

# ZANDVLEI PROTECTED AREA ADVISORY COMMITTEE

## Special meeting: Resignation of Joshua Gericke, Knowledge Management

### MINUTES

MEETING HELD AT THE IMPERIAL YACHT CLUB, MUIZENBERG ON WEDNESDAY 6 September 2017

<b>Present:</b>	Bernelle Verster (BV) Andy Killick (AMK) Angus Hemp (AH) Gavin Lawson (GL) Sandra Fowkes (SF) John Fowkes (JF) Joshua Gericke (JG) Andrea de Guhl Mike Miller (MM) Peter Kruger (PK) Anthony Roberts (AR) Aimee Kuhl (AK)	Chair, ZPAAC Recreational Fishing, resident Marina da Gama CBC ZVT ZVT, Westlake Wetlands Project Manager ZENR ZENR PenCC ZVT CTEET CoCT Councillor, ward 64
<b>Apologies</b>	Carol Watts (CW) Dr Dave Walker Dave Jubb (DJ) Nyanisa Tshaya (NT) Neil Armitage Shihabuddeen Khan Candice Haskins Mellisa Naiker Gail Boudje Giljam Harriet Clift Gillion Bosman (GB) Andrew Taylor (AT)	Minutes (also: retired from minutes) Sea Cadets /CPUT Marina da Gama DEA & DP, Coastal Management UCT (due to UCT issues)       CoCT – Council (accepted?) CoCT (accepted?)

Item	Action by	Date due
Meeting opened: 14h12		

Item		Action by	Date due
1.	<b>Welcome:</b> Extended to all by BV		
2.	<p><b>Background</b></p> <p>The ZPAAC will write a formal comment to the City about Joshua Gericke's resignation. It is the committee's view that JG did very well in very challenging circumstances, but with the situation he faced it was very difficult for him to remain productive.</p> <p>This is a very distressing and depressing situation but think there is an opportunity to evolve the management of the vlei to a hybrid model where role players and benefactors jointly contribute to the vlei management. The downstream businesses that function along the Muizenberg beachfront and coastline come to mind, as well as the local residents' associations, in addition to ZSC.</p> <p>The economic impact of an improperly run estuary is vastly understated and the ZPAAC fears some serious campaigning is going to be needed.</p> <p>1. Placing the situation, as perceived by the ZPAAC, in a historical perspective:</p> <ul style="list-style-type: none"> <li>• On appointment, Joshua was paid significantly less than predecessors. The value of the individual was not appropriately recognised.</li> <li>• Joshua was subsequently made responsible for a much larger area than he was originally appointed over, without any more resources to aid in this task. The staff and interns do not have adequate IT equipment, resource or office space.</li> <li>• The premises that the ZENR team occupies has been built by their own hands. Despite promises of upgraded premises, they are still facing a 15 year municipal waiting list to get suitable premises (costed at R15 million). Relocating their premises is problematic as their presence in the remote northern parts of the reserve plays an important security role.</li> </ul> <p>The meeting was of the view that the Municipality would not be able to keep a motivated manager capable of building a good relationship with civil society unless conditions were improved.</p> <p>2. Going forward: The following were identified as the basic requirements for ZENR staff to fulfil their function.</p> <ul style="list-style-type: none"> <li>• IT infrastructure for all technical staff</li> <li>• Adequate secure office accommodation and stores in the northern part of the ZENR</li> <li>• Adequate financial and managerial support from the City</li> </ul> <p>This meeting was about determining a strategy to ensure institutional knowledge is preserved, especially fundamental knowledge management beyond what is in the management plan. This needs to be addressed before Joshua leaves at the end of September. The meeting was conducted through addressing three key questions :</p>	<b>All, BV</b>	

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3.	<p><b>What is formally passed on to the JG's successor ?</b></p> <p>The City's plan is to find someone internally, as soon as possible. This will be discussed at the Senior Management meeting next Tuesday. Thus, the soonest someone can be available to fill the role is another week and a half after that. If this goes as planned, Joshua can train and mentor the new person directly.</p> <p>AK mentioned that internal appointment is faster, but can also be limiting on experience/skills (than looking at the public skills pool). JG acknowledged this risk but noted that the ZPAAC has much technical expertise, and that the skills of managing people, and knowing how the city works is as important, which internal people will be knowledgeable of.</p> <p>This process could also likely take longer, which would result in little or no mentoring change over.</p> <p>Given the time frames involved it is impossible to write down everything, so this meeting is also about what is the most critical aspects that need to be transferred.</p> <p><b>ACTION :</b> Form a task group to help JG debrief on vlel management. This includes the new person, someone to transcribe conversations between JG and the new person, voice recognition software (e.g. Dragon.)  Note : For recordings, say the time, say the date, who's present, what is being discussed.  Note : Get an intern from False Bay College to help with administration. Hope Africa gives stipends to interns with Public Admin qualifications.</p> <p><b>ACTION :</b> AK to send contact details.</p> <p>JG : Write an admin job description. Part of the strategy is building a relationship with False Bay College and the Public Administration lecturers.  Also : Activate Leadership, Etifeni (Langa) fit for life – but level of intern not great. Rather match up with False Bay. Stipend is R3 000.</p> <p><u>Formal knowledge resources that exist :</u></p> <ul style="list-style-type: none"> <li>• Dalton Gibbs's biodiversity database</li> <li>• Historical hard copy of reports and records should be maintained. <ul style="list-style-type: none"> <li>- A significant amount is already digitised.</li> <li>- labour intensive, need a scanner.</li> <li>- Need to be backed up to the City's server.</li> </ul> (Ward Councillor office have an intern and a scanner. Pull out category by category, box by box (not all at once) and get it scanned.)</li> </ul> <p><u>Other resources required:</u></p> <ul style="list-style-type: none"> <li>• Mentorship : ZPAAC to offer the mentorship for management right from the outset. No burden of objectives, informal, monthly or so. Build trust.</li> </ul>	<p><b>JG, BV, GL, All, new person (Ask GB)</b></p> <p><b>AK JG</b></p> <p><b>new person</b></p> <p><b>AK</b></p> <p><b>All, SF, JF, GL</b></p> <p><b>BV</b></p>	

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	<ul style="list-style-type: none"> <li>• JG to join as special technical advisor on ZPAAC : To be nominated at next ZPAAC meeting. It was noted that JG serving on the committee may be sensitive with differences of opinion with his replacement, but this is a natural part of succession and will be managed and facilitated by the ZPAAC.</li> <li>• ACTION : Once the person is appointed have a dedicated meeting with Aimee to talk through communications with the city.</li> </ul>	<b>New person, AK</b>	
<b>4.</b>	<p><b>What can JG advise us as a ZPAAC; can we do things better looking at our relationship with the City? We need to strengthen how we operate as civil society.</b></p> <ol style="list-style-type: none"> <li>1. Advice to the new person : Communicate with the ZPAAC more closely, including more attention to quarterly reports, better reporting from ZENR.</li> <li>2. Fill the position that was taken away from JG. Rename it from ‘Reserve Supervisor of the Zandvlei Section of the ZENR’ to be clear that it is not a duplication of JG’s role. ACTION: This is still not clearly understood, needs more clarification.</li> <li>3. The management of Zandvlei and the ZPAAC need to understand better the funding conduits that are potentially available, both within the council and beyond. e.g. the Table Mountain fund, NGO and national government funding. It was noted that it is very time consuming to figure it out, apply, and project manage. AR advised that ZPAAC considers appointing a dedicated media/fundraising person. AR noted that tendering and fundraising are two different things. This person needs time and thus may need remuneration, but many donors do not want the commission base, so would need a business model to accommodate that. ACTION : need to create a Fundraiser/Media person.</li> <li>4. A new way of communicating with Council and possibly other stakeholders : Two aspects to this : <ol style="list-style-type: none"> <li>4.1. Documenting what happens (Reports)</li> <li>4.2. Communication strategy to get people invested</li> </ol> ACTION : minutes go on the website. It is important to build relationships, understand what is required. Work with how to get more attention from officials. Interacting with people personally creates interest to invest effort.</li> <li>5. Relook portfolio’s in the committee. Work on the structure(and consequences of poor progress ??) Need to be results driven with regard to current big projects : <ol style="list-style-type: none"> <li>1. Sediment : Mouth – need to deal with THIS SEASON</li> <li>2. Sediment : Main body</li> <li>3. Litter trap</li> <li>4. Weed harvester: ZENR has created all the required documents to go to tender for a new harvester, the specs are sorted, now looking for funding.</li> </ol> </li> </ol>	<p><b>new person</b></p> <p><b>City</b></p> <p><b>All</b></p> <p><b>All, BV</b></p> <p><b>All</b></p> <p><b>BV</b></p> <p><b>All</b></p>	
<b>5.</b>	<b>If JG started now, knowing what he knows now, what would he have</b>		

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	<p><b>done differently?</b></p> <p><i>« My experience at Zandvlei has been unbelievable. Despite all the heartaches and issues, I would never trade it for the world. »</i></p> <ul style="list-style-type: none"> <li>• Structure staff differently. Staff management was difficult, would have sat down in the beginning and learnt how to create efficiency from a group of people. Would have looked for help from people who understands management.</li> <li>• Would have built an office where he could close the door a long time ago. Quiet and focused but also a closed, safe space to talk to staff privately.</li> </ul> <p>Note that Joshua's area of management also expanded significantly after starting the job, which made it harder. Started with 5 people, now many more.</p> <p>The City has not excelled in management training, coaching, mentoring for people who find themselves in a management capacity. There is virtually no support. We need to invest into the people. AK is pushing for this as part of the Resilience and Sustainability Portfolio – creating people who can cope during times of crisis. Currently there is no transfer of knowledge, no institutional knowledge. Can civil society help ?</p> <p>ZPAAC can help by having really targeted questions for AK. We're having a problem with more and more work that the City should be doing, being expected from volunteer groups. So we need to ask the right questions, be focused to make our time more efficient.</p> <p>e.g. weedharvester is an extreme example of how to handle procurement. Because of its cost and difficulty in moving around, it needed discussion at multiple departments and people, which made it difficult to resolve.</p> <p><i>How do we elevate management capacity in South Africa ? Supportive partnerships. The cost of ignoring the impact of rapid urbanisation.</i> It's a lot about PR.</p> <p>City officials spend a lot of time in emergency mode, did not say no enough. Should have stepped back, prioritised. Should not allow to get distracted so much. Work on project per project basis. Difficult because rely on many different things, have to work when things are available. « Give me a crisis because then I don't have to prioritise »</p> <p>Advice : Have a chunk of time per week that is not allowed to be disrupted « unless there is blood involved » : « Hat on time »</p>		
6.	<p><b>In closing:</b></p> <p>Our objective is to create non-catastrophes :</p> <p style="text-align: center;"><i>The deliberate Non-catastrophe</i></p> <p>The most elegant forms of managerial decisions involve problems that never have to be solved because they are prevented from occurring. They are</p>		

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	<p>anticipated and sidestepped.</p> <p>Oddly, there is greater appreciation for the manager who can step in and counter the problem after it happens than one who can make it not happen.</p> <p>Coping is visible and dramatic. Prevention is unpopular because it usually means changing something that is not yet failing; it is thankless, because the only testimony of its effectiveness is a non-event.</p> <p>Even so, the deliberate non- catastrophe is one of the most impressive contributions a manager can make.</p> <p>Author unknown. Member of fan club of unknown author – Sandra Fowkes</p>		
7.	<p><b>Next Meeting: Standard Scheduled ZPAAC meeting September 27<sup>th</sup> 14:00</b></p> <p><b>Meeting closed: 16h00</b></p>		