SOWETO STRATEGIC AREA FRAMEWORK (SSAF)

Shining the spotlight on project innovations
WHAT IS THE SSAF?

Soweto is a key area in Johannesburg because it holds so much opportunity. Home to a third of Johannesburg’s population, it is listed as a potential City District in the City of Johannesburg’s Spatial Development Framework. However, despite substantial investment, Soweto has yet to reach its potential as an economic hub. If Soweto is to be transformed spatially, and if its latent economic potential is to be unlocked, efforts cannot continue in a business-as-usual way.

The Soweto Strategic Area Framework (SSAF) project began in early 2020 and is focused on a study area referred to as the SOWETO SA. First and foremost, the SSAF is a planning and development policy document, but more importantly, it is the beginning of a dialogue between the City and the community stakeholders.

THE COLLABORATIVE SSAF DEVELOPMENT PROCESS

It is not only about the report but about the co-creation process.

The fragility of the relationship between the community and the City reinforced the need to co-produce the SSAF. Co-creation has been a central component in the SSAF’s compilation. Successful implementation will rely on continued dialogue towards a collective impact.

SSAF collaborative development process

- Co-designing the Strategic Area Framework
- Co-creating a shared vision
- Understanding SOWETO SA
- EMPOWER
- COLLABORATE
- INVOLVE
- CONSULT
- INFORM

SSAF engagement structure championed at various levels

- TOP MANAGEMENT STEERING COMMITTEE
  - Development-maker Representatives
  - Gauteng Provincial Government
  - National Government
  - City of Johannesburg
- AREA COORDINATING TEAM (ACT)
  - Public Sector Representatives
  - Community Reference Group (CRG)
- CLUSTER 1
  - Approximately 20 Community Representatives
- CLUSTER 2
  - Approximately 20 Community Representatives
- CLUSTER 3
  - Approximately 20 Community Representatives

DID YOU KNOW?

Council has approved the establishment of the Community Reference Group (CRG) and Area Coordinating Team (ACT).
GENDER & SOCIAL INCLUSION (G&SI)

Listening to the voices of vulnerable groups and acting on their need

G&SI is intersectional. Discrimination and disadvantage occur based on various social identities: gender, age, disability, etc. Because it allows for G&SI, the SSAF can help empower vulnerable groups and thus help reduce gender and social inequality. Thorough stakeholder mapping and inclusive engagement were done to identify vulnerable groups and determine their needs.

88% of homeowners are older than 60 years of age and more than half of those are female.

TOWNSHIP ECONOMIES

The SSAF took a holistic understanding of the economic barriers to develop a targeted economic approach that is unique to Soweto

The Growth Diagnostic in the SSAF identifies key economic constraints. It focuses on relieving short-term, binding constraints. The first stages of economic development are focused on current small businesses and the informal sector, setting a framework for local economic development through incremental economic empowerment and integration. The groups targeted by proposed interventions are established entrepreneurs, residential property owners, aspirant entrepreneurs and survivalist traders.

IMPLEMENTATION

Plans are merely good intentions unless they are budgeted for and implemented.

The key strategy to ensure financial sustainability is a programmatic approach that depends on implementation and contribution from the public and private sector and the local community. Instead of relying solely on funding and direct implementation by the City, the SSAF identifies relevant stakeholders and the level of influence, engagement required and interdependencies. This provides assistance to the City in prioritising interventions to be included in the budgeting process.

DID YOU KNOW?

Crime and a lack of infrastructure capacity are the two biggest hurdles impacting on private investment and entrepreneurship.
Part 1 of the SSAF sets the scene as a point of departure. It explains why the SSAF was developed and also highlights the broad outcomes of the framework.

Part 2 outlines the importance of a participatory approach in developing a co-created vision and to ensure a sustainable relationship between the City and the community well beyond the development of the framework.

Part 3 outlines the benefits of mainstreaming the approach and the action plan required to embed G&SI into project activities.

Part 4 provides a technical assessment of the SOWETO® whilst drawing attention to key opportunities and constraints. The growth diagnostic discussed in Part 5 highlights critical considerations for unlocking Soweto's economic potential.

Part 6 presents the actual strategic area framework, which includes the vision for the SOWETO®. The framework is structured around five strategic thrusts that are viewed as enablers in unlocking the latent economic potential of SOWETO®.

Part 7 sets out the local area implications for the SSAF and drills down to five focus areas of intervention and provides a detailed spatial representation of interventions.

Part 8 sets out the institutional model required for the implementation of the SSAF and various implementation programmes, including roles and responsibilities.