (CLP) and its relevance to the participant

Noxolo is a project coordinator and has been with the organisation since 1989, when she held the position of secretary. In 1996 she was elected to serve on the national committee of WECCO as national secretary. Noxolo is an entrepreneur who has started her own construction and recruitment companies.

Noxolo first heard about DAG’s community leadership course from an acquaintance who also participates in the course and thought that Noxolo might benefit from being part of the leadership programme. She attended the community leadership training course as she thought it would provide a good opportunity for networking and support for her organisation. She also found the topics very interesting. Noxolo had high expectations of seeing change happen quickly when she first joined the leadership programme. Through her participation in the leadership course she has learned that change does not happen overnight. She now has a better understanding of processes and the time and effort it takes for things to materialise. In this sense the leadership course has been very useful to her in that she now understands that in order to achieve success there are a number of steps which need to be followed. Another useful aspect of the leadership course is the opportunity it affords for interaction with other community-based organisations and learning from their experiences. According to Noxolo, being with other groups gives one hope that others are going through the same processes and that this journey requires considerable patience.
The event or activity from the leadership course programme which impacted on Noxolo the most is the Good Hope Centre “Re-imagining the City” public event. This event opened her eyes to other communities’ struggles and brought home the realisation to her and other members of her community who attended the event that they are not alone in their struggle. This process invigorated her community; it opened their minds. What was particularly great about this experience was that members of her community got an opportunity to hear from others outside of their community and not just their particular committee members. In this sense, it was refreshing to receive an outsider’s perspective.

Another useful, albeit frustrating lesson from the leadership course programme is that the participant learned and experienced first-hand how the government bureaucracy operates. Participants had to set up meetings with the Mayor, Provincial Government and City officials. They were often given the run around and sent from pillar to post. They decided that the best way to deal with this bureaucracy was to work and join hands with other communities. Through this experience they learned a valuable lesson about the power of partnerships.

Noxolo is mostly satisfied with the leadership course programme and what she was able to learn through the process. She did raise a concern about a possible breakdown in communication when she was not informed of a few of the sessions. She would find it useful if in instances where participants miss modules they are given reports or notes about the previous modules. She also feels that DAG needs to provide more and improved feedback on the progress of the overall programme. This would put the participants in a better position to feed this information back to the rest of their communities. A suggestion was also made for a representative from DAG to attend one of the community meetings to update the community on the progress of the programme.

There were several important benefits of attending the CLP, such as getting exposure to relevant topics that could be easily applied in practice, and the opportunities to network. The themes which impacted her the most were, respectively, mobilisation, action-reflection, lobbying, and partnership. The fact that the timing of events fitted her personal schedule was equally important to her as well.

**The Leadership Training Programme (CLP) and its impact on the organisation**

The leadership programme has impacted on the organisation’s work in a number of ways. It assisted the organisation in mobilising more people affected by the housing crisis and equipped them with the skills to gather and analyse relevant information.
Khayelitsha Human Settlement Forum (KHS)

Participants: Violet Majola and Marva Tembikosi

History of the organisation

The Khayelitsha Human Settlement Forum was established by the Khayelitsha Development Forum in 2009. The organisation serves the interests of backyarders and informal settlement occupants. It is currently affiliated to a number of NGOs and NPOs, as well as political organisations.

The organisation was started with the intention to respond to a number of human settlement-related challenges facing communities, including providing assistance to families occupying bonded properties but threatened with eviction notices. According to the respondents:

“There are people who have bonded houses who are becoming homeless for various reasons. We discovered that some residents do not have title deeds of their properties but they have been staying in the houses for more than 15 years. There were also people who bought houses but the house was still not in their names. We found that people were staying at places which were not safe for human settlement because there is water underground. With our research we found that some places were overcrowded. A great concern was also the disabled people. Nobody was taking care of them. They stay in the shacks, it is a shame, and some of them were bitten by rats. So they came together and had a plenary who was elected by the people.”

Violet Majola was elected deputy chairperson and Marva was the secretary. They decided to expand their area of interest mainly because everyone was struggling, the bonded house owners were struggling to meet their payment deadlines, and the informal settlement occupants needed decent houses.
The Leadership Training Programme (CLP) and its relevance to the participants

When Violet first heard about DAG and was invited to the Leadership Training Programme she was excited because she knew they were going to learn new things. On her first day at the workshop Violet was a little bit scared to engage with other people from different backgrounds. Everyone at the workshop was given a chance to share about their different backgrounds and what they were busy doing in their organisations and it was during that session that Violet realised that she was in the right place simply because everyone was fighting for the same cause. Violet used to get annoyed in meetings when people were rude. What she learnt at the Leadership Training Course was teamwork. Violet has also developed her listening skills and is making an effort to hear what people are saying even though the person is arrogant.

Marva’s first leadership training workshop was at Jubilee Hall. DAG had organised the workshop and people were discussing various land issues and how best they could have access to well-located land parcels for the poor members of their society. There was a group of people who hijacked the process and proposed occupying a piece of land in Rondebosch, called Rondebosch Common. Although the idea appeared good to some people, Marva questioned if people had considered their ability to occupy such a controversial land parcel that does not belong to them but to the government. A few individuals managed to go and participate in the planned occupation. The sad thing was that it was a disaster and people were assaulted. From that day many people who have been part of the CLP realised that there are good ways to make things happen. It has helped Marva deal with challenges – he believes that he is now more of a listener and it has improved his teamwork skills.

The Leadership Training Programme (CLP) and its impact on the organisation

The Leadership Training Programme has had a number of positive impacts on the organisation. For example, they have taken the important lessons they learnt and taught other members within their organisations. Violet, however, feels that the training programme would make a great impact if it moved to the wards. She is keen to see the rest of her committee participating in training sessions like this. Marva emphasises that KHS works with any political party and does not get influenced by any particular political party. The course made them realise that they should not view individuals, government officials and other stakeholders who can influence their goals as enemies. In terms of expectations, Marva initially thought the CLP would earn him a professional certificate, but he is grateful that it has improved his leadership skills.
Eerste River Foundation

Participant: Ayesha Thys-Abrahams

History of the organisation

Ayesha is the chairperson of Eerste River Foundation, an organisation that was founded in 2006. The organisation is mainly involved in raising awareness of housing, specifically human settlement issues. The organisation currently has 150 registered members.

The Leadership Training Programme (CLP) and its relevance to the participant

Aisha believes that the CLP is a more advanced training session that has helped her to develop new skills. Aisha bought her own plot and experienced the difficulty of not having her own toilet. Although Aisha is a new resident in her community, the leadership programme helped her to develop her leadership skills and now she has the ability to mobilise different people facing similar problems and experiences to hers. She has also developed interpersonal skills and now she can easily communicate and interact with an already established network of organisations in her community.

Prior to her participation in the leadership programme, Aisha received a hostile reception from close leaders in her community and was warned not to take part. She took the courage to take no notice of what had been said and participated. She is now glad that she made the decision to be part of the process and feels more empowered and resourceful to her community now. For example, some organisations in Eerste River do not even know who their Ward Councillor is and she has been providing advice to other community members.

Aisha felt that the quality of the training materials was of high standard and the various methods of communications used throughout the sessions were extraordinary. Aisha is also happy with the progress of the proposals.

“The proposals we have worked on are great but it is still a dream because it has not been accepted by council yet. We have to work with the proposals otherwise there is nothing we can work with. I believe [in] the way we are going about it. I know it will become a reality.”
Greater Cape Town Civic Association

Participant: Allan Jackson

History of the organisation

Greater Cape Town Civic Association has been active for the past 15 years and Allan Jackson has been part of the organisation for nearly seven years. There are currently 200 members registered with the organisation. The primary aim of the organisation is to improve the suburb in various ways, including the way it looks, crime, road issues, development and planning issues. The organisation is also keen to see that the Integration and Spatial Development Framework idea will come about in South Africa.

The Leadership Training Programme (CLP) and its relevance to the participant

Allan has been liaising with DAG for a very long time and he was one of the members who started participating in the first DAG leadership training sessions. Allan Jackson has been part of the leadership development programme since 2009 and he believes it has had an impact on his mind-set in various ways. For example:

“I think in various ways: I had a fantastic opportunity to meet people who are interested in housing not on their own behalf and I was very impressed. They are absolutely committed despite the years and the obstacles; the desire to work with the City and civic organisations in a mutual exercise rather than a hostile exercise; I was very impressed with that. I am also very impressed with the idea to acquire well located land for the poor and I think it is essential and it fits very well with the Cape Town Spatial Development Goal with regards to integrating communities.

“The Leadership programme has taught us all various things. The mechanism of the City with regard to negotiations, the strategic framework of the City which we need to understand in relation to housing and spatial development, and the mind-set to understand when poorer communities can be integrated.... and... also to motivate for those land parcels,”
Allan believes that his presence particularly in this leadership programme brings a different advantage. For example, by being a representative of a civic rather than a housing organisation he got the opportunity to negotiate with the people within the group around certain issues, and he has tried to do that sensitively and in a constructive manner.

Allan was also part of the group that went to lobby the Pinelands Ratepayers Association around the idea of using the golf course near them for housing. Although he is not quite sure if they were persuaded, Allan believes it was a first positive step because there was willingness from both parties to talk and a willingness to listen and that in itself was a decent step.

Although there are a lot of important lessons that Allan took from the process, he believes that he learnt how to motivate for the integration of communities with different cultural and socio-economic backgrounds. Being a representative of a civic organisation in a more affluent suburb, Allan noticed that the participants have different mind-sets compared to that of the majority of individuals from his community.

“The mass meeting we had was mind blowing. It was incredible to know there were that many people who would give up their Saturday to come and sit in a hall and talk about their passion around housing, and that demonstrated the need to take what we are doing to the next level.”

Allan has had the opportunity to participate in various summits over the past few years and believes that they have been extremely useful. It seems everyone talks about what is possible and things that are happening in different places all over the world yet no positive solutions materialise for the benefit of impoverished South African communities. The possibilities arising from the pro-poor initiative are very important to Allan and the stimulation of being a part of a group of people, some from South Africa and some from abroad, debating this worldwide phenomenon has been valuable to him.

Allan felt that the quality of the training provided was fantastic, not only the sharing of expertise but the facilitators were extremely good at their work. For example, “the quality with their sensitivity to community processes. There were times when people in the group were very hostile and others felt they could not speak or otherwise feel intimidated and those issues were dealt with very efficiently”.

Allan believes it is time for people to start bringing the pro-poor ideas to scale and make things happen a little bit quicker. “We should not avoid speaking to the community but there is need to speed things up. I don’t have the answer to the problems but together we can explore and come up with the answers”
Hangberg Insitu Development Association (HIDA)

Participant: Beatrice Yon

History of the organisation

Hangberg Insitu Development Association (HIDA) was established in 2006. Prior to Beatrice’s active involvement in HIDA, Hangberg community experienced a period of war in 2010. A truce was made and this led to the establishment of a Peace and Mediation Forum (PMF). It was during this process that Beatrice was appointed as the coordinator for the HIDA Project. The PMF was the only unit that was recognised to deal with the City, Province and National. Beatrice deals with any queries that people bring to her on a daily basis. The organisation aims to promote a unified community, mobilise residents to stand together in their struggles to have access to decent homes, as well as dealing with various other social problems. Although the organisation is not registered, it is a well-recognised organisation at both City and Provincial level. DAG and HIDA had a decent working relationship before Beatrice joined the organisation and she vividly remembers DAG as one of the active organisations in their community.

The Leadership Training Programme (CLP) and its relevance to the participant

When Beatrice first heard about DAG’s intention to support community organisations such as hers she found it strange because she believed people hardly help other people without wanting something in return. Beatrice thought: “In today’s life nobody does something for nothing.”

Beatrice had the opportunity to participate in various training and skills development sessions organised and facilitated by DAG. She believes that the knowledge gained is very important:

“It gave me better understanding of how to interact with the other members in our society, how to approach government, how to liaise with them so that they can understand my concerns and we can understand their process.”
Something that totally stood out for her was when she was chosen to go and represent the whole group in Pretoria. When she was on her way to Pretoria, she said to herself that one day she would become a councillor and later realised that it would not make much difference to her community because “a Councillor is like a puppet on a string being controlled from the top. Of course they are there to represent their community, but do not really have a say because it is the top structure of the political party that dictates what happens”.

Beatrice was also amazed to learn about different strategies used by the developers to influence the way our city is developing. This was an eye-opener for her.

At the beginning of the workshop, Beatrice was cynical about the idea of mixed income and having a mixture of people from different cultures. For example, there were people in Khayelitsha wanting to live in Hout Bay and she told herself that it will never happen. She later realised that the more she engaged in the process the more she realised that the people she was not willing to welcome into her community were just like her.

“The more I continued in the training I realised that I can say now we did live together in the past and later separated in different race groups. Now it is time we can re-imagine our City and make it something inclusive and that is my top priority. Not everyone in the community feels this way, but it is because they were not exposed to the training and if this training can come down to the community it would make such a difference.”

Beatrice has learned that the organisations that have travelled this journey thus far are still the same but with different people if compared to the majority who started this process. However, she believes that the group still shares the same vision of getting a house.

“I can proudly say I am a leader and I can say that I have been moulded into an active citizen and leader. I can now understand that people are different and therefore have different opinions, that we can agree or disagree, and that alone should not stop us from working together towards a common goal”.

Beatrice did not expect what she has gained from all these workshops. She felt like she was young when she became part of this process and now she feels like she is now empowered to do what she has been longing to do for her community and the society at large.
Her understanding of Paulo Sandroni’s ideas and the impact they had in South America amazed her. The fact that the South Americans had the same rights like South African Citizens that they could exercise in their country made her wonder why and “what is stopping South Africa if we have this great constitution?”

Her key message was that: “If we talk about re-imagining the city we need to bring everyone together – backyarders, homeowners and informal settlements.”
Grassy Park Backyarders

**Participant:** Natalie Ben

**History of the organisation**

Grassy Park Backyarders mainly focuses on housing-related issues. The organisation has been operating as a community-based organisation since 2007. A working relationship between DAG and Grassy Park Backyard Dwellers can be traced back to 2007 as well.

**The Leadership Training Programme (CLP) and its relevance to the participant**

Natalie finds the leadership training programme an important process that has helped her to understand how the different structures within the City of Cape Town and the Provincial Government work. She has also learned a lot more about the various strategies often used by developers to influence how the city has developed over the past years.

From all the activities and discussions – during the CLP sessions that Natalie attended – she really appreciated the idea of closing the gap between the rich and the poor, as well as the idea of developing integrated communities where the poor can get access to the same opportunities as the rich.

“I liked that part the most, getting insight of the bigger picture. Look at Mowbray Golf Course, that land is convenient land for people to live close to their work but the land is being used for the rich to play. I love the way we are planning to create a discussion about the existing use of certain well located vacant land parcels in our city.”

Among other things that Natalie learned from the sessions facilitated by DAG is that current capacity needs to be strengthened continuously for various reasons. For example, “there are strong ratepayers associations who might derail our initiative, so we have to be strong and know our stuff. We all know that there are rich developers out there who seem to be powerful and influential therefore, how we present our ideas in the public has to be convincing and the first positive step in that direction is we have to get together otherwise we will not make it.”
Natalie participated in a mock exercise where people visited the Mayor and had the opportunity to realise the limitations of having each organisation attempting to request a meeting with the City officials. “What I liked about the exercise was that we all realised that if we are to send our message to the City it was much better doing that as a collective rather than individually because a collective voice of different organisations across the city would make a difference.”

The module that stood out for Natalie was the one on integration of people with different income levels and backgrounds. She questioned whether it is possible for the rich to stay side by side with the poor. Initially after asking, “How is that possible? Can we ever get there?” she realised that these ideas are possible to achieve “if the residents in our communities stand together and support each other towards this common goal”.

The Leadership Training Programme (CLP) and its impact on the organisation

Natalie has realised the importance of sharing the knowledge she acquired from the workshop. She regularly transfers the knowledge acquired to the youth so that they can improve their leadership skills. “I have broadened my horizon because of DAG. I want to share my knowledge.”

Natalie has also realised the importance of working closely with the City officials and various other governance structures in her community. That gap is still noticeable in their community.
Joe Slovo/Phoenix Development Forum

Participant: Zanele Lusithi

History of the organisation

Joe Slovo/Phoenix Development Forum evolved from a coalition of various stakeholder organisations in Joe Slovo Milnerton area, and included SANCO members and political organisations. It was not always like this, but the people came together with the intention to address the socio-political situation in Joe Slovo. The primary objective of the forum is to ensure that the area represented by the forum is properly developed; the people have been given the opportunity to live in decent houses, and better the community. Although the organisation’s overall objective is to advocate for access to housing opportunities for its 1 500 registered members, they are also busy focusing their limited time on dealing with issues related to service delivery in their community. The community represented by this organisation has had a lengthy working relationship with DAG, and Zanele only became part of the CLP since 2012.

The Leadership Training Programme (CLP) and its relevance to the participant

Prior to her active participation in the CLP, Zanele had a view that only a certain type of individual has the liberty to access public offices where there are key officials responsible for the day-to-day activities in the city. Zanele has learned that she can interact with any official in the City, but what really matters is how it’s done.

“I have learned that I can walk into any office myself and get assistance. I have learned that if I find a vacant plot, nothing stops me from getting to know a little more about things like what it was zoned for and who the owner is. This is the kind of information I have realised that one can easily get from the City Council at little or no cost at all. To put the blame on officials or expect things to be done by officials on their own will not solve our problem. It is better to take the problem and turn to the right people to discuss the problem.”
Of all the lessons learned by Zanele, she has realised that aggressive action or being rebellious is one of the characteristics of a poor leadership and often contributes very little or nothing at all towards the ultimate solutions required.

The Bus Tour was one of the leadership training sessions that seemed interesting to Zanele because she got the opportunity to see what actually happens in other communities within Cape Town. She was astonished to learn that there are many vacant pieces of land which have development potential, yet the government is doing nothing about it.

**The Leadership Training Programme (CLP) and its impact on the organisation**

Zanele now does her duties in her organisation in a more professional way. “I sit down with my community and discuss. If we complain about the electricity or water we will go to the municipality to communicate our problems rather than going out on the streets protesting and vandalising the public infrastructure.”

Zanele has also learned that if someone wants to sell land it is important to make sure it belongs to the seller. They have had bad experiences with people pretending to be interested in supporting their community. At one time, there was a company that was given R3 500 of community contributions towards payment of promised houses and nothing materialised from that initiative.

Zanele now uses research skills developed from the workshop. “If a person in the community wants to buy a house or a parcel of land from the members of the community, we go to the deeds office on our own to verify if the seller is the rightful owner.”
Phoenix Foundation (Manenberg)

Participant: Caroline Cloete

History of the organisation

The Phoenix Foundation in Manenberg has been operating for nearly 13 years. The organisation’s mission is to support people in need of decent houses, access to various municipal services, and employment-related issues. Caroline has been participating in the leadership training programme since March 2012.

The Leadership Training Programme (CLP) and its relevance to the participant

According to Caroline, the CLP has been instrumental in developing skills and knowledge that has benefited her personally, as well as her organisation. For example, Caroline says: “I used to be an introvert and now I can communicate. I can speak to the councillor; I can speak to the community. Since I’ve been involved in this capacity-building programme, I feel more confident to communicate.”

Caroline also believes that the leadership training programme is about helping people and organisations get houses. Generally, when people in the communities hear about DAG and discover that the organisation is a non-governmental organisation they tend to have the impression that it is there to provide them with houses. Caroline has managed to get a better understanding of the role of DAG as an organisation and said “DAG doesn’t give houses, but they help us to get houses”. Caroline has also managed to transfer this level of understanding to her counterparts and passive members of her community.

The CLP helped Caroline a lot because she did not see the possibility for her to take the initiative to go out in the settlements and identify potential land for development that will benefit the people in her community.

In terms of the modules that stood out for Caroline, she finds the mock exercise about a meeting with the Mayor as very interesting in a number of ways. “After that role play I realised that the Mayor is just a person like me, just [with] a different title.”


References


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Presentations

Module 1

Lobbying and Partnership Development

Introduction to the session

Lobbying and Partnership Development

By the end of the session, participants would have:

- Identified key stakeholders
- Analysed and profiled them
- Identified engagement principles
- Planned an engagement strategy and actions.

Program

1. Presentation: Introduction to the session, methodology and outcomes
2. Presentation: Introduction to theme - Stakeholder Engagement?
3. Stakeholder analysis and partnership development game
4. Participatory session A: How do we identify our stakeholders?
5. Participatory session B: How do we analyse and profile stakeholders
6. Presentation: What is the right kind of engagement?
7. Participatory session C: Plan an engagement strategy around the following action: a public event in May.
8. Summary of session

Methodology

- Presentations
- Group discussions
- A stakeholder Game
Advocacy and Lobbying

Stakeholder Engagements

Advocacy is an action directed at change. It is putting a problem on the agenda, providing a solution to that problem, building support for that solution and for the action necessary to implement that solution.

Planning an advocacy campaign is a dynamic process. It involves identifying the issue, developing solutions, building support, and bringing issues, solutions, and political will together to ensure that the desired change takes place. Finally, it involves monitoring and evaluating the entire process. The steps in planning for advocacy work are:

1. Know your issue
2. Establish your objective(s)
3. Conduct a stakeholder analysis
4. Develop a strategy
5. Plan the activities
6. Identify and mobilise the required resources
7. Monitor and evaluate the campaign’s progress

It may well be necessary to revisit and revise several of these steps throughout the implementation of your advocacy campaign. Successful advocacy does not proceed in a straight line and rarely unfolds exactly according to plan. Be prepared for unforeseen events and consequences. Be flexible.

Stakeholders

Why do we need to engage with them?

Developmental processes are usually complex and long-term! Not a straight line from A to B!
Development involves different actors working or not working together to shape the conditions, institutions, systems and relationships that impact on the quality of their lives.

- No government, company or organisation can do development on its own.

- It has become clear that government, business and civil society actors are increasingly realising the need to find new solutions and to find new ways of working together.

New knowledge and new solutions to complex problems are created by affected, concerned and interested people coming together over a sustained period of time to try things out, to share their experiences, insights and understanding, and then to make decisions on what to do in future.

Effectively working and learning together requires relationships of openness, confidence and trust. In other words: a mutual accountability to work and learn together in order to bring about outcomes that are valued by all parties.

So the fundamental question underlying all development work is how can we establish and sustain mutually accountable learning relationships among diverse groups that will generate the innovation and the learning we need to begin to solve our most pressing problems? In other words

How do we engage stakeholders?
PARTICIPATORY URBAN FORUM

What is the Participatory Urban Forum?
- It has a city wide focus - not just local area focussed
- It’s not a once off engagement limited to the Leadership Programme
- Partnership between DAG and CBO’s
- Based on 4 key principles

Principles
- Value Driven Approaches
- Action-Reflection
- Mobilisation
- Lobbying/Partnerships

Community Capacity Building

Programme 2012-2013
- Module 1: April
- Module 2: July
- Module 3: October
- Module 4: February

Research Agenda
1. Research Framework and review: April - May
2. City Wide Land and Building Audit: April - October
3. Poor proposals for Mowbray Golf Course and Century City Station: June - October
4. Economic Model: October – March
5. Land value Capture: April – March
6. Case study and guidelines: April – March
7. Other research
Lobbying agenda
- Civil society: 2x HLM4 (Lewisham and East London CDB): June/October + popular materials
- Government meetings, submissions
- General public: pub meeting April + newspaper articles
- Private sector: 6 meetings
- Multi-stakeholder urban forums: October
- Popular materials: brochure, video, photographic exhibition
- Seminars: World Urban Forum etc.

Partnerships
- Technical Task Team: monthly meetings
- Resource Group
- Project Coordination Team: 5 meetings

Upcoming activities: April 2012
- Technical task team meeting with DAG
  - Lobbying Agenda: Thursday 5th April @ 9am
- Technical task team meeting with DAG
  - Public event pre-planning: Thursday 5th April @ 13:30
- Technical task team meeting with DAG
  - Research Framework: Wednesday 11th April @ 13h30
- Meeting with City of Cape Town on Demarcation Strategy
  - Thursday 19th April @ 9am
- Technical task team meeting with DAG
  - Public event pre-planning: Thursday 19th April @ 9h30am
- Public event: Friday 27th April @ 9am (Freedom Day)
MODULE 2
Medium Density Housing on well-located land

How to calculate the cost of MDH

Two ways to calculate a MDH – project:
1. One has a certain amount of money (funds) and looks how far that reaches
2. One defines certain standards and tries to raise the respective funds to finance them

Two types of cost:
I. Construction costs
II. Operational costs

Construction I.
Incoming Resources:
- Subsidies, top-ups, variances (densities, foundation conditions)
- Governmental grants
- Own contributions
- Third party donations
- Loans

Example:
- Subsidy: R 43,506
- Top-ups, variances: 15% (= R 6524)
- Governmental grants: permanent negotiations?
- Own contributions
- Third party donations (???)
- Loans (see interest rates)

Construction III.
Outgoing resources:
- Land (purchase and transfer costs)
- Infrastructure (if not in charge of the Government)
- Building (building plans, materials and labour)
- Project management, administration and professional fees
- Repayments of Loans, interests
Construction IV.
Unanticipated costs
- Credit costs in case of delays
- Uncertainties may occur as a result of possible changes in the prevailing interest rate or due to the problem of inflation.
- Unanticipated ground conditions
- Unanticipated infrastructure costs (e.g. telephone lines, renewels)

Construction V
Measures to lower project costs
- Land: Increase densities
- Buildings: Cheap materials, using economies of scale
- Design of the area (small roads, etc.)
- Infrastructure: Overhead cables Increasing densities

Operation I.
Revenues
- Rent
- Rental Housing Subsidies
- Governmental subsidization (FBS)

Management II.
Costs
- Administration
- Building maintenance
- Loan Repayments

Management III.
Un-calculables
- Rectifying costs (depending on the quality of construction)
- Rent defaults
- Non-payment due to empty flats

Management IV
Measures to lower costs
- Extend repayment periods (makes housing more expensive in the long term)
- Affordability programs
Gap between incoming and outgoing resources (construction and operation)

Main problem: high credit interests

Example given
Credit 15,000
Interest rate 17.5%, + fees
Repayment 250 p.m. (3000 a year)
Repayment period 7 years (as planned)

How to calculate credit?

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>15,000 x 1,175 = 17,625</td>
</tr>
<tr>
<td></td>
<td>17,625 – 3,000 = 14,625</td>
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<tr>
<td>2</td>
<td>14,625 x 1,175 = 17,184.38</td>
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<tr>
<td></td>
<td>17,184.38 – 3,000 = 14,184.38</td>
</tr>
<tr>
<td>3</td>
<td>14,184.38 x 1,175 = 16,667</td>
</tr>
<tr>
<td></td>
<td>16,667 – 3,000 = 13,667</td>
</tr>
<tr>
<td>4</td>
<td>13,667 x 1,175 = 16,058.30</td>
</tr>
<tr>
<td></td>
<td>16,058.30 – 3,000 = 13,058.30</td>
</tr>
<tr>
<td>5,...</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>2,302.88 x 1,175 = 2,705.65</td>
</tr>
<tr>
<td></td>
<td>2,705.65 – 3,000 =</td>
</tr>
</tbody>
</table>

If you take a credit of R 15,000 and pay back 20% (R 3,000 p.a.)
you need 13 years to be free of debts
And paid all together R 36,000 (i.e. 220%)!

New ways of financing:
- Land based cross – subsidisation
- Mixed used and mixed income housing
- Value capture
- Asset creation
- Creation of public assets
- Social investment
Medium Density Housing on well-located land
Towards a financial Modell to make it happen

Governmental funding schemes
for medium – density housing (I)

Community Residential Units (CRUs)
- Income R 800 – R 3500
- Different housing types
- All construction cost covered by the Government
- Long term maintenance
- Operating costs are not covered

=> Rental only!

Medium Density Housing on well-located land
Towards a financial Modell to make it happen

Governmental funding schemes
for medium – density housing (II)

Social housing
- Income R 3500 – R 7500 (GAP – market)
- Rental and collective forms of accommodation
- Only partly funded by the Government
- Only in designated restructuring zones
- Maintenance and operating cost are not covered

=> Profit orientation

Medium Density Housing on well-located land
Towards a financial Modell to make it happen

Dealing with standards means being aware of the trade-offs to consider:

Location: Closeness to job opportunities, transport, healthcare, educational facilities, social networks,…

Space: Size of the units, garden

Tenant type: Rent, rent to buy, sectional title

Costs: Land and construction costs, construction cost versus operational costs

Medium Density Housing on well-located land
Towards a financial Modell to make it happen

Conclusions

Work with informed decisions
Be aware of necessary trade-offs
Follow the principle of process orientation
Finance through available funding
(not expensive credit)

Medium Density Housing on well-located land
Towards a financial Modell to make it happen

Information needed (specific)

- Information on land (ground conditions, …)
- Information on beneficiaries (preferences and ability to pay)
- Prices of building materials
- Labour costs
- Administration costs
- Credit costs
- ………….
OVERVIEW OF KEY NATIONAL, PROVINCIAL AND LOCAL POLICIES

What every leader must know and reference!!!

Opportunity for Transit Orientated Development
- Transit station is at the heart of the TOD precinct: the station is not designed only with the primary function of travel or as a transit node, but as the "centre for community life"
- Diversity of land uses including residential, employment, retail activities and public services
- Mix of housing typologies and affordability options
- Compact and pedestrian orientated urban design to encourage walking and cycling

City’s IRT
- Integrated Rapid Public Transport Networks
- Integration of the BRT with other public transport services
- Series of trunk and feeder routes in order to enhance the overall suite of public transit services

City’s Densification Strategy
- Resonates with DAG’s ideas of a ‘middle path strategy’ — medium density housing and mixed use and mixed income
- City indicates that locations for densification — proximity to public transport, infrastructure, amenities and facilities
- Areas identified for intensification — transport nodes/interchanges and stations (Transit orientated development) — the way to go

Voortrekker Road
Parallel to Bellville commuter rail line
1. Strategic advantages of the densification strategy

“Window of opportunity” – socio spatially restructure our city + address long environmental sustainability of the City

- Palmer Group (2011): Environmental advantages and reduced recurrent household costs (poor) are significant = compaction
- Contribute significantly to the housing crises – infill or redevelopment of old buildings

2. Strategic advantages of the densification strategy

- Enhance transport efficiency – currently heavily subsidised (100 million per yr on operating costs)
- Contribute towards creating carbon localities (reduce urban sprawl etc)
- Opportunity to introduce new financial tools for cross-subsidisation of housing

1. Our concerns

- Whilst the City will investigate, promote and support urban design, financial and institutional mechanisms that support multi-story/more suitable forms of densification
- The focus is on the affordable housing market: R10 501 - R15 000 – only 5% of the total demand.
- Question Strategy is intended as a tool for “integration” (83%)
- Growing housing needs in the subsidised housing market

2. Our concerns

- 

Opportunities

- Meeting with Belinda Walker and Nora Walker: pioneering the densification strategy
- Pro poor proposals – economic viability of medium to high density housing (Community residential units or Social Housing)

City Development Strategy (CDS): 2040

- Introduced in the late 90’s and now a global trend. Started 2010 in Cape Town

- Long-term collective vision and strategic action plan to support and direct growth: 2040

- Includes over-arching long-term collective vision, strategic levers and strategies and the identification of possible targeted interventions

- Developed and sustained through public engagement

- Linked to the Provincial 2040 vision
1. Our concerns
   - Finding the balance between a “World Class City” and a pro poor city
   - Engagement of citizens in the development of the collective vision and strategic action plan

2. 
   - January – February 2012: Step 1: Planning and preparation
   - February 2012: Step 2: Context and Vision framework
   - February – April 2012 Step 3: Vision development through stakeholder engagement
   - May 2012: Step 4: Vision and strategy framework

3. 
   - June 2012: Step 5: A draft CDS for Cape Town – Cape Town 2040 - which includes a proposed draft vision and strategy with some draft City and sectorial interventions
   - July 2012 onwards: Step 6 & 7: This includes a broader public engagement for the consideration of the draft vision and strategy
   - Once confirmed, an implementation plan is expected to be prepared for the identified interventions and the monitoring and evaluation thereof

Opportunities to comment/participate
   - July 2012 onwards: Step 6 & 7: This includes a broader public engagement for the consideration of the draft vision and strategy

Key issues

The Vision and National Development Plan presented here is a step in the process of charting a new path for our country. By 2030, we seek to eliminate poverty and reduce inequality. We seek a country wherein all citizens have the capabilities to grasp the ever broadening opportunities available. Our is to change the life chance of millions of our people, especially the youth; life chances that remained stunted by our apartheid history.

Opportunities to comment/participate

- Opportunities for on-going submissions to the NPC as long as the still exist

*National Development Plan, Vision 2030, November 2011*
### Our concerns

- Relative autonomy of different spheres of government makes enforcement of national policies and programmes challenging.
- Great broad statements that may or may not be reflected in the implementation.
- Not enough public debate & discussion regarding this issue.

### Opportunities to comment/ participate

- Approved by Province
- To ensure the practical application of the spatial principles, concepts, strategies and policies outlined in the CTSDF, a multifaceted implementation strategy, which includes the following actions will be undertaken:
  - Put the building blocks of the policy-driven land use management system (LUMS) in place.
  - Review of the CTSDF and related policies.
  - Prepare a 15-year Growth Management Plan.

### Our concerns

- Spatial integration
- Land markets
- Democratic Urban Governance

### City’s 5 Year IDP

**1 JULY 2012 – 30 JUNE 2017**

### About the IDP

- The Integrated Development Plan (IDP) is a plan for how the City will spend its money for the next five years, on what, and where. It is a plan to help us set our budget priorities.
- The IDP is agreed between local government and residents of the city. It is a plan for the entire city and not just for specific areas. Thus a fine balance needs to be struck in allocating scarce resources.
- Consultation with residents resulted in three top priorities being defined – jobs, housing, and safety and security.
About the IDP

- We are proud that this IDP has reached over one million people in an extensive public participation process.
- It is a plan that belongs to all the people of Cape Town.
- It provides the strategic framework for building a city based on five pillars: the opportunity city; the safe city; the caring city; the inclusive city; and the well-run city. We have used these five key focus areas to inform our plans and our policies. Working together, they inform the holistic view of development this government pursues. In pursuing it, we help move this city forward.

2. Results of the Community Satisfaction Survey of 2007/08 to 2010/11

Likewise public transport scores continue to rise. Transport is a basic expectation of Capetonians, so improving these services should remain a priority. Overall perceptions of the performance of the City of Cape Town have increased significantly over the four years, with increases in the percentage of residents saying there has been improvement across most service delivery areas such as overall performance, as a public service provider and in terms of residents’ level of trust in the City. This means that residents are more satisfied with the services of the City.
**Logistics**
- Venue: Confirmed
- Security company: pending
- Cleaning companies: pending
- Medics: pending
- Stalls: pending
- Stage décor: pending
- Performers: 1 confirmed (MPHO)

**Transport strategy**
- **Mix of options for 4500 people/Budget and #s pending**
  - Metrorail: R5 ticket anywhere: max 4000 x number of coupons (printed and stamped)
  - Metrorail: PENDING
  - Contract and full payment to Mr Smith
  - Additional costs for coupons
  - Golden Arrow: Discount Pending
  - Taxi Associations: Locally sourced
  - Sign off budget: Pending
  - Buses (Milnerton, Grassy Park and Ocean View)

**T-shirts and caps**
- Slogan (Colours: Orange + Black) - quotes by Tuesday
  - 1000 t-shirts (long sleeves and short sleeves)
  - 100 caps (black caps with orange writing)
  - Lets re-imagine our city (front)
  - Lets work together (Back)

**Banners**
- **1 Big banner**
  - 4 x 3 meter
  - 6 x 4 meter

- Banners
  - Smallest banner
  - 4 meters x 3 meter
  - Banners for Moegsien political satire x 8

**RISK ASSESSMENT: are we on the right track?**
- Number of high level speakers confirmed: 1
- Number of participants:
  - SMS (2000+)
  - Meetings (average 50 people per meeting x 20 organisations: 1000 (dependant on transport)
  - Anomalies: Mitchells Plain 800 (dependant on transport)
  - Email: 1500/500

TOTAL: 2800 (excluding sms)

**TARGETED NUMBER OF PEOPLE: 4500**
Ambassadors/ speakers

- Moegsien (Chair) Pending
- Bishop Makgoba (P) Pending
- Zachie Aghmat (S) Pending
- Mzoli (A) Pending
- Faried (S) Pending
- Mamphela (S) Pending
- 10 people 2-3 min speech briefed by DAG To be selected and

1. Programme for the day

- Steel band (40 min)
- Bishop Makgoba (Prayer) 5 min
- All speakers on panel (40 min)
- Steel band (Langa) 10 min
- Open for discussion (1.45 min)
- Closing anthem 5 min
- Josette Cole (10 min)
- Questions/ debate (technical task team statements) 15 min

DAG database

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade Unions</td>
<td>18</td>
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<tr>
<td>Students</td>
<td>17</td>
</tr>
<tr>
<td>Land NGO</td>
<td>200</td>
</tr>
<tr>
<td>International</td>
<td>136</td>
</tr>
<tr>
<td>General organisations</td>
<td>353</td>
</tr>
<tr>
<td>Media</td>
<td>55</td>
</tr>
<tr>
<td>Funders</td>
<td></td>
</tr>
<tr>
<td>Friends of DAG</td>
<td>229</td>
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<tr>
<td>Ex DAG staff</td>
<td>119</td>
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<tr>
<td>Ex project</td>
<td>31</td>
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<tr>
<td>Ex board members</td>
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<tr>
<td>Consultants</td>
<td>49</td>
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<tr>
<td>CBO</td>
<td>21</td>
</tr>
<tr>
<td>Academic</td>
<td>46</td>
</tr>
</tbody>
</table>

Up scaling our marketing and media strategy?

Targeted:

- **Individual**: Sending off of individual sms's and emails, to ±1500 contacts
- **Area based**: Pre-events (meetings)
  - Flyers
  - Posters
- **City wide**: Media strategy (pending) Radio stations have been contacted, and so the newspapers

2. Programme for the day

- Questions/ debate (technical task team statements) 15 min
- Dr Mamphela – active citizen and social change
- Questions/ debate (technical task team statements)
- Technical task team – Sunday to select speaker
- Zachie Aghmat – social solidarity
- Questions/ debate (technical task team statements)
- Closing anthem – Mpho

1. Individual marketing:

- **SMS**
  - Citizen lists received so far: (731/ 2000)
    - Bonteheuwel backyards
    - Philippi backyards
    - Tafelsig Association/ Mitchell's Plain (500)
    - Lavendar hill
    - Ocean View
    - Guguletu
    - Khayelitsha (7)
  - Previous HLP and LP participants
    - List in partial
      - completion
    - Rainbow domestic workers (collecting Tuesday)
### Individual marketing:

**SMS**

- Previous HLP and LP participants
- List in partial
- completion
- Rainbow domestic workers (collecting Tuesday)
- DAG personal contacts – all DAG staff to email friends
- Electronic database
  - underway

### Community meetings

**Scheduled**
- Mandela Park, backyards – confirmed, Bonteheuwel backyards -Philippi (David) – tentative, Lavender Hill/ grassy Park –tentative, Du Noon – scheduled, Eerste River, Houtbay (Imizamo Yethu), Springfield terrace – tentative, Sibanye Housing Project, Gugulethu, ABM Khayelitsha, Mitchells Plain backyards

No Community meeting
- Zillorine Heights (Natalie)
- Wynberg Informal settlement
- Mannenberg (Phoenix)
- Makazha
- Kensington
- KHSF – Zama

**TOTAL 280 people**

### Sector based marketing

- **Churches/ Mosques**
  - So far inner city
  - Bulletins (asap) +flyers +posters
  - MJG ..... 

- **Universities: CPUT, UWC, UCT, SU**
  - Social media, posters, radio and websites – ANC youth league (Monday paper at UCT);
  - Shawco – disseminate at clinics
  - Posters, flyers and emails
  - Church Bulletins
  - Meetings and presentations

### City wide marketing: Social Media

- Facebook group
- Facebook (tag your friends)

- Twitter

- DAG website
  - Update Josette /
  - Kathy

- individual
### City wide marketing: Popular media

- Moegsien's political satire: 7 completed
- Legal implications: Feedback Josette
- What do with them?
- Banner DAG building – launch Wednesday
- Posters A2 in between other advert A2

### Are we ready?

- Public event technical task team says: YES
- DAG says: YES

### What do you say?
Review of past and upcoming activities

**Four strategies**

- Research
- Partnerships
  - Leadership Programme
  - Research
  - Lobbying

**Community Capacity Building**

**Programme 2012-2013**

- Module 1: April
- Module 2: May
- Module 3: August
- Module 4: February

**Research**

- Research Framework and review: April - May
- City Wide Land and Building Audit: April - October
- Poor proposals for Mowbray Golf Course and Century City Station: June - October
- Economic Model: October - March
- Land value capture: April - March
- Case study and guidelines: April - March
- Other research

**Lobbying agenda**

- Civil society: 2 x HUPS (Johannesburg and East London CBO's): June/ October + popular materials
- Government: meetings, submissions
- General public: public meeting April + newspaper articles
- Private sector: 6 meetings
- Multi-stakeholder urban forums: October
- Popular materials: brochure, video, photographic exhibition
- Seminars: World Urban Forum etc

**Partnerships**

- Technical Task Team: monthly meetings
- Resource Group
- Project Coordination Team: 5 meetings

**Review of activities**

- Since last Leadership Programme focused on the following:
  1) Public Event: "Let's Re-imagine Our City Together"
  2) Securing the meeting with the Pinelands Rate Payers
  3) Meeting with the City of Cape Town: Belinda Walker and Stephen Granger
  4) Meeting with potential resource group people: Roger Behrens and David Savage
  5) Internal meetings research briefs
Upcoming activities: May – June 2012

- Meeting with the Pinelands Rate Payers: 28th May
- Public Event: 9th June
- Media presence post public event
- Meeting with Resource Group: Review research briefs
- Meeting with City of Cape Town: Belinda Walker
- Horizontal Learning Platform in Joburg: 28-29th June
Module 3

PLAN OF ACTION

PLAN OF ACTION

COMMUNITY MEETINGS

Purpose
- To share our poverty proposal idea with the greater community
- Share the idea with other organisations
- Lobby other community organisations for backing and support

Outcomes
- Enrich our proposals
- Get buy-in from the greater community
- Build new partnerships
- Share our greater action plan

WORKSHOP 1

Purpose
- Presentation of homework
- Lobbying of the technical task team to select 5 strategic parcels of land
- Selection of 5 priority sites

Outcomes
- Get a clear understanding of land that's currently available for housing
- Priority sites
- Clear action moving forward

WORKSHOP 2

Purpose
- Preparation and planning for our meeting with the mayor

Outcomes
- Assess how far we've come
- Date of meeting with the mayor
- Agree on what will be presented to the mayor and how
- Be clear of what we're asking of the city

THE MAYOR HERSELF

EVENT WITH THE MAYOR

Can be:
- Small meeting with the team
- Or a public meeting in the banquet hall
Acknowledgment of Participants whose Reflections are not Included

DAG appreciates the effort and involvement of the following participants and their organisations they represented for taking their valuable time to participate in the leadership programme. We acknowledge that the participants listed below would have loved to contribute their reflection in this case study but could not do so at the time when the case study was written because of other important commitments.