BUILT ENVIRONMENT INTEGRATION TASK TEAM

Built Environment Integration Task Team meeting report

Elevating the Salvokop voice

Venue: Freedom Park, Salvokop, Tshwane

Date: 15-16 October 2019

1. Introduction: A BEITT shift

The practitioners' reflections from the Earthrise retreat where BEITT members last met in July 2019, resulted in the meeting in Tshwane being less about practitioners *only* and more about engaging with communities. At Earthrise, the practitioners had expressed a desire for the work of the task team to be less of a "talk-shop" and to start to engage more meaningfully with the spaces and places meetings are held at in order to bridge the gap between knowledge and practice. This shift was intended to demonstrate that the task team is a practitioner-centric knowledge base but is also practical and action-oriented in its engagements.

For this next round of BEITT meetings, this meant working in partnership with the host city's BEITT members and being more engaged with the local community to design a programme that would bring together different civil society and community voices in the conversation on spatial transformation at the local government level. The next meeting where practitioners met after the Earthrise retreat was in Tshwane at the iconic Freedom Park, which sits in an idyllic environment overlooking Pretoria's natural landscape. This is juxtaposed with the settlement of Salvokop that sits at the foot of Freedom Park and suffers from a lack of services and infrastructure. Instead of remaining within the comfort of the Freedom Park precinct, it was important for the task team to venture into Salvokop and to involve various community leaders of Salvokop in the workshop process in order to push the agenda of the BEITT into a more action-oriented and inclusive space of engagement. Engaging with the Salvokop community became a focus of the workshop and helped to ground many of the built environment issues within a real context.

In preparation for the BEITT engagement, the SACN and City of Tshwane worked with a social entrepreneur and community intermediary to ensure engagement with the community through the help of the CPF, Ward Councillor and Youth Leader who brought a lived experience to understanding the dynamics and issues in Salvokop. The engagement with the Salvokop community was an important break away from the usual proceedings where practitioners became comfortable with being in a safe, enclosed space to share and reflect on practice. The issues that practitioners face at an institutional and planning level could be discussed in a much more grounded way by practitioners themselves being present in an area that reflects the very issues that frustrate them in their practice.

Walking through Baghdad settlement in Salvokop

"What will it take to free you from your institutional constraints"

To embody "the shift" we began the workshop with an exercise where practitioners were asked about what makes them feel constrained in their current institutional environment and what they would need to free them from that constraint.

2. Meeting Key Points

- Communities are being left in the dark by cities slow and unresponsive processes and there is no demonstrated capacity to activate community resources to co-develop places and spaces.
- City practitioners understand the logic and value in engaging with communities in more meaningful and sustained ways, but the system rewards the production of documents or things (houses, roads etc) and the expenditure of budget - not the process elements of how those tasks are achieved or the developmental impacts.
- Salvokop is an example of a community suffering from the inability of government to effectively work together and with communities for development.

The task team and community leaders walking through Salvokop

3. The Story of Salvokop

Salvokop was originally comprised of railway housing for white workers in the early 20th century. Today, the area is largely informal with each railway house renting out a number of informal "backyard shacks" and an increasing informal settlement, known as Baghdad, set to the side of the old houses. Salvokop is made up of a diversity of races and nationalities and has an active community leadership structure with an organised community policing forum (CPF). However, the area has experienced years of neglect from the government and according to a recent news article, is "plagued by unemployment, poverty, overcrowding and alcoholism"[1].

The old railway houses in Salvokop

While the old railway housing has old but relatively good infrastructure provision from the time that it was built, the informal settlement is desperately underserved with only a few communal electricity, water and ablution points. The settlement continues to densify and extend its boundaries as new homes are constructed causing some tensions between the older occupants and the newcomers. Fire remains an ever-present risk, as do issues of sanitation, waste management and a general lack of infrastructure. Unemployment appeared to be the major issue riddling the community as people try their best to make ends meet, largely through small informal businesses.

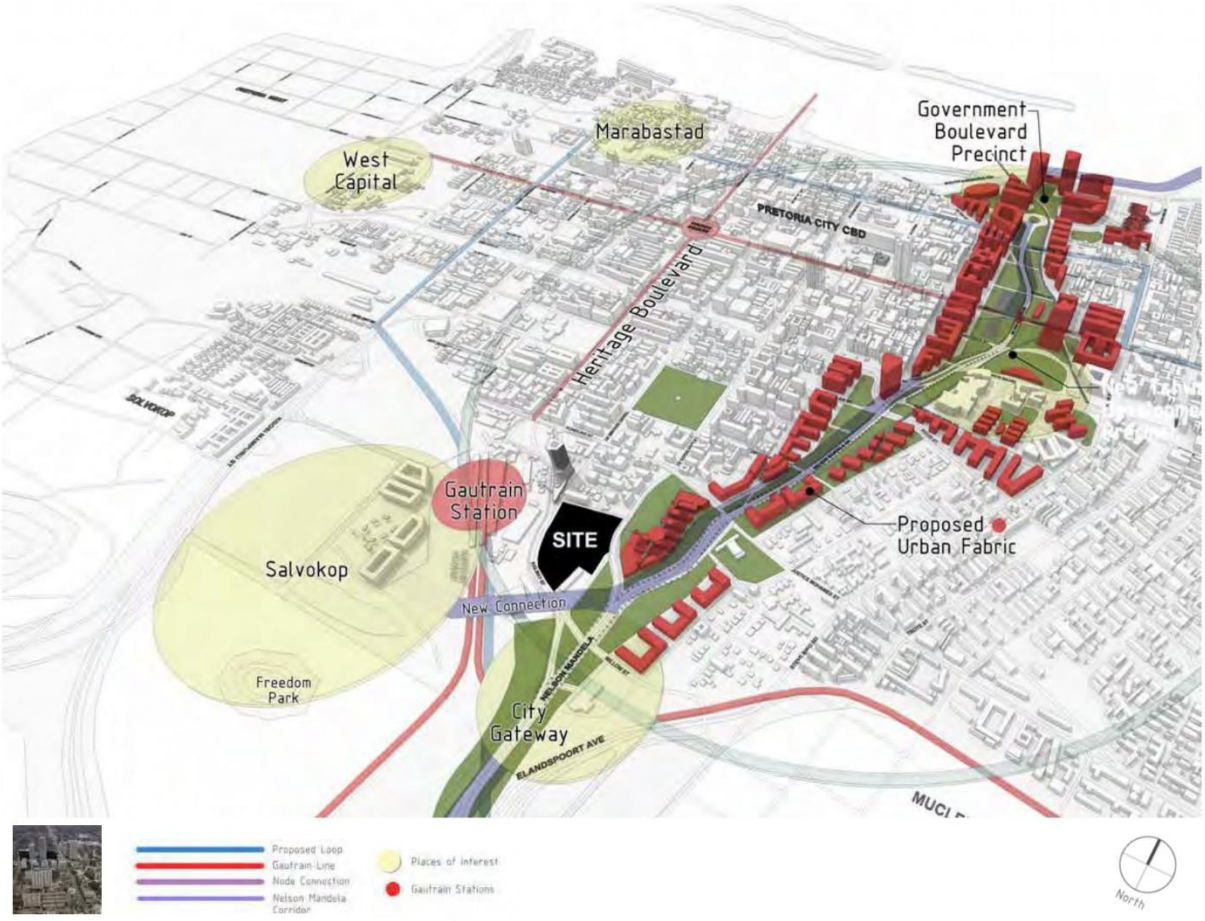
Within the area there are a number of interesting developments and facilities, such as a reputable primary school, a new social housing development, a day-care and a community centre. The large high-end StatsSA building looms directly opposite the community and is heavily secured with electric fencing. Perhaps the most intriguing development is the Freedom Park precinct itself, which sits in stark contrast to the community. The massive investment of Freedom Park has not benefitted the community who feel alienated and excluded from the space, and there does not appear to be meaningful or sustained community inclusion. This is a missed opportunity, considering the lack of good public space in Salvokop and the vast amount of impeccably maintained open space within Freedom Park.

There are also large-scale projects proposed for the area which will have a massive effect on the Salvokop residents. In December 2019, the Minister of The Department of Public Works and Infrastructure (DPWI), Patricia de Lille, announced the department's plans to develop a mixed-use "government boulevard" precinct in Salvokop that will be focused on bringing people closer to

[1] Kgosana, R. 2020. "Pretoria's old 'white village' of Salvokop now plagued by hopelessness", in *The Citizen*. 13 January. Available at: https://citizen.co.za/news/south-africa/society/2227209/pretorias-old-white-village-of-salvokop-now-plagued-by-hopelessness/

government services and include retail, commercial and residential developments as well as a shelter for victims of gender-based violence. This was after the DPWI acquired the land from Transnet to drive integration and catalyse private sector development in the area. The development of the Statistics SA head office in 2016 opposite the residential settlement was a flagship project and an additional four government head offices will be developed in the new precinct. The precinct aims to guide the location of government infrastructure for the state through integrated planning that will be sustainable, inclusive and accessible to communities. The massive development is anticipated to create over 500 000 employment opportunities in the first phase[2].

Although the Salvokop residential settlement is part of this project, it is unclear whether the development will result in the in-situ upgrading of the informal settlement at the foot of Freedom Park. According to the recent *Citizen* article, plans to improve the Salvokop houses are not yet in place as the DPWI still has to engage with the community on a housing agreement[3]. The residential phase of the project is the last phase after the government buildings and commercial development have been completed. According to Salvokop leaders with whom we engaged, there had been some consultation from planners about the project; however, residents seem unclear about the implications of the new development for them. The Danish Embassy is also involved in trying to engage the community and directly involve them in this massive development project.



The proposed development for the Government Boulevard Precinct. Source: Growth Point Properties, June 2016

[2] http://www.engineeringnews.co.za/article/salvokop-mixed-use-development-example-of-new-integrated-urban-development-says-de-lille-2019-12-11/rep_id:4136

[3] Kgosana, R. 2020.

1.3. Planning Area (Precinct Boundary)

The planning area of the precinct includes the entire Salvokop suburb (i.e. the area enclosed by the railway lines, Kgosi Mampuru Street and Freedom Park) with the exception of two sites on the western edge of the precinct which are unlikely to be redeveloped, namely the petrol station site and the Jopie Fourie Primary School site.

The total extent of the planning area is 45,3ha.

The planning area is described in more detail in Sections 2.3. to 2.10.

In the future, should the decking of the railway lines become a feasible option, the precinct may be slightly extended in the north-easterly direction, but due to the location and size of the Stats SA site, this extension would have no or only limited impact on the layout of the rest of the precinct.

The proposed area of development in Salvokop. Source: City of Tshwane

4.8. Suggested Built Form

The proposed built form for the Salvokop development. Source: City of Tshwane

The visitors' snapshot- Salvokop walking tour

The vast open space, immaculate facilities and guarded spaces of Freedom Park are contrasted by the dusty sidewalks, and littered streets of Salvokop. Under a tree we are addressed by the Ward Councillor, Youth Leader and Head of the Community Policing Forum (CPF). The address is fairly typical of the contested spatial development terrain in South Africa. A ward councillor attempting to mediate the interests of the community with the intentions and procedures of the municipality, "We have run extensive community consultation, nothing happens in this community without consulting the community… but planning processes take time, and the community understand that". The community members clearly frustrated by the uncertainty of development processes and worried about the impacts that development will have for them and their families, "We still don't own these houses even though we have been living here for more than 20 years, we want to be part of development in Salvokop but we want to own our houses".

The City is itself caught up in bureaucratic processes of assessment and planning, with limited certainty about what will come of the area given DPWI's ownership. Some community members are interested in what the BEITT is doing in the area and join the tour, "what are you here to do?" They are interested and surprised to hear that we are a learning group of city practitioners from the cities of South Africa. This is not the first time people have studied the area, the City in partnership with the Danish Council and DPWI have been supporting the development of plans in Salvokop and there are questions for us as to whether we are part of that group.

On a sweltering day in Pretoria, our route through Salvokop exhibits many contrasts, raising many questions amongst the group. Some stops along the way include: An isolated well managed low-cost housing development built by private developers. A small shop selling general items where our walking group purchases waters at R6 each. People and children sitting on the 'stoeps' of old railway houses with corrugated iron structures of 'backyard shacks' visible from the street. We stumble upon a half flooded street with water flowing as a result of a burst sewage pipe, one that the community members claim to have reported continuously for over 3 years with no response from the City, "We have been reporting this leak for over three years now, the City just never responds".

As we walk to the entrance/exit point of Salvokop we turn left and find ourselves climbing up the steep sand banks of a densely populated informal settlement, overwhelmed at the entrance by a strong sewage stench. Baghdad is busy, adults and children are everywhere in this hidden settlement and completely alert to our presence. We again find ourselves explaining what we are doing there. "I have skills, I can make wine, and compost, come I will show you" one man exclaims. We exit at the top of the hill through a broken fence and walk down a steep embankment back into old Salvokop. We are intercepted for a final stop before heading back to the airconditioned room at Freedom Park, the Principal of the primary school stops us to ask what we are doing. He says "here is one of my students"- referring to the Ward councillor. We walk up the road to Freedom Park wondering who feels 'Freedom' and who is this 'Park' for?

4. Voices from Salvokop

The involvement of certain Salvokop community members including a member of the CPF, a Youth Leader as well as the Ward Councillor, provided valuable insights and amplified the voice of the Salvokop community within the BEITT process. The walking tour of Salvokop demonstrated the vast challenges that people experience and the lack of being heard by the authorities. The experiences of Salvokop residents sparked discussion around the challenges of planning and the practitioners in the workshop could relate the institutional issues they face to the everyday realities of Salvokop residents.

A number of stories from the Salvokop context became important anecdotes of the overall lack of meaningful engagement between community members and the authorities. Another important narrative that emerged from the tour of Salvokop, is that often the City is far removed from the real needs and desires of the community. The tour of Salvokop reinforced the importance of being critical of normative assumptions of development and instead to rigorously seek out the real and often-conflicting needs of communities.

This section aims to represent some of the everyday challenges Salvokop community members face by focussing on three "scenarios" that emerged from engaging with Salvokop. It also shows the link between the Salvokop experience and issues within planning practice as reflected by the practitioners.

The walking tour of Salvokop and Baghdad

4.1. "Your call is important to us"

A sewerage leak on the road had been reported and rereported multiple times by the CPF member to the council. Most times the CPF member called the council, he was unable to get through to anyone and was instead received with an automated voice recording. The task team grappled with the indignity of not being heard when a community member takes it upon themselves to ensure their area is maintained and made liveable for everyone.

INSTITUTIONAL CHALLENGES

Interdepartmental integration and implementation: Better integrated planning between departments could direct investment more effectively to areas in need of intervention and allow for better implementation, delivery and maintenance of services and infrastructure.

Community engagement: The current rules within the institution govern the "touch-and-go" relationship that practitioners have with communities. The community leader responsible for maintenance is completely disconnected from the relevant technicians within government.

Bureaucratic inefficiencies: There is currently an overly complicated process of responding to communities' needs. The friction of red tape is not only a frustration to citizens who have difficulty in accessing services but is equally a frustration for city officials who must abide by certain rules within the institution to get things done.

4.2. “We have skills”

The group was inspired by a man from the community who was taking organic waste from the surrounding area and turning it in to compost. This man had many skills from working in agriculture and was clearly passionate about his innovative business despite it not being financially successful. This raised questions around how to seek out and harness the real innovation and entrepreneurship within the community.

INSTITUTIONAL CHALLENGES

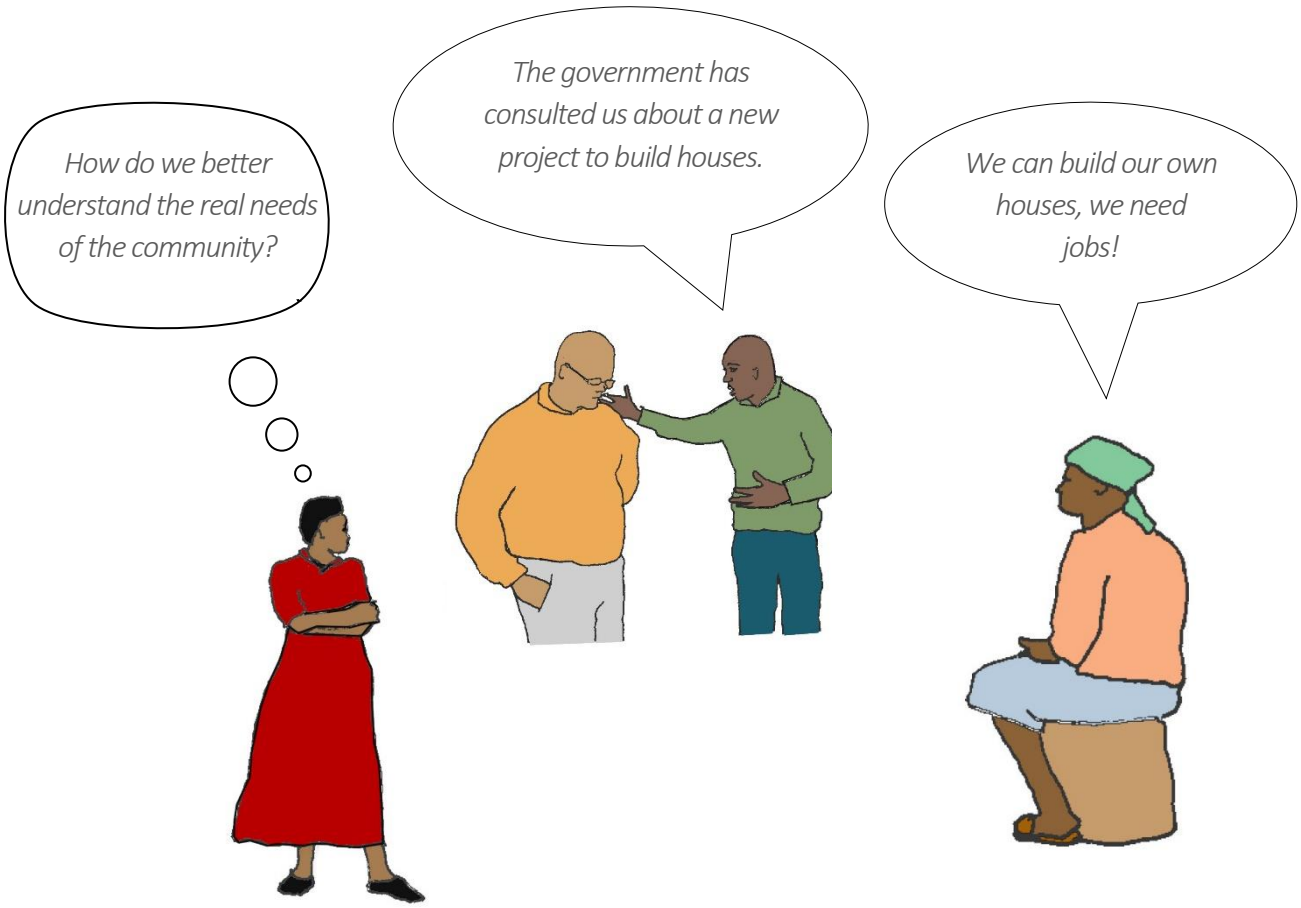
Supply chain management: Overly prescriptive procurement rules mean that smaller innovative community-led projects don’t get included in the government supply chain. Instead of adapting to allow for community empowerment and employment, often supply chains resort to default contractors that are well-established but not from the affected area. This is a missed opportunity and a source of constant frustration for communities.

Performance and monitoring: There is a focus within the KPIs on clean audit reports and budget allocation rather than on finding innovative solutions that harness skills within the community.

Thinking differently: Getting practitioners to think and act differently and more creatively challenges the current practice of “playing it safe”.

4.3. “We can build our own houses”

One of the Salvokop leaders explained to the task team that there is a plan for formal housing underway that they have been consulted about. However, a narrative from certain community members emerged that “we don’t want houses, we want jobs and then we can build our own houses”. For planners to ascertain what is best for a community, a process of community engagement is required that goes far deeper than what is currently being practiced.



INSTITUTIONAL CHALLENGES

Meaningful community engagement: Instead of relying on the IDP cycles for community engagement, there needs to be an extended process of participation to understand better the real needs of the community instead of assuming all communities want the same things.

Performance and monitoring: The current KPIs do not value meaningful engagement with the community and instead focus on timelines and budgets.

4.4. Practitioners reflections

"The system measures the wrong things"

An important common issue that keeps coming up at BEITT engagements is that there is a major disparity between what the system aims to do versus what it measures and rewards. Currently, the policy trajectory demonstrates very clearly the drive towards correcting past spatial and economic injustices. However, projects are measured by the quantitative outcomes of reaching financial and time targets rather than any social value or impact that the project can achieve. A huge frustration for practitioners has been that no matter how community-driven and impact-oriented they are in reaching developmental outcomes, the system of checks and balances does not value that.

"There is an emphasis on conformity and compliance rather than transformational agency"

"The problem is that there is no trust"

There is only so much that city officials and community members can do to enact change or do things differently when there is no trust. This is between government departments, between communities and planners, politicians and communities and politicians to administrators. The lack of information sharing, and transparency is both a contributor and result of the current trust deficit within the system. The breakdown of this trust within local government is read as a lack of accountability to communities, where nobody takes ownership of decisions or even worse, no decisions are made, and communities remain stagnant.

"It looks like you [city officials] are always getting punched in the face"

The lack of action taken to address something perceived to be as small as a sewerage leak is a reflection of a lot of institutional challenges. Limited integration within the institution and bureaucratic inefficiency hinder practitioners from having more agency over project development. Often City officials find themselves "between a rock and a hard place" where despite their best intentions, their ability to affect transformative interventions is curbed by the stringent regulations and procedures and multiple other pressures that they face. The demands from communities, the general public, politicians, policy and the institution often pull practitioners in contradictory directions at different times where multiple and conflicting demands are put on them.

"It's discouraging that external people only see what practitioners aren't doing"

“Public participation doesn’t have to happen only during IDP cycles”

While there is a need for an alternative way of going about developing bottom-up engagement processes, these are often left to consultants who are not invested in the long-term community development and overall improvement of the quality of life brought on by the project, beyond its completion. There is ample opportunity in this environment to produce a handbook of how to engage with communities outside of the IDP cycles. The meeting in Tshwane demonstrated that there are skills available within communities and they can build their spaces. A guide on how to harness these skills and capabilities can be co-created with communities on how they would like to be better engaged and consulted, without co-opting them into buying into preconceived plans that may not satisfy their needs.

“Plan with the community, not for the community”

“The City with a big ‘C’ isn’t in charge of city with a little ‘c’”

The municipality being the City with a big ‘C’ should recognise its limitations but understand its potential to facilitate better actions and outcomes across the city. It does have resources and can have impact, but it cannot control everything because there are larger forces at play. However, these forces can be engaged and facilitated towards more just outcomes. If the municipalities carry on along their current practices, we will continue to see the stalled and frustrating outcomes of places like Salvokop.

“The hardest part is getting people within our organisation to think differently”

There is a realisation that innovation is required to provide new solutions to service delivery and there are also practical and implementable solutions being developed by entrepreneurs across the country. The challenge now is how to bring those innovations into the current service delivery model that is laden with bureaucracy and stringent supply chain mechanisms. How do we begin to foster the type of change we want to see in a system that does not value ideas, prototyping and innovative solutions? Again, the issue is not that we are asking the wrong questions, but more on how to shake individuals into action to influence the system to adapt and value new ways of thinking. Officials work within an organisation that does not credit or reward innovation and often find themselves challenged to a point of inertia.

“I am the only constraint to what I do”

Many practitioners face common issues which are important to reflect on and share

5. Ideas for action

The convening of practitioners at Tshwane was envisaged to be a space for sharing practical ideas that the City could use in its practice moving forward. This was an opportunity for the City of Tshwane to gain insights from other City practitioners, which may have encountered similar issues as Tshwane. The discussions generated inputs from Tshwane city officials, BEITT task team members and importantly, community development activists and residents of Salvokop.

In the pursuit of realising spatial transformation and meaningful developmental outcomes, it often becomes difficult to identify what actionable tasks one can undertake that can really make a difference. A suggestion that emerged from the meeting was to focus on 10 small projects to take on at a local level in order to have a measurable impact on a community. As many practitioners suggested, smaller and more localised interventions are often easier to achieve within the political terms of office without political interference. Further, these smaller interventions make it easier for practitioners to begin to shift the institutional mindset, increase the ownership potential of communities and ensure that transformative goals are achieved. The idea of "small massive change" can be a useful tool that the City of Tshwane can employ in its work. The suggestions below are thus framed in such a way as to allow for such a process to take shape.

The meeting was aimed at addressing three issues in the City of Tshwane, which were major challenges that other City practitioners could relate to and offer inputs. The issues of *bulk infrastructure provision, tourism development and community engagement* were workshopped, and the following project ideas emerged:

1. **Piloting social innovation projects that address issues of infrastructure provision**
   There are products and services that have been developed by social entrepreneurs that are innovative and sustainable that can be applied in addressing issues of infrastructure provision. This is a process where there could be a small-scale implementation of a locally developed innovative project to prove the viability of the idea while also providing a new approach to service delivery. Tshwane innovation hub has many ideas that have been developed by young people and the piloting of these in a community like Salvokop could shift ways of thinking in practice and build trust amongst city actors. One such intervention that could immediately improve public safety in Salvokop is the installation of streetlights in the settlement. An innovation by a social entrepreneur Nkanyiso Madlala for example, which is an LED streetlight that is being developed to provide WIFI[4], could be a life changing addition to Salvokop.
2. **Branding and advertising in city's tourism**
   Improving on branding and advertising of the city's tourism assets will increase awareness on Tshwane's tourism offering. The City can also introduce a tourism pass where visitors can access multiple tourism sites within the city, to promote and elevate the diversity of assets across the city.
3. **Visit the tourism office**
   This action was proposed as a means for officials in the City of Tshwane to understand the visitors' experience of the tourism office. Practitioners would gain a perspective of how helpful the office is, the resources and information it offers and see ways of how this experience can be improved.

[44] https://www.redbull.com/za-en/Nkanyiso-Madlala-brings-light-to-at-risk-communities

4. **Let young people run the tourism office**
   This was envisaged as a way of energizing the tourism office and providing a space for youth to introduce new ways of running the office. It was proposed for it to run over one month as a pilot project that could provide important lessons for tourism.
5. **Conduct skills audit in Salvokop community**
   The skills centre as Salvokop can be leveraged a means for the city to gain information on what latent assets and skills are present in the community. These can be leveraged for future projects and can have great implications for supply chain at a small level but also for co-production of space at large.
6. **Engage more internally**
   City officials can engage with each other more often to build relationships within the organisation.
7. **Take 4 ways of listening and talking into community interaction**
   The communication methods that we use in engaging with communities can often be passive and unproductive. Using the "4 ways of talking and listening" can create more empathetic relationship between communities and practitioners while also resulting in more productive outcomes.
8. **Public participation beyond the IDP**
   The IDP can be used as an ideation platform and a tool for public sector accountability to communities.
9. **Host uber-meter taxi facilitated dialogues** on the impact the tensions have had on tourism. A space for productive inputs on a way forward involving the Tshwane Tourism Authority, private sector, civil society and the transport industry would be recommended.
10. **Invest in community leadership and change agents**
    Existing skills in the community of Salvokop can be tapped into and developed further as a resource for community building and collaboration with the city. Enabling communities to develop their own solutions with the support of the city can empower residents and ensure developmental ideas are not imposed but developed from the bottom up.

These project ideas are action-oriented and are targeted at addressing issues of immediate needs as well as at creating space for more meaningful community engagements.

Participants discuss implementable ideas for action

6. Taking Ownership

> *"Nobody wants to take ownership. Everybody is scared"*

Many of the issues that are continuously raised by practitioners exist because of the particular urban governance system that exists in South African local governments. This system produces a set of rules – both written and unwritten – that shape built environment practice and, in many cases, hinder the realisation of transformative goals that we are all so invested in. While it is important to contest the system where we feel it is doing built environment practice a disservice, changing the system is not the only way to affect change. Change starts with us as practitioners and reflecting on our own practice to determine our own room for manoeuvre within an inevitably flawed system. Instead of the tendency to "play it safe" and tow the institutional line, practitioners need to recognise the room to interpret the rules for better developmental outcomes. A strong reflection that emerged at the retreat is the need for us to take ownership of our actions and realise our potential to influence and lead others around us in order to "play with the institutional mindset". As was discussed at the Freedom Park Workshop, this is no easy task as "the hardest part is getting people within our organisation to think differently".

The notion of "taking ownership" should not imply that practitioners need to operate *alone.* The BEITT exists for this very reason: to support practitioners in their endeavours to achieve built environment integration through knowledge sharing and partnership building. While it is repeatedly expressed by task team members that the BEITT provides a space of much-needed reflection, it is also important to understand the potential of the BEITT as a *resource* that can be used by practitioners. A reflection that emerged is that practitioners could be tapping into the task team, as well as SACN, more effectively and actively to begin to build evidence and pioneer collective institutional shifts.

Participants use their bodies to explore feeling restricted and feeling free

7. Reflections on the Freedom Park process

> *"The impact you can make is small. But the impact you can facilitate is massive"*

- The tour of Salvokop illustrated that the task team is enthusiastic about engaging with communities and much value can be gained by bringing community voices into the process. This new workshop approach can shift how the group convenes in future.
- Part of the complexity of bringing new actors and stakeholders into what was previously a space for generating practitioner centric knowledge, is that blurred lines can emerge around who exactly forms part of the task team.
- While creating a space for reflection through the BEITT is productive for personal growth and restoration of passion and purpose, the greatest success indicator for the task team will be in shifting established ways of practice and influencing organisational culture to be more adaptive and transformational.
- The busyness of practitioners cannot be underestimated and results in issues of commitment to the process. Although the group was highly punctual, many practitioners were not able to stay for the whole workshop, sometimes resulting in a disruptive and disjointed process.
- In the beginning of the workshop, a tendency emerged to both blame others and defend one's own actions, while towards the end, participants demonstrated a deep sense of empathy towards different experiences.
- Successful facilitation of the meetings will mean that practitioners continue to find value in being in the space and feel empowered to begin to change their own organisational behaviour within their teams.

The Tshwane workshop consisted of multiple processes of reflection and engagement

8. Conclusion

The task team is well positioned to create new partnerships and relationships not only between practitioners, but also with community members, as was demonstrated through the involvement of the Salvokop community at the Freedom Park Workshop. Ultimately, inherent within the task team is a diversity of skills, capacities and opportunities for partnership that can be further harnessed by its members.

The meeting at Freedom Park created a space for new relationships to be formed and enabled community voices to be elevated. It also brought to the fore the real implications of the current institutional setup, which does not allow or reward ongoing community engagement and interdepartmental collaboration. As was expressed by a practitioner, “I know it would make sense for us to meet more often but if I am honest I am already behind on my mid-year targets and I have an obligation to deliver those, so for me to focus on those I will not have time to meet with you, it’s just the reality”.

Through sharing practitioner experiences, other members in the development space and the community of Salvokop were able to understand the restrictive environment practitioners work in. While at times it felt like a challenging experience for the meeting attendees, it served as a reminder that we live in a context where we must “get comfortable with the uncomfortable”. This meeting was a learning event that immersed practitioners into the realities on the ground and provided an opportunity to experience the impact of current built environment practice on people and places. It seemed to provide an opportunity for practitioners to deepen engagement and communication with community towards better co-development partnerships and practices.

It is clear that there are many challenges and disincentives for practitioners to simply get out into community more and shift practice towards partnership and co-creation. It requires bold, experimental and authentic efforts to work with community. This is not an easy shift in the face of a system that rewards compliance. Often the shift is challenging, uncomfortable and uncertain. In shifting the approach, the BEITT is pioneering an action-oriented learning approach for built environment integration and is sure to encounter both uncertainty and excitement in exploring new possibilities.

The view over Tshwane from Freedom Park

9. Acknowledgement and thanks

The Built Environment Integration Task Team cannot exist without the support and dedicated commitment from the busy individuals who make up the task team. Thank you to the practitioners for making space in your over-burdened schedules to reflect on your practice and share your experiences.

The SACN would also like to thank and acknowledge the French Development Agency (AFD) and the Development Bank of Southern Africa (DBSA) for funding the work of the task team and partnering with the SACN to make these engagements possible.

Thank you to Magda Strydom and the team at Freedom Park for accommodating our agenda and often unconventional activities and for welcoming us into the magnificent Freedom Park.

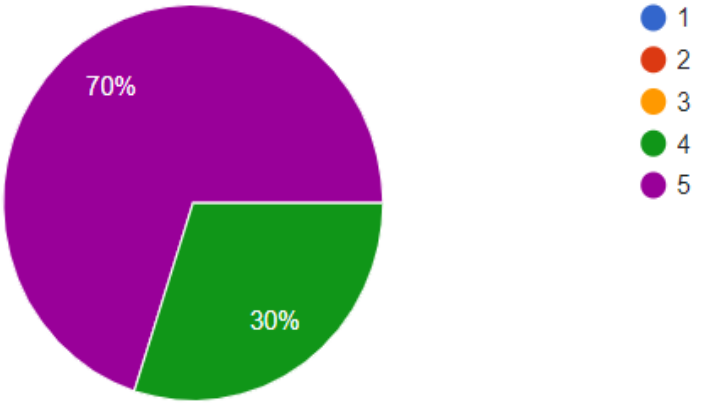
A huge thank you must be expressed to our collaborator, Mareli Wassenaar and the Social Mix team, who worked tirelessly and at short notice to put together an authentic and creative experience for the task team.

Lastly, our deepest gratitude is extended to the leaders from Salvokop, CPF leader Steven Swartz and Councillor Fortune Mampuru for sharing their experiences of living and working in Salvokop as well as the rest of the Salvokop residents for welcoming us into their community.

10. Participant Feedback

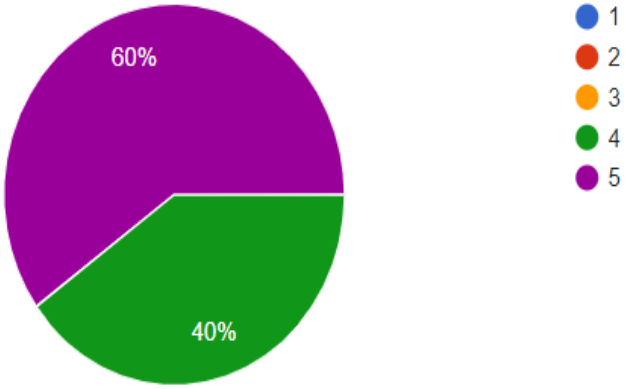
1. Was the information you received relevant and useful to you ?

10 responses



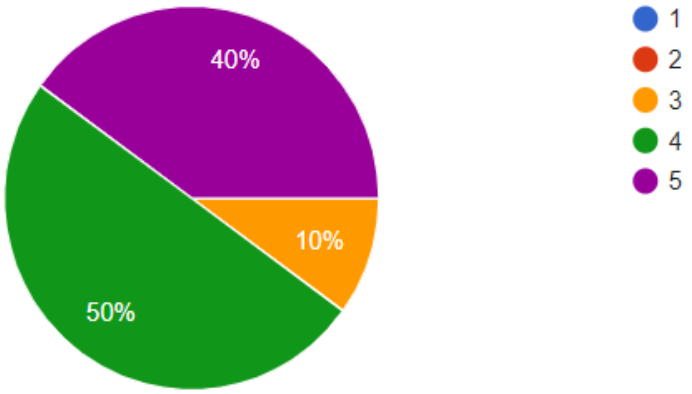
2. Do you feel that you have learnt anything that would assist you with your work ?

10 responses



3. Are you likely to to use any of these lessons in your own work ?

10 responses



4. What was the high point of the task team meeting?

The coordination of activities and the ensured maximum participation of all attendants.
Honest conversations, energy, and definitely walk through surrounding community
The walk through the Salvokop Informal settlements and interacting with the locals.
Seeing how deeply apartheid has damaged our people and effects of such time at time now.
Meeting wonderful people and how u can do your Work in an environment where Politics also wanna Win
Fishbowl Session and Day 2 World Cafe
Day 1 reflection and journey session
Field work and engagement with members of the public on planning issues and way of consultation

5. Do you have any comments for the organizers on how to improve future events?

I think the organizers can clarify if something is not working the way that it should, I didn't quite understand the source of the conversation at the end. I understood the objectives and the gist of how the Task Team is meant to work but not quite why and whether it was informed by something. It seemed a bit odd for me.
Increase the number of participants and also external parties or interesting groups
Include a wider audience (business, experts, academia) to share their perspective
May you kindly hint on the actual activities and what we would need: comfortable/training shoes for the 12km walk
None
Bring those in Politics onto the Ground so they can Learn and see how they can Better the life's of the People and not just be on the Street during Campaigns 4 Vote. Rehanah u are a STAR
Keep up the excellent work - This has been an invaluable learning experience for me
No
adopt a project and collectively provide interventions, especially around the 30 % sub-contracting and SMME Training and Development

11. Attendance

No	Surname	Name	City or Department	Designation
1	Bakumeni	Siyabonga	Buffalo City	Head
2	Bickford	Geoffrey	SACN	Programme manager
3	Brown	Kayla	SACN	BEI
4	Cohan	Douglas	Johannesburg Development Agency	
5	Coovadia	Yasmin	National Treasury	
6	Dinath	Yasmeen	Johannesburg Development Agency	
7	Koopedi	Tsholofelo	Ekurhuleni	
8	Lebelo	George	Msunduzi Municipality	Chief Town Planner
9	Luthuli	Gcinekile	Ethekwini Municipality	
10	Madumo	Dennis	City of Tshwane	Director
11	Mafa	Dolly	City of Tshwane	
12	Mampuru	Fortune	Salvakop Councillor	
13	Marivate	Vukosi	UP	
14	Masethe	Lesego	Brainwaves	
15	McCarthy	Dawn	Nelson Mandela Bay Municipality	Director
16	Mlaza- Lloyd	Thandeka	City of Joburg	Assistant Director
17	Moosajee	Rehana	The Barefoot Facilitator	Consultant
18	Moosajee	Rehana	The Barefoot Facilitator	Consultant
19	Moosajee	Aadil	The Barefoot Facilitator	IT support
20	Ntombela	Siwe	SACN	BEI
21	Nxasane	Sipho	City of Tshwane	Innovation Unit
22	Shuping	Thato	City of Tshwane	Innovation Unit
23	Swartz	Steven	Salvakop CPF	
24	Tshenye	Imelda	City of Tshwane	
25	Watson	Shaun	SACN	Coomunications
26	Wassenaar	Mareli	The Social Mix	