

SUMMARY REPORT

TTRI Colloquium on Retail-led Township Development

Wednesday, 11 August 2010 ◊ 08h30 – 16h00

I. Event Description:

Date:	Wednesday, 11 August 2010
Location:	Budget Council Room, 40 Church Square, National Treasury, Pretoria Book parking with Mmathabo at ttri@Treasury.gov.za
Times:	Registration: 08h30 Session: 09h00 to 16h00 Your specific time slot is indicated in the agenda; kindly attend the full day session if possible as we plan to have a cumulative discussion over the course of the day.
Description:	<p>The Training for Township Renewal Initiative (TTRI) aims to promote, encourage and support township development and renewal through the training of township managers and practitioners, most of whom are in municipalities that are in receipt of NDPG grant funding (http://ndp.treasury.gov.za)</p> <p>The TTRI has identified the need to enhance township practitioner capacities in engaging with retail-led township developments. Public sector township practitioners, for the most part, do not have at their disposal the conceptual tools and empirical evidence needed to assess, decide on and pursue the potentials of township retail markets. This makes it difficult for them to engage critically and effectively with planning - or considering - township retail development propositions.</p> <p>TTRI is therefore hosting this colloquium to interrogate township retail developments, interrogating their Strengths, Weaknesses, Opportunities, and Threats, and exploring dimensions of critically appraising retail-led development decisions, options, and alternatives for townships.</p>
Outcomes:	<ol style="list-style-type: none">1) Session participants:<ol style="list-style-type: none">i. understand the basic parameters of the predominant township shopping centre development model and the broad set of potential costs and benefits that can result there from;ii. are able to strategically assess whether township retail sector interventions are feasible and priority development interventions within their terrain of practice;iii. understand the potentially negative implications associated with township shopping mall development on the local community; andiv. have a broad sense of how to conceptualise programmes of intervention suited to locating their township retail pursuits within a broader strategic framework for township development, and to guiding proposed developments in ways that maximize township development benefits.2) Colloquium proceedings contribute (information, perspectives, critiques, etc.) to the finalization of TTRI and UrbanLandmark's research and case study publications.
Participants:	50 – 60 attendees are expected, comprising of: <ul style="list-style-type: none">• Public sector officials considering or dealing with township shopping centre

	<p>development proposals.</p> <ul style="list-style-type: none"> Managers of township precinct development/renewal projects where the retail sector has been identified as a potential strategic area of intervention. Additionally, a few key retail sector stakeholders and development partners (policymakers, practitioners, researchers) have also been invited.
Event Format:	<p>After an overall introduction to the event and topic, 2 presentations will be made to position the discussion by providing some empirical insights. These will be based upon the UrbanLandmark / DEMACON research study on the impact of township shopping centres, and the TTRI case study on retail centres and township development. Participants will have received drafts ahead of time, and the documents will be available at the session.</p> <p>This lead-in will be followed by a series of panels arranged into 2 broad segments:</p> <ol style="list-style-type: none"> “Developmental” perspectives, which reflect upon the theme conceptually, theoretically, and practically in relation to township regeneration strategy and planning. “Functional” perspectives, which present key stakeholder considerations and issues related to the theme. <p>Each panel will have a Panel Leader who facilitates its engagement. Panelists will be given about 5 minutes to make their comments on the theme, and the Panel Leader will then facilitate a discussion on the panel topic and inputs, engaging both the Panelists and floor.</p> <p>The Colloquium Facilitator will manage the overall proceedings, particularly managing time and ensuring that key issues and insights are drawn out and captured.</p> <p>A Rapporteur (documenting the session) and “parking lot” (visible capturing of issues of interest not fully dealt with) will be active throughout the session.</p> <p>The Role Brief for each of the roleplayers is indicated below.</p>
Session Descriptions:	<p>This section briefly outlines some of the key issues envisaged to emerge from each of the Colloquium agenda sessions:</p> <p>2.a. ULM Township Retail study</p> <ul style="list-style-type: none"> Retail market trends Predominant township shopping centre development model (investor considerations) Retail impact assessment findings <p>2.b. Township Retail Case Studies (TTRI):</p> <ul style="list-style-type: none"> Analysis of retail development as an anchor for township development Strategies for “successful” retail centre development (municipal considerations) <p>3.a. Economic development perspectives / considerations:</p> <ul style="list-style-type: none"> Performance of township retail developments: commercially, developmentally Industry impact on second economy areas Impact on local business environment Economic development alternatives, innovation Other economic considerations: consumer debt, social economy, etc. <p>3.b. Alternative development perspectives / considerations:</p> <ul style="list-style-type: none"> Impacts on neighbourhood structure (planning) Impacts on local communities / society Other human / social / developmental considerations: poverty, inequality, youth, quality of life Politics and governance Corruption: private and public Tribal land, and land contestations <p>4.a. Local authority perspectives:</p>

	<ul style="list-style-type: none"> ○ SWOT and alternatives ○ Challenges – e.g., capacity, politics, corruption, red-tape, etc. ○ Approaches for municipal success
	<p>4.b. Investor perspectives:</p> <ul style="list-style-type: none"> ○ Issues and considerations ○ Challenges – e.g., corruption, land issues, working with municipalities, etc. ○ If I were a municipality... SWOT assessment
Reference Documents:	<ul style="list-style-type: none"> • UrbanLandmark / DEMACON study report: Impact of Township Shopping Centres: Market Research Findings and Recommendations (available beginning August) <ul style="list-style-type: none"> ○ Executive summary of ULM study (attached) • TTRI township retail case study draft (attached) • Pre-session questions submitted by the Colloquium registrants (attached) • TTRI Sourcebook (http://ndp.treasury.gov.za/TTRI/Township Renewal Sourcebook/)

II. Role Briefs:

The section below gives generic guidance to each of the key Colloquium roles. The organizers may provide you with more specific guidance / requests in direct communication with you. You are also welcomed to contact the convener if you have any questions or requests.

i) PANELIST	<ul style="list-style-type: none"> • Preparation: Familiarity with papers + prepare a 5 min input (no PowerPoint*) • Participate in 1 hour panel session as indicated in agenda • Present, based on your knowledge and experience, 5 minute input on theme: <ul style="list-style-type: none"> ○ 1 or 2 key responses to the input papers ○ Raise choice of key points related to panel theme ○ Raise specific issues / challenges, including any controversial but crucial issues • Contribute to general debate / discussions over the balance of the event <p>*NB: Panelists will give verbal inputs rather than slideshows in the interest of time as well as our desired dialogue format.</p>
ii) PANEL LEADER	<ul style="list-style-type: none"> • Preparation: Familiarity with papers + panelists briefs & bios • Introduce panelists and session • Facilitate engagement on a few of the points of interest, but keep the conversation moving so we don't get stuck • Keep discussion (and panelists) focused on the Session Objectives • Instigate, particularly by considering what are "the elephants in the room" (awkward / complex / challenging issues that aren't neat or easy to talk about, but are crucial), and pushing towards solutions or recommendations on challenges • Direct additional issues to Parking Lot • Summarise highlights and integrate (i.e. cross-reference to other panels / discussions) at end of session • Ensure engagement of participants, and peer sharing / learning • Manage time
iii) COLLOQUIUM FACILITATOR	<ul style="list-style-type: none"> • Preparation: Familiarity with papers + panel leaders' briefs & bios + agenda • Keep focus on strategic objectives • Direct additional issues to Parking Lot • Summarise Parking Lot • Ensure engagement of participants, and peer sharing / learning • Manage overall timeframes
iv) RAPPORTEUR	<ul style="list-style-type: none"> • Full Proceedings report is to be a short document (no longer than 10-15 pages) capturing high-level issues and key phrases or quotes from the event. • Categorize / identify notes in a useful structure, e.g.: <ul style="list-style-type: none"> ○ General issues ○ Resolutions ○ Recommendations ○ Unresolved / key issues ○ Specific Action items (what, who, when) • Capture notes from parking lot (a support person will have been assisting) • Develop summary version of proceedings as addendum to Case Study; should complement and be referred from conclusion. Any major issues for main study should be integrated, though major revision not intended (R. Adatia)
Key points for all	<ul style="list-style-type: none"> • Time is tight, please manage your time allocation carefully.

to remember:	<ul style="list-style-type: none">• Focus your attention on the primary objective of the event which is to assist municipal officials to better engage in contemplating and/or planning retail projects in the context of township regeneration.• This is a practitioner rather than an academic event. Practical examples and language will be preferable.• Make expert inputs, but also maximize the opportunity for participants from the floor to engage, ask and answer questions.• We want to avoid being superficial. Draw out the “elephants in the room”.• You are welcome to provide relevant reference / informational materials and/or written inputs to TTRI before or after the event. We can circulate and/or refer to these.
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III. Agenda

Support: Alistair Clacherty (Rapporteur), Sifiso Mamba (Assistant)

Time	Activity	Speaker	Session Leader	Duration
08.30	Registration		Mmathabo Mokebe	
09.00	1. Welcome and Programme overview		Geci Karuri-Sebina	10
	TTRI welcome and introduction	Li Pernegger		5
	Subject introduction	Geci Karuri-Sebina		5
	2. Presentations:			
09.30	a. Township retail impact study	Rob McGaffin		20
	Q&A – points of clarity only			5
10.00	b. Township retail case studies	Phumlani Mbulawa		20
	Q&A – points of clarity only			5
10.30	TEA			10
10.40	3. Panels Session 1: Developmental perspectives			5
10.45	a. Economic Development		Thami Mazwai	5
	Setepane Mohale			5
	Ivan Turok			5
	Judi Hudson			5
	Discussion			40
11.45	b. Other Development Perspectives		Temba Masilela	5
	Miriam Altman			5
	Melani Prinsloo			5
	Thami Mazwai			5
	Discussion			40
12.45	LUNCH			30
13.15	4. Panels Session 2: Functional perspectives			5
13.20	a. Local authorities		Lodie Venter	5
	Alistair Graham			5
	Solomzi Madikane			5
	Saskia Haardt			5
	Richard Dobson			5
	Discussion			40
14.25	b. Investors & developers		Yondela Silimela	5
	Mark Souris			5
	Solly Mboweni			5
	Yondela Silimela			5
	Discussion			35
15.25	TEA			5
15.30	5. Summation and Closure		Sithole M	
	a. Highlights, Parking lot, Conclusions			15
	b. Recommendations			10
	c. Event evaluation		Mmathabo Mokebe	5
16.00	THE END			

IV. Speaker Biographies

1. **SITHOLE MBANGA** is the Chief Executive of SA Cities Network and has been with the organization since 2002. Prior to joining SACN, Sithole was the Local Government Coordinator at the National Business Initiative (NBI) where he managed the national Effective Governance Programme from the NBIs KwaZulu Natal office which included extensive interaction with local government stakeholders. He has conducted capacity building training in Municipal Service Partnerships (MSP), and participated in the development and improvisation of DPLG's national policy on Integrated Development Planning (IDP). Sithole has also been substantively involved in a wide range of strategic initiatives including the Local Government Transformation Programme Management Information System (LGTP-MIS), the KwaZulu Natal Provincial Leadership Forum (PLF), and the Local Government Support and learning Network (LOGOSUL). His education includes an Honors in African and Global Politics and Economic Development, and he is currently enrolled in a Masters programme in Strategic Studies.
2. **LI PERNEGGER** is currently the Chief Director responsible for establishing and running the Neighbourhood Development Programme, and the Partnership Grant, at the National Treasury. Previously she was the Programme Manager for Economic Area Regeneration projects for the City of Johannesburg's Economic Development Unit driving projects in areas such as Soweto, the Inner City, City Deep and various business areas. Li has also been a town centre manager for Dudley (UK), the manager of Economic Empowerment for Johannesburg, and practiced as an architect and project manager. Li has an Executive MBA from Birmingham (UK), and has been actively involved in development for over 20 years in both the socio-economic and built environment arenas.
3. **GECI KARURI-SEBINA** is a Specialist in the Neighbourhood Development Programme where her responsibilities include oversight of the programme's M&E, research and learning agendas, and strategic support. She has worked with numerous knowledge organisations including CSIR, HSRC, and IERI in policy and development research and planning. Geci holds Masters degrees in Urban Planning and in Architecture & Urban Design, both from the University of California Los Angeles (UCLA). She is currently a doctoral candidate in innovation studies as an NRF SARChI fellow.
4. **ROB MCGAFFIN** is a town planner and land economist. He is the theme coordinator for market issues for Urban LandMark and lectures in the Department of Construction Economics and Management at UCT.
5. **PHUMLANI MBULAWA** is Programme Manager: Productive and Inclusive Cities at the South African Cities Network. He holds a BSC Hons in Urban Engineering from the University of Pretoria, and is a qualified Civil Engineer. Phumlani has headed several URP Programmes in the Eastern Cape. Project Management and township renewal. He is passionate about uplifting communities, and contributing positively to the improvement of people's living conditions. Member of ECSA, SAICE, IMESA and SABTACO
6. **THAMI MAZWAI** is a former journalist and editor, and heads the Centre for Small Business Development (CSBD) at the University of Johannesburg. His area of expertise is small business support strategies. He is an external examiner on small business support for a local university. Thami is a former member of the National Small Business Advisory Council and a former director of the Small Enterprise Development Agency. He holds a D.Comm from the University of Pretoria and an MBA from Henley Management College, United Kingdom.
7. **SETEPANE MOHALE** is an economist and policy analyst with the Economic Development Department (EDD). She has a background in international relations and economics. Setepane has worked in policy development and analysis as well as infrastructure and development project assessment and finance.
8. **IVAN TUROK** is a Deputy Executive Director at the Human Sciences Research Council (HSRC). He has been an expert adviser on localities, cities and regions to the OECD, European Commission and the UK

Government. Ivan is a Professor of Urban Economic Development, University of Glasgow (1996-2010). He is also an Honorary Professor, University of Cape Town (2009-2014), and is the author of over 100 academic papers and books.

9. **JUDI HUDSON** is project managing the FinScope Small Business SA 2010 survey, which builds on and expands the FinScope small business Gauteng pilot of 2006. This FinScope survey has been made possible through the participation of a funding syndicate comprising Swiss SECO, the dti, FinMark Trust, Business Trust, Tourism Enterprise Partnership, Standard Bank and ABSA. Judi lectures in political science at St Augustines College and is currently working on a political biography of Harold Wolpe.
10. **TEMBA SIPHO B. MASILELA** is currently the executive director of the Research use and Impact Assessment (RIA) unit at the Human Science Research Council (HSRC), South Africa. His wide-ranging research interests include social policy, public management reform, social innovation, research communication, the research-policy nexus, and stakeholder engagement. He was the founding director of the policy analysis unit at the HSRC and was previously the executive director of the Policy Analysis & Capacity Enhancement cross-cutting programme at the HSRC. Prior to joining the HSRC in July 2006, Temba was a special adviser to the minister of Social Development, and previously worked in the areas of corporate citizenship and reputation management, journalism, and teaching. Temba holds PhD and MA degrees in development support communication from the University of Iowa, and a BA degree in economics and politics from the University of Nairobi.
11. **MIRIAM ALTMAN** is Executive Director of the Centre for Poverty, Employment & Growth at the HSRC. This Centre develops innovative strategies to put employment centre stage in policy making and implementation. The research covers the macro-economy, trade and industry, government employment, youth employment, migration, labour markets, household food security and social policy. "Evidence-based Employment Scenarios" is CPEG's flagship, drawing together top decision and opinion makers in business, labour, government and academia to identify how the targets of halving unemployment and poverty might be reached. From 2001 to 2004, Miriam was Convenor of the Economic Development sector of the Alexandra Renewal Project. Most recently, she was appointed as a Commissioner to the National Planning Commission.
12. **MELANI PRINSLOO** is CEO of Infusion, a market intelligence knowledge and research organisation. Infusion strives to address information shortages in under-developed markets to assist with developing a license to participate for local people who take charge of their own development.
13. **LODIE VENTER** is a Town Planner in the City of Tshwane's City Planning Department where he has worked for 22 years in total. Lodie holds an MSC (Real Estate) from the University of Pretoria.
14. **SOLOMZI "SOLI" MADIKANE** has been based in the Overstrand as Director Economic Development and Tourism for the past 5 years. He has over twenty years community work experience focusing on participatory application to development, adult basic education and cooperatives. Soli was trained as a business Counsellor in the Howard University (USA) and placed with the Small Business Administration in Washington DC as a Howard University fellow. Soli joined the World Summit on Sustainable Development Civil Society Secretariat from 2001 – 2004 as the Executive Head: International Process facilitating International Civil Society inputs into the preparations for the Summit in 2002, and project managing the process outcomes at NASREC.
15. **SASKIA HAARDT** has been with Aspire since 2007 and her main area of work is the regeneration of small towns along one of the economic corridors in the Amathole district. She facilitates this through urban upgrade & infrastructure provision as well as through sector stimulation. Saskia is currently focused on the regeneration of Stutterheim town, where she is managing the development of a Community Commercial Park in Mlungisi Township.
16. **RICHARD DOBSON** is Project Leader at Asiye Etafuleni, and is an architect by profession. Alongside his commercial practice, he has continually engaged in the architectural challenges of under-

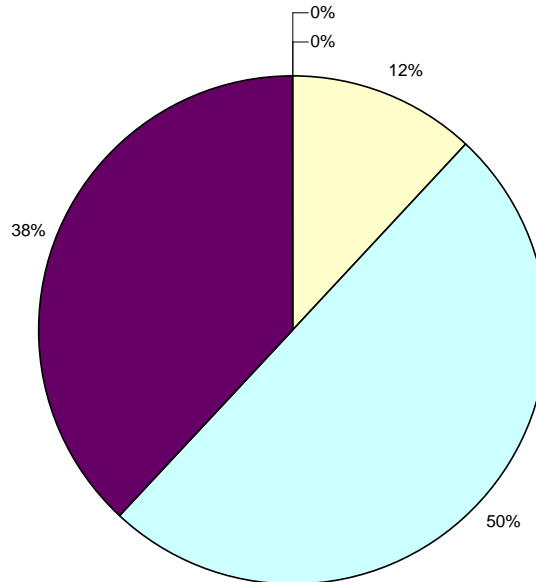
development. From 1996 until 2006, he was employed by the eThekweni Municipality on various aspects of its inner city regeneration programme – chiefly, the regeneration of Warwick Junction. This major modal transport interchange is the thriving location of at least 5 000 vendors working in markets and public spaces. In 2008 he co-founded the NGO Asiye eTafuleni to further develop the lessons emerging from Warwick Junction. Over time the NGO hopes to enable vendors in public spaces, to become co-developers of these spaces, with their administering local authorities. The ambition is to encourage the emergence of a unique and contextually responsive South African urban aesthetic.

17. **YONDELA SILIMELA** is the Asset Manager: Developments at the Public Investment Corporation (PIC) which is an investment management company wholly owned by the South African government. She has experience in local government (erstwhile EGSC and more recently the City of Johannesburg in the Planning Department) and national government, working with DPLG on the Urban Renewal Programme. The PIC, while operating in a manner comparable with any private sector asset manager, also works to contribute to broader socio-economic development. PIC is making significant investments in rural and township development by investing R2.5 billion in 26 retail developments. These include the first full-service shopping malls in Soshanguve, GaRankuwa and Tembisa in Gauteng, as well as in several townships in Mpumalanga province.
18. **MARK SOURIS** is the Director: Retail at Periscopic Property Management (Pty) Ltd. Mark has 20 years extensive retail experience in both the fashion and general dealer industry, as well as 10 years in the retail and property management industry. Over the past 5 years he has been involved in various developments mostly in townships such as Soweto, Diepsloot, Alexandra, Tembisa, Sebokeng, Siyabuya, Botlokwa and Giyani. Mark served as an executive member of the Rosebank Management District and became Chairman in 2004 which is also the year he completed the Advanced Certificate in Shopping Centre Leadership through the University of Pretoria. He is currently a committee member of the South Africa Council of Shopping Centres for the past 2 years and is involved in their Security and Retailer Development initiatives.
19. **ANDRE KRUGER** is a PPP Financing Specialist at Absa. He has been a banker for most of his career working within the corporate banking sphere as well as specializing in the provisioning of banking services to the public sector in Southern Africa. For the last number of years, André has focused on alternative service delivery (ASD) including public private partnership (PPP) projects, specializing in the conceptualization of major infrastructure transactions and the subsequent formation of private sector consortiums that tender for PPP and ASD infrastructure transactions. André has an MBA studies from the University of Pretoria, and has additional advanced qualifications including the Advanced Credit program at Chase Manhattan Bank, advanced Project Finance program by Euromoney, and an International Banking program at Lloyds Bank.

V. Evaluation:

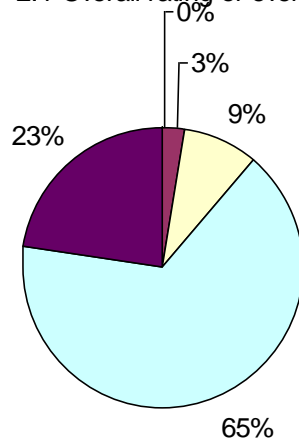
The overall assessment would appear to be good, but with some constructive comments made for improvement. Highlights are:

1.1.a. Overall Rating of Course

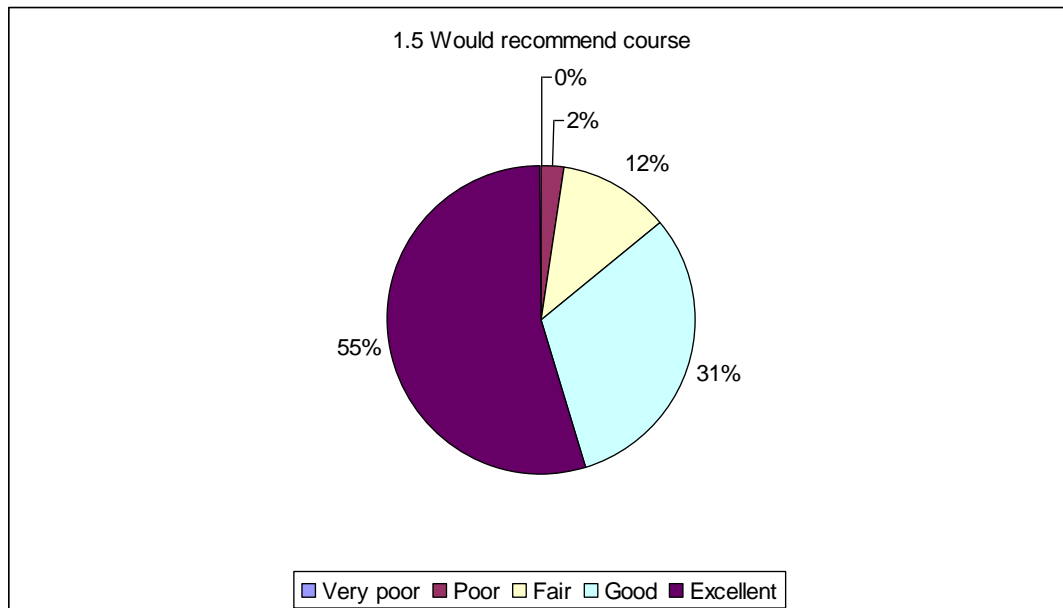


Very poor Poor Fair Good Excellent

2.1 Overall rating of event

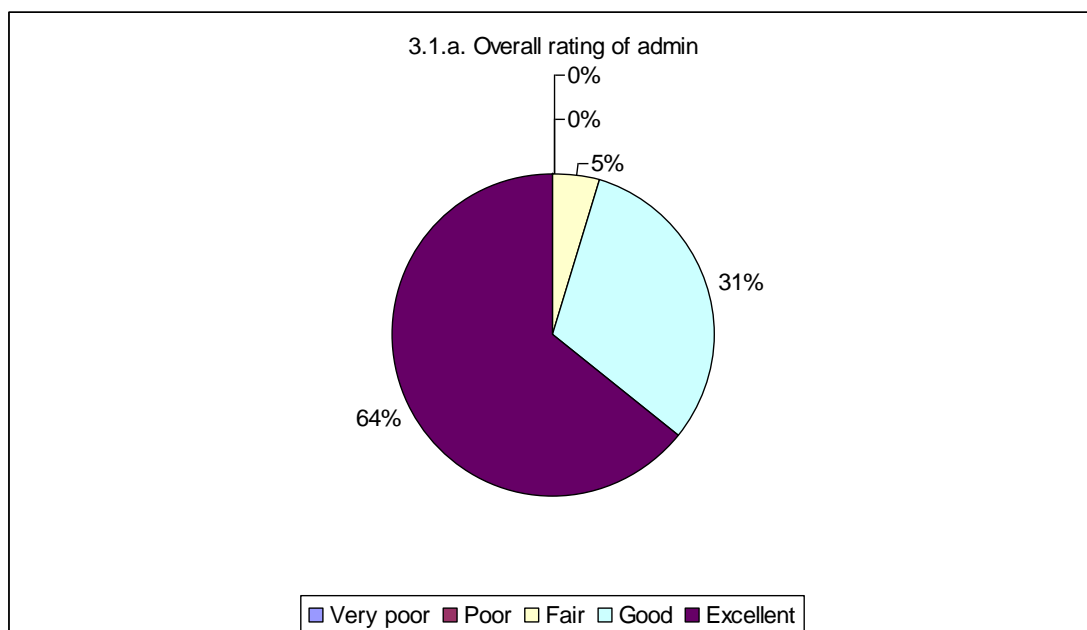


Very poor Poor Fair Good Excellent



Assessment of sessions:

	2.2.a Township retail impact study	2.2.b. Township retail case study	2.2.c. Economic Perspectives	2.2.d Other Dev perspectives	2.2.e Local Authorities	2.2.f. Investors and developers
V Poor	0	1	0	0	0	0
Poor	2	6	0	0	5	2
Fair	10	15	8	10	7	3
Good	22	16	22	15	17	20
Excellent	7	4	12	17	10	11



6.1 Strengths of the Course:

1. The learning event is pertinent to development planners and other affected stakeholders
2. Event shared study done on the township
3. Bringing expertise from different sectors under one roof. It creates a very fulfilling learning experience.
4. In-depth (relatively) coverage of an aspect of township development
5. Challenging and sharing the feeling of what is happening on other areas and how to overcome the challenges met
6. Job and Community development
7. Feedback from academics (experience Ivan). Input from the actual projects (ARF) was useful - good to reflect back. The dialogue between project and between areas of different scale. Varied perspective. Was fantastic.
8. Good speakers and good chairpersons
9. Exchange of perspective and experiences in township renewal
10. Very interactive and lively
11. Sharing experience., help us to prepare for way forward
12. Very informative
13. Informative. Experiential. Applicable. Practical. Peer network
14. Conference was aimed at large township
15. Networking. High quality content. Wide range of stakeholders, Including private sector
16. Open discussions, different views. Stimulation of ideas.
17. The panel discussions were an excellent learning opportunity. The selected panelists were knowledgeable and added value to the topics under discussion
18. Exposure to specialist field of study
19. The impact of retail centre post implementation.
20. It dealt with real challenges on the ground
21. The interaction between investor's, developers and municipality
22. Different perspectives are useful. Opportunity to network.
23. Learn from peers. Gain insight from lesson learnt
24. Excellent opportunity for learning from experienced people and from colleagues.
25. Engaging with private sector and others
26. More insight gained in terms of approaching the development of the retailers.
27. Covered all aspects dealing with township developments
28. Particularly enjoyed the panel discussions. They actually allowed for diverse viewpoints and added imagination and spontaneously
29. Quality presenters. Meaningful interaction.
30. The format/structure/composition of the programme for today was excellent
31. Sharing of info and learning from case studies and research
32. Panel discussions and the practitioners that input into the developmental discussions/debate
33. High level input
34. Need of professionals that are in the trade. Stimulates reflection on own work. Provides different perspectives on the topic.
35. Variety of issues related to retail including its complexity.
36. Understanding what Municipalities need to have in place as their incentive package to investors. That the investors/developers/Local Muni and communities have to understand the levels of engagements to make rural and township retail develop work. That location and more of location including designs and integration of local entrepreneurs is critical for business success. That local entrepreneurs are to be trained on gap areas but not in general. That

creativity and forward looking is required to make the available space work to all's advantage. That it is all about sustainable development and people well being that matters in the long term.

6.2 Weaknesses of the Course:

1. Some of the speakers do not have experience on township retail development. Examples were based on overseas or suburb retail development
2. Rather the weakness is to raise issues, interesting issues without pursuing them to logical conclusion
3. Maybe too many presentations. More discussion time required
4. There were few input presentation -possibly had enough time to have more presentations and not stretch the discussions so much. It became repetitive. More guideline to the panel to ensure they give strong input - some of it felt "off the cuff" and too low level
5. Too large audience
6. The topics were focused more on the end product being the actual retail centre and its management
7. No perspective on what to follow the event. E.g. changes to policy, an other recommendations
8. More experience and practical examples. Solutions and questions and new innovations
9. Preparation of presentation will be more effective
10. Tons of information
11. Limited areas, afterwards
12. Officials attend, managers, directors, city manager have to attend
13. More case study discussions such as Pan African as a learning experience. Bit more time required to discuss some aspects arising from session in more detail
14. Not really a weakness but more time needed to engage. There are important points that need further attention and engagement
15. We still think a lot in the box.
16. I think one day is not enough
17. Start at midday end midday of the following day to allow for municipalities from other provinces to arrive in the time and stay until conclusion. Traffic and lights makes it difficult to arrive in time and stay until conclusion.
18. Not having enough time, especially on the last session investor's and developers
19. Cast session was when we were tiring, but this is inevitable.
20. Even though addressing the use of local labour/manufacture the EPWP as a government drive not addressed to detail
21. Time constraints - dealing with issues in more detail
22. Sound system initially was a concern but it immediately improved significantly.
23. Too far from airport/ Gautrain
24. Time constraints
25. Not as much discussion as perhaps there could have been.
26. Relating it to the objectives of NDP/Town regeneration/reflection/ use of NDP grant as a tool in retail - led development.
27. Perhaps a more directive section (a handout- additional to study) on actions Munis can apply to their township.
28. The manner of facilitation was rather very boring. The interaction was not at a level I had expected. It lacked a more vibrant approach.
29. That not all like myself had an opportunity to participate probably for lack of the necessary (prior) exposure.

6.3 How can Course be improved?

1. Whilst most of the panelists were very, very well informed, I am of the opinion that some of the issues raised were left hanging. Dynamic, vibrant people could have driven the discussion point to a point where there could have been more energy and participation during the whole session.
2. Event should be more practical and focus on the topic of the event. Get relevant investors/ developers involved into township development
3. If we find a way of synthesizing this information and come up with a model
4. Allow time for municipalities to share their challenges
5. By bringing more investors or parties like DBSA to share the experience
6. Extend it to two days so that discussion will be in greater details
7. Smaller attendance to allow more rapid and informal inter-action
8. Bring in actual common challenges obstacles/ experienced in different township development projects e.g ownership of land
9. Invite other Gov Departments e.g Land affairs, LED, COGTA
10. Awareness of all projects that are carrying out in SA
11. Can not change what works
12. Follow- up events
13. Do it more regularly establish a retail forum to local authorities
14. Pretty good as it is - only perhaps more time allowed per session
15. The standard is fine and please share the reports with all participants. It will enable officials to follow up on issues that affect them the most.
16. Fill panel with practitioners who have current, hands on experience on the ground. Bring in Land Planning and IDP practitioners from Municipalities.
17. AT least 2 days will be enough, so that everyone could have a chance to ask questions.
18. Decentralize learning events. Pitched at a lower level to create some benefits for councilors.
19. Use final session to get more feedback of key themes, issues and ideas
20. On track
21. More case studies will be appreciated
22. I am completely satisfied. I would not change anything
23. Closer to airport/ Gautrain
24. Enjoyed the event
25. Failure of case studies/Project should be highlighted. This time mere learning failures
26. More smaller workshop
27. Maybe including some more pictures of actual examples/ less graphics in the presentation
28. Engage the teams from Municipalities on an ongoing support and advice as/ when required, about the old town planners: Train and retrain.

6.4 Other Comments:

1. The event is much needed as it provides basis for debate/dialogue, sharing of insight into the topic also leading to a shift in normal way of how business was approached
2. Maybe in future you could give municipalities a chance to share their own experience or frustration with a view of learning and forming networks amongst those with some similarities and encourage ongoing information sharing.
3. Format used in DBSA Midrand TTIR to be considered (group work included)
4. Overall is was very good
5. Let everyone introduce themselves at beginning so that we have all "arrived" at the same meetings.

6. I think that if we are to successfully leverage on private sector investment, we must invite them, together with the lending institutions to these learning events. I think that these learning experiences should also be documented and used to influence some shift in how lenders and national tenants structure their application criteria.
7. More time must be allocated for effective interaction. Invite more of principle people
8. Good and useful learning activity - keep it up worth attending
9. Well done
10. Excellent selection of panel members. I didn't doze off at all.
11. Good stuff. Give us more
12. Excellent progress initiated by NDP and the partners.
13. It was a very productive workshop and idealistic
14. I think the development must concentrate more on rural areas
15. Please continue with this initiative
16. Very well done
17. The afternoon session without break was very long
18. Keep it up. Thanks
19. I love the session with its exuberant Panelists who were true and positive about their engagements at grassroots level. This was a very thought provoking exercise. Hpe it gets filtered to all others and us in further.

VI. Attendance Register

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