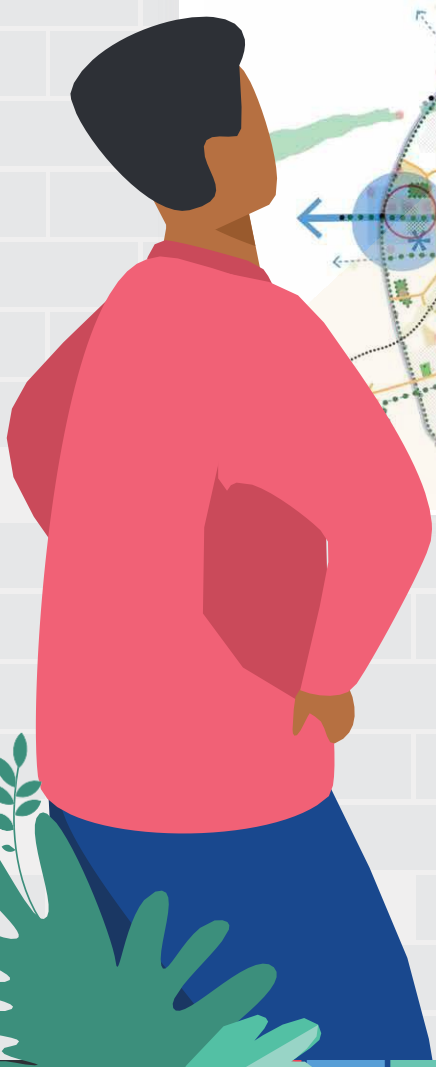
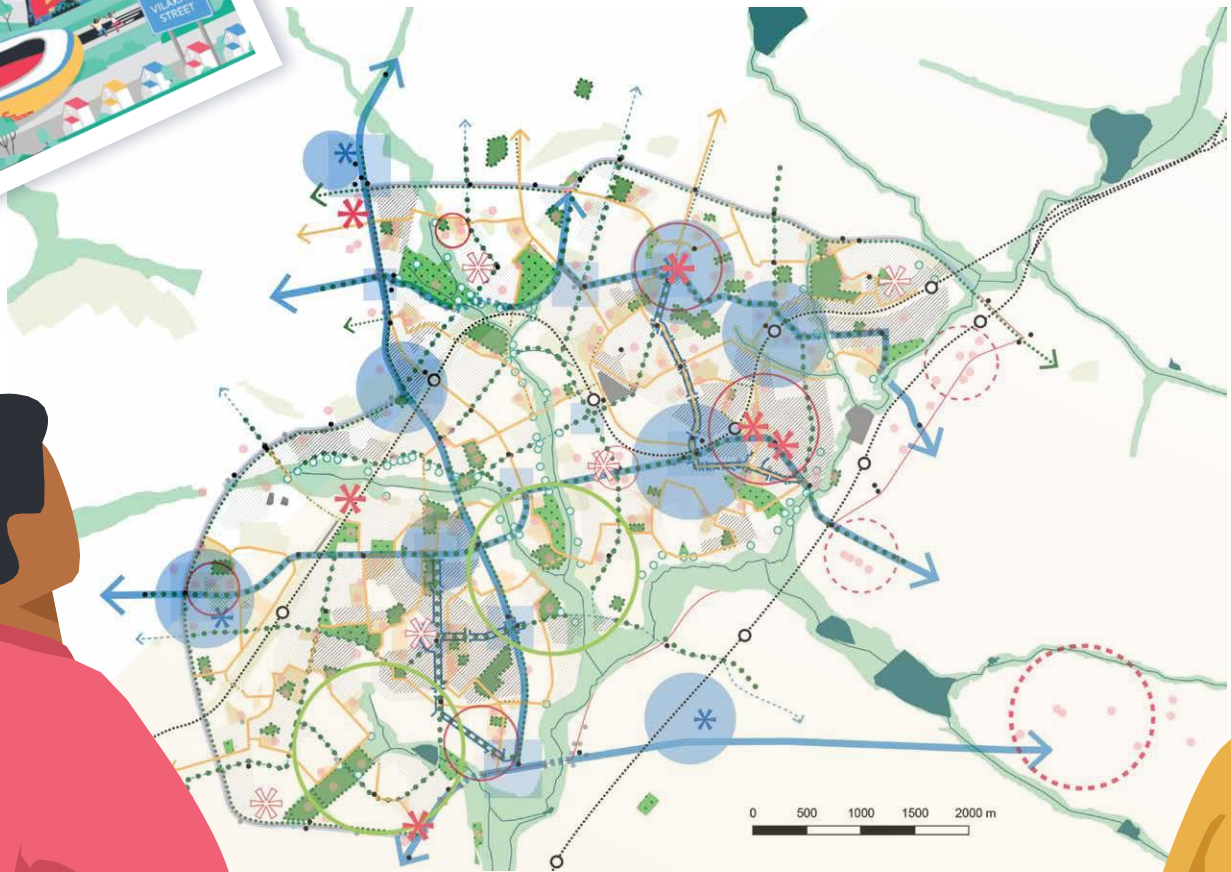
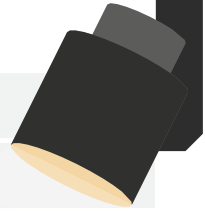




FUTURE  
CITIES SA

# SOWETO STRATEGIC AREA FRAMEWORK (SSAF)

Shining the spotlight on  
project innovations



a world class African city



UK Government

# 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<sup>SA</sup>. 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 SSAF is a demonstration of the City's commitment to work collaboratively with communities to unlock sustainable economic development using innovative practices."**

Eric Raboshakga,  
Director City Transformation  
& Spatial Planning

## ONCE THE SSAF IS IMPLEMENTED:

Investment will be guided through programmatic implementation to enable spatial transformation.



Interventions will more appropriately target key barriers to unlock latent economic potential.



The City and the community will have a meaningful working partnership based on trust.



Vulnerable groups will be purposefully engaged and empowered.



Community will be capacitated to get involved and take ownership.

The interventions will directly contribute to the attainment of UN SDGs.



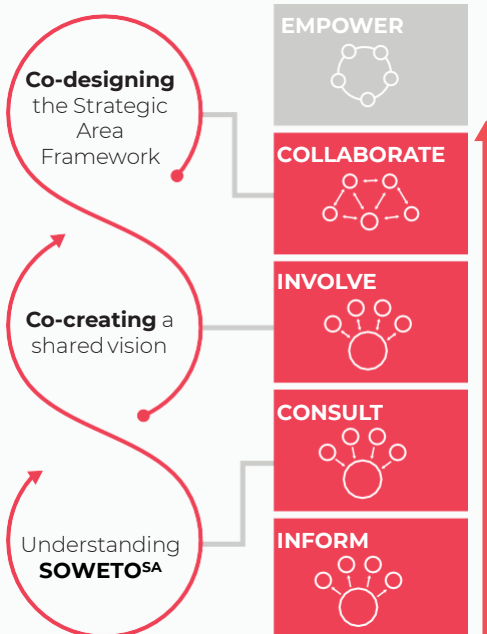
# THE COLLABORATIVE SSAF DEVELOPMENT PROCESS

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

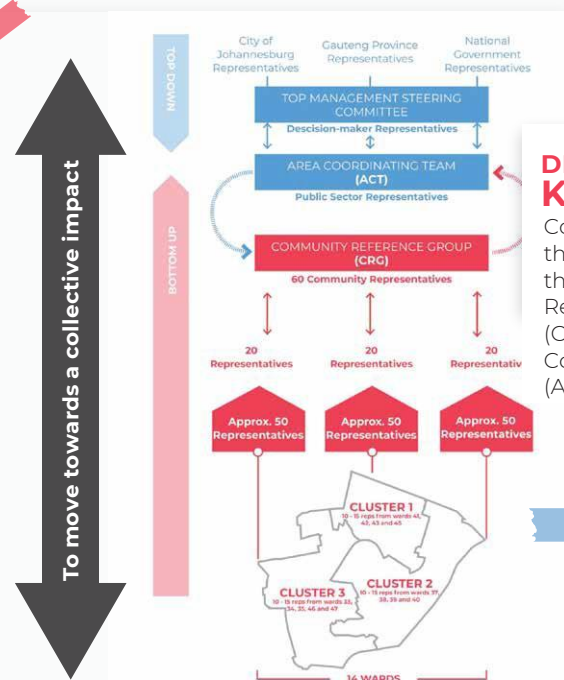
The fragility of the relationship between the community and the City reinforced the need to co-produce the SSAF. Co-creation has been a central component in the SSAF's compilation. Successful implementation will rely on continued dialogue towards a collective impact.



## SSAF collaborative development process

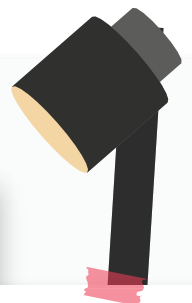


## SSAF engagement structure championed at various levels



### DID YOU KNOW?

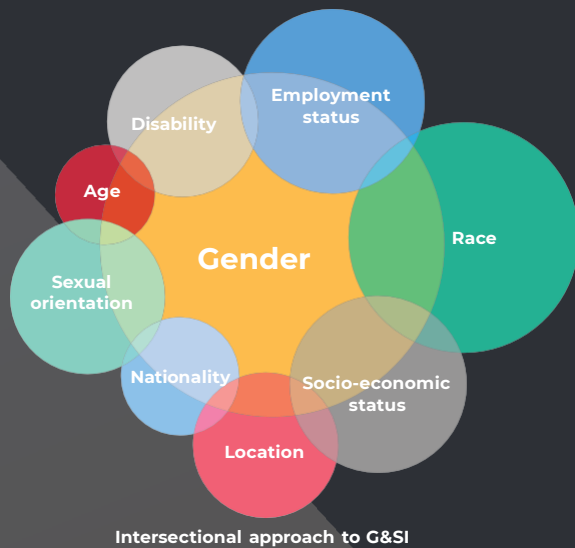
Council has approved the establishment of the Community Reference Group (CRG) and Area Coordinating Team (ACT)



# 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. Through stakeholder mapping and inclusive engagement were done to identify vulnerable groups and determine their needs.



## DID YOU KNOW?

**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.



# HOW TO NAVIGATE THE REPORT

## The purpose and process

### Step 1:

Understand what the SSAF is



**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.

### Step 2:

Understand why it is important to mainstream Gender & Social Inclusion (G&SI)

The project employed a deliberate approach in considering, involving and co-creating with marginalised groups. As such, **Part 2** of the SSAF outlines the benefits of mainstreaming the approach and the action plan required to embed G&SI into project activities.

### Step 3:

Understand the participatory approach used to develop the SSAF



**Part 3** outlines the importance of a participatory process 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.

## The Framework

### Step 7:

Drill down to focus on area level spatial interventions



**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.

### Step 6:

Detailed Strategic Area Framework

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

## The assessment

### Step 5:

A growth diagnostic for Soweto

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

### Step 4:

Understand the challenges and opportunities in SOWETO<sup>SA</sup>

### Step 8:

Foundation for implementation and implementation plan

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

## CONTACT:

### Mbalenhle Chemane

Project Lead (City of Johannesburg)  
[MbalenhleC@joburg.org.za](mailto:MbalenhleC@joburg.org.za)

### Monique Cranna

Project Lead (FCSA)  
[Monique.Cranna@zutari.com/](mailto:Monique.Cranna@zutari.com/)  
[Monique.cranna@futurecitysouthafrica.africa](mailto:Monique.cranna@futurecitysouthafrica.africa)

Where to find the full SSAF:

[Click Here](#)