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**Motherwell Urban Renewal Programme (MURP) – Final report on the delivery of the Social Compact Facilitation for the Motherwell Community
February - September 2007**

Contract No. 2199

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Abbreviations used in this Report

DBSA = Development Bank of Southern Africa

MCDF = Motherwell Community Development Forum

MURP = Motherwell Urban Renewal Programme

NMBM = Nelson Mandela Bay Municipality

NUs = Neighboorhood Units

SA = South Africa

SADRAT Insitute = Southern Africa Development Research and Training Institute

WCLO's = Ward Community Liaison Officers

EXECUTIVE SUMMARY

The following is an executive summary of the Social Compact process:

Goal

a.)To set up systems within the Motherwell community for effective communication and participation;

b) To develop community participation via a transparent process; and

c) To resolve conflicts that may arise.

Project Objectives

- To identify and prioritise desirable fast-track projects from the IDP, which have the full support of the Motherwell community.
- To create a sense of social responsibility so that public assets are looked after and not vandalised
- To create the senses of justice, limits, place, history, craft and nature, e.g. having a home, not just a place to stay (**see Appendix 1: Definition of the "six senses of sustainability"**).
- To enhance social cohesion and a sense of community through a common vision,
- To facilitate the establishment of a broader forum where all stakeholders, including business, participate in the development of the area.

The following outcomes have been achieved:

- ✓ list of priority issues / needs from each cluster and one combined list which can lead to potential quick projects;
- ✓ a process of consultation and participation of 210 stakeholders;
- ✓ 75% of stakeholders brought into the process
- ✓ identification and formulation of steps to ensure positive management of potential discord among stakeholders;
- ✓ draft agreement reflecting the broad vision, and proposed communitication and support structure for Motherwell
- ✓ identified capacity building needs within the clusters
- ✓ captured community interests and true community participation
- ✓ start of building good relationships among stakeholders
- ✓ building of trust and integrity
- ✓ exposed lack of communication among councillors and the community

Challenges

Formalization and implementation of new Forums and Clusters as community structures and not as political structures.

Conclusion

- Community focused on their needs
- Community participation essential to avoid future unrest
- Social compact was useful tool to open communication channels in community
- Social compact good and pro-active methodology in addressing community needs constructively
- Process set good example because it was not only focused on achieving good results but on the process as well
- Emphasizes the need for apolitical community communication structures to inform and consult people regularly about development concerning their community
- Social compact enhanced people's democracy

Recommendations

- To sustain the Social Compact process, co-ordination of clusters and forums are essential. Therefore a physical office in Motherwell is recommended.
- A new communication and support structure should be created, instead of reviving the old MCDF, this structure need to be an independent community structure and not a political structure.

1. Introduction

For the first time in the history of Motherwell, a Social Compact Facilitation process has been successfully started and completed for the community to provide a framework for a partnership between local Government and the Motherwell community sectors. The agreed framework will assist in bonding the Motherwell community for the purpose of putting the shared agreement and vision into practice. This includes creating or improving the relationships among community organizations, formalizing that relationship into a formal agreement; and creating the necessary capacity within the compact to drive development. This progress report outlines the implementation plan and design of the Social Compact. It firstly provides a definition of the Social compact (What it is and what it is not). Then it will state the goal and objectives and give a brief background about Motherwell. Next it reports on the progress achieved until final completion in September 2007 and evaluates the process and makes recommendations for the way forward/handover. The expected outcomes and key deliverables and methodological approach will be listed. Lastly the issues of Monitoring and Evaluation, format of reporting and data capturing will be outlined. At the end concluding remarks will be made.

1.1 Table 1: Definition of Social Compact

What is a Social Compact?	What is not a Social Compact?
Agreement amongst the community to commit themselves to undertake development according to an agreed development vision	A once off project
Active and true Community participation	A non – consultative approach
Restore and improve social fabric of a community	Legal binding document
Design of a system of delivery in which the community takes ownership	System owned by powerful individuals
Mutual beneficial partnerships agreement among the broader community, their leaders and the local authorities	Instrument of the state to force community into action
Framework for partnership working between government, voluntary and community sectors	Fragmented and uncoordinated top down approach

2. Project Description

2.1   Goal

a) To set up systems within the Motherwell community for effective communication and participation;

b) To develop community participation via a transparent process; and

c) To resolve conflicts that may arise.

2.2   Project Objectives

- To identify and prioritise desirable fast-track projects from the IDP, which have the full support of the Motherwell community. (Fast-track projects are high impact projects which can be implemented in the near future without compromising the overall medium and long term planning of the area.)
- To create a sense of social responsibility so that public assets are looked after and not vandalised, e.g. look after/improve on and maintain assets/projects provided.
- To create the senses of justice, limits, place, history, craft and nature, e.g. having a home, not just a place to stay (**see Appendix 1: Definition of the "six senses of sustainability")**.
- To enhance social cohesion and a sense of community through a common vision, which addresses: Sustainable Development, Spatial Development, Infrastructure Development, Housing Strategy Development, Local Economic Development and Social Development.
- To facilitate the establishment of a broader forum where all stakeholders, including business, participate in the development of the area.

2.3   Proposed Strategies:

This report outlines the SADRAT Institute's intervention to address the above goal and objectives. The focus of this intervention was on the identification of gaps in existing community structures; building of capacity at different levels of implementing programme activities; scaling up of existing interventions through capacitating and strengthening of civil society's ability to respond and actively participate in the challenges of the sustainable development of the Motherwell community.

All interventions have been conducted in a transparent process of consultation and participation of all stakeholders.

2.4   Background and Justification:

Motherwell, a complex community with an estimated population of 200 000, is one of the largest and fastest growing townships within the Nelson Mandela Bay Metropole with a mix of urban and rural communities living next to each other. On one side of Motherwell there are well established areas with good infrastructure such as NU 1, 2, 3, 4, 5, 6, 7. On the other side areas exist such as NU 9,10,11,12 ,Tjoks, Ikamvelihle and Wells Estate, with little or almost no infrastructure.

During the last 2 years over 3000 RDP houses have been built in the Tjoks area with water and sewerage facilities.

The latest Baseline survey (June 2006) done by Development Partners, established that 267 organisations, service providers, Government Departments, NGOs and CBOs operate in Motherwell with little or almost no coordination. This situation has led to duplication of services in one area and no services in another area. Effective and efficient service delivery of all sectors requires knowledge of who is there, what services are rendered and what results are achieved.

The table below shows the number of organizations, sorted by the Categories, operating in the Motherwell area. This does not necessarily mean that organizations have their head offices there. Many operate their head offices in the City Centre. However, they made arrangements to have satellite offices in Motherwell.

Table 2: Categories and number of organizations in Motherwell

Categories	Total
Social Services (traditional registered Welfare org./NPOs / NGOs)	15
Provincial Government Department/ Education	28
Provincial Government Department/ Social services (Pre-schools, crèches, day-are)	41
Provincial Government Department/ Health	1
Health/NGO	1 (Cansa)
Local Government Department/Education	0

Local Government Department/Health	**5**
Local Government Department/Social Services	**3**
Development and Housing	**3**
Trust / Foundations	**2**
Culture and Recreation	**63**
Cooperatives	**0**
Stokvels	**22**
Burial societies	**3**
Religious organizations	**55**
Advocacy and politics, human rights	**7**
Business and professional associations	**1**
Community structures/Forums	**7**
Informal / voluntary	**2**
Section 21 company	**2**
International	**0**
Philanthropic intermediaries and voluntarism promotion	**0**
Other	**6**
Total	**267**

The Baseline survey of NGOs, CBOs, Faith Based Organisations and other service providers, provides valuable information regarding service delivery in a complex community. This information was of good use in the facilitation of the social compact exercise.

Motherwell is regarded as dysfunctional because of the following problem areas:

- it was established on apartheid principles and plans
- it was established as a dormitory township, with limited economic activity

- it has an absence of economic opportunities and social infrastructure
- it has considerable long-term unemployment
- it has limited and uneconomical public transport linkages
- collapse of apartheid urban management some time before democracy
- vandalism of infrastructure has been an issue
- gangsterism and crime are rife.

The above unsustainable planning methodology has resulted in the creation of a community that has been deprived of:

- some basic human needs,

- fundamental elements of a sustainable environment

- a prosperous and vibrant future.

These problems make the creation of a sustainable community even less feasible and reduces the community's overall quality of life. It was thus concluded that the problems of Motherwell will not be fully addressed by more engineering or physical infrastructure.

The above illustrates that many of the problems are essentially socio-economic, hence, calling for a Social Compact.

2.5   Project Inputs

The consultant team took the primary responsibility of implementing the following activities:

Before the start of this project the establishment of a Project's Coordinating Working Team took place in consultation with the DBSA and MURP Project Manager and ward councillors. This task team, comprising Marlize Nel-Verwey (DBSA), Misiwe Mphalwa (acting MURP Manager), Gerhard Lück, Africa Mhlophe and Michael Barry representing the service provider's team worked out the final agreement on the implementation plan of the Social compact and the monitoring and evaluation of this project.

The following Progress has been made up to **12 November 2007**:

2.5.1 STEP 1 PLANNING AND PREPARATION

The planning and preparation involved the following:

Internal Planning

An Internal Project Planning meeting took place on **7 February 2007** between Sadrat's team members and Development Partners to discuss strategies, team selection and overall planning issues (date selection and resources available) regarding the Motherwell Social Compact Facilitation.

An Internal Workshop with the Project team took place on 20 February 2007 from 9.00-12.00 at the Sadrat Institute's office to share information on the following:

> ➢ Concept of Sustainable communities, Definition of Social Compact
> ➢ Quality of Life index in Motherwell
> ➢ Demographic studies in Motherwell
> ➢ Baseline survey in Motherwell
> ➢ Unemployment survey
> ➢ IDP for Motherwell

Information was shared with the team, analysed and integrated into the process of the social compact implementation, a workshop/presentation was prepared and took place on 27 February 2007 with the MURP office.

2.5.2 STEP 2 ENTRY PROCESS:

The Entry process involved 3 workshops, a meeting with IDP office and the selection and training of facilitators and an introductory letter to stakeholders

A workshop took place with Murp, DBSA and councillors on the 27 February 2007 (see appendix 2: agenda and minutes of Inauguration meeting, presentation on proposed approach) from 10.30 – 15.00 in the Committee room in the City Hall to present a draft implementation plan, and receive input on process, agree on project process, monitoring and evaluation.

An Internal workshop with the project team took place on 6 March 2007 to conceptualise the Social Compact process and to fine tune implementation. The following issues were discussed and have been integrated into implementation:

- ✓ Ward based planning, coordination to prevent duplication
- ✓ IDP review, coordination
- ✓ Masterplan - Social compact
- ✓ Follow up meeting/workshop with councillors to simplify Social compact and clarify expectations: Social Compact – what is it? What is it not? How does it work? How do we set it up? How can the team make it sustainable? Community should ask and answer the question: Who are we? What do we want to achieve as an individuals and as a community? Does the spirit of UBUNTU exist in Motherwell? Why agreements have to be signed by the community? Who will sign the agreements?
- ✓ Create a checklist: What do we want to achieve?
- ✓ Draft letter of introduction – partnership structure overall image?

- ✓ Sadrat's team perception of Social Compact: design a system for delivery in which the community takes ownership, team are not facilitating implementation, primarily starting the process/facilitation of assisting the community of Motherwell of envisioning and creating their own community. The Service provider team will be providing recommendations regarding the formalization of community structures and partnerships to clue the entities of a community together, Restore social fabric of Motherwell community, Who is the Motherwell community (Definition), what do they think of themselves? Community Mapping, natural communities do they exist in Motherwell?
- ✓ Sadrat's role: to identify blockages of present communication system and focus on the solution to unlock these blockages, clarifying issues more than doing, implementation needs to be done by the community, How?
- ✓ Role of the Councillors in this process need to clarified. Expectations from the service provider, from DBSA/MURP and Councillors themselves need to be presented and articulated whether they could be met
- ✓ Team need to specific about priority projects (IDP), structures what structures are there and how they operating at present, what worked for them and what did not work?, interview, questionnaires to key people
- ✓ Team need to prepare GIS mapping of services and resources for the first workshop. The maps of the socio-economic survey could be utilized
- ✓ Areas of work to clarified by the team.

Follow up meeting/workshop took place with DBSA and MURP office on **14 March 2007** to discuss the finer details of implementation plan, agree on process and to set up the Project's Coordinating Working group and monthly meetings to evaluate progress and make adjustments if required.

A workshop with Councillors, (Councillors Forum meeting) Ward Community Liaison Officers (WCLOs) and Ms. Misiwe Mpahlwa from the MURP office took place on 20 March at 15.30 – 17.00 at the Business Support Centre in Motherwell where the Social Compact Facilitation was introduced and clarified (What it is and what it is not). The suggested process of the Social Compact was presented in its basic form and the service provider started building a relationship and opening up a communication channel with the councillors and WCLOs. At this meeting the service provider presented the criteria for the facilitators to be selected from each ward and to be trained as facilitators and in conflict management.**(see Appendix 3: Workshop with councillors and ward community liaison officers, agenda, register, minutes and presentation)**

Workshop with ward committees took place on 27 March 2007 at Raymond Mhlaba Sports Centre to introduce the Social compact process and the envisaged outcomes. The workshop was attended by 40 ward committee members from all 9 wards (40% from all ward committee members) in Motherwell. **(see Appendix 4: Ward committee register, presentation)**

Meeting with IDP office

A meeting with the IDP office represented by Dr. Vatala, took place on 2 April 2007 to co-ordinate the Social Compact process with the IDP process. This meeting was attended by Ms. Marlize Nel-Verwey from DBSA and Mr. Gerhard Lück from the Service Provider team (Sadrat Institute). The Social Compact process and its objectives was introduced. It was recommended and accepted by the IDP office that Mr. Nkosana Dumgana will represent the IDP office at the future meetings of Project Coordinating Working Team.

Selection and training of facilitators.

After the service provider received a minimum of 3 and maximum of 4 CVs from each ward councillor/ward committee (except ward 60 - Wells Estate), 3 potential trainees per ward were short listed. They were invited for a one day workshop in facilitation and presentation skills. The criteria for recommended facilitators were as follows: mature, experienced in resolving conflict situations, respected in the community, actively involved within community structures and committed to this project and its objectives. It was agreed on a maximum of 2 from each ward to be appointed after the selection process. A formal letter **(see appendix 5: letter to councillors to recruit facilitators)** was addressed to the councillors which outlined the criteria for the facilitators and the time when possible candidates need to be recommended. A training plan and schedule for these facilitators was developed and implemented. A total of 23 potential trainees were taken through a selection/training process of which the service provider selected 16 to assist with facilitation/co-facilitation. (two facilitators from Wells Estate joined only on the 14 May 2007 as the Councillor from Ward 60 did not forward their names in time) The service provider created a mentor concept so that potential trainees could learn from the ones who are already in position to facilitate. The following trainees were selected:

Table 3: Selected facilitators from Motherwell

Name	Ward	Contact no's
1. Beja Simphiwo Theophilus	23	079 2641 586
2. Godolozi Patricia Nomathemba	23	073 0547 548
3. Majambe Nombuyiselo	53	078 3896 024
4. Jodwana Simphiwe	53	073 600 5192
5. Butana Xolani	54	073 0531 512
6. Dyalvane Zukiswa	54	082 9318 971
7. Marenene Wezo	55	083 4702 317
8. Ntsele Mandisa	55	082 0734 067
9. Futshane Nosiphiwo	56	073 9884 949
10. Yoyo Xolani Rissik	56	083 6169 690
11. Mayedwa Zola	57	082 2545 316
12. Loro Theodore Nomathamsanqa	58	073 2227 894
13. Tokota Nomonde Virginia	59	072 6023 947
14. Ntongana Estelle Stella	59	041 462 6531
15. Pumla Alifezwa	60	0835116005
16. Ntombomzi Quandashe	60	0839519221

Selected trainees to become facilitators

Facilitators who successfully completed the training programme

The following training was provided to the selected Facilitators;

- ✓ One day workshop on basic facilitation skills, introduction into the mentorship programme and conflict management

- ✓ ½ day training on evaluation and feedback sessions

- ✓ ½ day training on six senses on sustainability

- ✓ 2 x 2 hour session on briefing sessions before the stakeholder's meetings

- ✓ all 14 trainees attended at least 2 (most of them attended 3 and more) of 6 workshops with the clusters to learn from the presentations and assist actively with the facilitation of the workshops

- ✓ 1 day training on conflict management and non-violent communication

- ✓ evaluation session of training

- ✓ the best/most committed facilitators were rewarded to take part in a Non-violent Communication Course over 3 days (NVC) at the NMMU

- ✓ awards ceremony to give out certificates and acknowledge their contribution to the Social Compact process was held on 19 June 2007

Letter of introduction: To emphasise the importance of the partnership between DBSA, MURP/NMBM and local NGO sector, a joint letterhead was designed by the Service Provider. A draft introductory letter was firstly made available to all the partners and after it was approved by DBSA and Murp, the introductory letter with a proposed agenda was sent out to

Stakeholders in Motherwell. An overall image of a partnership between the funder DBSA, Municipality and the service provider a local NGO sector was illustrated. **(see Appendix 6: introductory letter to stakeholders)**

2.5.3 STEP 3 STAKEHOLDERS:

Step 3 involves S**takeholders/role-players being identified by sectors and linked with the service areas;**

All stakeholders who have been captured through the Baseline survey conducted in July 2006 were categorised and new ones added. They were categorised according to their field of work and expertise and divided into seven clusters: e.g. sports clubs, arts and culture organization, education and schools, businesses, forums and ward committees, churches and faith based organization, Social Services / Welfare organization where most NGOs and CBOs fall under. The Ward Wells Estate was not part of the Baseline survey, however it was included in the Social Compact. Therefore, a small survey was done to include the data from the Ward of Wells Estate. The Database of organizations captured also indicates their location and in which NU their services are rendered. To make it more visible for planning purposes, a map outlining the physical and human resources has been constructed. **(see Appendix 7: Powerpoint presentation on Motherwell Resources and Services in NUs)**

All forums in Motherwell have been identified and assessed. A Questionnaire was developed to extract the following information from Forums in Motherwell:

- To evaluate existing system of communication; how effective and efficient are they functioning?

- What kind of format of communication/information sharing does the community want? Two way communication? how can we improve the way of communication within the Motherwell area? what structure should be created?

- Which structures need to be capacitated to function well to manage their expected tasks and responsibility? Is it clear what is expected from everyone who serves on these structures?

- What are the Goals and Objectives of the Forums?

The assessment of most forums was conducted between 14 to 18 May 2007. **(see detailed summary report in Appendix 8: Identification and Assessment of all forums in Motherwell)**

The following forums in Motherwell have been identified and assessed:

- ✓ Motherwell Police Sector Forum - functioning

- ✓ Motherwell Youth Forum - not operational at present

- ✓ Motherwell Women's Development Forum – not operational at present

- ✓ Motherwell Health Forum – did not meet this year

- ✓ Motherwell Farmers Forum - functioning

- ✓ Motherwell Environmental Forum – not functioning

- ✓ Motherwell Community Tourism Forum – not functioning

- ✓ Motherwell Disabled Forum – not functioning

- ✓ Motherwell Sports Forum – functioning

- ✓ Motherwell Community Development Forum (MCDF) – not functioning since 2005

Summary and Evaluation:

Out of 10 Forums only 3 are functioning: Sports Forum, Police Sector Forum, and Farmers Forum.

Reasons:
- ➤ no clear goals and objectives
- ➤ no support structures
- ➤ lack of capacity
- ➤ roles, responsibilities and expectations not clarified
- ➤ no interactions/communication with other structures
- ➤ no resources allocated to the forums
- ➤ no Monitoring & Evaluation taking place
- ➤ some forums are chaired by councillors, too many responsibilities placed on one person, responsibilities not shared among community members and officials

2.5.4 STEP 4 SCOPING and RESOURCES:

Step 4 scoping and resources involved an introductory workshop followed by smaller workshops and compilations of identified resources. The **first one day introductory workshop took place on 11 April 2007 from 8.30 – 16.30 at the NU 2 Community Hall.** A

total of 251 stakeholders of Motherwell were invited. Below is a short analysis of the number of organizations invited and present at the workshop:

Motherwell Social Compact – first Stakeholder's workshop held on 11 April 2007 at NU 2 Community Hall from 8.30 – 16.30

Table 4: Number of Organizations invited

No of Invited organizations	Invitations received back (either fax not working, phone no does not exist, address not correct)	Actual invitation received by stakeholders	RSVP	Actual number of organizations who came and participated
251	32	219	162	165

Table 5: Number and Type of Organizations represented at Stakeholder's workshop

Cluster	No of people / organisations
Social services, NGO, Welfare	17
Sports organizations	23
Business	16
Schools and pre-schools	30
Cultural	10
Faith-based organizations/Churches	16
Ward committee members from 8 wards	35
WCLOs	8
Forums, political organizations, structures	10
Facilitators in training from Motherwell	14
Organizations who came late and did not register	15
Ward Councillor	2
DBSA	2
IDP office	1
Service Provider team (SADRAT Institute)	6
MURP	4
Total	**209**

At the first Stakeholder's meeting participants received a presentation on the Social compact definition, its suggested process and expected outcomes. The latest information and research about Motherwell was shared. After the presentations the stakeholders were divided into groups where participants (from different clusters) were mixed to share their views on the most important issues facing Motherwell. This was organized beforehand to ensure that participants from different clusters and different wards shared their views and projects in their area. They also had to identify the resources presently available and recommend an action plan on how to address the mentioned issues. In the group sessions participants compiled a list of these issues and started the process of prioritising them according to the input given by the stakeholders. After lunch each group continued with their deliberations and discussed the Strength, Weaknesses and Opportunities (SWOT analysis) for Motherwell. After their SWOT analysis each group designed their first draft vision statement. This process was facilitated in partnership with the trained and experienced facilitators. **(see Appendix 9: Agenda and minutes for first stakeholder's meeting)** At the end of the workshop participants had a short meeting within their clusters where they appointed a chairperson, secretary and set a date for a follow up meeting within their cluster. This was successfully done by the participants under the facilitation of the trained facilitators. (**see Appendix 10: meeting dates of first cluster meetings)**

The organization were clustered as follows:

- **Social Services/Welfare:** Old Established Welfare organizations: ACVV, FAMSA, PE Mental Health, SANCA, Department of Social Development, Motherwell Health Centre and the four clinics, Department of Health, Attic, Y-Centre, PPASA, Youth Organizations, Women groups, Disabled groups

- **Churches, Faith based Organizations**

- **Forums:** Motherwell Community Development Forum, Health Forum, Tourism Forum, Sport Forum, Youth Development Forum, Environmental Forum, CDFs, Women's forum, Disabled forum, Murp, Community leaders, Councillors, Ward committees, other political parties, Mayor's office, IDP's office

- **Arts and Culture Organizations**

- **Schools:** 20 Primary and 12 Highschools, Education Department

- **Sports Organizations:** Soccer clubs, Rugby clubs, Boxing, Netball, Basketball, Pool clubs, Karate clubs, Tennis, Body building clubs, Sadtu Sports (Athletes)

- **Businesses, formal and informal,** Coega, Comsec, SMMEs, Construction companies

Six smaller workshops (two in each cluster) were held with the different clusters **(see Appendix 18: Minutes of July cluster meetings)** to create momentum and build up to the final big workshop on 9 May where the outcome would be to agree on a common vision and structures of communication for the Motherwell community. Each cluster met for a follow up workshop to review their list of issues, prioritise them and also to discuss and agree on the draft vision statement for Motherwell. This process was facilitated and guided by the service provider team and their trained facilitators. The appointed Chairpersons and Secretaries of each cluster were not yet in a position to convene the meeting as it was not yet formalised. The outcome of these smaller workshops was channeled into the second stakeholder's meeting on 9 May 2007 where all the clusters reported back on their agreed priority list of issues and made recommendations regarding the vision and communication structures of Motherwell.

Each cluster also received a workshop on the six senses of sustainability. A workshop programme, guidelines and questionnaires for measuring participant's knowledge and understanding about the Six Senses of Sustainability were developed for this process. **(see Appendix 1: workshop outline for six senses of Sustainability.)**

Identification of Resources and Services

A presentation was compiled about the identified resources available in the Motherwell community.**(see Appendix 7: Powerpoint presentation on Motherwell Resources and Services in NUs)** This highlights the available resources and services available in each Neighbourhood Unit. This was shared with all stakeholders at the first big Stakeholders meeting on 11 April 2007. Copies were given to each cluster chairperson and secretary.

2.5.5 STEP 5,6,7,8 INPUTS, FACILITATION, CREATE SINGLE TEXT DOCUMENT, AGREEMENT:

Step 5-8 involved the second workshop on 9 May 2007 which was a follow up on the first workshop and focused on finalizing the vision and communication structure for Motherwell. All stakeholders were invited again, to receive feedback, on the discussions and agreements regarding the priority issues, vision statement and proposed communication structures, which took place in the 8 cluster meetings on: 20, 21, 25, 27 April 2007; and 1, 3, 4, 5 May 2007. This second workshop for all stakeholders should have included all Ward committees and Ward councillors, District AIDS Councils, NGOs, CBOs, FBOs, educational institutions, government institutions, private sector actors and others to get consensus around the vision and communications structure for Motherwell. At this workshop the objective was to agree and adopt a vision statement and a new communication structures for Motherwell and NMBM/MURP. However due to a lack of input from MURP and the Councillors, the planned adoption of vision and communication structure did not take place. Therefore it was recommended to postpone the Councillor's meeting on 8 May 2007 due to non attendance of Councillors and to reschedule the report back and input session for Councillors to the following week (14 – 18 May 2007). The working paper/guidelines for this workshop was developed and adopted based on the input given at the first workshop and the 8 cluster meetings (2 per cluster, a few cluster meetings were combined) and reviewing relevant reports on MURP and M&E practices, as well as relevant national, regional and international documents and guidelines on monitoring, supervision and evaluation of control programmes. The clusters also reported back on the capacity/training needs for the different clusters. It also become evident that support for monitoring and evaluation for different levels is required to sustain the proposed structures.

Motherwell Social Compact – second Stakeholders workshop held on 9 May 2007 at NU 2 Community Hall from 8.30 – 14.00

Table 6: Number of Organizations invited

No of Invited organizations	Invitations received back (either fax not working, phone no does not exist, address not correct)	Actual invitation received by stakeholders	RSVP	Actual number of organizations who came and participated
270	0	Invites given out through clusters	56 (15 from Wells Estate)	84

Table 7: Number and Type of Organizations represented at Stakeholder's workshop

Cluster	No of people / organizations
Social services, NGO, Welfare, pre-schools	33 / 29 (17 pre-scchools)
Sports organizations	16 / 7
Business	12 / 12
Schools	15 /15
Cultural	19 / 10
Faith-based organizations/Churches	16 / 10
Ward committee members from 8 wards	4 (from 3 wards)
WCLOs	3
Forums, political organizations, structures	3
Facilitators in training from Motherwell	14
Organisation who came late and did not register	0
Ward Councillor	0
DBSA	1
IDP office	1
Service Provider team (SADRAT Institute)	4 + 2 assistants
MURP	1
Total	**143 people (13 people from Wells Estate) from 84 organizations**

Note: An estimated 50% of participants from 2 stakeholders meeting were new, they had not attended the first workshop, neither the cluster meetings. (see Appendix 11: Agenda, Presentation and Register of second Stakeholder's meeting)

It was planned to a**nalysis each NU/Ward**, based on needs of that particular NU/ward **and develop a Strategic Plan (coordinate with area/ward based planning, include the IDP office) for each ward** (which is based on the IDP of the Metro) with community leaders to address this need. This was supposed to happen in partnership with the already established ward committees. However, as discussed with Ms. Marlize Nel-Verwey in a meeting on Monday 30 April and with the Project Coordinating Working Team meeting on 23 April 2007 (attended by Ms. Misiwe Mphalwa, the acting MURP Manager, Mr. Nkosana Dumgana from the IDP office, Sadrat Institute project team: Michael Barry, Gerhard Lück and Afrika Mhlophe) this item of implementation has been changed to ensure that there is no interference with the IDP process (Area ward based planning process: each ward identified facilitators to be trained in ward based planning) concurrently taking place. It was agreed at the two meetings that this budget item will instead be utilised in the intensified training of the selected facilitators and intensified workshop with the clusters.

Engagement facilitated (inclusive of public meetings, person to person interviews, focus group meetings, workshops, seminars) The Service provider team facilitated the engagement by giving more attention to the smaller cluster meetings where stakeholders are meeting with common interests. Stakeholders within their cluster showed interest and were eager to participate in the process. Smaller groups provided the opportunity to build good relationships among service providers in Motherwell.

- ✓ A **special report back meeting for Councillors and WCLOs** was planned for 8 May 2007 at the Raymond Mhlaba Sports centre. However only Councillor Mynaka, the Social Facilitator Bulelwa Mafani, Rev. M. Beyi on behalf of Councillor Matebese, and three WCLOs were present at the proposed meeting. Therefore Councillor Mynaka and the Social Facilitator Bulelwa Mafani felt the meeting should not proceed and should be rescheduled.

- ✓ A **Special meeting** was held Monday 14 May 2007 **with the ward committee members from Wells Estate** to guide them through the process and identify the resources available in Wells Estate. This meeting identified the need to have a stakeholder's workshop for Wells Estate to bring them on Board. **(see Appendix 12: Minutes of the report back meeting with the ward committee of Wells Estate)**

- ✓ A **special Stakeholders workshop for Wells Estate** was held on **21 May 2007** at Coega Primary school with 21 people from different Stakeholders of Wells Estate taking part in a

feedback session of the two big Stakeholders workshops and cluster workshops held so far. The purpose of this workshop was to bring Stakeholders of Wells Estate, who have been left out of the process, (because councillor and ward committee members were not reporting back to their stakeholders) on board. **(see Appendix 12: Presentation of Wells Estate Stakeholder's meeting)**

✓ **Cluster meetings in May 2007 (see Appendix 13: Workshop outline, agenda and minutes of May cluster meetings)** were utilised to educate stakeholders about goal setting, formalise clusters and get clarity on the goal and objectives of each cluster. The following outcomes were achieved:

- Better understanding about the importance of goal setting

- draft goals and objectives

- updated database of organizations/stakeholders

- identified required resources.

✓ **Cluster meetings in June** 2007 were utilized to report back on the workshop with councillors and MURP. This included feedback about the summary of issues, draft vision and communication structure and reviewing the draft goals and objectives from the last cluster meeting in May 2007. An overview of the Responsibilities of Chairperson and Secretary was given. Most of the clusters also confirmed their Chairperson and Secretaries and started to work on an action plan for each cluster. **(see Appendix 14: Workshop outline, agenda and minutes of June cluster meetings)**

✓ **Feedback and Discussion report to MURP and Councillors at Pine Lodge on Friday 1 June 2007 (see appendix 15: Agenda of workshop and Feedback and Discussion Report)** This workshop was organised and facilitated by the Strategic Programmes Unit of MURP. The main purpose of this workshop was the EU support for the Urban Renewal in the Eastern Cape and key related elements for Motherwell and Wells Estate. A Feedback and Discussion report on the Social compact process and its achievement so far was given to participants. However, due to pressure from councillors to end the workshop earlier than planned, no question and discussion took place about the Motherwell Social Compact. Therefore it was agreed that a follow up workshop will take place within the following week to receive input from Councillors and MURP regarding the outstanding issues of the vision, communication structure and list of priority needs.

✓ **Follow up workshop with MURP and Councillors at the Business Development Centre on 8 June 2007.** This workshop was well attended by 10 councillors and good input was given regarding the vision, communication structure and priority list of issues. The input phase for finalizing the agreement of the vision statement, communication structure and list of priority issues was completed. It was agreed at this meeting that the service provider will integrate all inputs and present it at the next meeting on 14 June to receive approval and agreement regarding the vision and communication structure for Motherwell. **(see Appendix 16: Feedback and Discussion report, register)**

✓ **Follow up workshop to receive Councillors input regarding the communication structure, vision statement and list of priority issues on 14 June 2007.** This workshop was well attended (8 Councillors were present, EU representative and MURP Manager) and the final documents regarding the communication structure and list of priority issues was presented. **(see Appendix 17: agenda, register, proposed communication structure, vision statement)**

✓ **Cluster meetings in July 2007**, were utilized to complete the outstanding work on goals and objective, action plan and outline the remaining process of the Social Compact process and the start of its implementation phase. The discussion around a code of conduct has started and all clusters agreed to compile a set of rules how participants and stakeholders should engage with each other. **(see Appendix 18: Workshop outline, agenda and minutes of July cluster meetings)**

✓ **Three MCDF workshops were held on 31 July, 14 and 21 August 2007** with the following goals, objectives and outcomes:

First preparation workshop (31 July 2007) for the new MCDF:

Goal: To receive input to compile an Operational plan for the new MCDF
Objectives:
- to agree on the overall status / functional operation of MCDF
- Goal and Objectives of new MCDF
- Roles and Functions
- Legal status
- Office bearers
- Administration

Representation

The first workshop was well represented. 70 people attended this workshop. All clusters were represented through their chairpersons and secretaries. All 9 ward committees were represented through one or two representatives from each ward. These included 6 Councillors, one member of parliament and one representative from the DBSA. 14 additional people were invited, mainly from other political structures within Motherwell.

Discussions and decisions taken
- Past and current history of the MCDF was given and its success and failures highlighted.
- Contextualisation of new MCDF
- Summary of Goals and Objectives of all clusters was given
- Possible scenarios of new MCDF was discussed

Second preparation workshop (14 August 2007) for the new MCDF:

Goal 1

To receive input to compile an Operational plan for the new MCDF

Goal 2:

to receive input on the draft agreement for the Social compact process and agree on the final document

Objectives:
- to agree on the overall status / functional operation of MCDF
- Goal and Objectives of new MCDF
- To share the draft agreement of the Social compact process
- To incorporate input of stakeholders and reach an agreement
- To set date for signing of the formal agreement

Representation

The second workshop was also well attended. 57 people attended the second workshop. These included 8 ward committee members, 6 councillors, all clusters, 2 MCDF trust members, 6 people from MURP and 13 new people attended, who were not invited by the Service provider.

Discussions and decisions taken on:

- Relationship between MURP and MCDF

- Roles and Responsibilities of MURP and MCDF

- How should the new MCDF be structured

- The MCDF be formed via the Chairperson and Secretaries of the interim forums and clusters and a 5 person executive to be elected

- That all forums be tasked to revive their forums constitionally.

Outcome:

- ✓ Participants agreed that new MCDF structure should be presently primarily a Communication and support structure not an implementing one

- ✓ MURP would be responsible for the Implementation and Monitoring of projects in partnership with the MCDF (**Note:** in the final agreement of the Social Compact process it was felt that that MURP is more a co-ordination and facilitation structure than an implementing one)

- ✓ Participants agreed that the signing of the agreement be combined with a celebration and launch of MCDF (considering the implications of this, it should be reconsidered)

Third preparation workshop (21 August 2007) for the new MCDF:

Goal 1: To receive and complete input to compile an operational plan for the new MCDF

Objectives: to agree on the overall status / functional operation of MCDF in progress

- ✓ Goal and Objectives of new MCDF
- ✓ Roles and Functions
- ✓ Legal status
- ➢ Office bearers, Representation
- ➢ Administration
- ➢ Action plan, How to coordinate the forums and clusters
- ➢ Code of conduct
- ➢ Code of ethics
- ➢ Monitoring & Evaluation.

Goal 2: to select an organizing committee for the launch of the new MCDF and to start organizing the event

Objective: To set a date, agree on the programme, venue, speakers, invitation list and budget

Representation

The third workshop was also well attended. 50 people attended, all clusters were represented except the education and pre-school cluster, These included 8 ward committee members from 8 different wards, 2 councillors, and 12 new people attended who were mainly from political structures.

Discussions and decisions taken

- After discussions took place a secretary of one of the local ANC branches read a list of names. She informed the meeting that a special meeting by the ANC Branch in Motherwell was held the night before to give input on agreed positions. No facilitators from the Service Provider team were involved in this process. The names proposed for the organising committee were all members of ANC structures. It was accepted with the condition that the organising committee will include representatives from the different forums and clusters of the community and support structure.

Each workshop was thoroughly prepared (**see Appendix 19: workshop outlines and summary of three MCDF workshops)** and shared with key people to receive and incorporate their input before the workshops (Councillors, MURP/DBSA Manager)

- ✓ **Cluster meetings were held on 28 and 29 August 2007**to re-align their goals and objectives with the MCDF and re-confirm their Chairpersons and Secretary **(see Appendix 20: Workshop outline, agenda and minutes of August cluster meetings)**

- ✓ A **feed back session to all Stakeholders** about the operational plan and organizing committee regarding the launch of the MCDF/conference/AGM/signing of agreement took place on the **5 September 2007** at the Community Support Centre. 30 people attended this workshop, however no councillor and representation from the organising committee were present. This created some unhappiness among participants as they were left without info about the launch. Therefore it was agreed to have a follow up meeting on 19 September where stakeholders will be given feedback regarding the launch.

- ✓ A report back to Councillor's Forum meeting was given on 10 September 2007. **(see Appendix 21 : agenda, register, power point presentation for the report back to councillor's forum meeting, draft agreement, operational plan)**

  At this meeting feedback was given on the progress achieved by the Social compact so far and a report back about the outcomes of the three preparation workshops for the launch of the new MCDF. All councillors present received a copy of the draft agreement to study and

give feedback. The meeting was initially dominated by discussions which only focused on the MCDF part of the Social compact without looking at the bigger picture. It was then recommended not to launch the MCDF until all the forums were fully operational.**(Note:** Forums and Clusters were already established and functional, but not given formally the go ahead by the political leaders to become fully operational) No discussion and contribution was allowed from the other participants. (MURP, DBSA, Service provider team) After a caucus meeting among councillors, they stated that they fully supported all the recommendations and will come back to Marlize Nel-Verwey from DBSA to make their recommendations.

2.5.6 STEP 9 POST AGREEMENT

This part was implemented in consultation with MURP/DBSA and the community. To maintain continuous consultation with the community and to keep the momentum of what the Social Compact has started, the service provider capacitated the Chairperson and Secretary by providing workshops on the role and responsibilities of Chairpersons and Secretaries, so that they could take responsibilities for the following clusters and forums:

- Sports Cluster / Sports Forum

- Social services and Health forum

- Education and Schools cluster

- Faith-based cluster

- Arts and Culture cluster

- Police Forum which includes three CPF's (CPF of Swartskops, Ikamvelihle,Motherwell)

- Business and Farmer's forum, recommend to be chaired by Sonwabo Marele, this still needs to done through a formal handover and formal arrangement with Mr. Sonwabo Marele.

All of the above clusters/forums received a resource file with the following content:

Minutes of MCDF Meetings and cluster meetings, Agreed goals and objectives of all clusters and functioning forums, data base of all stakeholders, vision statement, communication and support structure, contact details of chairperson and secretaries.

It is vital for the sustainability of the Social compact that the following recommendations are adhered to:

➢ Chairperson and Secretaries take full responsibility of co-ordinating their cluster, keep records and start implementing agreed goals, objectives and action plans

➢ Regular interval of meetings taking place (last week of every month from 9:00 – 11:00 at Community Support Centre, next cluster meetings: Tuesday 25 September 2007)

➢ Appointed coordinator keeps in contact with Clusters and assist them where required until MCDF is fully operational

➢ Representatives of Stakeholders are constantly reminded to report back to their organizations/constituency, something formal need to be signed as people are not reporting back

➢ To maintain transparency of the continuing process and respect participants, not a top down approach

➢ establishment of a community newspaper, (this is apparently planned according to MURP Manager Ms Misiwe Mpahlwa) regular slots on community radio station to promote new vision and communication and support structure

➢ to hold regular public meetings/stakeholder meetings held by all the different structures to learn from and support each other.

➢ To make certain components of information (Database of all Stakeholders and their services provided, operating in Motherwell, List of Resources, potential projects) available to all organisations operating in the Motherwell area for planning purposes of their services.

All results achieved have been documented in the final agreement, which also outlines the roles and responsibilities of all parties involved in the new communication and support structure. (see Appendix 22: first draft agreement). At present the first draft agreement has been approved by the Motherwell Community, MURP, DBSA, IDP office, EU Programme and is currently being scrutinized by the Special Projects Directorate (SPD) and Municipal Manager of the Nelson Mandela Bay Municipality for final approval.

2.6   Project Outcomes

✓ List of priority issues / needs from each cluster and one combined list which can lead to potential quick projects;

✓ a process of consultation and participation of all stakeholders;

✓ identification and formulation of steps to ensure positive management of potential discord; and

✓ signed documents reflecting the broad vision, and articulating processes and mechanisms to achieve the abovementioned objectives.

✓ Identified capacity building needs within the clusters (see specific minutes of clusters).

2.7   Key Deliverables

➢ Process of consultation and participation records.

➢ Identification of areas where potential discord could occur.

➢ Formulation of steps to ensure positive management of discord.

➢ Signed documents reflecting agreements reached articulating broad vision, process and mechanisms, which includes:

- Sustainable Development

- Spatial Development

- Infrastructure Development

- Housing Strategy Development

- Local Economic Development

- Social Development.

3. Monitoring and Evaluation

The excellent collaboration and participation of Ms. Marlize Nel-Verwey from DBSA office in the working relationships was helpful to ensure effective implementation of the strategic plans outlined above. The Project's Coordinating Working Team, with representatives from all partners, facilitated active collaboration and ensured local ownership of the project. The team met on a regular basis to facilitate planning and implementation of project activities and this has helped to ensure a participatory approach to all components including monitoring and evaluation. All training sessions have been conducted on well prepared pre-course and post-course surveys. (see workshop outlines for each workshop) The team approach worked well and contributed to the potential success of the Motherwell Social compact process.

For the final Monitoring and Evaluation of the Social Compact, a scientific means of assessing people satisfaction and understanding of the Social compact process was applied. A questionnaire/measurement tool was designed to investigate participants in the clusters regarding their level of satisfaction of the Social Compact process. (**see Appendix 23: Post survey / evaluation of Motherwell Social Compact Process).**

The Results of the Questionnaire gave an indication that participants of the different clusters understood the Social compact process and the results achieved. It also shows that people who participated regularly gained much insight into the process and were motivated to participate further.

The overall process was slowed down by the many additional workshops with councillors because of their non-attendance at the big stakeholders meetings and important workshops. This led to a lack of understanding about the process and outcomes which came to the surface at the Special Councillors' Forum meeting on 10 September 2007.

Evaluation and Observation made of Social Compact Facilitation Process

The Social Compact Facilitation process captured the community interests and a momentum has been created where the representatives of the different stakeholders are excited about having something to say about the future development of Motherwell. **(see Appendix 24: letter from the elderly group)** Obviously this process raised expectations among the people in Motherwell and also exposed the lack of communication among the Councillors and the community. Negative comments from the community clusters that information from MURP, Councillors and ward committee members is not passed on to them is creating enormous information gaps among the different stakeholders and the community. Community clusters highlighted the lack of information regarding the availability of the appointed persons within the MURP office (Social Facilitator, SMME facilitator, Ward Community Liaison Officers). The communication link between MURP and the Motherwell community is important and needs to be improved.

The Social compact process also showed clearly that the Motherwell community knows what they need. However to get rid of poverty in a sustainable way, community participation is essential. The Social Compact could provide a useful tool for the NMBM to be proactive in terms addressing community issues and to avoid unnecessary unrest in communities (e.g. as seen recently in Walmer Township, Motherwell, Soweto/Johannesburg or Langa/Capetown). The Social Compact Facilitation process opens up communication channels and establishes a constructive way of implementing community needs.

The allocation of Stakeholders into clusters proved to be working well as people share common interests and needs with each other.

However, Clusters should have a mechanism where they can evaluate and monitor their functions. Therefore a 6 monthly evaluation interval is recommended to ensure the clusters stay focused on their goals and objectives.

The old MCDF collapsed because of a lack of purpose, clear achievable goals and objectives and loss of community support because of a lack of transparency.

It is of concern that political structures are not utilising the social compact process and its results. A new MCDF is a new opportunity to improve communication and support of stakeholders. It seems that the Social compact process and the formation of the new MCDF are seen in isolation from each other. Clear political direction is required to ensure that political games do not dominate the new communication and support structure.

It seems that people who are attending meetings focus more on electioneering for the new MCDF structure and not enough on spreading the message to educate people about the importance of the Social compact process, its results and the impact it could make on the sustainable development of Motherwell. It is of concern for example that the recommended list for the organising committee for the launch of new MCDF and the signing of the agreement does not comprise people from the different clusters who were part of the Social compact process.

To improve people's understanding of the Social compact process and result, it is vital that people attend and participate in workshops regularly.

Numerous smaller meetings with councillors were required as a preparation for workshops to test and study the present community dynamic and make adjustments where required.

The Service provider team continuously created awareness about the importance of a non-political structure and process for the community besides having political structures which serve the political agendas of political parties. To lift South Africa's community into a more participatory democracy and channel potential unrest constructively into improving the lives of people, the Social Compact methodology provide a useful tool to be pro-active.

Best practices - what worked well
- Intensive facilitator training for representatives from different wards
- Team approach – team building
- Good communication between service provider and client
- Supportive relationships rather than top down relationship = equal partnership
- Pre-Testing of workshops with facilitators
- Cluster meetings in sectors e.g. health, education, art and culture, sports, business, faith-based organizations
- Build up to the big stakeholders meeting.

Valuable lessons learnt
- All relevant councillors and even some political role-players in higher positions from a community need to be part of the workshops at the start of the social compact, otherwise it can create separation from the community and political role players feel threatened.

Politicians need to be convinced that Social compact is a win-win situation if everyone buys into the process and concept

- Collapsed community structure need to be identified right from the start, assessed and newly rebuilt if there is a need, not revived
- Understanding of social compact needs to be clear, more in depth workshops about social compact, practical example of what it can do and what not (expectation to be clarified)
- Potential for the community to unify, strengthen, change bad image and attract investment opportunities
- Complex and difficult process only possible if worked in a team approach = Teambuilding to be emphasized
- Process needs to set a good example not only focused on the results.

4. Recommendations:

- ➢ Formal handover workshop with MURP to report back on the achievements and concerns regarding the sustainability of Social Compact
- ➢ Role and Responsibility of Forum and Cluster Coordinator for the Social compact be clarified
- ➢ Support structure for the different clusters need to be created to ensure that tasks are implemented. This could be located within the MURP office in Motherwell. The person appointed needs to have the necessary skills and capacity for this position.
- ➢ Establish a 6 monthly review process of the Social Compact
- ➢ Clusters need to be kick started with training of chairperson, vice-chair, secretary and some key people with a workshop outlining roles and responsibilities
- ➢ MURP must monitor clusters and communication structure, intervene and assist immediately, do not allow for incomplete tasks or lack of capacity (human or physical resources)
- ➢ Accountability structure to be made clear to all stakeholders: Who is doing what? To whom are people accountable? Reporting done to whom if community is not satisfied?
- ➢ Performance related contracts
- ➢ To workshop with councillors - awareness creation of the tool of the Social Compact, councillors need to seriously buy into the process of the Social Compact
- ➢ Educating stakeholders about the two way communication structure not only top down (increasing community public participation, enhancing democracy on a community level)
- ➢ Limit political representation on the MCDF
- ➢ Stakeholders of the Motherwell Community need to dominate MCDF

- ➢ Councillors give political directions and do not hold key position of Chairperson and Secretaries, the reason for this is that these positions require much work and time which councillors do not have. In addition during election time focus is on electioneering and priorities are shifting towards these issues.
- ➢ The Chairperson and Secretaries need to be highly respected and accepted by the Community, e.g. community church leaders, concerned and sincere business leaders from Motherwell
- ➢ Coordinator of Clusters and Forums
- ➢ Physical office of MCDF with a clear operational plan, Coordinator ensures that operational plan is implemented
- ➢ It needs to be emphasized that Social Compact and MCDF are interlinked and connected and cannot be seen in isolation. Without Social Compact there cannot be an MCDF. The new MCDF structure has been formed as a result of the Social compact process
- ➢ Two schools of thought seem to exist among councillors, the one who would like to see MCDF as separate from the Social Compact. This could lead in the long term to the collapse of the MCDF. The other promotes the revival of the old MCDF which played a successful role in the past but has not managed to adapt to new challenges. The shortcoming of both schools of thoughts is that they do not consider that in order for the Social Compact to be sustainable, a communication and support structure need to be created which is run by the community. For the process to accommodate both schools of thoughts it might be better to use a new name (e.g.Motherwell Community Stakeholders Forum) and not MCDF to avoid confusion and set the frame work for a new beginning of Community Participation. Therefore special attention needs to paid to this so that people understand the importance of integration and mutual relationships between Social Compact and EU Programme (in particular result area 4: improved public participation – Residents increasingly participate in decision-making and project implementation).

5. Methodological approach

The Social Compact process has been conducted on the basis of a thorough understanding of **NMBM / MURP project aims and objectives**. The Sadrat Institute's Project Team acquired an understanding of the MURP by:

- Exploring available material and relevant literature on previous studies conducted for NMBM and MURP
- Studying the MURP Strategic Development Plan's logical framework to become familiar with indicators for measuring achievement of the objectives underlying the EU funding, monitoring and contractual adherence by the NMMM.

- Accessing sources containing material about similar studies conducted elsewhere in order to ensure that state-of-the-art methods are employed.

- Meeting with DBSA/MURP staff to confirm or achieve consensus on project aim and objectives

The research process is characterized by the following general methodological features:

- The intention to use 'standardized' instruments as far as possible. This enables trend analysis, comparison and contextualization of information.

- Conducting the research with the aim of contributing towards sustainable systems, i.e. systems for the ongoing monitoring of delivery.

- Emphasise building local capacity in communities to work with information for development by combining experts with novice local researchers throughout the project.

- All research instruments have been presented to MURP staff to agree on instruments and research methods / approach

- All instruments have been tested / piloted before implementation

- Timeframes have been amended through discussion with client. The completion date has shifted thrice to accommodate the integration of the new MCDF structure and been set from 31 May 2007 to end of August and then to mid September.

5.2. Reporting

The following reports have been prepared:

- A general inception report was compiled and handed in on Friday 16 March 2007

- Progress report compiled and handed in on Thursday 10 May 2007

- Draft final report compiled and handed in on 13 September 2007

- Final report compiled and handed in on 19 November 2007.

5.3. Data formatting

- All data assembled have been compiled in Microsoft Word or Excel formats. The client has specified the formats and cross tabulations within which the results have been compiled and submitted.

- All data compiled has submitted been in both digital and hard copy formats.

- The Sadrat Institute has compiled a written report summarising the findings, data validity and interpretation, and recommendations pertaining Monitoring and Evaluation of the Social compact.

- The Sadrat Institute will submit all questionnaires compiled in hard copy format, and filed, referenced and boxed in a manner that allows ready access at a future date should this be required.

5.4 Data which have been captured

- stakeholders list

- resource inventory

- inventory of the issues raised by the facilitation process

- stakeholders submissions

- correspondence with stakeholders

- minutes of all meetings

- workshop outlines

- signed agreements

6. Conclusion

An exciting process of true community participation has been started and momentum has been created around the issues affecting the daily lives of the people in Motherwell. The good turn out at the first (167 organisation/ 209 people) and second stakeholder's (84 organisation / 143 people) meeting has shown that there is a need for processes like this one. People's concerns are heard, noted and passed on to the relevant structures. The Community of Motherwell, with most of its stakeholders, bought into the process of the Social Compact and are excited about their future developments of Motherwell. Their recommended vision statement and the community response captures it all:

Vision statement
Motherwell a non-discriminatory, healthy community with access to skills and education in a safe, secure environment, participating in integrated sustainable social and local economic development

Community response to the Social compact:

This was a hand written note give to the Service Provider by an elderly person participating in the Social compact process:

> "Thank you for sending people to take care of us by inquiring about our needs in the townships"
>
> a.) "Home affairs office that we are already promise about. It will be easier for our pockets and nearer service which will help the whole community.
>
> b.) Social workers solely for the elderly in order to speed up the service
>
> c.) Special clinics for the aged eyes, hearing, rheumatic pains, dental services and rehabilitation
>
> d.) Recreation
>
> e.) A proper old age home with all the amenities
>
> f.) We are a group of elderly women. We have already collected odd pieces of material and wool. We are using our skills and learning to make whatever we can to be useful to the community.
>
> We need your help to function further!! "

Social Compact is a good concept to assist in bringing participatory democracy to the people of SA. The fragile and young SA democracy is at a critical point where it needs community facilitation intervention to speed up delivery and improve communication between government and communities to prevent unrest as seen recently in various parts of SA.

The political climate presently in SA has a tremendous influence on the community with community being further and further separated from their elected leaders. It is exposing the rift between communities and their elected leaders. The Social Compact could provide a useful tool of closing that rift between communities and their leaders.

Due to the delay of reaching agreement about the Forum and Cluster Coordination Structure (MCDF) by some of the political leadership of Motherwell, the final agreement about the outcome of the Social Compact has not been signed yet. However, this should happen shortly as no party can afford to lose such an intensive community facilitation process and its important outcome. The Social Compact was a successful process empowering many people from the Motherwell community (16 facilitators trained, caterers and transport companies were utilised and feedback given about their service rendered) of Motherwell.

The best practices need to be taken from this process and shared with other communities to promote the social compact facilitation process around SA to improve the quality of lives of the poor and expose them to new opportunities.

7.   APPENDICES

7.1   APPENDIX 1: DEFINITION OF THE SIX SENSES OF SUSTAINABILITY

7.2 APPENDIX 2: AGENDA AND MINUTES OF INAUGURAL MEETING

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7.3   APPENDIX 3: WORKSHOP WITH COUNCILLORS, WARD COMMUNITY
LIAISON OFFICERS (WCLOS) 20 MARCH 2007

7.4   APPENDIX 4: WORKSHOP WITH WARD COMMITTEES, REGISTER, PRESENTATION

7.5   APPENDIX 5: LETTER TO COUNCILLORS TO RECRUIT FACILITATORS

7.6 APPENDIX 6: INTRODUCTORY LETTER TO STAKEHOLDERS

7.7   APPENDIX 7: POWERPOINT PRESENTATION ON MOTHERWELL RESOURCES AND SERVICES
        IN NUS

7.8   APPENDIX 8: SUMMARY REPORT: IDENTIFICATION AND ASSESSMENT OF FORUMS
         IN MOTHERWELL

7.9   APPENDIX 9: AGENDA AND MINUTES OF FIRST STAKEHOLDER'S MEETING

7.10   APPENDIX 10: MEETING DATES OF FIRST CLUSTER MEETINGS

7.11   APPENDIX 11: AGENDA, MINUTES, PRESENTATION AND REGISTER OF SECOND
        STAKEHOLDER'S MEETING

7.12   APPENDIX 12: MINUTES, REGISTER, PRESENTATION OF REPORT BACK MEETING AND
        PRESENTATION TO WARD COMMITTEE OF WELLS ESTATE AND STAKEHOLDERS

7.13   APPENDIX 13: WORKSHOP OUTLINE, AGENDA AND MINUTES OF MAY CLUSTER MEETING

7.14   APPENDIX 14: WORKSHOP OUTLINE, AGENDA AND MINUTES OF JUNE CLUSTER MEETING

7.15   APPENDIX15: AGENDA, FEEDBACK AND DISCUSSION REPORT OF 1 JUNE

7.16   APPENDIX 16: FEEDBACK AND DISCUSSION REPORT OF 8 JUNE

7.17   APPENDIX 17: AGENDA, FEEBACK AND DISCUSSION REPORT OF 14 JUNE

7.18   APPENDIX 18: WORKSHOP OUTLINE, AGENDA AND MINUTES OF JULY CLUSTER MEETING

7.19   APPENDIX 19: WORKSHOP OUTLINE AND SUMMARY OF THREE MOTHERWELL
        COMMUNITY DEVELOPMENT FORUM (MCDF) WORKSHOPS

7.20   APPENDIX 20: WORKSHOP OUTLINE, AGENDA MINUTES, REGISTER OF AUGUST CLUSTER MEETINGS

7.21   APPENDIX 21: AGENDA, REGISTER, PRESENTATION OF REPORT BACK TO COUNCILLOR'S
        FORUM MEETING 10 SEPTEMBER 2007

7.22   APPENDIX 22: FIRST DRAFT AGREEMENT

7.23   APPENDIX 23: POST SURVEY EVALUATION OF MOTHERWELL SOCIAL COMPACT

7.24	APPENDIX 24: LETTER FROM THE ELDERLY GROUP

7.25   APPENDIX 25:   COMBINED LIST OF PRIORITY ISSUES OF MOTHERWELL

7.26   APPENDIX 26: AGREED COMMUNICATION AND SUPPORT STRUCTURE

7.27   APPENDIX 27: FINAL AGREEMENT

7.28   APPENDIX 28: DATA BASE OF MOTHERWELL STAKEHOLDERS