Background

Lead Author: Andrea

Reviewer: Edmund

Status: Final Draft

1. Why Evaluate a Community?

Any successful project begins with the understanding of the problem it's looking to solve, and the various resources available to assist in finding the solution. In the case of community development, the dynamics of the community and what it has to offer need to be understood in order for the team to contribute to its short and long-term development. Once the tensions and assets of the community have been evaluated, the project can focus on strengthening the community's assets in the hope that this will alleviate some of the tensions. Maitland Garden Village (MGV) in particular has been described as a tight-knit historically rich, coloured community. The following illustrates the ways we can successfully appreciate this community. It begins by defining important themes relevant for community evaluations, and goes on to describe how South Africa and MGV in particular display high potentials for the development of a community based organisation.

1.1 What is a Community?

Community is an obscure term making it difficult to pinpoint one definition. Our group has agreed upon the idea that a community is built upon the relationships between groups of people. These relationships can be tangible, such as the people living in the same geographic area, or something less concrete, with people connected through their customs or cultural traditions (International, 2012). Many times it has been found that groups living in the same physical location are not necessarily a community. Especially in low income neighborhoods, feelings of hopelessness, alienation, powerlessness, and a decreased sense of purpose can lead to problems with substance abuse, crime and segregation of the people. In turn, this causes the people to distrust those around them and feel isolated and disconnected from each other, losing their identity or purpose (Wilson, Mimkler, & Dasho, 2008). Though known to be a tight-knit community, MGV still has its problems. Made up of both formal and informal hosues, MGV displays must less crime most communities in its situation; however MGV still has its share of crime, poverty and idle youth. We will enter MGV with this information in the back of minds as we get a better sense and feeling of the connections of the community as a whole.

1.1.1 What Problems can Plague a Community?

Briefly mentioned above, communities can face problems of hopelessness, alienation, powerlessness, depression, and a decreased sense of purpose. Usually brought on by poverty and lack of resources, these feelings cause people to turn to crime and substance abuse, furthering the problems of the community (Wilson et al., 2008). These concerns are advanced by inadequate leadership. Local leaders find that exaggerating the community's problems make it easier to get aid from the government and other outside organisations. Rather than focusing on the community's self-reliance, it becomes a game of how many outside resources can be achieved. This can cause communities to feel that the only way for them to function is to become dependent on outside help. Rather than acting like citizens, community members begin to see themselves as incapable, and become clients to the government and other outside agencies (Mathie & Cunnigham, January 2002). "Voicelessness and powerlessness are recognized increasingly as components of poverty," and as a result these factors can be the downfall of the neighborhood(Lemanski, 2008). What happens when these agencies are no longer there to support the community? Why should people feel powerless and hopeless when they are the ones that have the most knowledge of their community? When entering MGV we want to work with and learn how the leaders here are approaching these issues. From our research so far we have found that those we will be working with are looking to advance MGV with little outside help. It is our hopes that we can encourage and progress these feelings and in doing so allow the Help Centre to become a sustainable model to highlight the success of community participation and activism.

Another problem that many communities can face, in particular informal settlements, is the differences between the households in the neighborhoods. A study done in an informal settlement named Freedom Park in Cape Town, South Africa, revealed that the source of a family's income is a key player in the classification of a household. Households containing sources of income from a formal job such as a shop owner, generally have more food to eat and live in bigger and more developed houses; Whereas families of low-incomes, can find themselves living in poorly built dwellings, often times lacking electricity and sufficient food to eat (Huchzermeyer & Karam, 2006). Containing both sustainable housing as well as "backyarders," MGV has its own variety of people. In order for all of the community to benefit from improvement efforts, we need MGV to feel unified. Therefore, we will need to make sure we don't favor one group or individual over another. We need the community to know that we are there to learn from and work side by side with each and every one of them. We will be sure that the community as a whole is accessed and taken into consideration when making the initial vision and plans for the development of the Help Centre.

1.2 What is an Asset?

In order to solve the previously described problems, the focus of the project must turn to the people of these communities, for they are the key stakeholders. The people are the ones invested in local economics, the environment, housing, culture, and education (Green, Goetting, & Ebrary Academic, 2010). By focusing on the positive investments and talents of the local citizens, the community can feel more connected. Creating this connection can become the first step in solving the social problems of the community. The question now becomes what process should be taken to begin making these connections.

In 1993, John Kretzmann and John Mcknight, credited with the creation of a community assessment approach called asset building and community development (ABCD), found that the best way to empower and unite a community was by highlighting its assets. They defined assets as the "gifts, skills, and capacities of individuals, associations, and institutions within a community" (Green et al., 2010). Identifying and mobilizing these often unrecognized assets, becomes a key component in responding to and creating local economic opportunity(Mathie & Cunnigham, January 2002). In order to recognize these assets one needs to get a better understanding of the different forms they can take. Below are detailed explanations of four main categories that ABCD addresses: human, organisation, physical, and club.

Individuals (youth, elderly, men/womaen)

Club (Green Light Project)

Community Assets

Organisations (NGOs, government agencies, schools, sport teams)

Physical (buildings, parks, water and sanitation facilities)

Figure 1: A basic outline of the assets that can be found within a community.

1.2.1 What Can the People Offer their Community?

The people in the neighborhood are one, if not the most important asset the community has to offer. One of the hardest parts in community development is engaging and empowering these people (International, 2012). A study done on an Westlake Village, an informal settlement in Cape Town, South Africa where residents were awarded formal housing by the state without a "struggle," revealed that the community was unable to develop the collective drive, capacity, or leadership necessary to fully participate in the developmental process. As a result it became clear that a crucial component of any developmental project is the participation of the key beneficiaries (Lemanski, 2008). That is why it becomes crucial when evaluating what the community has to offer, that people should be seen as playing more than just an instrumental role. Their participation is vital to increasing human autonomy, empowerment and local capacity (Lemanski, 2008). When gauging the people of MGV, the group will focus on the people's unique skills and knowledge and encourage them to use these assets to get more involved in the project. (Green et al., 2010).

Research has shown the group that it is also important to remember there are many different groups in the community, each with varying roles. Often times minority groups such as youth, elderly and woman are cast aside(International, 2012). This should not be the case. For example, youth are now beginning to get recognized as critical thinkers and problem solvers (Wilson et al., 2008). With talking to the 2011 MGV group, we found they continuously highlighted the strengths of the youth in MGV. Working from the crèche, the group had firsthand experience working with the children of the Village, and admired their creativity and drive. The main problem they found was that these children lacked an outlet for their talents. It is our hopes that with the creation of a Help Centre in MGV and the support of the Green Light Project (a community based program created by the 2011 MGV group) we can encourage the youth and other community members to focus on their talents and use them to contribute to the growth of MGV.

1.2.3 What Organisations are Already Present within the Community?

It is also important to gather information about the various organisations working within the community. These include anything from formal organisations such as government offices, NGOs, businesses, and schools to informal ones such as sport teams, groups of friends, and after school programs(Council, 2012). In order to maintain a sustainable community organisation, it needs to have a solid support system. These existing organisations can serve as a background for the startup of a new project.

When focusing on community development, these organisations need to focus less on physical delivery and more on the process involved to get to the final product. For example, rather than focusing on the physical house created, the need is to focus on the steps taken in the process of building this house. This is what will make it sustainable. In the case of community organizing, the process would be strengthening local organisational capacity so that the local organisations can solve their own problems and then potentially engage with external actors (Lemanski, 2008). This idea runs in parallel with our own creation of a Help Centre. As a group we need to realize that the focus of our project is not about the help centre itself, but rather about the steps we can take in towards building it through working with and understanding the community and its organisations. We need to realize this is as much a learning experience for us as it is for the community, and we need to use this knowledge to our advantage. It is this concept that will allow us to create a sustainable and meaningful project.

1.2.4 What Physical Assets Does the Community have to Offer?

Physical assets are the infrastructure of the community. This includes buildings, parks, water and sanitation facilities, libraries, hospitals, soccer fields, etc. Rather than starting from scratch or looking outside the community, many times projects can enhance infrastructure that is already present. Relating this idea to our project, rather than attempting to build a new Help Centre, we can look to what buildings might already exist as a potential venue.

1.2.5 What Potential does The Green Light Project have to offer in the Development of the Help Centre?

Finally, to make a thorough assessment, our group will look into the members of the club or particular organisation we will be working with once in MGV. In 2011 the Green Light Project was created in MGV, consisting of nine individual committees. These range from the gardening club to the dance club. More on this project will be addressed later, however what is important to take away now is that this project itself already has its own resources. Furthering their development and understanding what they have to offer to the project now, will be a vital resource and foundation for our project(International, 2012).

1.3 What Role Does Community Based Development Play in South Africa's History?

Most successful developmental project involves the participation of those benefiting from the project. In a community development project, it's the people in these communities who are directly benefiting from the project and as a result they need to act as "active agents" rather than "passive victims." South African history has shown that the people of Cape Town and MGV have the ability to become these active agents. Community activism pops up all throughout South African history, standing out particularly strong in the groups leading the struggle against apartheid (Lemanski, 2008).

In the 1980's, civil society organisations (CSOs), formed throughout South Africa in response to apartheid. In David Everatt and Lulu Gwagwa's paper entitled *Community Driven Development in South Africa,* civil organisations are defined as:

> "an array of people's organisations, voluntary associations, religious bodies, representative organs, non-governmental development organisations, foundations and social movements which may be formal or informal in nature, and which are not part of government or political parties, and are not established to make profits for their owners."

These civil organisations saw an exceptionally large rise in under-served black areas during the white minority's rule. Serving as places to provide education, water, skills, training, counseling, nutrition,

health care, and urban planning, these CSOs become a home and training ground for future national and local leaders, exemplifying their importance in South African history. These also became breeding grounds for the mobilization of whole communities around local concerns implanting strategies of boycotts and revolts(Everatt & Gwagwa, October 2005).

Though the ultimate goals of many of these organisations were freedom, equality, and apartheid, there was an underlying theme of the struggles a community must face around getting its people to participate in its own advancement. This is a theme related directly to our work in MGV. One of the main focuses we will have is community participation. South Africa's history continues to give us hope that this will be possible in MGV. In 1995 54,000 non-governmental groups were recorded in South Africa, and of these organisations, 2,000 were found to be grassroot and community based (Bollens, 2000). In 1998 98,920 non profit organisations were recorded in South Africa with 53% of them being classified as less formal or voluntary associations(Everatt & Gwagwa, October 2005). Knowing that these organisations exist and have shown to grow from a successful past, gives us courage that in assessing MGV, we will find people willing to participate in the growth of their community.

1.4 What Community Development Programs were used in the Past and why is Asset Based Community Development a Better Alternative?

The idea of community-based development in developing areas is a relatively new one that continues to strengthen over time. In the past, groups have attempted to assist in the development of communities through a needs based assessment. Focusing on what the community may lack such as unemployment, poverty, and crime can create a sense of "powerlessness or alienation" in the community as the people in the community become overwhelmed(Green et al., 2010). As a result they tend to loose vision of the project and feel the only way to succeed is by relying on outside resources. This can create dependency working against community building. Solely relying on outside resources can create other problems as well. Many times outside "professionals" don't have a clear understanding or make an attempt to learn about the context and social dynamics of the community. As a result, these organisations tend to have problems with sustainability once the outside help has finished its work.

As mentioned previously, Kretzmann and Mcknight supported an asset based development (ABCD) process that focused on the positives of the community and what it had to offer. These assets, defined above, serve as a foundation for the beginning of a new project and its sustainability. Mobilizing these assets to achieve collective goals, allows all the individuals of the community to contribute to the project's success. In order to make this happen, the strengths of the community need to be assessed

and mapped out. Lucky for us, the 2011 project group used ABCD to get a better understanding of MGV. As a group we can take the data that they have to offer and use it as a good starting point in the beginning of our project ((Green et al., 2010; International, 2012).

1.4.1 What has Already Been Done in MGV and how will we Expand Upon this Work?

In 2011 a Worcester Polytechnic (WPI) group entered MGV with the goal of furthering community development through ABCD. They left behind the creation of the Green Light Project whose mission was to "provide a viable alternative for the people to engage in activities beneficial to the community; these activities are also engaging and enriching to the mind and used to foster future success" (Green Light Project). This Project, focusing on the assets of the community, established nine committees- fundraising committee, awareness committee, dancing committee, gym committee, gardening committee, drum majorettes committee, homecare committee, and the music committee- each with its mission.

We, as the 2012 MGV team, are looking to begin the vision and implant a community centre for the Green Light Project. The first step we will take in doing so is to accurately assess the various resources we have available within the community. Using CTPC 2011 MGV groups information, and by conducting interviews and assessments of our own, we will be prepared to create a solid starting point for our project once we arrive in South Africa.

2. WORKING WITH PEOPLE IN THE COMMUNITY

Lead Author: Edmund

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Effective ways of working with community members in community development projects can be challenging and stressful to figure out, however it is essential in determining whether a community development project will succeed or not. Our group's main focus is to strategically plan a unique work procedure tailored to the people of the Maitland Garden Village and any other partners we will be working with.

In order to do this, we have been looking at various strategies employed by others in the past when working with people in community development, analyzing its pros and cons, and evaluating how best it fits into our particular situation. This analysis will include considerations such as how much we

can incorporate shared action learning into the process as well as how efficient the process is at involving the community's assets in decision-making and the working process.

Through this analysis, we came up with a process tailor-made for our project and its objectives, which incorporates ideas from the various possible work strategies we looked at and combines them strategically to make the working process during our product run smoothly and successfully.

2.1 Possible Working Strategies

In the process of researching, we discovered a few working strategies which were applicable to our project, namely the *organizing* (Ganz, 2006) approach and the *community-based participatory research* (2006) approach. This section takes a more detailed look at both approaches, illuminating their pros and cons, and eventually ends up detailing the approach we feel is best suited for our project.

2.1.1 Organizing Approach

The organizing approach has two directions of action that can be implemented, the "Claims Making" approach or the "Collaborative" approach. "Collaborative" action focuses on "building up a community's power" (Ganz, 2006) while "Claims Making" action "focuses on challenging power being exercised over a community" (Ganz, 2006). Most projects involve a combination of both actions with collaborative action most likely being the basis upon which "Claims Making" action is built upon.

In regards to our project, "Claims Making" action will not be our main focus but in helping in the development of a help centre we will be helping facilitate some kind of Collaborative action as well as "Claim Making action" which will set the platform for any other future projects that the community decides to take on.

Procedure and its Pros and Cons

According to Marshall Ganz, the organizing approach brings community members together, challenging them to act on behalf of their shared values and interest, through interweaving relationship building, motivation, strategy and action (Ganz).
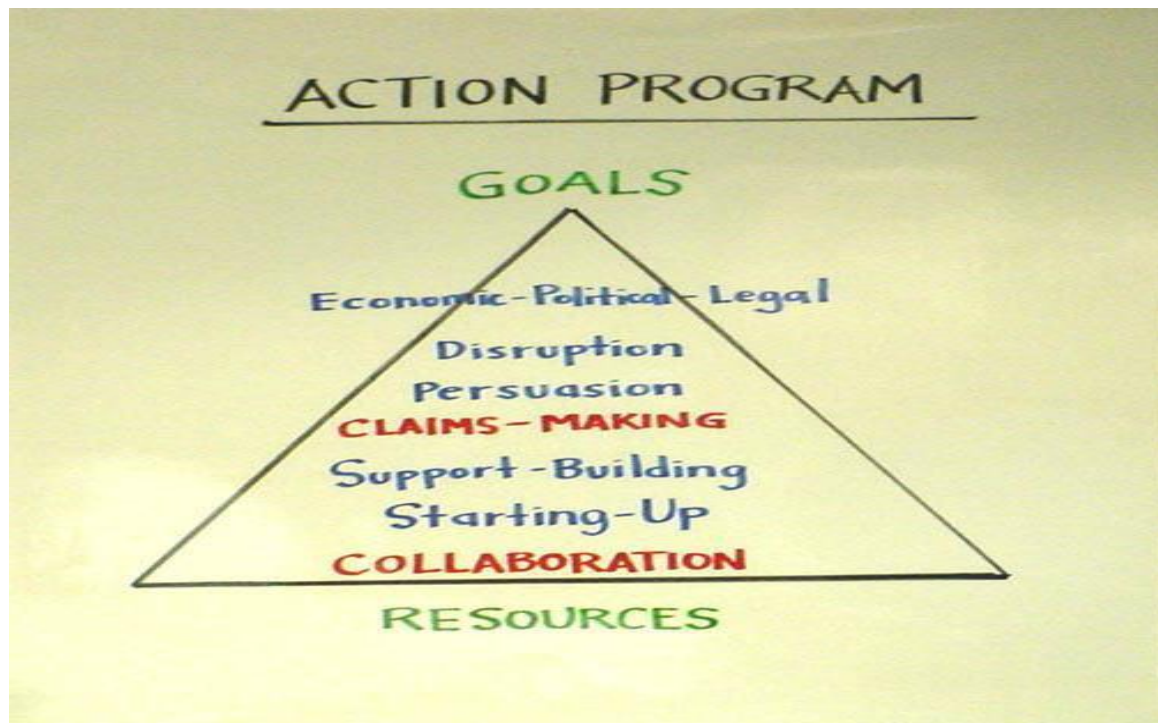
Figure 2: Collaborative process of Ganz approach to bringing the community together.

As shown by the diagram above, the organizing procedure is divided into two sectors, the collaboration phase and the claim-making phase. In the "Collaborative" action phase, "the goals are created based on the resources that the community can mobilize" (Ganz, 2006). This makes it extremely apposite for the asset based community development approach our group intends to focus on in developing the help centre.

As the figure above shows the collaborative process is broken down into:

- The "starting-up" step: This involves the gathering of support for the project, "giving many people the opportunity to commit their support, and drawing in [people] resources" (Ganz, 2006).

- The Support-building step: in this step, the organizers strengthen support and bring members together for the cause of the project, deepening their commitment and broadening support. (Ganz, 2006)

Hence, the collaboration action phase involves making participants (i.e. the community members) aware of their useful values and then making them knowledgeable of ways they can turn these values to achieve community goals. This way there is a sense of togetherness in working towards meeting set

goals. As Ganz describes it, "organizers engage people in articulating this call to action as a shared story" (Ganz, 2006).

The "claims making" phase picks up from the "collaboration" approach but rather harnesses the support the collaboration action builds in order to convince authorities and individuals who hold access to resources that can make a project come to fruition to give the community these resources (Ganz, 2006). As represented in the diagram above, this can be done through, persuasion and upon failure through harsher measures such as disruption or economic, political or legal actions. In the case of our project, claim-making action might be necessary in soliciting either funds for a venue for the help centre or in acquiring permission to use already available resources for the purpose of the help centre.

Clearly this approach has many advantages especially for working in a closed-knit community like the Maitland Garden Village such as:

- Promoting community togetherness whiles working on its development.
- Empowering the community with belief and skills that they can use to better themselves without outside help.
- Creating a means for the development of community based organisations such as The Green Light Garden Project and giving such CBOs a means of interacting and developing essential relationships with their community.

Despite these advantages, which make this approach appropriate for our project, the organizing approach also has certain disadvantages such as:

- It is clear that in the claims making aspect of this approach there is a way for things to go wrong. By presenting disruption as the next step to failure in persuasion, we expose ourselves to the one problem with this approach: how it reacts to failure in persuasion. The likelihood for disruption to or "battle" with people who hold the key to what is needed for the project poses a question of possible violence incitement and hence illuminates a great disadvantage of this important aspect of the organizing approach.
- Also some leadership is not always welcome in a community. In as much as this gives an opportunity for the Green Light Project to interact with the community, some leadership is not always welcome by community member, mainly because of the trust and respect issues that come with accepting leadership.

Hence despite this approach being so appropriate for our project is will have to be tweaked slightly if it is to be incorporated into how we help the Green Light Project leaders work with the community.

2.1.2 Community Based Participatory Research Approach

With respect and trust being important factors in working with people, further research led us to another approach called the Community Based Participatory Research Approach. This approach doesn't have the step-to-step approach of the organizing approach but has interesting concepts on building trust and respect between partners.

Procedure and its Pros and Cons

The CBPR approach with working with people is based on building trust and respect among researchers and subjects. In the same way, its methodologies could be used in developing trust and respect among community stakeholders in a project like ours. The CBPR approach follows three broad steps, which include:

- "Input from community representatives into the initiation and start-up phase of the project" (*Greene-Moton, Ella et Al, 2006*). This step generally serves the purpose of giving the community a sense of inclusion in the project and therefore gives them a sense of some power over the project. Also it gives an opportunity for us to listen to the needs of the community and see how we can implement it into our work so the community can see that we have their best interest at heart. This slowly starts to build trust amongst stakeholders.
- Community engaged throughout the process of the project (*Greene-Moton, Ella et Al, 2006*), so they feel involved and can also see the development of the project in the direction they most likely favour.
- Community involvement in determining the outcome of the project (*Greene-Moton, Ella et Al, 2006*). In our case, this could range from the community developing what the help centre should be used for to the community determining what the name of the centre should be, or how the centre should be opened.

By following this procedure, the community is involved in every major process of the development of the project.

This approach has some advantages when implemented in a project like ours. Some of these advantages are:

- It fades the presence of leadership and hence eliminates the problems that come with unwanted leadership in a community. By involving the community in every process, the organizers become less of instructors but just facilitators through the building of trust and respect between them and community members. The involvement of the community in each decision makes them feel as much a part of the organisation as the person heading it and hence there is less likelihood for organisation – community problems. Instead the community and the organisation become the same.
- It also promotes community involvement in the project and helps in the development of trust and respect amongst stakeholders.

The disadvantages for this approach are not clear to us now. However it is clear that this approach assumes cooperation with authorities, which is too optimistic an approach. Hence despite the fact that it solves the trust and respect issues found with the organizing approach, this approach cannot be used in isolation. Hence instead of being viewed as an alternative approach to the organizing approach, our group felt that the ideologies used in this approach could be adopted into the collaborative action step of the organizing approach.

2.2 The MGV 12 group Approach

Having looked at the possible approaches identified above, we realized that one approach eliminated the disadvantages of the other. Even better we realized that both approaches could be merged into one approach, which will best suite our project details. Hence as a group we decided to approach working with people by merging the two approaches researched by incorporating ideologies from the community based participatory research approach into the collaborative action aspect of the organizing approach.

2.2.1 Procedure

The approach we will be using will be in the same format as the organizing approach but with the inclusion of some aspects of the CBPR approach in the collaboration action step. By tackling the collaboration step approach in the manner of the three-step approach of the CBPR approach we not only build trust and respect between co-workers but we will also serve as a way of introducing Shared Action Learning (Cape Town Project Centre, 2012) into our project. With this we believe this approach will also help showcase the prowess of the Green Light Project even before they have a place of operation.

We feel that this approach will be most suitable for our situation because of how much it involves the community, which is already a close-knit one. Hence the positive energies they provide as well as the familiarity they have with each other will make working to achieve a common goal in this manner a smooth and successful one.

In the planning section, we detail out a methodology, which shows how we incorporate the two approaches researched into our approach in working with people.

3. Management
Lead Author: Andy

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Status: New Draft – Full Review

As we move along in the process of visualizing and designing a possible community resource and help centre for Maitland Garden Village, one of the key themes to successful beginning and maintaining a facility as such is proper management and organisation. Through such aspects and the tools that follow in their regards, the design and plan of creating a help centre in Maitland Garden Village to better benefit the community may prove functional and sustainable from a structural point of view. In order to determine and implement necessary aspects of organisation and management, one must first understand their methods and what they may prove to entail in their use. Necessary basic skills and concepts must be understood and utilized for such a centre to prove successful so it may serve the community.

3.1 General Umbrella Concept
Looking into the various aspects of management being used through the plans currently implemented by others, the general concept of the management direction must first be established. As the centre is meant to be used as a facility for the Green Light Project and their programs, the idea of a using an umbrella-like policy as the main theme to the management was formed. The concept works to use the management as an overseer of the various programs under the roof, or umbrella, of the centre. Simply, the umbrella would be used not to run the individual programs, but to guide them to better efficiency and functionality. The management directs the overall interests of the programs and brings them together.

3.2 Making a Plan

The National Clearing House on Families and Youth outlines the process necessary for allowing an organisation to design its own management plan based on its own needs and ideals. The process by which it suggests is broken down into five simple steps. With these steps, an organisation is able to set up a management it agrees with and fully understands. The five steps of this manual are broken into the idea, organisation, funding, best practices, and evaluation (Guide 2012). The steps show the necessary process for setting up and implementing the management plan.

3.2.1 The Idea

The first step, the idea, is the starting stage of the plan that will determine how the organisation functions and the direction it will do so in. The idea is a general concept that categorizes the starting steps. The plan suggests that first the organisers have a needs assessment, which would then follow to produce the mission and vision of the centre. The main issue that the centre wishes to address becomes key in this step of the management design as it gives it direction. This may be done with the help of the community, allowing community leaders and funders to come forward and gain presence and interest in the proposed centre (Guide 2012). According to the Institute for Democracy in South Africa's (IDASA) Marta Chechetto-Salles, there are several aspects to managing that are essential for those managing and their teams to understand in order for their success. Among the most important and the beginning are the vision and statement of the organisation (Chechetto 2006). As done prior to our involvement, the need assessment and making of the case for the project have been taken care of and may again be used to reassess in regards to the communities current thoughts and ideas.

3.2.2 Organisation

After the idea has been established and the organisers understand the direction and need of the community centre, the next step would be organisation, which shows to involve program planning, partnering and collaboration, facility management, and board management (Guide 2012). In terms of a help centre, there are many ways in which a managing position finds itself planning and solving numerous problems with such for any occasion. As planning is faced, the many areas in which they are responsible for may vary. There is also the issue as to how much responsibility one would hold to the different areas as there may be others that would take charge with a more familiar relationship to the involved area. In a help centre, they may find themselves planning for the various clubs or just for events that may get the community involved more with the centre to gain further insight into the village's needs. Without the proper planning, programs can fall apart or even be forgotten. With the

progression forward and ability to adapt, the centre and its programs most likely would face set-backs that would impede upon its process.

The organisation, having few resources available to it, must address the need for partnering and collaboration, which would fall under the umbrella of management. Ganz mentions that the best way to make use of limited resources that are necessary to support the well-being of an organisation such as the centre is to change ones perspective in such regards and viewing what you have as a means to allow for what you want; "turn resources into power" (Ganz 2006).The management should be able to establish these connections with the community, through its leaders and members, including possibly its youth (Guide 2012). The connections that will become an invaluable resource to the management and the centre may be established as a volunteer basis that gets the community involved directly in the centre and gives experience and knowledge to those interested on any scale seen fit. Involving the collaborators and those partners interested in the well-being of the centre proves essential to the management plan, also accounting for those that must be managed properly for the best benefit of the community.

As the people involved in the centre must be managed properly, the actual facility itself must be remember and taken care of accordingly. Though most will not have much knowledge or experience of facility maintenance or the necessary monetary management that keeps the centre going, it must be addressed with care (Guide 2012). With a smaller organisation such as the centre, the facility management may not be as overwhelming or complicated as others. After proper and sustaining funding, the management team will need to look into this. It may also include the physical maintenance of the building.

With the people and facility being organized together and beginning to be managed, a board of managers may be formed to oversee the overall managing and the aspects it entails, as well as being able to properly represent the centre to the community. The board would be a group of an appropriate number of leaders that would not attend to every day issues or responsibilities of the centre and its programs, but rather it would focus to maintain and work towards its mission long term and short term (Guide 2012).

3.2.3 Best Practices and Evaluation

Once the board and the members that fall under its management are established and functional, it becomes important for the organisation to look at its practices and outcomes in a critical

light to constructively analyze the organisation in hopes of realization and progression. As this seems final, it is necessary to apply to planning stages as well as it shows what works and what does not, showing stakeholders the progress of the centre and allowing increased and more efficient functioning (Guide 2012).

3.2.5 Positive Youth Development

As mentioned previously, it may prove beneficial to involve a youth initiative into the management of the help centre. Giving the youth a place to obtain knowledge and experience, as well as supplying a safe learning environment, may benefit the community and centre on several levels, short and long term (Guide 2012).

3.3 Developing Management for a Facility

With the general concepts of what is necessary to designing and implementing a well-rounded management plan, there must be a specific and detailed outline of what the plan entails. In hopes of planning for everything, the written plan becomes a tool for the organisation (Williams 1995).

3.3.1 Executive Summary

Written by the facility manager, or a member of the management boards, the plan should start out with an executive summary that states a brief overview of the key aspects and goals of the plan and point out any possible recommendations for the organisation (Williams 1995). This would summarize the main points that are highlighted in the plan and give a sense of the management on its own.

3.3.2 Description of the Organisation

In this part of the management write-up, the organisation itself would be defined through its mission, goals, and function (Williams 1995). It would serve to state the purpose of the centre and the activities and connections that allow it to continue to function and the purpose of the activities and programs of the organisation, as well as the inclusion of financial, social, and asset philosophies (Williams 1995).

3.3.3 Programs

As the previous section would outline the philosophies and purposes of the various programs of the Green Light Project, this particular one would serve to give a more detailed description of the programs connected to the centre. In this, the details and permanent aspects of the programs will be mentioned, as well as the process predicted to use and create new programs for the organisation (Williams 1995).

3.3.4 Human Resources

The Human resources section of the report would serve to highlight the administrative details, training, and the organisational structure of the community centre. The details of the centre such as operational hours, emergency procedures, and general operations would be clearly stated (Williams 1995). The plan would account for any training to volunteers and paid staff, which may be adjusted accordingly at the discretion of its staff and management. Detailed writings on the management style, its hierarchy, job descriptions, contracts and qualifications, and external professional support would apply to this section as well (Williams 1995).

3.3.5 Financial and Asset Management

There is also a need for a detailed description of any monetary action and planning. An inventory of assets and their maintenance, as well as all financial reports and breakdowns should be displayed in the management plan, as well all the aspects that relate (Williams 1995).

3.3.6 Considerations and Performance

The last section of the write-up for the help centre would include any future recommendations deemed notable by the organisation in terms of any of the previously mentioned descriptions or plans. Along with this, there should be a detailed description of the performance evaluations for the staff and volunteer that would allow its members to adequately evaluate one another on how well their objectives were met (Williams 1995).

3.4 Nimbin Community Centre

Looking into the further research that mentions community centres and the plans they created to best manage themselves, the specific plan details tend to overlap and relate in content and methods. The Nimbin Community Centre is a small, non-profit centre in Australia that has detailed and outlined its management plan with a simple yet specific breakdown. Though it proves to be very different than what may come of the centre in Maitland Garden Village, there are many similarities in the intended management that prove its connection. The pertaining sections of the plan break down into its administration, policy and procedure, staffing, finances, and maintenance (Management 2008).

3.4.1 Varying Plan Aspects

As many sections of the plan are very similar to others, they still find themselves among new ideas for planning a management system. The plan really focuses on the relationship between management and those working under its power (Management 2008). The centre shows the importance of detailing the difference between the duties and responsibilities of paid staff members and the

volunteers that are necessary for the success of the centre. As this is a large aspect of the Maitland Garden Village's centre, it would be important to detail and organise properly. The plan also focuses on different characteristics and necessities of the centre and clearly defines the role and function, along with its control and organisation (Management 2008).

3.6 Bertram Community Centre

Much like most management systems, The Bertram Community Centre takes time to insure the efficacy and sustainability of its system as it outlines the role and objectives of the management. Much like the centre intended for Maitland Garden Village, the Bertram centre focuses on maintaining its connection and adherence to the needs and wants of its community and proper functioning for its better.

3.5.1 Committee Management

As the community centre recognizes the various types of management as it relates to the many types of organisations, the concept of committee management stands out as it relates very well with the ideal management of the help centre. In this sort of management, a committee of responsible individuals, or community leaders, is formed to oversee the management of the help centre as a whole, including the programs that fall under its umbrella (Bertram 2009). This sort of management allows the centre to better regulate and balance the power of management, also allowing for more interaction with more long term and short term functions and goals (Bertram 2009).

3.5.2 Advisory Committee

The Bertram centre recognizes the importance of the relationship between the community centre and the people of its community. The organisation came to create a committee of community members, known as the advisory committee, with the purpose of giving the community a representative and allow input into their management from those it was meant to help (Bertram 2009). With the committee being made up of various members of different ages and statuses within the community, it would properly represent the diverse groups of community members without deterring non-members from participating (Bertram 2009). This committee may prove essential to maintaining proper relations with the community and allow for more members to be heard and needs addressed. In doing so, it may allow the community to be more accepting and willing to help or utilize the help centre.

3.6 Challenges

There are many challenges that the community centre may face in its formation and functioning over time. As the management plan is created and implemented, there are several issues that may arise that would need to be addressed and accounted for. One of the largest challenges of creating a management system in Maitland Garden Village may be the lack of experience and education in regards to management. As the levels of experience and knowledge in all aspects vary greatly, it is unlikely many people are experienced in management. As we are among those without experience, the team will work alongside the members as the plan is created and figured out together. Another difficulty that may arise in the planning of the management of the help centre may be the mentality of those in the hierarchy of management. A sense of ownership and dominance may be established in those of higher position that may hinder the process and functionality of the plan and centre itself (Bertram 2009). With all of the considerations and strict descriptions that outline the objectives of management, there should be less chance of challenging behaviors and situations. A final challenge that may be faced would be that of community involvement. Much of the goals and ideals of the centre rely heavily on the involvement and input of the community. A lack of participation must be accounted for and addressed in the proper manner to insure proper function and management.

4. FUNDING

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Status: Final Draft

Developing a sustainable financial plan is perhaps the most challenging and daunting issue any grassroots community-based organisation needs to address in their project plan. Dedicated community members, innovative ideas, and a strong vision are all important to our project in MGV, but in reality there cannot be a tangible resource centre without some type of funding. Fundraising approaches for community based organisations, especially in developing countries, can be very different from that of larger nonprofits and charities, which benefit from substantial funding sources such as endowments and institutional and government grants. The following sections illustrate the problems community-based organisations face in grasping and maintaining a strong financial base and describe some non-traditional funding methods and unique stakeholders that could be effective in the efforts of unique grassroots organisations such as the MGV Green Light Project.

4.1 Financial challenges met by CBOs

It is estimated that there are at least 98,000 non-profit organisations operating in South Africa. Within this number of NPOs, more than half are classified as community based organisations or grassroots organisations, yet these groups receive little or no support from external sources (Dolley, 2003). There are several reasons as to why CBOs struggle to obtain funding and often have to work with very limited resources and rely on their members' own scarce income for project development. Below is an account of several different perspectives regarding the inadequate funding situation for CBOs.

4.1.1 The CBO perspective

In her case study, "CBO Challenges & the Ikhala Model", which analyzes the interviews of CBO members in the Eastern Cape, South Africa, Ulrika Wedin asserts that the main reason as to why CBOs face challenges in the search for funds from the government and big organisational or individual donors perhaps boils down to the unequal competition between grant-seeking CBOs and NGOs. These two types of organisations are often treated as one in the same, but in reality, CBOs and NGOs are significantly different in many respects. For example, these two organisations have contrasting levels of personal skills and knowledge, unequal budgets, and implement very different approaches in their project work. These dissimilarities in operation result in completely different outcomes and project results (Wedin, 2007). Specific comparisons between NGOs and CBOs can be seen in Figure 2.

NGO	CBO
Based in developed working-class and middle-class communities	Based in poorer communities
Employed staff and experts	Community volunteers
Advanced managerial, financial, and advocacy skills	Undeveloped managerial, financial, and general literacy skills
Access to transportation	Access to transportation difficult
Office facilities	No offices

Fig. 2. Major differences between Non-Governmental Organisations (NGOs) and Community-Based Organisations (CBOs)

The process to apply for governmental and other considerable types of grants can be long and complicated. Because CBOs do not have the proper experience, expertise, and capacity in external funding procedures, they are not able to complete these detailed applications up to the donor's

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standards. Moreover, most national and international funders require official documentation and government recognition, which again cannot be acquired because of these limitations (Wedin, 2007). The official website of the Western Cape Government states that in order for NPOs and CBOs to register with the National Department of Social Development, in addition to submitting an extensive application form they need to have a constitution or some other founding document (deed of trust, or memorandum and articles of association). Also, registration imposes obligations on NPOs, such as having to submit annual narrative and financial reports to the Directorate, and complying with a code of good practice. It takes about two months to process the entire registration (Western Cape Department of Social Development, 2012).

Wedin goes on to explain that CBOs find themselves in a "catch-22" situation where they do not have the resources, literacy, and advocacy skills to apply for funding, and don't have the ability to access funding to build the capacity of their organisation either. CBOs are also seen as less responsible because they often do not have employed staff or proper office facilities, and it is uncommon for funding to be approved for salaries, office accommodation, technical equipment, or transportation. Therefore, to access funds, CBOs need to have a significant amount of money in the first place, which is rarely the case.

4.1.2 The donor perspective

Although it is easy for ABCD and CBO advocators to get wrapped up in the negative emotion toward the better off NGOs, it is important to understand the donor's point of view. Donors would much rather fund more experienced NGOs versus small underdeveloped CBOs for several logical reasons. First, donors want to entrust their money to an organisation that they are certain will use it carefully, effectively, and efficiently. Without any financial or managerial experience, donors believe that giving to CBOs is risky business. Furthermore, donors themselves are required to show positive results to other parties such as private and corporate donors, national development cooperation agencies, and the general public. Without the ability to maintain and send up-to-date progress reports showing how the money is being used and is making a difference, CBOs cannot provide donors with adequate evidence to report to other groups. Moreover, in order to keep overhead costs down, donors wish to give large grants to organisations that are able to handle them appropriately. CBOs are less likely than NGOs to have organised, sophisticated financial booking techniques so donors are less apt to consider contributing to CBOs (Wedin, 2007).

4.1.3 Relationship between CBOs and donors

In the rare event that small CBOs do receive external funding from donors, more internal problems are likely to arise. When funding CBOs, donors often have their own missions and visions that tend to influence and manipulate the work of the organisation. The CBOs, sometimes against their better judgment, adhere to the donor's conditions and accordingly change their initial plans, often diminishing the special participatory nature of their original approach. Being a *community-based* organisation working from the inside out, they have unique knowledge and experience regarding the local social and environmental context, but in the quest for funding, they risk losing that uniqueness and increase the chances of producing a result that they didn't intend for in the first place (Wedin, 2007).

In his paper, "Ensuring Grassroots Participation in Development Planning and Implementation: Ordinary People Organising for Action", Bernie Dolley asserts that in South Africa the State and many NGOs remain stuck in a "welfare paradigm", where development is viewed as something that can be delivered to people. He goes on to explain that this dependency approach is a result of the worldview that there is the victim, the saviour, and the oppressor, or in other terms the Cinderella (the poor), the fairy godmother (the State), and the mice (NGOs and CBOs) and that this worldview is conveyed in the "vertical" nature of relationships formed in traditional development projects, i.e. child-adult or adult-child relationships rather than "horizontal" adult-adult relationships. The key guiding principle to sustainable development, Dolley claims, is moving people away from dependency and instead forming *partnerships* based on horizontal relationships that evolve over time. Therefore, the real challenge of development is not to deliver goods and services to the poor through partnerships, but to change the most fundamental way of relating to each other as human beings.

4.2 Possible funding solutions for CBOs

Although it is difficult for CBOs to find sources of funding, there are ways to work around the money issue. In fact, dependency on external funding can result in even more setbacks linked to the reduction of community self-sufficiency. Because of this possibility we wish to strive for a "bottom-up" approach and take advantage of MGV's unique tight-knit community to develop innovative financial ideas involving minimal outside help. The following sections describe some inventive approaches that could be advantageous to our community-based project in MGV.

4.2.1 Local community fundraising and donating

Despite the possible need for substantial start-up funds to pay for venue construction or repair, both local small monetary donations as well as donations in kind—payment in goods and services as

opposed to money—can go a long way in providing resources for the MGV community Help Centre over time. Donations can range from books and craft supplies to volunteer time.

Local donations can be accumulated with the help of a community fundraising board or committee. Fortunately, one of the nine Green Light Project committees established last year was fundraising. We could possibly work together with the dedicated members of this committee to develop a financial action plan to help sustain the Help Centre. With their genuine interest in raising money for their community, these members could be real assets to the support of the Centre by raising money and collecting donations in kind, organizing and spreading the word about Centre events, and sparking interest in community members and recruiting other volunteers.

4.2.2 Alternative currency and LETS

In the face of the existing economic inequalities and social injustices in South Africa, innovative ideas are needed to help reverse the national trend of the "rich getting richer and the poor getting poorer". One of these inventive approaches is to separate underprivileged people from the mainstream economy by establishing an alternative banking system called the Local Exchange Trading System (LETS) in communities with a high unemployment rate. LETS is a local, non-profit exchange network in which goods and services can be traded without the use of printed money. As a non-monetary mutual credit system, it assigns a point value to goods and services that network members can use at any given time. For example, someone can earn credit by babysitting for one person and then spend it later on home construction with another person in the same community. Transactions are recorded in a central location and are accessible to all network members (Ashoka Social Financial Services, 2007).

4.2.2.1 Advantages of LETS

In underdeveloped communities lacking money, LETS can prove to be very effective in many respects. Financially, LETS empowers communities to participate in a more inclusive marketplace that does not require traditional upfront capital or high-interest bank loans. On a larger scale, LETSystems are immune to stock market crashes and inflation. Moreover, in financially underdeveloped but vibrant communities such as MGV where there are very talented youth and adults, there is less money in circulation, and therefore the demand for the unique skills of community members is lower or cannot be paid for with cash. LETS provides a vehicle for people living in these communities to earn credit by using their unique talents and skills that otherwise would simply be personal hobbies. The ability for community members to earn credit by doing what they are good at fosters self-reliance and self-esteem (Ashoka, 2007). MGV, unlike other larger, separated populations, is a small, talented, tight-knit

community and is therefore a very promising community in which to implement this type of innovative self-sufficient financial system. At its roots, LETS embodies the South African principle of Ubuntu, which envelops the belief that "I am only because you are – we are, only because the community is – the community exists because of us" (Dolley, 2003).

4.2.2.2 Criticism of LETS

As anticipated, a number of people have problems adjusting to the unusual operating methods of LETS. On the one hand, conventional national currency is generally hard to earn but easy to spend. On the other hand, LETS points are easy to earn but harder to spend. Therefore, the success of LETS depends on the ease with which a network member can participate in the market and spend their LETS credits. Difficulties can arise when placing difficult arrangements or undue service fees in the way of LETS members (Ashoka, 2007).

4.2.2.3 LETS Models

The Community Exchange System (CES) was founded and established in Cape Town, South Africa by Timothy Jenkin in 2003. CES is an online-based LETSystem and has 293 exchange communities in 34 countries around the world. The unit of currency traded within the CES system is called the "Talon", which is equivalent to one South African Rand and captures the value of a good and/or service. Transactions are recorded through a credits and debits system via computers (credit for the supplier and debit for the receiver). The CES system allows for self-regulation to ensure that all transactions are fair. Every month, a self-generated account balance statement is sent to all users in the network (Ashoka, 2007).

For communities such as MGV who lack technological skills and do not have access to many computers, a LETSystem could still be implemented by having a central location that displays a paper directory of local people who offer certain goods and services. This centre could be run by local volunteers or staff who record the transactions between community members and keep track of the each person's balance. In addition to other purposes, the future Help Centre could potentially serve as a goods and services "bank".

4.2.3 Unique NGOs

Although part of our mission is to increase the self-sufficiency of the MGV community by employing minimal external funding, in the future it could possibly be beneficial for MGV to seek out small-scale NGOs who provide small grants to CBOs while sharing our same focus of community participation through ABCD. By specifically focusing on disadvantaged CBOs who are located in

communities that need help most, such NGOs could make a huge impact on the MGV community's Help Centre. These groups understand the nature of CBOs and accordingly make their application process for grants much less complicated than those required by larger NGOs. Moreover, as it is especially hard for community development projects such as ours that don't directly focus on health issues to receive big grants, these small NGOs are much more likely to help because they tend to focus on HIV/AIDS treatment as well as community capacity and economic strengthening.

Many such small community foundations with creative grantmaking and relationship building strategies that do not disrupt the way CBOs function at the community level are active around the world and in South Africa. Located in the Western Cape province of South Africa, some of these types of NGOs are briefly described below. To learn more about the unique nature of their work, visit their website via the links provided.

4.2.2.1 Social Change Assistance Trust (SCAT)

Established in 1984, SCAT is a veteran independent fund-raising and grant-making development agency based in Cape Town, South Africa. The trust aims to channel funds to rural community owned development organisations with limited access to resources. SCAT provides core funds for salaries, additional special development funds, and on-site support and training opportunities to CBOs to promote community mobilization, citizenship building, community governance, and financial sustainability. It seeks to help CBOs especially focused on human rights, HIV/AIDS, local economic development, and gender equity. To prevent the dependency on the trust for funding, a unique financial support programme implemented by SCAT is the fundraising incentive scheme (FRIS). FRIS encourages communities, no matter how poor, to mobilize resources and organize events to creatively engage community members, promote local businesses and to support local artists and craftspeople to ultimately build community esteem. Popular events include dances, concerts, sports tournaments, and raffles. For every rand raised through local fundraising, SCAT provides a reward of five rand. These rewards can be used for a number of community development needs including staff salaries, community projects such as literacy programmes, and the purchase of land, vehicles, and office equipment.

Website: http://www.scat.org.za/

4.2.2.2 Community Development Foundation Western Cape

Founded in 2007, Community Development Foundation Western Cape is a community foundation that works to support and strengthen CBOs by enhancing community building and capacity

and developing leadership roles. The foundation's strategies include inclusive community leadership, asset building, and resource mobilization. It focuses primarily on poverty alleviation, youth development, and HIV/AIDS prevention. One of the big projects of the foundation has been to establish child wellness centres across South Africa.

Website: http://www.communityfoundationwesterncape.co.za/

4.2.2.3 South African SDI Alliance

Founded in 1991, the South African SDI Alliance is a branch of Shack Dwellers International (SDI), a network of community-based organisations of the urban poor in 33 countries in Africa, Asia, and Latin America. In South Africa, SDI is stationed in the cities of Cape Town, Johannesburg, and Durban. Rather than implementing ineffective "top-down" initiatives, SDI works with local citizens to harness the social, technological, and economic benefits of urbanization and ensures that the community has an active role in all aspects of the community development project. Using ABCD and SAL approaches, SDI creates a learning environment for communities and local authorities so they can produce sustainable developmental outcomes together. In fact, the 2012 Joe Slovo team is sponsored by the Community Organisation Resource Centre (CORC), a partner of the South African SDI Alliance, while they plan to employ reblocking strategies in Joe Slovo Park.

Website: http://sasdialliance.org.za/

4.2.3 Examples of other African resource centres and their financial strategies

4.2.3.1 Mathare Community Resource Centre in Nairobi, Kenya

The Mathare Community Resource Centre is located in the slums of Nairobi Kenya, home to 300,000 people. It was the brainchild of one man, Sammy Iregi, who was born and raised in Mathare. The resource centre was established to serve as a safe haven for the people of Mathare and to encourage positive development of children who often fall victim to drugs, crime, and gangs. The centre is based in four old shipping containers and provides several donated books, musical instruments, homemade board games, and open space for conversation and personal expression. At the centre, community members come together to have fun and learn skills by engaging in music, dance, sports, gymnastics, art, and various workshops. This particular resource centre is a powerful symbol showing that a huge difference can be made with a simple facility sustained by no outside funding.

Website: http://matharecrc.wordpress.com/

4.2.3.2 Nambi Sseppuuya Community Resource Centre in Igombe, Jinja District, Uganda

In memory of a deeply influential community member, the local Kiyimba family founded the Nambi Sseppuuya Community Resource Centre located in Igombe, Uganda. The community centre is a place where children and adults can both go to be educated, informed, and entertained. It is quite a sophisticated place containing impressive adult and children's libraries, a computer room, and toilet facilities. The centre serves as a venue for community involvement opportunities and events such as book club, craft club, adult classes, movie nights, information sessions, and sports and recreational activities. The resource centre was built and supplied with the help of organisations such as Book Aid International, local libraries, and generous

individuals from Uganda, Europe, Canada, and the United States. Simple methods for meeting the ongoing financial needs of the centre include charging a small admission fee on movie nights and also providing a charging station for visitors to charge their cell phones for a price. The centre website contains a tab for online readers to donate money to the centre as well.

Website: http://www.nambicommunityresourcecentre.com/