

**Proposal for a Community Facilitation Programme  
to support the City of Cape Town  
Informal Settlement Upgrading Programme in Monwabisi Park**

**July 9, 2009**

**Proposal:** The Shaster Foundation proposes to design and operate a Community Facilitation Programme in support of the City of Cape Town's new Informal Settlement Upgrading Program (ISUP) in Monwabisi Park (MWP). The proposal is designed in light of our understanding of the goals, objectives, timeframes and budget of the ISUP and how ISUP community facilitation needs can be met by building upon ongoing activities of the Shaster Foundation and Worcester Polytechnic Institute (WPI). This proposal is one of several anticipated in our initial "Proposal for Collaboration", dated July 7, 2009, that briefly described a range of ISUP services Shaster is prepared to provide through its extensive network of community and professional collaborators already working toward sustainable community development in Monwabisi Park through the Indlovu Project.

**Why a Community Facilitation "Programme"?** We applaud the commitment to strong and meaningful community engagement reflected in the ISUP planning and practiced in VPUU methodology. We also strongly support the ISUP understanding of settlement "upgrading" as a process fundamentally about creating *sustainable communities*. Infrastructure – housing, water and sanitation, roads, electricity, public facilities, etc. – are *means* rather than *ends* to development. Community facilitation is thus not only, or even primarily, about assuring that the community is consulted about infrastructural development, but rather about establishing processes through which the community can itself create meaningful, ongoing change, with the assistance and collaboration of the city and others. Facilitation is thus about **Communication and Creation** – the exchange of ideas and information among and between community, city and other interested parties, leading to the creation of viable strategies for fulfillment of local needs and aspirations. Facilitation is required throughout several overlapping, recursive phases of upgrading:

1. Visioning - establishing goals and objectives for community development;
2. Resourcing – identifying and recruiting human and other resources within and outside the community to contribute toward development goals;
3. Researching and innovating – borrowing or inventing ways to realize goals and objectives;
4. Planning and negotiating – prioritizing, selecting methods, and creating plans for reaching objectives given available resources;
5. Acting – implementing programs, building facilities, etc.;
6. Monitoring and evaluating – documenting and assessing the impact of interventions from the perspective and for the benefit of various parties (e.g., community members and city personnel).

**Background:** The proposed community facilitation services build upon the core strategies and competencies underpinning the Indlovu Project. Since 2005, when the Shaster Foundation was invited by the MWP C Section street committee to work on community issues, the Indlovu Project has devised and grown through formal and informal modes of cooperative planning, decision-making, and program implementation. The Project has been community driven – needs and priorities have been set by the community, and all activities are supervised by local leader and Indlovu Project Manager Buyiswa Tonono. Shaster Foundation CEO Dianne Womersley has introduced insights and strategies for sustainable community development and secured external resources, including funding and project supporters. The Project has created an innovative collaborative network linking community members and leaders with funders, professionals (engineers, architects, builders, teachers), area businesses, volunteers, etc. Vital community programs have been created (youth centre, crèche, soup kitchen, health clinic, etc.) and run by a staff of a dozen local MWP Shaster employees, and housed in facilities built largely by community members. In 2007, Shaster partnered with WPI to plan the scaling up of the Indlovu Project

across MWP, which has involved new forms of community engagement and brought the VPUU and other city agencies into the planning process as sponsors of student research projects. The following programme elements and services reflect successful practices and working relationships of the Indlovu Project, as well as VPUU methodologies and best practices identified by WPI. Other programme elements are frankly experiments that we think are worth trying. Some of these approaches are documented in the 2008 WPI report, *Envisioning Endlovini: Options for Redevelopment in Monwabisi Park*.

**Proposed Services, Facilities, and Staffing:** Through its strategic partnership with WPI and others and in close consultation with the City, Shaster proposes to provide the following services:

- **The Indlovu Centre for Cooperative Community Development:** This facility will be the entry point for ISUP collaboration among community members, the city, contractors, media, and other interested parties. Temporary facilities are available immediately, and new and more fully functional facilities can be available within a few months to support:
  - Office – a secure, flexible workspace equipped to accommodate community facilitation staff and city personnel in MWP, and to serve as the first point of public interface;
  - Meeting rooms – multi-purpose spaces to include one large meeting hall;
  - Community drop-in centre: a central location for citizens to obtain information and express views about redevelopment;
  - Welcome centre – a focal point for local and international volunteers, media, NGOs, academics, tourists and others interested in learning about, and contributing to, sustainable township development. The Indlovu Project already serves this function.
- **Public Engagement Activities** – Our vision of public engagement goes well beyond information exchange to include interaction between community members and leaders through all phases of redevelopment, from visioning to monitoring and evaluation. Public engagement activities include everything from interviews with residents and local leaders, to community modeling and mapping sessions, to site planning and building design exercises, to support of homeowner groups following new housing development, and activities such as those described below.
- **Community Data Service** – Shaster will expand upon information-gathering techniques developed with WPI and informed by VPUU methodologies (e.g., surveys, interviews, focus groups), and add to data included in the WPI 2008 report documenting “existing conditions” in MWP regarding demographics, business activities, local skills database, livelihood strategies and household economic profiles, public safety, infrastructure/utilities status, etc. Methodologies routinely involve community “co-researchers” trained in data collection and computer input, and aim to collect both objective data and the subjective views of residents about key issues.
- **Consultation and facilitation of local governance structures** – Shaster works with local street committees and MWP organizations to set Indlovu Project priorities and develop implementation strategies, and our Project Manager, as a recognized community leader, is already serving as an informal conduit of information between Sancos and other MWP groups regarding VPUU/ISUP plans. We also help create new forums (e.g., for crèche operators, the elderly, youth) and propose to expand these activities to create a network of groups that can strengthen social solidarity and contribute to planning and implementing community improvement programs.
- **TV Endlovini** – In 2008, we started a community-based, video and digital photography documentary service through which MWP residents can discuss critical community concerns, document events and record viewpoints. We see this capability growing to encompass informational videos (e.g., information from City planners, educational training about construction techniques), cultural expression, and possibly contractual services (e.g., videotaping agreements reached between residents, Shaster and potentially others regarding terms of land tenure and housing transactions, augmenting written agreements that may not be fully understandable to residents). We also suggest that TV Indlovini create short educational pieces --

“What MWP visitors should know” – in order for external parties to work effectively with the community.

- **Website communications:** Shaster and WPI will extend their existing websites to fully document redevelopment activities and share lessons learned with multiple audiences.
- **Technical capabilities:** Through alliances with WPI, local academic institutions, and our professional network, we can bring technical capabilities to planning, managing and assessing redevelopment activities, including GIS mapping and computer-assisted design, digital photography and video, and web-based multi-media, all of which facilitate community-city collaboration.

**Staffing:** In order to meet the twin ISUP goals of rapid implementation and meaningful community involvement, we believe a staff of six or more will be needed. Shaster will work with City ISUP personnel to identify appropriate training and support for staff members, all of whom will be recruited from Monwabisi Park. We propose to provide:

- Community Facilitation Manager (1), responsible for providing programme leadership and staff management and senior-level coordination between City and local governance structures;
- Admin support staff (2) – basic office clerical and reception support. Two staff will provide a better training and learning environment, and more reliable coverage of office needs.
- Outreach specialists (4) – selected in coordination with street committees from each of MWP’s four sections, these personnel shall serve as researchers in the community data service, coordinate and participate in public engagement activities, serve as guides and interpreters for city personnel and others, act as conduits of information exchange between community and city, and assist in monitoring and evaluation activities. They will work directly with families as small clusters of households are identified for transition to improved housing needed to free space for initial public facilities.
- Shaster’s CEO will oversee the programme and, with the Community Facilitation Manager, provide leadership and coordination with the City, WPI and others.

**Shaster Requirements:** The proposed work will significantly increase Shaster activities, staff, and administrative overhead associated with providing community outreach, and housing the programme will place new requirements on limited public facilities. We expect, however, that the proposed work can be delivered within the ISUP draft budget. WPI will work closely with Shaster and the City to more fully develop and implement these programmes later this year.

As with all our proposals submitted at this initial phase of ISUP development, please accept these ideas as indicative of our capacities and approach to sustainable informal settlement development, and as an opening for discussion, rather than a completed proposal. We welcome your response.

Sincerely,

Dianne Womersley

CEO...

Scott Jiusto, Ph.D.  
Director, Cape Town Project Centre  
Assistant Professor of Geography  
Interdisciplinary and Global Studies  
Worcester Polytechnic Institute  
100 Institute Rd.  
Worcester, MA 01609-2280 USA

(508) 831-5393 tel  
[sjiusto@wpi.edu](mailto:sjiusto@wpi.edu)