



The Erf 11410 Campus & Lonwabo Special Care Centre Proposal

A MEETING PLACE FOR INTEGRATION, INCLUSIVITY AND GROWTH



BregalMilestone

Introducing Lonwabo Special Care Centre

Lonwabo Special Care Day Centre in Mfuleni is managed by Principal Thandeka Mafila. Thandeka embarked on her calling to care for, and educate, children with profound and severe physical and mental disabilities after hearing an inspirational interview on the radio in 2008 by Lindela in Khayelitsha. Her plea for someone to reach out and help special needs children in Mfuleni touched Thandeka’s heart – it was her defining moment.



From these humble beginnings, Lonwabo Special Care Centre has grown into a facility that lovingly caters for 37 children between 0 and 18 years of age. It is the only centre of its kind in Mfuleni. As such it provides essential support to parents with special needs children living in the poverty-stricken communities surrounding Mfuleni as well. As a result, the demand for places is very high.

Lonwabo is currently threatened by closure due to health and safety regulations which cannot be met.

PROJECT 11410 CAMPUS PROJECT: BACKGROUND TO THE CONCEPT

Project 11410 is not only strongly aligned with the Starting Chance 2020 Vision but also with the global trend to create inclusive meeting spaces which promote the natural interaction of children with special needs with “mainstream” children.



The suite of facilities on the campus will create an inclusive environment, which is rare in township communities such as Mfuleni, aimed at improving child development for children attending facilities on the campus and within the greater Mfuleni community.

The project is **ONLY** possible if the acquisition of Erf11410 from the City of Cape Town is successfully concluded – transfer is in progress and should be concluded in the first half of 2020.

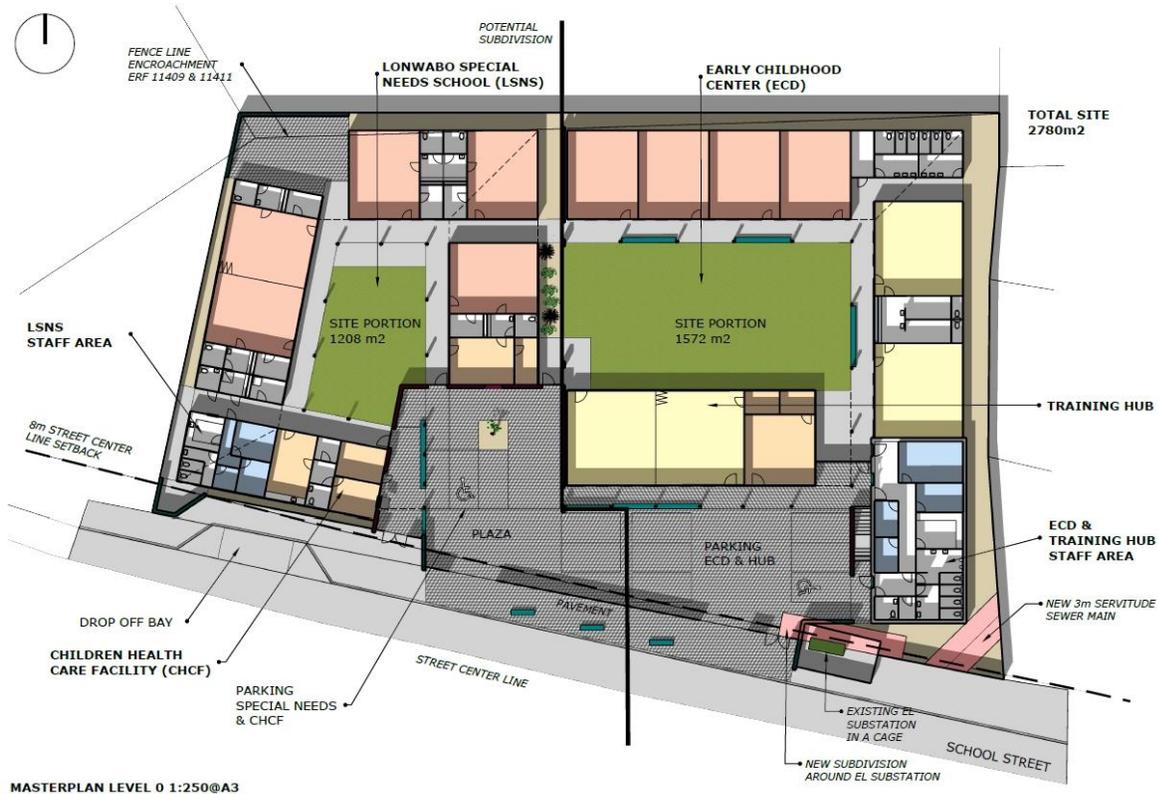
Due to the pressure on Lonwabo from the Western Cape Health Department we continue to aim to commence construction as soon as possible so that Lonwabo can be moved to the new facility by end 2020 – success is totally dependent on the City of Cape Town completing the land disposal process and the subsequent receipt of planning approval.



Our goal is to raise sufficient funds to construct all of the facilities on the campus in one phase of development, thereby avoiding ongoing disruption on the site. To date, Starting Chance has received R1.5M from the HomeChoice Development Trust toward the construction of the Lonwabo Special Care Day Centre and R310 000 from Bregal Milestone.

The planned facilities include:

- Lonwabo Special Care Day Centre for 60 children from 0 to 18 years of age;
- A children’s primary healthcare facility;
- An Educare Centre for 200 children from 3 to 6 years of age;
- A Starting Chance Hub/Resource Centre.



Few such campuses exist in South Africa, and in working with donors to provide it Starting Chance aims to make a lasting contribution to the transformation of the lives of many, many young children and families in Mfuleni and surrounding communities.

The Class 1 estimate of the capital required to complete the remainder of the campus is R5.63M. This needs to be raised by the time construction is scheduled in late 2019 / early 2020 if the project is to be completed in one phase. Starting Chance has implemented a major campaign to achieve this.

HAGS, based in Sweden, has committed to equip the outdoor play areas for the campus. HAGS is the world leader in designing and manufacturing innovative, high-quality outdoor play equipment. They have a range specifically designed for children with special needs. Their participation in the project will contribute to the idea of creating dynamic meeting places where children can meet and interact safely in a fun learning environment.



The conceptual design process is currently being finalised and we are preparing to move forward into detailed design and costing of the campus development.

“It is my dream that Lonwabo won’t end up in the backyard – my prayer is that it will be out there for people to see it. Thandeka, January 2017

11410: Lonwabo Special Care Day Centre:

Experience has shown that the best opportunity to introduce children with special needs in to “mainstream” and improve the probability that they might have as normal a life as possible exists between the ages of 0 to 6 years old.

Participation in the Starting Chance Training and Development Programme is enabling Thandeka to grow her team’s ability to provide a stimulating environment for the children attending Lonwabo – and the benefits are beginning to be seen.

An increasing number of children are responding to the activities incorporated into the daily programme. And perhaps more tellingly, Thandeka is receiving positive feedback from parents who did not realise that they might one day play with their child at home.



The Lonwabo centre, which has children ranging in age from 0 to 18 years, makes extensive use of Starting Chance training to bring much-needed stimulation into the lives of the children. In 2019 this will include a pilot programme using tablets.

Acquisition of Erf 11410 will enable the conceptual design to increase the size of the facility from 35 to 60 children.

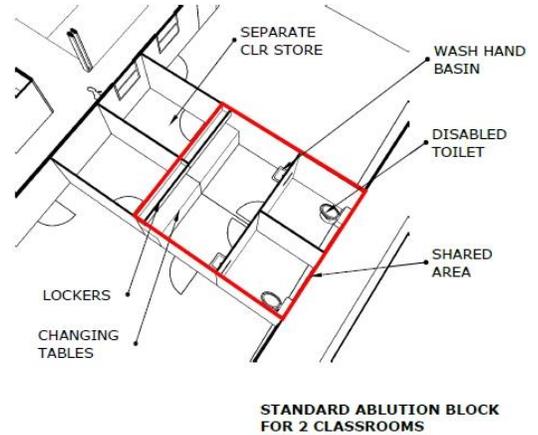
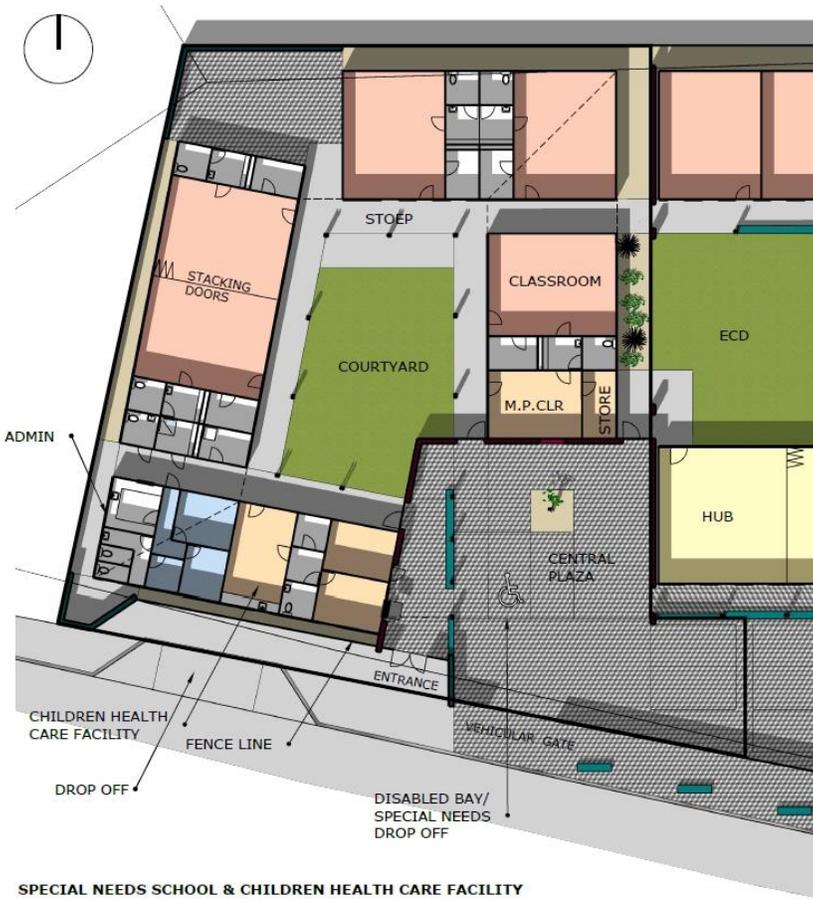


In 2018 through the support of Stichting Mzamomhle and Wilde Ganzen based in the Netherlands Starting Chance was able to purchase a minibus for the Lonwabo centre. We see this as an important first step in upgrading and expanding the centre by increasing the capacity to transport children safely and comfortably.

Signarama sponsored the artwork for the minibus, and this has significantly improved advertising for the centre.

Remarkably, new parents are coming forward from Mfuleni (and surrounding communities) requesting to register their children, proving that there is indeed a great need for the service provided by Thandeka and her team.

Gapp architect Marc Bölsterli, Thandeka and members of the Starting Chance design team conducted knowledge visits to the Bhabhisana Project and a variety of special care facilities in the Cape Town metropolitan area to enable us to draw on the practical experience and insight of locally-based teams working in this specialised area. The advice and ideas have been systematically brought in to the conceptual design. We are also conducting peer assists with experienced people and regulators to test and validate the conceptual design in order to ensure that it will meet the criteria for licensing.



SPECIAL NEEDS SCHOOL & CHILDREN HEALTH CARE FACILITY
FLOORPLAN 1:200@A3

The aim is to make each room a stimulating, healthy and safe environment for the age group it accommodates, so that Thandeka can achieve registration and operate as a fully compliant special care day facility with access to the full spectrum of grants and subsidies for which it can apply as a licensed special care day centre.

A sensory room, which is particularly beneficial for children on the autism spectrum has also been included.

11410 Children’s Primary Healthcare Facility

Lonwabo Special Care Centre caters for children with profound and severe mental and physical disabilities. A number of the educarees that we support also have children who are on the autism spectrum. Some of these children require specialised support. Through the Bhabhisana Baby Project’s team of therapists we have learnt that the trend is currently to provide therapy in classrooms rather than isolating the child. However there are times when individual consultation is necessary, for example. The healthcare space will accommodate this need.

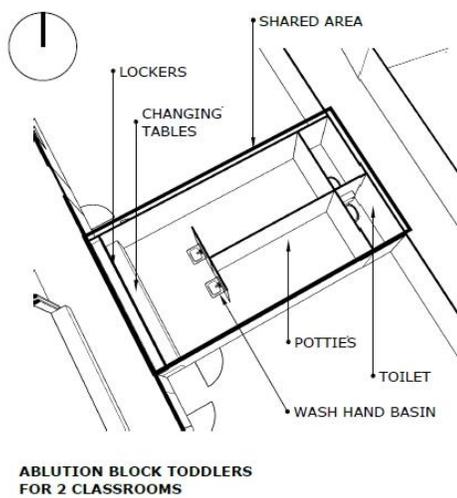
Access to the campus has been designed to separate public spaces and provide secure entrances so that members of the public are able to access specific facilities without compromising the safety and security of children attending the facilities. Feedback from parent engagement workshops has highlighted much

interest in learning about child healthcare and nutrition. It also shows that many children have to queue for long periods with their parents to visit a doctor at the local medical clinic. We will be seeking to find ways to partner with medical practitioners and/or pharmaceutical companies to find innovative ways to improve access to expertise and primary healthcare needs by optimising the use of facilities on the 11410 campus.

11410: Early Childhood Centre and Starting Chance Hub

The ECD Centre will accommodate 200 children.

The Starting Chance Hub facility which will be used for parent engagement workshops and training principals and teachers has been designed so that it can be absorbed into the ECD at a later stage, further improving the facilities.



ECD & HUB FLOORPLAN 1:200@A3

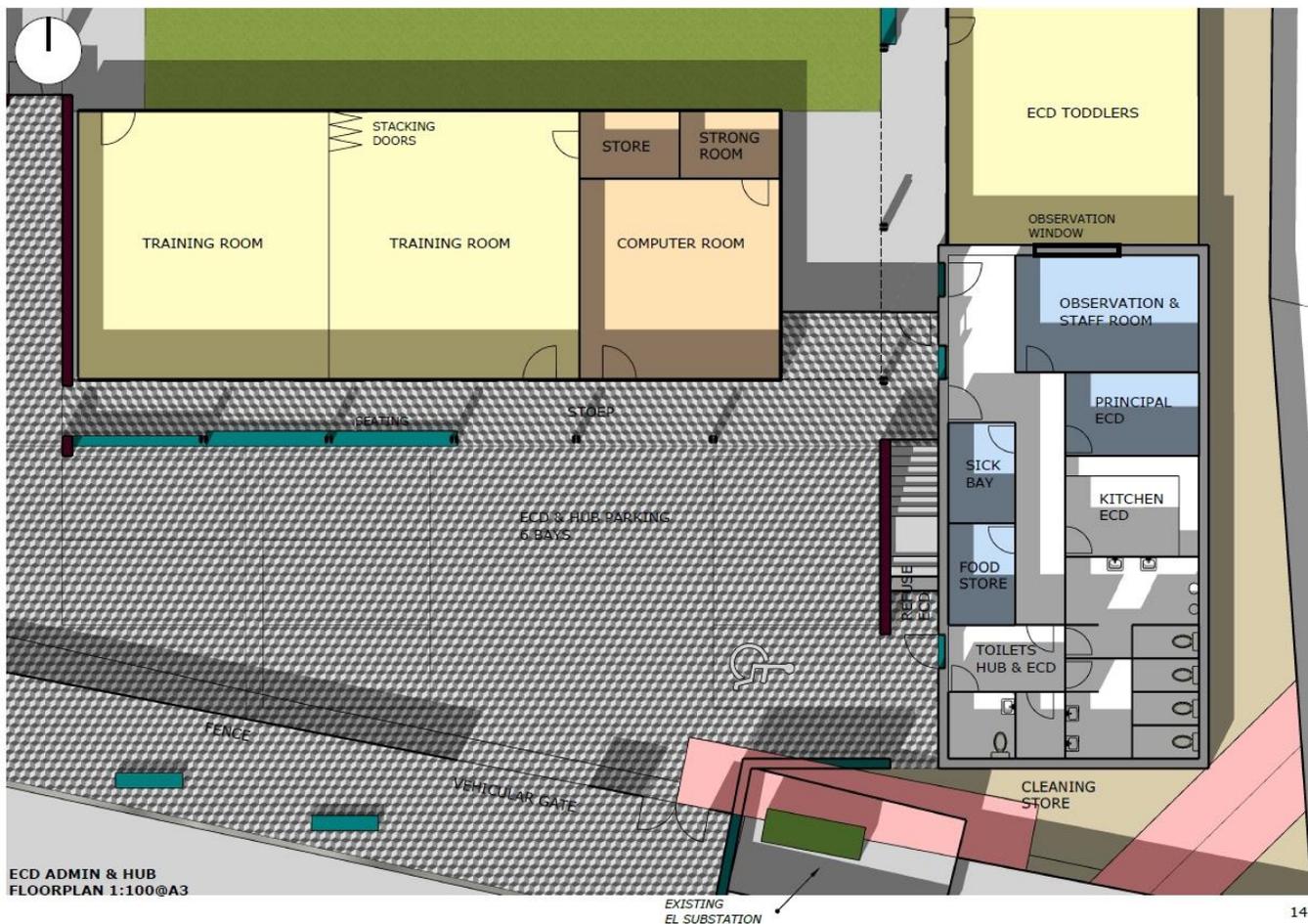
Attendance of engagement and training and development workshops is continually increasing – especially at our ever-popular monthly TTinT workshops. We are working to accredit the training provided by Starting Chance to increase the value and benefit to participants seeking to improve their employment potential as well as their career paths. The ground-floor Hub Training Room will accommodate up to 90 participants. Access by the public has been designed to carefully avoid any disruption of the educare and

maintain the safety and security of the children at all times. The ground floor training rooms also provide a large hall-like area for indoor activities, such a baby gym.

The insights that we have gained through providing in-service coaching and mentoring have shown how valuable effective, practical skills transfer can be in building teaching capability and capacity in the schools Starting Chance supports.

Best practice site visits have proved to be vital to broaden the exposure of township-based principals and teachers to expertise, new methods and ideas. Hence we have included an Observation Classroom in the ECD/Hub to enable us to increase exposure and accelerate capability development. The observation room can also double-up as a meeting room or staffroom.

The lower floor of the Hub facility will include a computer lab and secure storage for ICT equipment and meeting rooms which can be absorbed in to the ECD infrastructure at a later stage should the hub no longer be required.



The availability of funding will determine whether the upper floor administration block is constructed or not. In the event that it is, the offices can also be absorbed in to the ECD infrastructure at a later stage should the hub no longer be required.

IMPACT ON LONWABO FINANCIAL SUSTAINABILITY

The existing Lonwabo Special Care Centre has been under pressure from the Department of Social Development (DSD) for some time due to issues arising from over-crowding and health regulations. This was one of the reasons Starting Chance began working on a Shack to Chic upgrade back in 2015. The difficulties experienced in accessing suitable land to build the new centre significantly delayed the Shack to Chic Project. As a result, DSD informed Lonwabo at the start of 2020 that their subsidy will be cut from April at the end of the 2019-20 financial year. As shown in the following table based on Lonwabo 2019-20 financials, this decision will result in a loss of income of about R30 000/month.

Income Source	Rate/child	2018-19 Contribution	Existing Centre No. Children	End 2020 FY to 2021	No. Children in New Centre	Future Contribution	2021 Fees
Department of Social Development	R 785	R 45 030	25	R 28 000	45 to 60	R 45 030	
Parent Fees	R 400	R 21 000	30	R 12 000	45 to 60	R 20 250	R 500
Transport Fee	R 250	R 6 250	25	R 6 250	45 to 60	R 13 500	R 300
		R 72 280		R 46 250		R 78 780	
Other opportunities							
Expense Item		Historical Monthly expenditure		Current Monthly Expenditure		Future Monthly expenditure	
Salaries		R 33 500		R 33 500		R 33 500	
Food		R 12 000		R 12 000		R 12 000	
Cleaning & hygiene		R 750		R 750		R 750	
Gas		R 1 000		R 1 000		R 1 000	
Electricity		R 2 000		R 2 000		R 2 000	
Rates & Water		R 650		R 650		R 650	
Fuel & maintenance		R 10 350		R 10 350		R 10 350	
Cellphone(s)		R 750		R 750		R 750	
		R 2 000		R 2 000		R 2 000	
Educational equipment		R 650		R 650		R 650	
Consumables		R 10 350		R 10 350		R 10 350	
		R 750		R 750		R 750	
StC contract payment		R 289		R 289		R 3 289	
		R 75 039		R 75 039		R 78 039	
	Profit / Loss	-R 2 759		-R 28 789		R 741	
Starting Chance Bridging Finance Option (subject to approval by board)				R 28 789			

Subject to board approval, Starting Chance was considering providing bridging finance for Lonwabo Special Care Centre to ensure that break-even is maintained over the interim period from April 2020 to the completion of the move to the new facility. With the advent of Covid-19, the Rachel Swart Foundation has agreed to cover the salary shortfall during the period of the South African lockdown.

The level of DSD subsidy for which the new Lonwabo facility will be eligible will be dependent on the number of children attending. For the purpose of determining whether financial sustainability will be

feasible the pre-cut subsidy is assumed, which is the likely worst-case scenario. It will be seen in the table that this, together with increases in fees should enable financial stability to be achieved.

BUDGET AND FUNDING REQUIRED TO COMPLETE LONWABO SPECIAL CARE CENTRE & CAMPUS

The budget estimate included in this document is based on initial quotations received from RICTS, the Starting Chance construction partner. Due to the inclusive nature of the facilities, RICTS has advised that planning permission will require adherence to a fire-rated specification which is the standard for all Public Works care facilities built using their modular construction method. Together with year-on-year price increases incurred during the 3 years it has taken to acquire the land to build the facility, this has had significant cost implications with respect to earlier budget estimates (see table below).

Consequently, an experienced quantity surveyor has been appointed by the Starting Chance board to analyse the plans to help to optimise the cost and phasing of construction and determine a comparative cost for brick and mortar construction prior to the construction methodology being finalised.

Shack to Chic Project Component		Estimated Cost	Funds Still To Find
Purchase, secure & install utilities Erf 11410		R 865 161	R 5 161
Lonwabo Special Care Day Centre		R 4 707 108	R 2 927 108
ECD Centre and Multi-Purpose Facilities		R 5 928 953	R 5 928 953
	Subtotal	R 11 266 061	R 8 901 222
Change Management Component			
Specialist workshop programme & site support		R 20 000	R 0
Lonwabo: 24 months Education Team Support		R143 572	R 143 572
11410 ECD: 24 months Education Team Support		R143 572	R 143 572
	Subtotal	R287 144	R 287 144
Total Funds Needed for the ENTIRE campus			R 9 188 366
Funds needed to CONSTRUCT Lonwabo ONLY			R 2 932 269

The Starting Chance team has learnt many lessons through the delivery of sustainable improvement of learning environments in Mfuleni. Key among these is to not under-estimate the change management required for the operating team to make the transition to a new facility.

In addition, the long-term sustainability for Lonwabo Special Care Day Centre will be underpinned by successful completion of the registration process, which is the essential first step to accessing various forms of government subsidy and assistance. Achieving this will require a significant amount of specialist support for the team together with ongoing coaching and mentoring by the Starting Chance Education Team. These

requirements have been incorporated in to the proposal as they are an important element of the solution.



Implementation of the training and development programme began in February 2020. However, the closure of schools as a result of the Covid-19 lockdown has temporarily suspended the workshop programme and site visits. It will be resumed as soon as possible.

Starting Chance has begun building an expert advisory panel which will include trained medical practitioners and therapists who will assist in the upskilling of the existing staff and onboarding on new staff members as Thandeka builds the team required to

operate the new Lonwabo facility.

Starting Chance has raised R3.01M towards the project to date. After purchase of the land, we are currently holding R2.38M (\$119 000) towards construction of the Lonwabo portion of the Erf1 1410 Campus. This includes R1.5M donated for construction by the HomeChoice Development Trust, R310 000 donated by Bregal Milestone and R0.5M donated by the New Hope Foundation.



In the three years that the acquisition of the land has taken building costs have escalated by more than 22%. Together with the need to use a fire-rated specification this means that the original R1.5M provided by HomeChoice for the Lonwabo centre is sadly no longer sufficient to deliver the project. Together with an increased civil engineering requirement it means that there is still some way to go before the expanded Lonwabo Centre will become a reality. Our aim in the short-term is therefore to build a new centre with capacity for 35 to 40 children initially. We expect to determine the shortfall we need to bridge to enable construction to start in the next month once the decision on the construction method is made.

In Thandeka's own words *"The whole nation depends on women. If women are just sitting and doing nothing, there won't be any change. There won't be any progress; nothing will happen if we are doing nothing. So as women we must stand up, look at the opportunities, and do something."*

Dr Ian Corbett, Chairman

Starting Chance Trust Registration No IT002472/2015
 NPO Reg No 164-217 • PBO No 930051444 • VAT Registration No 4450272614