



COMMUNITY DEVELOPMENT IN SOCIAL HOUSING

A BEST PRACTICE GUIDE
August 2020

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1 INTRODUCTION

In a number of SHIs in South Africa, community development has become an important function closely linked to the overall social housing programme. In others it plays little or no part at all. Where it is happening, it is making important positive contributions not only to the social housing environment and its tenants, but also to broader neighbourhoods within which social housing is functioning.

This is intended as a best practice guide to help SHIs and other Social Housing stakeholders to better understand Community Development within the context of the Social Housing programme. It helps those using it to do the following:

- Understand what is Community Development and the differences and overlaps between Community Development and Tenant Engagement
- What are the regulatory requirements for Community Development by Social Housing Landlords (SHLs)?
- Why running Community Development Programme is important for an SHL
- The Purpose of Community Development in Social Housing
- What projects activities are involved in Social Housing
- How does a SHL prioritise what CD projects it will run.
- How does an SHL structure its CD Programme
- How does and SHL finance its Community Development work
- How does an SHL Monitor the progress and impact of this work

2 INTENT OF THE GUIDE

The Guide is intended to help Social Housing Landlords (SHLs) not presently formally engaging in community development to understand why they should and how they can go about it. It can also help those already undertaking community development activities to further develop their initiatives by learning what others are doing.

3 STRUCTURING OF THE GUIDE

The Guide is organized to deal with each of the themes outlined in Introduction. In doing so it examines more details on the content of these themes and then provides boxes which highlight the following where appropriate:

- Examples
- Reflections

4 COMMUNITY DEVELOPMENT & SOCIAL HOUSING LEGISLATION & REGULATIONS

'Community Development' is not specifically mentioned either in South Africa's social housing legislation or its regulations. However, both make clear the social housing institution's responsibility for the development of the broader areas in which they function.

The general principles of the Social Housing Act include to;

2(1)

(g) facilitate the involvement of residents and key stakeholders through consultation, information sharing, education, training and skills transfer, thereby empowering residents,

it further states that the programme should;

(i) promote-

(iii) the establishment, development and maintenance of socially and economically viable communities to ensure the elimination and preventions of slums and slum conditions and

(vii) the expression of cultural identity and diversity in social housing developments

The Act further prescribes that;

14.(1) Social Housing Institutions must-

(c) promote the creation of quality living environments for low income residents;

In addition, the qualifying criteria for SHI accreditation in the SH Regulations includes that accredited SHI's must have;

7(l) tenant/ membership consultation and empowerment programme that addresses an approach to consult with tenants/memberships to give them the opportunity to influence the development and management strategy and to provide appropriate training to tenants/membership to sustain tenancies/memberships and build capacity to be more effectively involved;

7(n) a community engagement and neighbourhood involvement plan in place.

The details of such a plan are not specified. However, it does imply the necessity for broader involvement of its tenants but also linkage to the surrounding neighbourhood. However, there are presently no performance indicators attached to this function and SHIs do not have to report about their community development activities.

It is clear that the intention of the programme is aimed at addressing the lack of social integration and vulnerability (both economic and social) of the low to middle income tenants by empowering these tenants to become active citizens and to improve their life situation. SHI's addresses

this both through its 'tenant engagement' and its 'community development' initiatives and programmes.

In summary 'tenant engagement' is a core activity for SHIs under the Social Housing Legislation and Regulations but 'community development' activities while not essential is a very important function to assist SHIs to enhance their positive impact on key social developmental objectives and helping to protect their risk as businesses.

5 WHAT IS COMMUNITY DEVELOPMENT IN SOCIAL HOUSING?

The core functions of social housing are the efficient and effective management of rental housing stock for the long-term benefit of existing and future tenants and the engagement of tenants in assisting to do this.

Within its core functions social housing is responsible for the engagement and the involvement of its tenants in this. However, a SHI does not have core responsibility to initiate activities that enhance the general quality of the lives of its tenants or the surrounding neighbourhood, beyond the provision and management of quality and affordable rental housing service in which they engage and empower tenants in its provision.

There is another perspective that argues that social housing has additional responsibility to proactively engage in organised activities beyond housing provision, activities that help enhance the quality of life of its tenants and in the neighbourhoods surrounding the projects. This approach, to a certain extent, considers that the quality of a social housing service is dependent in part on the quality of the neighbourhood in which it is situated.

'Social Housing is more than building and managing houses and apartments. SHIs distinguish themselves from private landlords not only by offering an affordable product but also by building communities.'
(quote from participant in NASHO 'SH and Community Development Workshop')

Where this second perspective prevails it requires that the SHI pro-actively undertakes the planning and implementation of such community activities while also concentrating on its core housing development and management functions. Where an SHI decides to follow this route it needs to understand what its community development activities should be and how these interact with its other functions.

'This holistic service is the absolute basis in managing deprived communities. It provides the balance between changing the environment where people live, and developing the people who

live in that environment.' (quote from participant in NASHO 'SH and Community Development Workshop)

5.1 A DEFINITION

Community development in social housing is projects or sets of activities that mobilises tenants, tenant households and people from the surrounding neighbourhoods in collective actions that help to enhance the quality of their lives.

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Community development in social housing is an **organized approach** to involving tenants and people in local neighbourhood in undertaking actions that improves the quality of their lives. In doing so to develop local skills and leadership. The approach involves structured activities and projects through which the engagement happens.

EXAMPLES BOX 1

CHILDRENS HOMEWORK CENTRE

The provision of space and people who can assist children from the SH project and the immediate neighbourhood to come in the afternoon to do their homework under supportive supervision. This involves mentoring from some younger adults in the neighbourhood.

COMMUNITY GARDEN SOCIAL HOUSING PROJECT

The provision of space and resources for the running of communal garden by interested tenants living in a social housing project. The tenants were involved in raising some of the finances for the project and managing not only the growing but also the distribution.

Reflections:

- Does your SHI have a community development programme?
- If so, what is the intention of this programme?
- If not, why has it decided not to run such a programme?

5.2 IS NEIGHBOURHOOD DEVELOPMENT THE SAME AS COMMUNITY DEVELOPMENT?

These terms are often used synonymously and on occasions they are confused one with the other. There is a very close relationship between the two, but they are not exactly the same. Community development

can involve the development of primary target communities that might or might not be existing within a small spatial area. So, it is possible to have community development, for instance, targeted at particular socio-economic groups across a wider geographical area than a neighbourhood.

Neighbourhood development refers to 'community development' activities that target specific local neighbourhoods across a range of issues to improve the quality of lives of different people living in a neighbourhood. So, 'neighbourhood development' is one form of Community Development. It is likely to be the major focus of the community development initiatives of community development undertaken by a SHI.

EXAMPLES BOX
eKhaya Hillbrow Johannesburg

This project was set up by a few SHIs and later joined by a number of private landlords. It was set up to help make the neighbourhood and cleaner and safer space. Over the years it has expanded to include activities for children and management of some local parks.

For more information see: ([insert NASHO resource hyperlink](#))

Reflections:

- In your SHI community development programme which are neighbourhood projects and which are targeted specifically at your tenants?
- Why did you choose these projects?
- If you do not yet have a CD programme identify 2 potential CD projects for your SHI to initiate, one solely for tenants and the other to engage with the surrounding neighbourhood?

5.3 IS THERE A DIFFERENCE BETWEEN A SOCIAL WELFARE AND A COMMUNITY DEVELOPMENT PROGRAMME?

A social welfare programme is usually directed at giving psychological or counselling or support in kind to tenants living on SH projects usually with all the assistance coming from outside sources. This can be through offering counselling services or the provision of food and other practical assistance. This type of action is usually considered as 'welfare' rather than the mobilization of groups to undertake activities that jointly improve their quality of life. However, it is possible that a SH community development programme can provide some such support through mobilizing of tenants and local community.

EXAMPLES BOX
PROVISION OF A FEEDING SCHEME

On a social housing project and in the surrounding neighbourhood there is an identified need for meals from some of the children. If an outside organisation comes in and distributes the food this is essentially a 'welfare' project.

If tenants and people from the local neighbourhood come together to raise the money, organize the procuring and the preparation of the food and organize the distribution, then there is a strong community development component to such a project.

An SHL can initiate and run 'welfare' only projects alongside their responsibility as social landlord, but they need recognition as 'welfare' and not 'community development' projects and the reason for running such programmes must be clear to the SHL and its tenants.

EXAMPLES BOX
Support for Victims of gender-based Violence

A project managed by an SHL that provided counselling and direct support to a person subjected to GBV on the SHL's project.

Reflections:

- Does your SHL run a welfare type programme for tenants?
- If so, what is the purpose?
- If not are there any parts of the tenants' lives that would benefit from such welfare provision?
- If so, who should do it?

5.4 IS COMMUNITY DEVELOPMENT TENANT ENGAGEMENT?

There is often a confusion between Tenant Engagement and Community Development. Some people think that Tenant Engagement is Community Development and therefore miss the potential for running proper community development projects and activities and obtaining the benefits that these offer.

In the section above we gave an explanation of what is Community Development. Here is an explanation of what is **Tenant Engagement**.

This is the activity undertaken by an SHL to ensure that their tenants and perspective tenants can understand the contractual relationship

between themselves as tenants and the SHL as the landlord. But it also provides the means for both parties to communicate to ensure that tenants properly access the SH service and can contribute to improvements in the service of the landlord within the financial and regulatory constraints.

EXAMPLES BOX 2

TENANT EDUCATION AT SIGNING OF LEASE

The provision of tenant education at the time of the signing of the lease.

TENANT INFORMATION FORUMS

Forums where tenants can join representatives from the SHL to discuss the quality of the service provided and deal with any problems.

The provision of clear system of communication between landlord and tenant is a mandatory part of the SHI responsibilities and is partly governed within regulations. The provision of a Community Development service is not mandatory for a SHL.

It is important to stress that there is sometimes an overlap between Tenant Engagement and Community Development and some tenant engagement activities can also achieve some of the intent of Community Development and vice versa.

Reflections

- Do you have a properly formulated tenancy engagement policy and practice?
- How different is it from your community development programme if you have one?
- What can you do to improve your tenant engagement programme?

NB. The rest of this Guide deals with Community Development and Social Housing and not with **Tenancy Engagement** programme. That is contained in a separate Guide which you can access through (put in hyperlink)

6 WHAT IS THE VALUE-ADD OF COMMUNITY DEVELOPMENT IN SOCIAL HOUSING?

TENANTS AND NEIGHBOURHOOD

This is what extra value does the community development work add to the quality of life of the tenant households and the people living in the local neighbourhood over and above the actual provision of the SH service. This

depends upon the intent and targeting of the Community Development programme.

SOCIAL HOUSING BUSINESS

Efficient and effective SHIs calculate that the value of community development is not merely about better communities but also has great practical advantages to their core business, including:

- contributes to tenant retention
- creates conditions to strengthen likelihood of rental payments
- contributes to better tenant behaviour and tenant responsibility for their environment
- reduces vandalism and damage to social housing properties
- enhances customer service and customer perception
- Strengthens the relationship with the surrounding neighbourhood and helps to makes the spaces outside the Social Housing development more safe and secure.

'Investments in affordable housing and community development represents an engine of economic and social wealth. For every rand spent on affordable housing at least 10 are returned to community development in the form of increased equity for job creation, increased independence, stability or more engaged citizens' - Ken Wade

Reflections:

- If you have a Community Development project comment on how it has helped or hindered you in running your Social Housing service?
- If you do not have one how would a Community Development programme assist you in managing your risks as a Social Housing landlord?

7 KEY COMMUNITY DEVELOPMENT ACTIVITIES LINKED TO SOCIAL HOUSING

If you are setting up of a Community Development programme linked to your SHI what are the key activities you can include? Importantly it is necessary that the SHI is clear in what it hopes to achieve with such a programme. This requires a sensitive understanding of the local needs and the resources available. Together these will guide the choice and prioritising of the community development activities in your programme.

DEFINITION BOX

ACTIVITIES:

These are the practical actions carried out to help achieve a particular community development outcome.

PROJECT:

A cluster of activities that organized together achieve a community development objectives and outcomes.

PROGRAMME:

This is the grouping of the CD Projects run by a single SHI that together

7.1 THE ACTIVITIES

An analysis of the existing community development initiatives linked to SHIs shows a range of different targets, outputs and activities. These are often organised into specific projects or programmes to ensure sustainable impact.

In the first instance it is possible to categorise these in accordance with the targeted beneficiary group:

- specifically for tenants of an SHI
- for broader community in which social housing is functioning
- for both

(TARGET – PURPOSE)

From this, it is possible to see the specific targeted group who should benefit from the intervention e.g. youth, elderly, unemployed.

(TARGET - GROUP)

‘Your most important assets are the people living in the stock and the area, not the stock itself, although it sits on your Balance Sheet. Without SHIs will the activity still continue? Still a landlord as bottom line.’

The table below outlines some of the focus areas and types of activities presently run by community development programmes in SHIs in South Africa. **You can insert the details in columns C and D**

FOCUS AREAS	ACTIVITIES	TARGET PURPOSE	TARGETED GROUP
Education	Pre-school activities		
	Education support		
	Adult education		
	Homework sessions		
	Childcare		
	Parenting Support		
Technology	Access to electronic technology		
	Training in electronic technology		
	Radio station		
Neighbourhood Development	Tackling crime and grime		
	Developing social cohesion		

	Adult and children's activities		
	Lobbying		
	Food gardens		
	Material relief		
Economic Development	Employment support		
	Training		
	Small enterprise development		
	Financial services		
Environment	Tree planting		
	Food gardens		
	Recycling		
	Awareness raising		
	Energy saving		
Sport and Recreation	Sports activities		
	Children's holiday clubs		
	Use of common spaces		
Youth work	Education		
	Recreation		
Organisational	Events organising		
	Participatory budgeting		
	Volunteer management		
	Publicity		
Health	Health awareness		
	Support groups		
Social cohesion	Diversity training		
Space provision	Community centres		
	Learning centres		
	Sports fields		
	Meeting rooms		
	External common spaces		

Reflections:

In the table above, highlight the activities in your Community Development programme?

- If your SHI has a Community Development Programme which of these activities are in your CD Programme?
- Why have you decided on these rather than other activities?
- How are these activities organised in a project and what is the project, its objectives and intended outputs?

- What projects make up your Community Development Programme?
- **If you don't have a CD programme yet**, which of these activities would you think are important given the community needs and available resources? What projects would you start as part of your Community Development Programme? Why?

7.2 COMMUNITY DEVELOPMENT IS MORE THAN JUST THE ACTIVITIES

The activities are designed to achieve particular objective (intent) and to result in planned outcomes.

DEFINITION BOX

OBJECTIVE(S)

This is a statement of what you intend to achieve by organizing and resourcing particular activities or groups of activities in a project. You can also have an overall objectives for your CD programme as a whole.

OUTPUTS:

These are the primary or secondary products that are achieved by the activities. Ideally, they should evident practical delivery of the objectives.

IMPACTS:

This is the actual effect that the outputs have on the targeted community and ideally should align with the objectives.

Objectives and therefore ideal outputs and impacts are linked to direct and indirect objectives.

An example is for a homework centre project:

A direct objective

Help improve school performance and keep children away from negative influences on the street.

Indirect Objective

Help volunteers to develop educational support and leadership skills through the running of the project.

Output

A well run 3 hour afternoon session for on Mondays to Thursday with an average of 20 children attending and completing homework under supervision.

Trained volunteers from the local area who organised and ran the sessions and received training and a stipend.

Impact

Twenty children whose school performance improved
6 volunteers with better knowledge, confidence and organising ability 2 of whom used this experience to help obtain employment and 1 able to use stipend to help pay rent.

So some of the projects outputs that are tangible e.g. the well run homework centre projects can have broader outputs which are less tangible e.g. **developing leadership, improving skills, strengthening organisations, developing partnerships**. All these help to ensure the sustainability of community initiatives and that each generates further positive community activity.

Reflections:

In your CD programme which of these other outcomes are you achieving?

Is this an intentional or accidental result of the CD work your SHI is doing? If you do not have a CD programme how will the activities you choose produce some of the outcomes outlined above?

8 HOW IS COMMUNITY DEVELOPMENT STRUCTURED IN RELATIONSHIP TO SOCIAL HOUSING DELIVERY

The organisational form has varied and is largely a consequence of the nature of the activities, the strength of the programmes and the organisational base from which it is initiated. It is also something that does evolve over time. Most initiatives are likely to start within the SHI itself but as they develop their organisational form they might evolve to meet its developing programme. There are three organisational forms of which there are specific examples in South Africa.

8.1 AS A DEPARTMENT OR SECTION OF AN SHI

Here the community development work, while separate from the core social housing functions, is organised within the governance and management structures of the SHI. There is also a strong overlap in roles of the frontline officials and the mixing of community development and social housing core functions. Its greatest potential for success links to decentralised social housing management services.

EXAMPLE BOX

Imizi – Nelson Mandela Bay

Imizi has a unit with a Manager who is responsible for its CD Unit. The Unit is within the line management structure of the Executive Director for Social Housing. The Manager, while responsible for the overall CD programme, works closely with the Social Housing Area Managers and their Social Housing Management staff. The staff has an element of the CD function written into their job descriptions. Most of the CD activities happen using the local office as the base.

8.2 AS A SUBSIDIARY OF AN SHI

In this instance the community development work is done from a subsidiary company of the SHI. It has its own board and management structure but close links back to the SHI that owns it. There is also a sharing of key support services e.g. finance. While running a programme that is organisationally separated from the core social housing functions, there is close co-operation between the staff of the SHI and those undertaking community development work in the subsidiary.

EXAMPLE BOX **JHC and 'Makhulong a Matala' (MaM)**

Initially the CD work linked to JHC started within the structures of the existing company. As the activities grew JHC decided to structure its CD work into a separate company. It did this for the following reasons:

- to identify specific costs for programmes in order to ensure long term sustainability
- to take advantage of tax incentives available to donor funders
- opportunity to raise funds for the activities

JHC maintained close links and interdependency through holding MaM as a subsidiary. MaM now functions with its own board although with overlapping board members as well as its own director and staff. It maintains a strong day-to-day link with the work of the social housing mother company and works generally in the same geographical areas as JHC has its stock. This CD initiative has helped spurn a completely separate community organisation 'eKhaya' that runs an independent neighbourhood programme under the governance of a number of landlords and community organisations in the Hillbrow area of Johannesburg.

8.3 AS AN INDEPENDENT ENTITY WITH A FORMAL PARTNERSHIP AGREEMENT WITH AN SHI

This is where the community development work is carried out by a separate community development organisation, either on the basis of a formal partnership with the SHI or through a contracted arrangement. Within this, the programme is separated from the core social housing functions and often from the staff of the SHI, but there is joint planning of the targeting and roll out and systems for referral and support from the frontline officials. The SHI has no formal management control of the community development programme other than through a formal or informal contractual agreement.

EXAMPLE BOX

MHA & MES (Johannesburg and Cape Town)

MHA developed as an SHI out of the CD work of MES. It was separated as an independent company to deal with the housing issues in the area. However, it continues a strong relationship with MES who undertakes much of the community and social development initiatives in the area. There is also an agreement between MHA and MES that MHA will only start operations in other geographical areas when a MES office is also established in these new areas. The housing managers in the MHA developments help to inform the direction of some of the MES projects and also make referrals of tenants and families to social development projects run by MES.

Reflections:

What is the organisational structure holding your CD programme?

Why did you choose this structure? Have you reviewed it since inception?

If so did you change the institutional structuring?

If you are starting such a programme where will you house it? And why have you chosen to do it this way?

9 WHO DOES THE COMMUNITY DEVELOPMENT WORK?

Whatever the organisational form chosen it is important that the community development programme is run with the full support of the SHI's staff and board whether they are directly involved in the CD programme delivery or not. All these people must understand how the Community Development programme objectives are part of the company's overall business and development plan.

There are different ways in which and SHI can engage human resource involvement in delivering on its CD objectives.

9.1 CD DEVELOPMENT EMPLOYEES

SHIs with linked community development programmes always have someone with designated responsibility to manage this function. Most often it is a full time management position. In some instances, often at start up, SHIs have designated an officer(s) from their existing housing management staff to undertake the initiation work. Where this happens it requires proper designation of this responsibility by the organisation and the provision of the time and other necessary resources for the person to do this work. The more developed programmes also have other project and administration staff to take on the key aspects of the community development work.

9.2 SH MANAGEMENT STAFF

Within a community development programme it is also possible to engage and involve front line and support staff, with broader housing management responsibilities in community development activities. Where this is so, the person's responsibilities should be included in their job description as well as in any designed work programme. The time and resources for them to do these functions must be available. Also, it is important to ensure that their CD responsibilities enhance rather than hinder their ability to provide the legal part of the landlord service.

9.3 PART TIME PROJECT EMPLOYEES

In some instances people might be employed on a part time basis, either on a permanent or temporary basis, to run or support particular projects. Usually this happens when there is specific project funding linked to a set time period.

9.4 VOLUNTEERS

These are people who give their time for free to undertake various different community development activities. Volunteers can take on a range of different activities including administrative and programme support, through to provision of a direct service e.g. tutoring. The use of volunteers also helps to build greater community commitment to the projects and programmes and can sometimes be an activity in itself that builds social prestige and growth. Volunteers can come from within the area where the activities are happening or from outside. It can sometimes involve tenants from projects; people from surrounding neighbourhoods; staff from the SHI who help in their own time; and people with the relevant skills and interest from outside the immediate neighbourhood.

Volunteering also provides people with the opportunity to gain transferable skills and experience, aiding them to be successful in the workforce. This is a key form of human resource involvement in community development.

In some instances volunteers are paid a stipend for their contribution. It is sometimes a way of assisting tenants who volunteer with a small contribution to their income.

Reflections

- Who in your SHI is responsible for running the Community Development programme? Is this responsibility in the persons job description Is this person given the time and resources to do this?
- Who else in your SHI carries out some of the Community Development activities?
- Do you use volunteers?
- If you do not have a CD programme who do you envisage will run it?
- Who else will you involve in various activities?

9.5 THE IMPORTANCE OF PARTNERSHIPS

An important part of the success of community development in social housing is dependent upon the quality of the partnerships that are developed. The SHI or their community development unit cannot do it all, nor does it want to. Successful community development work is about building strong partnerships between organisations and groups which share at least some common objectives.

These partnerships are built on trust and a common commitment. They also need clarity between the partners on who does what and how they work together. As such partnerships strengthen, they can help extend the activities but also build stronger community organisations.

Partnership can be either long term, permanent relationships or for shorter periods, built around single or multiple objectives. Such partnerships can involve many different organisational forms e.g. government, NGO's, community groups, schools, resident associations. Building, sustaining and extending such partnerships is an important skill of leaders in community development initiatives.

EXAMPLE BOX

COMMUNICARE (Cape Town) - BUILDING PARTNERSHIPS

When Communicare started its learning centres in local neighbourhoods it developed a number of new partnerships to assist. It first developed strong partnerships with the local schools. It also developed a funding partnership with the development agency linked to the casino in the area. It further brought together Communicare tenants with residents from the surrounding neighbourhood.

Reflections:

- What partnerships do you have in your CD programme?

- Why did you forge these partnerships?
- How have they helped (or hindered) the delivery of the CD projects.
- If you do not yet have a CD programme:
- What are the potential partnerships if you implement the activities you identified in Section 7 above?
- How these partnerships help in you delivering these activities and achieving your objectives?

10 HOW IS COMMUNITY DEVELOPMENT IN SOCIAL HOUSING FUNDED?

Various forms of financing have been developed, serving different functions and different projects. In setting up and developing community development programmes it is important to ensure that there is clarity on the funding sources. This applies to both:

- core company costs
- project costs

It is also important to find the means of financing that ensures effective projects that for cost reasons do not exclude key potential beneficiary groups. Usually the financial viability of a community development programme requires the mixing of financing from a number of sources.

So what are the different sources of financing?

10.1 FROM TENANTS RENTALS

This is when an additional element of rent is charged to cover the costs of the community development activity. An example of this is the eKhaya neighbourhood development project where landlords involved pay a monthly fee per unit. The landlord in turn adds this fee to the rentals. The fees collected go to pay for the core costs of the company plus some project related costs e.g. security services.

CONTROVERYS BOX

Should tenants have to pay for community development service through their rentals?

This is sometimes a controversial issue. It requires that tenants, already on low or moderate incomes, must pay for community initiatives in their areas that some may argue are the responsibility of government.

Added to this is that collecting money for community development initiatives through rentals can also threaten rental affordability levels acting against the principles of 'rental housing for low income households'. These issues require close attention before deciding to place such charges into rentals. Perhaps an important consideration around the level and affordability of such extra charges are to what extent does the use of this money contribute to the improvement in the quality of life of the majority of people paying it.

10.2 USER PAYS

This applies when there is a charge made on the users for all or part of the cost of using a particular community or social development activity. Here the user carries some of the cost for their own involvement. An example is in when users are asked to contribute an amount for the use of internet and computers at the local learning centres. Usually such charges are far lower than the cost of the service itself with the outstanding cost covered by another form of financing. The critical question is the level of such payments and whether they act as an 'excluder' for key groups.

10.3 GRANT FINANCE

Some projects and programmes are financed through grants from government, the donor sector or private companies. This is an important part of making community development activities affordable and not placing too heavy a financial burden on low and moderate income households.

10.4 OWN EQUITY

Some SHIs might have activities that generate profits that are then re-invested in their activities. Where this happens an element of this might go into properly targeted and well-run community development initiatives. An example is Communicare: Some profits from their commercial activities are used to finance parts of the community development programme.

10.5 SELF RUN FUND RAISING ACTIVITIES

Sometimes community development programmes and projects use their participants and supporters to raise income for particular projects through fund raising activities e.g. sponsored walks, cake sales. While this is an important mobilising activity and makes a contribution, it generally only contributes a small amount to the total financing.

10.6 USE OF VOLUNTEERS

This is a significant way of keeping costs down and therefore indirectly helping to finance community development activities.

Reflections:

- Develop a pros and cons for each of these ways of paying for a Community Development Programme?
- How is your SHI presently doing it or how would you do it if you were to set up a Community Development Programme?

- What things would you have to pay for as part of your community development programme?

11 WHAT CAN YOUR SHI DO TO FORWARD COMMUNITY DEVELOPMENT

STEP 1 – ORGANISATIONAL INTENT

You must decide as an SHI that community development is a mandate of your organisation. This must involve discussion within the SHI and then formal agreement through the Board of Directors that this is a function that the SHI wishes to pursue. Your SHI must then make a commitment to financing the feasibility work required to set up a community development programme and designate who should do this. In this it is important to have clarity on the intent of the programme. Remember it is not merely about the product outputs but also the important intent to develop human and organisation leadership capacity among tenants and neighbours. Also how do you prepare a programme that has as its intent that tenant and local people can take greater control on managing and delivering these projects.

STEP 2 – CONSULTATION PROCESS

This involves discussions with staff of the SHI as well as tenants and other key local stakeholders about the intent and potential form and type of community development initiatives and projects.

Your SHI needs to use the information it has of tenant behaviour (complaints, non-adherence etc) in order to create programmes that address issues on site. It is important to have tenants engaged in identifying key issues for intervention and helping to prioritise these. There are different ways of doing this. You can use records of tenant behaviour (complaints, nonadherence etc). There are also important direct ways of engaging and involving tenants using focus groups and surveys. These direct ways are additionally important as it prepares tenants and others in involvement once the activities and projects are launched. In gathering such information don't concentrate only on the issues to target but also collecting information on tenant's capacity to contribute to the programme with time, skills and interest.

STEP 3 – PLAN FOR STRUCTURING AND FINANCING THE COMMUNITY DEVELOPMENT PROGRAMME

Based on Steps 1 and 2 it is necessary to formulate a community development strategy and initial business plan for the programme. This would not only define the resources required but also their sourcing and organising. This includes the direct resources for community development as well as the use and interaction with the resources available for housing and tenancy management. This provides the initial plan that guides the start of the community development programme linked to your SHI.

STEP 4 – INSTITUTIONAL STRUCTURING OF THE COMMUNITY DEVELOPMENT PROGRAMME

This involves your organisation ensuring that the resources are in place. Whether staff, finances, capacity development, office amenities, contracts etc. and that these are ready and available to start the delivery of the community development programme as planned in Step 4 above.

It is also very important to consider how you use social media to further the

STEP 5 – IMPLEMENTING THE COMMUNITY DEVELOPMENT PROGRAMME

This involves direct engagement in delivering on the community development projects in the initial plan. The very nature of community development is that once started it will continue to provide new opportunities for development of projects and activities that might not be in the initial plan. The 'community development programme' must therefore provide the space to introduce and develop new directions and projects that can help deliver on the intent. Thus the programme is continually evolving and developing.

STEP 6 - REPORTING AND REVIEWING

As part of the delivery of the programme there must be in place a system for reporting and reviewing the community development programme to ensure the effective use of available resources as well as finding additional ways of achieving the objectives. Such reporting and reviewing must happen through governance structures e.g. the Board of Directors as well as through staff, tenant and other stakeholder structures. This system not only ensures accountability but also dynamic ways of extending the nature and effect of the programme.

In undertaking these six interlinking steps your organisation can facilitate activities jointly with a range of other stakeholders that qualitatively improve the quality of lives of tenants and neighbourhoods, beyond the mere provision of well managed housing stock.

12 MONITORING AND EVALUATION, REPORTING AND PLANNING

Once there is a CD programme in action it is important to ensure that there is a system in place to M&E the programme to ensure that it is making the most effective and efficient use of resources to achieve the intent on the programme. In addition this should also help the SHI to also actively review the appropriate intent of the programme that can change over time with changing circumstances.

12.1 INTENT OF MONITORING AND EVALUATION SYSTEM

To ensure that the resources are used to achieve the intent of the programme. This should include monitoring and evaluating:

- The delivery of the outputs in terms of quality, timing and resource allocation
- Whether the outputs achieve the intended impacts
- Whether the needs and priorities change over time

12.2 FOCUS OF THE M&E SYSTEM

The system should include focus on:

- The activities
- The projects
- Programme as a whole

The point against which to monitor is the SHIs strategy, annual action plan and budget.

12.3 REPORTING AND USE OF THE INFORMATION

The system should involve a system of reporting to senior management the Board but also to other stakeholders including tenants and those who provide and participate in the activities.

Whenever the information is presented it should also involve the space to review and assess what the information means to the programme. Annually it is useful to have a small process to review with a number of the stakeholders to assess the programme and input into the preparation of the annual plan and resource allocation for the following year. This requires aligning the M&E with the overall annual planning and budgeting of the SHI.

Reflections:

Is your SHI committed to having a proper structured system to M&E the CD programme or does it require is as a 'hobby' activity?

If you have a system in place what does it Mand Evaluated and what instruments does it use?

Does it involve a range of stakeholders?

Do you have a set annual review that feeds into the next annual CD plan?

13 FURTHER RESOURCES TO ASSIST YOU

This framework provides an initial understanding and some direction. If you need further information and advice you can also check the following resources that are in the 'SH and Community Development' Filing Cabinet that you can access (Hyperlink). If you have any useful documents to add to this you can send to info@nasho.org.za. The list below is of the documents available in the 'Filing Cabinet'.

NO.	DOC NAME	BRIEF DESCRIPTION
1	COMMUNITY DEVELOPMENT & SOCIAL HOUSING FRAMEWORK - NASHO	This is a framework for Community Development in Social Housing that was prepared to assist SHIs to think through and prepare the community development work in their organisations.
2	Community Development and Social Housing: Report Back of the NASHO/HDA Workshop Johannesburg, 18 and 19th April 2012	Report on Workshop for SHIs with Community Development to better understand their the why, what and how of SHI involvement in Community development.
3	Relationship Between the Landlord and its Tenants and Community Development, Report Back from the SHF Best Practices Workshop, 12 and 13 August 2008	The results of a discussion about Community development and Tenant and engagement with SHIs operating in South Africa in 2008.
4	Community Development and Social Housing Follow up workshop Johannesburg 20, 21 November 2013	Results of discussion with SHIs with and starting up Community Development projects in their organisations
5	NASHO COMMUNITY DEVELOPMENT AND TENANT INVOLVEMENT SURVEY Summary and Recommendations: 7 April 2014	Results of a workshop consultation with SHIs doing Community Development run by NASHO and Rooftops.
6	OHHA - Community Development Strategic Framework 2015 - 2017	Provides an example of a developed community Development Strategy for a SHL in Eastern Cape.
7.	COMMUNICARE VULAMATHUBA STRATEGY - January 2018	Example of a strategy of an SHI running a Community Development Programme
8.	Toronto Community Housing Company: 'Jamestown Diary, Lessons from the Portable' , an overview of the social development of the Jamestown Community (Thistleton 1 and 2) in Rexdale, North Etobicoke from 2002 to 2012	Details of the organising of a Community Development programme by the Toronto Housing Company in inner city Toronto project in Toronto, Canada.
9.	Regenerating a neighbourhood: useful lessons from eKhaya' case study series published by the HDA (2012)	This gives insight into a very innovative neighbourhood project that not only dealt with 'crime and grime' but also of a range of neighbourhood activities while building local leadership.
10.	REGENERATING A NEIGHBOURHOOD USEFUL LESSONS FROM THE EKHAYA PROGRAMME – HILLBROW	A PowerPoint presentation that highlights the key issues in the above report

11.	eKhaya Presentation to OHHA	A presentation given by the then organiser of the eKhaya Project to OHHA concentrating on neighbourhood based community development.
12.	SUMMARY: NASHO COMMUNITY DEVELOPMENT AND TENANT INVOLVEMENT SURVEY April 2014 – Prepared by Jim Duke, Rooftops Canada	Considerations of SHIs around their Community Development and Tenant Engagement programmes