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Notes

The documents include an overview of the project; problems and recommendations for the "allottees", i.e. people who were being resettled and had been given a plot and materials for the construction of their new house. Also included is the "Dandora Group Project summary of findings" resulting from group discussions with the management/technical community development officers. There were also plans for media production intended for the aid of future allottees being resettled, including slides, a manual, handouts.

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Signature of Person Submit

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SAROJA DOUGLAS

Saroja Douglas

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DANDORA PROJECT

Because of the limited available time, we may have to engage ourselves only with Phase I of this project. Lecturers as well as participants must have in mind that the project organizers are anxiously looking forward to seeing results and recommendations that will bear fruit. The organizers of this course are aware that participants are here to be ‘trained’. All these interests should be merged.

The Dandora project started as a one-way traffic affair. At no stage in the planning process were the people who were to be ‘resettled’ invited to a meeting of any kind where their views would be heard concerning what they thought of the project as envisaged by the organizers. The other interested bodies were equally ‘left out’ at the initial planning stage of the project. One staff member of the project said ...”It was us who decided. It was only after the selection and allocation of plots that the people were invited and discussions held with them.”

Some members of the staff were employed after various ‘studies’ about the project had taken place and consequently the latter are still in the dark as to how to react to the potential settlers when the latter pose questions. Phase II of the project is much more ‘advanced’ than Phase I, and it is ‘progressing’ with its built-in mistakes. It could be saved but we must begin with Phase I and the results and fruits, if good enough, should be used to salvage the second phase of the project.

It looks like the lack of participation by various interest groups in decision making on the project at the initial planning stage may be where one major problem revolves. It is not unnecessary to find out therefore what the views of these groups are and how they can be accommodated to reach a compromise acceptable to all.

There are people of multifarious ethno-cultural background at the project site. How do the authorities communicate to such a group of people. They do not all seem to be having similar philosophy of the project. How do we in fact know that the project is an answer to some of their basic needs? Did they want the project? Do they need it? Did they ask for it?

The organizers of the project themselves have come to grips with a very tangible problem; i.e. how do they get across to the people:

“Well, already there exists a “Village Committee”, but it is necessary

To find out the structure of the committee – how its leaders were chosen (were external forces significant in the choice of leadership?) Is there any ethnic group that is over-represented? What is the main function of this committee?

This committee could be used as the spring-board to launch information on policy matters to the rest of the people. I must hurry to add that this committee is a representative of the people and therefore ought to have participated in the information on policy matters before selling the information to those who elected the members of the committee. Participants might also need to find out how different

the new location is from the 'shanties' that they previously occupied. Are there certain things for example (that the people consider important) that they could not do in the new location that they did with ease and freedom in their shanties?

These are the areas which seemed to me could meet the needs of the project designers and provide training facilities for the participants inside the available time.


It could temporarily be hypothesized that:

- (a) The more the people are allowed to participate in decisions that affect them, the more likely it is that such project may succeed**


- (b) The more cognizance is given to the fact that there are various socio-economic and political interests involved, the nearer will the authorities come to solving the problems often confronted with such projects.**

- (c) The more importance is given to the existence of people of various cultural backgrounds the likelier it becomes that problems could be minimized.**

by Nelson-Richards



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TRAINING PROGRAMME IN COMMUNICATIONS FOR SOCIAL DEVELOPMENT

DANDORA GROUP PROJECT

DRAFT FOR PROBLEMS AND RECOMMENDATIONS

Problems and Recommendations to the Allottees

1. Financial Problems - many allottees have money problems during construction. Money often runs out in the middle of building.
2. Many allottees find the materials loan inadequate since materials costs have risen.
3. Some allottees had problems with rains during construction.
4. Hiring of cheap artisans which they could afford to pay, and found them not to be competent.
5. Some allottees are removed from their place of work (casual business people).
- 5b Allottees want to plaster ceilings which is unsafe for th's type of building.
6. Allottees are often not aware of cheaper types of doors or windows available, so they spend a lot of money on these.
7. Dandora has two types of soil, one of which requires a deeper foundation for building, and therefore costs more. Allottees found it unfair that the same amount of loan is given to all for foundation regardless of soil type of plot.
8. Generally allottees do not seem to value the idea of 50% of the plot remaining uncovered. In some instance, they would rather build more rooms to rent. In some cases, fundis who are used to paving the yard simply go ahead and do it as a matter of course before consulting allottees.
9. Lack of sharing walls was due to:
 - (a) timing of starting construction does not coincide with neighbours;
 - (b) not knowing neighbours beforehand;
 - (c) sense of wanting to be independent, and demolish house when one chooses instead of worrying about shared wall. Only boundary walls are shared.

Recommendations

1. Allottees to be given more loan to suit the inflation of materials etc.
2. Allottees to be provided with materials rather than petty cash.
3. Future allottees to be informed of the importance of timing in starting construction.

4. The authority to provide with competent but reasonably cheap artisans.
5. They should be given time to repay the loan due to lack of jobs, or authority to give them jobs to recover the loan.
6. Advertise the cheaper materials available.
7. Authority to consider a higher loan for those at a disadvantage regarding soil.
8. Give the allottees bigger plots to build larger rooms and still leave 50% uncovered. Give the allottees/artisans proper, continuous education on this point.
9. Sharing of walls should not be recommended at all.
10. Since many of the allottees are not residing in their houses, any project communication from the authority should also be projected to the tenants and not to allottees only.

Problems in Relation to Artisans - Recommendations by the Group

1. No formal training of fundis.
2. Lack of formal training has led to misunderstanding of the building plans.
3. Constructing buildings without constant reference to the building plan.
4. Lack of communications between fundis and foremen.
5. General misunderstanding between fundis and allottees:
 - (a) financial
 - (b) construction
6. General information of common construction errors that have been made in the past and how to avoid them.
7. Lack of adequate communication between the Administration and the fundis.
8. Fundis not aware of the Nairobi City Council Bye-Laws.

Problem Solving

Recommendations by Group

- 1a Advise allottees on the importance of choosing/employing qualified fundis.
- 1b Regular meetings of fundis, building foremen, CDA's, Administrative and technical staff to discuss plans and common construction errors.

- 1c Building foremen should try to enforce that fundis have building plans available at all times of the construction.
2. Communications Workshops for building foremen to give them some basic communication skills on how best they can communicate with fundis.
- 2a Issue construction manuals to allottees as part of the plan to be used by whatever fundis they employ.
3. The project should help allottees to draw up an agreement between allottees and fundis.

Proposed Solutions for Problems 7 and 8 (by M. Mutuku)

7

- (a) The proposed solution for 1(b) i.e. regular meetings between fundis/building foremen/CDA and the Management could also be applied here.
- (b) Community Development staff (CDA's) could make a deliberate attempt to talk more with fundis especially when they make regular visits to plots to see allottees. This could also be done by building foremen but CDA are in a better position since they do not directly supervise the work of fundis.
- (c) The Project Management should try not to perpetuate the present attitude that it has nothing to do with fundis and that fundis are entirely the problem of allottees. Perhaps a better attitude of regarding fundis as part and parcel of the project activities could be developed.
- (d) Slide set on construction and construction problems could be prepared and shown to fundis from time to time.

8

- (a) The manual proposed in No. 2(a) could include those buildings bye-laws of the council (NCC) that are likely to be contravened by faulty construction by fundis.
- (b) During the meetings proposed in No. 1(b) such bye-laws could also be discussed.
- (c) The slide show proposed in 7(d) could also include (highlight) such bye-laws.

Report on Discussions with Foremen - Dandora Project

Some of the questions put to Foremen:-

- (a) What type of messages do foremen communicate with:
 - (i) Artisans (fundis) ?
 - (ii) Allottees ?

- (b) What messages do foremen repeat very often?
- (c) What stages of the building process do foremen have most problems with?
- (d) What is the nature of the problems?
- (e) Do foremen assist with the lay-out of the building?
- (f) Do artisans have to keep a copy of the plan with them at all times?
- (g) Are there any manuals to guide:
 - (i) the foreman?
 - (ii) the artisans (fundis)?
- (h) Has the project any training programmes for:
 - (i) the foremen?
 - (ii) the artisans (fundis)?
- (i) In which areas of the building trade should the artisans be orientated, trained or retrained?

Findings from Artisans

1. Some allottees/artisans use wrong building materials. There is need, therefore, to advise allottees on the right materials to purchase.
2. Some artisans do not consult foremen during various stages of construction. When, however, faults on construction are detected, it becomes expensive for the allottee to get the fault corrected. Artisans should consult and accept advice from foremen at all stages of construction. They should be made to wait for inspection of each stage completed before proceeding any further to avoid re-building of faulty stages.
3. There is lack of full understanding of the importance of the "splash" area by both the allottees and the artisans. There is need for further information about the importance of the "splash" areas.
4. Artisans sometimes forget to put in the ventilators. There is need for the foremen to check on the ventilators at the stage where they are to be put in.
5. There was the problem of allottees hiring incompetent artisans. Allottees need advice on the choice of competent artisans.
6. Areas where problems occur most are from the profile setting through the foundations to the laying of floor-slabs. Foremen should inspect and assist where necessary in these areas. Specific problems in these areas include:
 - (a) setting out profile according to building plan
 - (b) mixtures of concrete, slab and mortar


- (c) Artisans' inability to read building plans
- (d) Quality of building materials.

8. Areas of further training for attisans:

- (a) Interpreting building plans and specifications
- (b) Correct mixtures of concrete, slabs and mortar
- (c) Correct measurement and lengths, angles and use of metric measure
- (d) Use of the spirit level.

9. The foremen require periodic seminars, workshops or refresher courses to update their technical knowledge and knowledge about the project.

N.B. Attached are forms and other materials in use on the project e.g. inspection sheet, duties of foremen, etc.



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DANDORA GROUP PROJECT SUMMARY

OF FINDINGS

A. Communication Problem Areas Identified by the Management/Technical/Community Development Officers

During the group discussions held with the Management/Technical/Community Development officers on Wednesday 22 February 1978, they identified the following as areas which they considered as involving their major communication problems:

1. How to communicate to the allottees that they merited the plots, and that they are for the benefit of the family and not the individual. Allottees need to be convinced that keeping the plot is of long term value to them, and more beneficial than the Kenya Shillings 15,000 or so they are likely to get by selling it to someone else.
2. There has been a problem with lack of personal financial planning so that the allottees could have enough saved to carry on the building without problems. Phase II allottees need to be informed to start saving so that they will be able to complete their construction before the deadline instead of forfeiting the plots, due to lack of adequate finance for building.
3. The sharing of walls can reduce building costs and save land. It has been however extremely difficult to get this across to the allottees, and get them to accept it and put it into practice.
4. Many allottees have been overlooking the regulation which requires them not to build on more than 50 per cent of the plot. They try to construct more rooms than provided for in the plans. Many of

.....the allottees also pave over the left over portion of their plots - this is likely to cause a problem of too much heat during the hot days, and also may cause water to run into the houses during rain pour. The Community Development office has tried to encourage the growing of grass or mini-vegetable gardens or trees, apparently without success in most cases.

5. The technical office has had difficult in the past communicating technical requirements to allottees. This is partly a language problem since most of the construction instructions are in English. However, there also seems to be in some cases a lack of appretion or understanding of the need to meet requirements at all stages, either because the lack of previous experience with building houses or because of some other unknown reason.

The officer in charge of technical aspects suggested the need to utilize examples of houses now under construction to show illustrations of these problems and how to avoid them. He suggested the production of some material - preferably visual and booklets for the Phase II allottees so that they are forewarned of likely pitfalls before construction starts.

6. The technical office has suggested to allottees to use slabs for walk-ways instead of costly pavements which may start causing cracking. Allottees seem to have negative idea toward this idea as this suggestion has hardly been adopted. There is need also to get allottees together early and explain the lower costs of construction if they share walls etc.

B. On 1st March 1978 further discussions were held with allottees, artisans, foremen, village committee representatives and community development staff, and the following points were brought to light in connection with the problems previously identified by the management group:

a. Allottees

1. Financial problems - many allottees have money problems during construction. Money often runs out in the middle of building.
2. Many allottees find the materials loan inadequate since materials costs have risen - they would therefore prefer being given building materials in kind, instead of money.
3. A number of allottees recommended working in a group to cut down on labour costs.
4. Some allottees had problems with rains during construction. Future allottees may need to be therefore forewarned of the importance of timing in starting construction.
5. Hiring of cheap artisans which causes problems.
6. Allottees who do selling business are not doing as well.
7. Some allottees are removed from their place of work (casual business people).
8. Allottees want to plaster ceilings not realizing it is unsafe for this type of building.
9. One foreman says people are often not aware of cheaper types of doors or windows available, so they spend a lot of money on these.

10. Dandora has 2 types of soil, one of which requires a deeper foundation for building, and therefore cost more. Allottees found it unfair that the same amount of loan is given to all for foundation irregardless of soil type of plot.
11. Generally allottees do not seem to value the idea of 50% of the plot remaining uncovered. In some instance, they would rather build more rooms to rent. In some cases, fundis who are used to paving the yard, simply go ahead and do it as a matter of course before consulting allottee.
12. There is lack of information/knowledge about construction artisans and how to choose one that will do a job up to the required standard. usually the good quality work is done by the more costly construction contractors.
13. The problem of selling plots often arises due to inability to meet required deadlines for construction - usually due to lack of capital. One allottee also felt that it is just part of his enterprising "Kikuyu Nature".
14. Lack of sharing walls was due to
 - (a) timing of starting construction does not coincide with neighbours;
 - (b) not knowing neighbours beforehand,
 - (c) sense of wanting to be independent, and demolish house when one chooses instead of worrying about shared wall. Only boundary walls are shared,
 - (d) There are no guidelines (rules and regulations) established to govern sharing of walls,
 - (e) some did not seem to understand the resulting advantage of cheaper costs.

15. Generally allottees feel their relation with management positive.

b. Artisans

1. Many artisans expressed concern about the unrealistic materials loan given to allottees.
2. There is congestion when building especially when one has to build between two completed buildings.
3. Most of the certified building artisans said they had no problem with interpreting construction manuals and a number were working without the manuals.
4. The artisans expressed no problem between themselves and allottees, Foremen or Management.

c. Building foremen

1. There were too many problems with artisans at first. Many were not conversant with construction regulations. But with experience, many of these problems have been solved.
2. Not enough money allocated to allottees for materials required to complete houses.
3. Some allottees embark on building the whole house at ago, instead of room by room and often end up unable to complete work due to financial problems.
4. There are generally no problems in working with community development assistants.

6. Some allottees and artisans regard foremen as enemies when they insist on construction standards and sometimes have to request demolition of parts not adequately constructed. This is partly because building continues beyond office hours and weekends when foremen are not around.
7. The allottees are often confused with conflicting information coming in from artisans and foremen.
8. Foremen need some information about how to put across information about construction requirements across to allottees and inexperienced artisans.

d. Village Committee

1. There is need for more effective means of communication between residents and the village committee.

C. Community Development Assistants

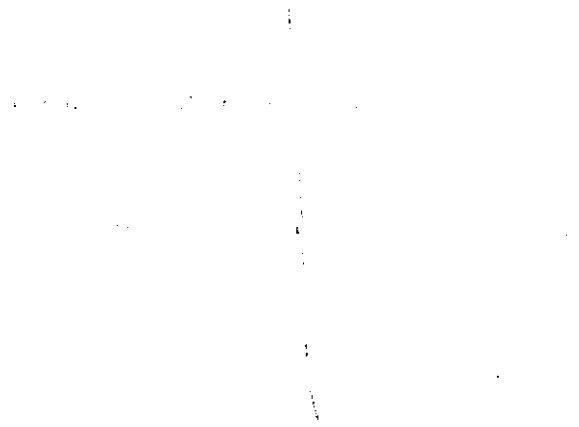
Generally the community development assistants concurred with problem areas pointed out by the management group and only amplified them in relation to specific cases.

NEXT GROUP MEETING - SATURDAY 4TH MARCH, 1978 AT 10:45 A.M.

1. Discussion on available information and decision on specific problem areas to be tackled.
2. Discussion with Mr. Tuluhungwa on how to proceed.
3. Presentation of Baseline Survey information relevant to problems (possibly Mr. Lambert may come to talk to group).

4. Decision on Communication Project components.

5. Outline Plan of Operation to end of Project.



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DANDORA GROUP MEETING

(SATURDAY 4TH MARCH, 1978)

PRESENT:

M.L. Ntigana

F.K.O. Aikins

E.K. Adagala

A.R. Kamara

S.S.A. Kiluvia

M.O. Oyedele

S. Na-Pombejr

C. Reader

F. Reed

E. Accam

R. Tuluhungwa (By invitation for consultation)

ABSENT WITH APOLOGIES:

F.A. Henshaw (Unwell)

A.A. Mustafa (previous engagement)

REVIEW OF SUMMARY OF FINDINGS

The meeting reviewed and discussed the summary of findings reported from previous field trips and meetings. Various changes, modifications and corrections were pointed out and noted and it was suggested that these should be effected in any documents going out to Dandora project management and also in the final report to be made on the Group Project.

MEETING'S AGENDA

- Discussion on the item on baseline survey information was suspended from the meeting's agenda since the resource person was not available as expected.

- 2-
- The agenda items were otherwise accepted for discussion.

3.....

SUMMARY OF DISCUSSION

It was suggested that the information given in the summary of findings be grouped under 3 categories before proceeding:

- a) Information before building.
- b) Information during each stage of building.
- c) Problem of co-ordination between the different departments in terms of people with various problems i.e. question of the flow of Information.

The following points suggestions were raised during discussion, in relation to the above points:

- 1) There appears to be lack of adequate information from the community development office and technical office to allottees and artisans about building requirements.
- 2) Foremen need some kind of seminar in communication to deal better with allottees and artisans.
- 3) Artisans need information on the building requirements.
- 4) The general education of the allottees is a major problem in project success.
- 5) There seems to be a problem of conflicting information, as for example in telling people to build a house, leave fifty per cent of plot and yet they are encouraged to build rooms to rent.

- 6) There is a need to co-ordinate messages to various target groups.

- 7) Allottees need to know what Nairobi City Council by-laws are relevant - this should be in digestible language. It should be spelt out to allottees what their legal status is. They should be informed for example (a) about law of contract in relation to fundis, (b) their obligation to the N.C.C., (c) rights and obligation in relation to other allottees, (d) regulations governing various stages of construction and (e) other legal aspects of relevance.

RECOMMENDATIONS

Following the discussion, the following recommendations were made in regard to the development of communication/messages for various target groups:

A. Allottees

- 1) There is need for a digest on legal aspects. It should spell out the allottees rights and obligations; the legality of sale of plots; contract with fundis, etc.

- 2) Finance - (a) allottees need spelt out information on materials loan and how it works; (b) information on financing of labour and how much one must reckon with.

- 3) Further information is needed on social education for residents on:
 - health
 - sanitation
 - nutrition
 - necessity for space around the house
 - services available in the project

4) Information on whom to turn to in case of various problems.

5) Information on how to choose a fundi.

B. Fundis

- 1) Guideline to fundis on requirements of building at each stage - possibly a brochure containing such technical information.
- 2) There is need for orientation of fundis - possibly with the use of a slide show on technical requirements to supplement the brochure.
- 3) Common errors to look out for in building.
- 4) Importance of foremen in the whole process of building.

C. Foremen

- 1) There is a need to sit down with allottees and artisans before each stage in construction and let them know beforehand requirements of each stage and likely problems. Foremen need to develop a system of knowing what stage the building is going to next and pitfalls to look out for and requirements.

RELATED RESEARCH QUESTIONS

A number of research questions need to be answered before proceeding further:

1. How do the people view this whole idea of growing a small garden when they have usually big families? Who originated this idea of small gardens and why wasn't more space provided?

2. Need to bring together foremen, artisans and allottees and do an inventory of the type of messages the foremen pass on everyday.
3. What stages do foremen have most problems.
4. What messages do foremen need to repeat most often?
5. Obtain copies of the plans fundis use.
6. Find out (from Community Development Office) what the legal status of allottees is.
7. Is there a sample contract that allottees and fundis could use.

OTHER CONSIDERATIONS

- The group needs to consider the organizational structure to implement recommendations made

NEXT MEETING

NEXT DANDORA GROUP meeting will be held at 5.30 p.m. (or as soon as afternoon lecture is over) on TUESDAY, MARCH 7th in the University SENIOR COMMON ROOM (above the cafeteria) - Bring along some money for a pre-dinner drink if you wish.

Points to be discussed

1. Decision on Communication Inputs required
 - a) Long Term
 - b) Short Term
2. Select one of Short Term inputs to work on as group project during this course.

3. Discuss and decide on assignments for immediate tasks e.g.

Research queries listed earlier.

4. Plan of Operation.

N.B

Wednesday 8th March ^{11:45} ~~2:00~~ PM

Mr. Lambert will speak to Group
on Baseline Information from Dandora.

Conference Room 213.

Dandora Project

Plans for Media Production

<u>Slide</u>	<u>Groups</u>	<u>Manual</u>	<u>Handout</u>
Frank		Cynthia	Bridget
Mike		Felicia	Abdul
Mustafa		Edith	Lindi
Cynthia		Supachai	Phiri
Getahun		Moore	
Touch		Sunny	
		Monica	

Special Assignment: Esther

N.B. Date for Sub-

group meetings: Friday, 17th March, 12-2:00 p.m.

Slide:

1. Future allottees to be informed of importance of timing in starting construction with regard to rainy season.
2. Slide set on Construction problems should be prepared and shown to Fundis from time to time.
3. Give allottees and artisans continuous education against paving.
4. Slides on the following:

- a) Interpreting building plans and specifications.
- b) Correct mixtures of concrete, slabs and mortar.
- c) Correct measurement and lengths, angles and use of metric measure.
- d) Use of the spirit level.

Manual

1. Advise allottees to look round for cheaper but acceptable building material especially doors, windows etc. in and out of Dandora.
2. Information on legal rights of the allottees under the Nairobi City Council Bye-laws.
3. Advise allottees on how to select competent fundis at reasonable cost.
4. It is advisable to enter into a contract with your fundis before commencement of building. For further information and advice contact your neighbour or the project office.
5. New allottees should know where to go for information when needed.
6. Information on joining building group, constructing building individually or hiring a contractor.
7. Manual to contain plot type, plan and cost of plot.

8. Issue Construction Manual to allottees as part of the plan.
9. Skills to look for in a Fundi:
 - a) Interpreting building plans and specifications.
 - b) Correct mixtures of concrete, slabs and mortar
 - c) Correct measurement and lengths, angles and use of metric measure.
 - d) Use of the spirit level.
- 10.a Some allottees/artisans use wrong building materials, there is need therefore, to advise allottees on the right materials to purchase.
- b Some Artisans do not consult foremen during various stages of construction when however faults on construction are detected, it becomes expensive for the allottee to get the fault corrected. Artisans should consult and accept advice from foremen at all stages of construction. They should be made to wait for inspection of each stage completed before proceeding any further to avoid rebuilding of faulty stages.
- c Artisans sometimes forget to put in the ventilators. There is need for the foremen to check on the ventilators when necessary.
11. Areas where problems occur most are from the profile setting through the foundations to the laying of floor slabs. Foremen should inspect and assist where necessary in these areas. Specific problems in these areas include:

- a) Setting out profile according to building plan.
- b) Mixtures of concrete slab and mortar.
- c) Artisans inability to read building plans.
- d) Quality of building materials.

Handout

Project to provide material finance information to allottees -

How the loan works.