

afesis-corplan

Promoting active citizenship and good governance

company profile



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origins of afesis-corplan

The Afesis Trust was established in 1983 (Aphesis is a Greek word meaning liberation). Corplan (short for Community Research and Planning) was established as a project under the Afesis Trust in 1991. In 1992 the trust changed its name to **Afesis-corplan** to symbolise a shift from being a Trust to becoming an NGO that resisted apartheid to one that promotes and supports community development. **Afesis-corplan** was registered as a non-profit section 21 company in 1999.

Afesis-corplan developed with a purpose of working towards the realization of a participatory democracy, where citizen participation in governance would be entrenched at the lowest spheres of government. To date, **Afesis-corplan** continues to work towards deepening participatory democracy and the realization of good governance. Our present focus to strengthen efforts to support citizens to better engage with the state is in line with the founding values of the organization.



context in which we operate

Afesis-corplan, geographically located within the Eastern Cape Province of South Africa operates in an environment which is characterised by persistent inequality, poverty and unemployment (particularly of the youth). The Eastern Cape has the highest levels of poverty, underdeveloped infrastructure and unemployment. In addition most of its population is densely concentrated in rural, peri-urban and informal settlements.

Within this environment, **Afesis-corplan's** main business is supporting communities, community groupings and citizens to effectively engage with the state. The aim is to support citizens to actively unlock

and enhance the state's potential to deliver responsive services and targeted development initiatives through our developed and tested participatory methods. Our main activities include providing technical support on land and settlement issues and physical development projects; capacity building and training in institutional development and various technical fields; and research and information dissemination relating to local governance and settlement development. **Afesis-corplan** believes that Good governance does not just "happen"; it requires an active citizenry that is able to engage meaningfully with the State.



about afesis-corplan

Afesis-corplan is a vibrant, dynamic development NGO situated in East London that is well recognised as a pioneer in the areas of deepening participatory democracy and good local governance, community development and alternative settlement development approaches.

Our vision is of a self-reliant society in which people have equitable access to resources and institutions are an expression of

people's needs and aspirations.

Our mission is to empower communities of the Eastern Cape and beyond, by promoting active citizenship and good governance through participatory methods, policy-driven research and dialogue aimed at promoting access to land for sustainable human settlements, local economic development and good governance.



about afesis-corplan

VALUES AND PRINCIPLES

Our mission and vision is based on the following values:

- Equality
- Democracy
- Transparency and accountability
- Honesty and fairness
- Efficiency and effectiveness

Within the course of our work we are committed to the following principles:

- Poverty reduction
- Environmental sustainability
- HIV and Aids reduction
- Gender equality

TEAM CULTURE STATEMENT

Our team vision is one where we are dedicated and committed - in a respectful, supportive, empowering and dignified manner to provide excellent work that sustainably achieves our organizational guiding statements.'



our theory of change

Afesis-corplan's work is targeted at achieving change in the following areas:

- Change in mindsets
- Change in behaviour, and
- Change in policies

All these changes collectively contribute to a change in living conditions of poor people and the reduction of inequality.

The table below is a summary of our theory of change:

SHORT - MEDIUM TERM IMPACT	MEDIUM - LONG TERM IMPACT	LONG-TERM IMPACT
<p>Change mindsets and behaviour from one where communities believe they are unable to affect and change in their living conditions and wait for government to do things for them, to mindsets and behaviour where communities appreciate the power they have in coming together with likeminded people and engaging government to influence and implement policy decisions in support of their needs and aspirations</p>	<p>Change policies from those that only encourage tick box participation legislative requirements to policies that support meaningful community participation and accountability in government decision making and implementation processes</p>	<p>Change conditions from people living in informal and overcrowded conditions far from opportunities to living in mixed neighbourhoods close to opportunities</p>

why we do what we do

- Citizens are empowered to participate meaningfully in decision-making;
- Citizens use other less destructive means to raise their demands and concerns;
- There is less corruption as demand for accountability increases;
- Development interventions better target citizen needs;
- Tenure security improves and citizens improve their living conditions;
- Government accountability increases and service delivery improves; and
- Investor confidence improves and business opportunities increase.



examples of our work

COOPERATIVE HOUSING

A new concept in low-cost housing development, **Afesis-corplan** is one of only a handful of organisations that piloted the concept. Afesis-corplan led the development of the first cooperative housing model in South Africa, in partnership with the Buffalo City Municipality and the then Department of Housing, in Amalinda between 1998 and 2008.

MANAGED LAND SETTLEMENT

Managed Land Settlement (MLS) is a new concept coined by **Afesis-corplan** which has now found its way into government policy. MLS is about government making land available for low-income households to settle in a structured, guided and systemic manner where tenure security is guaranteed through occupation certificates. Over time, government improves the settlement through delivery of bulk services in an incremental manner while citizens are supported to apply for housing subsidy. This then gives people access to land in the first instance as they wait for the provision

of a house. It is a shift away from both the current subsidy housing delivery model and the proposed models to informal settlement upgrading.

GOOD GOVERNANCE SURVEYS

A key gap in local government has been a focus on measuring impact through customer satisfaction with services rendered and not measuring the institution's performance in good governance. Good governance measures eight key indicators developed by the United Nations and others, and had been widely accepted by many countries including South Africa. It interrogates institutional performance at various levels linking it to the Constitutional mandate given to such an institution and that given through other legislation. In partnership with a number of district municipalities across the country, **Afesis-corplan** developed and piloted the first Good Governance Surveys. A handbook was also developed to assist municipal officials and others to conduct Good Governance Surveys.

examples of our work

PARTICIPATORY MONITORING

Using various tools including social audits, participatory budgeting and others, the organisation has and continues to support citizens to participate in monitoring services rendered by government or its appointed service providers.

LEARNING AND REFLECTION

Afesis-corplan is a learning organisation. This means that it deliberately facilitates

learning by drawing lessons derived from its work and that of others, infuse this into its work and continuously reflect on the work it undertakes. Over the years, the organisation has created platforms to share the lessons derived from its work and continues to do so. Platforms are also created to engage the public and the organisation's partners on the products developed, tools tested and the lessons disseminated.



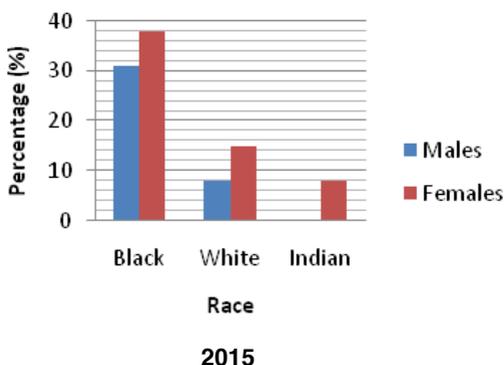
afesis-corplan staff

Afesis-corplan is governed by a Board of Directors and an Executive Director who is assisted by a management committee comprising of the Programmes Manager the Finance Manager and the Land and Housing Specialist. Skilled human resources in the required fields are contracted as per need. Programme staff

members are supported in their work by the Administration/Finance and the Knowledge management unit.

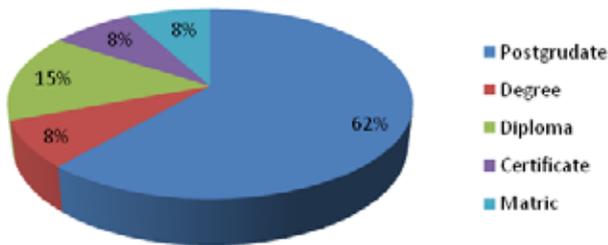
The diagram below is an overview of the current staff complement. The figures are based on 12 staff members (2015).

Staff Gender/Race Composition



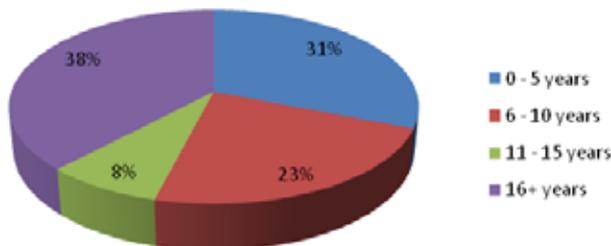
afesis-corplan staff

Qualifications



2015

Level of Experience in Years



2015

resource mobilisation

Afesis-corplan has adopted a diverse fundraising strategy including implementing cost saving measures, exploring diverse funding sources and being creative in investments.

DONOR PARTNERS

Afesis-corplan works with a number of national and international funding organisations in support of its project activities. Our current funders (2016) include Ford Foundation, Raith Foundation, Open Society Foundation (SA), Multi Agency Grants Initiative, Foundation for Human Rights, European Union and National Lotteries Commission. The organisation operates an annual

budget of R5-million and undertakes annual audits of its project expenditure.

CONTRACT ASSIGNMENTS

This initiative aims to increase the financial sustainability of **Afesis-corplan** through income-generating activities and to utilise the capacity within the organisation by competing for work on the same par as all other private development consultancy firms. The main objective is to increase revenue while utilising to the optimum potential the capacity of the project personnel. **Afesis-corplan** is registered as a service provider in the databases of about 70% of the local municipalities within the Eastern Cape.



To find out more about our organisation and latest happenings we invite you to visit the Afesis-corplan website at

www.afesis.org.za

Our annual reports as well as strategic plan handbook (2015-2016), brochures and reports are also available electronically to download.

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