

**PAPER 4**

# ILLUMINATING A SOCIAL DEVELOPMENT PROGRAM – FOCUS ON THE eZimbokodweni PIPE AND PEDESTRIAN BRIDGE

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**ABSTRACT**

The eZimbokodweni Pipe and Pedestrian Bridge, located in the Philani Valley (Umlazi Y Section) and the New City Area of eZimbokodweni in KwaZulu-Natal entailed raising an encased sewer pipe as well as the development of a pedestrian bridge over the eZimbokodweni River. The bridge provided a much needed, safe pedestrian crossing in this largely rural area, and considering South Africa’s rolling black-outs through load shedding, as well as continuous electricity cable theft, innovative technology through the use of photo-luminescent concrete (glow-in-the dark) was used to ensure that residents could safely utilise the bridge at night in the absence of electrical lighting. The innovation was realised through partnership between the client, the contractor and the consultant with technical support from the material supplier and research undertaken by the University of KwaZulu-Natal.

Whilst this has garnered much positive technical interest, the implementation of infrastructure projects in South Africa at large, has been hindered by work stoppages through worker unrest and more recently, local contractor organisations demanding that a percentage of projects be awarded to emerging contractors, citing government’s transformation policies. To prevent the derailing of this project, extensive effort was made to allow early engagement and manage stakeholder expectations. Social facilitation was undertaken with numerous key stakeholders within this community through an Institutional and Social Development (ISD) process.

The ISD element enabled stakeholders to incorporate social upliftment components into the project without compromising the project output (construction of the bridge). Whilst some 12 sub-contractors were engaged on the project, stakeholder engagement platforms were established that created an environment where social challenges could be promptly

raised and resolved. As a result of the introduction of these important social facilitation processes, the risk for work stoppages was mitigated, allowing completion of the project two months ahead of programme and within budget.

This paper reviews the methods employed by the project team to engage with the numerous relevant stakeholders in the project, in such a manner as to prevent any work stoppages or work disruptions throughout the project. The paper aims to draw a comparison between the methods employed in the case study against theoretical best practice procedures, providing recommendations for further roll-out in future projects.

**1 INTRODUCTION**

Sand mining activity along the river banks of the eZimbokodweni River, located in the Philani Valley (Umlazi Y Section) and the New City Area of eZimbokodweni in Kwazulu-Natal caused a drop in the water level of the river, undermining a sewer pipe crossing whilst increasing the risk to members of the local community who had to cross the river. To circumvent further risk, the project entailed the raising of the encased sewer pipe including the provision of access onto the bridge for pedestrians to cross. The 160m long proposed prestressed concrete bridge was 10 meters high and 2 meters wide.

A unique feature of this is bridge is the use of photo-luminescent concrete (glow-in-the dark) which allows residents to safely utilise the bridge at night even in the absence of electrical lighting. Whilst the application of technology has garnered much interest another key strength of this project is the successful method of engagement with the community – success which has allowed the project to finish ahead of time without work stoppages. Not only has this project become a light in the dark for pedestrians that are crossing but it has also become a beacon of hope for project implementers. This paper sets out to explore these community engagement methods to understand why such success may have been achieved.

**2 TECHNICAL ELEMENTS OF THIS PROJECT**

The eZimbokodweni River flows divides the distinct communities of Umlazi



**FIGURE 1a:** An aerial view of the site prior to construction showing the old bridge



**FIGURE 1b:** The existing bridge prior to re-construction



**FIGURE 2:** An aerial view of the site post-construction. The picture depicts the newly built bridge and the wards serviced

Y section in Ward 86 and Ezimbokodweni in Ward 93. The community of eZimbokodweni comprises a population of 12 882 people, with some 50.8% being female. Prompted by the high number of drownings and crime incident. In 2016, ward 86 councillor Sindisiwe Dlamini-Shange approached the Municipality to propose the reconstruction of the existing bridge in order to provide a safe crossing for the community. Her concern emanates from reports of several drownings in a 10-year period during times when the low-lying bridge became submerged during heavy rains. She also noted the heightened criminal activity that occurred at night whilst people crossed the unlit pipe crossing. It was also reported that the construction of the existing syphon which were undertaken in 2000 was marred by hijacking of the stakeholders that were involved in the construction.

The existing infrastructure across the river consisted of a siphon encased in a reinforced concrete structure buried approximately 4m deep in the riverbed. Due to illegal sand mining, the water level of the river dropped, causing further riverbank erosion, exposing the encasement leaving it susceptible to vandalism, undermining during floods and a potential structural risk through heavy trucks driving over it.

The client, along with designers Naidu Consulting, therefore looked for a solution which considered the protection of the pipe and the pedestrians who frequently use the pipe crossing to traverse the river. The solution comprised the raising of the pipe and provision of access onto the bridge for pedestrians. The 160 meters long prestressed concrete bridge was 10 meters high and 2 meters wide with handrails constructed using photoluminescent concrete (glow-in-the dark) which allowed residents to safely utilise the bridge at night even in the absence of electrical lighting – technology introduced after extensive research undertaken by Resocrete, the consultant and the University of Kwazulu-Natal.

### 3 THE CLIENT - ETHEKWINI METRO

The client on this project was eThekweni Metro. EThekweni is located on the east coast of South Africa in the Province of KwaZulu-Natal (KZN). The Municipality spans an area of approximately 2 297km<sup>2</sup> and is home to some 3.5 million people. It consists of a diverse society which faces various social, economic, environmental and governance challenges. As a result, it strives to address these challenges which mean meeting the needs of an ever-increasing population.

The metro has been faced with a scourge of project stoppages due to community needs to participate in such projects. Various stakeholders express different needs to participate in the contract one of which being business forums such as the Delangokubona Business Forum who, having

considered the PPPFA and the contract participation goals, hope to gain access to the up to 30% of the project value subcontracted to them for supply of materials or service delivery. Where inappropriately consulted, the intervention from such groups have had varied impacts and, in some instances, even turned violent where the municipal officials have been forcibly removed from their offices and municipal assets set on fire – destroying such assets and potentially resulting in injuries and trauma. Historically, the cost of these interruptions has amounted to millions of Rands. One such project was the Northern Aqueduct Augmentation bulk water pipeline project where eThekweni Mayor Mxolisi Kaunda indicated that the council has had to approve a further R13.9 million funding due to delays that were propelled by the business forums who violently

threatened the contractor.

To this end, it was imperative that the municipality look at avenues to reduce the risk of project interruptions caused by Business Forums or the community at large.

### 4 THE CHALLENGES WORKING WITH COMMUNITIES

A simple definition of the Institutional and Social Development (ISD) services is that it deals with community participation in ensuring that communities are part of the development process (decision making). The ISD thus refers to both what needs to be done as well as an approach of how things should be done within a context of community participation in order to achieve sustainable development. Development refers to a process of social, economic and human empowerment through which ordinary people gain greater control over factors which control their lives. It is a process where people are at the centre of their own development with the necessary support of others.

Social facilitation is similar to Stakeholder engagement which is defined by Wikipedia as the process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions. They may support or oppose the decisions, be influential in the organization or within the community in which it operates, hold relevant official positions or be affected in the long term.

An underlying principle of social facilitation is that stakeholders have the chance to influence the decision-making process – a key part of this is multistakeholder governance. This differentiates stakeholder engagement from communications processes that seek to issue a message or influence groups to agree with a decision that is already made. Social facilitation provides the opportunity to further align project practices with societal needs and expectations, helping to drive long term sustainability and stakeholder values.

Jeffrey (2009) in "Stakeholder Engagement: A Roadmap to meaningful engagement" describes seven core values for the practices of gaining meaningful participation of which perhaps the three most critical are:

- Stakeholders should have a say in decisions about actions that could affect their lives or essential environment for life.
- Stakeholder participation includes the promise that stakeholder's contribution will influence the decision.
- Stakeholder participation seeks input from participants in designing how they participate.

The practitioners in stakeholder engagement are often businesses,

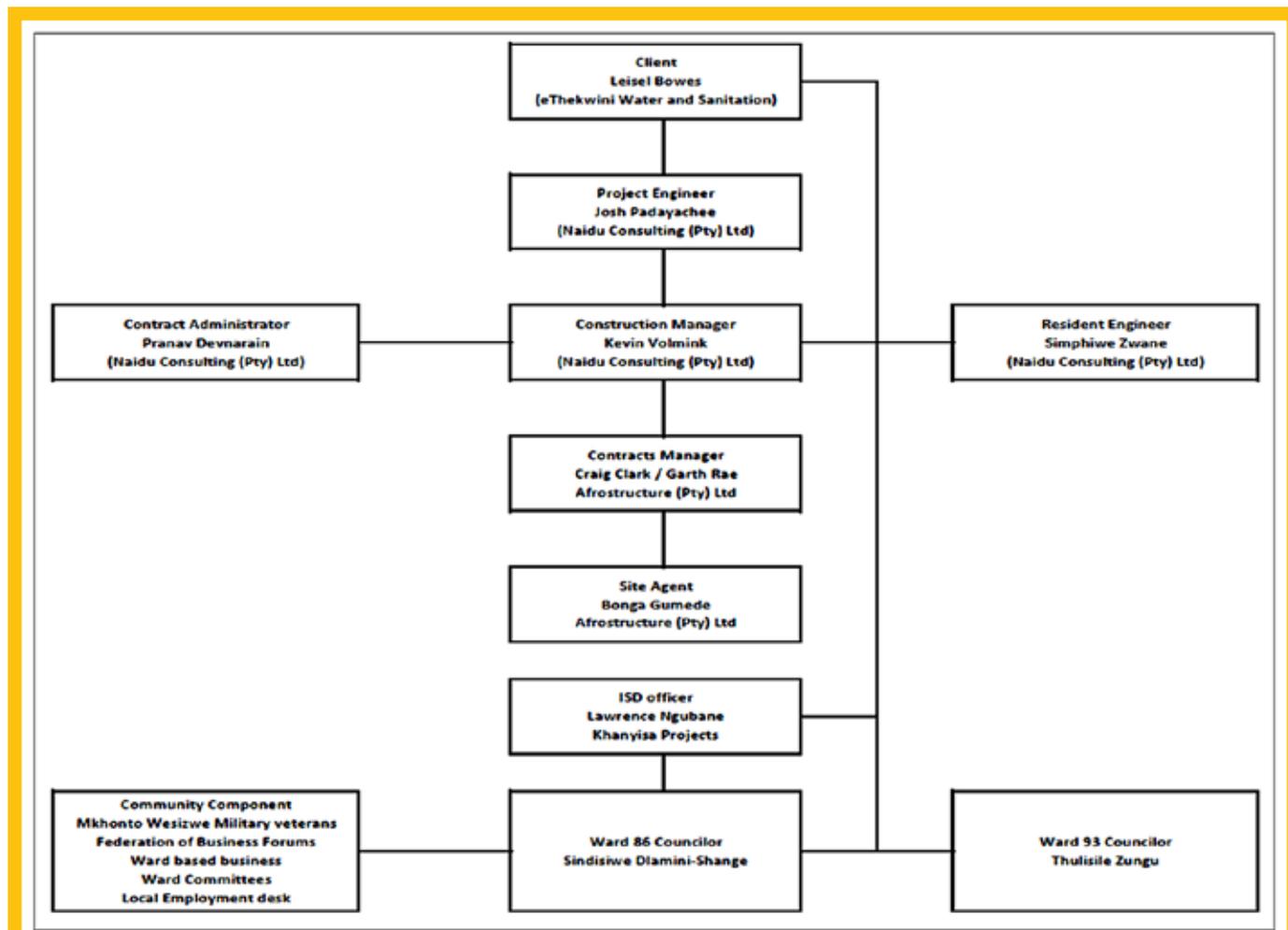


FIGURE 3: Project team organogram

non-governmental organizations (NGOs), labour organizations, trade and industry organizations, governments, and financial institutions.

The main goals for social facilitation are as listed below:

- To provide balanced, objective, accurate and consistent information to assist stakeholders to understand the Project and how they will be affected.
- To obtain feedback from stakeholders on analysis, alternative solutions and/or outcomes
- To work directly with stakeholders throughout the process to ensure that their concerns and interests are consistently understood and considered.
- To partner with the stakeholder including the development of alternatives, making decisions and the identification of preferred solutions.
- Stakeholders are enabled/equipped to actively contribute to the achievement of outcomes.

The social facilitation remains a binding factor between the community that is receiving the service (project) and the project team that is delivering the project.

## 5 THE CLIENT'S VIEW ON SOCIAL FACILITATION

The eThekweni Municipality recognises the importance of social facilitation and includes clauses in their project tender documents to allow for a community liaison officer as well as the establishment of a Project Steering Committee. Whilst this is standardized on most projects, an ISD Specialist is not always specified placing responsibility for community engagement with the construction monitoring team and the client themselves. Whilst

this has worked on many projects, there is an increased resistance to this method of working with increased resistance from communities as their voices are not heard. The client has historically engaged the community to inform of the impacts of the work and hear their response toward it rather than allowing the stakeholders to participate in decisions. Further to this, it must be noted, that even when ISD consultants have been engaged, that the ISD consultant is not effective with problems still arising. Finally, where ISD consultants are engaged, the results realised may not be consistent or do not achieve the desired outcomes. Notably, the Northern Aqueduct project which was undertaken in the near vicinity of the project utilised the services of an ISD Consultant however, despite the intervention, the project was severely delayed with delay costs amounting to some R13.9million.

## 6 HOW SOCIAL FACILITATION WAS IMPLEMENTED ON THE EZIMBOKODWENI PROJECT

### 6.1 The ISD Team

EtheKweni Metro appointed Khanyisa Projects to provide Institutional and Social Development (ISD) services on eZimbokodweni Pipe and Pedestrian Bridge project. Amongst other responsibilities, the ISD was appointed to:

- Contribute to project risk identification with respect to the community and plan appropriate mitigation thereof;
- Manage the community stakeholder interests;



**FIGURE 4:** Installation of bridge decking

- Attend project team and Project Steering Committee meetings; and
- Act as an interface between the project team and the community stakeholders.

The appointment of the ISD was made at the Preconstruction stage after the contractor had been appointed but before the contractor had established on site. An ISD team was established and comprised representatives from:

- eThekweni Water and Sanitation (Project Sponsor)
- Naidu Consulting (Engineering consultant)
- Afrostructures (Contractor)
- Khanyisa Projects (ISD Consultants).

## 6.2 The ISD

### Team's approach to engagement with the community

Whilst the project team had formulated a technical viable response to the engineering problem, the ISD recognised the importance of the Voice of the Stakeholders and their contribution to the success of the project. The ISD Team resolved to build credibility and trust, develop supporters and champions for the project and ensure that the needs and wishes of the stakeholders were taken into consideration in decision-making. Rather than doing the minimum to keep the community at bay, the ISD Team elected to apply a stance of mobilisation and inclusion – not fighting the community but working with them.

As such the ISD team developed a stakeholder management strategy. The strategy was based on:

- Engaging the correct stakeholders
- Applying appropriate communicating techniques to allow the stakeholders to understand the message



**FIGURE 5:** The project team after a site visit

- Not applying a “need to know” approach to information sharing but rather an “information-sharing-for-empowering” approach – providing the community with as much information as possible to allow them to participate

- Being transparent

- Applying a stakeholder participation approach rather than a stakeholder informing approach.

Fundamentally, the ISD team agreed that the approach to the community would be to have them participate in decision making – empowering them through open and appropriate communication.

## 6.3 Initial engagements

Whilst the project team identified wards 86, 89 and 93 as being the impacted wards for this project, the initial meeting called with ward councillors was attended by just one councillor. Whilst the meeting allowed a streamlining of the stakeholders to those in wards 86 and 93, the ISD team elected to delay the commencement of the project until adequate stakeholder engagement was undertaken. (as opposed to a tick box for completion with the stakeholders who did not attend deemed disinterested) The ISD team therefore planned and held a subsequent meeting using further means to ensure representation from all affected stakeholders. The stakeholder participating in the subsequent meeting included representation from both wards. During this engagement, the ISD explained:

- The project scope including the numerous features and benefits of the proposed structure
- Explaining the benefits that the community would derive outside of the project output of a bridge. Having carefully considered the technical complexity of solution, the ISD consultant relayed the skill required to achieve the already embraced end-product and the lack of such skill within the pool of contractors within the project area. Given this limitation, the ward councillors still iterated the need for the project to add value to the community through other mechanisms such as educational programmes at schools and learnerships contributing toward the Contract Participation Goal.

## 6.4 Mobilised the community

As a result of the approach, the ward councillors embraced the project and aided the execution of the works in many aspects. To this end, the councillors assisted the project team to identify available resources within the community and support the identification of potential threats such as individuals or organisations that might have concerns about the projects or other external issues that may hinder the project's success. Clear guidelines on how to appoint the PSC were shared with both the councillors. To this end, the councillors provided guidance on how to formulate the PSC in order to mitigate the risks of negative inputs from such stakeholders providing guidance on the recommended composition of the members of the PSC from the community. The PSC ultimately comprised project representatives from the client, consultant, contractor and ISD Consultant with community representatives:

- Mkhonto Wesizwe Military veterans
- Federation of Business Forums
- Ward based business
- Ward Committees
- Local Employment desk.

PSC members were inducted explaining roles and responsibilities in the project. The resulting PSC then aided the identification of a pool of subcontractors which were available within the community to utilise where opportunities for such services arose through the project.



**FIGURE 6:** Completed bridge structure during the day

The advantage of this representation became clear. It allowed community members to voice ideas and concerns and gain an understanding of alternate views and the rationale for decisions. The project team maintained their stakeholder strategy to remain transparent through the project particularly the subcontractor procurement processes including appropriate rates in alignment with the baseline project budget.

### 6.5 Construction

Whilst traditional ISD focuses on the management of local labour employment and business opportunities expectations during construction, several components were strategically incorporated during the construction stage to promote inclusion of the community through the construction process. The community was consistently allowed to participate throughout the construction of the project. Two meetings were held each month namely the technical meeting and the PSC meeting. The PSC members were also allowed to attend the Technical meeting and even though this was optional, the members elected to attend these regularly with both meetings being avenues to raise any social facilitation issues. The PSC members were provided with stipends when attending the PSC meetings which affirmed the value that the client had for the voice of the community – enhancing the probability of the full complement of the community representation for issues to be fully addressed. The project team allowed the community to participate in finding solutions to the problems identified.

To further emphasise the belief of their importance of the voice of the community, the client provided the PSC Community representatives with project branded Personal Protective Equipment. The project team applied an inclusive approach as opposed to a need-to-know approach basis where the community is kept in the dark on the proceedings of the projects. This presented an inclusive environment, where the community representatives could ask questions regarding technical matters and adequate responses provided to aid capacitation. This was taken further through the involvement of the interested community representatives in the traditional celebration of the achievement of specific project milestones such as the installation of the bridge decking.

A business desk was established on the project. In conjunction with the Business Forums, the ISD facilitated the creation of a database of service providers in the project wards. This database was used to source subcontractors from the community.

### 6.6 Impact of the community participation

The impact of the effective Social facilitation was evident throughout the

contract period. Numerous benefits were realised including the following:

- Whilst the initial engagement took longer than anticipated, the mobilised community aided the execution of the works, so much so that the project was completed earlier than anticipated. This was realised through the community supporting the process of the identification of local materials and suppliers and, due to the inclusion of all stakeholders – no work stoppages associated with community unrest, occurred.
- Despite investing in bursaries, partnerships in education programmes, utilising local labour and local contractors for the works, the effort resulted in the project finishing within budget. The site establishment was let after the contract for usage as a block precast yard for a local business within the community.
- The project was historically prone to crime and, in previous projects, several hi-jackings had taken this place. During the project an incident occurred where a battery was stolen from the site. As part of the commitment to transparency, the incident was communicated at the PSC. Subsequently, the stolen goods were returned to the site.
- The ownership exhibited by the community for the works, resulted in a reduced cost for security measures for the project.
- The community understood the key features and benefits of the assets being created and continue to ensure that their “asset” is well taken care of.

## 7 THE CONTRIBUTION OF THE PROJECT TEAM STAKEHOLDERS ON THE FACILITATION SUCCESS

A stakeholder is either an individual, group or organization who is impacted by the outcome of a project. They have an interest in the success of the project and can be within or outside the organization that is sponsoring the project. Whilst community facilitation may follow a series of steps to ensure specific results, the response from the community in this project is testimony of a perhaps untapped resource in a project – the community. This response was triggered by a common thread which has been identified in each of the stakeholders.

### 7.1 Client Representative

Whilst the client body endorsed an element of social facilitation, this has not always yielded similar results. The client representative was a professionally registered technologist with 21 years of experience in the construction industry. Acting as the Area Project Manager in the Water Design Branch for the Western and Southern Region of the eThekweni Municipality, the resource had extensive experience in construction with experience in understanding the dynamics of working with projects sensitive to community impact.

The client representative appreciated that:

- The roll out of CPG in projects has generated interest in communities, and when not adequately addressed, could result in negative feedback from the community including unrest and potentially loss of lives.
- Not dealing with the issue could impact progress and the budget of the project.

As a mother of three boys, the client representative likened her work on the project to her parenting – firm yet granting respect and acknowledging each of them without leaving any behind. In context, this inspired her to lead the project team in such a way as to create a positive engaging environment in the project. Whilst she trusted her consultant and contractor to execute facilitation, she emphasised the need for effective facilitation and therefore requested an outsourced specialist social facilitator to support the project through approval of a variation order.

### 7.2 The consultant

Whilst the consultant had a proven technical ability to undertake the works,

the consultant has committed to making a difference through their work, consistently seeking avenues to enhance socio-economic benefits through their numerous projects. This commitment is affirmed through staff KPIs which include socio economic initiatives infused into traditional projects with or without mandatory client requirements. Not seeing this as a burden, staff have in fact been inspired by the initiatives and have rallied other staff to personally compliment such efforts in order to optimise the benefits. Historically, this has included the staff arranging book drops for newly built libraries and offering maths and physics tuitions in their own time to uplift a community. Their culture has seen them win numerous national community-based project awards for their efforts.

To this end, the consultant designed the structure with the community in mind, not limited to the structural and sewage works but considering the community impacted by it. Whilst their research on glow in the dark concrete with suppliers Resocrete and the University of Kwazulu-Natal for this project has garnered significant interest in the country and won national awards, the biggest winners still remain the community who can cross the bridge at night on a better lit structure, without the need for electrical lighting. The consultant devised a clear strategy for CPG spend through the project. Considering this and having seen the value of social facilitation on their KZN Department of Transport Projects, the clients request in the project for additional support, was therefore welcomed by the consultant.

### 7.3 The contractor

The contractor on the project was a well-developed contractor who has been in operation since 1980 and specialises in Structural Concrete & Water Retaining Structures, Building & Developments and Pipelines. The company's mission statement includes instilling a "culture of respect". This site agent, although experienced, was not closed to new ideas or set on traditional approaches. The contractor emanated respect – towards his peers to ensure that roles and responsibilities were effectively enacted and the community, where he was open to comments and suggestions from the different stakeholders. To this end, the site agent ensures that labour and subcontractor requirements were communicated via the ISD officer – reaffirming commitment to the social facilitation process.

### 7.4 The social facilitator

The ISD consultant appointed on the project has approximately 30 years of working experience, holding a qualification in Public and Development Management and beginning his career as a Community Liaison Officer. He then developed an affection for the Development theory and practice as opposed to pursuing a career as a public administrator for a government entity. Whilst his education and experience make him a competent social facilitator, his ability to understand the community and respond to their needs make him an excellent, well sought-after resource. In the project, he was instrumental in identifying the correct stakeholders, soliciting their needs and, in the process averting several potential project threats throughout the project. Whilst he developed a clear facilitation strategy, he remained flexible to read, the sometimes-changing needs of the community whilst also acting as a filter to outlandish requests. He played a vital role in bridging the gap between the project team and the members of the community. A key strength of the ISD consultant was his ability to solve many problems before they even escalated to a PSC meeting or the project. He developed strong relationships with members the community who keep in contact with him up to today.

### 7.5 The ward councillors

The ward councillors in the project were committed to their roles in their

respective wards. They understood their responsibilities as could easily identify the relevant stakeholders in their wards. They contributed to rapidly identifying the resources available in the respective wards – displaying their extensive knowledge of their respective wards. Whilst both possess the necessary qualifications to fulfil the roll, their persistence and hands on approach have enhanced the probability of achieving success in their targeted areas of work. The 49-year-old and 52-year-old councillors from ward 86 and 93 respectively, have mobilised the community through their efforts.

### 7.6 The business forum

The project allowed for Contract Participation Goals (CPG). Several business forums existed through the project area however, through the ward councillors, a representative from each ward was nominated to represent all the forums within this project. The representatives, through the business forums, played a crucial role in compiling a list of available contractors in the community – carefully aligning the expertise of the service provider with the project requirements. To this end, the appointment of sub-contractors was facilitated through the business forums with the main contractor informing the ISD officer of their requirements and the ISD officer along with the business desk identifying potential subcontractors from the database that was initially created.

Lindelani Zungu, a local small business and a nominated representative on the PSC members, highlighted how the PSC became a bridge between the community and the project team. He proactively assisted, along with the other members, to solve problems within the community well before they got to a stage where they could affect the project. He commended the project team for the spirit of inclusion that was established in the project as well as the transparency that existed. He indicated, that as members of the community, they were aware of the progress of the project and that they could also share their own ideas and opinions about the projects. He noted that these were taken into consideration by the team instead of being kept on a need to know basis.

A key role that the members of the PSC played was to invoke accountability amongst subcontractors. In the PSC meetings, the subcontractors were rated according to their performance and the contractor got to express the challenges with them if there was any. The affected subcontractor would then be called to account and advised to improve as underperformance would subsequently affect the timelines of the project.

## 8 FIVE KEY TAKE-AWAY POINTS

The social facilitation has been effective in not just alleviating the risk of community interference but capitalising on the benefit of community input in a project. The intervention worked, and whilst many textbook activities were undertaken, many lessons could be learned through the process. Of these, 5 are discussed in the sections below.

### 8.1 CPG is not a burden

Consultants and contractors have historically grappled with CPG. There is uncertainty as to how to package it – with specifiers at times struggling to identify suitable work packages or activities which may be undertaken through such work. Many designers at times include work not suitable for the community or specify training or unrealistic employment or local content targets which simply set projects up for failure. CPG is perceived as being counter-productive with "money being given away" from the contract.

The project has proven that CPG can be effectively implemented without compromising the scope, time, cost or quality when planned and implemented correctly. The social facilitation on the project has aided the



**FIGURE 7:** Illuminating bridge in the evening

identification of avenues of spend which are not random but carefully crafted to enhance the benefits to the community without compromising the technical outputs of the project. In this instance, the community aided the realisation of the CPG benefits by contributing to the planning, implementation and ongoing monitoring. The success of the project through social facilitation has proven that CPG can be successful and beneficial.

#### 8.2 Business Forums don't have to spell disaster

The several business forums in the project had the potential to threaten the progress of the project. Some project teams hope that such threats don't arise whilst others make plans to avoid them as best possible. In this instance, the project team chose the direct approach: to involve them. They welcomed inputs, from a representative of all forums, averted unrealistic expectations, contributed to weeding out poor performance and aided matching the available pool of resources with the scope of works. The approach has mitigated the negative risk and capitalised on the positive influence. When involved, business forums may offer value to your project. The response from the forums and the potential gain realised through this begs the question as to whether more should be done with Business Forums – supporting them and their members rather than fearing them and trying to work around them.

#### 8.3 Don't underestimate the community

The community stakeholders should never be underestimated. They can contribute, may make valuable input and can greatly influence the success of your project. Each community is not the same with further differences between the individuals of that community. Despite these differences, one should never underestimate the ability to contribute to a project. What started off as an attempt to limit losses in the project, resulted in significant benefits to the community and the project – even to the extent of stolen items being returned to the project site. Never underestimate the community and its stakeholders!

#### 8.4 Plan to include, not to appease

It must be remembered that the purpose of any infrastructure project is to create a service or an asset for people. People who don't understand the value of a project may respond very differently to those who do. The project team deliberately created opportunities for the community to be engaged, to understand the project and contribute towards it. The community responded and not just appreciated the gesture but reciprocated through lending ideas and thoughts which could address the challenges in the



**FIGURE 8:** Illuminating sidewalks leading to the bridge

project resulting in unplanned benefits that saved cost and time in the project.

#### 8.5 Attitude determines altitude

The attitude and approach of each member of the team contributed significantly toward the success of this project. Each member of the project team exhibited a commitment to making a difference in the community through this project. The service to community was not reduced to a mere asset created. This resonated through the various components within the project from the inclusion of the glow in the dark concrete for the community to the decisions to continually engage the community. The client, consultant, contractor and ISD had various fundamental drivers to support the community through their work. There appeared to be a genuine belief that this was their core mandate as Practitioners in the built environment. This belief may have arisen from the role as parents, a company culture, company vision or experience. Whatever it was, this belief guided their decision making – whether approving variation orders for the ISD consultant or making the bold move to invite “traditional problematic stakeholders” to sit in the PSC – and genuinely allow them to contribute to steering the project. It guided their transparency and allowed for healthy partnerships to be established to effectively implement the project. It allowed the flexibility to respond to the community's ever-changing requirements whilst it caused balance so as not to be side-tracked by sometimes unrealistic community requests.

The success of the project should cause the built environment practitioner to perhaps re-evaluate why they do what they do to bring humanity into every that we do. This belief may go a lot further than preventing unrest on a project.

## 9 CONCLUSION

Since the dawn of South Africa's rainbow nation, policy makers have penned many thoughts and plans to rebuild the nation including the National Development Plan, Contract Participation Goal and Labour-Intensive Construction. Whilst many practitioners have been critical of these policies and procedures, citing additional effort with more hurdles, even calling it “castles in the sky”, the project highlighted the possible socio economic and project benefits that policies such CPG could have when embraced with genuine intention to support its success. Built environment practitioners play a pivotal role in enacting

the National Development Plan as well as other infrastructure policies to support transformation in the country and the industry. This requires a change in mindset, where experience must be used to support change rather than to resist it. The practitioner must realise the objective of this people centred profession – with a need to provide services to people. There must be a mindset change in the approach to any infrastructure change – one which much emanate through all members of the project team and fostered in any PSC through strong, clear, ongoing social facilitation. The project has proven that effective social facilitation can lead to highly effective projects which realise many projects and socio-economic benefits.

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