



**Habitat**  
for Humanity®  
South Africa



# **The Impact of Social Facilitation in Building Sustainable and Integrated Human Settlements**

Evidence from a comparative analysis of Pelican Park and Ruo Emoh communities on the Cape Flats

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## ABBREVIATIONS/ACRONYMS

<b>CTEET</b>	Cape Town Environmental Education Trust
<b>BEST</b>	Business, Expenses & Savings Training
<b>HFHSA</b>	Habitat for Humanity South Africa
<b>IRDP</b>	Integrated Residential Development Programme
<b>MEC</b>	Member of the Executive Committee
<b>NHC</b>	National Housing Code
<b>WESSA</b>	Wildlife Environmental Society of South Africa

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HFHSA STAFF & COMMUNITY VOLUNTEER  
ENGAGING A HOMEOWNER DURING THE DOOR  
TO DOOR SHELTER AWARENESS CAMPAIGN

## EXECUTIVE SUMMARY

This evaluation is a reflection on the value of social facilitation in building integrated and economically viable human settlements. It was commissioned at the behest of **Habitat for Humanity South Africa** (HFHSA) to ascertain the impact of its Social Facilitation programme implemented over the last five years, as part of the City's Integrated Residential Programme (IRDP), in Pelican Park. This report examines the extent to which the programme achieved its desired outcomes and the lessons from this process. A reflection on impact of social facilitation of this magnitude is certainly not easy, given the nuanced nature of the programme and the challenge of attributing impact to one intervention. Therefore, this evaluation adopted a case study approach in which **Pelican Park** which had exposure to social facilitation was compared with **Ruo Emoh** – a small community in Mitchell's Plain which had no exposure to any deliberate Social Facilitation Programme during its housing development process. The evaluation relied on multiple data sources, including a community survey in Ruo Emoh and extensive review of existing programme documentation – past annual reports, and progress and workshop reports.

This evaluation has shown that HFHSA's model of social facilitation indeed has potential to yield significant benefits for community development and sustainable human settlements. When effectively implemented to support housing programmes, as done in the IRDP in Pelican Park, social facilitation can achieve material benefits for participating communities in many ways. The activities carried out in Pelican Park over the last five years have produced tangible social outcomes - including the establishment of a capable community leadership structure; a viable community action plan; enhanced knowledge and capacity of homeowners and community leaders; developed new and strengthened existing external partnerships and connections for the community, and has created several active citizens (community beacons) who currently participate actively in processes aimed at improving wellbeing in Pelican Park.

In contrast with Ruo Emoh, the evaluation has seen stark disparities with respect to the above social facilitation outcomes. The comparative analyses revealed that homeowners in this community lack basic home maintenance skills, have limited awareness of their shelter and civic rights, the community has no legitimate leadership structure, it has no community action plan to facilitate community development, and no visible partnerships and social support networks, to name a few. Overall, the evaluation sheds light on the main evaluation questions. The insights include a summary of key social facilitation contributions, comparative analysis of selected indicators, lessons and challenges, as well as recommendations for programme improvement.

**The evaluation has surfaced a few areas that could be strengthened to enhance HFHSA's model of social facilitation in building sustainable human settlements and community development.**

It is recommended that HFHSA explore ways to give expression to its objective of advocating for the recognition of social facilitation by government and the private sector to support effective implementation of housing programmes aimed at addressing shelter poverty in South Africa.

HFHSA's social facilitation strategy is extensive, in terms of its envisaged outcomes, but less in terms of the activities in the implementation plan reviewed for this evaluation. It may be valuable for the organisation to continue to reflect on its theory of change and/ or logic model, and to explore the implications of this emerging formulation to understand how the different programme activities reinforce each other – and how best these linkages could be enhanced, and to use this work to define clear focus areas.

## 1. INTRODUCTION

This evaluation report reflects on the impact of **HFHSA's Social Facilitation Programme**. It sought to understand the material benefits of social facilitation in building cohesive, economically viable and sustainable human settlements, through a comparative analysis of Pelican Park and Ruo Emoh communities situated on the Cape Flats. In addition, the evaluation was aimed at examining the extent to which the social facilitation intervention achieved its desired implementation objectives/outcomes, but also to generate insights and understanding for the recognition and support for social facilitation in housing programmes, such as the IRDP.

More importantly, in recognition of the funding assistance from donors including the **Maria Marina Foundation** (MMF), which has provided funding for the programme in Pelican Park over the years, this evaluation thus demonstrates the main social facilitation contributions in Pelican Park as a measure of accountability to the donor/s. Moreover, the insights from this evaluation are expected to support and foster organisational learning and development facilitated through HFHSA's Monitoring, Evaluation, Accountability and Learning (MEAL) framework.

### 1.1 ABOUT HABITAT FOR HUMANITY SOUTH AFRICA

Registered in 1987 and actively building since 1996 in South Africa as a non-profit organisation, HFHSA is affiliated to Habitat for Humanity International. HFHSA is entirely self-funded and its strategy and programmes are aimed at facilitating provision of adequate and affordable shelter to combat housing poverty prevalent in South Africa. Through its activities, HFHSA collaborates with homeowners and stakeholders from both the public and private sectors to build communities in which the members play leading roles in their own development.



HFHSA believes in a world where everyone has a decent place to live. Its mission is to bring people together to build homes, communities and hope. HFHSA has earned a reputation as a recognised voice on housing and community development issues in South Africa and continues to help stakeholders to understand and implement proven, practical and replicable best practice all over the country.

## 1.2 CONTEXT OF EVALUATION

The **National Housing Code (NHC)** is one of the strategic policy imperatives which delineates the principles, guidelines, norms and standards that apply to Government's housing assistance programmes introduced since 1994. Despite its progressive ideals, the extent to which objectives of various NHC interventions translate to real outcomes remain challenging in most instances. Some of the challenges to the disconnect between policy intent and real outcomes include among others; lack of clear implementation guidelines, inadequate local government capacity and poor community-centred partnerships in housing implementation processes. The **Integrated Residential Development Programme (IRDP)** is one of the subsidy programmes designed to facilitate the development of integrated human settlements in well-located areas that provide convenient access to urban amenities, including places of employment, whilst maximising community involvement (community empowerment and social cohesion) in the process. Social facilitation that is community-led can potentially achieve some of the outcomes envisaged in IRDPs. By prioritising community participation and empowerment, social facilitation ensures authentic and meaningful participatory processes which is crucial in the implementation of human settlement programmes. Despite its significance, funding for social facilitation is often at the discretion of the **Member of the Executive Committee (MEC)** for Housing and subject to budget availability, which makes social facilitation neither a prioritised function nor an intentional approach.

HFHSA's Social Facilitation Programme is informed by bottom-up approaches and strengthened by the organisation's expertise and experience in facilitating housing development projects in poor communities. The strategy seeks to reform or shape legislation and government policy through addressing human settlement issues and programmes in a non-

confrontational and non-partisan way. It recognises that progressive and inclusive government policies are essential to increase access to safe, decent and affordable housing. Therefore, HFHSA advocates development of policies and systems that eliminate the multi-dimensional factors that contribute to shelter poverty.

## 1.3 OVERVIEW OF HFHSA'S SOCIAL FACILITATION PROGRAMME

Social facilitation is a model that promotes **participatory development** through community empowerment initiatives that enable people to organise for collective action, and mobilise resources and solidarity in pursuit of shared community development outcomes. When used effectively, social facilitation creates the enabling environment for community members to actively participate and take ownership of development interventions that are aimed at securing their livelihoods.

HFHSA's social facilitation strategy is anchored in a **people-centred development (humanist) paradigm** which emphasises bottom-up planning, community participation and empowerment as the building blocks for sustainable community development. The approach recognises the potential of the community in charting its own developmental journey and considers how the community's existing (as well as external) resources, skills and capabilities can be harnessed to achieve socio-economic development using housing as an entry point. The strategy is supplemented with a **People-Public-Private-Partnership (P4)** model through which resources are harnessed from a range of stakeholders, including government, private sector and civic organisations to promote sustainable community development. HFHSA recognises social facilitation as neither rigid nor a 'one-size-fits-all' approach, but as a flexible approach – one that acknowledges the contextual realities of partner communities and mobilises, through a P4-approach, the necessary resources to achieve welfare outcomes.



ASPIRING ENTREPRENEURS DURING THE 'GIVE YOURSELF A JOB' TRAINING IN PELICAN PARK

#### 1.4 EVALUATION QUESTIONS

In line with the objective of the evaluation indicated above, the evaluation is underpinned by the following key questions:

- 1) What are the main features of HFHSA's Social Facilitation Programme?
- 2) What is the impact of social facilitation on homeowners' quality of life, skills and social cohesion in Pelican Park?
- 3) To what extent did the programme realise its intended implementation outcomes in Pelican Park?
- 4) What lessons can be learned from investments in social facilitation programmes in building sustainable human settlements?

**HFHSA advocates for the development of policies and systems that eliminate the multi-dimensional factors that contribute to shelter poverty.**



FIGURE 1:  
**DESCRIPTION OF  
KEY EVALUATION  
STAKEHOLDERS**

### 1.5 DESCRIPTION OF EVALUATION STAKEHOLDERS

The IRDP in Pelican Park represents the largest subsidy programme of the Western Cape. Its aim was to reintegrate families across different income levels, race groups and religions into a **cohesive human settlement**. It was a flagship project for both HFHSA and **Power Construction** as it provided opportunity to translate the philosophy of a 'Hand-Up' (where project partners (communities) as beneficiaries – and yet leaders – of development are involved in every step of the actions aimed at achieving sustainable community development) into reality through meaningful social facilitation. The evaluation is intended for the following stakeholders.



# Pelican Park was a flagship project for both HFHSA and Power Construction as it provided opportunity to translate the philosophy of a ‘Hand-Up’ into reality through meaningful social facilitation

## PRIMARY STAKEHOLDERS

(ACTORS DIRECTLY INTERESTED IN THE EVALUATION RESULTS):

- **HFHSA:** the evaluation results will assist the organisation to improve its programme, refine practices and advance advocacy goals towards sustainable implementation of housing programmes.
- **MARIA MARINA FOUNDATION:** having funded social facilitation activities in Pelican Park over the years, the MMF would be interested in knowing the extent to which desired objectives/outcomes were achieved.
- **VOLUNTEERS:** volunteers will have a better understanding and awareness of how their participation in the process improved the wellbeing of low-income families.
- **POWER CONSTRUCTION:** as the main construction entity in Pelican Park, Power Construction could improve their practices with the evaluation results and invest more in social facilitation in its future housing projects.
- **PELICAN PARK AND RUO EMOH COMMUNITY LEADERS:** may use the evaluation results to mobilise resources for social facilitation assistance to achieve community development goals.

## SECONDARY STAKEHOLDERS

(ACTORS INDIRECTLY IMPACTED BY THE EVALUATION RESULTS):

- **NATIONAL AND PROVINCIAL DEPARTMENTS OF HUMAN SETTLEMENTS:** the evaluation provides evidence-based information for advocacy towards social facilitation in human settlement programmes, as well as subsidy programmes, policy frameworks and guidelines for building integrated and economically sustainable human settlements.
- **LOCAL GOVERNMENT:** the evaluation results could help inform housing implementation practices, as well as ensure investments in social facilitation in housing programmes at the local level.
- **CIVIL SOCIETY WORKING ON HOUSING ISSUES:** might find the evaluation results useful in developing advocacy campaigns to improve access to quality, decent and affordable shelter for poor and marginalised communities in South Africa.

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**Stakeholders** are funders, government agencies, non-government organisations, groups or individuals who have a direct or indirect interest in the programme and its monitoring and evaluation results. They potentially include: Government officials, Policymakers, Service and Contract managers, Funders/Donors, Board members, Managers and Programme delivery personnel, Service users, Clients or beneficiaries and Community interest groups or associations.



MEMBERS OF THE PELICAN PARK OWNERS' ASSOCIATION GATHERED BEFORE A COMMUNITY OUTREACH EVENT

Civil society working on housing issues might find the evaluation results useful in developing advocacy campaigns to improve access to quality, decent and affordable shelter for poor and marginalised communities in South Africa.

### 1.6 SURFACING A LOGIC MODEL

Used interchangeably with a theory of change, a logic model depicts how an organisation's programme works; the interconnection between outputs and outcomes (both short- and long-term) with programme activities/processes and the theoretical assumptions/principles that underlie the programme.

In evaluating the impact of social facilitation and the extent to which it achieved its intended outcomes, the review developed the following logic model which considers the inputs and key activities that bring about change (expected results or outcomes). The key components of HFHSA's social facilitation programme vis-à-vis the main activities, outputs and expected outcomes and impact are presented in Table 1.

**TABLE 1: SOCIAL FACILITATION LOGIC MODEL**

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES (INTERMEDIATE) & IMPACT (LONG TERM)
<ul style="list-style-type: none"> <li>• Homeowner</li> <li>• Education and Training materials</li> <li>• Equipment</li> <li>• Community Partnerships</li> <li>• Staff</li> <li>• Consultants</li> <li>• Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct training for homepartners and PPOA members, Facilitate learning exchanges</li> <li>• Facilitate Community Action Planning</li> <li>• Conduct social scoping</li> <li>• Facilitate build events</li> <li>• Implement Poverty Stoplight Tool</li> <li>• Facilitate enterprise development training</li> </ul>	<ul style="list-style-type: none"> <li>• Skills development services for PPOA &amp; Homeowners</li> <li>• Community Action Plan (CAP)</li> <li>• Partnerships developed</li> <li>• Learning exchanges organised</li> <li>• Do-It-Yourself education/</li> <li>• Learning kits developed</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced capacity of community leadership to mobilise resources (e.g human, physical, financial) to facilitate CAP process,</li> <li>• Increased homeowner education and capacity of homeowners to provide basic DIY services,</li> <li>• Greater sense of awareness, agency, participation and ownership of community projects,</li> <li>• Improved social cohesion, confidence, and participation of residents in community development activities,</li> <li>• Increased awareness of shelter and citizenship rights, poverty and livelihood coping mechanisms,</li> <li>• Increased community networks and partnerships,</li> <li>• Better understanding of poverty status and access to poverty reduction tools amongst residents,</li> <li>• Families are successfully integrated into the settlement</li> </ul>

## PROBLEM ANALYSIS

*Government and private sector stakeholders face enormous challenges, which often impede the success of human settlement projects, especially within South Africa's informal settlements.*

*Implementers grapple with challenges such as inherent power dynamics in communities, conflict and absence of leadership structures, fragmented communities with poor social cohesion, poor community participation due to politicisation of existing local government participatory structures (such as ward committees), as well as a limited sense of community ownership and agency to participate and sustain housing project outcomes.*

*These challenges have adverse effects and implications, and most notably create instability and conflict-ridden environments, which blocks meaningful, holistic and sustainable community development. Successful human settlement projects depend largely on several factors, including active community participation, greater ownership pre- and post project implementation, social cohesion and capacity to support and sustain housing projects.*

## 2. METHODOLOGY

### 2.1 QUALITATIVE CASE-STUDY APPROACH

Due to the nature of this evaluation, a descriptive (qualitative) case study approach which forms part of a non-experimental design paradigm was employed as a suitable approach to address the purpose of the evaluation and its questions. The case study approach was chosen for this evaluation because it is appropriate for qualitative evaluations. It is a flexible methodology that allows for in-depth analysis of a programme or phenomena in a natural setting using a variety of data collection procedures over a sustained period (Yin, 2009). The specific data collection procedures and tools used included semi-structured and key informant interviews, document analysis and review of programme reports including annual reports, progress reports, monthly updates, etc. The choice of this methodology was further informed by resource and data limitations including lack of baseline data indicators for the comparison group. This approach enabled the research team to gather and observe anecdotes and existing data to reflect on the impact of the social facilitation programme. Some of the attributes assessed/observed included evidence on social capital and family integration, shelter awareness and knowledge of home maintenance which can be directly linked to the influence of HFHSA's Social Facilitation Programme.

### 2.2 SAMPLING PROCEDURE

Non-probability sampling, specifically purposive/judgmental sampling method was adopted as a suitable procedure for the selection of cases and participants for interviews. As part of non-experimental (qualitative) evaluations, purposive sampling techniques allow evaluators to focus on features of the population that are of interest, as well as provide a wide range of sampling techniques to draw on (Creswell, 2008).

More importantly, purposive sampling procedures enable the selection of respondents whom, in the evaluator's judgment, can provide valuable information required to address the evaluation questions (ibid). The specific types of purposive sampling techniques used to select participants, as well as the case studies were convenience and critical case techniques as described below. **Convenience case sampling** involves choosing settings, groups, and/or individuals that are conveniently available and willing to participate in the study. This procedure was used to select homeowners and other relevant community members, or stakeholders based on their convenience.

On the other hand, **critical case sampling** involves choosing settings, groups, and/or individuals based on specific characteristic(s) because their inclusion provides the researcher with compelling insights about a phenomenon of interest (ibid). This procedure enabled the research team to select representatives whose views were deemed critical in addressing the key evaluation questions. In this evaluation, the views of homeowners and leaders in Pelican Park and Ruoh Emoh community were critical to addressing the evaluation questions.

#### Pelican Park sample

In **Pelican Park**, longitudinal surveys were conducted from 2013 to 2015, before implementation of HFHSA's Social Facilitation Programme, to generate baseline data to support subsequent evaluations. In 2017, an outcome evaluation was conducted to track the outcomes of the social facilitation intervention using results from baseline as benchmark.

In the current comparative evaluation, the findings of the 2017 evaluation in Pelican Park is compared with findings from Ruoh Emoh evaluation to understand the impacts of the social facilitation intervention. In the 2017 evaluation a sample of 40 participants;





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HFHSA & EPIC SOLUTIONS**

## It is a flexible methodology that allows for in-depth analysis of a programme or phenomena in a natural setting

comprising 15 members of the Pelican Park Owners Association (PPOA) and 25 homepartners, were selected for interviews. However, the longitudinal studies conducted from 2013 to 2015 had a combined sample of 320 participants.

### Ruo Emoh sample

**Ruo Emoh** is a relatively small settlement with an estimated number of 49 housing units. For the purposes of this evaluation a sample of participants comprising homeowners and key informants were targeted for interviews. This sample size was purposively determined considering the evaluation questions, methodological and resource constraints, and convenience. A total of 36 interviews were completed – representing 73% response rate.

### 2.3 SOURCES OF AND INSTRUMENTS FOR DATA COLLECTION

The evaluation relied chiefly on two main data sources; notably primary and secondary sources to glean the data required to address the evaluation questions. The respective data collection tools, as well as the sources are explained below.

**Primary data** which represents the raw data collected directly from participants in the field was gathered through interviews and surveys to address the evaluation questions. Specifically, semi-structured survey questionnaires (involving closed- and open-ended questions) was designed and administered to collect data from homeowners and key informants in both communities to measure specific attributes linked to the evaluation questions. On the other hand, **secondary data** provided supplementary information for the evaluation. This entailed extensive review and analysis of relevant existing documents and reports

including programme progress reports, implementation plan, annual and workshop reports, as well as past evaluation reports to understand the scope of implementation, emerging impacts, challenges, and lessons documented. In this evaluation secondary data was gleaned from the following sources;

**Project monthly Reports (2013-2016)**

**Annual Progress Reports (2014, 2015, 2016, 2017)**

**HFHSA's Social Facilitation Programme Q3 (December 2018-February 2019) progress report submitted to MMF Revised Pelican Park Implementation Plan and Budget – 19 September 2018**

**Workshop reports (horizontal learning, parent coaching, career guidance, enterprise development, self-awareness).**

### 2.4 DATA ANALYSIS AND ETHICAL CONSIDERATIONS

The emerging data was processed and analysed using a descriptive analysis approach. Numeric data (quantitative) was analysed using a descriptive statistical approach. The process involved coding and analysis in excel to generate descriptive statistical outputs which were subsequently interpreted and presented descriptively in the form of frequency distribution tables, pie charts, bar graphs, etc. Non-numeric (qualitative) data on the other hand, was analysed using a content/thematic analysis approach which involved identifying and streamlining data into themes and categories based on the evaluation questions.

In this evaluation the necessary ethical research principles were respected. The team ensured no harm was inflicted on respondents. Participation in this evaluation was voluntary; no participant/s were coerced to participate or rewarded for



**HFHSA VOLUNTEER ENGAGING HOMEOWNERS ABOUT THEIR RIGHTS & RESPONSIBILITIES**

## The social facilitation intervention begun in 2013 with the primary objective to assist about 3 231 families across different income levels, backgrounds, race and religion to integrate successfully into the IRDP which was being implemented in Pelican Park.

participation. In addition, respondents were informed about their right to withdraw from the evaluation at any time should they choose to. Responses were kept confidential and the names of respondents were kept anonymous - no names or other private details are mentioned in this report. Verbal consent was secured from participants before conducting interviews to ensure that respondents agreed to being recorded or photographed.

### 2.5 LIMITATIONS

It is important to note the limitations associated with this evaluation. First, while the non-experimental design is most suitable for descriptive qualitative studies, it is less rigorous in assuring or determining the degree to which results can be attributed to programme interventions such as the outcomes of social facilitation.

Unlike **Randomised Control Trial** (RCT) (otherwise known as the “Gold Standard”), which considers and controls the influences of external factors, non-experimental designs are unable to exclude external influences in evaluation. In effect, non-experimental designs do not control for the effect of external factors (e.g. other NGO interventions, government initiatives that potentially affect the outcomes of social facilitation, or sustainable housing development), and is

non-random (in this evaluation workshop participants and community leaders were invited for focus group discussions in the Pelican Park case study).

Therefore, this evaluation does not seek to prove causal relations between HFHSA’s social facilitation intervention and improvement in homeowners’ quality of life, but to track moments or contributions where there is tangible impact that can be linked to the effects of the social facilitation.

## 3. RESULTS

### 3.1 RECAP OF SOCIAL FACILITATION OBJECTIVES IN PELICAN PARK

The social facilitation intervention begun in 2013 with the primary objective to assist about 3 231 families across different income levels, backgrounds, race groups and religions to integrate successfully into the IRDP which was being implemented in Pelican Park. Overall, HFHSA’s primary mandate as implementing agent was to contribute, through social facilitation, to the growth of a vibrant, cohesive and economically sustainable community where residents can live in harmony and have increased access to

## HFHSA's Social Facilitation Programme in Pelican Park focused on developing the skills of both homeowners and community leaders as part of the process of achieving cohesive and sustainable community development.

livelihood opportunities. Specifically, the programme was aimed at facilitating achievement of the following key outcomes:

- a) **Ensure a safe, healthy, prospering community for 3,231 families, representing approximately 16,155 adults and children,**
- b) **Increase awareness of shelter rights and responsibilities amongst homeowners,**
- c) **Contribute to beneficiary skills development and economic empowerment,**
- d) **Promote a people-centred development to enable beneficiaries to actively participate in identifying their needs, planning and implementing sustainable livelihood strategies to improve their quality of life,**
- e) **Build social cohesion within the community and inculcate a sense of ownership and belonging amongst homeowners post construction,**
- f) **Foster stability and social cohesion in residential living by involving residents in identifying communal amenities for public open spaces,**
- g) **Promote a coordinated approach to human settlement which can improve quality of life,**
- h) **Increase awareness of housing poverty by engaging both local and international volunteers on the project.**

HFHSA's Social Facilitation Programme in Pelican Park focused on developing the skills of both homeowners and community leaders as part of the process of achieving cohesive and sustainable community development. The objective was thus to empower community members to make informed decisions and actively participate in the community's developmental journey. The main activities included: facilitating the election and formation of a body of community leaders and equipping them with the requisite skills and knowledge to lead their community; a series of workshops to help the community understand their own housing development project; and providing homeowners with essential knowledge - ranging from practical home maintenance information, role of external stakeholders/, to the costs, materials, regulations and basic architecture of their homes. Social scoping research, which formed part of the Social Facilitation programme revealed that most residents (mostly pensioners) sought active change in Pelican Park, while others were somewhat content with their situation and did not seek active change. This necessitated a shift in the approach to strategically target active or passionate (known as **beacons of change** in this evaluation) community residents. Members of the Pelican Park Owners Association (PPOA) (which was one of the outcomes of the social facilitation programme) were targeted as beacons of change in the process of building an economically thriving community for Pelican Park.





HFHSA VOLUNTEER TALKING TO RESIDENTS DURING THE SHELTER AWARENESS CAMPAIGN

**Members of the Pelican Park Owners Association are targeted as beacons of change in the process of building an economically thriving community for Pelican Park.**

Other community beacons identified through the project included participants who were involved in the latter part of the social facilitation programme through the **Poverty Stoplight Tool (PST)**, which was implemented to improve livelihoods in Pelican Park. They also included many active citizens who participated in capacity-building workshops, or actively attended meetings and volunteered to support community development initiatives. The rationale for working with 'community beacons' is premised on the assumption that by investing in "passionate community members" it is possible to create ripples of change (domino effect), as the engagements of beacons in the community could potentially influence, empower and create other active citizens through the transfer of knowledge and skills for social change.

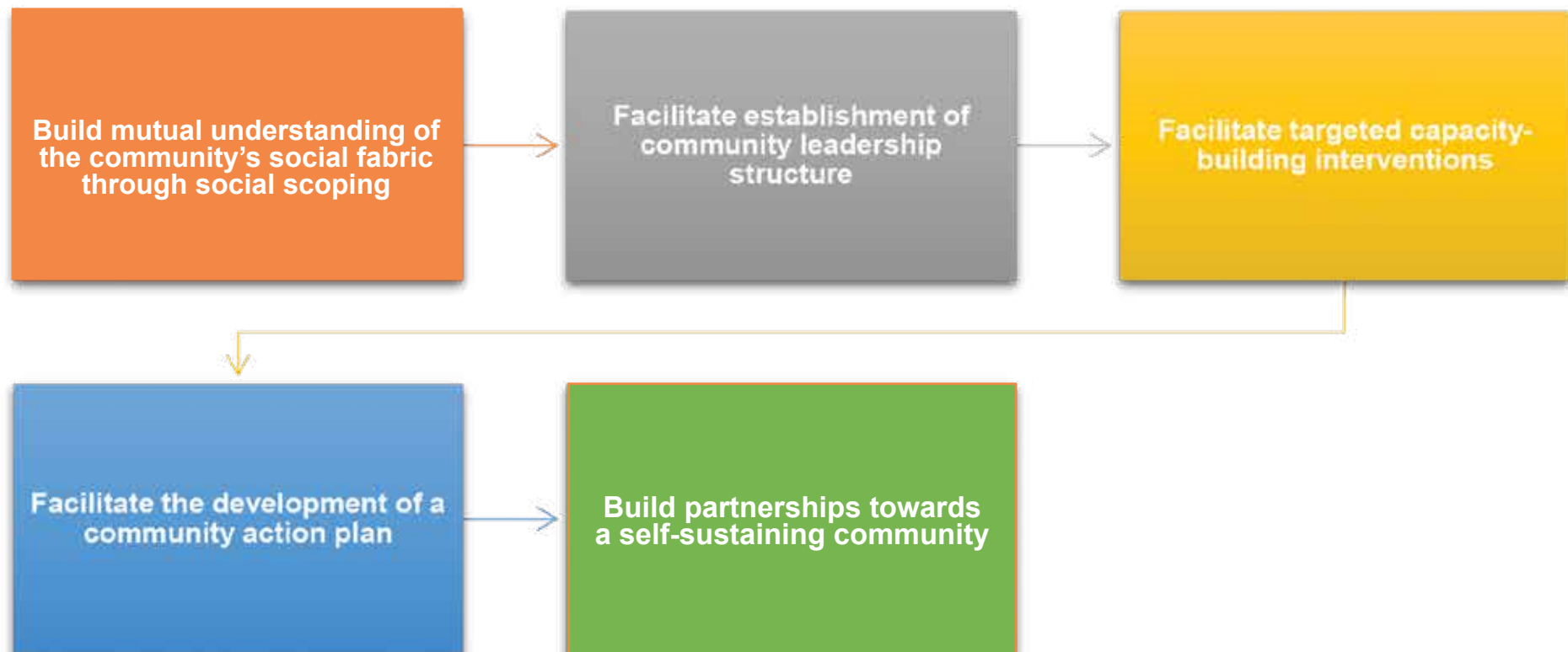


### 3.2 ADDRESSING KEY EVALUATION QUESTIONS

#### Question 1 - What are the main features of HFHSA's Social Facilitation Programme?

HFHSA's social facilitation is rooted in a people-driven development approach which recognises the potential of ordinary people to define and participate actively in their developmental journey. The model of social facilitation adopted by HFHSA is characterised by the following fundamental and complementary elements that are critical in addressing shelter poverty.

**FIGURE 2: KEY FEATURES OF THE SOCIAL FACILITATION PROGRAMME**



### COLLECTIVELY BUILD MUTUAL UNDERSTANDING OF THE COMMUNITY'S SOCIAL FABRIC THROUGH SOCIAL SCOPING ACTIVITIES

After a formal partnership is established with the community, social facilitation begins with a baseline study (scoping research) as a first step to understand and map the community's needs, challenges and opportunities in order to develop a roadmap for social facilitation in Pelican Park. In Pelican Park, this process involved recruiting and building the capacity of selected community members to facilitate surveys and report findings back to the community. Therefore, ensuring effective targeting, mutual understanding and commitment of the community to the process of understanding challenges and opportunities for community development. Social scoping is a pre-condition to implementation of subsequent activities.

### FACILITATE ESTABLISHMENT OF COMMUNITY LEADERSHIP STRUCTURE/COMMITTEE

The social facilitation programme recognises the potential role of community leaders in the community's developmental journey. For the programme to achieve its desired outcomes, it is essential to establish a community leadership structure that is capable of leading ethically and promoting the welfare/or interest of the larger community. This phase of the programme involves facilitating elections and engagements to democratically elect community representatives who will serve on a recognised community leadership structure. The roles and responsibilities of the structure are established at the outset and a constitution is drafted to guide the operations and conduct of leaders.

### FACILITATE TARGETED CAPACITY-BUILDING INTERVENTIONS TO ENHANCE COMMUNITY CAPACITY

The capacity of homeowners and community leaders is important in building a sustainable and cohesive human settlement where residents have increased access to livelihood opportunities. The capacity-building strategy is deliberately aimed first at building the capacity of homeowners to maintain their dwelling, to actively participate in the community's development process and to access their political rights. The training also targets community leaders specifically to build their leadership skills and ability to lead and manage the community's action plan (CAP) for development. The training is informed by the evidence from the initial community needs assessment, as well as from ongoing engagements with the community to establish skills development gaps, needs and opportunities. HFHSA in Pelican Park facilitated targeted assistance to build members' capacity in partnership with relevant individuals and organisations to achieve specific outcomes.

### FACILITATE THE DEVELOPMENT OF A COMMUNITY ACTION PLAN

An integral part of the social facilitation programme is the development of a community action plan which consolidates the key developmental actions designed to improve socio-economic wellbeing of the community. The CAP also helps the community to connect to ward-level and municipal integrated development plan (IDP) that drive service delivery and resource allocation in the local area. The main CAP activities including the development of the actual plan are facilitated systematically by the local leadership and HFHSA, focusing on the needs and priorities of the community.



LEADERS FROM PELICAN PARK DURING A HORIZONTAL LEARNING VISIT AT LOVE2GIVE

See <http://www.gov.za/about-government/government-programmes/sustainable-human-settlements-breaking-new-ground>. Accessed online, 26/06/2017.



## BUILD MEANINGFUL PARTNERSHIPS OR COLLABORATIONS FOR A SELF-SUSTAINING COMMUNITY

Partnerships are necessary in ensuring continuity of interventions as well as in sustaining community development gains. The objective here is to mobilise the key resources (financial and human capital) and develop the important relationships or connections both within and outside the community with a variety of stakeholders that have the resources to support the achievement of specific CAP priorities. The outcome envisaged from this latter phase of the social facilitation programme is a co-created sustainability strategy to ensure self-reliance and independence of the community before an exit strategy is implemented through meaningful collaborations.

### QUESTION 2 - What is the impact of social facilitation on homeowners' quality of life, skills and social cohesion in Pelican Park?

According to the **National Department of Human Settlements**, sustainable human settlements and improved quality of life of households are defined by: access to adequate accommodation that is suitable, relevant, appropriately located, affordable and fiscally sustainable; access to basic services such as water, sanitation, refuse removal and electricity; security of tenure irrespective of ownership or rental, formal or informal structures; access to social services and economic opportunities within reasonable distance. In line with this definition, this evaluation considered quality of life as a holistic variable or attribute that should be measured as a composite of many proxies including homeowners' satisfaction with adequate shelter and services including water, sanitation, electricity, safety and security, as well as satisfaction with education and financial wellbeing. In understanding the extent to which social facilitation

impacts homeowners' quality of life, the evaluation gleaned information from past surveys in Pelican Park over the years (2013-2015). The data was analysed to observe shifts in satisfaction across key indicators, using a sample of 160 drawn from each cohort.

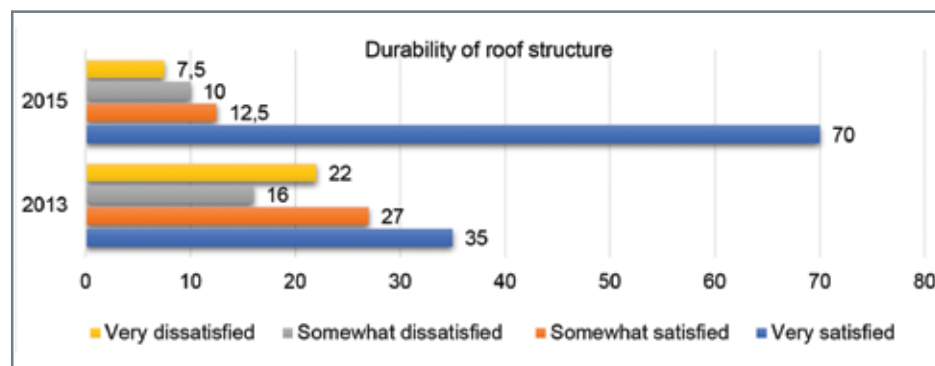
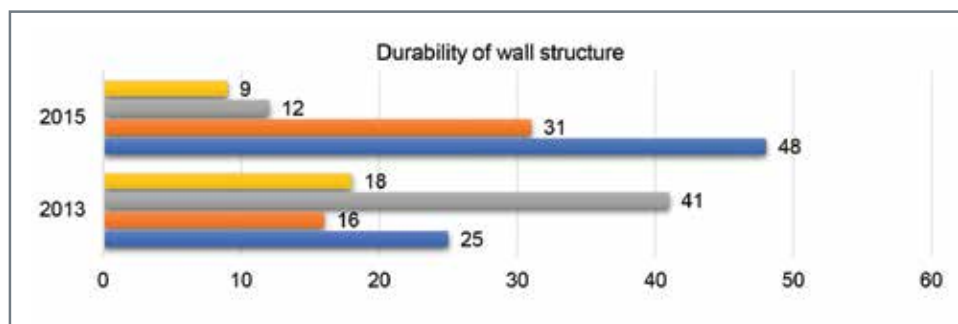
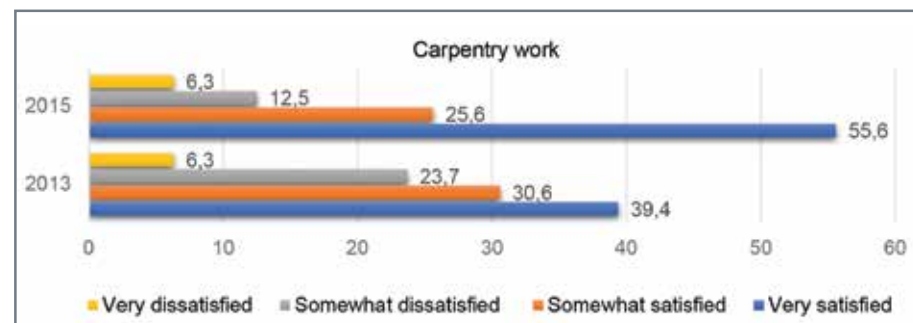
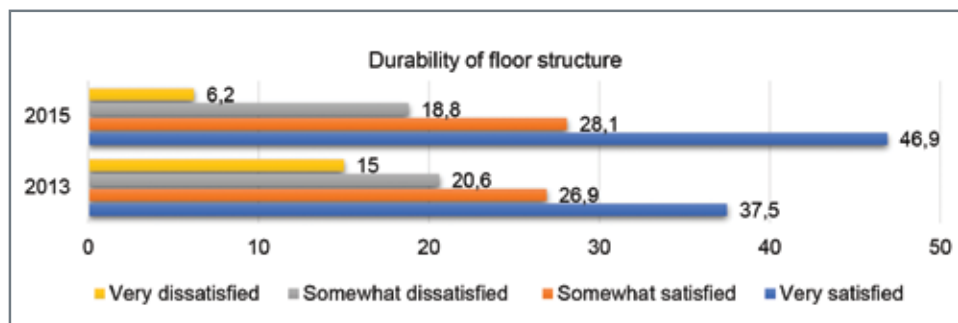
It is worth noting that quality of life cannot directly be attributed to the social facilitation programme due to the influence of other external opportunities or interventions (such as education and skills workshops conducted by other organisations and the Poverty Stoplight Programme) which may impact on homeowners' perceptions about quality of life. Due to the methodological challenges associated with the non-experimental design, attribution must be approached cautiously when engaging with the results of this evaluation.

## ANALYSIS

### 1. HOMEOWNERS' SATISFACTION WITH ADEQUACY OF SHELTER

As shown in figure 2 below, homeowners demonstrated satisfaction with the adequacy of their shelter with respect to: durability of floor and roof structure, carpentry work and wall structure. The analysis reveals an increase in satisfaction with adequacy of shelter when baseline data (2013) is compared with the results of the 2015 household survey. Nearly half of homeowners reported being very satisfied with the adequacy of their shelter.

FIGURE 3: **HOMEOWNERS' SATISFACTION WITH ADEQUACY OF SHELTER**

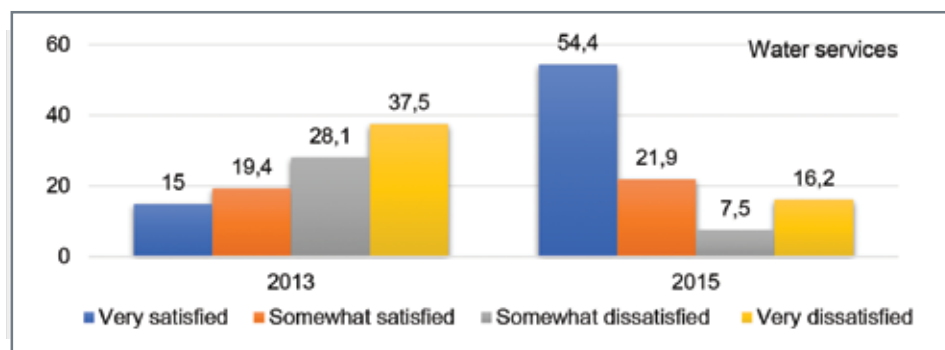
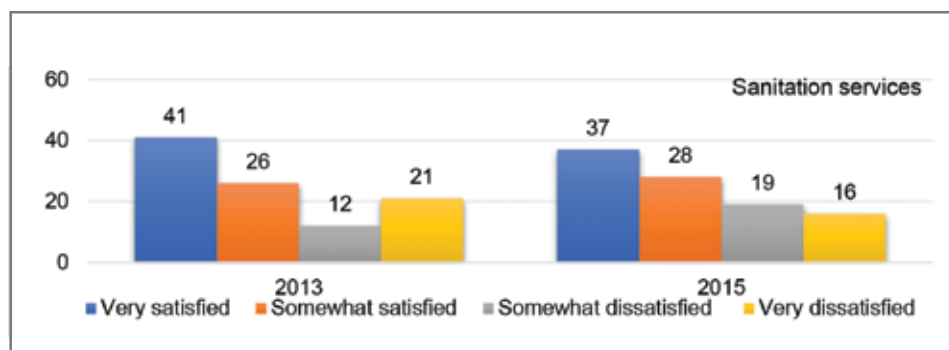
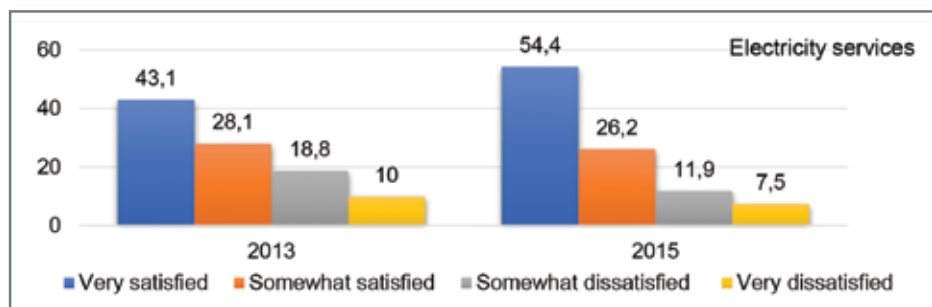




## 2. HOMEOWNERS' SATISFACTION WITH SERVICES (ELECTRICITY, WATER AND SANITATION)

One of the objectives of social facilitation in Pelican Park was to build collective action and a capable leadership that can hold local government accountable in the delivery of essential services that impact community wellbeing. The evaluation has revealed moderate levels of satisfaction with regards to service delivery during the period of implementation. While satisfaction with electricity and sanitation services has been relatively high, the data shows relative decline in satisfaction levels with regards to water amongst homeowners. It must be noted that seasonal drought in the municipality impacts adequate supply of water due to decrease in water in the absence of rain. Cape Town has witnessed perennial water crisis in the last three years due to a severe drought.

**FIGURE 4: HOMEOWNERS' SATISFACTION WITH SERVICES**





**YOUTH LEADERS FROM PELICAN PARK  
ENGAGING THE AUDIENCE AT A LEADERSHIP  
TRAINING WORKSHOP**

### 3. PERCEPTIONS OF COMMUNITY SAFETY, SHELTER AWARENESS AND SOCIAL COHESION

Although the contributions in respect of these indicators cannot be directly attributed to the effects of Habitat's social facilitation programme, it must be noted that the programme has contributed through its capacity-building activities to improve homeowners' education and skills to maintain their shelter, enhance financial awareness through financial literacy and enterprise development initiatives, as well as environmental awareness, and safety and security.

Data from longitudinal surveys have shown shifts in perceptions of safety and security with about 58% of homeowners reporting improved safety and security. The results suggest a relative decline in incidents of crime and violence. With regards to financial literacy, about 56% of respondents indicated that their financial literacy has improved partly due to the financial education workshops that they attended. Many of these participants were involved in the PST pilot in 2016.

Homeowners demonstrated deep awareness of shelter rights and capacity to maintain their homes. They showed confidence in their ability to fix shelter related problems such as plumbing, electric wiring, plastering, and safety precautions. Majority (80%) of homeowners perceived homeowner education workshops conducted by Habitat as being "extremely relevant" to their needs, suggesting that these workshops have enhanced both their knowledge of shelter rights and capacity to maintain their dwelling.

Social cohesion and family integration were observed through indicators such as connections, relationships, and safety and security among residents. The Pelican Park Owners Association (PPOA) has worked to deepen relationships and communication between and among homeowners through a variety of social cohesion events. A significant proportion (86%) of the respondents reported that the relationship with their neighbours has been "very

good". The programme over the years has intentionally conducted social cohesion events, which brought homeowners together to network and deliberate on opportunities for integration and common good of the community.

### QUESTION 3 - To what extent did the programme realise its intended implementation outcomes in Pelican Park?

HFHSA facilitated several important activities, since 2013 until today, to achieve the expected IRDP outcomes indicated above. However, progress was stalled by factors including staff transitions, limited community participation in some activities, as well as funding limitations. Despite these challenges, evaluation conducted in 2017 showed that the social facilitation programme had made significant inroads in areas such as building community leadership capacity, enhancing homeowners' capacity, fostering social cohesion, as well as improving the livelihoods of homeowners.

Evidence from monitoring and evaluation have revealed that the model of social facilitation implemented in Pelican Park achieved success in several areas. These insights demonstrate increased community cohesion, enhanced resilience and improved well-being of the community. The narrative below reflects on some of the critical contributions, social facilitation results.

#### A reflection on critical contributions of social facilitation in Pelican Park

##### a) Establishment of the Pelican Park Owners Association

The programme in its early years established the PPOA which until today serves as a recognised community

leadership structure that oversee the community's development process. The PPOA has thus far been instrumental in terms of mobilising the community around initiatives and events over the years. Social facilitation has contributed through targeted capacity-building workshops to the empowerment of the PPOA. Evidence from a 2017 outcome evaluation indicate that majority of the PPOA found the skills development services to be "extremely relevant" to their needs.

HFHSA's social facilitation model has assisted to relinquish power to community leaders in Pelican Park, thereby promoting a sense of ownership agency and commitment among the leaders and the community at large to lead the process of social change. Through participation in various events sponsored by Habitat community members acquired networking skills and opportunities, which have assisted in broadening their opportunity horizon and social capital.

#### **b) Develop community partnerships and connections for community development**

During the years of implementation, the social facilitation program produced partnerships through its People, Public, Private, Partnership model, which created opportunities for resource mobilisation and new connections with organisations and individuals that can assist the community's development process. The PPOA has initiated relevant partnerships through their own efforts.

HFHSA has assisted the community to build partnership with the following organisations:

- **Mosaic**
- **Sonke Gender Justice**
- **The Networking HIV/AIDS Community of South Africa (NACOSA)**
- **EPIC solutions**
- **Mfesani**

- **Pebbles Project**
- **Old Mutual**
- **Day Pro Lead & Inspire**
- **Love to Give (Stellenbosh Community Development Association)**
- **Star Leadership**

The PPOA initiated the following connections through their own efforts during the social facilitation implementation:

- **Market Toyota**
- **Department of Environmental Affairs**
- **Shell group SA**
- **Rubin Richards Foundation**
- **University of Cape Town (Medical School)**

#### **c) Horizontal learning (knowledge exchange events) opportunities:**

- In 2015, Habitat partnered with the local church and Cape Gateway International to facilitate a short job shadowing opportunity in preparation for the Desmond Tutu Build Week, from 2 – 6 March 2015. This opportunity allowed for participating community members to hone their event management and coordination skills.
- 14 women from Pelican Park were offered opportunity to attend the global Metamorphosis Womens' Conference in February 2015. The conference was an ideal opportunity to network with corporate sponsors, and other successful women in business. It inspired the women and enhanced their knowledge of resources, technical knowledge and skills required to pursue their own entrepreneurial goals.

- In addition, 5 women from Pelican Park were offered a chance to be trained in the Fundamental of Health and Wellness with Ubuntu Touch, an accredited organisation that provides employment training for women from disadvantaged communities. Upon completion of the full course, some of the women got employment at a local financial institution.

- In April 2015, a learning exchange event was facilitated between Pelican Park and Flamingo Crescent community in Cape Town to create a platform for community representatives to share and exchange information and ideas about their unique challenges, skills and experience necessary in building a cohesive community.

- Additional learning exchanges were conducted in 2018 to strengthen the community's ability to govern. 20 community leaders in Pelican Park participated in three horizontal learning events to share knowledge and experiences on community leadership, development and good governance. With the focus on young community members, Habitat facilitated a career guidance and education expo which engaged about 121 learners from primary and secondary schools in Pelican Park. The event informed high school learners about career opportunities and encouraged them to complete their National Senior Certificate (NSC).

- Habitat for Humanity South Africa in partnership with the Cape Town Environmental Education Trust (CTEET) and Wildlife Environmental Society of South Africa (WESSA) facilitated an environmental awareness workshop and clean-up day with over 120 attendees mostly children between the ages of 9 and 12 in attendance. The activities included awareness education sessions and demonstrations of creative re-using and recycling methods from both CTEET and WESSA. The event concluded with a clean-up drive in Pelican Park community

assisted by an environmental awareness committee of five community members who have committed to lead such efforts in future.

d) **Capacity development opportunities for homeowners and community leadership**

- The social facilitation programme has made major contributions to building the capacity of both the PPOA and homeowners in Pelican Park through targeted capacity-building activities. Some examples of workshops facilitated included: Organisational governance; Conflict management; Strategic planning; Financial management; Do-It-Yourself homeowner education; Health and Safety awareness; Self-awareness and leadership; Participatory methodologies; and Strategic planning.
- The programme has contributed to enhance homeowner's capacity to maintain their homes through various home maintenance education and training workshops covering plumbing, electric wiring, plastering, and safety precautions. As many as 80% of homeowners rated these services as being "extremely relevant" to their needs. Homeowners showed increased satisfaction with their physical shelter (in terms of durability of floor structure, carpentry, walls and roofing), as well as in terms of access to basic services such as electricity, water and sanitation provided by the municipality over the period 2013 to 2015.

e) **Development of the Community Action Plan**

- One of the key outcomes of social facilitation in Pelican Park was the development of the community's

action plan. The plan was co-created in partnership with the local leadership and subsequent training was provided to enhance the members' capacity to manage and facilitate its implementation. To date, the CAP has been completed and adopted by the community as a framework for socio-economic development.

f) **Investments in Poverty Stoplight Programme**

- Another major intervention in Pelican Park during this period was the Poverty Stoplight Tool (PST) which carried out with the support of Habitat as part of the process of building a sustainable and economically thriving community. The PST is a practical tool that is designed to help individual community members and families to act, assess and monitor their progress towards poverty alleviation and social change with the help of social facilitators and coaches. The programme was piloted with 50 households and achieved success in terms of helping community members to initiate poverty alleviation actions relevant to their needs. The number of participants was subsequently increased to 100 after the pilot.
- In response to the community's social challenges identified through the PST process, Habitat in collaboration with the PST team conducted parenting workshops for parents with pre-adolescent and adolescent youth. The workshop involved 51 parents and focused pre-adolescent and adolescent as well as the parenting roles related to: parenting & healthy relationships; partner abuse and violence; Sexually Transmitted Diseases, Stigma and strategies to enhance parenting and child relationship.
- Following the success of the PST, in 2019 additional 100 households/beneficiaries were identified and introduced to the programme. Beneficiaries included those who

participated in past social facilitation activities initiated by Habitat in Pelican Park. The process culminated in capacity-building activities aimed at addressing challenges and improving the wellbeing of beneficiaries.

- During this phase of implementation, 60 outstanding community members were empowered through a 'Give Yourself A Job life skills programme' in partnership with Mfesane. Four training sessions were held to capacitate individuals on how to create jobs through enterprise development. The event saw 47 aspiring entrepreneurs who were later invited to attend a business training workshop for further assistance with setting up and developing their businesses.
- In addition to building entrepreneurial skills, a youth business expo/motivation workshop was facilitated with 100 community members with the aim to encourage formation and growth of mainly youth-owned enterprises and information sharing between small business owners and aspiring entrepreneurs. Habitat struck a partnership with EPIC solutions to roll out the 1st phase of the organisation's business training programme, called Business, Expenses & Savings Training (BEST). This saw the joint facilitation of a workshop for small business owners and aspiring entrepreneurs in Pelican Park.
- In 2018, further, to deepening shelter awareness and citizenship rights and responsibilities, the programme saw the implementation of a second round of door-to-door campaigns with households in Pelican Park. This activity engaged 200 homeowners who were informed about their rights and responsibilities as well as the importance of social cohesion.



### 3.3 KEY LESSONS FROM SOCIAL FACILITATION INVESTMENTS IN PELICAN PARK

#### QUESTION 4 - What lessons can be learned from investments in social facilitation for building sustainable human settlements?

HFHSA's implementation of social facilitation activities in support of the City's IRDP in Pelican Park exposed significant lessons that are worth noting so far as the object of building integrated, economically viable and sustainable human settlements is concern.

#### **Achieving meaningful social facilitation outcomes is possible through cooperation and willingness of community members to support the programme objectives and activities**

This evaluation has found that the willingness of community members to cooperate with Habitat during the implementation process was a crucial factor for the success of the programme. The community demonstrated a shared understanding of the programmes' objectives and assumed ownership of the process through participation in key activities such as shelter awareness and home maintenance training workshops. Willingness and cooperation from the community are essential pillars for successful social facilitation.

#### **A charged and capable community leadership is an important catalyst for success**

The social facilitation results achieved in Pelican Park reaffirm the importance of relinquishing power to local leaders in ensuring successful social development programmes. This evaluation has found that the community's leadership (the PPOA) which was birthed through the social facilitation program was instrumental in mobilising the community to collectively support implementation activities. The leadership showed a strong sense of commitment to co-creating the Community Action Plan (CAP) and

subsequently supporting its implementation. This was made possible through the capacity development assistance that were provided by HFHSA to enhance the PPOA's capacity to drive the community's development process.

#### **External partnerships and social support networks have proven to be fundamental drivers of successful social facilitation**

One of the key outcomes of the programme in Pelican Park was to facilitate the development of key partnerships and connections or networks that could facilitate the development priorities envisaged in the CAP. The results achieved in Pelican Park can partly be attributed to the influence and support rendered by other external stakeholders and organisations that came into process with the assistance of HFHSA. Partnerships developed with the City of Cape Town, Power Construction, Maria Marina Foundation, Poverty Stoplight SA, WESSA, the Pebbles Project, NACOSA among others have resulted in significant contributions towards building an economically vibrant and sustainable community in Pelican Park.

#### **Community stability is an essential precondition for successful social facilitation**

Peace and stability are important prerequisites for the success of any developmental intervention in any context. Although the Cape Flats are replete with violence and crime, Pelican Park has been relatively stable with a few sporadic disturbances posing risk to project activities. However, the moderate peaceful atmosphere assisted project facilitators to enter and work with the community to implement social facilitation activities. Overall, the programme faced minimal political risk, violence and public unrest that could jeopardise the program and safety of HFHSA staff and volunteers on the ground. A stable atmosphere cannot be overlooked in the implementation of social facilitation programmes.

#### **The capacity of implementing agents or facilitators is a key determinant for success**

This evaluation has shown that the capacity of implementing agents has a direct impact on the outcomes of social facilitation. In this regard, HFHSA demonstrated significant capacity in mobilising the community and the skills necessary to achieve planned activities and objectives of social facilitation. Its community development practitioners worked around the clock to achieve specific implementation outcomes, from planning to logistics to facilitating workshops. HFHSA's ability to manage community-level politics, conflict and competing interest in the community enabled members to forge a common vision for the community.

#### **Building the capacity of "community beacons" has proven to be a critical catalyst for successful social facilitation**

Passionate and active community members play an important role in social facilitation. The results in Pelican Park have shown that 'community beacons' showed immense enthusiasm to drive change in their community. Capacitating these individuals could have positive ripple effects as beacons become teachers and facilitators of community development events/actions. Deliberately targeting and including 'community beacons' in formal meetings and engagements contributes to tangible community development outcomes.

### 3.4 Comparative Analysis: Evidence from Ruo Emoh and Pelican Park

In reflecting on the impact of HFHSA's Social Facilitation Programme, the evaluation sought to compare key results from a survey conducted in Ruo Emoh with a sample of 49 (achieving a 73% response rate) homeowners with findings from the 2017 Pelican Park outcome evaluation. Table 2 presents a comparative of selected indicators including: social cohesion and family integration, shelter awareness and home maintenance education, community leadership and empowerment, community action plan and partnerships.

# PROFILE OF RUO EMOH



The Ruo Emoh development is a community driven medium density housing project situated on a well-located piece of infill land on the corner of Weltevreden Parkway & Caesars Drive in Colorado Park, Mitchells Plain. Houses will be located adjacent to public transport and nearby schools, a community hall, shops and a hospital. It is envisaged as an integrated medium-density development which will include 49 housing units, a commercial enclave and a small open public space to be used as a playground or meeting point. There will be a variety of housing typologies, including double storey, semi-detached and free standing.

The project was started more than a decade ago by a community, composed largely of backyard dwellers, who wanted to build their own houses and identified a piece of land that was then purchased by uTshani Fund on their behalf. Instead of waiting on the City's ever growing housing waiting list, the group formed the Ruo Emoh (Our Home spelt backwards) Housing Saving Scheme, part of the South African Homeless People's Federation and Federation of the Urban Poor and have been saving their money for over a decade to build their houses .

Throughout the history of the Ruo Emoh development, one of the main challenges has been the objection by the Colorado Ratepayers Association. As a result, the subdivision and rezoning approval process took over 5 years (2001 – 2006). Once obtained, the approval was only valid for five years. By the time the subsidy approval was granted in May 2011, the subdivision approval was about to lapse. PEP, on behalf of uTshani Fund, had applied for an extension of the subdivision approval 10 months prior to the expiry date (August 2010) and received written confirmation from the CoCT that the approval would be granted, and the installation of infrastructure could precede.

Within 1 month of being on site, the Council issued uTshani with a 'cease works order' because the rezoning and subdivision approval had lapsed on 26 June 2011 and Council had not yet made a final decision on the application to extend the validity thereof. uTshani Fund was forced to terminate the contract with Civils 2000 with only half of the underground services having been installed. uTshani Fund also had to pay substantial penalties to both the contractor and the consulting engineers for terminating the contract prematurely. Subsequent to the above events that cumulated in the "cease works order" uTshani Fund, assisted by Peoples Environmental Planning worked tirelessly to find the funding, re-unite the community and overcome the institutional and administrative hurdles needed to restart Ruo Emoh. In late 2015, after numerous consultations with Province and the City of Cape Town (and many other stakeholders), the project was included in the cities official budget at the level of the new subsidy quantum. All approvals are now in place and at the time of writing the installation of infrastructure is imminent.

Source: People's Environmental Planning <https://pep.org.za/programmes/ruo-emoh/>

See <http://sasdialliance.org.za> for a description of the Ruo Emoh project, accessed 29 May 2019.

**TABLE 2: EVIDENCE FROM RUO EMOH**

	<b>RUO EMOH</b>	<b>PELICAN PARK</b>
1. Social cohesion and family integration	Homeowners perceived social capital and family integration as being relatively good. 60% of homeowners were satisfied with the level of social capital and family integration, while 40% felt somewhat satisfied.	The results depict improved social capital and family integration, with community members citing social cohesion events facilitated by HFHSA as key contributors. Many residents (86%) perceived the relationship with their neighbours as being “very good”.
2. Shelter rights awareness and homeowner capacity to maintain dwelling (i.e ability to undertake various DIY tasks in plumbing, electrical, plastering and safety precautions.	Almost all homeowners (89%) lack basic home maintenance skills and knowledge. The results suggest that homeowners have not received any training on shelter awareness and home maintenance in the last 12 months and have limited capacity to fix basic shelter related problems such as plumbing, electrical wiring, etc. Homeowners expressed interest in developing basic DIY skills in plumbing, and plastering.	Homeowners demonstrated deep awareness of shelter rights and capacity to maintain their homes. They showed confidence in their ability to fix shelter related problems such as plumbing, electric wiring, plastering, and safety precautions. Majority (80%) of homeowners perceived shelter maintenance and education workshops conducted by Habitat as being “extremely relevant” to their needs, suggesting that these workshops have enhanced both their shelter awareness and capacity to maintain their dwelling.
3. Community leadership empowerment.	Respondents were unsure about the presence of a leadership structure in the community.	Social facilitation has established and empowered a community leadership structure (PPOA) in Pelican Park. Half (50%) of the community leaders found the skills development services provided by HFHSA as being “extremely relevant” to their needs. They PPOA until today serves as a recognised community structure that lead community development actions in Pelican Park.
4. Develop relevant partnerships and/or connections for sustainable community development.	The community currently has no established partnerships or connections to organisations to facilitate community development.	The program has resulted in meaningful partnerships through its People, Public, Private, Partnership model, which created opportunities for resource mobilisation and new connections with organisations and individuals that can assist the community's development process. The PPOA has initiated relevant partnerships through their own efforts due to skills acquired from social facilitation.
5. Community Action Planning	The empirical data gleaned from the community survey showed complete absence of a community action plan. Respondents indicated the community has no action plan for community development.	Social facilitation has produced the community's action plan through a collaborative process with the local leadership. Subsequently training was provided to enhance the members' capacity to manage and facilitate its implementation. To date, the CAP has been completed and adopted by the community as a framework for socio-economic development.



PARENTS FROM PELICAN PARK AT A PARENTING WORKSHOP

**It has been observed that, when effectively implemented to support housing programmes, as done in the IRDP in Pelican Park, social facilitation can achieve material benefits for participating communities in many ways.**

## 4. CONCLUSION:

### SUCCESSSES

This evaluation is largely a qualitative reflection on the value of social facilitation in building integrated and economically viable human settlements. The key achievements in Pelican Park demonstrate that HFHSA's model of social facilitation indeed has potential to yield significant benefits for building cohesive and sustainable human settlements. It has been observed that, when effectively implemented to support housing programmes, as done in the IRDP in Pelican Park, social facilitation can achieve material benefits for participating communities in many ways.

As seen in the preceding analysis, social facilitation activities carried out in Pelican Park over the last five years have produced tangible social outcomes including the establishment of a capable community leadership structure, a viable community action plan, enhanced knowledge and capacity of homeowners and community leaders, external partnerships and connections, and has produced several active citizens (commu-

nity beacons) that promote social change in the community. In contrast with Ruo Emoh, where no formal social facilitation happened, the analysis indicates stark disparities with respect to the above key social facilitation indicators and/or objectives. As illustrated in Table 2 above, social facilitation interventions would have made a difference in Ruo Emoh in terms of building homeowners' shelter rights and capacity to maintain their dwelling, establishing a capable community leadership structure, building partnerships and developing an action plan for the community development.

### CHALLENGES

Despite the inroads made in Pelican Park with regards to building a viable community, social facilitation implementation was impacted by a number of challenges. It has been recorded that, build events for instance experienced shortage of builders on-site, which resulted in scaffolding delays. To address this issue, HFHSA purchased trowels for back-up, as sub-contractors did not always have sufficient equipment.



## The organisation's social facilitation strategy is extensive, in terms of its envisaged outcomes, but less in terms of the activities in the implementation plan reviewed for this evaluation

Another challenge encountered during the process related to the flow of information and communication between Power Construction and sub-contractors, as well as between Block Leaders. It was observed that communication was not as effective as expected. And this resulted in delays in restocking building materials, and confusion during build events. This challenge was mitigated in the interim by holding regular briefings with sub-contractors and volunteers to ensure effective flow of information and communication during build events.

The participation of homeowners, especially men, was rather limited. Instead, the programme engaged more women in capacity-building workshops, especially towards the end of the program. In addition, conflicting and competing interest among the community leadership stalled progress in the early years of its establishment. This was addressed through reshuffling roles, and through conflict management training activities with the community leadership.

### RECOMMENDATIONS

Based on the emerging insights, this evaluation has identified a few areas that could be strengthened to enhance HFHSA's model

of social facilitation in building sustainable human settlements. Habitat needs to explore ways to give expression to its objective of advocating for the recognition of social facilitation by government and private sector to support effective implementation of housing programmes aimed at addressing shelter poverty.

The organisation's social facilitation strategy is extensive, in terms of its envisaged outcomes, but less in terms of the activities in the implementation plan reviewed for this evaluation. It may be valuable for the organisation to continue to reflect on its theory of change and/ or logic model, and to explore the implications of this emerging formulation to understand how the different programme activities reinforce each other – and how best these linkages could be enhanced, and to use this work to define clear focus areas. This may require HFHSA to reflect on its cross-cutting programmes and the impact of its multi-level and sectoral approach, both in terms of how the organisation is structured internally, as well as with respect to how it engages stakeholders outside of the organisation. Such reflection might use what has emerged here as a starting point, and then distil it further into detailed descriptions of practice around capacity-building, volunteer engagement and fundraising.

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HFHSA STAFF WITH VOLUNTEERS & COMMUNITY LEADERS FROM PELICAN PARK ON A VISIT TO THE STELLENBOSCH COMMUNITY DEVELOPMENT PROGRAMME



