



HIV/AIDS | Orphans & Vulnerable Children | Early Childhood Development | Youth and Adult Education & Development | Community Safety & Development

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Community Safety Initiative: Chesterville

OVERVIEW

• Bursary • School Partnership • After-School Sport • Street Committees • 1-Stop Centre

I. **PROGRAMME TITLE:** Community Safety Initiative: Chesterville Pilot Programme

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EXECUTIVE SUMMARY

Vukukhanye is a registered public benefit and non-profit organization, which is committed to community development through community partnership, leadership development and empowerment. Vukukhanye's Management Board and project team members have a nearly twenty year history of working alongside the community of Chesterville, which is located in the Cato Manor region of the Ethekekwini Municipal Area. Vukukhanye, in collaboration with local business, government and civil society, are partnering with the Chesterville Residents Association in the implementation of a Community Safety Initiative. The aim of this Programme is not only a reduction in crime, but also the continued holistic development of this historically disadvantaged community, where crime and other socio-economic stresses are high.

The principles underpinning the Community Safety Initiative are based on a document commissioned by the South African Government and compiled by the National Crime Prevention Centre (SAPS), the CSIR Crime Prevention Centre and the Institute for Security Studies entitled "A Manual for Community Based Crime Prevention – Making South Africa Safe" (2000). It is another example of good policies and frameworks which if implemented effectively could produce favourable crime prevention outcomes. The Ethekekwini Metro Council's crime prevention strategy ("Durban Safer City Strategy: 2000") is also aligned with this manual. The approach makes use of international best practice, which includes the key principles of 'prevention', 'teamwork' and a 'holistic approach'. The strategy for Chesterville seeks to intervene at the 'social', 'environmental' and 'law enforcement' levels; as well as manage the three basic elements of a crime, namely: the victim/potential victim, the offender/potential offender and the environment.

A number of specific community-based projects have been identified and are in various stages of implementation. The Community Safety Initiative includes the following five projects:

- 1) A Tertiary Education **Bursary Fund**,
- 2) A **School Partnership Project**,
- 3) An **After-School Sport Project (Sport For All)**,
- 4) A **One-Stop Crisis Centre** and associated community social support, and
- 5) The establishment and management of operational **Street Committees** in Chesterville.

These projects are aligned within the broader holistic strategy for Chesterville, and it is intended that more projects will be added until a 'critical mass' of interventions is achieved.

While Vukukhanye is ultimately responsible for governance, financial controls, reporting and administration; the Programme Management is overseen by a Steering Committee which consists of community leaders, business leaders and Vukukhanye Board members. Within the Programme Management Function is a Project Manager who is responsible for co-ordination of the projects, as well as assisting the project team leaders and teams to effectively plan and successfully implement the projects.

A strategic intention of this Pilot Programme is to develop replicable models which can be applied to similar communities in KwaZulu-Natal and South Africa.

1. BACKGROUND (See *Vukukhanye Summary Profile*)

Vukukhanye is a Public Benefit Organisation concerned with the support and upliftment of vulnerable and underprivileged individuals, families and communities. Our strategic focus (10 year plan) is the holistic development of the community of Chesterville, in Cato Manor, KwaZulu-Natal. Vukukhanye was formed in October 2001 in the context of the long-standing relationship (1989 to present) with the neighbouring, historically disadvantaged community of Chesterville, and in response to the serious threat to child and family welfare caused by the HIV/AIDS epidemic.

Vukukhanye's Management Board and project team members have a nearly twenty year history of working alongside the community of Chesterville. Socio-economic development initiatives have included feeding schemes, the establishment of the Zamokuhle and Bamba Izandla Crèches, adult literacy training, skills training and income generation projects, a rape-crisis centre, a disabled people's support group, as well as HIV/AIDS education and care via the Chesterville Satellite Hospice. Vukukhanye's activities since 2001 have included the care of orphans and vulnerable children (including those affected/infected by HIV/AIDS), primarily through the operation of a Children's Transition/Foster Home (which has cared for over fifty children to date); community-based child and caregiver support; HIV/AIDS prevention/training programs, as well as the support of preschools in Chesterville.

Despite the progress made since South Africa's democratic elections in 1994, characteristics of this community still include widespread poverty, unemployment, a high prevalence of HIV infection, crime, abuse, domestic violence, orphaned children, dysfunctional households, low levels of education, and a general lack of support. Although sound policy frameworks are in place (such as the *'Manual for Community Based Crime Prevention'*, CSIR 2000 and *'Durban Safer City Strategy'*, 2000), it is our experience that there is a lack of effective and holistic implementation of such strategies in communities such as Chesterville; where the need for crime prevention and social development is obvious. We believe that Vukukhanye is well positioned to facilitate the proposed Community Safety Initiative as we have a long track record of cooperation with Chesterville and are working together with the leadership of Chesterville in the planning and implementation of this strategy. Vukukhanye is also strengthening links with local business, government and civil society and developing a growing volunteer base.

2. OVERVIEW OF TARGET AREA: CHESTERVILLE, KZN

2.1 Maps & Aerial Photographs of Chesterville

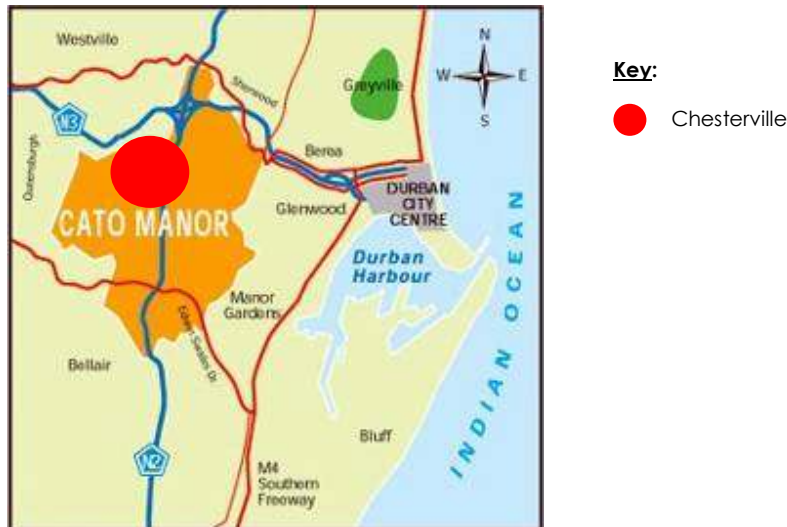


Fig. 1: Location of Cato Manor and Chesterville within the Ethekweni Metro (www.cmda.org.za)

The target community is Chesterville, which is part of the Cato Manor area of the Ethekweni Municipal Region. The specific target population of the Community Safety Initiative can be defined according to Municipal Ward Boundaries as "Chesterville Ward 24" (i.e. excluding parts of Ward 24 outside of Chesterville e.g. Westville) and Ward 29. The population of Chesterville at the time of the last census (2001) can be estimated to be 42,000 people (Stats SA, 2001), and the present population is likely to be well in excess of this figure.



Fig. 2: Aerial view of Chesterville, showing surrounding communities (www.earth.google.com)

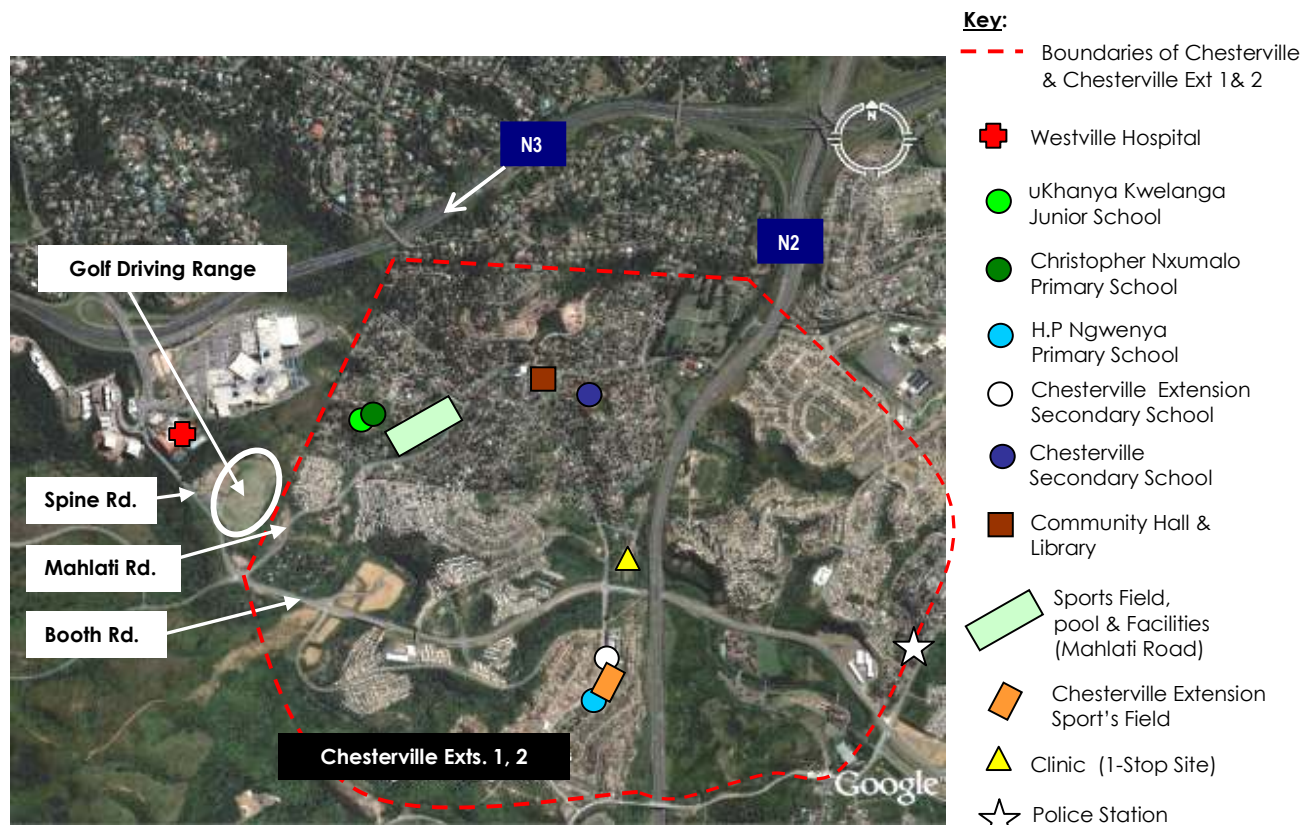


Fig. 3: Aerial view of Chesterville, showing key landmarks (www.earth.google.com)

2.2 The History & Significance of Cato Manor

Cato Manor is an area of approximately 2000 hectares, of which 900 hectares are suitable for development, with a population of about 97,000. It is strategically located just seven kilometres west of the central business district of the major South African port city of Durban/Ethekewini, and is traversed by the national N2 freeway. The port of Durban is the busiest in Sub-Saharan Africa, handling over 30 million tons of cargo annually.

The history of Cato Manor is one that is intrinsically connected with the history of the Apartheid State. It was once a vibrant multi-cultural community of 100,000 people, a melting pot of Indian and African cultures surviving in the shadow of the city that excluded them. Under the Apartheid Group Areas Act of 1955, thousands of people were forcibly removed to the African townships of KwaMashu and Umlazi and the Indian township of Chatsworth; after Cato Manor (a prime piece of real estate) was designated for white occupation. By the late 1960s most of Cato Manor had been emptied, but then remained largely unoccupied and undeveloped for the next 20 years. In the lead-up to South Africa's transition to democracy in the late 1980s and early 1990s Cato Manor re-emerged as a contested urban space which attracted waves of land invasions, resulting in widespread informal settlement.

The political significance of the forced removals in the 1960s, coupled with decades of official neglect, environmental degradation and the social consequences of rapid, uncontrolled informal settlement, provided the challenge for key role-players in Durban's public community and non-governmental sectors to embark on a ground-breaking collaborative urban renewal initiative. In the 1990s, the Greater Cato Manor Development Forum was formed and began negotiating a new future for the area, based on an integrated approach to redevelopment. The new Cato Manor is envisaged as a cluster of well planned, medium and high-density suburbs with the necessary schools, shops, clinics and recreational facilities, close to the city centre and serviced by an efficient mass transport system, where families can make their homes and gain access to employment. (*Stats SA: Census 2001; Networks and Communication Studies. NETCOM, vol. 17, No 3-4, 2003, p281; www.cmda.org.za*)

3. MOTIVATION

Characteristics of Chesterville include widespread poverty, unemployment, a high prevalence of HIV infection, crime, abuse, domestic violence, orphaned children, dysfunctional households, low levels of education, and a general lack of support.



3.1 Education

In 2007, the Grade 12 pass rate at Chesterville Secondary School was only 57%. The 2001 census results suggest that in Chesterville, only 31% of the population over 20 years old had passed Grade 12, and only 5% of the population over 20 have an education higher than high school level. This is lower than the average for the Durban Metro as a whole, where 10% of those over 20 years old have a post-secondary school education.

3.2 Employment

The Ethekwini Municipality suffers from the highest unemployment rate (34%) of any metropolitan area in the country. Statistics suggest that this is even higher in Chesterville, at 49%.

3.3 Income

According to 2001 census results, only 9% of individuals in Chesterville earn more than R1,600 per month and 27% of households receive no monthly income.

3.4 HIV/AIDS

Chesterville is a high risk community for HIV infection with an alarming 45% of pregnant women attending the local state ante-natal clinic being HIV positive, according to unpublished records. According to the Ethekwini Economic Review 2006/7, the Ethekwini Municipality has the highest HIV prevalence among antenatal attendees of any health district in the country, with a 39% infection rate in 2004/5. KwaZulu-Natal is also the province with the highest HIV prevalence among the 15-24 year old age group.

3.5 Crime & Dysfunction

Chesterville experiences unacceptable levels of crimes such as theft, assault (e.g. stabbings & muggings), hijacking, rape and murder. Also prevalent is domestic violence and child abuse/neglect. Specific Statistics for the Chesterville area are not available, as available statistics reflect crime in the broader Cato Manor region. It is an intention of this Programme to establish and track trends in crime levels in Chesterville over time.

(Stats SA: Census 2001, eThekweni Municipality Economic Review: 2006/7, Dept of Health SA: 2007, Shisana O et al: 2005)

4. AIM & OBJECTIVES

The overall aim of the Chesterville Pilot Programme is to contribute to social development and crime prevention within the community of Chesterville, through the implementation of community-based projects, which include:

4.1 Tertiary Education Bursary Project (Chesterville Secondary School)

Providing an incentive for high school achievement by providing the necessary financial support as well as mentoring and associated support to deserving individuals. The initial goal is to award two new bursaries in the first year of the bursary programme (2009 academic year) and a further 8 new bursaries from 2010-2013, at a rate of two new bursaries per year. The bursary was officially launched at Chesterville Secondary School on the 22nd of August 2008, and the first 2 bursary recipients are presently being sponsored.

4.2 School Partnership Project (Chesterville Secondary School)

The provision and facilitation of support for the school principal, educators, governing body and learners, with the intention of improving the quality of education delivery. Interventions are aimed at upgrading the school environment, improving the learning ethic and transferring skills to the educators and management team. In order to assist with this process, Vukukhanye has facilitated a partnership between Chesterville Secondary School and the Dreambuilders Institute, who specialize in this field.

4.3 After-School Sport Project ('Sport For All' social franchise model)

The provision of after-school sport's coaching opportunities for the youth of Chesterville (Grades 1 to 12). This will primarily be achieved using the "Sport For All" social franchise model, which is a sustainable model already working in a number of communities throughout South Africa. Local schoolchildren will have daily access to world-class coaching across a number of sporting codes, combined with life-skills training. The model also creates business opportunities for community members i.e. coaches and the franchise operator.

4.4 'One-Stop Centre' & Community Social Support

The establishment of a 'One-Stop Centre' in Chesterville, where trained counselors will attend to issues such as rape, domestic violence and child abuse. The Centre is being set up in an existing building adjacent to the Chesterville municipal clinic. It is intended that this Centre will include a facility for the overnight care of rape survivors (and other crisis needs), as well as a satellite police station. The centre will also serve as the base for community workers and health workers who will conduct home visits, home-based care, as well as counseling and referrals as required. This will contribute towards the planned scale-up of social support services in Chesterville (e.g. for orphans and vulnerable children, vulnerable families and the infirm). Ten community workers have been operating under supervision of Vukukhanye's social worker since October 2008.

4.5. Street Committees

The re-establishment of formal, well coordinated operational Street Committees in Chesterville i.e. small committees of street representatives, which form the nucleus of the community, and facilitate crime prevention by providing a means for rapid dissemination of information and providing education to residents. These committees will be managed by the Chesterville Residents Association (Civic) and will operate within existing legal and policing structures such as community policing forums and the South African Police Services. The establishment of a local community court is also a key objective.

5. PROGRAMME MANAGEMENT FUNCTION

5.1 Objectives

The purpose of the Programme Management Function is to provide sufficient resources to create and implement an appropriate strategy, including the following:

- Co-ordination and project management
- Monitoring and evaluation
- Financial disciplines – budgeting, control and reporting
- Communication strategy and implementation

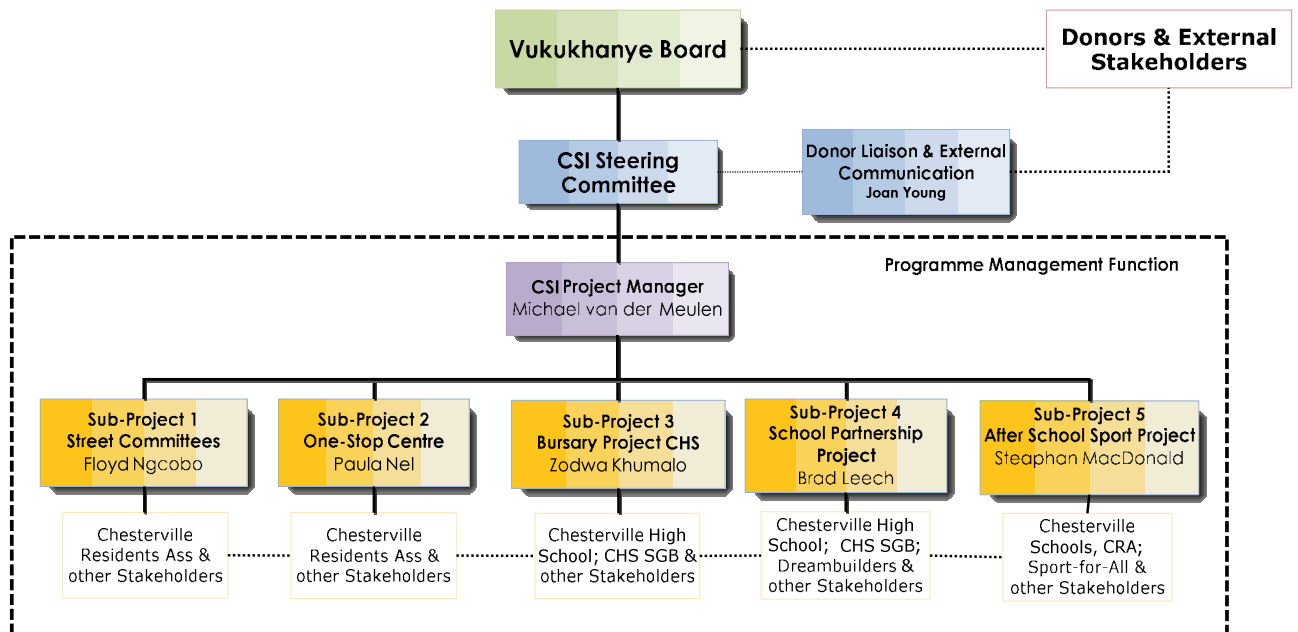
5.2 Structure

The Programme will be managed through the Vukukhanye PBO for the following reasons:

- Strong community relationships over the past 20 years
- Registered NPO and PBO, with Section 18A status which allows donors to qualify for tax exemption/benefits.
- Track record of good governance
- Financial accounting, banking and reporting structures are in place

A Programme **Steering Committee** has been established, resulting from a strategic partnership between Vukukhanye, the Chesterville Residents Association, local business and civil society. The Steering Committee includes the following members:

- | | | |
|---------------------------|---|---|
| 1) Floyd Ngcobo | - | Chairman Chesterville Residents Association |
| 2) Zamo Ngobese | - | Secretary Chesterville Residents Association |
| 3) Jabu Mkhize | - | Chesterville Residents Association (Security) |
| 4) Peter Watt | - | Pastor, Westville Christian fellowship |
| 5) Terry Rosenberg | - | Businessman |
| 6) Craig Coombe | - | Chairman Vukukhanye, Businessman |
| 7) Michael van der Meulen | - | Project Manager, Vukukhanye Board member |
| 8) Anthony van der Meulen | - | CEO Vukukhanye |



6. MONITORING AND EVALUATION STRATEGY

Monitoring is the simple recording of activities and results against plans and budgets. It provides records of activities and results and signals problems to be remedied along the way. **Evaluation** probes deeper and helps to explain why a particular problem has arisen, or why a particular outcome has occurred or failed to occur. Monitoring and Evaluation will be conducted according to the SIDA (Swedish International Development Cooperation Agency) approach. The key principles and assumptions of each are summarised in the table below. (The strategy will be implemented to the best of Vukukhanye's ability, and in accordance with the available budget)

MONITORING	EVALUATION
Continuous or periodic	Episodic, ad hoc
Programme objectives taken as given	Programme objectives assessed in relation to higher-level goals or to the development problem to be solved
Pre-defined indicators of progress assumed to be appropriate	Validity and relevance of pre-defined indicators open to question
Tracks progress against small number of indicators	Deals with wider range of issues
Focus on intended results	Identifies both unintended and intended results
Quantitative methods	Qualitative and quantitative methods
Data routinely collected	Multiple sources of data
Does not answer causal questions	Provides answers to causal questions
Usually an internal management function	Often done by external evaluators and often initiated by external agents

Monitoring (Chesterville Community Safety Initiative)

- To be conducted mostly internally (i.e. by staff and volunteers)
- An external consultant will be used for the facilitation of a Log Frame for each of the five projects and the Programme as a whole.
- Monitoring will be ongoing and will include staff and project team meetings, monthly project reports etc.
- Quarterly reports will be produced by the Project Manager within 6 weeks of the end of each quarter.

Evaluation (Chesterville Community Safety Initiative)

- To be conducted annually by an external contracted provider (10 days required).
- The evaluators report will be produced within 2 months of the year-end.

7. COMMUNICATION STRATEGY

Critical to the success of the strategy is an effective communication programme. It is envisaged that this strategy will include all aspects of communication, including the media, public meetings, functions, posters, pamphlets, etc.

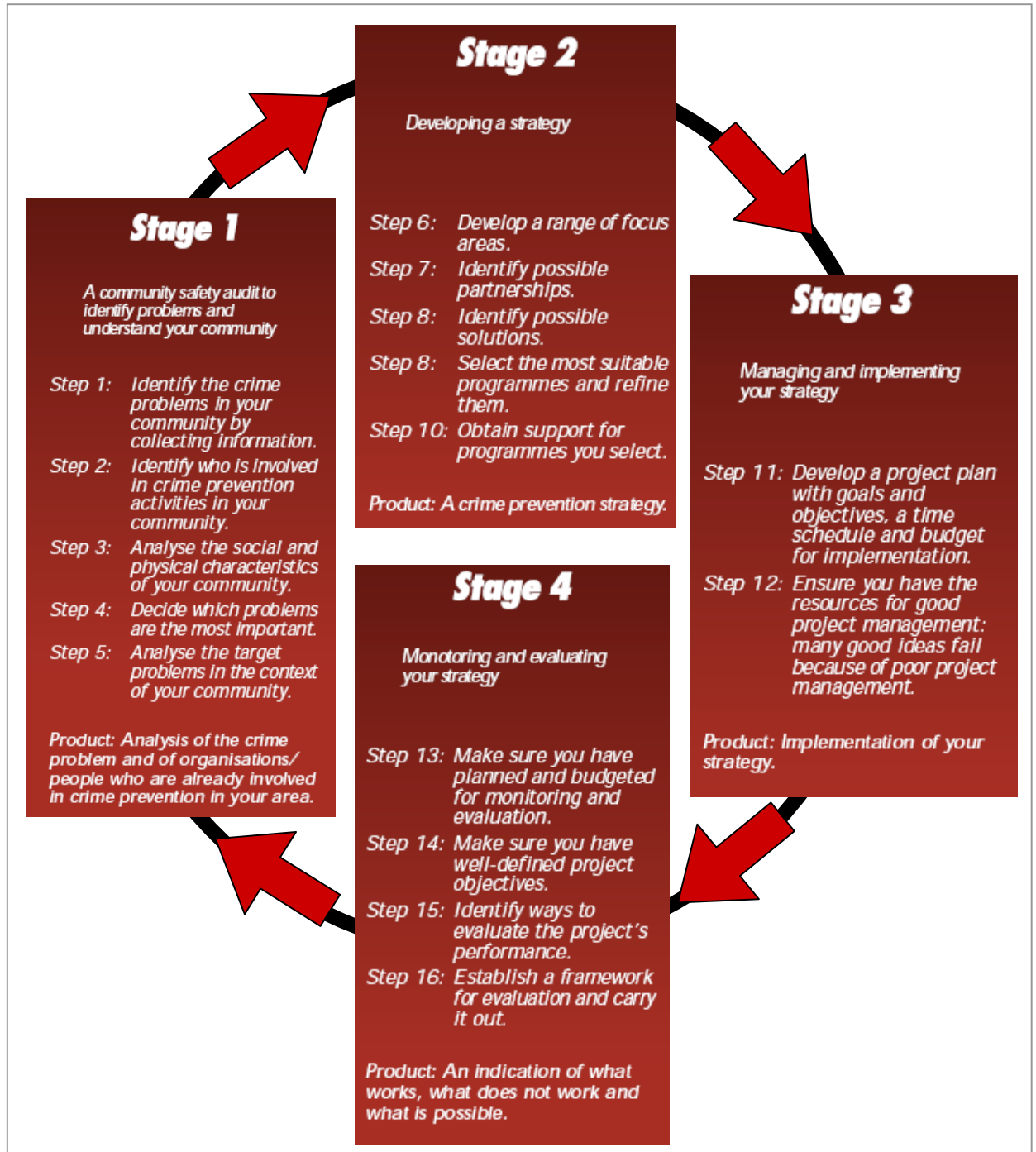
The publicity will aim to promote the aims of the crime prevention strategy, be an information channel to the public to encourage further participation by the community and to build the self image and confidence of the community.

Trained communications experts will form part of the team or be consulted. Vukukhanye has established a partnership with Matthew Willman, commissioned photographer for the Nelson Mandela Foundation and Oxfam Australia, to mention a few. Matthew is presently working with Vukukhanye to produce portfolios of prominent Chesterville Residents, as well as a 'Case Study' publication which will serve as a marketing tool and a record of the process followed in Chesterville. This could then be used as a guide for the implementation of safety/development initiatives in other communities.



8. PROJECT VIABILITY ASSESSMENT PROCESS

The methodology recommended in "A Manual for Community Community Based Crime Prevention" (CSIR, 2000) will be applied in identifying and implementing potential projects, as well as assessing their impact on the community of Chesterville. This process is summarized below:



Project Viability Assessment Process

Source: "A Manual for Community Based Crime Prevention – Making South Africa Safe" (CSIR, 2000:9)