

Annual Report 2025



Index

pg 03 2025 at a Glance	pg 06 Who We Are		pg 07 Theory of Change
	pg 08 Funders and Partners	pg 09 Our Team	
	pg 10 Our Board		
		pg 11 Chairperson's Report	pg 13 Management Report

pg 17 People-led Housing Solutions	pg 27 Informal Settlements	
	pg 35 Civic Action Hub	pg 45 Inclusive Neighbourhoods
pg 55 Urban Land for Inclusive Cities	pg 61 DAG as a Learning Organisation	pg 62 Communicating for Impact
	pg 65 Finance	pg 68 Abbreviations, Acronyms and Glossary of Terms

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2025 at a Glance

A Year of Partnership, Participation and Institutional Change



During 2025, DAG continued to work alongside communities, governments and partners to advance more inclusive, equitable and resilient cities. Through **active citizenry, community-led development and collaborative governance**, the organisation **strengthened the ability of communities to shape development outcomes and improve access to housing, land and basic services**.

This year was characterised by a growing recognition of communities as active partners who are shaping development outcomes, strengthening local economies and building more inclusive, equitable and resilient neighbourhoods and cities. From informal settlement residents contributing to the maintenance and repair of basic service

infrastructure and neighbourhood organisations developing community-led plans, to emerging contractors and developers participating in the housing economy and civic leaders engaging national policy processes, DAG’s work demonstrated the value of long-term investment in citizen leadership, collective action and inclusive urban development.

Key Highlights

People-led Housing Solutions



Emerging contractors and developers strengthened their participation in the housing economy through **training, mentorship and technical support**.



DAG expanded its engagement with metropolitan municipalities, civil society organisations and sector partners beyond Cape Town, contributing to **broadier learning and advocacy** on people-led housing solutions and small-scale rental housing.



Regulatory reforms relating to small-scale rental housing and the introduction of development charge incentives for Small-Scale Rental Housing (SSRH) continued to **reduce barriers to affordable housing delivery** and **support more inclusive housing development**.

Informal Settlements



Knysna Municipality formally recognised the **Repairs and Maintenance Hub**, marking a significant milestone in the institutionalisation of community-led repairs, maintenance and fault reporting.



Community-generated data continued to strengthen accountability and support more responsive engagement between residents and local government.



Community plumbing task teams continued to support responses to water and sanitation challenges in informal settlements.

Civic Action Hub



The Civic Action Hub continued to strengthen its ability to act as a **platform for dialogue, learning and collaboration**.



33 community leaders from 15 neighbourhoods participated in the Active Citizens Training Programme, strengthening civic leadership and active citizenry.



9 community-based organisations received support to strengthen governance, leadership and advocacy on housing, land and development issues.



Community leaders and organisations contributed to national discussions on the **Human Settlements White Paper**, demonstrating the value of organised citizen participation in shaping policy.

Inclusive Neighbourhoods



Residents in Bellville South developed a **community-led neighbourhood safety strategy** to guide future development and investment priorities.



In Ward 57, including the communities of Observatory, Salt River, Woodstock, Zonnebloem, Rosebank and Mowbray, **community-led planning processes** strengthened local participation and increased the capacity of residents to engage with and influence neighbourhood development decisions.



Residents affected by the Salt River Market relocation process received support to advocate for a **socially just and inclusive relocation outcome**.

Land for Inclusive Cities



Municipalities across South Africa explored **Land Value Capture tools**, including development charges and Special Rating Areas, to support infrastructure investment and more equitable urban development outcomes.



Stellenbosch and Johannesburg continued to advance the implementation of their **Inclusionary Housing and Inclusionary Zoning programmes**, supporting the integration of affordable housing opportunities within private residential developments.



Municipalities strengthened their ability to advance land release for affordable housing and inclusive urban development through DAG's **technical support** and **peer-to-peer learning platforms**.

1986

In reaction to the forced removal in Crossroads, a number of built environment practitioners incubate the Development Action Group. It forms part of a larger struggle to resist and oppose Apartheid spatial planning and forced evictions.



1993-1996

DAG plays a strong role in policy formation and advising civics, ultimately gearing up for the implementation of housing programmes in the new dispensation.



1999

DAG incubates the formation of the **Kuyasa Fund**, a micro-finance institution providing **affordable loans**.



2004

DAG's work on **PHP implementation** is selected as a **best practice case study** in the prestigious **UN-Habitat** and **Dubai Municipality Best Practice Awards**.

DAG is selected by the Department of Trade and Industry as **one of the top 300 SA companies** in its sector.



2012-2015

DAG pioneers a strategy for the unblocking of **2,173 PHP projects** in Cape Town and undertakes this work alongside emerging contractors.



2018

DAG launches the **Contractor and Developer Academy (CDA)** (Capacitating more than **387 emerging contractors & developers**).



2019

DAG facilitates the **relocation of the Pine Road informal settlement residents to the Pickwick Transitional Housing Facility** (first inner-city Transitional Facility in Cape Town).



2020

DAG launches the **National Land Value Capture Programme**.



2022

The CDA facilitates the establishment of the **Township Developers Forum**.

The **Inclusionary Housing Policy Framework** is approved by the Western Cape Government.

2024

The City of Cape Town launches its **Township Development Charge Fund (TDCF)**.

The CDA partners with **PlanAct** to scale up its work to Gauteng.



1988

DAG starts supporting communities in their struggle for land.

To improve the coordination between built environment Non-Profit organisations, DAG becomes a founding member of the **Urban Sector Network**, with PlanAct and the Built Environment Support Group.



1994

South Africa's **first Democratic Election**.



1997

DAG starts housing construction in projects like **Marconi Beam**.



2002-2007

DAG helps to realise land and housing rights in **20+ communities** across the Western Cape; **Freedom Park**, in particular.



2008-2012

DAG develops and launches '**Re-imagine the City**' as a core strategy with community-based partners to present a more city-wide focus.

2017

DAG continues to strengthen its focus on **affordable rental housing**, both within the inner-city and in historically disadvantaged areas, **building the capacity** of emerging contractors and developers and **advocating for measures** to regulate land through land value sharing.



The City of Cape Town announces the **release of 11 parcels of inner-city land** for social housing.

DAG launches the **Active Citizens Training Course (ACTC)**.

2019-2021

DAG is appointed by the **Western Cape Department of Human Settlements (DoHS)** to co-deliver the **Informal Settlement Support Programme (ISSP)** in Mossel Bay, Knysna and Witzenberg.



2021

DAG launches **Asivikelane Western Cape** in partnership with **International Budgetary Partnership - South Africa**.



2023

The **Stellenbosch Inclusionary Zoning Policy** is adopted.

The **Draft White Paper for Human Settlements** is released for comment.



2025

Knysna Municipality formally recognises the **Asivikelane Repairs and Maintenance Hub**, advancing community-led service delivery in informal settlements.



Who We Are

About DAG

Since 1986, the Development Action Group (DAG) has worked to transform South Africa’s cities by **advancing more inclusive, equitable and resilient forms of urban development**.

Established during apartheid to challenge spatial exclusion and inequality, DAG continues to work towards a future in which all residents can access well-located land, adequate housing, basic services and economic opportunities, while holding a meaningful influence over the decisions that shape their lives.

DAG is driven by the belief that lasting urban change is only possible when citizens are recognised as active participants in development rather than passive beneficiaries. Working alongside marginalised and dispossessed communities, the organisation supports residents, community-based organisations, civic leaders, emerging contractors and developers, and public sector stakeholders as they work to address the spatial, social and economic inequalities that continue to shape South African cities.

Through community-led development, active citizenry, evidence-based advocacy and strategic partnerships, DAG helps bridge the gap between communities, government and other stakeholders. The organisation combines practical demonstration projects with policy engagement, research, capacity building and knowledge sharing to develop and scale approaches that improve access to housing, land, services and livelihood opportunities.

By strengthening community agency, supporting collaborative governance and advancing innovative approaches to urban development, the organisation contributes to more responsive institutions, stronger communities and lasting systems change.

Vision

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

Mission

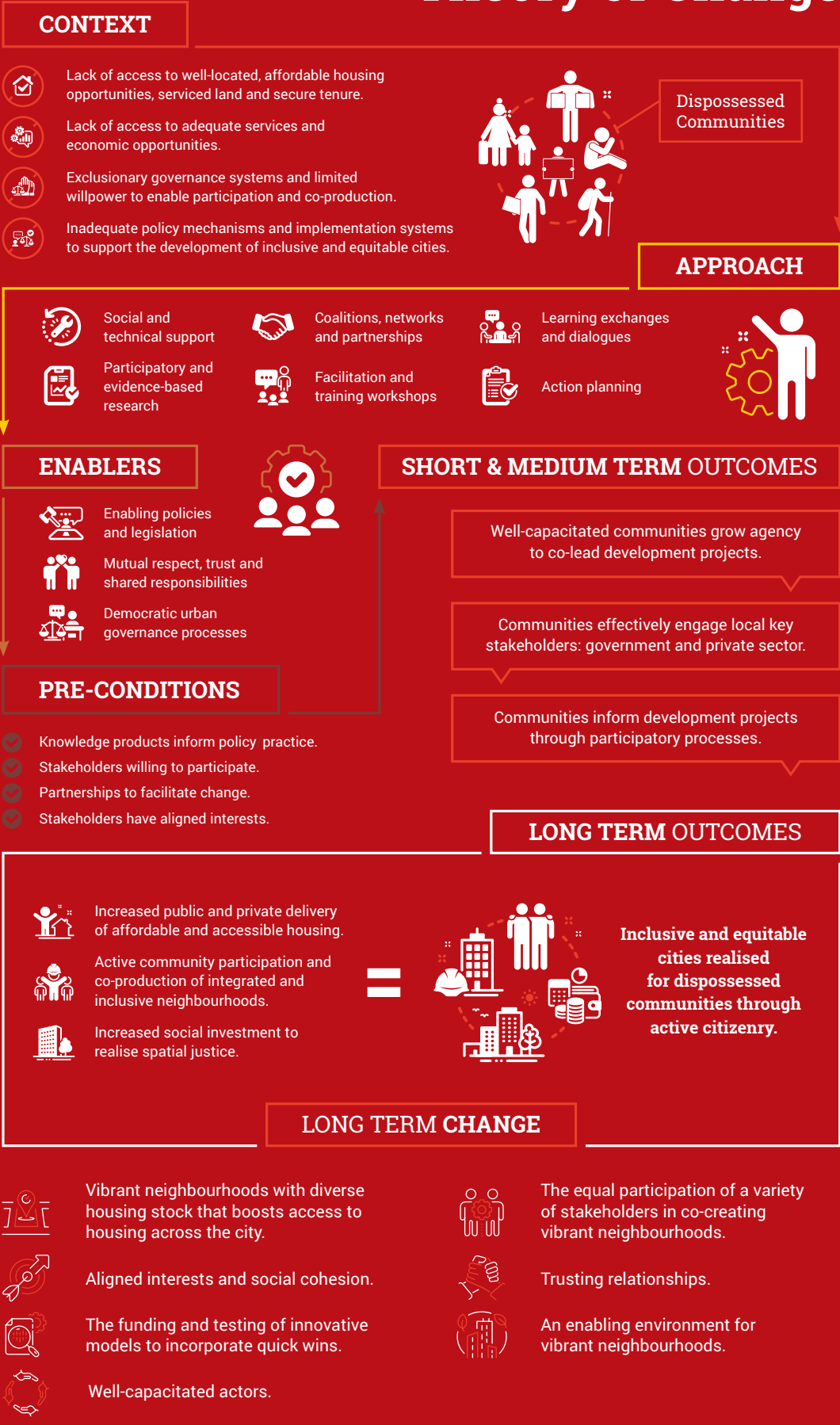
To facilitate the creation of resilient, diverse, equitable and democratic cities through the proactive participation of civil society, government, and the private sector to address spatial, social and economic inequalities.

Strategic Goal

To see inclusive and equitable cities realised for dispossessed communities through active citizenry.



Theory of Change



Our Funders

Brot
für die Welt



(FEM)

MISEREOR
• IHR HILFSWERK

THE RAITH
FOUNDATION



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs FDEA
State Secretariat for Economic Affairs SECO



GLTN
GLOBAL LAND TOOL NETWORK



HSRC
Human Sciences
Research Council

Kindling
FIRE SAFETY FOR ALL

LRC
Legal Resources Centre



LINCOLN INSTITUTE
OF LAND POLICY



ISANDLA
Institute



national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

iied International Institute
for Environment
and Development



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FREISTATA



UFS
STUDENT RECRUITMENT
SERVICES

plan act

Making towns & cities work for people



URBAN REAL ESTATE
RESEARCH UNIT



WCPDF
WESTERN CAPE PROPERTY
DEVELOPMENT FORUM

Our Partners

ACT UBUMBANO

Afesis-corplan

Promoting local democracy and community-driven development



CENTRE FOR PUBLIC
REAL ESTATE

Afesis
democracy • development • community • action



Habitat International Coalition



CO-R-C
COMMUNITY ORGANISATION
RESOURCE CENTRE



Construction Industry Development Board



chEs SUPPORT
PROGRAMME



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD



DITIKENI
Investment Company
BROAD-BASED EMPOWERMENT

SERI

socio-economic rights Institute
of south africa



**INTERNATIONAL
BUDGET PARTNERSHIP**



bitprop

INTERNATIONAL CENTER FOR
COMMUNITY LAND TRUSTS



uMaStandi



ISANDLA
Institute



national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

iied International Institute
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and Development



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STUDENT RECRUITMENT
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Making towns & cities work for people



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RESEARCH UNIT



WCPDF
WESTERN CAPE PROPERTY
DEVELOPMENT FORUM

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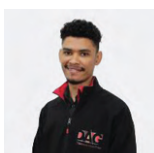
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Finance Administrator



Zama Mgwatyu
Programme Manager



Zinzi Gatyeni
Office Administrator

Our Board



Wilhelmina Trout
Chairperson



Bafikile Bonke Simelane
Vice-Chairperson



Rogaya Edwards
Treasurer



Lusanda Netshitenzhe
Board Member



Qureisha Nagdee
Board Member



Tasleema Mohamed
Board Member



Simone Le Grange
Board Member

“ Leadership is something carried across the organisation rather than located in any single role. ”

- Wilhelmina Trout, Chairperson

Chairperson's Report

If 2024 was a year of renewal and alignment, then 2025 unfolded as a quieter, steadier kind of becoming, one in which DAG revealed not only its resilience, but its **deep-rooted maturity** and **collective strength**.



The year began with a significant leadership transition. Such moments test more than structures; they test trust, relationships, and the shared beliefs that hold an **organisation together**. While transitions inevitably bring uncertainty, they call for calm stewardship and clarity of purpose. In this period, resilience was found in the steady commitment of many working together.

Across the organisation, the Board, management, and staff moved through this time with care, transparency, and a shared resolve to keep DAG's mission firmly at the centre of its work. What could have unsettled the organisation instead became a moment of coherence, shaped by a depth of responsibility and mutual confidence.

People across the team stepped into new roles and unfamiliar spaces with courage and generosity, allowing work to continue through shared effort and mutual support. DAG did not simply withstand change; it moved through it, sustaining continuity through collaboration.

Over the course of the year, this approach became more intentional, **shaped by trust, accountability, and a view of leadership as something carried across the organisation rather than located in any single role.**

On reflection, the Board resolved to formalise this direction into 2026, recognising that it strengthened not only organisational resilience, but also leadership capacity and long-term sustainability.

This work unfolded against a broader global backdrop marked by rising geopolitical tensions and intensifying conflict, alongside increasingly intertwined economic and political crises. Expanding trade wars and shifting global alliances placed additional pressure on development finance and the ecosystems that support civil society and urban development work. In this constrained and uncertain environment, DAG was nevertheless able to weather these pressures, anchored by the continued relevance of its work, its sustained impact on the ground, and the transparency and rigour of its reporting and stewardship.

Across its programmes, DAG continued to walk alongside communities in their struggles for dignity and belonging, supporting community-led development, strengthening civic leadership, and advancing efforts toward more just and inclusive approaches to housing, informal settlement upgrading, and urban policy. These were not isolated achievements, but the result of years of patient engagement, work made possible through relationships built on trust, presence, and shared purpose.

That same thread of trust extended beyond programme delivery into the organisation's financial stewardship. In a funding landscape that continues to shift and tighten, DAG held its course, meeting its commitments, maintaining stability, and retaining the confidence of its partners. This stability is not incidental; it reflects a deeper form of trust earned over time through consistency, care, and accountability in how the organisation works and reports.

In 2025, DAG's Board also experienced its own moments of change. We were pleased to welcome new members, Lusanda Netshitenzhe and Simone le Grange, who bring with them fresh perspectives and renewed energy. At the same time, we bid farewell to long-serving Board member Qureisha Nagdee, and extend our deep gratitude for her commitment, wisdom, and service over the years.

As we look ahead, there is a sense not of certainty, but of grounded confidence. The year has reminded us that organisations are shaped as much by how they respond to challenge as by what they achieved. In DAG's case, that response has been marked by integrity, adaptability, and a steadfast commitment to its mission.

On behalf of the Board, I extend my sincere thanks to the management team, staff, partners, funders, and the many communities

who continue to place their trust in DAG. This work is sustained by many hands and many forms of care.

2025 leaves us with a simple but enduring truth: that resilience is not an absence of difficulty, but the presence of collective strength within it. From this place, DAG continues, steady, evolving, and moving forward with purpose.



Wilhelmina Trout

Management Report

In 2025, South Africa continued to navigate a period of significant social, economic and political transition.

While the Government of National Unity created new opportunities for collaboration and policy reform, communities and local governments continued to grapple with rising living costs, fiscal constraints, infrastructure pressures and the growing impacts of climate change. Across many cities, longstanding challenges relating to housing, land, basic services and inequality remained deeply entrenched, placing increasing pressure on both public institutions and vulnerable communities.



These contemporary challenges continue to be shaped by the enduring legacy of apartheid spatial planning. More than three decades after democracy, access to well-located land, affordable housing, economic opportunities and quality public services remains unevenly distributed. In this context, the need for collaborative, community-led approaches to urban development remains as important as ever.

Against this backdrop, DAG remains committed to advancing spatial justice by strengthening community agency and influencing the policies, systems and practices that shape urban development. A central part of this work involves creating opportunities for collaboration between communities, government, practitioners and researchers, ensuring that local experience informs institutional responses to urban challenges.

During 2025, this approach was evident across several areas of work. Through the Asivikelane Campaign, community-led monitoring continued to demonstrate how organised residents can strengthen accountability and improve service delivery. In Knysna, the Campaign's Repairs and Maintenance Hub evolved into a more structured partnership between communities and the municipality, culminating in formal municipal recognition of the model and laying the foundation for longer-term institutional collaboration. The experience highlights the value that community-generated data, local knowledge and organised citizen action holds when working towards strengthening local governance and building impactful local interventions.

DAG's work on People-led Housing Solutions continued to gain momentum over the year. Through the Contractor and Developer Academy, the organisation strengthened the capacity of emerging contractors and small-scale developers, while also supporting reform efforts within the City of Cape Town to improve conditions for small-scale rental housing. These efforts contributed to the adoption and implementation of regulatory and administrative reforms that support the sector. In parallel, development charge incentives for Small-Scale Rental Housing helped to lower barriers to entry, enabling greater participation by smaller developers. These developments reflect a growing recognition of the role that small-scale housing providers can play in addressing housing needs in South African cities.

The year also saw important progress through DAG's Urban Land for Inclusive Cities programme. Municipalities explored

practical tools such as development charges and Special Rating Areas to leverage land value for infrastructure investment and more equitable urban development outcomes. At the same time, Stellenbosch Municipality continued implementing its Inclusionary Zoning Policy, while Johannesburg advanced the implementation of its Inclusionary Housing Policy, signalling growing momentum towards the integration of affordable housing opportunities within private residential developments. Peer learning and technical support also strengthened municipal capacity to advance land release for affordable housing and inclusive urban development.

At a neighbourhood level, DAG continued to work alongside residents and community organisations to respond to displacement pressures, redevelopment processes and local development challenges. In Bellville South and Ward 57, community-led planning processes strengthened participation in neighbourhood development, while support to residents affected by the Salt River Market relocation process contributed to efforts to secure a more socially just relocation outcome. Together these experiences demonstrated the value that organised community participation plays in shaping neighbourhood change and strengthening local governance.

As a complement to this work, the Civic Action Hub continued to strengthen civic agency and collective action through leadership development, organisational support and policy engagement. Community leaders and organisations participated in training, advocacy and dialogue processes, this included contributions to discussions on the Human Settlements White Paper. Together, these efforts contribute to more inclusive and accountable forms of urban governance.

The year was also one of organisational transition. Following the departure of our Executive Director, DAG began to explore a shared leadership approach that distributes leadership responsibilities across a broader management team. While still evolving, this model has strengthened collaboration and collective accountability while ensuring organisational stability and continuity. Like many civil society organisations, DAG also continued to operate within a challenging funding environment characterised by growing competition for resources and rising operational costs. DAG's long-standing partnerships, diversified funding base and commitment to learning remained important strengths in navigating these challenges.

DAG's continued impact and resilience over this year reflects the value of a long-term investment in relationships, partnerships and collective learning.

Whether through community-led monitoring, people-led housing solutions, neighbourhood-based planning or innovative approaches to land governance, DAG continued to demonstrate the importance of connecting local experience with institutional change. While progress is often incremental, these efforts contributed to more inclusive, accountable and resilient cities and advance the vision of spatial justice that has guided the organisation's work for almost four decades.

“Community leadership remains central to meaningful and sustainable improvements within informal settlements.”





People-led Housing Solutions



Pictured above: Emerging contractors on site during the construction phase of a small-scale rental housing development.

South Africa continues to face a significant housing shortage, while many emerging contractors, homeowner developers and small-scale property developers encounter barriers that limit their participation in the construction and property sectors.

DAG's People-led Housing Solutions programme responds to these challenges by strengthening the capacity of emerging housing entrepreneurs while advocating for policy and regulatory reforms that support affordable housing delivery.

The programme is grounded in the recognition that **contractors and small-scale developers play distinct but complementary roles in addressing housing needs, creating employment opportunities and strengthening local economies.** Through the Contractor and Developer Academy (CDA), DAG equips emerging contractors with the tools necessary to establish sustainable construction enterprises, while opening pathways for small-scale developers to participate more effectively in the affordable rental housing sector. Together, these interventions contribute to a more inclusive housing economy and the expansion of affordable housing opportunities.



Pictured above: A construction site in Cape Town, being managed by a contractor from our class of 2025.

Strengthening Emerging Contractors



In 2025, the CDA's contractor support programme continued to strengthen the capacity and sustainability of emerging construction businesses. Through training, mentorship, workshops and advisory support, contractors developed a deeper understanding of business management, procurement, project management, financial planning and regulatory compliance, and in so doing, emerged more equipped to navigate the sector's complex regulatory requirements and build sustainable, resilient and viable businesses.

The Contractor Training Programme:

40+ applications received

20 contractors selected

19 successful graduates

Participants reported strong levels of satisfaction with the programme and highlighted the practical value of the tools and knowledge gained through the course. As a way to build on this work, the programme hosted information sessions, compliance workshops and construction expos that connected more than 200 contractors across Cape Town, Gauteng and Malmesbury with sector institutions, support services and market opportunities. **Through these activities, contractors were able to expand their networks, enhance their access to resources and strengthen their ability to sustain the delivery of quality affordable housing options.**

A key feature of the programme is its ongoing mentorship and advisory support. Through our Walk-in Wednesday initiative, alumni engagement platforms and one-on-one support, we assisted contractors with the navigation of compliance processes, business development challenges and funding applications. During the year, more than **18 contractors secured contracts ranging from R65,000 to R6.5 million in value, collectively creating approximately 100 short-term employment opportunities.** One contractor advanced their CIDB grading from CE 3 to CE 5 this year, demonstrating the potential that targeted support holds for fostering business growth and market access.



Pictured clockwise from bottom left: Participants listen to a presentation from the City of Cape Town at our Parow Business Expo; Dr Amanda Filtane engaging with a contractor on coursework; Dr Amanda Filtane in action teaching our contractor class of 2025; DAG Project Support Officer, Siphephelo engages with a contractor and an architect during a Walk-in Wednesday session; Contractors engage with the Building Industry Bargaining Council at our Parow Business Expo.



Pictured above: The Contractor Training Class of 2025 at their graduation ceremony.



Pictured above: Developers from our class of 2025 during a training session in Woodstock.

Supporting Small-Scale Developers and Affordable Rental Housing

This year DAG continued its work to strengthen the capacity of small-scale developers operating in the affordable rental housing sector. Through this programme, we have continued to invest in the development of a pipeline of capable township developers who advance the provision of affordable housing, while also uplifting their communities.

Through technical assistance, advisory support and learning opportunities, participants **strengthened their understanding of planning systems, development finance and project implementation**. Several developers progressed from concept development to property acquisition, design development and building plan submission. One participant secured a property expected to deliver approximately **40 student accommodation units**, while others advanced projects expected to deliver **six and seven rental units** respectively.

The programme provided **direct technical support to six development projects** during the year. Four projects progressed to municipal approval stages and are expected to deliver **47 rental units and one commercial unit**. The remaining projects continued through conceptualisation and financing stages and are expected to contribute additional affordable rental accommodation opportunities in the coming year.

The CDA also continued to play an important convening role in the sector by bringing together developers, financiers, regulators, researchers, government stakeholders and built environment professionals. Through sector engagements, information sessions and supporting the work of the Township Developers Forum, the programme **strengthened collaboration across the affordable rental housing sector and improved access to information, support and professional networks**.



The Developer Training Programme:

19 successful graduates

31% female participants



Pictured clockwise from top left: The Developer Training Class of 2025 at their graduation ceremony.



Pictured above: Stakeholders at the inaugural Township Rental Dialogue co-hosted by DAG in Gauteng.

Creating an Enabling Environment for Small-Scale Rental Housing

Alongside direct support to contractors and developers, the programme continued to focus on reducing the regulatory and administrative barriers that constrain affordable rental housing development.

In 2025, the programme saw a major milestone achieved through the adoption and implementation of amendments to the City of Cape Town's Municipal Planning By-law, enabling developers in select neighbourhoods to build between eight and twelve rental units on a single residential property without requiring rezoning. These reforms **substantially reduce development costs and administrative barriers while supporting the delivery of affordable rental housing.**



Pictured above: Members of the panel engaging during the Township Rental Dialogue.

The introduction of the City of Cape Town's Local Planning Support Service further strengthened the operating environment by providing early-stage access to planning and technical guidance. In parallel, DAG's People-led Housing Solutions programme continued to support the implementation of the City's **Township Development Charge Fund and Prototypical Plans**, which aim to reduce development costs, simplify compliance

processes and enable more efficient delivery of small-scale rental housing.

To improve awareness of these reforms, the CDA hosted **nine information sessions** on the amended Municipal Planning By-law across Khayelitsha, Kraaifontein and Mitchells Plain, reaching more than **330 participants**. Together, these reforms and outreach initiatives reflect a **growing recognition of small-scale rental housing as a legitimate and valuable component of the city's housing system**.

Growing Influence and Expanding Impact

During 2025, the programme increasingly attracted interest beyond Cape Town. Through learning exchanges, national dialogues and sector engagements, municipalities, researchers, practitioners, financiers and government representatives came together to share lessons and explore approaches to supporting small-scale rental housing.

The programme hosted learning exchanges involving eThekweni Municipality, Johannesburg, Cape Town and civil society partners, and launched the inaugural Gauteng Township Rental Dialogue and Construction Expo, which brought together approximately **60 stakeholders**, including representatives from National Treasury, the National Department of Human Settlements and several metropolitan municipalities.



Pictured above: Developers engage with sector organisations at the Gauteng Construction Expo co-hosted by DAG and Planact.



Pictured above: A small-scale developer examines models of the City of Cape Town's Prototype Plans for small-scale rental units at a DAG information session.



Pictured above: A City of Cape Town official presents on the City's Urban Design Guidelines at a DAG information session.

These engagements reinforced the importance of small-scale rental housing within South Africa's housing response and positioned Cape Town's experience as a valuable reference point for other cities seeking to expand affordable housing opportunities.



Pictured above: An architectural professional presents on the City of Cape Town's Prototypical Plans work at a DAG information session.



Pictured above: An architectural professional presents models of the City of Cape Town's Prototypical Plans to small-scale developers at a DAG information session.



Pictured above: Financiers and Built Environment Professionals listen to insights on the City of Cape Town's Prototypical Plans work at a DAG information session.

Most Significant Change:

From Training to Enterprise Growth



Pictured above: GRIT Property Development project under construction.

A powerful example of the programme's impact is the story of Adonis Verkuil, a 2025 graduate and founder of GRIT Property Development.

Before joining DAG's contractor training programme, Adonis outsourced all construction work within his developments, but through this course, he gained the knowledge and confidence to take on these functions himself. Within three months of completing the programme, he successfully established and managed his own construction team of 20 employees, and delivered a residential project valued at R900,000. The project involved upgrading an existing house over a 12-month period.

This transition from outsourcing to in-house delivery marks a significant shift not only in business operations, but in long-term growth potential.

It reflects the core objective of the CDA: to equip entrepreneurs with the strategic insight and practical tools needed to make informed decisions and expand their participation in the construction value chain.

Informal Settlements



Pictured above: 50 community plumbing recruits attend an induction workshop in Knysna, hosted by the International Budget Partnership.

For nearly 40 years, DAG's work in informal settlements has been grounded in the principles of inclusive, people-centered, participatory development. In 2025, we continued to work alongside informal settlement residents to improve access to basic services, strengthen tenure security, support the development of sustainable urban livelihoods and build cooperative governance systems that enable communities to drive their own development.

This year, DAG continued to implement this programme in Cape Town and Knysna through the Asivikelane Campaign. The campaign focuses on **strengthening community agency** while **fostering collaborative relationships between residents, local government and other stakeholders** to improve access to safe, hygienic and dignified basic services.

Alongside practical service delivery improvements, the programme contributes to broader advocacy efforts aimed at advancing more inclusive, participatory and responsive approaches to informal settlement upgrading.

Through **community-generated evidence, collaborative governance platforms and sustained engagement with municipalities**, DAG continues to advocate for the **recognition of informal settlement residents as active partners in planning, monitoring and improving service delivery**.

A defining feature of 2025 was the continued evolution of Asivikelane from a community monitoring initiative into an increasingly institutionalised model of collaborative service delivery. Through the Repairs and Maintenance Hub, **communities, municipalities and civil society partners worked together** to address service delivery challenges, strengthen accountability and improve the maintenance of critical infrastructure.

The Asivikelane Campaign

The Asivikelane Campaign amplifies the voices of informal settlement residents by enabling them to monitor, report on and advocate for improved access to municipal services. **Community-generated evidence remains a cornerstone of the programme, providing insights that strengthen local advocacy efforts while informing municipal decision-making and broader policy discussions** on informal settlement service delivery.

During 2025, the campaign scaled up its work on its Repairs and Maintenance Hubs, which brings together residents, municipal officials, civil society organisations and other stakeholders to co-design and implement

solutions to basic service challenges. The Hubs respond to a persistent challenge within informal settlements: delays in repairing and maintaining water and sanitation infrastructure. These delays undermine service quality, create health risks and negatively affect the dignity and wellbeing of residents.

Through our work on the Hubs, informal settlement residents have been equipped to take on a more active role in identifying basic service faults, reporting service failures and, where appropriate, undertaking minor repairs. This not only improves the functionality of infrastructure, but also strengthens collaboration between communities and municipalities.

By combining community-generated data, practical problem-solving and structured engagement with local government, the programme continues to demonstrate the value of collaborative approaches to service delivery.



Pictured clockwise from left: Community Facilitators attending an internal strategic workshop; The Asivikelane team meeting with Knysna's Executive Mayor; DAG Project Officer, Ludwe Qosho at an engagement with the Knysna Municipality's Dr Richard Martin.

Institutionalising Community-led Service Delivery

A defining achievement of 2025 was the progress made towards institutionalising community-led repairs and maintenance models within municipal systems.

In Cape Town, the programme strengthened partnerships between municipal departments, community leaders and residents to improve service delivery outcomes in informal settlements. **Community plumbing task teams in settlements across Khayelitsha and Kraaifontein undertook minor repairs to taps, toilets and drainage infrastructure while developing practical protocols to guide their work.** Community Facilitators continued to play a critical intermediary

role by reporting faults through the City's systems, escalating unresolved issues and strengthening communication between residents and municipal officials.

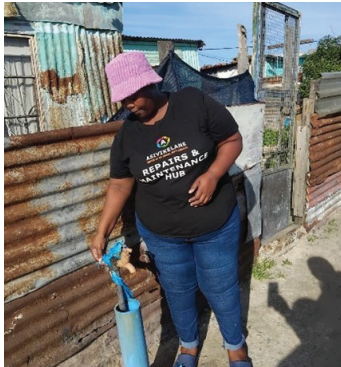
The programme also continued to advocate for improvements to the City's fault reporting systems. A data collection initiative launched during the final quarter began tracking municipal response times and service outcomes, generating evidence that will inform future engagement with municipal departments. These efforts helped address leaking taps and blocked drains, while improving the maintenance of sanitation facilities and strengthening municipal responsiveness in targeted settlements.



Pictured above from left: Community Facilitator, Thabisa Fana showing a fellow informal settlement resident how to report a basic service issue through the City of Cape Town's C3 system; Thabisa participating in an Asivikelane-led Clean-up campaign in Tshephe Tshephe.



Pictured above: An Asivikelane Community Facilitator being interviewed for an Amnesty International film.



Pictured clockwise from bottom left: The City of Cape Town's Water and Sanitation Department replacing toilet doors in RR Section, Khayelitsha as a result of Asivikelane's advocacy; DAG Community Facilitator Coordinator, Nikelwa Maqula, and Community Facilitator, Nolubabalo Meke, walk through Island informal settlement during a data collection process; Asivikelane Community Facilitators and informal settlement residents after attending a workshop hosted by the University of the Western Cape's Politics and Urban Governance Research Group (PUG); Nolubabalo after fixing a tap in Island informal settlement; Nolubabalo standing next to a City of Cape Town refuse removal truck, which came to collect a container full of waste after she reported it; Community Facilitator, Eddie Nogwaxa, engaging with City of Cape Town officials during an Asivikelane basic service monitoring process.

In Knysna, the programme focused on improving sanitation services while strengthening collaboration between informal settlement communities and the municipality. Particular attention was given to the experiences and safety concerns of women and girls, reinforcing the programme's commitment to gender-responsive service delivery. Community Facilitators monitored sanitation services, documented challenges and engaged with municipal officials to improve accountability and responsiveness.

The programme also continued to **advocate for improved sanitation solutions**, including the longer-term transition from chemical toilets to more permanent infrastructure such as Communal Ablution Blocks. Through regular engagement with municipal officials and councillors, **residents contributed directly**

to discussions on future sanitation planning and service delivery improvements.

Across both municipalities, progress was made towards formalising community-led approaches to service delivery. In Cape Town, a community-based plumbing framework was co-created by Community Facilitators, community plumbers and programme partners, establishing a foundation for more structured collaboration with the City. In Knysna, the Repairs and Maintenance Hub achieved a significant milestone when it was formally recognised through a municipal council resolution. Together, these developments represent an important shift from pilot initiatives and project-based interventions towards recognised and potentially scalable models of service delivery that position residents as active partners in maintaining infrastructure and improving service outcomes.



Pictured above from left: The Asivikelane team at the launch of Knysna's Water and Sanitation Forum, where DAG Project Officer, Ludwe Qosho served as Deputy Chairperson; Community Facilitator, Zolakazi Rasmeni, showing a fellow informal settlement resident how to report a basic service issue through the City of Cape Town's C3 system; Community Facilitator, Nokuthembela Maxam, engaging with a community member in Ward 8 during the Asivikelane National Data Collection initiative.



Pictured above from left: Knysna Community Plumbers repair a communal tap; Community Facilitator, Vemesia Galant repairing a tap in her community; Knysna community facilitators and residents engaging on Asivikelane's work.



Pictured clockwise from bottom left: Community Facilitator, Johnny Botha, using his own vehicle to distribute sandbags to protect households from flooding; Community plumbing recruits being introduced to the Asivikelane objectives; Knysna Community Facilitators at a team meeting; Members of Ward 1's Community Plumbing Task Team working together to fix a faulty toilet pipe; Community Facilitator, Martha Titties, engaging with a community member in Ward 5 during the Asivikelane National Data Collection initiative; Community Facilitator, Ntombikayise Mkhize facilitating the distribution of water during Knysna's water crisis.



Pictured clockwise from bottom left: Community Facilitators graduating from a Small Enterprise Development and Finance Agency (SEDFA) Business Skills course; A Community Facilitator visits an illegal dumping site in Ward 3.

Community Leadership and Accountability

At the heart of the Asivikelane Campaign is the belief that meaningful and sustainable improvements within informal settlements require active community leadership. Throughout 2025, Community Facilitators continued to play a critical role in strengthening accountability and building constructive relationships between residents and municipalities.

Working within their own communities, facilitators supported monitoring processes, reported service failures, coordinated engagement with municipal officials and helped residents navigate administrative systems. They also played an important role in generating and interpreting community data, ensuring that evidence collected through monitoring processes informed both local problem-solving and broader advocacy efforts.

Beyond addressing immediate service delivery challenges, Community Facilitators have become important agents of local governance.

By creating channels through which residents can engage directly with municipal systems, they help strengthen participation, transparency and accountability.

Their work contributes to a broader shift in how informal settlement residents are perceived and engaged, from passive recipients of services to active partners in shaping service delivery outcomes.

This approach remains central to DAG's advocacy for more collaborative and people-centred approaches to informal settlement upgrading. By demonstrating the value of community leadership in practice, the programme continues to influence how municipalities engage with informal settlement communities and respond to service delivery challenges.



Pictured clockwise from bottom left: Community Facilitators engage in a community-based plumbing model workshop with the International Budget Partnership; Community Facilitators participating in a fire detector installation drive facilitated by the Garden Route Disaster Management Department; Community Facilitator, Nokuthembela Macam preparing to distribute waste bags in Ward 8.

Most Significant Change:

Knysna Municipality Recognises the Repairs and Maintenance Hub



Pictured left:
Task team
members installing
a standpipe.

In 2025, the programme achieved an important milestone when **the Knysna Municipality formally recognised the Repairs and Maintenance Hub through a council resolution**. While the Hub was initially established as a collaborative platform for addressing sanitation challenges within informal settlements, its formal recognition represents a much broader achievement.

The council resolution **acknowledges the value that community-led monitoring, maintenance and engagement plays in improving service delivery outcomes** and creates the foundation for a future Memorandum of Understanding between the municipality and participating stakeholders. This represents an important shift from project-based collaboration to the institutionalisation of

community-led approaches within municipal systems.

This recognition comes as a result of several years of relationship-building, evidence generation and advocacy by community leaders, Community Facilitators and programme partners. It demonstrates that municipalities can move beyond consultation towards more meaningful forms of partnership with informal settlement residents.

Importantly, the recognition of the Hub signals a growing acceptance that **communities have a legitimate and constructive role to play in maintaining infrastructure, monitoring service delivery and contributing to local governance**. As such, it represents both a practical service delivery achievement and a significant advocacy success, with potential lessons for municipalities across South Africa who are seeking more collaborative approaches to informal settlement upgrading.



Pictured above clockwise from left: Community Facilitators hold a community meeting to update residents on Asivikelane work; Ward 5 Community Plumbing Task Team with plumbing materials that were donated to them by their ward councillor, Mr Hilton Stroebel; Members of the Ward 5 Task Team fixing faulty taps.



Pictured above clockwise from left: Ward 4 Community Plumbing Task Team fixing a tap; The Asivikelane Team at the launch of Knysna's Water and Sanitation Forum; DAG Project Officer, Ludwe Qosho, signs a pledge as the Deputy Chairperson of this forum; Community Facilitator, Marthina Titties supervising a toilet installation project in her community.

Civic Action Hub



Pictured above: DAG Programme Manager Crystal West, and Project Coordinator Akhona Siswana at an event as part of the Act Ubumbano Accountability Dialogues.

The Civic Action Hub serves as DAG’s primary platform for strengthening active citizenry, leadership and collective action. Grounded in the belief that empowered citizens must actively drive their own development, the programme supports community leaders, civic organisations, practitioners and public officials to engage more effectively in shaping housing, land and urban development outcomes.

In 2025, the Civic Action Hub continued to **strengthen the capacity of communities and civil society organisations to participate meaningfully in governance processes, advocate for their rights and contribute to more inclusive urban development.** Through training, dialogue, socio-technical support and collaborative learning, the programme worked to build the knowledge, skills and relationships required for effective civic participation while creating opportunities for engagement between communities, government and other stakeholders.



Pictured above: Members of the Cape Crisis Committee engaging in the Accountability Dialogues.

In so doing, the Civic Action Hub **contributes to the development of a stronger ecosystem of actors working towards more equitable, inclusive and accountable cities.**

Strengthening Citizen Leadership and Agency

Building informed and confident community leadership remains central to the delivery of meaningful community impact. In 2025, **33 civil society leaders, community activists and community representatives from 15 neighbourhoods** participated in our Active Citizens Training Course. Through modules on value-based leadership, advocacy, public participation, housing and land rights, local government and sustainable neighbourhoods, participants strengthened their ability to engage in governance processes and advocate for community priorities.

The programme also created opportunities for leaders from different neighbourhoods to learn from one another, build networks and explore shared challenges and opportunities.

In response to participant demand, additional workshops were convened on (i) the White Paper on Local Government and (ii) conflict resolution, further strengthening leadership capacity and civic engagement.

Beyond individual capacity development, the programme encouraged and fostered collective action and deeper participation in governance processes. **This year community leaders engaged with policy debates, developed submissions and strengthened their ability to advocate for more responsive and accountable government.** These processes reinforced the importance of informed citizen participation in shaping democratic and inclusive urban development.



Pictured above: DAG Programme Manager facilitating a session during the first module of our Active Citizens Training Course (ACTC).



Pictured above: ACTC participants engaging in an introductory mapping exercise during the course's first module.



Pictured above: ACTC participants engage with maps and training materials during the course.



Pictured above from the top down: ACTC participants during their City Learning Tour.

ACTC Graduation





Supporting Community-based Organisations and Collective Advocacy

Throughout the year, the programme provided socio-technical support to **nine community-based organisations** across Cape Town and KwaZulu-Natal, supporting organisational development, strategic planning, community-led advocacy and the development of key leadership skills. These organisations included long-standing partners such as the Firgrove Economic Development Forum, Mitchell's Plain United Residents Association (MURA), the Philippi Economic Development Initiative (PEDI) and Beautiful Gate, alongside other organisations engaged in housing, land and governance advocacy.

This support enabled these organisations to strengthen their governance systems, develop evidence-based advocacy strategies and engage more effectively with planning and development processes affecting their communities. The programme also facilitated peer learning and knowledge exchange between organisations, creating opportunities for communities to learn from one another's experiences and approaches. As a result, we saw several partner organisations increasingly assume convening and strategic leadership roles within their communities, demonstrating the value of sustained investment in community-based institutions as vehicles for civic participation, collective action and social change.

The Civic Action Hub further supported **three collaborative advocacy platforms and coalitions**, including the Cape Crisis Committee, the Accountability Project and an emerging collective land ownership initiative. These platforms enabled organisations to coordinate advocacy efforts across a diverse range of neighbourhoods, share knowledge and engage government more strategically on issues relating to housing, land reform, accountability and spatial justice.

By strengthening both individual organisations and broader networks, the programme contributed to a more coordinated and resilient civil society sector capable of advancing community priorities and meaningfully influencing urban policy and development processes.



Pictured above: Enumeration Planning with Firgrove Economic Development Group.



Pictured above: Community members engaging during the Act Ubumbano Accountability Dialogues.



Pictured above: Community leaders engaging with University of Cape Town built environment students as a part of the university's Social Infrastructures course.

Building Knowledge, Partnerships and Urban Dialogue

In 2025, the Civic Action Hub continued to create opportunities for dialogue and engagement between communities, government officials, practitioners, researchers and civil society organisations. During 2025, **199 stakeholders participated in a series of Urban Dialogues** that explored key issues including land release, housing policy and urban governance.

These engagements provided opportunities for knowledge sharing, collective reflection and relationship-building across sectors. By bringing together stakeholders with different perspectives and experiences, the dialogues helped strengthen understanding of complex urban challenges and identify opportunities for collaborative action.

A key milestone during the year was the development and dissemination of DAG's **Community Guide to Releasing Municipal Land for Affordable Housing**. The guide provides communities with practical information on municipal land release processes and **equips residents and civic organisations with the knowledge needed to engage more effectively in decisions relating to public land and affordable housing**. By making technical planning and governance processes more accessible, the guide contributes to strengthening active citizenry and supporting more meaningful community participation in urban development.

Together, these initiatives reflect the programme's commitment to knowledge sharing, public education and creating accessible pathways for civic engagement.



Pictured above: City of Cape Town officials participating in a baseline assessment as part of our facilitation training programme.

Developing the Next Generation of Urban Practitioners

This year the Civic Action Hub continued to invest in the development of students, young professionals and public officials, as a part of our commitment to cultivating participatory practice and building long-term capacity within the urban development sector.

During the year, DAG strengthened the capacity of **102 students and young urban professionals** through university partnerships, planning studios and community-based learning opportunities. Through DAG's involvement in the University of Cape Town's Social Infrastructures course and engagements with community partners across Cape Town, participants were exposed to community-led development approaches, participatory planning methodologies and the everyday realities of communities facing urban complexity.

The programme also delivered a facilitation training programme for **35 officials** from the **City of Cape Town's Spatial Planning and Environment Department**, strengthening institutional capacity for participatory planning and engagement processes. These officials will play an important role in supporting the implementation of Spatial Planning Collectives

and other collaborative planning initiatives in the years ahead.

By supporting both current and future practitioners, the programme contributes to a growing network of professionals equipped to work collaboratively with communities and advance more participatory forms of governance. These investments recognise that sustainable urban transformation depends not only on empowered communities, but also on institutions and professionals that are responsive, collaborative and committed to inclusive development.



Pictured above: City of Cape Town officials participating in an interactive exercise during our facilitation training programme.

Most Significant Change:

Amplifying Community Voices in the Human Settlements White Paper Process

One of the most significant outcomes of the Civic Action Hub's work in 2025 was the meaningful participation of community leaders and civic organisations in national policy discussions on the Human Settlements White Paper. Through training programmes, Urban Dialogues and collective advocacy processes, community leaders were equipped to engage critically with one of the most important housing policy reform processes currently underway in South Africa. Significantly, several of the recommendations made by communities were incorporated into the revised policy, affirming to community members both the value of their insights and voices and the importance of contributing these insights in state participation processes.

Through facilitation and ongoing support, community representatives were able to unpack the policy proposals, articulate their priorities and contribute to collective submissions on issues affecting housing, land and urban development. **The 2025 dialogue provided an opportunity for participants to review the revised draft Human Settlements White Paper and reflect on the extent to which recommendations advanced through earlier submissions and engagement processes had been incorporated into the revised policy.** This process strengthened the capacity of community leaders to participate in national policy processes while creating opportunities for government to hear directly from those most affected by housing and spatial inequality.

The engagements surrounding this White Paper intentionally built upon



DAG's long-standing commitment to active citizenry and participatory governance. Crucially, the process illustrated the value of coordinated citizen engagement in the development of public policy. **Rather than being consulted as beneficiaries, community leaders participated as informed stakeholders capable of contributing practical knowledge and lived experience to policy debates.** The engagement also strengthened relationships between community organisations, civil society partners and government institutions, creating a stronger foundation for future collaboration and advocacy.

This outcome reflects the Civic Action Hub's broader objective of creating pathways through which communities can influence the decisions, policies and systems that shape their lives. **The dialogue also shifted attention towards the next phase of reform, exploring how the commitments contained in the White Paper could be translated into practice through the development of the Human Settlements Housing Code.**

Inclusive Neighbourhoods



Pictured above: Residents of Salt River Market during a site visit to Welgemoed, Eerste River, where they were able to see first hand what housing typologies would be available to them at the Maitland relocation site.

The Inclusive Neighbourhoods Programme seeks to address spatial inequality by supporting communities to shape more inclusive, well-located and socially just neighbourhoods. **The programme recognises that while cities are often sites of investment and growth, the benefits of development are not always shared equally.** Rising land values, gentrification pressures and unequal access to housing opportunities can deepen exclusion and weaken tenure security for low-income residents.

DAG's work is grounded in the understanding that **equitable urban development requires both access to well-located land and meaningful participation in decision-making processes.** Through community-led planning, neighbourhood governance initiatives and socio-technical support, the programme works alongside residents to strengthen their ability to engage with development processes, influence neighbourhood change and advocate for more inclusive urban futures.



Pictured above: Relocation of the first 19 households from Salt River (Bridge and Stables) to Ghost Town (Maitland Intersite).

Supporting Inclusive Development in Woodstock and Salt River

The Salt River Market project remains one of the most significant and complex interventions within the programme. The project presents an opportunity to deliver approximately **300 units of well-located social housing in Cape Town's inner city** while raising important questions about how existing residents are included in redevelopment processes and protected from displacement.

During 2025, DAG continued to play a social facilitation role to support a socially just relocation process for residents currently living informally on the Salt River Market site. Building on progress made in previous years and sustained advocacy by DAG, the City of Cape Town secured a relocation site in Maitland, located approximately four kilometres from the existing settlement. The relocation model introduced alternative building technologies, individual service connections and pathways towards greater tenure security, representing an improved approach to relocation and settlement upgrading.

A major milestone during the year was the **establishment of a Project Engagement Committee (PEC) comprising residents, City officials and DAG representatives**. The PEC

created an important **platform for dialogue, accountability and information sharing** and became increasingly important in the context of delays and inconsistent communication regarding relocation plans. DAG worked closely with committee members to strengthen their ability to engage constructively with the City and ensure that residents' concerns were documented, communicated and reflected in decision-making processes. Activities included community meetings, individual household consultations, updating enumeration records and facilitating site visits to view alternative building technologies proposed for the relocation site.



Pictured above: A member of the Project Engagement Committee addresses a question to the City of Cape Town at a community meeting.



Pictured above: Mayoral Committee Member for Human Settlements Carl Pophaim addressing the Salt River Market residents at a community meeting.

The year also brought new challenges. As a result of delays in the construction of permanent housing units, the City proposed a phased relocation model, whereby households would first be accommodated temporarily before moving into permanent homes. DAG engaged extensively with the City to secure greater clarity regarding timelines and commitments while supporting residents to navigate a complex and evolving process. Safety concerns also emerged for some households due to gang-related tensions associated with relocation to the Maitland site. Throughout these developments, **DAG continued to advocate for transparent communication, meaningful participation and relocation approaches that protect residents’ rights, livelihoods and social networks.** By the end of the year, **19 households had relocated**

to the Maitland site and the construction of the first permanent housing units had commenced.



Pictured above: A bitter-sweet moment, residents in the process of leaving the Bridge to relocate to Ghost Town (Maitland Intersite).



Pictured above: City of Cape Town officials assisting in the relocation of the first 19 households from Salt River (Bridge and Stables) to Ghost Town (Maitland Intersite).



Pictured above: The DAG team on site to observe the relocation process to Ghost Town (Maitland Intersite).



Pictured above: The construction of the first permanent structures in Phase 2 at Ghost Town (Maitland Intersite).



Pictured above: Site visit for Salt River Market residents to see Phase 1 at Ghost Town (Maitland Intersite).



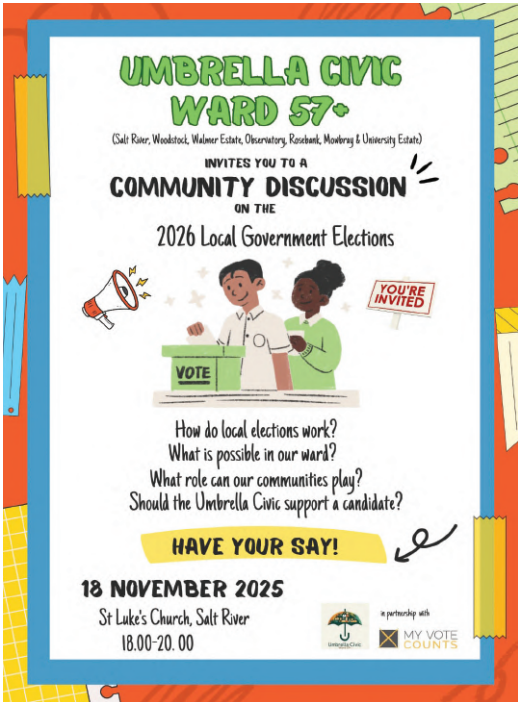
Pictured above: A welcome reunion- residents from Salt River visit the households who relocated to Ghost Town (Maitland Intersite) as part of a site visit facilitated by DAG.

Strengthening Neighbourhood Governance

During 2025, the programme continued to support the development of inclusive neighbourhood governance strategies and approaches through the Umbrella Civic 57+ and its constituent organisations. Following the election of an interim coordinating committee in 2024, the organisation reached an important milestone by hosting its first Annual General Meeting, formally adopting its constitution and electing its first permanent coordinating committee.

The AGM also established a number of thematic subcommittees focused on housing, youth development, heritage and public infrastructure. These structures provide residents with opportunities to engage more actively on issues affecting their neighbourhoods while strengthening the Civic's capacity to coordinate collective action. Since its election, the coordinating committee has worked to establish governance systems, clarify roles and responsibilities and build stronger relationships with constituent organisations and external stakeholders.

These relationships enabled greater cross-neighbourhood collaboration on issues of housing, public participation, service delivery and neighbourhood development. **The Civic also hosted community learning sessions that explored the history of civic movements, ward budgets, public participation and democratic accountability, helping to foster deeper community understanding of these topics and greater confidence when engaging with local government processes.** Across these activities, the Umbrella Civic actively engaged more than 100 neighbourhood stakeholders.



Pictured above: Poster for the Community Workshop on the 2026 Local Government Elections hosted by the Umbrella Civic 57+.



Pictured above: Learning Exchange between the Umbrella Civic 57+ and the Belville South Residents Association (BSRA).

With local government elections approaching in 2026, the programme also supported learning forums aimed at strengthening democratic participation and accountability. Workshops facilitated in partnership with My Vote Counts explored electoral systems, active citizenship, councillor accountability and community participation in governance processes. A learning exchange between the Umbrella Civic and the Belville South Residents' Association further provided opportunities for communities to **share experiences, reflect on common challenges and strengthen approaches to neighbourhood organising and civic engagement.**



Pictured left from the top down: Community Workshop on the 2026 Local Government Elections hosted by the Umbrella Civic 57+; Annual General Meeting of the Umbrella Civic 57+ and election of the Coordinating Committee.



Pictured above: The BSRA mapping task team learning about place-making principles in neighbourhood design at a capacitation workshop held at DAG.

Community-led Planning in Bellville South

The partnership between DAG and the Bellville South Residents' Association (BSRA) demonstrates the transformative potential of community-led planning when supported through sustained facilitation and socio-technical support. During 2025, the partnership achieved its most significant milestone to date with the **completion of a ten-year Neighbourhood Strategy for Bellville South**.

This strategy builds on foundations established in previous years through community enumeration and land audit processes. These initiatives provided valuable information about neighbourhood demographics, development pressures, community needs and opportunities for future growth. As a part of this work, DAG supported a structured process of community planning that combined technical capacity building with participatory engagement. Early in the year, residents participated in placemaking

workshops and site visits that explored how design principles can influence neighbourhood identity, economic opportunity and public space.

A task team of BSRA members was formed to take forward this neighbourhood strategy work. In 2025, **29 task team workshops** were held, equipping participants with practical knowledge of urban planning methodologies and concepts, including **placemaking, linkage theory** and **figure-ground analysis**. These tools enabled residents to better understand the physical, social and economic systems that shape Bellville South and to think more strategically about future development opportunities.

This learning was applied through a participatory mapping process that formed the foundation of the strategy. Community members worked together to identify and analyse safety and crime hotspots, mobility patterns, transport access,

public facilities, green and recreational spaces, economic opportunities, land use patterns and affordable housing opportunities. The process generated detailed, community-owned information while helping residents move from addressing individual concerns to developing a shared understanding of neighbourhood development challenges and opportunities.

Importantly, the process built the capacity of residents themselves to facilitate discussions and lead community engagement activities. Through **five community mapping workshops**, task team members worked alongside DAG facilitators to gather information, share insights and engage with the broader community to shape a strategy that is fully reflective of their needs and vision. The process strengthened local leadership and demonstrated the value of combining technical planning tools with local knowledge and lived experience.

Through extensive engagement and reflection, residents collectively developed a vision for a robust Bellville South that focused on creating a vibrant neighbourhood through the repurposing of underutilised spaces for housing, economic opportunities and social amenities. **The resulting strategy identifies a range of short- and long-term priorities, including opportunities for affordable housing development on vacant and underutilised land, improvements to public spaces and transport corridors, enhanced pedestrian safety, stronger local economic opportunities and more effective use of community facilities.**

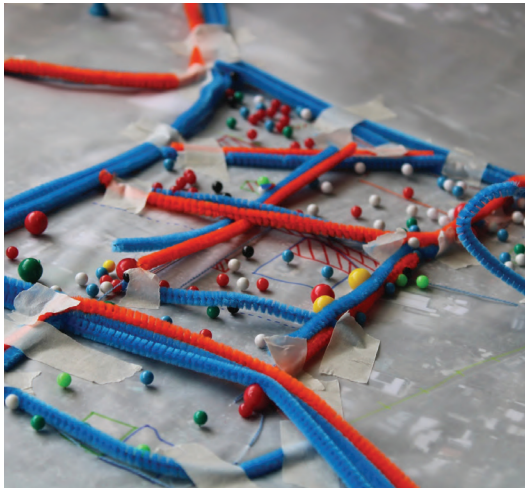
A key strength of the process was its emphasis on **building ownership both within the community and among external stakeholders**. Alongside community engagement, the BSRA and DAG worked closely with businesses, civil society organisations, tertiary institutions, government departments, planners and political representatives. These engagements strengthened the credibility of the strategy and laid the foundation for future partnerships and advocacy. In October 2025, the BSRA hosted a major stakeholder event attended by more than **50 representatives from government, civil society, business and the broader community**. The strategy was widely welcomed and



Pictured above: Members of the community mapping safety and security hot spots in the first community mapping workshop.



Pictured above: The BSRA's Lesley Ruiters presents reflections from the mapping process to community members.



Pictured above: Maps developed by the BSRA and moments of engagement across the Neighbourhood Strategy process.



Pictured above: BSRA task team members with the DAG team presenting the final Neighbourhood Strategy to the Bellville South Community on 23rd of November 2025. Community members were presented with certificates for participating in the mapping workshops.

recognised as a credible contribution to local planning processes.

The impact of the process extends beyond the strategy itself. The BSRA has used the strategy to strengthen partnerships, engage with planning processes and advocate more

effectively for the future development of Bellville South. With strengthened leadership, stronger partnerships and enhanced technical capacity, the organisation is now better positioned to influence the decisions that shape the neighbourhood's future.

Research and Policy Development

During 2025, DAG commissioned an independent study to **explore the role of transitional housing, identify practical implementation approaches and assess the support required to strengthen transitional housing provision nationally**. The research responds to growing recognition that, despite increasing attention to emergency accommodation and social housing, transitional housing remains underdeveloped within South Africa's housing framework. Findings from the study will inform future advocacy and contribute to discussions around the revision of the National Housing Code.

Most Significant Change:

Bellville South Develops a Shared Vision for the Future

The completion of the Bellville South Neighbourhood Strategy represents one of the most significant achievements of the Inclusive Neighbourhoods Programme. More than a planning document, the strategy reflects a process through which residents developed the knowledge, confidence and collective vision needed to shape the future of their neighbourhood.

Through **participatory mapping, community engagement and collaborative planning**, residents moved beyond responding to immediate challenges and began identifying long-term opportunities for neighbourhood development. **The strategy has already been recognised by stakeholders, including officials from the City of Cape Town and the Western Cape Provincial Government, as a credible contribution to local planning processes and a valuable source of locally generated knowledge.**

One task team member described the process as restoring the “dignity of vision” - enabling the community to move from being passive recipients of development to active agents shaping their own future.

Another reflected that the strategy was not a “DAG thing” but a “Bellville South plan”, highlighting the extent of community ownership that emerged through the process.

These reflections capture the essence of the Inclusive Neighbourhoods Programme. By combining community knowledge, technical support and participatory planning, the programme has helped residents move beyond consultation towards meaningful influence over the development trajectories of their neighbourhoods. In doing so, it contributes to more inclusive, democratic and socially just urban development.



Pictured above: DAG Project Officer, Sharon Ho, presenting parts of the Bellville South Neighbourhood Strategy to community members.

Urban Land for Inclusive Cities

Urban land remains one of the **most important levers for addressing spatial inequality and enabling more inclusive, well-functioning cities.**

Access to well-located land shapes access to housing, employment, services and opportunities, while decisions about land use and development have long-term implications for urban form and social inclusion.

DAG's Land for Inclusive Cities Programme seeks to ensure that land is used more effectively to support affordable housing, spatial transformation and inclusive urban development. Building on the momentum of previous years, the programme's work in 2025 focused on deepening the institutionalisation of Land Value Capture (LVC) within municipal systems. In a context of growing fiscal constraints, infrastructure backlogs and persistent inequality, LVC offers a **practical mechanism for capturing value generated through public investment, planning decisions and development rights, and redirecting that value towards broader public benefit.** Through partnerships, technical support, research and peer learning, the programme continued to support municipalities to move from policy exploration towards implementation and practice.



Pictured above: Tailored technical support session with officials from the City of Tshwane on Land Packaging and Preparation conducted in partnership with the Centre for Public Real Estate.

Advancing Land Value Capture in South African Cities

The National Land Value Capture Programme, implemented in partnership with the National Treasury's Cities Support Programme and the Lincoln Institute of Land Policy, continued to scale its reach and impact during 2025. By the end of the year, **four metropolitan municipalities and two intermediary cities were actively progressing towards the adoption and implementation of LVC instruments.** Through technical assistance, peer learning and applied research, the programme engaged **491 officials**, built environment practitioners and civil society actors.

A defining feature of the programme has been the shift from raising awareness and sharing knowledge to institutionalisation. Across participating cities, municipalities are increasingly integrating LVC tools into planning, land management and development processes. More **systematic land release approaches are emerging, inclusionary housing policies are moving into implementation and refinement, and cities are beginning to explore innovative financing mechanisms linked to infrastructure provision and urban development.** Together, these developments signal a maturing programme that is not only influencing policy discourse, but is **increasingly shaping how cities govern land, structure development and finance urban infrastructure.**

The programme's impact is underpinned by a combination of approaches including peer learning, embedded technical support, evidence-based research and capacity building. Trusted communities of practice have enabled municipal officials to share experiences, test ideas and collaborate across institutional boundaries, while DAG's accompaniment model has provided ongoing implementation support to municipal officials as they navigate the practical challenges of introducing new land value capture tools and approaches. A rapid assessment undertaken during 2025 highlighted the programme's **contribution to policy reform, municipal capacity building and institutional change**, while also affirming DAG's role as a **trusted and supportive partner.**



Pictured above: The partners involved in the National Land Value Capture Programme - representatives of DAG, the Cities Support Programme, and the Lincoln Institute of Land Policy.



Pictured above: A tailored technical support session on Land Packaging and Preparation with officials from the City of Cape Town and the Western Cape Provincial Government. This session was facilitated in partnership with the Centre for Public Sector Real Estate (CPRE).



Pictured above: Attendees at the first Metro Peer to Peer Technical Learning Session for 2025.



Pictured above: CPRE's Leila McKenna presenting at the first Metro Peer to Peer Technical Learning Session for 2025 which focused on upskilling officials on the cost of development and adopting standardised land packaging processes.

Land Release for Affordable Housing and Inclusive Urban Development

Alongside its work on Land Value Capture, the programme continued to support municipalities to move beyond ad hoc land release and towards more **systematic, transparent and programmatic approaches to unlocking well-located land for affordable housing and inclusive urban development.**

In partnership with the Centre for Public Sector Real Estate, DAG facilitated technical engagements with officials from the Cities of Cape Town and Tshwane, that focused on land packaging and land preparation processes. Rather than working through theoretical examples, officials applied these approaches to actual municipal land parcels identified for future development, helping to strengthen their understanding of the technical, financial and regulatory considerations that influence land release decisions. Peer learning engagements further created opportunities for municipalities to share experiences and explore how land release can support affordable housing and small-scale rental housing development.

This work has contributed to a **growing shift towards strategic land management, where the state proactively prepares public land to deliver inclusive urban development outcomes.** It has also strengthened coordination across municipal departments, helping to address one of the key institutional barriers to effective land release.



Pictured above: An in-person Inclusionary Zoning Peer to Peer Learning session hosted in Stellenbosch to onboard new intermediary cities into the space.



Pictured above: Attendees at the second Metro Peer to Peer Technical Learning Session for 2025 which focused on Municipal Land Release for Small Scale Rental Housing.



Pictured above: An affordable housing development in the City of Johannesburg.

Inclusionary Housing and Planning Reform

Inclusionary housing continues to emerge as one of the most effective and scalable Land Value Capture tools available to municipalities. By leveraging private development to deliver affordable housing opportunities in well-located areas, inclusionary housing offers a practical mechanism for securing broader public benefit from urban growth.

During 2025, DAG supported municipalities through peer learning and targeted technical support on inclusionary housing. These engagements contributed to growing momentum around inclusionary housing across metropolitan and intermediate cities, while creating opportunities for municipalities at different stages of the inclusionary housing policy development and implementation process to learn from one another.

The results of this work are increasingly visible. **Johannesburg has approved more than 24,000 inclusionary housing units** since adopting its policy, while **Stellenbosch has approved more than 900 units** and has moved into implementation. Growing interest in Cape Town, Tshwane, George and Mossel Bay further reflects the increasing uptake of inclusionary housing as a tool for promoting more inclusive urban growth.



Pictured above: Dialogue on the potential of using Special Rating Areas to Finance Capital Infrastructure with industry experts and LILP partners.

Expanding the Land Value Capture Toolkit

As municipalities continue to face fiscal pressure and infrastructure backlogs, the programme expanded its focus to include a broader range of Land Value Capture instruments linked to infrastructure financing and municipal revenue generation. Through webinars, technical engagements and research, municipal officials were introduced to tools such as Development Charges, Tax Increment Financing and Special Rating Areas, strengthening their understanding of the relationship between land, infrastructure and municipal finance.



Pictured above: A mixed use development in Dunkeld, Johannesburg which formed part of the pilot project on Tax Increment Financing in South Africa.

Most Significant Change:

Stellenbosch Moves from Policy to Implementation



Pictured above: Ongoing Inclusionary Zoning development in the Adam Tas Corridor, Stellenbosch.

One of the most significant outcomes of the programme during 2025 was the continued **implementation of the Stellenbosch Municipality's Inclusionary Zoning Policy**. As the first municipality in the Western Cape to adopt such a policy, Stellenbosch has become one of the most advanced examples of Land Value Capture in practice in South Africa.

By 2025, the municipality had approved more than 900 inclusionary housing units across developments in Stellenbosch, Franschhoek and Klipmuts. Importantly, implementation is now underway, with **144 inclusionary housing units completed and occupied** and additional

units under construction. This demonstrates that inclusionary housing can move beyond policy commitments to deliver tangible, well-located affordable housing opportunities.

DAG has supported this process through technical advisory support, peer learning and knowledge sharing since inception, and continues to walk alongside Stellenbosch officials as they implement this policy. During the year, the Stellenbosch Dialogue on Inclusionary Zoning brought together political leaders, municipal officials, practitioners and civil society organisations to reflect on lessons emerging from implementation and to explore opportunities for replication elsewhere.

As more municipalities move towards adopting similar policies, Stellenbosch provides a compelling example of how Land Value Capture can be operationalised to secure public benefit from development while advancing affordable housing, spatial transformation and more inclusive urban development.



Pictured above clockwise from left: The Executive Mayor of Stellenbosch Municipality presenting an opening speech at the Stellenbosch Inclusionary Zoning Dialogue hosted by the LVC programme in partnership with Stellenbosch Municipality. A panel discussion at the Stellenbosch Dialogue consisting of representatives from Johannesburg, Stellenbosch, UFS and LILP.



Pictured above clockwise from top left: Completed and ongoing Inclusionary Zoning developments in the Adam Tas Corridor, Stellenbosch.

DAG as a Learning Organisation

DAG recognises that **meaningful and lasting change requires organisations that are able to learn, adapt and respond to changing contexts.** Monitoring, evaluation and learning (MEL) therefore remain central to strengthening programme effectiveness, accountability and organisational impact.

Throughout 2025, staff participated in Quarterly Impact Assessments, Mid-Year Reviews and strategic planning processes that created opportunities for reflection, learning and adaptation. These engagements enabled teams to assess progress, identify challenges and refine programme approaches in response to changing circumstances and emerging opportunities.

Particular emphasis was placed on strengthening outcomes reporting and documenting evidence of change. Through programme reviews, Most Significant Change stories and organisational reflection processes, teams were better able to understand and articulate how their work contributes to broader outcomes relating to housing, land, active citizenry and inclusive urban development.

Together, these processes reinforced **a culture of learning, collaboration and continuous improvement, ensuring that DAG remains responsive to community needs while strengthening its contribution to more inclusive, equitable and resilient cities.**



Communicating for Impact

Communication plays a critical role in DAG's efforts to advance more inclusive, equitable and resilient cities. **By sharing knowledge, amplifying community voices and contributing to public debate, the organisation seeks to influence policy and practice while strengthening public understanding of housing, land and urban development issues.**

During 2025, DAG continued to strengthen its visibility and reach through media engagement, digital communications, publications and knowledge-sharing initiatives. The organisation disseminated information on community-led development processes, policy developments, research findings and learning opportunities, ensuring that stakeholders across government, civil society, academia and communities could engage with and benefit from its work.

A key focus during the year was making complex urban development issues more accessible. Through publications, social media content, learning exchanges and public engagement platforms,

DAG translated technical information into practical knowledge that supports participation, advocacy and informed decision-making.

This included sharing insights on affordable housing, land governance, inclusionary housing, informal settlement upgrading and active citizenry.

The organisation also strengthened its communications practice through an internal reflection on DAG's identity, role and voice. This process helped build greater consistency in how the organisation communicates its values, work and impact, while reinforcing its position as a **trusted partner, knowledge resource and advocate for inclusive urban development.**





By connecting evidence, learning and storytelling, DAG continues to strengthen its influence, broaden participation and contribute to more informed and inclusive conversations about the future of South Africa's cities.



Finance

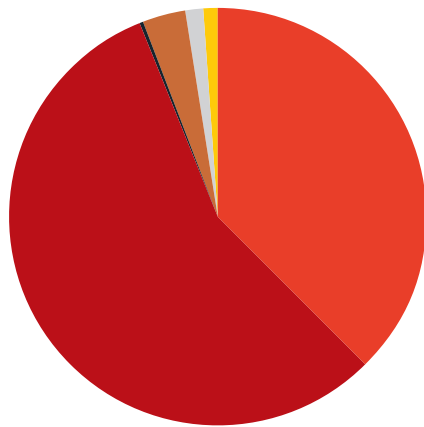
Statement of Financial Performance (for the year ended 31 December 2025)		
Figures in Rand	2025	2024
Revenue and other Income		
Consulting income	6 403 868	6 013 372
Dividends received	49 964	240 260
Donations received	5 800	17 842
Interest received	559 337	650 954
Other revenue	203 491	159 645
Rental income	194 400	219 400
	7 416 860	7 301 473
Grants		
Brot für die Welt (Bread for the World)	3 205 163	3 720 972
Misereor	2 482 720	1 809 929
Comic Relief	533 979	833 521
Federated Employers' Mutual Assurance Company (FEM)	2 308 108	2 500 000
Raith Foundation	1 041 667	1 066 667
	9 571 637	9 931 090
Total Income	16 988 497	17 232 563
Unrealised fair gain on Ditikeni Shares	10 847	38 591
Total Expenses	(16 737 329)	(16 667 164)
Surplus before Tax	262 015	603 990
Finance Costs	(5)	(15 347)
Income Tax	(806)	0
Surplus for the Year	261 205	588 643

Statement of Financial Performance

(for the year ended 31 December 2025)

Figures in Rand	2025	2024
Administrative Expenses		
Auditors remuneration	(154 956)	(139 150)
Bank charges	(40 492)	(41 063)
Computer expenses	(263 596)	(337 750)
Telephone and fax	(49 068)	(32 365)
	(508 112)	(550 328)
Operating Expenses		
Consultants fees	(2 189 068)	(2 437 772)
Course venue and catering	(316 832)	(284 516)
Depreciation, amortisation and impairments	(103 822)	(130 589)
Electricity and water	(64 828)	(81 541)
Employee costs	(9 883 393)	(10 474 938)
Entertainment and gifts	(6 268)	(5 173)
Equipment hire	(123 173)	(96 011)
Human resource management	(59 573)	(33 966)
Insurance	(99 306)	(89 870)
Maintenance	(86 441)	(136 395)
Materials development	(208 073)	(49 705)
Meetings	(93 973)	(86 063)
Office expenses	(23 251)	(28 576)
Postage and courier	(489)	(2 222)
Printing and stationery	(195 249)	(168 523)
Publicity and marketing	(44 693)	(26 661)
Rates	(12 552)	(10 162)
Resources	(421 605)	(388 935)
Seminars and venue	(953 128)	(547 708)
Software expenses	(12 571)	(17 656)
Travel - local and national	(1 330 927)	(998 426)
Travel - overseas	-	(21 428)
	(16 229 216)	(16 116 836)
Unrealised Fair Value Gain on Ditikeni Shares	10 847	38 591
Surplus from operating activities	262 016	588 643
Finance Costs	(5)	(15 347)
Income Tax	(806)	-
Surplus for the Year	261 205	588 643

Statement of Financial Position		
(as at 31 December 2025)		
Figures in Rand	2025	2024
Non-current Assets		
Property, plant and equipment	9 156 911	9 165 420
Investments	1 781 148	1 770 301
	10 938 059	10 935 721
Current Assets		
Trade and other receivables	1 324 073	614 386
Cash and cash equivalents	9 517 081	10 401 516
	10 841 154	11 015 902
Total Assets	21 779 213	21 951 623
Accumulated Funds and Liabilities		
Reserves and Accumulated Funds		
Accumulated funds	9 733 827	9 483 469
Reserves	9 767 482	9 756 635
	19 501 309	19 240 104
Liabilities		
Annual leave provision	436 197	443 579
Trade and other payables	125 046	509 508
Current tax liabilities	59 238	58 432
Deferred income	1 657 423	1 700 000
	2 277 904	2 711 519
Total Reserves and Liabilities	21 779 213	21 951 623



Revenue and other income 2025

● Consulting income	37,7 %	6 403 868
● Funding income	56,3 %	9 571 637
● Dividends received	0,3 %	49 964
● Donations received	0,0 %	5 800
● Interest received	3,3 %	559 337
● Other revenue	1,2 %	203 491
● Rental income	1,1 %	194 400
		16 988 497

Abbreviations and Acronyms

ACTC Active Citizens Training Course	EIA Environmental Impact Assessment	NPO Non-profit Organisation	URERU Urban Real Estate Research Unit
AGM Annual General Meeting	GNU Government of National Unity	PHP People’s Housing Process	WCDoHS Western Cape Department of Human Settlements
BYM Backyard Matters	IBP-SA International Budget Partnership South Africa	PRASA Passenger Rail Agency of South Africa	WCPDF Western Cape Property Development Forum
C3 City of Cape Town Customer Service and Fault Reporting System	ICLT International Centre for Community Land Trusts	PRMC Public Relations, Media and Communications	WUF World Urban Forum
CBO Community-Based Organisation	ISSP Informal Settlements Support Programme	RtBI Right to Build Initiative	
CCC Cape Crisis Committee	LiLP Lincoln Institute of Land Policy	SANTACO South African National Taxi Council	
CDA Contractor and Developer Academy	LVC Land Value Capture	SERI Socio-Economic Rights Institute of South Africa	
CF Community Facilitator	MBA Masters Builders Association	SRM Salt River Market	
CIDB Construction Industry Development Board	MEL Monitoring, Evaluation and Learning	TDCF Township Development Charge Fund	
CoCT City of Cape Town	MoU Memorandum of Understanding	TDF Township Developers Forum	
DAG Development Action Group	MPBL Municipal Planning By-law	UN-Habitat United Nations Human Settlements Programme	
DoHS Department of Human Settlements			

Glossary of Terms

Active Citizenry

The ability of residents and communities to participate meaningfully in decisions, processes and institutions that affect their lives, neighbourhoods and cities.

Active Citizens Training Course (ACTC)

DAG's leadership and civic education programme that equips community leaders, activists and civil society representatives with the knowledge and skills required to engage effectively in governance, planning and development processes.

Affordable Housing

Housing that is financially accessible to low- and moderate-income households and does not place undue pressure on household income.

Asivikelane Campaign

A community-led initiative that supports informal settlement residents to monitor, report and advocate for improved access to basic municipal services, while strengthening accountability and collaborative governance.

Asivikelane Repairs and Maintenance Hub

A multi-stakeholder platform that brings together residents, municipalities, civil society organisations and other stakeholders to collaboratively address the repair and maintenance of basic services in informal settlements.

Backyard Rental Housing

Rental accommodation provided in secondary structures located on residential properties, often offering an important source of affordable housing within established neighbourhoods.

Capacity Building

The process of strengthening the knowledge, skills, systems and resources of individuals, organisations and institutions to improve their effectiveness and sustainability.

Civic Action Hub

DAG's programme focused on strengthening active citizenry, civic leadership, collective action and public participation through training, socio-technical support, advocacy and dialogue.

Collaborative Governance

An approach to governance that promotes cooperation and shared decision-making between communities, government, civil society and other stakeholders.

Community-Based Organisation (CBO)

A locally rooted organisation formed and led by community members to address issues affecting their neighbourhood or constituency.

Community-Led Development

A development approach that places communities at the centre of identifying priorities, planning interventions and implementing solutions.

Community-Led Service Delivery

Approaches that recognise residents as active partners in maintaining, monitoring and improving public services rather than passive recipients.

Community Plumbers

Residents trained and supported through the Asivikelane programme to undertake minor repairs and maintenance of water and sanitation infrastructure in informal settlements.

Contractor and Developer Academy (CDA)

DAG's programme that provides training, mentorship, technical support and advocacy for emerging contractors and small-scale property developers working in the affordable housing sector.

Development Charges

Fees charged by municipalities to developers to contribute towards the cost of infrastructure required to support new developments.

Evidence-Based Advocacy

Advocacy that uses research, data and community-generated evidence to inform policy engagement and decision-making.

Human Settlements White Paper

A national policy framework that guides South Africa's approach to housing and human settlements development.

Inclusionary Housing

A planning tool that requires or incentivise private residential developments to include a proportion of affordable housing units.

Inclusionary Zoning

A land-use planning mechanism that incorporates affordable housing requirements into development approvals and planning frameworks.

Informal Settlement

A residential area where residents occupy land without formal tenure and where housing and services often do not comply with formal planning and building regulations.

Land Release

The process of making publicly owned land available for development, including affordable housing and community facilities.

Land Value Capture (LVC)

A set of public policy tools that enable government to recover and reinvest a portion of the increase in land value created through public investment, planning decisions or infrastructure provision.

Local Economic Development

Initiatives that support economic activity, employment creation and livelihood opportunities within communities and neighbourhoods.

Neighbourhood Strategy

A community-informed framework that identifies local priorities, challenges and development opportunities to guide future planning and investment.

Participatory Governance

Governance processes that actively involve residents and stakeholders in planning, decision-making and implementation.

Peer Learning

A process through which individuals, organisations or institutions share experiences, knowledge and lessons to strengthen practice and innovation.

People-Led Housing Solutions

Housing approaches that support residents, communities, contractors and small-scale developers to play a direct role in housing delivery and improvement.

Resilient Cities

Cities that are able to withstand, adapt to and recover from social, economic, environmental and governance challenges while maintaining the wellbeing of residents.

Shared Leadership

An organisational approach that distributes leadership responsibilities across a team rather than concentrating authority in a single individual.

Small-Scale Rental Housing

Affordable rental accommodation typically delivered by homeowner landlords and small-scale property developers, often within townships and established residential neighbourhoods.

Socio-Technical Support

Support that combines social facilitation, community organising and technical expertise to assist communities in addressing development challenges.

Spatial Justice

The fair and equitable distribution of resources, opportunities, services and infrastructure across urban space, addressing historical and contemporary inequalities.

Spatial Transformation

The process of changing exclusionary spatial patterns to create more inclusive, integrated and equitable cities.

Tenure Security

The degree of confidence that individuals or households can continue to occupy land or housing without fear of eviction or displacement.

Urban Dialogue

A structured platform that brings together communities, government, practitioners, researchers and civil society organisations to discuss urban challenges and develop shared responses.

Urban Governance

The systems, institutions and processes through which cities are planned, managed and governed.

Urban Land for Inclusive Cities

DAG's programme focused on land governance, land value capture, public land release and inclusionary housing as mechanisms for creating more inclusive urban development outcomes.



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