

# Supervisor Training Manual

## A Guide To Community-led Data Collection For Informal Settlements

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# WHAT YOU COUNT, COUNTS



SA **sdi.** Alliance



# Introduction

When enumerations are carried out, it is critical that a team of supervisors is identified to oversee enumeration teams on the ground. This manual aims to guide the process of training enumeration supervisors.

## **WHY DID WE MAKE THIS MANUAL?**

- To help the supervisors understand the processes involved in community-led data collection exercises
- To prepare supervisors to lead community data collection processes and support data-collection fieldworkers
- To train supervisors on systems and principles of data collection
- To train supervisors to monitor progress of data collection exercises

## Glossary Of Terms

**Stakeholder** - a person with an interest or concern in something, especially a business.

**Stakeholder engagement** - is the process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions

**Settlement enumeration** - enumerations are essentially community-initiated and run household surveys whereby a socio-economic, demographic, level of services, and development aspirations are profiled. This is championed by poor communities who stay in informal settlements

**Settlement profiling** - gathering of informal settlement information at settlement level

**Participatory mapping** - the creation of maps by local communities - often with the involvement of supporting organisations including governments, ngos or other actors engaged in development or land-related planning

**Fieldwork supervisor** - the person responsible for overseeing the work being done on the field, also provides guidance to the team in the field.

# The Supervisor Training Workshop

## PURPOSE OF THE WORKSHOP

The supervisor training is generally done in a training workshop, conducted by a professional and / or community leader who is experienced in community-led data collection.

- To understand the importance of enumeration
- To learn about and to help each other learn about the steps in the enumeration process
- To create team leaders to understand their roles as leaders of this process
- To be capacitated in data collection and enumeration
- To create a pool of supervisors in a region
- To learn technical skills and also to become familiar with the enumeration 'tool box' (tablet, software, questionnaires, GPS, map, pens)
- To learn how to do the first level quality check in the field.

## METHODOLOGY

The supervisor training workshop should include:

- Lecture
- Group work
- Practical : mock enumeration exercise in pairs
- Lotto basket (To check if people are listening. Put names in a box and choose random names)
- Training manual to be handed to supervisors when enumeration starts

## QUALITIES OF A GOOD SUPERVISOR

It is important that supervisors cultivate a number of people skills to make it possible for them to effectively support the data collection process. These include:

### Good communication skills

- ability to make your desires very clear, making it easy for the team to understand their tasks
- avoid one way communication

### **Empathy and compassion**

- place yourself into your team members shoes

### **Ability to delegate**

- proper delegation
- understand your team member's capabilities, that will assist you to give duties according to ability e.g. giving a valid task to an inexperienced team member

### **Flexibility**

- Chose tactics based on the situation e.g. enumeration deadlines

### **Display confidence**

- Your team trust and looks up to you for inspiration, if you seem wishy-washy they will think that you don't know what you are supposed to do hence chances of mistakes and failures

### **Maintaining a positive attitude**

- always be positive, this keeps the team motivated and helps in problem solving
- Also helps in approaching problems; e.g. a bigger problem might translate to a small issue when approached with a positive attitude

### **Have a dose of humanity**

- Not all decisions you make come with successful outcomes, shall take responsibility of failed decisions
- Avoid blaming your team members for the mistakes emanating from your decisions
- Involve the team in making decisions, some team members might be having better decisions and ideas on the issue at hand
- Always give a positive criticism

### **Be an open book when necessary**

- Have to keep secrets especially sensitive matters
- Be open and share information about project progress
- Be approachable

# How to conduct an informal settlement profile

## PROFILING PROCESS

Settlement profiling involves the collection of socio-economic details about the settlement during community meetings and mapping of the settlement on cadastral maps and using GIS software. Community forums or focus group discussions allow for the collection of information such as estimated population size, access to basic services, number and types of structures, economic activities in the settlement, amenities such as schools and healthcare, and more. While there is a standardised profiling questionnaire, these are often amended to suit the specific context of the settlement.

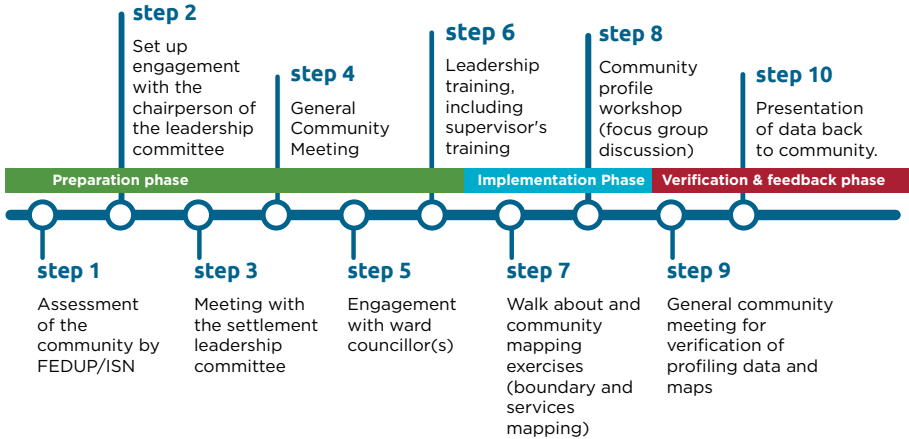
All information gathered during the profiling phase is then brought back to the community for verification. This information, owned by the community itself, becomes a critical advocacy tool for the community in negotiations with government and other development stakeholders.

## Why do we conduct informal settlement profiles?

- To allow communities to prioritise their needs as a collective;
- To create opportunities for poor communities to contribute to planning and development of their settlement;
- To create capacity amongst the poor for meaningful partnerships with government
- To build a live database of informal settlements to inform developmental agencies and stakeholders about the socio-economic status of informal communities.



## Profiling Process Map



### Preparation phase

In order to successfully carry out a community-led profiling exercise, general community meetings and smaller meetings with focus groups, community leadership, and other groups, are held regularly, ensuring the community's continued engagement throughout the profiling process. Ultimately, the settlement profile will highlight the kinds of issues and questions which need to be addressed in the enumeration process.

#### 1. Stakeholder Engagement Strategy

The SA SDI Alliance uses the "triple C" approach to stakeholder engagement: Community, Councillor and Community leadership. The community-led data collection process must include consultation with all community stakeholders as a necessary first step to the data-collection process. This supports a deep participatory approach on the ground, ensuring that key community stakeholders are well informed about the process and that community members can participate in the collection of their own data.

Step 1: Assessment of the community by FEDUP/ISN

Step 2: Set up engagement with the chairperson of the leadership committee

Step 3: Meeting with the settlement leadership committee

Step 4: Community General meeting

Step 5: Engagement with the ward councillor.



## Implementation phase

The implementation of the informal settlement profile is done in three parts:

1. The collection of qualitative data through the focus group discussion, guided by the profiling questionnaire;
2. Mapping of basic services; and
3. Mapping of settlement boundaries.

The first step in the settlement profiling exercise is done through a community focus group, involving a mix of community members that includes men, women, youth, residents with a long history in the settlement, community leadership, religious leaders and other civil society representatives from the settlement. There is a standard profiling questionnaire that guides the focus group discussion and, together, those present offer answers that paint a picture of the settlement's history and makeup.

In addition to the collection of qualitative data through the guided focus group discussion, the profiling team maps the settlement boundaries and any services available within the settlement. This involves a walkabout in which the settlement boundaries as perceived by the community and basic services, such as water taps, toilets, shops, churches, clinics, creches, and political offices are mapped using GPS devices. This information is uploaded onto a GIS system and used to generate settlement maps that the community can use for engagement with development stakeholders and in their own planning.

## Verification phase

During the verification phase, the qualitative data from the profiling questionnaire and the boundary and services maps are presented back to the community in a full community forum, inviting and including as many community members and representatives as possible. This can be done using a poster that includes the maps and key data points from the questionnaire. During this forum, the community will give feedback on the information presented, informing the profiling team if anything has been misrepresented or omitted by the profiling team. It is usually during this conversation that the need for an enumeration is identified by the community. Desktop analysis and feedback to the community

Using desktop analysis tools, the data support team drafts a final profiling report, digital settlement maps, and final data sets to be handed back to the community for their use in negotiations and other engagements with development and planning stakeholders.

# How to conduct a household enumeration

## ENUMERATION PROCESS

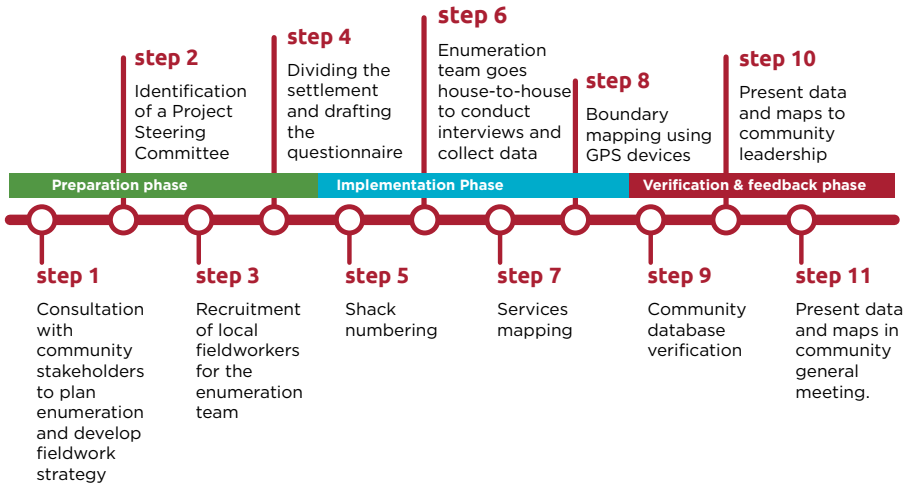
An enumeration is a community-initiated and run census that generates a detailed, household-level socio-economic and demographic profile of the community, including tenure status, level of services and development aspirations. Networks of the urban poor consciously adopt strategies of self-enumeration as a powerful negotiation tool in their dealings with government. By leveraging their own resources through this information gathering exercise, communities are best positioned to articulate a demand-driven development agenda.

### Why do we conduct house-to-house enumerations?

- To negotiate, design, implement and manage a participatory data collection process.
- To conduct data collection and numbering of shacks for each informal settlement pocket
- To conduct GIS mapping for all the households in each informal settlement pocket based on the information gathered
- To analyze the collected data for each informal settlement pocket
- To record existing social infrastructure and socio-economic opportunities and networks accessible to informal settlement dwellers
- To develop a database which will generate household and settlement profiles



## Enumeration Process Map



### Preparation phase

The enumeration process starts with a preparation phase. This is critical to ensure that the entire community is aware of the data collection exercise and understands the details of why it is being rolled out and by whom. This initial phase begins with the convening of community general meetings, followed by the identification and training of local enumeration team. Once the team is identified and trained, fieldwork activities can commence. This starts with a community walkabout in order to ensure that all households in the community are aware of the upcoming enumeration. During this exercise, all shacks in the settlement are numbered and the household questionnaire is drafted.

Step 1: Consultation with community stakeholders

Step 2: Identification of a Project Steering Committee (PSC)

Step 3: Recruiting and training an enumeration team

Step 4: Drafting the questionnaire

Step 5: Dividing the settlement

## Implementation phase

This then leads to the implementation phase: the phase where all fieldwork activities are officially given a green light. This phase includes household data collection, services mapping, and GIS mapping of the settlement boundaries as identified by the community. This is followed by data registration and the preparation of household and community data for verification.

### 1. Data collection

- Administer house to house questionnaires
- Collect household information using electronic tablets
- Create a household database for the settlement
- Preliminary data analysis, creating tables for verification

### 2. Services mapping

- Mapping of basic services and amenities using the GPS device

### 3. GIS mapping

- Number all structures and indicate existing and new structures on field maps
- Map the settlement boundary identified by settlement leadership
- Collect spatial data using GPS device
- Consolidate spatial data and household data onto a settlement register
- Link enumeration data and GIS maps to settlement register



## **Verification Phase: Desktop & Field**

The Verification Phase ensures that the data is free of human error and verified with the community, ensuring its reliability with external stakeholders. Throughout the data collection process, a record should be kept of any disputes or issues requiring clarification or adjudication.

During desktop verification, the data manager checks all the uploaded data for any errors. If errors are found, these are communicated to the fieldworkers for corrections. Desktop verification also includes a review of the map, checking for any duplicates on structure numbers and formatting of structure numbers when entered into the register.

Once desktop verification is complete, data outcomes should be displayed publicly within the settlement, i.e. a poster displayed in a community hall. Following this, household data verification forms should be given to all households to offer an opportunity for them to verify their own data.

Upon completion of these first stages of verification, a general community meeting should be held to discuss the data outcomes and rectify any data disputes. Desktop analysis and feedback to the community

Using desktop analysis tools, the data support team will then, usually with professional support, draft a final enumeration report, digital settlement maps, and final data sets to be handed back to the community for their use in negotiations and other engagements with development and planning stakeholders.

Data becomes a nodal point for mobilisation and the cornerstone for devising community master development plans when communities actively discuss and interpret the meaning of the data. With all stakeholders engaged around a community-driven and owned data set that accurately represents the community's developmental needs and aspirations, plans for upgrading can proceed.

## **VERIFICATION FOR SUPERVISOR TRAINING**

There are number of verification protocols for the supervisor training workshop. These are:

- Workshop programme
- Attendance registers
- Evaluation forms
- Certificates of completion

## **DISCLAIMER**

- This manual was prepared mainly to provide guidance to SA-SDI Alliance and its partners participating in community led housing and developmental initiatives. It provides guidelines to anyone interested in conducting community-led data collection exercises.
- This manual provides basic procedures followed when conducting a community led data collection in informal settlements. Steps outlined may not be applicable to all settlements since each settlement is different.
- Please contact us if you need support or have questions: [info@corc.co.za](mailto:info@corc.co.za)





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