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Helenvale Urban Renewal Programme (HURP) – Final report on the delivery of the Social Compact Facilitation for the Helenvale Community Contract Enquiry No. 2215

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EXECUTIVE SUMMARY

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

Goal

- a.) To set up systems within the Helenvale community for effective communication and participation;
- b) To develop community participation via a transparent process; and
- c) To resolve conflicts that may arise.

Objectives

- To identify and prioritise desirable fast-track projects from the IDP, which have the full support of the Helenvale 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:

- ✓ combined list of priority issues / needs from 139 Stakeholders of Helenvale which can lead to potential projects;
- ✓ a database of 169 Stakeholders from Helenvale identified and established
- ✓ a process of consultation and participation of 139 stakeholders;
- ✓ 80% of stakeholders brought into the process
- ✓ draft agreement reflecting the broad vision, priority needs and communication and support structure for Helenvale
- ✓ capacity building needs identified within the sectors and forums
- ✓ community interests captured and true community participation
- ✓ good relationships being built among stakeholders
- ✓ trust and integrity built

Challenges

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

Conclusion

- Community focused on their needs
- Community participation essential to avoid future unrest
- Social compact is a useful tool to open communication channels in community
- Social compact is a 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
- Process emphasizes the need for apolitical community communication structures to inform and consult people regularly about development concerning their community
- Social compact enhance people's democracy.

**Helenvale Urban Renewal Programme (HURP) – Final (Draft) Report on the
delivery of the Social Compact Facilitation Process for Helenvale Community
22 February 2008**

1. Introduction

For the first time in its history a social compact has been started and successfully completed for the Helenvale community with the aim of providing a framework for a partnership between Government and the Helenvale community sectors. This framework will assist in bonding the Helenvale community for the purpose of implementing the shared agreement and vision. This includes creating better relationships amongst community organizations, formalizing that relationship into a formal agreement; and creating the necessary capacity within the compact to drive development.

This report outlines the 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 Helenvale. Next, it reports on the progress achieved until 21 February 2008 and makes recommendation for implementation of the agreed communication and support structure for Helenvale. The expected and achieved 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.

1.1 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	Non-consultative decision-making 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 and the voluntary and the community sector	Fragmented and uncoordinated top down approach

2. Goal

- a) To set up systems within the Helenvale community for effective communication and participation;
- b) To develop community participation via a transparent process; and
- c) To resolve conflicts that may arise
- d) To embed the six senses of sustainable communities within the Helenvale community;
and
- e) To derive at an agreement between the community on how they want to develop Helenvale.

2.1 Project Objectives

- To facilitate the establishment of a broader forum where all stakeholders, including business (formal and informal), participate in the development of the area.
- To create a sense of social responsibility so that public assets are looked after and not vandalized, 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 (refer to 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 identify and prioritize desirable fast-track projects from the IDP, which have the full support of the Helenvale 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).

2.2 Implemented Strategies:

This report outlines the SADRAT Institute's intervention to address the above goal and objectives. It was initially envisaged that the outlined implementation of this project will be completed within 15 weeks (by end November 2007). However, due to community requests to ensure sufficient community participation, this process was extended until end February 2008 (12 more weeks, to a total of 27 weeks).

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 existing interventions through capacitating and strengthening civil society's ability to respond and actively participate in the challenges of the sustainable development of the Helenvale community.

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

The team has previously successfully completed a Social Compact Facilitation in Motherwell and the experiences made in Motherwell have been shared and extended to the Helenvale community and vice versa to encourage learning and duplication of best practices.

2.3 Background and Justification:

Helenvale is situated in the Northern areas of Port Elizabeth. It is estimated that between 15 000 – 30 000 people live in Helenvale with an unemployment rate of 75%. The average income is R 400.-/month/household and only 6% of people have an education higher than Grade 12. The suburb was established under the Group Area Act during the Apartheid era when communities were forcefully relocated. Helenvale is characterized by unsatisfactory physical conditions. However, most of the suburb's persistent challenges result from the fact that it was established on apartheid principles and plans. Helenvale is regarded as dysfunctional community 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

- vandalism of infrastructure has been an issue
- gangsterism and crime are rife.

The above unsustainable planning methodology created a community which in general has a poor sense of social responsibility, causing problems such as vandalism of infrastructure, as well as gangsterism and crime. These problems make the creation of a sustainable community even less feasible and reduce the community's overall quality of life.

It was thus concluded that the problems of Helenvale will not be fully addressed by more engineering or physical infrastructure. Many of the problems are essentially socio-economic, hence, calling for a Social Compact.

2.4 Expected Project Outcomes

- 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.
- framework for capacity building defined.
- identification of potential fast-track (quick win) projects;

2.5 Key Deliverables

- Monthly progress reports
- Documented records of all community consultation and participation processes
- Documented reports that clearly indicates:
 - identification of areas where potential discord could occur;
 - formulation of steps to ensure positive management of discord.
 - the community structures set up for future engagement;
 - those projects which have the highest priority for the community; and
 - those projects which will have the highest impact on improving the social cohesion and quality of life of the community.

- Guidelines, based on the community's inputs for:
 - Sustainable Development
 - Spatial Development
 - Infrastructure Development
 - Housing Strategy Development
 - Local Economic Development
 - Social Development

- A signed document that:
 - reflected the agreements reached between the community,
 - articulated the community's broad vision, agreed processes and mechanisms for future engagement; and
 - demonstrated that the community understands and embrace the six senses for sustainable communities.

2.6 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 Coordinating Working Team took place in consultation with the DBSA Project Manager Ms. Marlize Nel-Verwey, HURP Co-ordinator Ms. Debbie Hendricks and Councillor Hermaans from Ward 13 and Service Provider's Project Team represented by Michael Barry and Gerhard Lück. This task team was responsible for the final agreement of the implementation plan of the Social compact and the monitoring and evaluation of this project.

The following steps and Methodology have been implemented:

Time frame:

Start: 15 August 2007 – Completion: 21 February 2008 (27 weeks)

2.6.1 Internal Workshop with Project team took place on 13 August 2007 from 14:00 - 15:30 at the Sadrat Institute's office to share information about the following:

- Concept of Sustainable communities

- Social compact manual
- Quality of Life index for Helenvale
- Socio-economic studies for Helenvale
- Baseline survey for Helenvale
- Unemployment survey for Helenvale
- IDP input for Helenvale

All information have been shared with the team, analyzed and integrated into the process of the social compact implementation, a workshop/presentation was planned and took place with the HURP office and appointed project coordinators. Thereafter an introductory workshop with HURP and all relevant stakeholders followed.

2.6.2 Workshop with HURP/Project Co-ordinators and DBSA took place on 15 August 2007 to discuss role and responsibilities of everyone involved; explore strategies and proposed workshop with all role-players involved in Helenvale; set up Project's Coordinating Working group and weekly meetings to evaluate progress and make adjustments if required.

2.6.3 Workshop on 22 August 2007 with all the teams presently involved in Helenvale:

- Project coordinators: Asanda Mbewu, George Mendez,
- Sadrat Institute's project team: Afrika Mhlophe, Michael Barry, Gerhard Lück
- Socio-economic survey team: Development Research Afrika: Ms Beth Liebenberg
- HURP Co-ordinator: Ms Debbie Hendricks
- IDP office: Mr Nkosana Ndungana
- DBSA Manager: Ms Marlize Nel-Verwey

Proposed agenda:

- Introduction of everyone presently working in Helenvale (Organization, background, expertise, etc.)
- Presentation of project implementation plan and methodology
- Identification of overlaps, coordination and integration

- Common challenges in Helenvale: Crime, drug lords, low literacy level, how will this be dealt with? Proposed strategies?
- Overall image to be presented by the team
- Establish rules of engagement with each other
- Good team work approach required for Helenvale, high trust and support level required among teams

Outcome:

- ✓ Awareness and better understanding about project implementation plan and strategies
- ✓ Awareness about the importance of team work
- ✓ Start of building relationships with other service providers presently working in Helenvale.

2.6.4 Meeting with Councillor and HURP Manager took place on 18 September 2007 as a follow up to the workshop on 22 August 2007. The purpose of this meeting was to establish good and direct relationships with the new HURP Manager Ms Debbie Hendricks and Councillor Hermaans from Helenvale; to create more awareness and highlight the importance of the process, results and share lessons learnt from the Motherwell Social Compact process. **(see appendix 2: minutes of meeting held on 18 September 2007 with councillor Hermaans and HURP coordinator Ms. Debbie Hendricks)**

2.6.5 Meeting with IDP office Mr. Nkosana Dungana took place **on 21 September 2007**. The purpose of this meeting was to share the Goals and Objectives of the Helenvale Social compact and to get the IDP's office buy-in and to inquire how the IDP process was conducted in Helenvale. According to Mr. Dungana the IDP process was clustered with wards 10, 12, 13 and 32. The meetings were held in the Malabar community hall and the Helenvale community was poorly represented. For the Community Based Planning 2 facilitators, 10 Volunteers and councillors were part of a one day training at the Malabar community hall. The IDP office was formally invited to become part of the Social Compact process in Helenvale to integrate the identified future needs into the overall IDP process.

2.6.6 Meeting with Councillor, Ward Committee, other political parties and key stakeholders took place on 3 October 2007 at the Helenvale Resource Centre (see appendix 3: Minutes, register and presentation of Helenvale Stakeholder's workshop held on 3 October 2007 with political parties and ward committee)

The meeting introduced the suggested Social Compact implementation process, built relationships and opened a communication channel with the key stakeholders in Helenvale. At this meeting the criteria for the facilitators, to be selected from ward 13, were presented and participants were encouraged to submit CVs of potential facilitators to the Service Provider by Monday 8 October 2007. The 43 stakeholders present were informed that the facilitators would be trained in basic facilitation skills, conflict management and non-violent communication.

Dynamics of the meeting:

- Community concerned about the distribution of information, needed to be done independently from the Councillors office
- clear time frames given regarding the implementation of projects
- equal and fair chances for people to participate in projects and not only few individuals
- people carried resentment about people who disappointed them with projects in the past, trust not easily
- big division among community members – fragmented community
- highly politicized community.

2.6.7 Identification and training of facilitators in basic facilitation, conflict management skills and Non-violent communication (NVC)

Selection and training of facilitators. A total of 21 CVs were received from ward 13, of which 16 potential trainees 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 10 facilitators to allow for representation of

unemployed youth and each of the four voting district of Ward 13. A formal letter was addressed to the councillors, ward committee and key people which outlined the criteria for the facilitators and the time when possible candidates needed to be recommended. A training plan and schedule for these facilitators was developed and implemented. A total of 21 potential facilitators were taken through a selection and training process, of which 10 were selected to assist with facilitation and co-facilitation. A mentor concept was created so that potential facilitators/trainees could learn from the ones who were already in position to facilitate. The following trainees have been selected:

Table: Selected facilitators from Helenvale

Name	ID No	Age	Voting District	Contact No	Attendance
1.Iveanah Janjties	850925 0163 088	22	Hillcrest	073 400 7004	100%
2.Douglas Anthony Van Rensburg	721028 5161 087	35	Hillcrest	041 452 7523	100%
3.Henry Blouw	650510 5184 084	42	Helenvale	041 452 3040/078 4348 436	Stayed away without explanation
4.Morisha Hart	741103 0227 088	33	Helenvale	041 452 4108	Dropped out
5.Mohammed Ali	671012 5162 089	40	Helenvale	078 365 7749	100%, resigned towards the end of the process
6.Jack Ruthman	791025 5156 088	28	Helenvale	041 452 2242/073 365 4563	90 %,dropped out at the end because he found employment
7.Moira Wentzel	650417 0079 086	42	Helenvale	041 452 3593	100%
8.Andre Goeda	680530 5221 083	39	Bayview	041 452 4150	60%
9.Charmeale Kramer	860603 0097 089	21	Word of light	079 226 8249	Dropped out
10.Joseph Douglas Daniels	661231 5614 087	40	Word of light	082 5015 640	80%
11. Liezel Kounzie	8503071015 080	22	Bay view	041- 4527619	joined later, stayed away towards the end of the process

The following training have been provided to the selected Facilitators;

- ✓ 2 x ½ 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
- ✓ 7 x 2 hour session on briefing sessions before the stakeholder's meetings
- ✓ 5 of the 10 trainees attended all stakeholders workshop to learn from the presentation and assisted actively with facilitation and presentation
- ✓ awards ceremony was held by the Institute to give out certificates and acknowledge their contribution to the Social Compact process (This should be repeated at the Launch of the Helenvale Community Stakeholder's Forum to acknowledge their contribution in front of their community)

The following training will still be provided:

- training of non-violent communication
- evaluation of training

2.6.8 Stakeholders/role-players identified by sectors: No information could be obtained regarding names and contact details of Helenvale stakeholders from Development Research Africa (DRA), who were appointed for the Socio-economic survey, because the information they collected is confidential. Therefore all stakeholders operating in the Helenvale area have been captured through a basic survey and attendance registers at meetings. The Helenvale Stakeholders were categorized according to their field of work and expertise and were also divided into the following seven sectors: e.g. sports clubs, arts, culture and recreational organizations, education and schools sector, business sector, forums and ward committees, churches and faith based organization, Social Services/ Welfare organizations where most NGOs, CBOs, Youth organizations, women groups, disabled forums fall under. 169 Stakeholders in the Helenvale community have so far been identified. (see **Appendix 4: Database of Helenvale Stakeholders**)

2.6.9 Letter of introduction to Helenvale stakeholders and invitation to first all inclusive stakeholders workshop on 17 October 2007:

The Service Provider designed a joint letter head to emphasize the importance of the partnership between DBSA, HURP/NMBM and local NGO sector. Firstly, a draft introductory letter was made available to all the partners and after it was approved by DBSA and HURP, the introductory letter with a proposed agenda was sent out to Stakeholders in Helenvale. An overall image of a partnership between the funder DBSA, HURP (Municipality) and the service provider a local NGO sector was illustrated. This letter was sent out on 10 October to all Stakeholders of Helenvale to invite them one week before the first big stakeholder's workshop on 17 October 2007. **(see appendix 5: Letter of Introduction to Stakeholders)**

2.6.10 To identify and assess all forums and sectors presently operating in Helenvale (see appendix 6: Questionnaire to assess forums)

All forums in Helenvale have been identified and assessed. It was also established what their capacity needs are. Thereafter a capacity training programme needs to be compiled and agreed on. A Questionnaire was developed to extract the following information from Forums in Helenvale:

- a. To evaluate existing system of communication; how effective and efficient are they functioning?
- b. What kind of format of communication/information sharing does the community want? Two way communication; how can the way of communication within the Helenvale area be improved; what structure should be created?
- c. 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?
- d. What are the Objectives?

The assessment of the all existing forums was conducted on 31 October 2007 at the Helenvale Resource Centre and provided the following findings:

- ✓ **Helenvale Disabled Forum:** in process of being formalized, elected Chairperson, Vice-chairperson, secretary and vice-secretary, no goals and objectives yet, busy with a survey of the number disabled in Helenvale, operating since September 2007, committee meets once a week, minutes were kept with the secretary, links with the Sports, Recreation, Arts and Culture Forum
- ✓ **Sports, Recreation, Arts and Culture Forum:** presently working on their constitution, elected Chairperson and Secretary, Goals and Objectives not clear by their members. The Chairperson of the Forum was a ward committee member and not taking his role and responsibility seriously. Therefore no regular meeting took place and progress was slow and frustrating for members.
- ✓ **Community Police Forum:** this was a legal entity by the SAPS. Chairperson and Secretary were in place. However there seemed to be communication problems among some members.

2.6.11 STEP 3 SCOPING and RESOURCES:

The first one day introductory workshop took place on 17 November 2007 from 8.30 – 16.30 at the Helenvale Resource Centre. A total of 160 stakeholders from Helenvale were invited. Below is a short analysis of the number of organizations invited and present at the workshop:

Helenvale Social Compact – Stakeholder’s workshop held on 17 October 2007 at Helenvale Resource Centre from 9.00 – 16.30

No 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
160	2	158	5	69

Number and Type of Organizations represented at the workshop

Cluster	No of people	No of Organizations
Social services, NGO, Welfare, Disabled sector, ECD, pre-schools	15	12
Sports organizations / sports forum/sector	5	5
Business	8	8
Education / Schools /	9	3
Arts and Culture	2	2
Faith-based organizations/Churches	12	12
Ward committee members from ward 13	6	6
Health	4	4
Forums, structures, sectors	4	4
Political organization, ID, ANC youth league, ANC Branch	3	3
SAPS/CPF	1	1
Individual/active Community members, others	1	1
Ward Councillor / PR councillor	1	1
DBSA	1	1
IDP office	1	1
Service Provider team (SADRAT Institute)	6	3
HURP	1	1
Social compact facilitators from Helenvale	6	1
Total	86	69

At the first Stakeholder's meeting participants received a presentation on the Social compact definition and its suggested process and expected outcomes. The latest information and research about Helenvale was shared. A possible communication and support structure for Helenvale was also presented to visualize one aspect of the outcomes of the Social compact. After the presentations the stakeholders were divided into groups where participants (from different sectors) were mixed to share their views on the most important issues facing Helenvale. This was organized beforehand to ensure that participants from different sectors 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 prioritizing 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 Helenvale. 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 7: Agenda, minutes, presentation of first stakeholder's meeting on 17 October 2007)**

The organization were clustered in the following sectors:

- **Social Services/Welfare:** Old Established Welfare organizations: ACVV, FAMSA, PE Mental Health, SANCA, Department of Social Development, Health Clinics, Department of Health, Attic, Youth Organizations, Women groups, Disabled groups
- **Churches, Faith based Organizations**
- **Forums:** Sports, Arts, Culture and Recreation Forum, Hurp office, Community leaders, Councillors, Ward committee, other political parties, Mayor's office, IDP's office
- **Education and Schools:** three Primary schools and High schools from Gelvandale and Hillside, Education Department
- **Sports, Arts, Culture and Recreational Organizations:** Soccer clubs, Rugby, Boxing,.
- **Businesses, formal and informal,** Shops, SMMEs, Construction companies
- **Housing.**

Dynamics of the workshop:

- People of Helenvale knew their needs and a very specific about it
- People of Helenvale were passionate about their community
- High potential among participants
- People of Helenvale had energy and were motivated to improve their lives

Four smaller workshops were held with all the suggested sectors on 25 October, 1 November, 8 November and 15 November 2007 to create momentum and build up to the final big workshop on 22 November 2007 where the first draft agreement on a common vision and structures of communication for the Helenvale community was presented. Each sector had met for a follow up workshop to review their list of issues, prioritize them, and also to discuss and agree on the draft vision statement for Helenvale. This process was facilitated and guided by the service provider team and their trained facilitators. The outcome of these smaller workshops had been channeled into the stakeholder's meeting on 22 November 2007 where a report back on their agreed priority list of issues and needs and recommendations regarding the vision and communication structures of Helenvale, was given.

Each sector also received a workshop on the six senses of sustainability. A workshop programme, guidelines and questionnaires for measuring participants knowledge and understanding about the Six Senses of Sustainability were developed for this process. **(see appendix 8: pre and post test for six senses of Sustainability.)**

2.6.12 Summary of the 13 workshops held:

Stakeholder's workshop 25 October 2007 (see appendix 9: Summary of inputs given at Stakeholder's workshop)

Objective of the workshop:

- To give feedback about Stakeholders workshop which took place on 17 October 2007
- To present summary of issues/needs, recommendations, draft vision statement, proposed communication and support structure
- To discuss and agree on list of priority issues/needs, recommendations, draft vision statement and proposed communication and support structure in sectors
- To create awareness about the Social compact process and results
- To create awareness about the six senses of sustainability
- To update database of Stakeholders.

Outcome of the workshop:

- ✓ Agreed list of priority issues and needs for Helenvale
- ✓ Draft Vision statement for Helenvale
- ✓ Draft proposed communication and support structure for Helenvale
- ✓ Awareness and better understanding of the six senses of sustainability
- ✓ 50 people from 43 stakeholders attended workshop

Dynamics of the workshop

- creativity to address needs
- openness and eagerness to learn about sustainability
- resourcefulness
- vision building.

Stakeholder's workshop 1 November 2007 (see appendix 10: workshop outline, minutes, register, presentation of stakeholder's meeting held on 1 November 2007)

Objectives of the workshop:

- To give feedback about Stakeholders workshop which took place on 17 October and 25 October 2007
- To present list of priority issues/needs, recommendations, draft vision statement, proposed communication and support structure
- To discuss and agree on the draft vision statement and proposed communication and support structure
- To create more awareness about the Social compact process and results
- To create awareness about the six senses of sustainability
- To update database of Stakeholders.

Outcome of the workshop:

- ✓ Agreed vision statement
- ✓ Awareness and better understanding of the six senses of sustainability
- ✓ Recommendation regarding the proposed communication and support structure

- ✓ 57 people from 46 Stakeholders attended workshop.

Dynamics of the workshop:

- very religious community (80% Christians), not sufficient buy-in into process from the religious sector
- trust was vital

Stakeholder's workshop 8 November 2007 (see appendix 11: Workshop outline, minutes, register and presentation of Stakeholder's workshop held on 8 November 2007)

Objectives of the workshop:

- To create awareness about the social compact process and results
- To give feedback about the stakeholders workshop which took place on 17 October 2007, 25 October 2007 and 1 November 2007 (summary of issues /needs, draft vision statement and proposed communication and support structure
- To agree on the communication and support structure for Helenvale
- To discuss and agree on interim goals and objectives of forums and sectors
- To update database of stakeholders.

Outcome of the workshop:

- ✓ Agreed communication and support structure for Helenvale
- ✓ First Draft goals and objectives of forums and sectors
- ✓ 39 people from 33 Stakeholders attended workshop.

Dynamics of the workshop:

- ward committee and councillor's representation on communication structure need to be clarified
- HURP's role and responsibility to be clarified
- Clear and simple Communication channel between HURP and the community essential.

Special Stakeholder's workshop with Church and Youth leaders 15 November 2007 at Helenvale Resource Centre (see appendix 12: minutes, register, presentation of workshop with Churches and Youth sector)

Objectives of the workshop:

- To create awareness about the Social Compact process and results
- To give feedback about the Stakeholder's workshops which took place on 17 October, 25 October, 1 November and 8 November 2007 (summary of issues/needs, draft vision statement and proposed communication and support structure)
- To get buy-in into the Social compact process and support the vision statement and proposed communication and support structure for Helenvale
- To discuss and agree on interim goals and objectives of the Forums and Sector
- To update database of Stakeholders.

Outcome of the workshop:

- 26 Churches were represented and bought into the Social Compact process
- Participants supported and agreed with the vision statement for Helenvale
- Church leaders from 26 churches agreed with the proposed communication and support structure for Helenvale.

Dynamics of the workshops:

- Religious community
- Religious leaders played important role
- Religious leaders to be clear about their responsibility
- Religious leaders and churches needed to be ensured about apolitical process
- Churches united behind the Sustainable Development of Helenvale and the improvement of people's lives
- Concerns about ward committees spreading wrong information
- Concerns about the handling of funding for Helenvale
- Service provider's future role clarified – exit strategy
- More clarity required about the importance of goal and objectives for the different sectors and forums.

Helenvale Stakeholder's workshop on 22 November 2007

This workshop was a follow up to the first all inclusive stakeholder's workshop and focused on reaching consensus on the first draft agreement. (see appendix 13: Minutes, register, presentation of Stakeholder's workshop held on 22 November 2007) All stakeholders were invited again to be exposed to the first draft agreement on the common vision and communication and support structure for Helenvale. The concept of six senses of sustainability and identified needs and resources also formed part of the agreement. This workshop for all stakeholders was crucial to get consensus around the vision of Helenvale. Another outcome for the workshop was the agreement on communication and support structures within the Helenvale area and the NMBM/HURP. The working paper for this workshop was developed and adopted based on the inputs given at the all the previous stakeholder's workshops.

Objectives of the workshop

- To create awareness about the Social Compact process and results
- To give feedback about 5 Stakeholder's workshops which took place on 3 October, 17 October, 25 October, 1 November, 8 November 2007 and 15 November (summary of issues/needs, draft vision statement and proposed communication and support structure)
- To get Helenvale Stakeholders to buy-in into the Social compact process and give input / agree on the draft agreement
- To update database of Stakeholders.

Outcomes of the workshop

- input regarding the draft agreement
- Agreed communication and support structure for Helenvale with clear rules of engagement.

Dynamics of the workshop

- Participants not clear about the content of draft agreement, further discussion required to share the content among sectors.

Workshop with Ward Committee on 23 November 2007 (see appendix 14: register of meeting with ward committee)

Objective Objectives of the workshop

- To get buy-in of the ward committee and Councillor
- To create awareness about the benefit of the Social Compact process for the Ward committee and councillor.

Outcomes of the workshop

- better understanding of the envisaged outcome of the Social compact and how it will benefit the ward committee and councillor.

Dynamics of the workshop

- tension among ward committee and stakeholders because ward committee were not following the guidelines of the roles and responsibilities provided by the NMBM

Workshops with Helenvale Stakeholders in Sectors on 26,27 November and 3 December 2007 (see appendix 15: workshop outline, register, presentation of Stakeholder's workshops held on 26,27 November and 3 December 2007)

Objectives of the workshop

- To increase participation of stakeholders and to create more awareness about the Social Compact process and results
- To give progress report about 7 Stakeholder's workshops which took place on 3 October, 17 October, 25 October, 1 November, 8 November, 15 November and 22 November 2007 (summary of issues/needs, draft vision statement and proposed communication and support structure, draft agreement)
- To discuss and agree on the interim goals and objectives of Forums and Sectors and kick-start sectors

- To update database of Stakeholders.

Outcomes of the workshop

- input regarding the draft agreement
- Agreement on draft goals and objectives of sector
- Better understanding about SMART goals
- Agreed communication and support structure for Helenvale with clear rules of engagement.

Dynamics of the workshop

- Confusion about goals and objectives, sectors need clarity.

Helenvale Stakeholder's workshop on 6 December 2007 (see appendix 16: minutes, register, presentation of Stakeholder's workshop held on 6 December 2007)

Objectives of the workshop

- To increase participation of stakeholders and to create more awareness about the Social Compact process and results
- To give progress report about 7 Stakeholder's workshops which took place on 3 October, 17 October, 25 October, 1 November, 8 November, 15 November, 22 November and sector workshops on 26, 27 November and 3 December 2007 (summary of issues/needs, draft vision statement and proposed communication and support structure, interim goals and objectives of sectors and forums, draft agreement)
- To discuss and agree on the draft agreement
- To update database of Stakeholders.

Outcomes of the workshop

- input and approval regarding the draft agreement
- input and approval regarding the composition of the Helenvale Community Stakeholder's Forum

- agreement on draft goals and objectives of sectors
- next dates for sector meeting.

Dynamics of the workshop

- Request for Monitoring and Evaluation included into the draft agreement
- Individuals trying to positioning themselves for possible jobs or future work
- Clarity on tender procedure required.

Meeting with IDP office on 10 December 2007 (see appendix 17: minutes of meeting with IDP office)

Purpose of the meeting:

To share the process and outcome of the Helenvale Social Compact progress and receive their input regarding the draft agreement.

Objectives:

- To give a progress report about the Helenvale Social Compact
- to share dynamics and challenges regarding the community participation process in Helenvale
- to provide documentation regarding the issues and needs identified by Helenvale Stakeholders
- to provide the IDP office with draft agreement and request their input

Outcome:

- IDP office support the process and the outcomes and would integrate the issues and needs identified by the Stakeholders in the IDP

Helenvale Stakeholder's workshop on 17 January 2008 (see appendix 18: minutes, register, presentation of Stakeholder's meeting held on 17 January 2008)

Objectives of the workshop

- To increase participation of stakeholders and to create more awareness about the Social Compact process and results

- To give progress report about 10 Stakeholder's workshops which took place on 3 October, 17 October, 25 October, 1 November, 8 November, 15 November, 22 November and sector workshops on 26, 27 November, 3 December and 6 December 2007 (summary of issues/needs, draft vision statement and proposed communication and support structure, interim goals and objectives of sectors and forums, draft agreement)
- To discuss and agree on the draft agreement
- To update database of Stakeholders

Outcomes of the workshop

- input and approval regarding the draft agreement
- input and approval regarding the composition of the Helenvale Community Stakeholder's Forum
- Next dates for sector meeting

Dynamics of the workshop

- More time requested to read through the draft agreement (two copies were made for each sector)
- After initial resistance in plenary, in the group discussions stakeholders agreed on the composition of the Helenvale Community Stakeholder's Forum.

Helenvale Stakeholder's workshop on 31 January 2008

Objectives of the workshop

- To increase participation of stakeholders and to create more awareness about the Social Compact process and results
- To give progress report about 12 Stakeholder's workshops which took place on 3 October, 17 October, 25 October, 1 November, 8 November, 15 November, 22 November and sector workshops on 26, 27 November, 3 December, 6

December 2007 and 17 December 2008 (summary of issues/needs, draft vision statement and proposed communication and support structure, interim goals and objectives of sectors and forums, draft agreement)

- To agree on the draft agreement
- To create awareness about the role and responsibilities of Chairpersons and Secretaries
- To elect interim Chairpersons and Secretaries
- To update database of Stakeholders.

Outcomes of the workshop

- final input and approval of the draft agreement
- Interim Chairperson, Vice Chairperson and Secretaries and Vice-Secretary
- Next dates for sector meetings.

Dynamics of the workshop

This workshop needed to be postponed because of poor attendance. Only 15 people from 11 stakeholders came.

Helenvale Stakeholder's workshop on 7 February 2008 (see appendix 19: Minutes, register, presentation of Stakeholder's workshop held on 7 February 2008)

Objectives of the workshop

- To increase participation of stakeholders and to create more awareness about the Social Compact process and results
- To give progress report about 12 Stakeholder's workshops which took place on 3 October, 17 October, 25 October, 1 November, 8 November, 15 November, 22 November and sector workshops on 26, 27 November, 3 December, 6 December 2007 and 17 January 2008 (summary of issues/needs, draft vision

statement and proposed communication and support structure, interim goals and objectives of sectors and forums, draft agreement)

- To agree on the draft agreement
- To create awareness about the role and responsibilities of Chairpersons and Secretaries
- To elect interim Chairpersons and Secretaries
- To update database of Stakeholders.

Outcomes of the workshop

- final input and approval of the draft agreement
- Elected Interim Chairperson, Vice Chairperson and Secretaries and Vice-Secretary of the Social Services, Local Economic and Business Development Forum
- Next date for all sector meetings

Dynamics of the workshop

- Majority of stakeholders approved draft agreement and were eager to move on to implement communication and support structure
- Few individuals (identified through the Social compact process) tried to delay the process.

Helenvale Stakeholder's workshop on 21 February 2008 (see appendix 20: minutes, register of Stakeholder's meeting held on 21 February)

Objectives of the workshop

- To receive a report back from Sectors/Forums about their meetings
- To inform elected chairperson and secretaries of their roles and responsibilities

- To handover Social Compact process from Service Provider to HURP Coordinator (Exit process of Service Provider)

Outcomes of the workshop

- Handover of Social compact process from Service Provider to HURP Coordinator
- Informed elected Chairperson and Secretaries of their roles and responsibilities
- Evaluation of the Social Compact Process

Dynamics of the workshop

- Positive spirit among stakeholders to take the process forward
- Sectors and Forums started taking responsibilities

2.6.13 Social dynamics, social attitude, development issues, priorities and potential, and values and aspirations of the Helenvale community;

One of the values of the social compact process was to identify community 'issues' that could delay or obstruct the implementation of any future Urban Renewal projects. Some issues identified by the process include:

1. Strong or dominant personalities
2. A distrust of outside intervention in Helenvale affairs
3. A fear that one of the power groups will benefit above another
4. Political vulnerability of the political incumbent and his/her followers
5. Political immaturity and factionalism
6. Disrespect and irreverence towards leadership
7. Disinterested church groups who have the power to affect change in Helenvale but tend to ignore any perceived "political" interventions
8. A false sense of community that is concentrated on character weaknesses rather than strengths. This is manifested as "Ghetto mentality" which states that 'If I cant escape the Ghetto neither should you'

The Issue of strong and dominant personalities in Helenvale

This 'issue' was significantly manifested during the Social Compact process when a small group of ('strong personalities') individuals continuously sought to slow down, or at times obstruct the Social Compact process by making excessive demands and adopting belligerent behaviour during meetings and workshops.

The Helenvale Community has a long history of betrayal and neglect coupled with the traumatic affects of apartheid and poverty. Community members have been traumatised severely by these events. Needless to say this has helped to shape a pessimistic community and spawned the numerous social ills of Helenvale. Many have sought protection and shelter from these forces by joining one the numerous churches that have mushroomed throughout Helenvale. These churches have often deliberately divorced themselves from any politically perceived community projects and initiatives and have shut themselves off from the destructiveness of a self loathing community. Some have abandoned hope altogether and have resorted to illegal methods to ensure their survival (gangsterism) while those who have attempted to influence and change their environment have had a need to seek alliances with the 'strong personalities' in the community or they themselves have developed a strong man persona .These groups control, by force of personality, community involvement and development and are at present a danger to the entire Urban Renewal process unless a strategy is developed that would either negate these 'strong personalities' or incorporate them into the Social Compact process.

The Social Compact process has identified these issues as having the potential to affect all progress in Helenvale and as such make the following recommendations:

Recommendations

The Service provider recommends that HURP seriously considers the following:

- The development of a strategy that negates or incorporates the strong personalities into all HURP processes
- Group therapy and trauma counselling for disaffected individuals
- Identification of all other 'issues' in the Helenvale community that could have a negative affect on the HURP process.

2.6.14 To maintain continuous consultation with the community (this could be done via the establishment of a community newspaper, regular slots at community radio station, and regular public meetings held by all the different structures to learn and support each other.

To maintain continuous consultation with the community and to keep the momentum of what the Social Compact has started, the service provider recommended to capacitate the Chairperson and Secretary by providing workshops on the role and responsibilities of Chairpersons and Secretaries, so that they could take responsibility for the following sectors and forums:

- Sports, Arts, Culture and Recreation sector
- Youth Forum
- Social services, Disabled and Health sector
- Education and Schools sector
- Faith-based sector
- Community Police Forum (CPF)
- Local Economic Development and Business forum.

All of the above sectors/forums received a resource file with the following content: Agreed goals and objectives of all sectors and functioning forums, data base of all stakeholders, vision statement, communication and support structure, contact details of chairperson and secretaries, copy of draft agreement.

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

- Chairperson and Secretaries take full responsibility for co-ordinating their sector, keep records and start implementing agreed goals, objectives and action plans in Partnership with HURP
- Regular interval of meetings take place
- HURP coordinator keeps in contact with sectors and assist them where required until Helenvale Community Stakeholders Forum is fully operational and the Community Liaison Person appointed

- Representatives of Stakeholders to report back to their organizations/constituency, something formal need to be signed as people were not reporting back
- To maintain transparency of the continuing process and respect participants, not a top down approach
- establishment of a community newspaper, 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 Helenvale, List of Resources, potential projects) available to all organisations operating in the Helenvale 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 21: first draft agreement). At present the first draft agreement has been approved by the Helenvale Community, HURP, DBSA, IDP office, and was currently being scrutinized by the Special Projects Directorate (SPD), Legal Department and Municipal Manager of the Nelson Mandela Bay Municipality for final approval.

2.6.15 Signing of Social compact agreement together with a celebration of new communication and support structure for Helenvale (this item should be prepared by the newly formed Communication and Support Structure, named Helenvale Community Stakeholders Forum as their first task of getting their new structure going)

3. Monitoring and Evaluation

The excellent collaboration and participation of the HURP coordinator Ms. Debbie Hendricks , Ms. Marlize Nel-Verwey from DBSA office, and Councillor Hermaans from Ward 13 of Helenvale and the Service provider helped to ensure effective implementation of the strategic plans outlined above. The Project's Coordinating 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 helped to ensure a participatory approach to all components including monitoring and evaluation. All training sessions and workshops have been monitored and evaluated and necessary adjustments have been made to ensure the highest sustainable impact of this process. The workshop about the six senses of sustainability have been conducted on well prepared pre-course and post-course surveys.

For the final Evaluation of the Social Compact Process, scientific means of assessing community satisfaction of measuring knowledge and understanding of the Social Compact process and its impact on the Helenvale community, was used. A questionnaire/measurement tool was designed to survey participants in the sectors with regard to their level of satisfaction of the Social Compact process. The results of this survey indicated high satisfaction ratings. **(see appendix 22: Post survey of Social Compact Process)**

Evaluation and Observation made of Social Compact Facilitation Process

The following results have been achieved:

- ✓ Vision statement
- ✓ Priority issues/needs of Helenvale (good and detailed information)
- ✓ Resource list
- ✓ More awareness and better understanding of six senses of sustainability
- ✓ Communication and support structure for Helenvale
- ✓ Composition of Helenvale Community Stakeholder's Forum
- ✓ Sectors compiled and agreed on their Goals and Objectives
- ✓ Interim Chairpersons, Vice – Chairpersons, Secretaries and Vice – Secretaries elected
- ✓ 80% of Stakeholder's participated in the process (169 stakeholders on the Database 135 Stakeholders attended one or more meetings)
- ✓ Good participation of Youth Sector, Faith-based sector, Sports, Arts, Culture and Recreation, Disabled forum, Education and Schools sector, CPF, Housing, Local Economic Development and Business Forum (see stakeholder's attendance analysis)
- ✓ Ward committee and Councillor bought into the Social compact process and supported the agreement and final outcome of the process

- ✓ individuals delaying process to promote own interests had been identified, future strategy to be developed how to deal with them
- ✓ good input received regarding the issues/needs, vision statement, communication and support structure, draft agreement and composition of the Helenvale Community Stakeholder's Forum
- ✓ Team building and conflict management required
- ✓ Sectors and Forums needed to be focused on their specific roles and responsibilities
- ✓ Draft agreement supported by HURP, IDP office, Councillor and Ward Committee and all sectors and forums.

Concerns

- Lack of interest from churches initially
- Lack of interest from youth sector initially
- Community not clear what happens after the Social compact process
- Community not aware about timeframes of planning and implementation of future projects
- Healthy balance required between political agendas and future developments (inclusive community)

Evaluation of the attendance register and participation

Table: Helenvale Social Compact attendance analysis

Date of the workshop	Number of stakeholders attended	No of individuals attended
17 October 2007	70	86
25 October 2007	43	50
01 November 2007	46	57
08 November 2007	33	39
15 November 2007	29	38
22 November 2007	51	73
23 November 2007	3	12
26 November 2007	44	69
27 November 2007		
03 December 2007		
06 December 2007	26	41
17 January 2008	42	60
31 January 2008	11	15
07 February 2008	33	45
21 February 2008	45	63
Total of 15 workshops held		

The Social Compact Facilitation process captured the community interests and a momentum had been created where the representatives of the different stakeholders were excited about having something to say about the future development of Helenvale. The Helenvale community knows what their needs are. (**see Appendix 23: Priority issues and needs of Helenvale**)

To alleviate poverty in a sustainable way good community participation was 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 in Walmer Township and Motherwell and in other communities in South Africa). The Social Compact Facilitation process opened up communication channels and established a constructive way of implementing community needs.

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

However, Sectors and Forums should have a mechanism where they can evaluate and monitor their functions.

4. Recommendations:

- Support structure (Co-ordinator for the Helenvale Community Stakeholder's Forum) for the different sectors needed to be created to ensure that tasks were implemented. This could be located within the HURP office with a satellite office in Helenvale. The person appointed needed to have the necessary skills and capacity for this position. (Criteria have been forwarded to HURP coordinator)
- Operational plan to be compiled for the Helenvale Community Stakeholder's Forum
- Once an operational plan had been compiled and workshoped with the Executive of Helenvale Community Stakeholder's Forum, the Chairperson, Vice-chair, secretary and vice secretary need to be elected
- A regular 6 monthly review process of the Social Compact to be established
- Accountability structure to be made clear to all stakeholders: Who was doing what? To whom were people accountable? Reporting done to whom if community is not satisfied ? (This would be outlined in the final agreement)

- Performance related contracts, transparency about the appointments, non interference from councillor
- To workshop with councillor – to create awareness of the tool of the Social Compact not to be used as a political platform
- Sectors and Forums needed to be reinforced and promoted through HURP and the Councillors and Ward committees
- Forums and Sectors needed to be kick started with training of chairperson, vice-chair secretary and some key people in a workshop outlining roles and responsibility, guidelines for the different sectors and forums needed to be developed (template), Team building workshop
- Sectors and forums and communication structure to be monitored and assisted immediately if challenges could be solved by the sectors and forums, incomplete tasks or lack of capacity (human or physical resources) should not prevent progress
- Forums and Sectors should have a mechanism where they could evaluate and monitor their functions, guiding principles to be developed
- Action plan, time frames needed to be set for each sector and forum
- Physical resources within the sector should be identified
- Human resources within the sectors should be identified
- Skills Audit – what skills were available within a sector
- Time frames needed to be set for tasks given
- Sectors and Forums to meet monthly and to set dates for the year to coordinate with other sectors and forums
- Interim Rotating Chairperson, Vice-chair, Secretary, Vice Secretary elected; the appropriate person needed to be selected/elected (skills, access to resources: phone, computer, copy machine, fax, see criteria)
- Sadrat Institute offered to provide support to the person appointed within the Hurp office to monitor the Sectors and Forums. The Institute could come in on a 3 monthly basis to monitor and evaluate
- Signing of the agreement could be done with a cultural function and combined with the launch of Helenvale Community Stakeholder's Forum. Activities organized and presented by each sector (e.g. street soccer tournament, brass band playing, dance by the youth sector, combined church services, other feel

good projects which focus on bringing the community together to create a sense of community)

- Capacity building should start as soon as possible: Team building workshops with focus on action plans.

5. Approach to and Structure of Project

The Project Team facilitated the Helenvale Social Compact process with the following approach:

5.1. Methodological approach

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

- Exploring available material and relevant literature on previous studies conducted for NMBM and HURP
- Studying the HURP Inception Plan to become familiar with the proposed action plans, 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/HURP staff to confirm or achieve consensus on project aim and objectives.

The research process had been characterized by the following general methodological features:

- The use of 'standardized' instruments as far as possible. This enabled trend analysis, comparison and contextualization of information.
- Conducting the research conducted with the aim of contributing towards sustainable systems, i.e. systems for the ongoing monitoring of delivery.
- Emphasis on building local capacity in communities to work with information for development by combining experts with novice local researchers throughout the project.
- All Research instruments had been presented to the HURP coordinator to agree on instruments and research methods / approach
- All instruments had been tested / piloted before implementation

- The Timeframes had been amended through discussion with client. It was envisaged to complete the Social Compact process by the end of November 2007.

5.2. Reporting

The following reports had been compiled and submitted :

- A general inception was submitted on 8 October 2007
- Progress report submitted on 20 November 2007
- Final report (Draft) compiled and submitted 27 February 2008
- Final report to be submitted immediately prior to completion of the assignment.

5.3. Data formatting

- All data assembled had been compiled in Microsoft Word or Excel formats. The client had confirmed the formats and cross tabulations within which the results were compiled and submitted.
- All data compiled would be submitted in both digital and hard copy formats.
- The Sadrat Institute compiled a written report summarising the findings, data validity and interpretation, and recommendations pertaining to the execution of the follow-up surveys to the Social compact.
- The Sadrat Institute would 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 captured

- stakeholders list / database of 169 stakeholders
- resource inventory
- inventory of the issues raised by the facilitation process
- stakeholders submissions
- minutes of all meetings taking place
- signed agreements

6. Conclusion

For the previously marginalized community of Helenvale, hope and excitement had arisen because of this process. The good and passionate participation of Helenvale Stakeholders (80% of the 169 Stakeholders participated in the Social Compact process) has shown that there was a need of processes like this one. People's concerns were heard, noted and passed on to the relevant structures. A Framework was provided for the Community to practice democratic principles and ensured that they felt part of any development in their community. The Community of Helenvale, with most of its stakeholders, bought into the process of the Social Compact and were excited about their future developments of Helenvale. Their recommended vision statement captures all their aspirations for their community:

**Helenvale an inclusive community where sustainable development creates
hope and prosperity**

The Social Compact has started a process of pulling together that which was pulled apart in the past. Building up the community and its people, developing the ability and capacity within Helenvale to take up the challenge of their own development as a community is the challenge in Helenvale.

Hard work lays ahead to ensure the successful implementation of the Helenvale Urban Renewal Programme (HURP). Good lessons have been learned during this process and should be integrated into the future planning and implementation of Projects and Programmes.

Helenvale people were passionate about their community and claim ownership. However this needs to be translated into taking responsibility to make a contribution to assist with uplifting Helenvale. The expectations of handouts and feeling sorry for themselves should be responded to with sustainable community programmes which empowers Helenvale people and makes them less reliant on Government. There was much potential among Stakeholders and people and with relevant sustainable community programmes, much can be achieved to improve the lives of people in Helenvale.

7. Appendices

Appendix 1: Definition of “ Six senses of Sustainability”

**Appendix 2: Minutes of meeting held on 18 September 2007 with councillor
Hermaans and HURP coordinator Ms. Debbie Hendricks**

Appendix 3: Minutes, register and presentation of Helenvale Stakeholder's workshop held on 3 October 2007 with political parties and ward committee

Appendix 4: Database of Helenvale Stakeholders

Appendix 5: Letter of Introduction to Stakeholders

Appendix 6: Questionnaire to assess forums

**Appendix 7: Agenda, minutes, presentation of first stakeholder's workshop on
17 October 2007**

Appendix 8: Pre and post test for six senses of Sustainability

7.9 Appendix 9: Summary of inputs given at Stakeholder’s workshop

**7.10 Appendix 10: workshop outline, minutes, register, presentation
of stakeholder's meeting held on 1 November 2007**

7.11 Appendix 11: Workshop outline, minutes, register and presentation of Stakeholder's workshop held on 8 November 2007

7.12 Appendix 12: minutes, register, presentation of workshop with Churches and Youth sector held on 15 November 2007

7.13 Appendix 13: Minutes, register, presentation of Stakeholder's workshop held on 22 November

7.14 Appendix 14: Register of meeting with Ward committee

7.15 Appendix 15: workshop outline, register, presentation of Stakeholder's workshops held on 26,27 November and 3 December 2007

7.16 Appendix 16: minutes, register, presentation of Stakeholder's workshop held on 6 December 2007

7.17 Appendix 17: minutes of meeting with IDP office

7.18 Appendix 18: minutes, register, presentation of Stakeholder's workshop held on 17 January 2008

7.19 Appendix 19: Minutes, register, presentation of Stakeholder's workshop held on 7 February 2008

**7.20 Appendix 20: minutes, register of Stakeholder's workshop held on
21 February**

7.21 Appendix 21: first draft agreement

7.22 Appendix 22: Post survey of Social Compact Process

7.23 Appendix 23: Priority issues and needs of Helenvale

**7.24 Appendix 24: Agreed Composition, Goals and Objectives
of Helenvale Community Stakeholder's Forum and Sectors**

7.25 Appendix 25: Final Draft Agreement