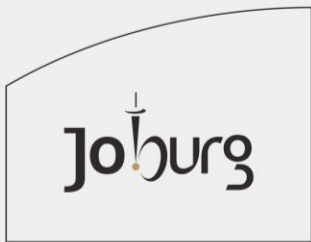




# Future Cities South Africa

# Soweto Strategic Area Framework

FUTURE  
CITIES SA



a world class african city

 UK Government





# TABLE OF CONTENTS

---

1. PART 1: POINT OF DEPARTURE	6
1.1. Introduction	6
1.2. About the Soweto Strategic Area Framework	6
1.3. Why Soweto & where?	7
1.4. Role of the SSAF	9
1.5. Broad outcomes of the SSAF	10
2. PART 2: GENDER EQUALITY AND SOCIAL INCLUSION	12
2.1. Benefits of mainstreaming gender equality and social inclusion	12
2.2. Mainstreaming approach	13
2.1. Gender equality and social inclusion Action Plan	14
2.2. Lessons Learnt	15
3. PART 3: CO-CREATING THE SSAF	17
3.1. Why a participatory process?	17
3.2. Towards Collective Impact	17
3.3. Fostering a continuous dialogue	18
3.4. Enhancing Equality and inclusion	21
3.5. Unlocking the SOWETO <sup>SA</sup> through participation	27
3.6. Outcomes and what next	33
3.7. Lessons learnt	34
4. PART 4: STRATEGIC ASSESSMENT	37
4.1. Policy contextual analysis Findings	37
4.2. Contextualising the SOWETO <sup>SA</sup>	40
4.3. Infrastructure Assessment	46
4.4. Environmental analysis	75
4.5. Climate Change Risk Vulnerability assessment	79
4.6. Community and public sector engagements Findings	80



4.7. Strategic Assessment Salient Findings	80
4.8. Strategic Assessment Synthesis: opportunities and Challenges	86
5. PART 5 GROWTH DIAGNOSTIC OF THE SOWETO ECONOMY	91
5.1. The need to prioritise	91
6. PART 6: STRATEGIC AREA FRAMEWORK	101
6.1. VISION AND MANIFESTO	101
6.2. Approach & Strategy	102
6.3. VISION Structuring elements	105
6.4. The VISION Framework Plan	151
7. PART 7: LOCAL AREA IMPLICATIONS	153
7.1. Defining local areas	153
8. PART 8: IMPLEMENTATION FRAMEWORK	179
8.1. Introduction	179
8.2. Institutional modes of implementation	179
8.3. Stakeholder analysis	181
8.4. Implementation programmes	182
8.5. Alignment of programmes and strategic thrusts	190
8.6. Risk assessment and mitigation	191
<i>Acknowledgements</i>	192

## List of Figures

Figure 1: SOWETO <sup>SA</sup> .....	8
Figure 2: Role of the SSAF within broader spatial planning policy.....	9
Figure 3 FCDO Gender & Inclusion Framework.....	13
Figure 4 An intersectional approach to G&SI.....	16
Figure 5: Steps toward collective impact.....	18
Figure 6: SSAF Engagement Structures.....	20
Figure 7: Mapping of relevant stakeholder groups who have been involved in the participatory planning process at different degrees.....	24
Figure 8: SSAF Engagement Clusters.....	26
Figure 9: SSAF Participatory Planning Process.....	27
Figure 10 Health and safety mitigation measures.....	35
Figure 11: Strategic Assessment Structure.....	37
Figure 12 Policy analysis strategic thrusts and themes.....	38
Figure 13 Spatial location of the SOWETO <sup>SA</sup> .....	41
Figure 14 Emerging economic and activity nodes.....	42
Figure 15: Zoning breakdown of SOWETOSA.....	43
Figure 16: Soweto Land Use.....	44
Figure 17 Population density per hectare.....	45
Figure 18: Engineering service levels summary.....	53
Figure 19: Political economy map of electricity provision in Soweto.....	59
Figure 20: Environmental water corridors and flooding.....	62
Figure 21 Catchments and mine dumps upstream of SOWETO <sup>SA</sup> .....	63
Figure 22 Moroka Park.....	64
Figure 23 Mini-bus taxi network.....	67
Figure 24 Bus Rapid Transit (BRT) Network.....	68
Figure 25 Mobility network.....	72
Figure 26: Natural vegetation threats.....	76
Figure 27: Effluence and dumping within neglected greenbelt.....	77

Figure 28: Emerging informal settlement within the floodline.....	77
Figure 29: Neglected frontage onto protected wetland area .....	77
Figure 30: Attractive Thokoza park.....	77
Figure 31: Social and ecological activity summary.....	78
Figure 32: Areas of opportunity for quantitative analysis .....	87
Figure 33: Areas of deficit from quantitative analysis.....	88
Figure 34: Consolidated constraints and challenges.....	89
Figure 35: Consolidated Opportunities.....	90
Figure 36: Consolidated Opportunities.....	90
Figure 37: Consolidated Opportunities.....	90
Figure 38: Decision-tree to identify possible constraints to private investment and entrepreneurship .....	93
Figure 39: Potential constraints to private-sector investment and entrepreneurship .....	94
Figure 40: Spatial nesting of economic interventions.....	96
Figure 41: Proposed framework for economic intervention in Soweto SSAF .....	97
Figure 42: Proposed framework for economic intervention in Soweto SSAF .....	98
Figure 43: Framing the enablers to unlocking the economic potential of SOWETO <sup>SA</sup> .....	102
Figure 44 Soweto Strategic Area Framework.....	152
Figure 45: Institutional arrangements toward implementation .....	183

## List of Tables

Table 1 SSAF Gender Equality and Social Inclusion Action Plan	15
Table 2: Economic assets and constraints	92
Table 3: Sequencing of intervention given dependencies between constraints	95
Table 4: Level of stakeholder engagement	181
Table 5: Programme alignment to strategic thrusts	190

# PART 1: POINT OF DEPARTURE

---

## 1.1. INTRODUCTION

Cities are the engines of growth in the South African economy and metros have to take a wide view of their competitive advantages, in order to optimise this potential. The economy as a whole depends on it. Yet, within metros, there is still significant spatial inequality when it comes to the spatial location of economic opportunities. Townships are often marginalised from the benefits of growth and constrained in their ability to contribute to growth, despite having some of the highest population densities in residence. Such is the case for Soweto. Despite significant private and government investment in the area, Soweto remains underdeveloped and underserved. It is therefore critical that the City of Johannesburg (CoJ) looks toward a more robust and systemic-level change. To do this, the Soweto Strategic Area Framework (SSAF) advocates high levels of stakeholder engagement and the mainstreaming of gender equality and social inclusion to help adopt a systems-level understanding of Soweto's economy with all its complexity.

## 1.2. ABOUT THE SOWETO STRATEGIC AREA FRAMEWORK

Emerging economies still face considerable challenges such as uncontrolled urbanisation, climate change and high and persistent inequality which can lower long-term growth prospects. In 2015, the UK government created a new Cross-Government Prosperity Fund to help promote economic growth in emerging economies. The fund's broad priorities include improving the business climate, competitiveness and operation of markets, energy and financial sector reform, and increasingly the ability of governments to tackle corruption. The Prosperity Fund supports broad-based and inclusive growth needed to build prosperity and reduce poverty, but also encourages making development more sustainable through the strengthening of institutions and improvement of the global business environment.

The Global Future Cities Programme (GFCP) is a specific component of the Prosperity Fund which aims to carry out targeted interventions to encourage sustainable urban development and increase prosperity whilst alleviating high levels of urban poverty. The Programme builds upon a coherent series of targeted interventions in 19 cities across 10 countries, including South Africa, to support and encourage the adoption of a more sustainable approach to urban development. In general, the proposed interventions aim to challenge urban sprawl and slum developments, thereby promoting more dense, connected and inclusive cities that in combination contribute to prosperity, and further contribute to achieving the Sustainable Development Goals (SDGs) and implementing the New Urban Agenda. In seeking alignment with the Sustainable Development Goals [SDGs], the project approach aims to be:

- **PEOPLE-CENTRED** — Embrace a people-centred stance through an inclusive and participatory planning process,
- **INCLUSIVE** — Ensure gender equality and social inclusion through the identification of vulnerable groups and their needs.



- **PARTNERING** — Foster integration through cross-cutting and interdisciplinary development partnerships
- **EVIDENCE-BASED** — Embrace evidence-based through survey and mapping local knowledge and lessons learnt from various stakeholders.
- **ADAPTIVE** — Enhance context responsiveness, learning, and flexibility through adaptive management.

In South Africa, projects and scope were identified within three metropolitan cities, namely Cape Town, Johannesburg and eThekweni. In partnership with the FCDO, the CoJ has selected and launched a pioneering project in Soweto, namely the **Soweto Strategic Area Framework (SSAF)**. The Future Cities South Africa (FCSA) has been appointed as delivery partner to deliver the RSA programme, including the SSAF. The FCSA team responsible for co-creating the SSAF is a consortium led by PWC (Programme Manager), in partnership with Zutari (Project Lead), PDG, Violence Prevention through Urban Upgrading (VPUU NPC) and several independent experts.

### 1.3. WHY SOWETO & WHERE?

In its 2016 Spatial Development Framework, the CoJ identified Soweto as one of its key intervention areas. The CoJ's subsequent Nodal Review (2020) has also identified Soweto as having the potential to develop into a Regional Node. Soweto has also been noted as an area with potential of developing into a district that can play a large role in contributing to economic growth of the Gauteng City Region. Despite its significant potential, Soweto is constrained by a number of challenges including an inactive property market, a population / job density mismatch and land use entropy, amongst others. For these reasons, the SDF selected Soweto as an area that requires much needed intervention and strategic direction. To maximise the impact of the area framework a further study area was delineated as shown in Figure 1.

The compelling argument underpinning the choice of the identified study area is threefold:

- The study area comprises of the vast majority of economic activities and initiatives within the greater Soweto which are believed to be the starting point to unlocking latent potential;
- The CoJ has invested heavily in this area and the rewards gained to date are not on par with the CoJ's expectations; and
- The CoJ identified the study area as a potential CBD within a transit-oriented development corridor.

The Soweto study area (SOWETO<sup>SA</sup>) is located in the central-eastern part of Region D of CoJ. Region D is situated in the southwest of the greater metropolitan area and abuts Johannesburg's mining belt to its north. Its western periphery forms the furthest boundary of the CoJ abutting Randfontein and the West Rand District Municipality. On the eastern border, the SOWETO<sup>SA</sup> is separated from Johannesburg South by the Western Bypass of the N1. To the south lies Region G, which is home to Lenasia, Ennerdale and Orange Farm.

# Soweto<sup>SA</sup>

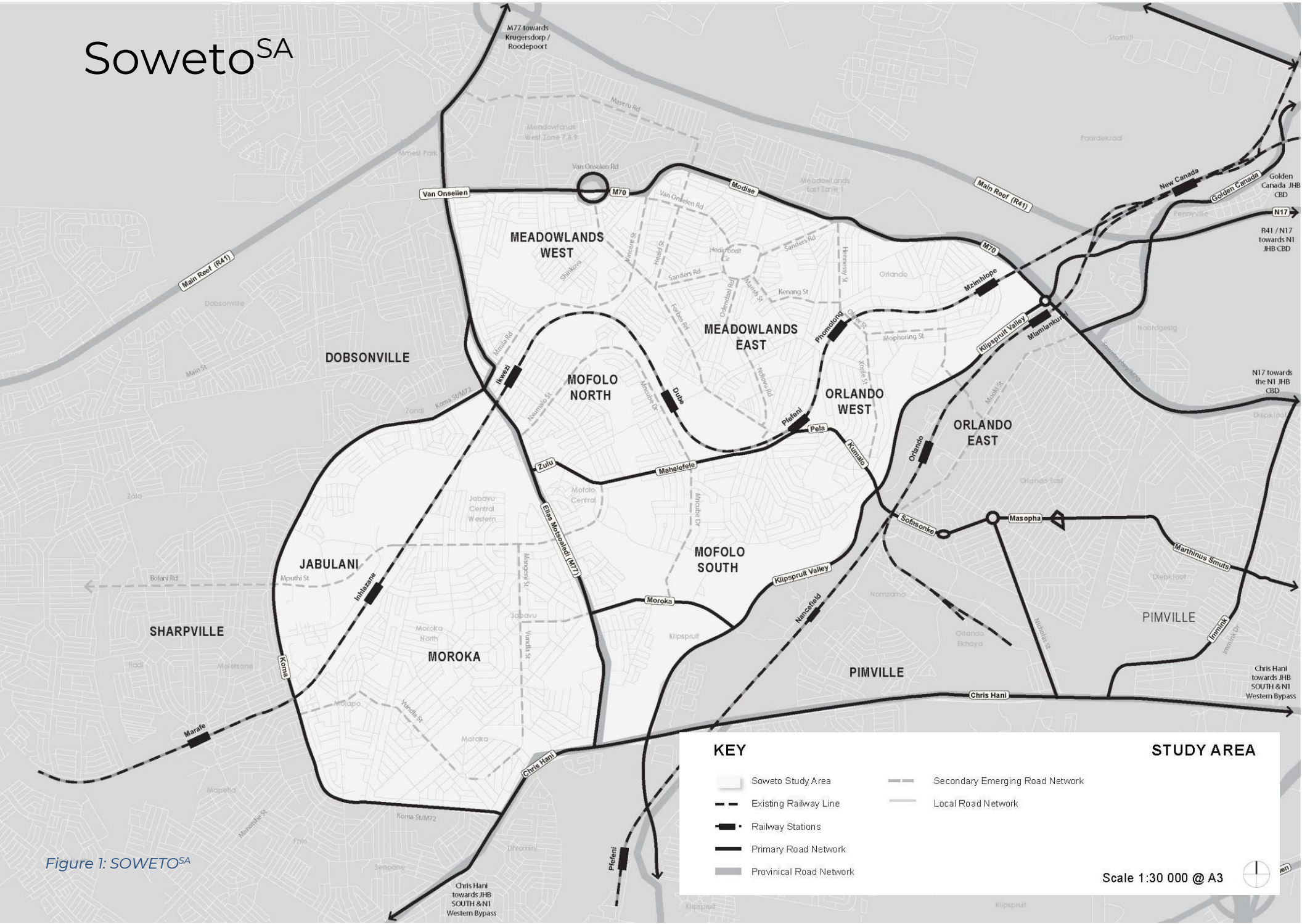


Figure 1: SOWETO<sup>SA</sup>

Scale 1:30 000 @ A3



## 1.4. ROLE OF THE SSAF

The SSAF has various roles that it fulfils. Firstly, it has a role as a policy, to support other policies. In addition to the intention from a policy perspective, the SSAF also has several attributes in its role as an Area Framework. Lastly, the SSAF, through its compilation, has also played a role using co-creation as a conduit.

From a spatial policy point of view, the SSAF seeks to align with existing spatial directives at national, provincial, and local government levels, whilst also charting the development course of the SOWETO<sup>SA</sup> through targeted spatial and institutional interventions. The SSAF should be seen as a part of a broader set of cascading spatial planning policy and directives as indicated in the diagram below.

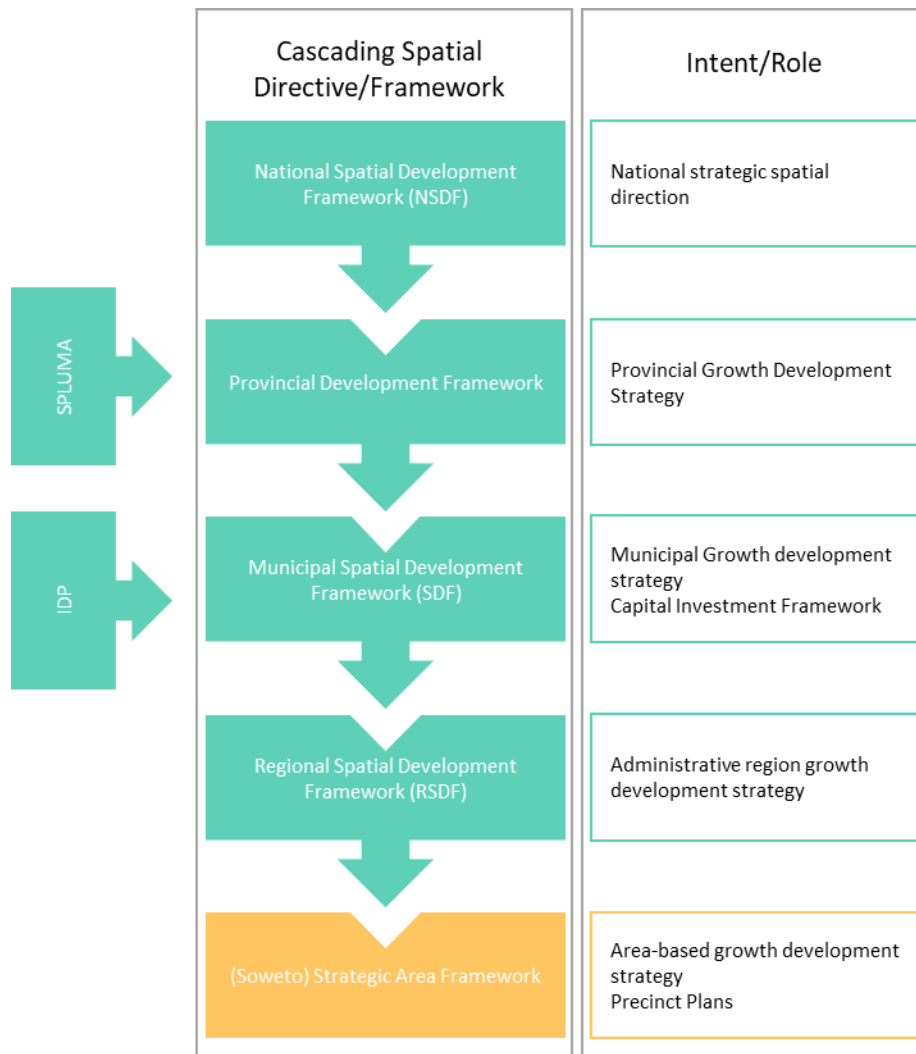



Figure 2: Role of the SSAF within broader spatial planning policy



In addition to the intention from a policy perspective, the SSAF also has several attributes in its role as an Area Framework. The role of the SSAF is thus to:

- Serve as a planning and development policy document that will inform spatial and land use decision-making, sending clear and unambiguous signals about the future growth trajectory for the SOWETO<sup>SA</sup>.
- Develop appropriate tools and instruments to unlock latent development potential that have been compiled in a manner that waves economic development, land use, public transport, environment and alternative infrastructure provision mechanisms.
- Be a capital investment decision supporting mechanism – to direct infrastructure investment.
- Offer the CoJ a robust theoretical framework to diagnose the root causes of lack of economic development.
- Proposes interventions to address barriers experienced by vulnerable groups within the SOWETO<sup>SA</sup>.

Co-creation has been a central component of the SSAF's compilation. As a result of this, the process of compiling the document collaboratively, is arguably just as important as the resulting report. A community reference group and area coordinating team have been established and intensive facilitation has led to the co-creation of the SSAF. In this way, the SSAF process has sought:


- To capacitate community and public sector stakeholders to become active participants in decision making and foster partnership through the co-creation of a shared vision and development strategy.
- To encourage coordinated development action across public, private and community stakeholders.
- Create a platform for the community and CoJ to meet regularly to discuss Soweto, its future development and to monitor progress on the SSAF.
- Members who (increasingly) understand governance, the planning and development processes and have skills in stakeholder management.
- Create a platform for internal CoJ units to engage regularly to discuss their work in Soweto.
- Increase the willingness and ability of CoJ officials to engage with communities effectively.

## **1.5. BROAD OUTCOMES OF THE SSAF**

If the SSAF is successfully implemented, development will be done differently in the SOWETO<sup>SA</sup>. The SSAF and the associated stakeholder processes, together, seek to inform stakeholders' capacity and behaviours as follows:

- CoJ designs and implements its interventions more appropriately in response to the key barriers to economic development through empirical evidence and evaluation of underlying location potential (given latent demand).
- CoJ concentrates its efforts with a targeted set of mechanisms and nodes based on underlying potential that will enable spatial transformation.



- 
- Improved integration and coordination between units in the CoJ to breakdown silos.
  - The CoJ, stakeholders and community will be working together towards a shared vision through mutually reinforcing activities.
  - Community stakeholders are empowered to have meaningful engagement with public sector through approved channels of communication.
  - Specific interventions crafted to address barriers for vulnerable groups.
  - Community stakeholders are capacitated to take part in the development agenda and in so doing, will gain a sense of ownership and get directly involved in development interventions.
  - Trust between CoJ and community representatives.
  - CoJ officials and community stakeholders become more effective in shaping city decisions and implementation.
  - Investors make investment decisions aligned to guidance in the SSAF on where and what to invest in, maximising impact.

These improvements are expected to lead to improvements in four broad outcomes – social inclusion, economic inclusion, spatial justice and environmental justice. Each of these strategic thrusts is unpacked in latter sections of this report. Ultimately this would contribute to improved quality of life for residents within the SOWETO<sup>SA</sup> (Part 6 elaborates on these outcomes and impacts, and how the SSAF aims to achieve them).



# PART 2: GENDER EQUALITY AND SOCIAL INCLUSION

---

The commitment to gender equality and social inclusion is central to both the FCDO and the Global Future Cities Programme. To this end, the programme has been designed to specifically address Sustainable Development Goals 1 (No Poverty), 5 (Gender Equality), 9 (Industry, Innovation and Infrastructure), 10 (Reduce Inequality) and 11 (Sustainable Cities and Communities). To deliver inclusive and sustainable programmes, the FCDO's approach has been one with a strong citizen-focus, with specific attention being paid to the inclusion of women and marginalised groups in society in all stages, including design, decision making, implementation and evaluation. This section of the report outlines the benefits of gender equality and social inclusion mainstreaming, the approach taken to support mainstreaming and the action plan to embed the mainstreaming into the project activities.

## 2.1. BENEFITS OF MAINSTREAMING GENDER EQUALITY AND SOCIAL INCLUSION

Global evidence shows that promoting gender equality and social inclusion is not merely 'the right thing to do', but also brings tangible and intangible benefits for individuals, social groups, society and the economy.

2.1.1. A focus on gender equality and social inclusion helps to understand the different needs, capacities and opportunities that different social groups have.

Development interventions do not benefit everyone equally, as access to and control over opportunity is mediated by power relations, which are entrenched in formal and informal institutions. People have different needs, in part *because of* the degree to which their social identity interests are embedded in these institutions. For example, in most societies men are the historically dominant group and their interests are entrenched in institutions. However, it is not merely their sex that matters; race, sexuality, class, religion, politics and nationality are equally powerful markers of inclusion/exclusion. Anyone whose social identity does not correspond with the dominant social identity will most likely not be catered for adequately, simply because their realities are not well understood, and may even be deliberately excluded. A gender equality and social inclusion lens or approach recognises different social identities and social groups, identifies the factors contributing to their vulnerability and exclusion and reveals their needs and capacities.

2.1.2. A G&SI approach informs the design of appropriate interventions that address the different needs of social groups and enable opportunities for these social groups.

The analysis of different needs, capacities and opportunities, as well as the identification of factors contributing to vulnerability and exclusion, are essential to inform the design of

appropriate interventions that address both the manifestations of vulnerability and exclusion as well as their underlying factors.

### 2.1.3. Social groups derive both tangible and intangible benefits from such interventions.

Tangible results relate to issues such as improved education, work, housing and secure income. Intangible benefits are issues such as choice, voice, influence, recognition, confidence and negotiating power (including in personal relations). There is evidence that investing in women's empowerment and economic status also has positive effects on households and other social groups who may be considered vulnerable, such as children or the elderly.

### 2.1.4. The benefits are felt at societal level.

Improvements in the quality of life and status of previously excluded social groups have a positive impact on human development. For example, literacy levels may increase, health outcomes may improve and poverty levels decrease. By enhancing the productive potential of social groups, a gender equality and social inclusion approach can contribute to economic growth as a larger proportion of the population contributes to the economy. As previously excluded social groups gain better access to work and business opportunities, inequality can be reduced. Social inclusion strengthens social cohesion, which contributes to lower levels of conflict and violence. By the enabling the participation and representation of formerly invisible groups in development, politics and governance, different ways of governing and decision-making may emerge that could be beneficial to society at large.

## 2.2. MAINSTREAMING APPROACH

According to the Gender & Inclusion Framework developed by the FCDO, adapted from Caroline Moser and Social Development Direct, there are several entry points to support social inclusion, gender equality, and women's economic empowerment. The Framework establishes three levels of ambition and entry points for engagement as shown in Figure 3.

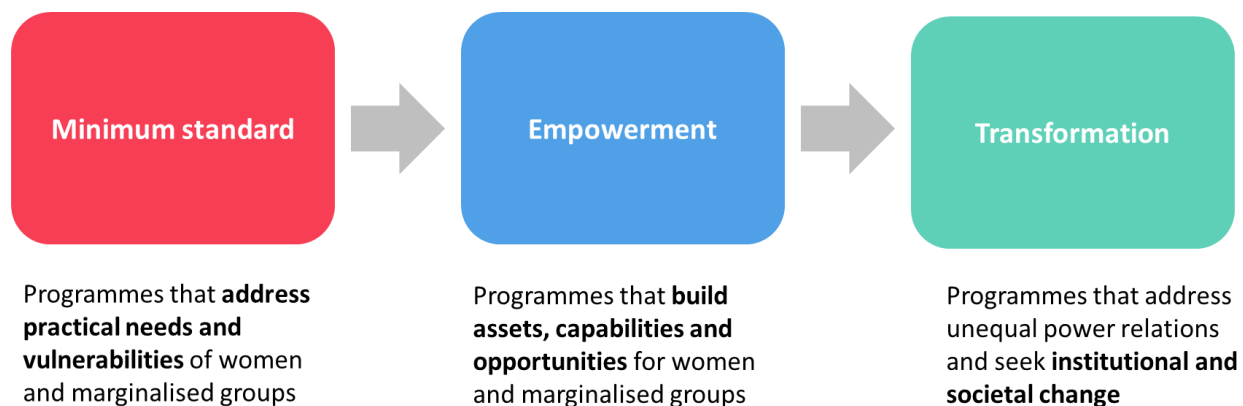



Figure 3 FCDO Gender & Inclusion Framework

- **Minimum compliance** is the first and least ambitious level and is about ensuring due diligence, and assessing the risks to women and vulnerable groups, and ensuring that projects at the very least, do no harm, and address the basic and practical needs and



vulnerabilities of women and other vulnerable groups. It should include consultation with women, youth, poor people, other excluded groups.

- **Empowerment** is the second level of ambition, and aims at building assets, capabilities and opportunities for women and excluded groups to overcome practical barriers and access markets, decent jobs, improve size/profitability of women's enterprises, increase incomes, access/control of economic assets, training & market info. This level of ambition involves meaningful participation of women and vulnerable groups in planning/design & throughout programme cycle.
- **Transformational change** is the highest level of ambition, and aims at supporting institutional and societal level change to be gender equality and social inclusion sensitive through protective legal and policy frameworks, the promotion of social norms change, the involvement of women and excluded groups in public life and leadership roles (e.g. on city governance and planning/ decision-making bodies). This level of ambition should include beneficiary feedback and redress mechanisms to hold service providers and other decision makers to account.

The gender equality and social inclusion Framework serves as a useful reference point to assess the level of ambition. It can assist in identifying opportunities for bringing about more significant gender equality and social inclusion impacts that move the SSAF beyond compliance to empowerment and transformation, as and where appropriate and feasible. The SSAF's gender equality and social inclusion ambition is aimed at **Empowerment**.

## 2.1. GENDER EQUALITY AND SOCIAL INCLUSION ACTION PLAN

Addressing gender equality and social inclusion is the right thing to do - it's about human rights, equality and the addressing the hurdles that stop communities from escaping poverty/exclusion. Including gender equality and social inclusion into our plans is also the smart thing to do - it improves development results, social cohesion, stability and economic growth. Fostering an environment for gender equality and social inclusion is part of the city's mandate and responsibility. The SSAF process offered an opportunity to reflect on the injustices and exclusion which inhibit the socio-economic potential within the Soweto and specifically the SOWETO<sup>SA</sup>. The negative impacts of irresponsible planning and social engineering are still blatantly evident and have resulted in exclusion at multiple levels and scales. Structural and cultural violence, environmental and spatial injustices affect Sowetans' quality of life and prevent the local socio-economic development from thriving.

For the SSAF to reach its ambition of Empowerment it must address the practical needs and vulnerabilities of women and marginalized groups (minimum standard), and then also build capabilities and opportunities for these groups (empowerment). The gender equality and social inclusion Action Plan Table 1 identifies the specific actions undertaken throughout the project that contributed towards the SSAF achieving its level of ambition. The actions are shown in the table below.





	Minimum Standard	Empowerment	Transformative Change
	The action addresses practical needs and vulnerabilities of women and marginalised groups	The action builds assets, capabilities and opportunities for women and marginalised groups	The action addresses unequal power relations and seeks institutional and societal changes
<b>G&amp;SI levels of ambition</b>	<ul style="list-style-type: none"> <li>We have a good understanding of the socio-economic make-up of Soweto and the different development realities of social groups in Soweto</li> <li>We understand how development choices embedded in the framework may reinforce vulnerability and exclusion (such as gentrification) and have put safeguards in place ('do no harm')</li> <li>The action addresses practical needs of marginalised groups in Soweto (e.g. better service provision, ease of access to urban opportunity, etc)</li> <li>The action improves safety for women and marginalised groups</li> <li>We collect and use disaggregated data and indicators (re women, marginalised groups)</li> <li>We engage with marginalised (interest) groups to hear their views/ experiences</li> </ul>	Minimum standard plus: <ul style="list-style-type: none"> <li>The action addresses barriers and constraints to economic participation (including hh and care responsibilities) &amp; increases productive opportunities for women and marginalised groups</li> <li>The action creates opportunities for women and marginalised groups to increase their access to &amp; control over economic assets</li> <li>The action enhances livelihood opportunities, especially for marginalised groups</li> <li>The action enables meaningful participation for women and marginalised groups &amp; beneficiary feedback</li> <li>The City has the requisite systems, arrangements and capacity</li> </ul>	Empowerment plus: <ul style="list-style-type: none"> <li>The action removes systemic barriers to economic development opportunities experienced by women and marginalised groups</li> <li>The action contributes to changing social norms about economic participation &amp; access to resources (e.g. acceptability of informal economic activity)</li> <li>The action supports protective public policy (e.g. health &amp; safety for informal sector entrepreneurs)</li> <li>The action enables representation of marginalised groups in relevant governance structures</li> <li>The action enables marginalised (interest) groups to participate in precinct selection (linked to their needs/interests)</li> <li>Social accountability mechanisms are put in place</li> <li>The City has the requisite systems, arrangements and capacity</li> </ul>

Table 1 SSAF Gender Equality and Social Inclusion Action Plan

## 2.2. LESSONS LEARNT

There was significant focus during the development of the SSAF to ensure a strong gender equality and social inclusion perspective. This perspective or lens resulted in the development of a targeted set of interventions that focus on improving the access of vulnerable groups and connecting them to socio-economic opportunity, improving their quality of life and even challenging social norms. Some of the key lessons learnt during the process include:

### 2.2.1. Making gender equality and social inclusion a priority and implementing at a city-wide level

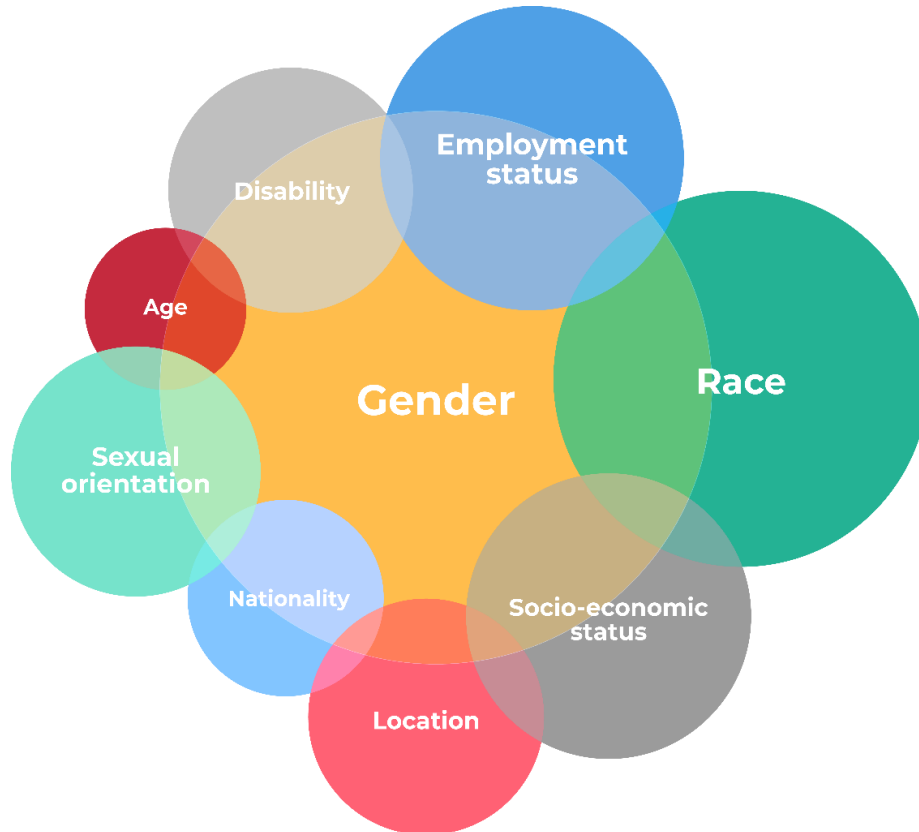
It is part of a city's mandate and responsibilities to foster gender equality and social inclusion. As a theme which cuts across many different aspects of a city's governance, it may become challenging to implement. Within the CoJ, the responsibility for gender equality and social inclusion falls on all departments to address independently, with varying degrees of success. There is little coordination between departments and no single point of accountability. Embedding gender equality and social inclusion is not the role of a single person but rather the responsibility of every city official in their daily roles and responsibilities.

### 2.2.2. Data and evidence on gender and inclusion

The first and most critical step, preceding any gender equality and social inclusion action is to conduct an analysis. The analysis will help to determine areas and methods of interventions. Disaggregated data is not always easily available for some vulnerable groups (i.e. informal traders). Therefore, inclusive design and planning requires improved levels of disaggregated data relating to gender equality and social inclusion. Similarly, monitoring of gender equality and social inclusion indicators also relies upon data for the evaluation to assess progress.

### 2.2.3. It's not only about gender

Whilst gender mainstreaming is an approach that targets sustainable development, improving a community's resilience goes further than considering gender when planning for those who are most vulnerable. To do this, it requires that analysis be undertaken using an intersectional approach (as shown in Figure 4 An intersectional approach to G&SI), understanding that discrimination and disadvantage can occur based on multiple social identities (race, class, gender, age sexual orientation, migratory status, disability, location, religion, etc).



*Figure 4 An intersectional approach to G&SI*

### 2.2.4. Deliberate and meaningful participation with vulnerable groups

Although at times disaggregated data is available, it may not necessarily reveal the true nature of exclusion or extent of the vulnerability. Engaging groups who have been identified as vulnerable helps to gather more data and evidence to inform decision-making. It is important that these engagements are deliberate, both in their agenda, as well as the participation. For example, if engagements are not purposefully engineered to have diverse representation in the room then the outcomes may not be representative of the community but rather of a single perspective.



# PART 3: CO-CREATING THE SSAF

---

Authentic participation only occurs when people are fully involved and empowered to articulate what they understand as their problems, to devise the means to tackle them and to play a full and active role in doing so. A joint effort of agency is required, where different spheres of government, various stakeholders and community, are equal partners in development. Capacity building, paired with transparency in information-sharing, significantly augment inclusivity in participatory processes. Effective participation relies upon people's commitment and their ability to take ownership of decisions relating to their individual and communal development.

## 3.1. WHY A PARTICIPATORY PROCESS?

During the first year of the project, the fragility of the social dialogue between the community and public sector became evident along with the need to co-produce a shared vision and development strategy for the SOWETO<sup>SA</sup>. Stakeholder engagement requires a guiding framework to be effective, providing a shared understanding of the context and a clear direction towards a collective future intent. The participatory process embraces an inclusive and sustainable approach that aims: to inform and shape the SSAF through grounded evidence, empower active involvement of all stakeholder groups, and enable its future implementation through development partnerships amongst the various stakeholder groups. In response to the community and government needs, the SSAF is targeting two distinct outcomes:

**1. CO-PRODUCING a STRATEGY AREA FRAMEWORK for the SOWETO<sup>SA</sup>** — Collectively producing a Strategic Area Framework (development strategy) for the SOWETO<sup>SA</sup>, based on a common agenda (Manifesto) and a Shared Vision co-created with multiple stakeholders, including the community, public sector, professional experts, and other sectors. The SSAF intends to build and enhance community initiatives, and local government projects, by comprising a set of infrastructural projects and programmatic interventions with a clear prioritization.

**2. SETTING UP an AREA-BASED INSTITUTIONAL FRAMEWORK for the SOWETO<sup>SA</sup>** — Strengthening and further developing a continuous social dialogue between the community and public sector through the formation and training of Community Leadership Groups, and an Area Coordinating Team comprising municipal and provincial officials and key experts. The intention is to expand and strengthen existing plans and frameworks, local government and community partnerships, to ensure the implementation of the development strategy and its sustainability over time through a continuous participatory process.

## 3.2. TOWARDS COLLECTIVE IMPACT

The design of the SSAF participatory planning process draws from the five conditions for Collective Impact identified by Kania and Kramer [2011]. It intends to lay the foundation for a continuous social dialogue between the community and the public sector, and hopefully,

trigger the active involvement of other sectors through the process. These dialogues and partnerships are essential to enable collective impact over time.



Figure 5: Steps toward collective impact

### 3.3. FOSTERING A CONTINUOUS DIALOGUE

Along with co-producing a SSAF, the participatory process aims at setting the foundation of an inclusive guiding coalition, following the Whole of Society Approach. In embracing a multi-level approach, each structure has a clear mandate, goals and terms of reference. This guiding coalition should firstly form part of the broader stakeholder group informing the making of the SSAF, and subsequently, it should champion at different levels, its implementation over time. The intention is to expand and strengthen existing community structures and forums and government partnerships, and to ensure the sustainability of the development process over time and the implementation of the SSAF over time. Ideally, the guiding coalition comprises three tiers of engagements, namely local leadership groups at the ground level, an Area Coordinating Team at the governmental technical level, and a Top Management Steering Committee at the governmental management level. These three tiers need to gain an understanding of the overall Area-based Institutional Framework, to empowered through training, awareness and induction about their role and collective accountability and the value of collective impact.





### 3.3.1. Local Leadership Groups

At the local level, the local leadership groups include representatives from civil organisations, legislated and sector forums, and stakeholders with strong advocacy in the area. This group of community leaders comprises experts in the area, holding local knowledge and assisting with grounding any development in the area. The formation of such local coalition requires a process of joining, building coherence and trust amongst the group. Targeted leadership training prepares community leaders to actively champion and or ground projects in the area, and they are effectively facing conflictual situations. Monthly meetings (at least) are required to ensure meaningful contributions of the local leadership group towards the development process.

### 3.3.2. Area Coordinating Team

At the City delivery Area level, the Area Coordinating Team (ACT) comprises representatives from the municipal and provincial government, and State-Owned Enterprises such as ESKOM, PRASA, JOBURG WATER, currently operating in the SOWETO<sup>SA</sup>. These experts hold technical knowledge of what works and what does not work in the area. This group is the engine room: they are the implementers who will champion projects and programmatic interventions identified in the SSAF. They need to be empowered to conduct the work, to collaborate and understand the value of collective impact. This group would require to meet regularly through ACT monthly meetings, to ensure alignment, role and responsibility clarification, and to foster support and partnerships. The SSAF participatory planning project intends to expand and build upon existing area-based working groups.

### 3.3.3. Top Management Steering Committee

The Top Management Steering Committee encompasses key decision-maker representatives from the City of Joburg at the metropolitan level and the Gauteng Province at the regional level. This tier endorses the SSAF and augments it through political support. The political buy-in of this group unblocks institutional barriers to development and enables development partnerships amongst political decision-makers amongst the top management team. This team need to collectively own the SSAF, to see their departmental visions reflected and enhanced in the development strategy and to understand the application and support the integration of work required. Once a Shared Vision begins to emerge, the induction of the Top Management Steering Committee will ensure their understanding and buy-in into the participatory planning process, their contributions to the emerging SSAF, and their support through active partnerships. After the induction phase, the Top Management Steering Committee should meet regularly through quarterly meetings.

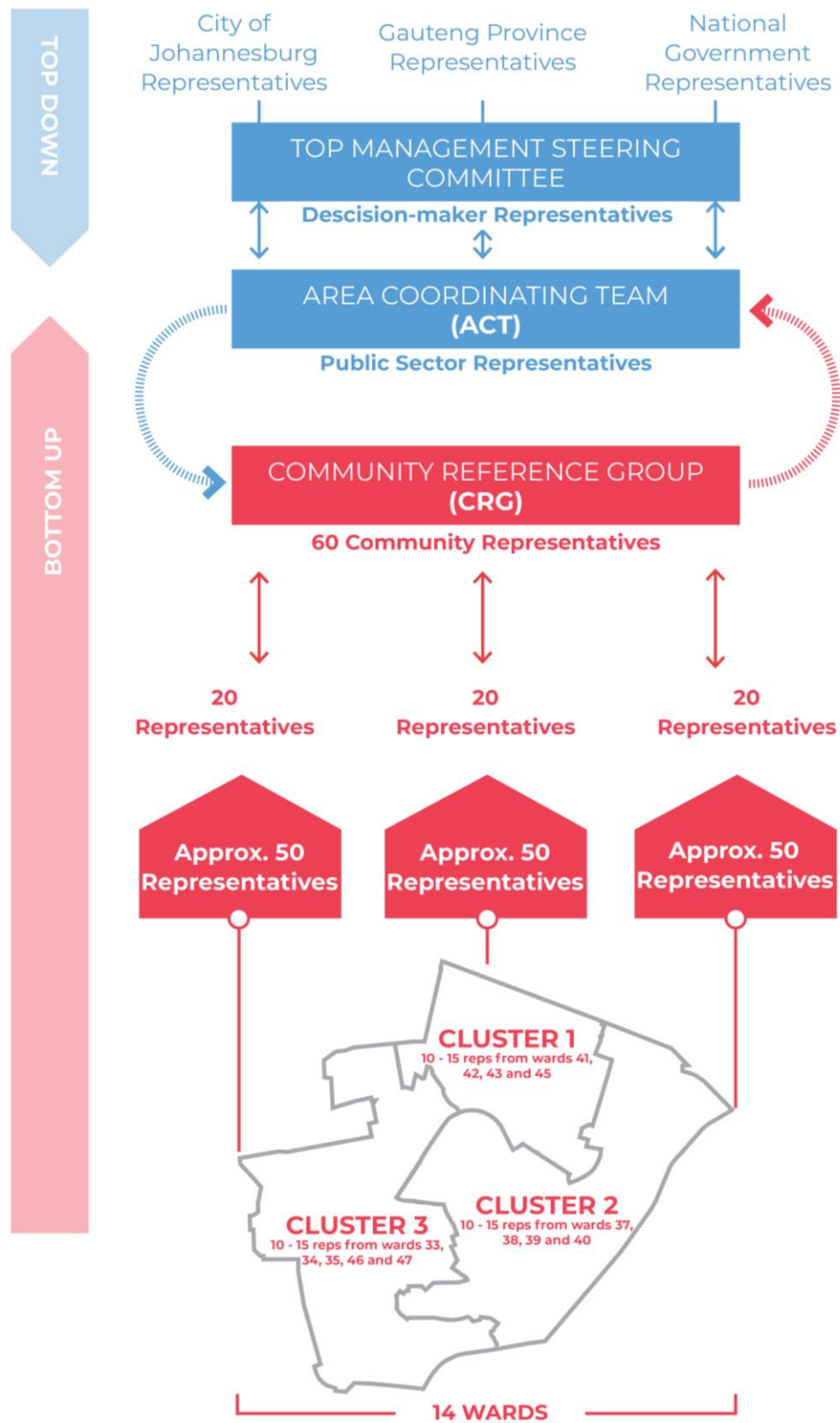


Figure 6: SSAF Engagement Structures



## 3.4. ENHANCING EQUALITY AND INCLUSION

In line with the SSAF project approach in section 1.2, the participatory planning process aims to enhance equality and inclusion by being people-centered, inclusive, partnering, evidence-based and adaptive.

### 3.4.1. G&SI-focused approach in participation

In line with the G&SI-focused approach, the Soweto participatory planning process aims to unpack gender inequality and socio-economic exclusion. It places the concern and care for vulnerable groups at the core of the process through thorough stakeholder mapping and inclusive engagements. In mapping the relevant vulnerable groups and their specific needs, the critical aspects inquired covered five main themes, including:


- Governance and inclusion in the decision-making process
- Gender inequality and social exclusion
- Economic exclusion
- Environmental injustice
- Spatial injustice

The contribution of the participatory planning process towards the three levels of ambition of the Gender and social inclusion Action Plan (section 2.1) is the following:

- **Ensuring minimum compliance** – About due diligence, the participatory process focused on assessing the risks of vulnerable groups to ensure at the very least – do-no-harm –. Consultation and involvement of the vulnerable groups’ representatives was a priority throughout the process to ensure the identification of their basic and practical needs.

The identification of vulnerable groups took place throughout the participatory planning process, from the preliminary engagements to the latest workshops. Engagement findings complemented the technical and desktop studies in identifying these groups and their specific needs. Throughout the various engagements and workshops, the content emphasised and inquired about those groups who are not included, left at the margin if not completely excluded and most affected: Who is left out? Who are the most affected? At the broader community leadership level, the three clusters include representatives directly involved in community structures and organisations dealing with vulnerable groups such as children, women, youth, the elderly, people living with disabilities, to name a few. While mapping challenges and issues, local stakeholders focused on identifying the needs and issues of vulnerable groups. During the social unrest impact assessment, the social dialogue with vulnerable group representatives continued in targeted focus group discussions, further refining and expanding the understanding of exclusionary barriers, challenges and determining possible interventions.

- **Fostering future empowerment** – The participatory planning process provided several co-design workshops where community representatives identified possible capital projects and programmatic interventions targeting the needs of vulnerable groups,



which informed the implementation plan. The public sector and professional team augmented the community wish-list of proposed interventions focusing on vulnerable groups throughout the participatory process. The identified projects and interventions aim to pave the way forward in fostering the future empowerment of vulnerable groups by advocating for adequate dedicated social assets and public spaces and by determining targeted support and development programmes.

- **Moving towards transformational change** – At the institutional and societal level, the project aims to set up an area-based institutional framework to ensure ongoing social dialogue and development partnership between the community and the public sector. The area-based institutional frameworks could improve the level of inclusion in decision-making in the long run. Furthermore, the G&SI focus could be made explicit in the Terms of Reference guiding the various forums.

### 3.4.2. Emerged vulnerable groups

Acknowledging the inequality and injustices of the segregationist and apartheid periods and the recent past, the whole communities living in fall into the vulnerable group category, and the SOWETO<sup>SA</sup> is no exception. While the entire communities are affected by the socio-spatial injustice, other more specific vulnerable groups emerged throughout the participatory planning process, including the following:

- Children
- Orphans
- Youth
- Women
- Pregnant women
- Elderly
- People living with disabilities
- People addicted to substance abuse
- Unemployed people
- GBV victims
- Ex-prisoners
- Homeless people/street dwellers
- Informal dwellers
- Informal rental dwellers
- Informal traders
- Local business owners
- Foreign nationals

### 3.4.3. Stakeholder mapping

To achieve an inclusive participatory process, it is essential to actively involve the relevant stakeholders from the outset and throughout the process. The participatory process begins by mapping the relevant stakeholder groups who should be actively involved. These include directly affected stakeholders, enabling actors and most importantly vulnerable groups. In embracing a partnership approach, the SSAF participatory planning process aims to maximise inclusivity by involving:



**Community** — Representatives from legislated forums [Ward Committees, Community Policing Forums, Health Committees, etc], civic organisations, and sector forums [Business Forum, Early Childhood development Forum, Youth Forum, Women Forum, etc] and stakeholders with a strong advocacy in the area [large NGOs, Networks, etc]. In particular, community structures and organisations actively involved in addressing the needs of the vulnerable groups.

**Municipal Government** — Municipal officials from various City of Joburg line departments [Building Development Management, Land Use Management, Economic Development, Environment & Infrastructure Services, Housing, Community Development, Social Development, Health, Public Safety, Transportation] and Municipal-Owned Entities [MOEs such as JDA, Metrobus, JRA, JOHSCO, Joburg City Parks and Zoo, JOBURG WATER and JPC] actively working in the focus area

**Provincial Government** — Provincial officials from various Gauteng Province line departments [Infrastructure Development, Roads & Transport, Social Development & Governance, Community Safety, Health, Sport, Arts, Culture and Recreation, Education, Co-operative Governance and Traditional Affairs, Economic Development, Tshepo One Million, Treasury, Gauteng Partnership Fund] and in particular, the ones involved in Township Economic Revitalisation such as the Department of the Premier.

**National government** — Representatives from State-Owned Enterprises [ESKOM, PRASA] actively operating in the area.

**Economic sector** — Representatives from corporate, profit organisation and company involved in economic development [such as TUHF, INDLU, NYDA, SEDA, 22 on Sloane, Raizcorp, Business Partners, amongst many others].

**Civil society** — Representatives from civil society organisations [such as CAHF, Bophelo Social Fund, et]

**Knowledge Sector** — Representatives from knowledge institutions such as University of Johannesburg, University of the Witwatersrand, Gauteng City Region Observatory, Human Science Research Council, etc.

The involvement of each stakeholder groups is dependent on their role in the project. As directly affected stakeholders, the community needs to be involved from the start, and it needs to continue throughout the process and beyond the SSAF project, to ensure and enable future implementation. Similarly, municipal and provincial government plays a critical role in planning, driving and championing the development and implementation of the SSAF. Not all these stakeholder groups have been engaged with the same level of intensity as they play different role in the development of the SOWETO<sup>SA</sup> (see Figure 7 below).

**Important to note!**

- Stakeholder mapping begins broadly and, as the project progresses, begins to become more focused.
- Stakeholder mapping is a continuous exercise that must constantly be adjusted and assessed to ensure that the right people are in the room.
- Not all these stakeholder groups have been engaged with the same level of intensity as they play different role in the development of the SOWETO<sup>SA</sup>



Figure 7: Mapping of relevant stakeholder groups who have been involved in the participatory planning process at different degrees





#### 3.4.4. Three SSAF working groups

The SSAF project aims to lay the foundation for the future socio-spatial transformation of the SOWETO<sup>SA</sup>. Each stakeholder plays an active role from the beginning, and throughout the process - community and government are partners of equal importance in the unearthing the latent socio-economic potential of Soweto, as they hold specific knowledge and their roles and activities can mutually reinforce one another. While the technical team is there to provide technical support to design a development. Throughout the SSAF project, these three working groups have actively contributed in the making of a shared development strategy and setting up the institutional framework.

**Community broader leadership groups** – At the community level, community broader leadership groups include community representatives from various legislated and non-legislated structures and organizations actively involved in the SOWETO<sup>SA</sup>. To ensure the quality of engagement, the SOWETO<sup>SA</sup> is divided into three clusters, each cluster with a dedicated broader leadership group. Throughout the participatory planning process, the three clusters actively contributed to co-creating the development strategy by bringing local knowledge and their communities' voices to the fore. In all the SSAF participatory planning critical steps, the three community broader leadership groups actively participated in a series of workshops. These inclusive community groups elected 20 representatives per cluster. The 60 elected community representatives formed the Community Reference Group (CRG) for the SOWETO<sup>SA</sup>. It is envisaged that in the future, the CRG will champion the overall SOWETO<sup>SA</sup> development strategy at the community level, in conversation with the public sector. The broader leadership groups will actively champion specific interventions and regularly review the strategy over time. Both CRG and broader leadership groups are intended to remain operative beyond the SSAF project period, to ensure the implementation of the SSAF.

**Area Coordinating Team (ACT)** – At the public sector level, this SSAF technical team comprises the relevant municipal and provincial representatives. Through engagements and workshops, the relevant representatives contributed to the process, sharing lessons learnt and information about current and future projects and interventions within the SOWETO<sup>SA</sup> and providing input on the proposed strategy and possible future interventions. This group is the precursor of the future Area Coordinating Team for the SOWETO<sup>SA</sup>. The intension is to formalise the involvement of the relevant public sector representatives, through a clear mandate. At public sector level, the future ACT will champion and implement the SSAF for the SOWETO<sup>SA</sup> in conversation with the community (CRG).

**FCSA SSAF Professional team** – The FCSA SSAF technical team comprises a wide range of expertise, including professional planners, urban designers, economists, community participation experts from corporate, NGO and public sectors. The City Transformation and Spatial Planning municipal department forms part of the technical team and championed the initiative within the City of Johannesburg. The FCSA SSAF technical team's mandate is threefold, [1] providing a technical understanding of the SOWETO<sup>SA</sup>, [2] providing support in setting up the area-based institutional framework, and [3] assisting with the compilation of the development strategy for the SOWETO<sup>SA</sup>. The FCSA SSAF technical team is there only for the duration of the SSAF project.

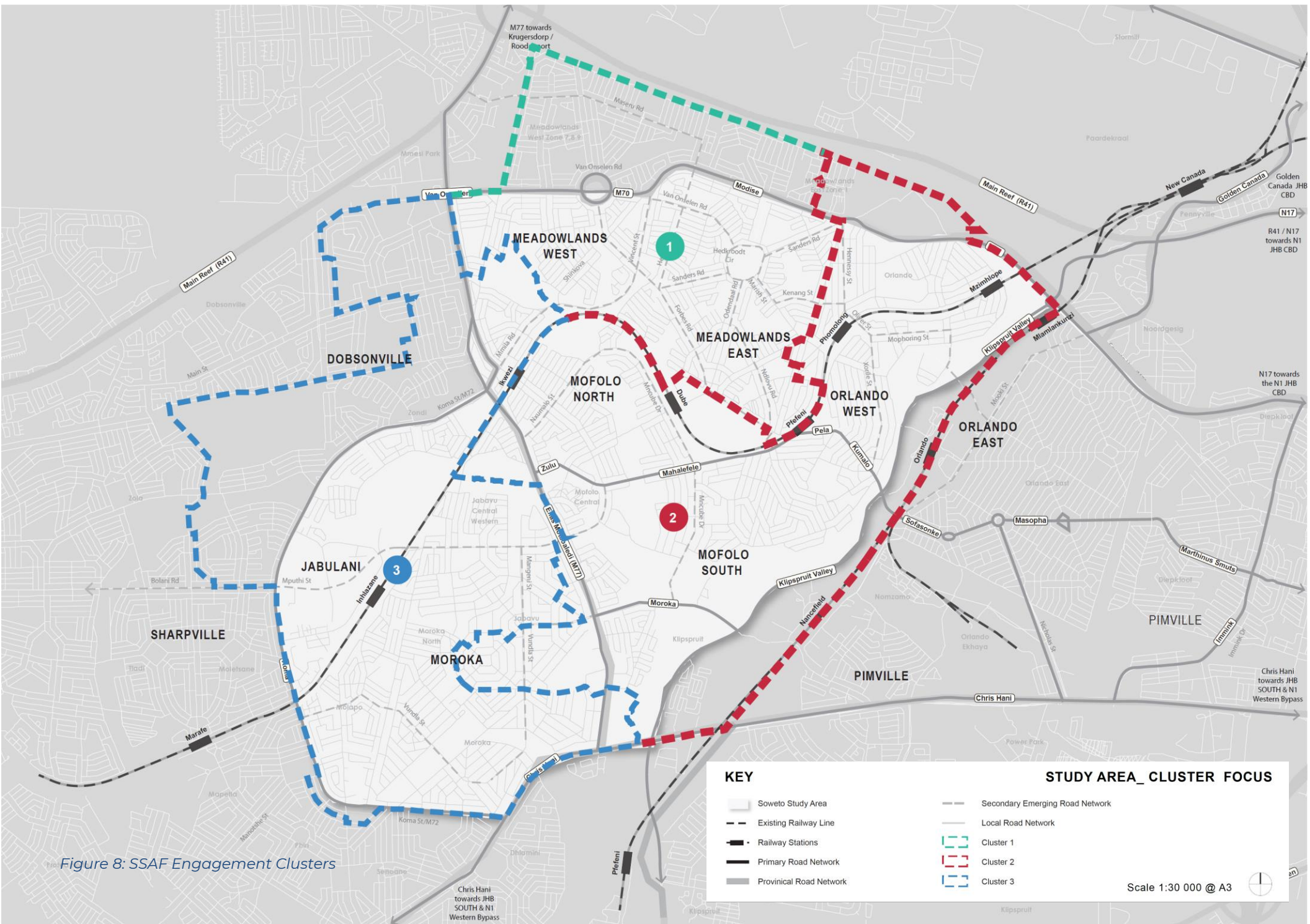


Figure 8: SSAF Engagement Clusters

**KEY**

- Soweto Study Area
- Existing Railway Line
- Railway Stations
- Primary Road Network
- Provincial Road Network

**STUDY AREA\_CLUSTER FOCUS**

- Secondary Emerging Road Network
- Local Road Network
- Cluster 1
- Cluster 2
- Cluster 3

Scale 1:30 000 @ A3



### 3.5. UNLOCKING THE SOWETO<sup>SA</sup> THROUGH PARTICIPATION

To foster collective impact, the following objectives underpin the SSAF participatory planning process:

- A shared **understanding** of each other role and potential amongst the stakeholders,
- Leading towards **trust-building** between the various stakeholders involved,
- Co-creation of a **shared vision** formulated for the area development framework,
- Developing a practical **implementation plan** with clear roles and responsibilities, and
- Formation of strong **development partnerships** amongst various stakeholders.

In embracing an inclusive and sustainable approach, the participatory process aims to inform and shape the SSAF through grounded evidence, to empower active involvement of each stakeholder groups, and to enable future implementation through development partnerships amongst the various stakeholder groups. The SSAF participatory planning process entails three stages:

- Understanding the SOWETO<sup>SA</sup>,
- Co-creating a Shared Vision, and
- Co-designing a Strategic Area Framework.

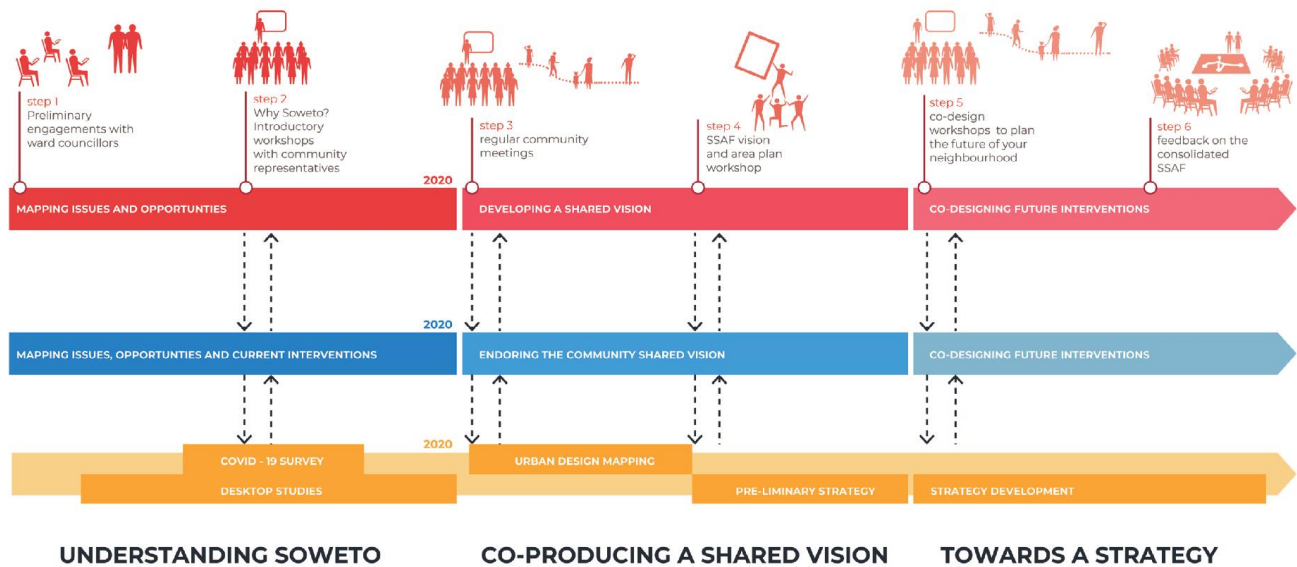


Figure 9: SSAF Participatory Planning Process

Figure 9 illustrates how the various stakeholder groups interact with each other to co-produce both a shared vision and eventually a strategy for the SOWETO<sup>SA</sup>; the participatory planning process. It describes the interplay between community [red line], public sector [blue line] and technical team [orange line] in the making of the development strategy.





### 3.5.1. Understanding the SOWETO<sup>SA</sup>

The first stage of the participatory planning process entailed listening and mapping issues, constraints and opportunities from all stakeholders, primarily the community members living in the project study and the relevant provincial and municipal line departments. Civil and knowledge sectors also participated during this stage through meetings and interviews. Stakeholders shared their knowledge, lessons learnt and stories, and got to know each other. The engagement findings and technical studies painted a detailed and comprehensive picture of the socio-spatial and socio-economic landscape of the SOWETO<sup>SA</sup>. The first stage included the following achievements:

- The participatory process began with **stakeholder mapping**, identifying the relevant stakeholder groups who should be actively involved. The stakeholder database includes directly affected stakeholders, enabling actors and most importantly, vulnerable groups. This database is an alive document updated throughout the participatory planning process.
- The social dialogue began with several **preliminary engagements** with relevant stakeholders across the entire SOWETO<sup>SA</sup>. These engagements aimed to map local and directly affected stakeholders and introduce the project on the ground. The identification of vulnerable groups started through these engagements.
- At the local level, the **'Why Soweto?' workshops** with the broader leadership groups [three clusters] captured the **local needs, lived constraints and opportunities** in the eyes of the community. In these workshops, community members give voice to their needs and lived experiences.
- At the public sector level, the **'Why Soweto?' engagements and workshops** with the relevant provincial and municipal departments focused on collating the various **departments' current and ongoing projects and interventions** and their lessons learnt while planning and operating within the SOWETO<sup>SA</sup>.
- From a technical perspective, the FCSA professional team conducted several **technical studies, baseline surveys and research** to augment a deeper and technical understanding of the SOWETO<sup>SA</sup>. The contextual mapping is essential, and it complements the participatory work in gaining a deeper understanding of socio-spatial injustices and structural violence at play at various scales and levels. A deeper understanding of the SOWETO<sup>SA</sup> emanates from the overlaying of technical informants and engagement findings synthesised in the urban design assessment.




## Impact of COVID-19 and implications for SSAF

In December 2019, the first outbreak of COVID-19 was reported and rapidly spread globally. The World Health Organisation (WHO) declared a pandemic on 11 March 2020 and South Africa followed suit, declaring a national state of disaster on 15 March 2020. The declaration was followed by an enforced national lockdown (Level 5) and a gradual easing of the lockdown restrictions to lower levels as time went by. As part of the initial scope of work, the FCSA project team sought to conduct socio-economic and business surveys aimed at better understanding the population as well as the business landscape of the SOWETO<sup>SA</sup>, however COVID-19 restrictions and regulations rendered the activity impermissible. In replanning the project activities and enabling project continuity, it was decided that survey investigations shift toward assessing the impact of COVID-19 on both residents of and businesses in SOWETO<sup>SA</sup>. The survey (Consumer Behaviour Survey) aimed at residents sought to understand the impact of COVID-19 on employment, consumer behaviour (spending), the use of transport and digital platforms and to capture perceptions around the COVID-19. The other survey (Business Survey) aimed to understand more generally the impact of COVID-19 on businesses in Soweto.

The findings highlighted a number of factors needed to be considered in the SSAF: firstly, the restrictions imposed by lockdown had a significant impact on employment in the SOWETO<sup>SA</sup>. 86% of consumers reported a reduction or loss in salary during the lockdown period. Of those affected, 75% reported a temporary reduction of salaries or reduced working hours whilst 11% were permanently retrenchment. Women were most significantly impacted by the loss of employment. The impact on employment shows the pre-eminent vulnerability of SOWETO<sup>SA</sup>'s labour force and the need for more resilient and robust local economies that can absorb shocks. The findings also require targeted interventions geared towards bolstering and supporting job creating industries and businesses that are located in SOWETO<sup>SA</sup>. The impact of COVID-19 was equally devastating for businesses in Soweto, where many of the businesses surveyed experienced business interruptions driven by fewer clients, difficulty in providing services, supply chain interruptions, and fewer workers. Whilst business remained relatively optimistic in the face of these challenges, the need to support business through access to finance was apparent given the noticeable number of businesses that applied for relief grants as a measure to ensure business continuity and to supplement reduced revenue from customers.

Secondly, the Consumer Behaviour Survey explored the use of digital technology platforms, e.g., internet, social media, etc. by SOWETO<sup>SA</sup> residents before and during the lockdown. The findings pointed to an increase in the use of digital technology platforms, more particularly for entertainment and school as parents and learners



were now subjected to learning and working from home. The associated high data cost was an often-cited issue faced by households, which also correlated with reported shifts in spending behaviours relating to increased data consumption. Consideration should therefore be given to the possibility of promoting access to affordable or free internet, especially in a context where home-based learning and working might become the new normal in the future.

Finally, from a Gender and Social Inclusion perspective, COVID-19 increased vulnerability for vulnerable and marginalised groups that were represented in the Consumer Behaviour Survey, namely women, children, informal traders and the elderly. Where women and children are concerned, survey findings revealed issues of domestic violence and lack of safety, which corroborates with reported increases in Gender-based Violence (GBV) during the lockdown as per the national crime statistics. Informal traders were amongst the most affected by the COVID-19 pandemic, due business interruptions (relating to reduced foot traffic and lockdown restrictions,) where in some instances small businesses were shut down.

The Consumer Behaviour Survey also confirmed food insecurity and hunger concerns, for example in the case of school children who were unable to access school feeding schemes. It is critical that the SSAF understands factors contributing to the vulnerability and exclusion of different social identifies and groups to better position as well as co-create interventions that speak to the plight of those marginalised groups.


More detailed information on the findings of the survey can be found at: <https://arcg.is/1DuHmG>

### **Impact of the July 2021 unrest and implications for SSAF**

In July 2021, social unrest in South Africa led to severe looting and violence, in KwaZulu-Natal and Gauteng provinces, causing mass destruction to shopping centres, factories, warehouses and social and economic infrastructures, amongst others. Given the value of the insights gathered from the COVID-19 survey and the fact that Soweto was one of the epicentres of civil unrest, a decision was made to undertake a survey to understand the impact of the civil unrest in the SOWETO<sup>SA</sup> and how it might inform the SSAF.

First, the events of July 2021 and the probability of reoccurrence has significantly raised the risk profile of Soweto from the perspective of prospective investors and employers, where the likelihood of investment have potentially been reduced for the foreseeable future. This coupled with the dampening of the economic performance of key economic nodes, such as Jabulani Mall and the Meadowlands East areas, will require the SSAF to focus some interventions on revitalising and reenergising the economic and business environment of affected areas.





Secondly, with many of the businesses surveyed having reported loss of income/revenue and very little prospects to recover from the unrest. These findings confirmed the emerging findings of the SSAF and validated the approach that the Framework is proposing, particularly as far as access to finance and a diverse customer base as well as the opportunity to build greater resilience in the business environment within SOWETO<sup>SA</sup> in the wake of both COVID-19 and the social unrest. The need to capacitate SMME'S in Soweto to access to finance was further reiterated by businesses reporting financial support and/or funding as the leading support required to assist businesses to recover from the impact of the social unrest.

Third, the social unrest has evidently fuelled existing challenges, relating to inadequate service delivery, access, poverty, crime and hunger, etc. that are experienced by vulnerable groups rendering them more desolate. Whilst the SSAF's approach embeds Gender and Social Inclusion, with a goal to empower and reduce factors contributing to the vulnerability and exclusion, the events of July 2021 have exacerbated vulnerability within certain marginalised social groups. The SSAF therefore seek strategies and interventions that reduce such impacts. Such strategies should align with the Gender & Social Inclusion Framework which considers the various levels of intervention and opportunity in which greater gender equality and social inclusion can be achieved.

Finally, the backbone of the SSAF's approach has been co-creation, where all relevant stakeholder (community, government and practitioners) collaborates to achieve the vision for SOWETO<sup>SA</sup>. The findings from the survey further affirm the need to encourage co-create so as to bring about a sense of ownership and duty to communities and other stakeholders in the management and governance of Soweto's resources and assets.



### 3.5.2. Co-creating a Shared Vision

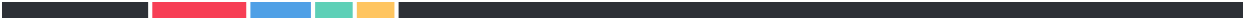
The second stage of the participatory planning process focused on collectively creating a shared vision through workshops with the community and the public sector. A common agenda [Manifesto] would guide the making of a Shared Vision [Concept]. Stakeholders shared their expectations and visions for the SOWETO<sup>SA</sup>. The second stage included the following achievements:

- At the local level, the **solution workshops** provide the community with the opportunity to voice their expectations and put forward community-owned solutions to address the issues identified in the 'Why Soweto?' workshops. These workshops will also offer the space to draft a common agenda [Manifesto].
- At the public sector level, several **'Towards an Area Coordinating Team' workshops** took place. These engagements offered the opportunity to discuss the possibility of setting up an **Area-based Institutional Framework** for the SOWETO<sup>SA</sup>. The public sector representative welcomed the suggestions seeing value in such a social dialogue platform between the community local leadership groups and the public sector Area Coordinating Team. They raised the need for a clear mandate from the relevant Head of Department directly forming part of the **Area Coordinating Team**. During these engagements, municipal and provincial representatives also gained a deeper understanding of the contextual analysis informed by the participatory process findings and the technical studies.
  - Drawing from the contextual analysis and the participatory planning process, in particular, from the community proposed projects and interventions, the FCSA professional team drafted a few possible vision statements: – a **Shared Vision** for the SOWETO<sup>SA</sup> –, described in more detail, through several **Manifesto** objectives. The compilation of a Manifesto aims to guide the development of a shared vision by defining agreed development imperatives aligned to community visions and local knowledge and international, national, provincial and local policies, frameworks and strategies. The Manifesto, as – a common agenda –, intends to guide and smoothen the decision-making process.

### 3.5.3. Stage 3: Co-designing a Strategic Area Framework

The third phase of the participatory planning process explored how to implement the Shared Vision. The Implementation Plan renders the Manifesto objectives by identifying the possible toolbox of capital projects and programmatic interventions. Through co-design workshops, the community and public sector gave input to the implementation plan toolbox. The Strategic Area Framework emerged from the co-design process of geolocating the implementation toolbox within the SOWETO<sup>SA</sup>. The project prioritization draws from the community and public sector inputs, while the professional team edits it considering the necessary sequencing. The third stage included the following achievements:

- In continuation with the Shared vision and Manifesto imperatives, the FCSA professional team drafted the **Implementation Plan**: a strategy toolbox of capital projects and programmatic interventions for the SOWETO<sup>SA</sup>. Similarly to the Shared Vision and Manifesto, the possible solutions proposed by the community and the current and future projects proposed by the public sector directly inform the



implementation toolbox. As the Manifesto imperatives describe in detail the Shared Vision, each possible capital project or programmatic intervention illustrates how to implement one or more Manifesto imperatives. The Implementation Plan is further sharpened and detailed by the FCSA SSAF technical team in partnership with the City of Johannesburg. The Implementation Plan is an area-based plan which further details and aligns with the IDP.


- At the local level, through several **co-design workshops**, the broader leadership groups [three clusters] had the opportunity to comment and give input to the Shared Vision, Manifesto objectives and their relative projects and interventions. The FCSA professional team incorporated the community comments and suggestions.
- At the public sector level, the City Transformation and Spatial Planning department organised a follow-up event with the relevant provincial and municipal representatives to present the emerging Strategic Area Framework, in continuation with the 'Towards an Area Coordinating Team' workshops. Similarly to the community workshops, the FCSA professional team provided the participants with an overview of the participatory planning process, including the Shared Vision, Manifesto objectives and their relative projects and interventions. Once received, the FCSA professional team incorporated the public sector comments and suggestions.
- In addition, a **social unrest impact assessment** offered the opportunity to deepen the G&SI aspects and the overall contextual understanding of the SOWETO<sup>SA</sup>. The assessment comprises a survey, broader leadership groups workshops and focus group discussions with some emerging vulnerable groups. The pandemic and social unrest events aggravated the situation, making even more visible the local issues and challenges. The social unrest impact assessment greatly contributed to the development of the Strategic Area Framework.
- Drawing from the co-design workshops with the community and public sector, the FCSA professional team compiled the **Strategic Area Framework** for the SOWETO<sup>SA</sup>, including a set of conceptual drawings illustrating the Shared Vision and the Manifesto, complementing the Implementation plan, and the identification of focus areas where public investment could yield best socio-economic return.

### 3.6. OUTCOMES AND WHAT NEXT

Given the on-going Covid-19 pandemic and the July 2021 social unrest, the project programme witnessed significant changes and delays. Despite the challenges, the participatory planning process continuously unfolded and adapted to capture the impact of the recent social unrest events and the ongoing pandemic. The following was achieved towards the expected two outcomes:

1. Towards **co-producing a Strategic Area Framework for the SOWETO<sup>SA</sup>**, the direct outputs of the co-design process include:

- the Shared Vision statement,
- the Manifesto imperatives,
- the public investment focus areas,
- the implementation plan with its sequencing strategy.



In the future, embracing a package of plan approach, the Strategic Area Framework may benefit from future co-design and planning work at a finer precinct scale, starting from the identified focus areas for public investment.

2. Towards **setting up an Area-based Institutional Framework**, the direct outputs of the co-design process include:

- At the community level, the formation of broader leadership groups, one per each of the three clusters, and the election of a Community Reference Group [CRG] comprising of 20 elected representatives per clusters,
- At the public sector level, the formation of a preliminary Area Coordinating Team comprising several representatives from the relevant provincial and municipal line departments.

In moving forward with setting up the Area-based Institutional Framework, the following steps are critical at the community level:

- Ensuring capacity building of the local leadership groups including the CRG elected representatives through a leadership training programme,
- Refining and confirming the CRG Terms of Reference guiding their role and practice, and
- Institutionalising the CRG through its formal endorsement by the public sector.

While at the government level, the following steps are necessary:

- Institutionalising the Area Coordinating Team through its overall endorsement and the formal mandate of each representative supported by the respective Head of Department,
- Ensuring capacity building of the Area Coordinating Team through training as needed
- Refining and endorsing the ACT Terms of Reference guiding the role and practice.
- Forming and institutionalising an intergovernmental Top Management Steering Committee

## **3.7. LESSONS LEARNT**

### **3.7.1. Co-creating during times of crisis**

Given the current Covid-19 pandemic and the declared national state of disaster, the project programme witnessed significant changes and delays to mitigate the risk and exposure to the virus for beneficiaries, staff, funders and partners. As the pandemic continues, it is important to continually evaluate which engagements are critical and of those ones which require physical interactions. Community engagements on the ground are the most effective way to gain trust, show mutual respect, ensure good standing in the community and building solid local development partnerships.

### **3.7.2. Face-to-face engagements with the community stakeholders could not always be replaced with online engagements.**

Although there is merit in online engagements, these reinforce the perception of a top-down approach, where local government and service providers are dissociated and privileged

entities. To safeguard all stakeholders, a Covid-19 policy was developed and applied. This specific policy was designed to outline preventative measures to minimise the risk of face-to-face engagements.



Figure 10 Health and safety mitigation measures

### 3.7.3. Prioritising gender equality and social inclusion on the agenda

The urban landscape of Soweto is a mosaic of diverse communities, each having different needs, experiences and interests. Effective urban solutions are consequently best found by involving diverse groups in decision-making, implementation and maintenance. The Soweto participatory planning process plays a critical role in reducing gender and social inequality through thorough stakeholder mapping and inclusive engagements, targeting the identification of relevant vulnerable groups and their specific needs. Engagements emphasised the issues around exclusion at all levels by providing dedicated sessions to identify the vulnerable groups and unpacking the potential and blockages experienced by these groups in entering the local space economy.

### 3.7.4. Keeping the conversation going

The continuity of engagements is critical in ensuring credibility and trust-building between the team, community and line departments. Any loss of momentum depletes energy and relationship building, and there is a risk for actionable items to be forgotten. Long breaks require a new beginning, additional careful groundwork and trust-building, delaying implementation for transformation/change. The conversation transcends the involvement of the FCSA. Hence, continuous engagement with permanently appointed government officials is pivotal to the success of the participatory process. The strength of the institutional frameworks depends on this.

### 3.7.5. Ensuring authenticity through co-production

Engagements must be continuous and authentic. Facilitators should not be afraid to be vulnerable, to encourage a more rigorous discussion on various topics enabling a depth of findings.



### 3.7.6. Co-creation requires agility

Stakeholder relationships and structures can be sensitive and complex to navigate and reconcile. Engagement processes cannot be microwaved. Rushing processes undermine the listening process and further buries the voices of community members and vulnerable groups. The unpredictability of the process requires flexibility and attentiveness. There are times that people need to clear the air, vent and voice concerns before actively engaging with the work at hand. The flexibility of the programme ensures active listening through a generous engagement process. The aim is to build a relationship and pursue a high-quality outcome.



# PART 4: STRATEGIC ASSESSMENT

The following section is the strategic assessment of Soweto and the study area, detailing its context as well opportunities and constraints that are characteristic of the SOWETO<sup>SA</sup>. The findings in this section emanate from the Status Quo phase which included technical investigations and stakeholder engagements with community stakeholders, CoJ officials, other governmental departments, academia, private sector organisations and NGOs. The executive summary and detailed reports can be reviewed at this link: <https://arcg.is/1Tj4Pb>.

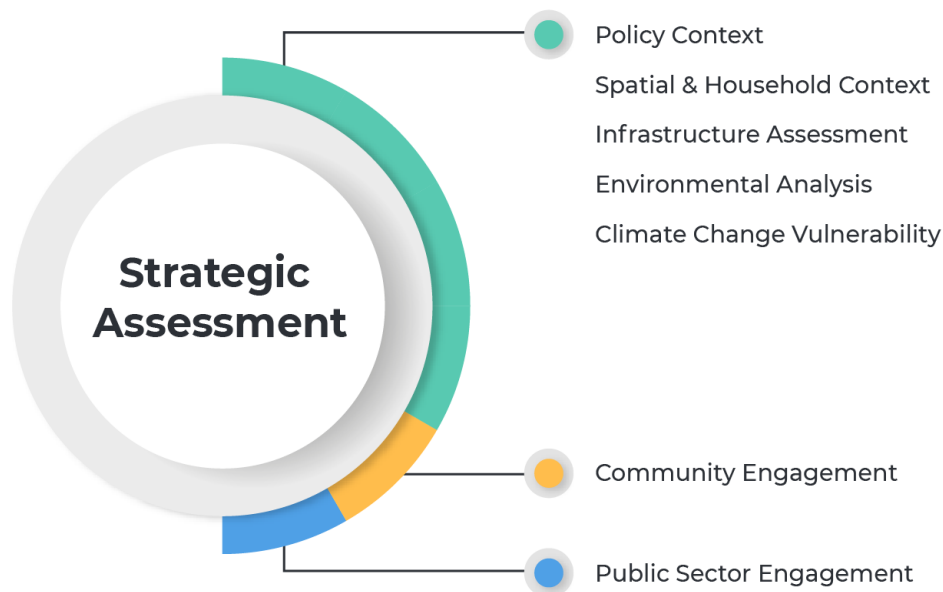


Figure 11: Strategic Assessment Structure

## 4.1. POLICY CONTEXTUAL ANALYSIS FINDINGS

A policy analysis was conducted to identify and explore strategic thrusts within key thematic areas from relevant policy and strategy that guide area-based urban development in Soweto. Employing a sector approach to the analysis, the feasibility and effectiveness of urban policy were reviewed, whilst also unpacking both the commonalities and discordance between the sector policies. An outline of the themes and the various strategic thrusts is illustrated in Figure 12.


The analysis of the policy landscape revealed that two consistent strategic thrusts where policy was aligned, namely: transit orientated development and backyarding.



Figure 12 Policy analysis strategic thrusts and themes

The first common thread identified relates to the need for coordination between transport and land use sectors which is foundational to the theory and practice of 'transit orientated development'. The persistent under-performance of the City's Bus Rapid Transit (BRT) system has been ascribed to a low-density urban fabric and a lack of bidirectional commuter flow. Given the massive outlays in fiscal and political capital in the network over the last decade, policy attention has shifted decidedly towards reconfiguring land use intensity and mix rather than revisiting the sustainability of its business model and the appropriateness of its technical design. However, this has not always been supported by a grounded understanding of urban development processes, such as land markets and consumer choice.

A second common thread evident across sectors is the mainstreaming of backyarding as an acceptable and even desirable form of housing delivery. The background to this is the growing



realisation and acceptance that neither the formal market nor the State housing programmes are likely to respond to the demand for housing among low-income households within the short to medium term. Backyarding represents an organic and novel response to the imbalance between demand and supply and provides unique locational and amenity benefits not available to informal settlement dwellers. It also provides an essential source of rental income to small landlords who were themselves early beneficiaries of State assisted housing.

Beyond these two policy areas, policy coordination appears limited. Whereas the removal of regulatory barriers in support of local business development features as a key economic strategy, the land use, environmental and housing sectors calls for greater development control in pursuit of vague transformational objectives which may lack internal consistency or are at odds with the local context or available evidence. Some policies are not relevant to the SOWETO<sup>SA</sup>. For example, a key strategic thrust emanating from the housing sector is the need for inclusionary housing. However, this instrument is premised on a robust underlying demand for middle and high-income residential development within the priority area. However, there is no evidence of such demand either in Soweto or the corridors linking it to the City Centre. The housing strategies also emphasise informal settlement upgrading, even though there are no significant settlements within the SOWETO<sup>SA</sup>. Certain sector policies may be internally inconsistent, emphasising on the one hand the need for greater connectivity between Soweto and surrounding areas, whilst others calling for greater local self-sufficiency.

Sector policies may betray a lack of realism of how cities function, and the social and economic realities facing both Soweto specifically and the urban region. For example, some policies emphasise the management and redirection of development pressure in the absence of market demand. Policies espouse the catalytic effect of large infrastructure investment in the absence of a business case for such investment. Sector policies set ambitious and transformational visions. However, some may lack practical guidance as to how to achieve these. For example, there is a strong impetus for investment in transport infrastructure supported by land use intensification. However, no guidance is provided as to how to overcome the economics of providing medium to high density formal residential development at scale to low and low-middle income households, how to fund the necessary upgrades in engineering services to support intensification at scale, and how to overcome the regulatory hurdles to unlock bottom-up building development.

---

*No sector policy guidance is provided as to how to overcome the economics of providing medium to high density formal residential development at scale to low and low-middle income households, how to fund the necessary upgrades in engineering services to support intensification at scale and how to overcome the regulatory hurdles to unlock bottom-up building development.*

---

---

## 4.2. CONTEXTUALISING THE SOWETO<sup>SA</sup>

### 4.2.1. Spatial Location

The SOWETO<sup>SA</sup> is located in the central-eastern part of Region D of the CoJ. Region D is situated in the southwest of the greater metropolitan area and abuts Johannesburg's mining belt to its north (Figure 13). The SOWETO<sup>SA</sup> is defined by a number of major roads which dissect and run along the perimeter of the area, namely the M72 (Koma Road), M77 (Elias Motsoaledi Road), M70 (Van Onselen Road/ Rev Frederick S Modise Drive), and Klipspruit Valley Road. A number of major roads dissect the SOWETO<sup>SA</sup>, and the Metrorail line (which traverses the SOWETO<sup>SA</sup> from north-east to south-west) serves as a spatial divider in the built form of the SOWETO<sup>SA</sup> (Figure 14). The SOWETO<sup>SA</sup> furthermore has numerous environmental features which define the spatial form, most notably a network of wetland areas along the eastern edge and through the centre of the SOWETO<sup>SA</sup> in a south-eastern to north-western direction. The environmental features will be elaborated on in section 4.4 of this report.

### 4.2.2. Nodes and Areas of Interest

In 2016, the City of Johannesburg adopted a “Compact Polycentric” development approach as an over-arching strategy in its Spatial Development Framework (SDF), which is used to guide development in the city and to guide the land use decisions taken by city officials. The compact city approach is intended to address the deficiencies in the current spatial structure of the economy through the establishment of an urban structure that enables economic growth, job creation and poverty alleviation.

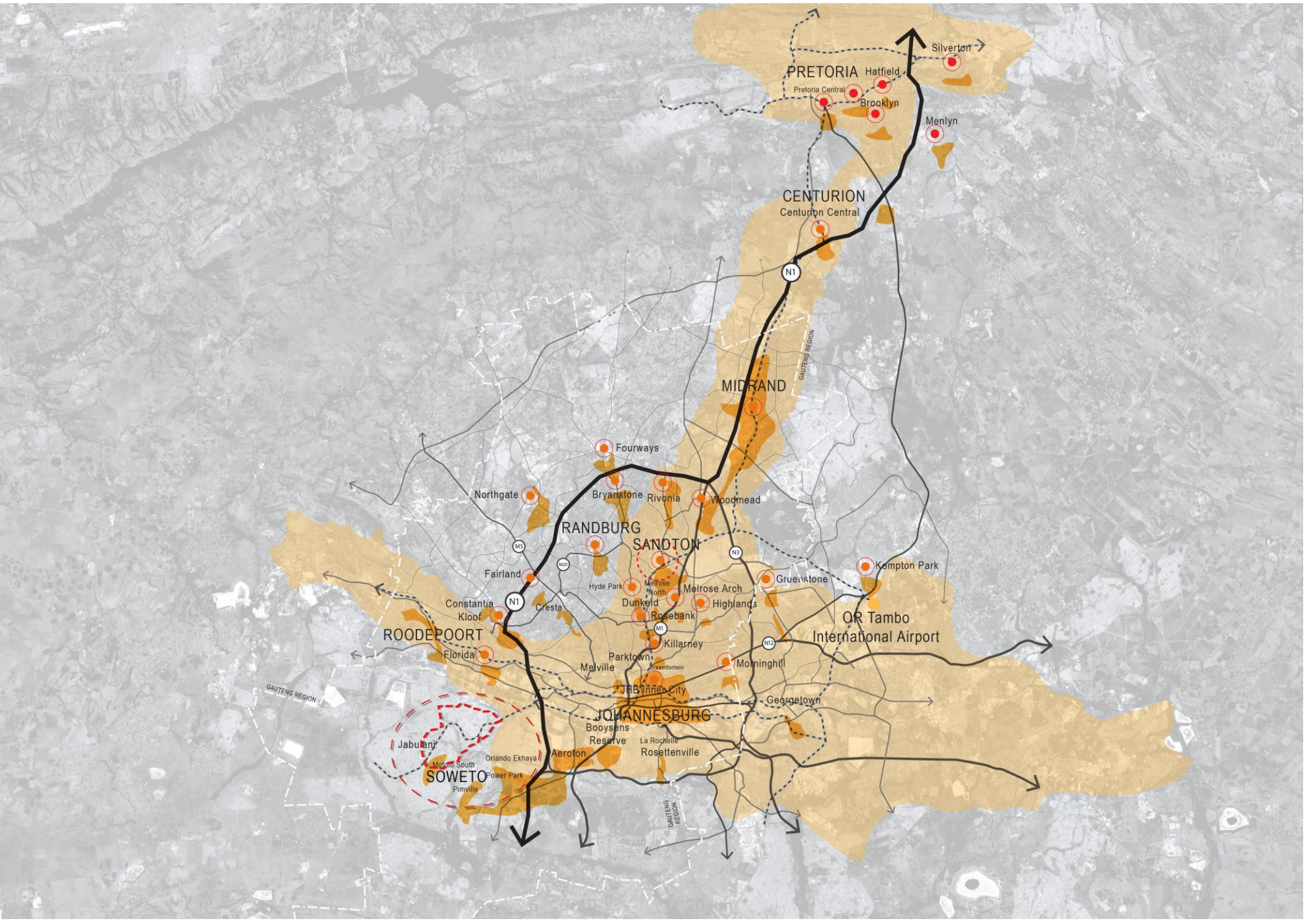
Soweto has been identified as an integral part to achieving a compact city form. However, whereas Soweto has been designated as an “emerging metropolitan sub-centre” ; its growth is encumbered by a weak economic base and low levels of diversification compared to other areas. The CoJ therefore argues that its transformation into a Metropolitan Sub-Centre will require a dense, mixed use urban core around the existing public transport network that includes both rail and BRT. This core is to be concentrated around the Jabulani, Kliptown and Baralink nodes, supported by smaller nodes like Nancefield station, Dube and Orlando Ekhaya (see Figure 14). Notable economic activity within the SOWETO<sup>SA</sup> is located in Meadowlands and Orlando West (denoted in the transparent orange circles). These areas comprise of both formal and informal economic activity. In the Meadowlands area, economic activity (particularly informal trade) has spiked over the years due to the development of Ndofaya Mall. This area has one of the largest concentrations of formal and informal economic activity in the SOWETO<sup>SA</sup> and helps realise the CoJ's aspiration of a dense, mixed use core. This land use intensity is further supported by social facilities such as, inter alia, a police station, a post office and public open space. The economic activity in Orlando West presents a different dynamic, and is primarily driven by tourism, e.g. along Vilakazi Street.

---

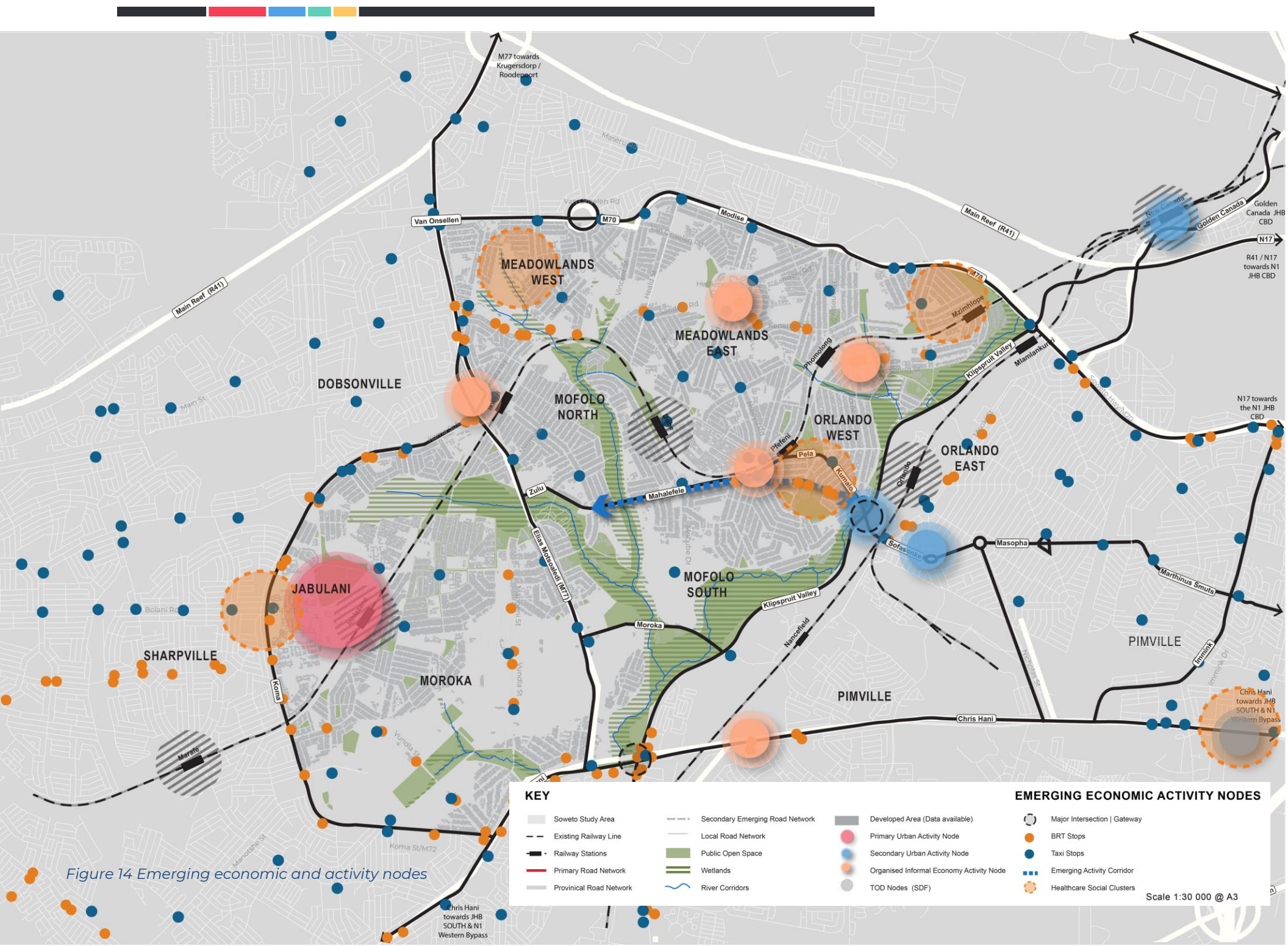
*Soweto has been identified as integral to achieving a compact city form and designated as an emerging metropolitan sub-centre.*

---









**KEY**

- Soweto Study Area
- Existing Railway Line
- Railway Stations
- Primary Road Network
- Provincial Road Network
- Secondary Emerging Road Network
- Local Road Network
- Public Open Space
- Wetlands
- River Corridors
- Developed Area (Data available)
- Primary Urban Activity Node
- Secondary Urban Activity Node
- Organised Informal Economy Activity Node
- TOD Nodes (SDF)

**EMERGING ECONOMIC ACTIVITY NODES**

- Major Intersection | Gateway
- BRT Stops
- Taxi Stops
- Emerging Activity Corridor
- Healthcare Social Clusters

Figure 14 Emerging economic and activity nodes

Scale 1:30 000 @ A3



### 4.2.3. Spatial Form, Land Use Patterns and Households

Soweto is characterised by medium to high density residential land uses and only a small segment of land uses account for economic activity related land uses. The majority (48%) of the SOWETO<sup>SA</sup> is zoned Residential, followed by Community Facility zoning (22%) and Public Open Space zoning (15%). The rest of the area is zoned as either Business (9%) or Municipal (6%). Figure 15 and Figure 16 illustrate the land use zoning in the SOWETO<sup>SA</sup>.

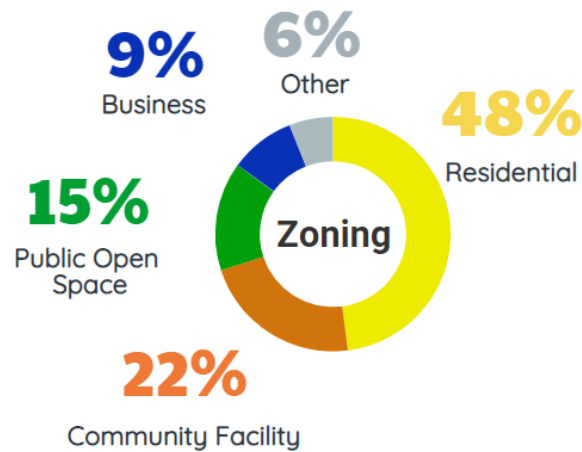


Figure 15: Zoning breakdown of SOWETO<sup>SA</sup>

The average population density across the SOWETO<sup>SA</sup> is 10,206 people per km<sup>2</sup>. If one compares that with the wider Johannesburg area, it is clear that the **SOWETO<sup>SA</sup> is one of the densest areas within the city**. The population density is highest toward the north and north-west of the SOWETO<sup>SA</sup> (Meadowlands and Orlando), where the population density is between 130-140 people per hectare, as well as toward the central western area (Jabavu), where the population density is 120-130 people per hectare. The Figure 17 illustrates population density per hectare.

Soweto is one of the many high-density residential areas that are located on the outskirts of the City, far away from job and economic opportunities. This spatial contradiction causes a job and housing mismatch within the area and has multiple other negative implications, specifically related to social exclusion and energy and carbon intensity.

Based on demographic trends, observed over recent decades, household sizes are getting smaller over time. This is especially true for urban households. Smaller household sizes imply that whereas the overall population may grow relatively slowly, the number of households continue to grow rapidly. This has significant implications for housing and basic service provision, as these cater for households rather than individuals. Average household sizes in the SOWETO<sup>SA</sup> are highest in Meadowlands East, Mfolo Central, Jabavu, Molapo and Moroka, where average household sizes range between 3.6 and 3.8 people per household.

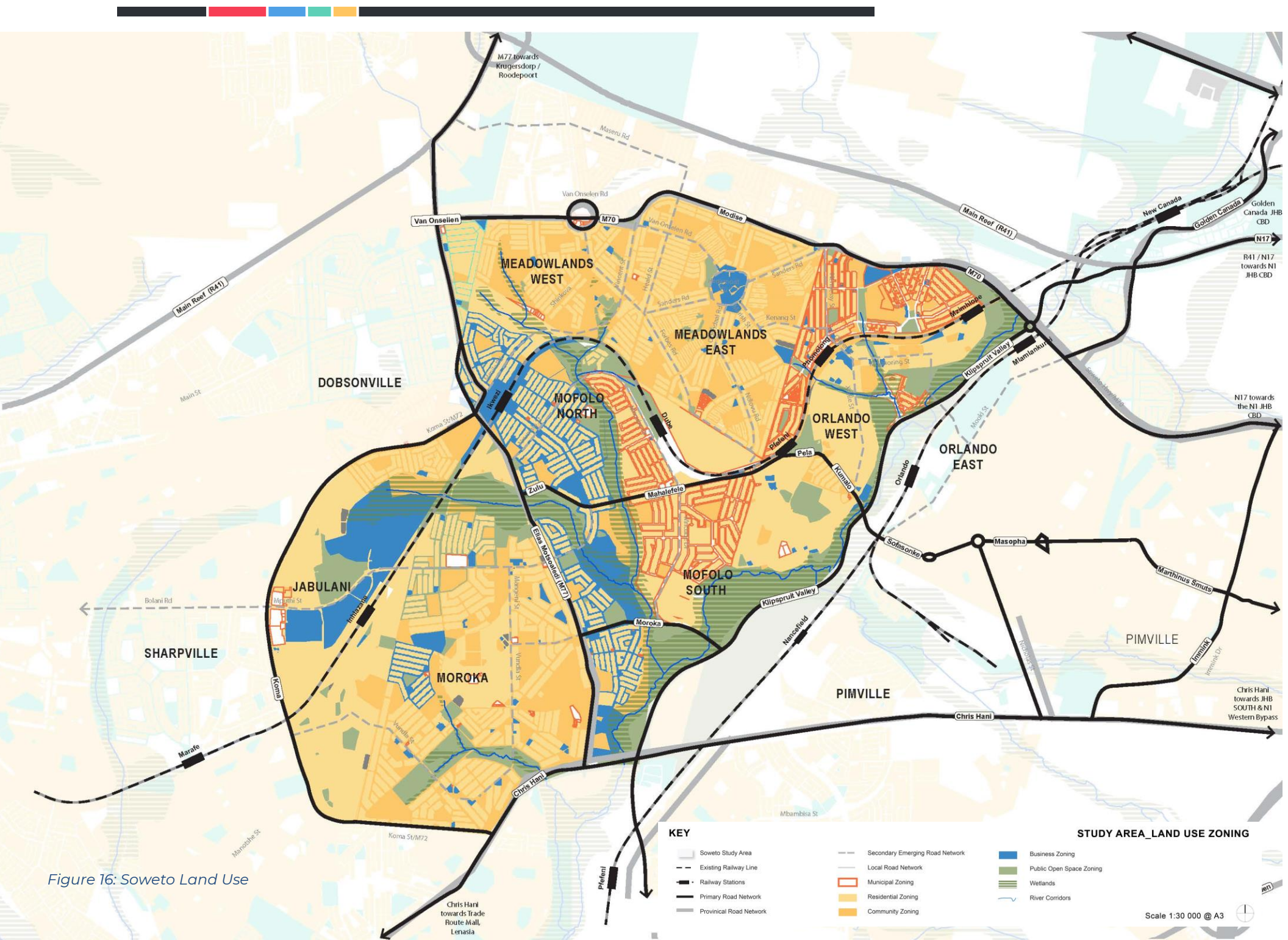


Figure 16: Soweto Land Use



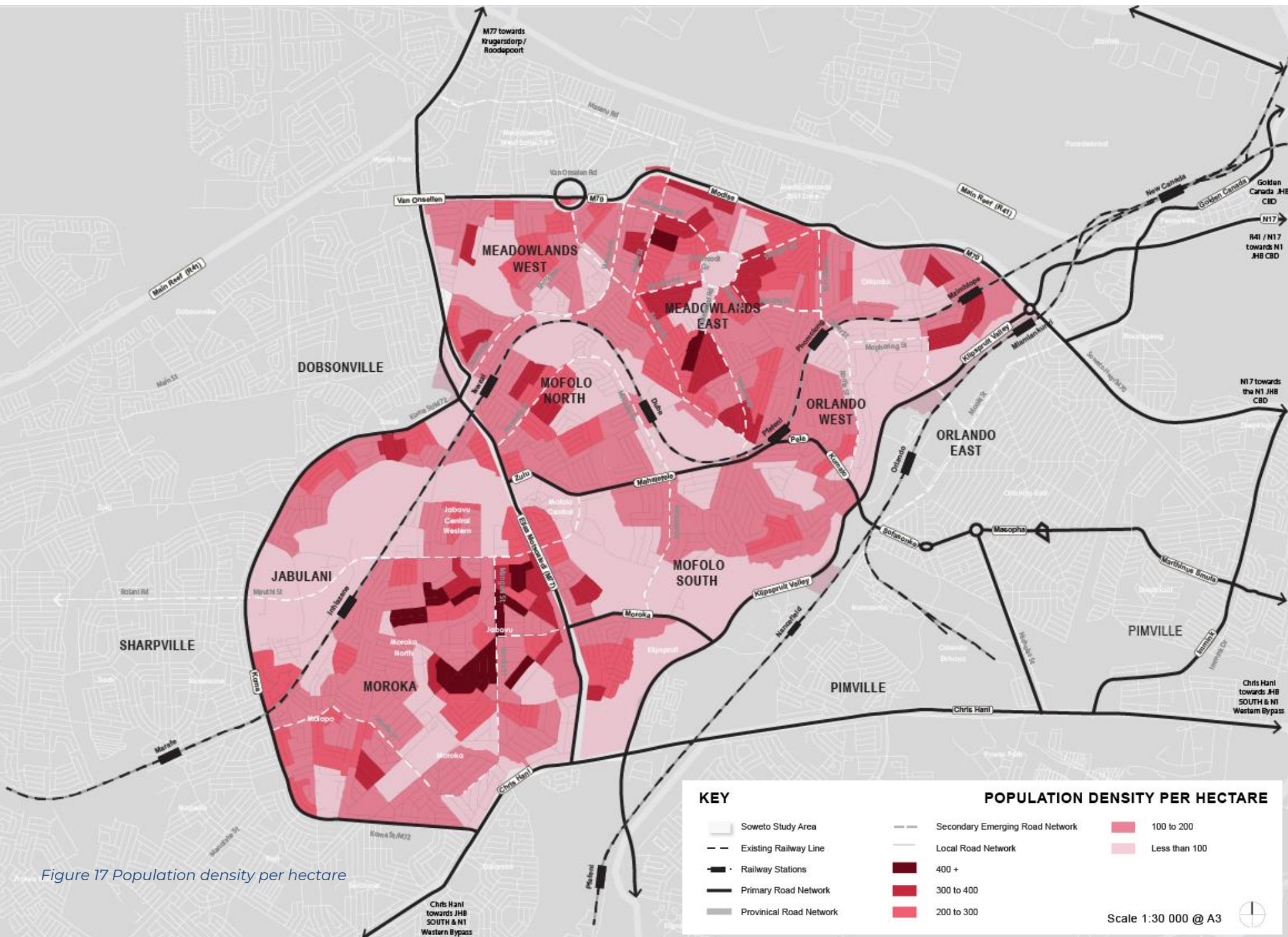


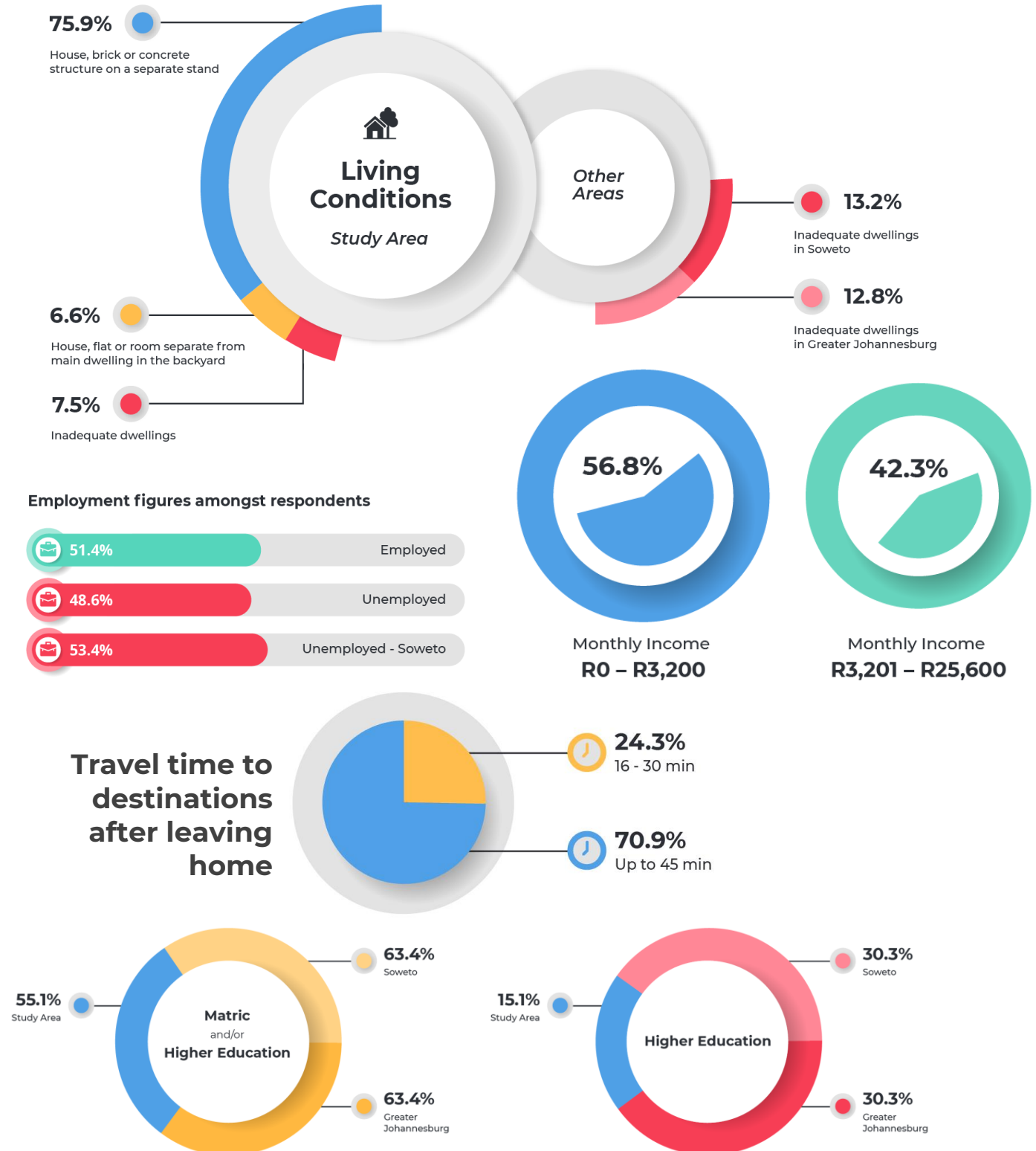
Figure 17 Population density per hectare

KEY		POPULATION DENSITY PER HECTARE	
	Soweto Study Area		100 to 200
	Existing Railway Line		Less than 100
	Railway Stations		400 +
	Primary Road Network		300 to 400
	Provincial Road Network		200 to 300
	Local Road Network		
	Secondary Emerging Road Network		

Scale 1:30 000 @ A3

#### 4.2.4. Socio-economic insights from Quality-of-Life Survey

The following statistics provide insights on the demographic context of SOWETO<sup>SA</sup> taken from the GCRO's Quality of Life Survey.



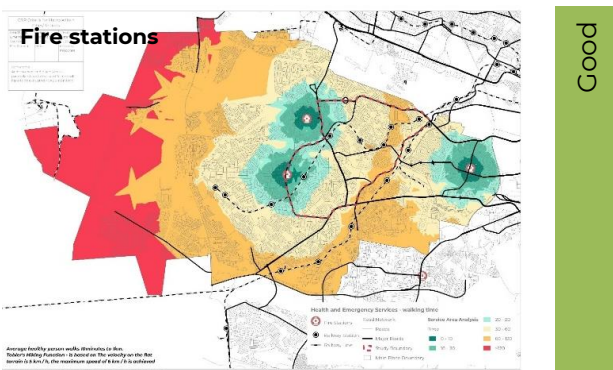
The social infrastructure baseline assessment was conducted to identify important regional social facilities to get a sense of where social facilities are concentrated/located. This analysis also includes a comparison of the SOWETO<sup>SA</sup> with greater Johannesburg using the Hexagon Methodology which was adopted from the COJ Nodal Review Study. A further detailed service area analysis was conducted to assess accessibility to social facilities for Soweto residents in the SOWETO<sup>SA</sup>. This analysis employed the Tobler's hiking function as an accessibility measuring tool, as well as standards and guidelines prescribed by the CSIR. It is critical to note that the analysis performed for this section uses distance as the primary metric. Therefore, although various social facilities indicate good or adequate access, the capacity and quality of those facilities are not measured here and warrants further investigation.

The diagrams in this section provide a summary of the of the accessibility to services at both a SOWETOSA and city-wide scale. The accessibility index, denoted in green or yellow for each map and indicates whether the social facilities have either good (green) or medium (yellow) access. Although "poor" access is also included in the index, it was note that none of the social facilities had a poor accessibility index.

The discussion below provides the overall service area analysis for social facilities at both the city-wide and SOWETO<sup>SA</sup> scales.

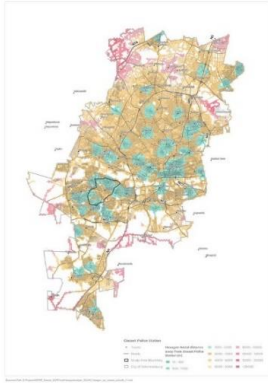
#### 4.3.1.1. Health and Emergency Services

Based on a service area analysis the SOWETO<sup>SA</sup> has adequate access to health and emergency services. The only service which indicates more than a 50 minute walking time accessibility is the fire station. However, according to the CSIR standard, fire stations should typically respond within 8 – 23 minutes. The SOWETO<sup>SA</sup> is well within this criterion, assuming that the fire station is fully functional and has the capacity to respond within this timeframe.



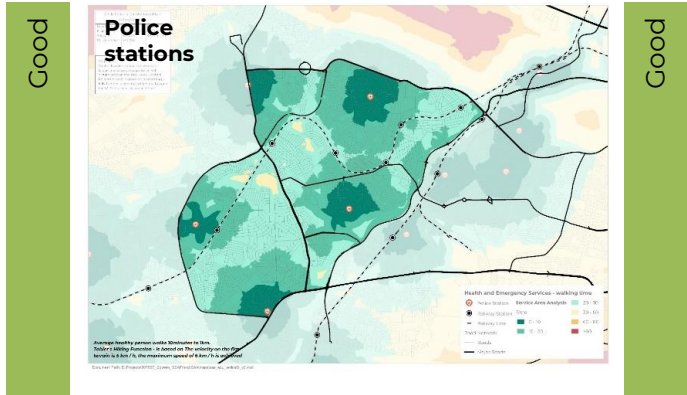
The level of satisfaction with emergency services are generally very low. An assessment of results from the Quality of Life survey indicate that, on average, 50% of respondents across the SOWETO<sup>SA</sup> are unsatisfied with emergency services in their area. Levels of satisfaction with metro and traffic police across the SOWETO<sup>SA</sup> are also concerning, where one in three respondents indicated that they are unsatisfied with the policing services offered in their area.



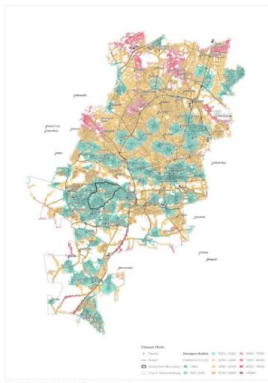


### Police stations

Avg access distance: 1808m  
CSIR standard: 8000m/8km

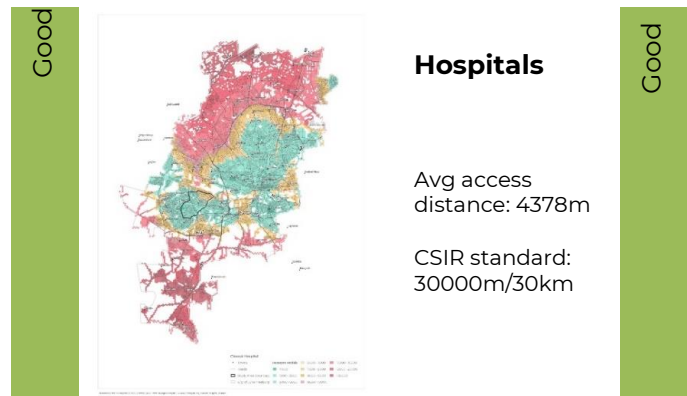


Results from the Quality of Life Survey indicate that respondents across the SOWETO<sup>SA</sup> experience varied levels of satisfaction with public health services in the area in which they reside. The satisfaction levels in Meadowlands East Zones 1 and 5, Meadowlands West Zones 6 and 7, as well as in Orlando West are generally low, where an average of 44% of respondents indicated that they are dissatisfied with health services in their area.



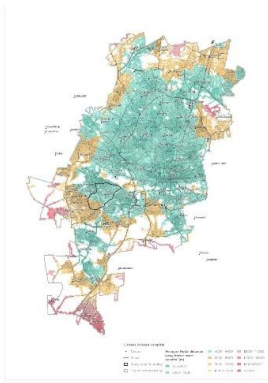
### Clinics

Avg access distance: 1091m  
CSIR standard: 5000m/5km



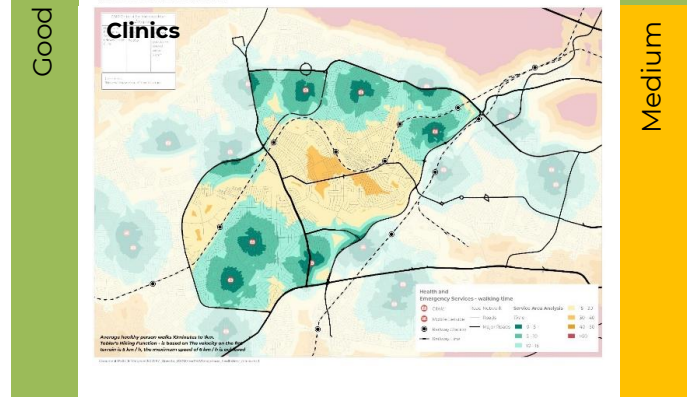
### Hospitals

Avg access distance: 4378m  
CSIR standard: 30000m/30km



### Private Hospitals

Avg access distance: 4967  
CSIR standard: n/a



At the city-wide scale, overall access to health and emergency services in the SOWETO<sup>SA</sup> is somewhat better when compared to various regions in Johannesburg. This is especially the case for clinics. There are however portions in the SOWETO<sup>SA</sup> that have less access compared to the broader City -Region, with police stations being the least accessible in central areas of Dube and Mofolo, amongst others.

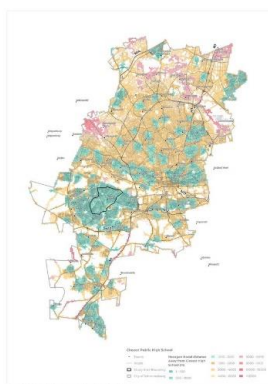


### 4.3.1.2. Education

The SOWETO<sup>SA</sup> is well serviced with regards to access to education (primary schools, secondary schools, intermediary schools and tertiary institutions). The recommended learner-teacher ratios and class size for primary and secondary schools in South Africa is 40 learners per teacher and 40 learners per class, respectively according to the Department of Basic Education. Most of the secondary schools in the SOWETO<sup>SA</sup> fall within the 20-30 learner to teacher ratio. For primary schools, however, the majority of primary schools have a learner-teacher ratio of between 35-40 learners per teacher. There are three instances (two schools in Meadowlands and one school in Orlando West) where the learner to teacher ratio is above the acceptable criteria.

Results from the Quality of Life Survey indicate that respondents across the SOWETO<sup>SA</sup> are generally very satisfied with public schools in the area in which they live, where 85% of households have indicated that they are either very satisfied or satisfied. The only exception is Meadowlands East Zone 1, where only 57% of respondents indicated that they experience a degree of satisfaction with public schools in the area in which they live.

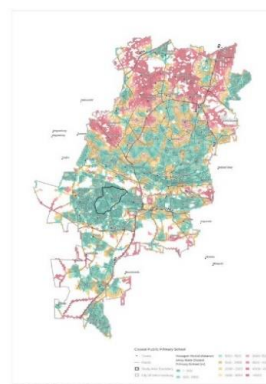
From a community point of view, there is a lack in youth dedicated spaces and programmes, as well as spaces dedicated for people of all ages and abilities. It was also discussed that current educational infrastructure caters for schooling age groups primarily, leaving the broader vulnerable community at large unattended, for example survivalist traders, or working mothers.



#### Public High Schools

Avg access distance: 703m  
CSIR standard: 5000m/5km

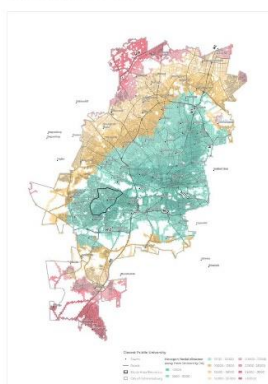
Good



#### Public Primary Schools

Avg access distance: 505m  
CSIR standard: 5000m/5km

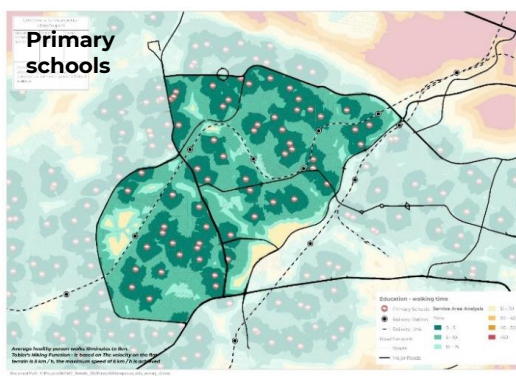
Good



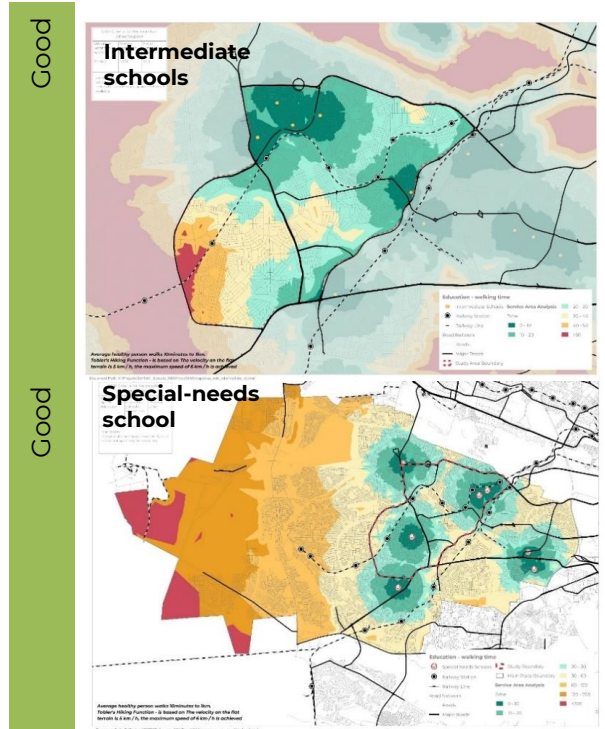
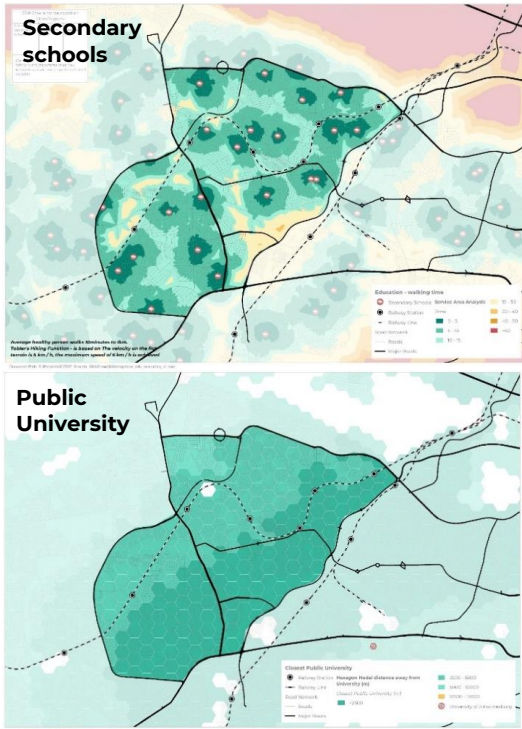
#### Public University

Avg access distance: 6052m  
CSIR standard: 20-25km

Good



Good



Good

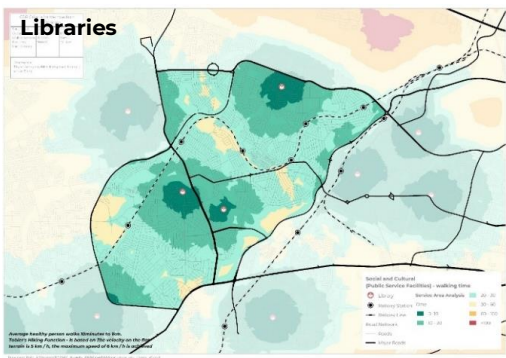
Good

Medium

Good

At the city-wide scale, the SOWETO<sup>SA</sup> is, on average better-served in terms of education facilities and out- performs similar areas in Johannesburg. Public high schools and tertiary institutions are slightly less accessible in various regions in Johannesburg, whereas there is good accessibility in the SOWETO<sup>SA</sup>.

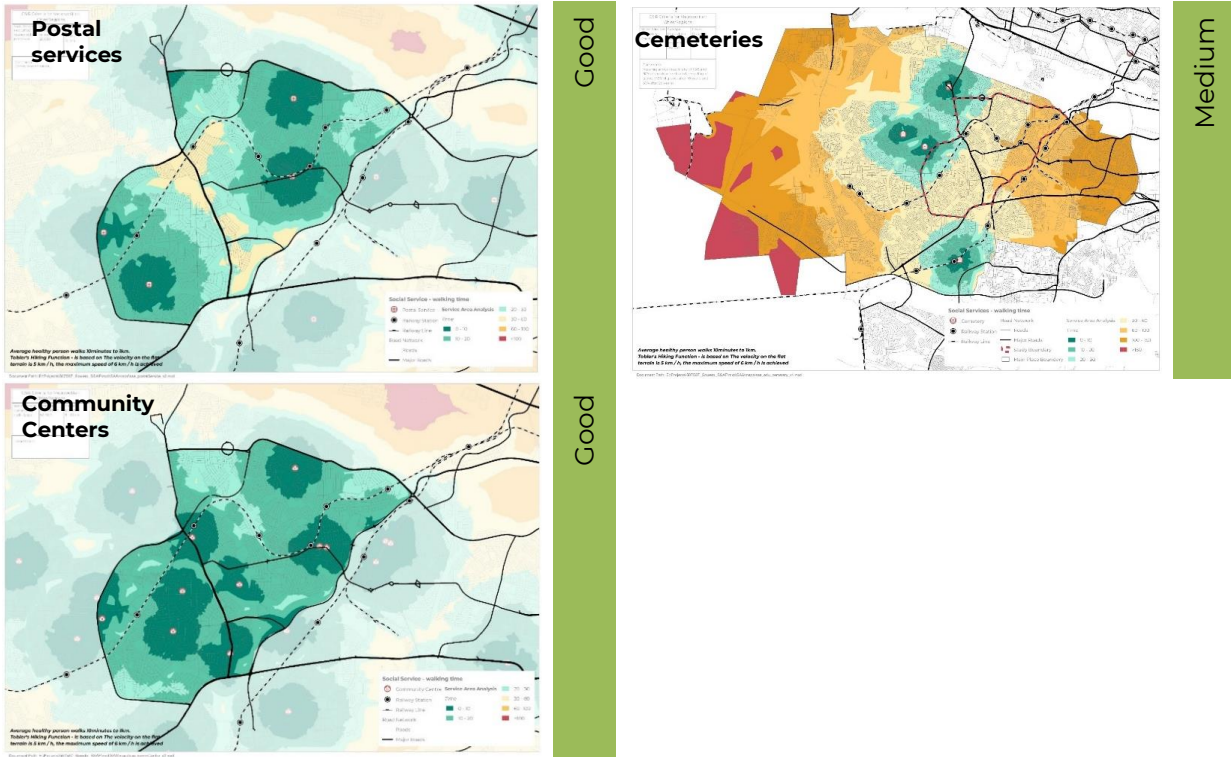
The SOWETO<sup>SA</sup> has adequate access to libraries, there are three libraries located within the SOWETO<sup>SA</sup>. An analysis of the level of satisfaction with libraries reveals that respondents are generally very dissatisfied with libraries in the area in which they reside. This is true for all areas across the SOWETO<sup>SA</sup>, except for in Jabavu, Meadowlands East Zones 2 and 3 and Mofolo Central, where an average of 80% of respondents have indicated that they are satisfied with libraries in their area. For the remainder of the subplaces in the SOWETO<sup>SA</sup>, an average of 57% of respondents have indicated that they are dissatisfied with libraries in their area. An assumption could be that levels of dissatisfaction are attributed to long travelling distance to access library facilities for those areas that do not have these facilities within close proximity.



Good

### 4.3.1.3. Social Services

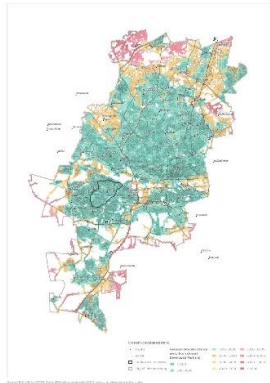
The SOWETO<sup>SA</sup> is well serviced in terms of all social services, aside from cemeteries. The CSIR Guidelines indicate that cemeteries should typically be accessed within 30 km in Metropolitan Cities. The SOWETO<sup>SA</sup> is located within 30 km of the existing cemetery which is located outside the western border of the SOWETO<sup>SA</sup>. The capacity of the cemetery has to be determined and effective spatial forward planning should be done to identify future sites for an additional cemetery site if the existing site is close to reaching capacity.



Despite the SOWETO<sup>SA</sup> having good access to parks, it is noted that the Quality of Life Survey indicates that respondents are typically unsatisfied with public parks and public spaces in the areas in which they live. The highest levels of dissatisfaction are found in Meadowlands East Zone 1, Zondi and Meadowlands East Zone 5, where 75%, 67% and 63% of respondents respectively have indicated that they are dissatisfied with parks and public spaces in their area. Engagements with community representatives indicate that this is likely attributed to safety (crime) and environmental (dumping and vandalism) issues.

There is generally good access to parks at a city-wide scale and within the SOWETO<sup>SA</sup>, with few areas in Johannesburg showing little or no access.



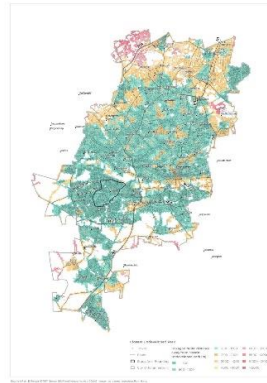


### Developed Park

Avg access distance: 523m

CSIR standard: 5000m/5km

Good

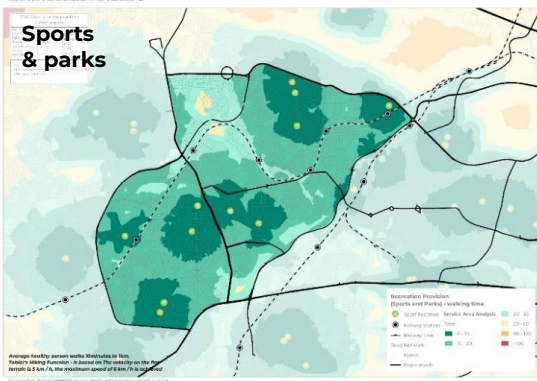


### Undeveloped Park

Avg access distance: 423m

CSIR standard: 5000m/5km

Good



Good

## 4.3.2. Bulk infrastructure

It is important to recognise the history of development in Soweto and the legacy of infrastructure provision. Many regions of Soweto, including suburbs comprising the SOWETO<sup>SA</sup>, date back to the 1930s, when Orlando was established as one of the earliest formal townships within the broader Soweto area. The implications of this are two-fold.

Firstly, the delivery of basic services within the SOWETO<sup>SA</sup> has had the opportunity over time to formalise and expand, resulting in a generally well serviced urban area, notwithstanding the legacy of Apartheid and the implications of the Group Areas Act on municipal services. The majority of households receive piped water within their houses, private water-borne sanitation, dedicated electricity provision and weekly refuse collection. Secondly, owing to the extended timeframe over which services have been provided, it is anticipated that many infrastructure networks are likely to be old and in need of significant repair and / or replacement. This needs to be considered in conjunction with the ambition of the development framework to unlock value through various forms of densification. This section looks at bulk infrastructure, in particular water supply, sanitation, electricity bulk infrastructure, and solid waste removal. Figure 18 is a summary of the levels of service for each of the engineering services. This is followed by a detailed discussion on key constraints and opportunities pertaining to engineering services infrastructure in the SOWETO<sup>SA</sup>.

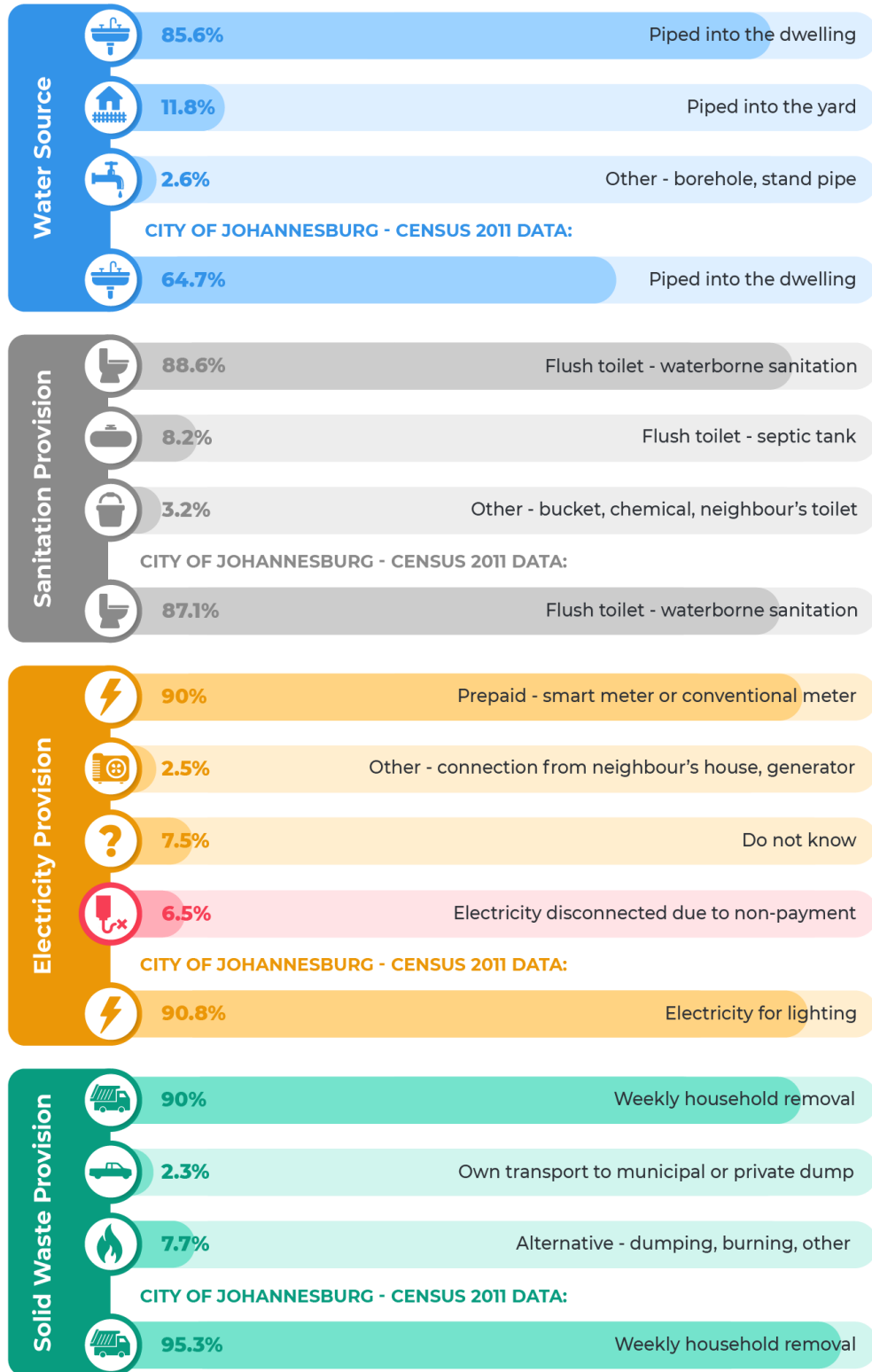


Figure 18: Engineering service levels summary





### **4.3.2.1. Potable water**

#### *4.3.2.1.1. Network Capacity, Constraints and Storage / Supply Reservoirs*

Soweto and the SOWETO<sup>SA</sup> receive its potable water from Johannesburg Water, a municipal department of the CoJ responsible for all water and sewer provision. A total of 13 reservoirs with a combined capacity of 381 Mℓ feed the SOWETO<sup>SA</sup>. The non-operational reservoirs make up 40% (150 Mℓ) of the storage that is not in use. Water is purchased on a daily basis by each area from Rand Water. The municipal minimum required reservoir storage is 24h x AADD and 4-6h for the Tower storages as per Johannesburg Water guidelines. All the systems currently experience water losses which are being addressed in Operation Gcin'amanzi (OGA) initiative.

The Zondi and Dobsonville reservoirs are currently under capacity and an additional 10 Mℓ reservoir in Dobsonville has been proposed. The network is additionally strained due to Zondi Reservoir No.1 and Dobsonville Tower reservoir which are not operational. The 400mm diameter bulk line that supplies Zondi reservoir No.2 is under sized and cannot supply existing demands. The bulk lines to the other reservoirs are sufficient. The higher lying areas of Zondi and Dobsonville reservoir districts experience low peak pressures due to insufficient reservoir capacity.


The current reservoirs in the Meadowlands area are under capacity. The supply is also constrained due to the non-operational reservoirs, namely Meadowlands No.1 and Meadowlands Tower. The system has low residual pressures in the higher lying areas due to losses occurring from the system being under capacity. The 900mm diameter bulk lines however, still have some spare capacity.

The Jabulani reservoir and tower as well as the Chaiwelo reservoir have sufficient capacity to meet the current and projected future demand of the water district. However, the high lying parts experience low pressures due to low available static head.

The Aeroton, Orlando and Diepkloof reservoirs all have sufficient capacity to meet the current and future allocation for the area. The supply line to the Aeroton reservoir is operating at nearly its maximum capacity but upgrades currently are not recommended, because the AADD may decrease if OGA is successful at reducing water losses. Diepkloof reservoir's supply lines have sufficient capacity to accommodate future demands in its supply district. Large portions of the Aeroton Reservoir and Diepkloof reservoir districts experience low residual pressures due to high losses in the system.

#### *4.3.2.1.2. Service reliability*

A useful measure of the efficacy of water services in Soweto is to determine the reliability of water supply to the SOWETO<sup>SA</sup>, by analysing how often residents experience breaks in water supply. Water outages are indicative of underlying service delivery challenges such as old networks, a lack of maintenance or institutional capacity to operate networks efficiently. It is a useful metric that is not dependent on hard infrastructure information and rather draws on resident's experience of infrastructure reliability. Responses from residents indicate that the historic regions of Orlando West, portions of Meadowlands and Moroka experience relatively



high levels of water cuts, which implies that many water networks in these areas are likely to be old and in need of repair and replacement.

#### *4.3.2.1.3. Master plans and the strategy for future infrastructure roll out*

Within the Zondi and Dobsonville areas there is limited space for future development. The municipality has allowed for an additional capacity of 243 kℓ/day for potential future draw-off from new developments in the area. No additional allowance in terms of water supply was made for the Meadowlands area, as there is no further space for development. It is proposed in the Masterplan that Meadowlands No.1 and its tower reservoir with 23.7 Mℓ capacity be recommissioned. An additional tower reservoir with a capacity of 2.2 Mℓ is proposed for the area but is dependent on whether Rand Water enforces abstraction conditions. In the Jabulani and Chiawelo areas, an additional 3760 kℓ/day has been proportioned for future developments.

For the Aero-ton, Orlando and Diepkloof areas an additional 2676 kℓ/day has been allocated for future developments in the area. It is recommended in the Masterplan that an additional 500mm diameter pipeline from the Aero-ton reservoir be implemented to help supply the Aero-ton water district as well as to aid in reducing flow velocities in the existing bulk supply line to the Orlando reservoir

### **4.3.2.2. Sewer**


#### *4.3.2.2.1. Network Overview, Systems, Capacity and Constraints*

As was the case for water, Soweto and the SOWETO<sup>SA</sup> receives wastewater services from Johannesburg Water whose mandate is the collection, conveyance, treatment and discharge of wastewater into the natural environment. There are 3 drainage basins that fall within the SOWETO<sup>SA</sup> namely,

- The South-Western Outfall Sewer System (SWOS);
- The Meadowlands Consolidation Drainage Area (MDW) and;
- The Olifantsvlei Sewer Basin (OLF).

The SWOS and the OLF both drain to the Olifantsvlei WWTW and the MDW drains to the Bushkoppies WWTW. The Total Peak Daily Dry Weather Flow (PDDWF) currently estimated to be accommodated in the Olifantsvlei WWTW is 175 Mℓ. An additional 50Mℓ unit has been constructed on the Olifantsvlei WWTW, bringing the works capacity to 230 Mℓ/day. The capacity of the Bushkoppies WWTW is 200 Mℓ/day. Bushkoppies serves the MDW basin, Bushkoppies Consolidation, parts of the South-Eastern Outfall Sewer and the Klipspruit basins. The combined total flow to Bushkoppies is 199.5 Mℓ/day.

One of the units at Olifantsvlei WWTW is currently not operational, reducing the capacity to 180 Mℓ/day, and due to a diversion from the South-Eastern outfall of 41 Mℓ/day, the current flow through the WWTW is 203 Mℓ/day, exceeding the current capacity of the works. The Olifantsvlei WWTW is currently diverting 100% of its upstream flow at the Bushkoppies Phase 1 tunnel to the Bushkoppies WWTW due to heavy siltation downstream of the Olifantsvlei outfall sewer. Possible sand traps are also being considered at the low lift pumps due to significant siltation.



According to the masterplan, future developments and flow growths will bring the future demand to 275 Mℓ/day, making the Olifantsvlei WWTW under sized for future projections. A few pipes in the system have also been identified as having insufficient capacities. They will need to be surveyed to confirm upgrade requirements however, it is anticipated that the Olifantsvlei WWTW will require an upgrade to meet future demands.

There is presently no spare capacity at Bushkoppies. The system currently has sufficient capacity to cater for existing demands except for a few small sections of pipe that are under capacity. Presently all the flow from MDW is being diverted to Bushkoppies via Bushkoppies Phase 1 tunnel due to siltation issues causing capacity issues at Olifantsvlei outfall.

The Dube Sub Outfall shows potential for insufficient capacity in the future, with its 400mm and 450mm pipes near Mfolo North Ext 1. A few 150mm diameter sections of pipe are under capacity and will require upgrading in the MDW Basin.

The existing OLF system has sufficient capacity, however some of the network links that are smaller than 300mm diameter are under capacity. The outfall generally has sufficient capacity. The Moroka-Jabavu link is identified to have additional capacity that may accommodate flow from the future scenario. The Nancefield pump station has insufficient capacity in wet weather conditions and needs to be investigated.

#### *4.3.2.2. Master plans and the strategy for future infrastructure roll out*

In the 5 year and ultimate scenarios, no further densification was allowed for OLF, but densification was allowed for in MDW and SWOS. It is stated in the masterplan that Johannesburg Water has indicated that through electro/mechanical plant, it is possible to increase the capacity of Olifantsvlei to 290 Mℓ/day. This capacity increase potential should be referred back to Johannesburg Water for elaboration.


The existing siltation between Olifantsvlei outfall is to be cleared to ease flow to Bushkoppies WWTW. Johannesburg Water has existing plans to expand the Bushkoppies WWTW from 200 Mℓ/day to 250 Mℓ/day, however with the additional ultimate flow from the MDW basin of 88 Mℓ/day, the ultimate scenario will still exceed the planned expansion of the WWTW by 38 Mℓ/day. Previous studies have indicated the Bushkoppies site could hold a maximum capacity of 350 Mℓ/day if the entire site is developed. However, this is regarded as the maximum that can be accommodated on the existing site. There are discussions on constructing a new WWTW along Klip River downstream of Olifantsvlei and Bushkoppies WWTWs to provide additional capacity.

### **4.3.2.3. Electricity**

#### *4.3.2.3.1. Service and reliability*

Broader Soweto, inclusive of the SOWETO<sup>SA</sup>, receives electricity from Eskom, while certain portions of Soweto receive electricity from City Power. The SOWETO<sup>SA</sup>, however, receives electricity from Eskom with individual homeowners billed directly by the utility.

As is with water supply, an analysis of how often residents experience breaks in electricity connectivity is useful measure of the efficacy of electricity services in Soweto to determine the



reliability of electricity provision to the SOWETO<sup>SA</sup>. Electricity outages can be the result of two dynamics, namely (1) underlying service delivery challenges such as old networks, a lack of maintenance or institutional capacity to operate networks efficiently, and/or, (2) a lack of payment of services, which intuitively would be captured in the QoL survey as resulting in a cut of power supply. As such, responses from Soweto residents indicates that the historic regions of Orlando West, portions of Meadowlands and Moroka experience relatively high levels of electricity cuts, which implies that electricity networks in these areas are likely to be old and in need of repair and replacement. These findings closely resemble that of water outages across the SOWETO<sup>SA</sup> suggesting that infrastructure issues are most prominent these areas.

#### **4.3.2.4. Solid waste**


Soweto is serviced by PIKITUP, the integrated waste management service provider for the City of Johannesburg who handle all forms of solid waste collection and disposal. In terms of solid waste provision, the majority of residents within the SOWETO<sup>SA</sup> receive refuse removal from their house, on a weekly basis (90%). The area of Meadowlands West Zone 10, however, presented higher levels of residents recording alternative forms of solid waste removal which can be perceived as a challenge.

#### **4.3.3. Backyard rental and implications for bulk infrastructure provision**

As is the case with many established townships in South Africa, the proliferation of backyard dwellings is a prevalent and contentious issue presenting both opportunities and constraints to the urban form and function of townships. While there is global evidence of multiple households / stands, the concept of 'backyard dwellings' is uniquely a South African phenomenon in its physical form, typically consisting of a free-standing house with a backyard dwelling extending behind it, formal or informal.

Service provision for backyard dwellers presents both capital and operational complications for municipalities to ensure adequate services. For instance, increased densities intuitively lead to densification and often the over-extension of existing infrastructure networks. Acknowledging the reality of backyard dwellers would in turn require infrastructure departments to allow for their existence in all future planning and project budgeting. The spontaneous nature of the development of backyard dwellings makes it difficult to proactively plan for bulk infrastructure demand. Secondly, the practicalities of providing additional house connections for water and sewer services on an existing erf represent possible legislative as well as practical complications around billing, maintenance and liability.

However, it is important to note that many of the concerns around over-subscription of existing networks remains anecdotal. SALGA recognise that there are also many instances in which the infrastructure networks of suburbs with significant numbers of backyard units are coping with the added pressure. This may result from initial over-specification of the networks, thus allowing them to handle the increased density. Another important factor to consider is that the average household size in South Africa has dropped, from 4.2 in 2001 to 3.1 in 2011. This at least in theory equates to a reduction in service capacity requirements. Coupled with this, many backyard household sizes are on average far smaller than normal households and



therefore would not impose a comparative level of demand on the networks as the main household occupying the stand.

Given the discussion above, the recommended approach for engaging the reality of backyard dwellers for Soweto from an infrastructure perspective could consist of the following:

- The actual performance of each utility service (water, sewer, electricity), relative to the current number of households, both formal and backyard, needs to be determined. It may be found that some services are at adequate capacity, such as water, inclusive of the backyard demands, while others such as electricity are not. This information can then be used to inform future infrastructure planning.
- Any future planned retrofitting or upgrading of the existing infrastructure networks can account for the anticipated additional capacity of backyard dwellings, both current and future. Upgrading for additional capacity is less expensive than providing new infrastructure networks. However, the validity of this statement will vary across different elements of the network – upgrading a pressurised water main from a 100mm to a 125mm diameter is relatively affordable to increase flow, compared to having to build a new storage reservoir to provide additional storage capacity for large increases in demand.
- The informal nature of the relationship between the landlord and the backyard tenant is unlikely to change over time. As such, the practical provision of additional house connections for infrastructure will remain challenging. The implications of this would be that a single source of connection per stand would need to remain, as would billing for services, until smart metering systems can be installed to track the consumptions separately.

#### 4.3.4. Non-payment of services and implications on SSAF

The functioning of cities hinges on the provision of basic services to households and businesses, and, in return, households (as customers) pay for services received. In South Africa, the municipal fiscal regime is heavily skewed in favour of protecting poor households through progressive tariff structures and indigent policies. In Soweto, however, this foundational part of the contract between Citizen and State is compromised. Although non-payment is rife in many parts of South Africa, Soweto is an outlier in the magnitude and pervasiveness of non-payment for electricity services and the proliferation of illegal connections. What sets Soweto apart further is the established pattern of tacit accommodation by government institutions which contributes towards the maturation of non-payment into a politically legitimate and socially normalised choice for households and businesses.

Why is non-payment relevant to the Soweto Strategic Area Framework? What sets the SSAF apart is that it is the product of a *social dialogue* between the community and the public sector. However, community participation is an important but not sufficient ingredient for successful implementation. Reciprocity – that is, recognising and negotiating the *practical needs and self-interests of Citizens* – is an important precondition to fostering relationships based on trust and mutual interest. Indeed, participation without reciprocity is mere extraction. These reciprocal relationships create both risks and incentives that influence the



community member's attitudes and behaviours towards interventions, that is, the decision to participate in, disengage from, or actively resist, implementation.

Public sector representatives engaged in participatory planning may find the long-term and systemic benefits accruing to households from given interventions as self-evident. However, from the perspective of a potential beneficiary household, it is enmeshed in a web of reciprocal relationships which extend across a large number of stakeholders, some of whom having a vested interest in maintaining informal regimes if when those arrangements do not serve the community as a whole. From the perspective of the household, the social normalisation and implicit accommodation of non-payment is one such de facto arrangement which almost certainly and materially supersedes the influence of the social dialogue being fostered by SSAF. To this end, we apply a political economy lens to map out our understanding of this de facto arrangement as it pertains to electricity distribution, and identify the possible implications for the implementation of the SSAF. A political economy lens recognises that a feasible solution requires not only technical and economic explanations for a given problem, but should consider prevailing stakeholder interests and power dynamics.

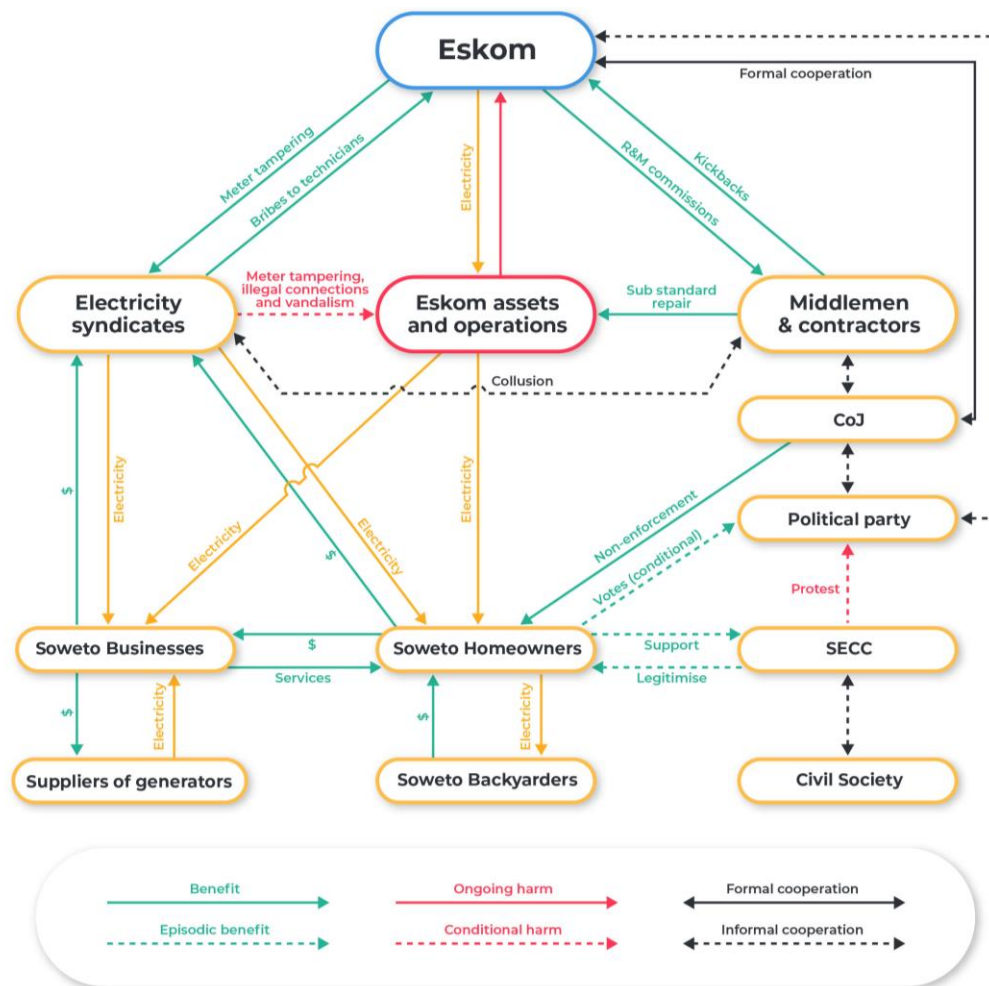



Figure 19: Political economy map of electricity provision in Soweto




The map above identifies the key stakeholders who have some form of interest in the current *de facto* arrangement of electricity distribution to Soweto households and businesses. Starting with the notional Soweto homeowner, electricity is received directly from Eskom, but without payment. Alternatively, electricity is accessed via illegal connections or meter tampering provided by electricity syndicates (i.e., so-called “ghost vendors”, illegal technicians who perform illegal connections or even Eskom technicians who facilitate meter tampering). Homeowners provide electricity to backyard tenants, payment of which forms part of their rent. Businesses similarly receive electricity from Eskom, through self-generation, or via electricity syndicates. Collusion between electricity syndicates, middlemen, contractors, and government entities is prolific across South Africa, and may involve willful destruction of government assets. Even in the absence of deliberate vandalism, syndicates are incentivised to perform illegal connection beyond that which is safe. Electricity syndicates may also be closely linked to cable theft and the scrap metal sector. The current set of arrangements, including ongoing vandalism to Eskom assets, favours both companies who perform repairs and supply chain officials within Eskom who adjudicate commissions for repairs. Policy to deal effectively with the *de facto* prevailing arrangement is also hamstrung politically, as there is a tacit transaction between homeowners and local politicians whereby continued political support is contingent on insulating residents from revenue enhancing measures implemented elsewhere. Changes in metro government or senior administration may result in a disruption to this tacit contract, resulting in rising mistrust as to the intentions of the City when engaging in participatory planning or formalisation efforts. Similarly, mistrust and concerns for physical safety may also hamper the willingness of City officials to engage with citizens. Finally, there are activist organisations which craft and disseminate a legitimising narrative to help normalise non-payment as a socially defensible and even moral behaviour.

#### **4.3.4.1. Impacts**

In the narrowest terms, the impact of the current arrangement is that Eskom is losing R3m a day in Soweto alone. Whereas in the past government has opted to provide bailouts to Eskom to cover these and other losses, budget constraints – particularly in the wake of credit rating downgrades and the fiscal impact of COVID-19 - have started to bind. Accordingly, Eskom is driven towards rationing supply by limiting access and restricting hours of supply to parts of Soweto. The investment case for Eskom to continue upgrading and rehabilitating Eskom infrastructure in Soweto, in light of the prevailing *de facto* regime, is very weak relative to competing areas where households and businesses are more likely to pay. Consequently, power supply in Soweto is no longer governed by market forces as the link between payment and supply is effectively severed. The long-term result is a low-quality, low-payment equilibrium which undermines prospects for decent livelihoods and economic prosperity for Sowetan households and businesses.

#### **4.3.4.2. Implications**

In the short-term, households are likely to perceive that they have more to gain than lose by the current arrangement. This trade-off is sharpened by prevailing ideological narratives, which is dependent on perpetuating a climate of mistrust and defiance amongst citizens towards Eskom and, by extension, the public sector as a whole. The potential material benefit



of SSAF implementation pales in comparison to the disbenefit of curtailing the proliferation of a grey market for electricity distribution in Soweto. The three headline implications for SSAF implementation are:

- Interventions which either deliberately or inadvertently interferes with the operation of the current arrangement will likely face resistance and even sabotage from those who have the greatest short-term interest in the status quo: households, syndicates, community-based activist groups such as SEEC and even politicians. Thus, any intervention emanating from the SSAF should either explicitly or implicitly delineate itself from measures that are commonly associated with revenue enhancement measures.
- Interventions which depend on electricity investment should recognise that the underlying investment case for Eskom to upgrade local electricity infrastructure, is very weak.
- The current de facto system of electricity distribution is part of the local economy and is unlikely to improve in the near future. Electricity disruptions - part and parcel of the prevailing system – will continue to affect households and businesses.
- Government-driven technical solutions which aim to insulate local businesses from these disruptions will be risky and likely face resistance from those who benefit from the status quo. In contrast, market-based solutions (e.g. subsidising generators to small business) allow for an arms-length relationship between government and local stakeholders, who are then better placed to take immediate protective ownership of the intervention.

#### 4.3.5. Storm water infrastructure & flooding

##### **4.3.5.1. Stormwater management infrastructure**

The purpose of the stormwater infrastructure in the SOWETO<sup>SA</sup> is to collect and convey stormwater into the closest riverine tributaries to prevent pooling of stormwater and flooding. In the SOWETO<sup>SA</sup>, the receiving bodies of stormwater are the rivers shown in Figure 20 which discharge into the Kliprivier in the south and then eventually into the Vaal River (a tributary of the Orange River).

In terms of flooding, historical flooding information provided within the SOWETO<sup>SA</sup> indicates that flooding as a result of local stormwater infrastructure (60%) is predominant, of the local areas that are flooded, 67% is flooding of properties. Within tributaries, 70% of the flooded areas are low lying bridges. Considering Johannesburg's rainfall patterns where the storms are short and intense and there's an expected increase in precipitation intensity due to climate change, situational flooding is expected to worsen in future. Figure 20 illustrates the different flood lines that characterise the SOWETO<sup>SA</sup> as well as the areas in which buildings are most at risk.



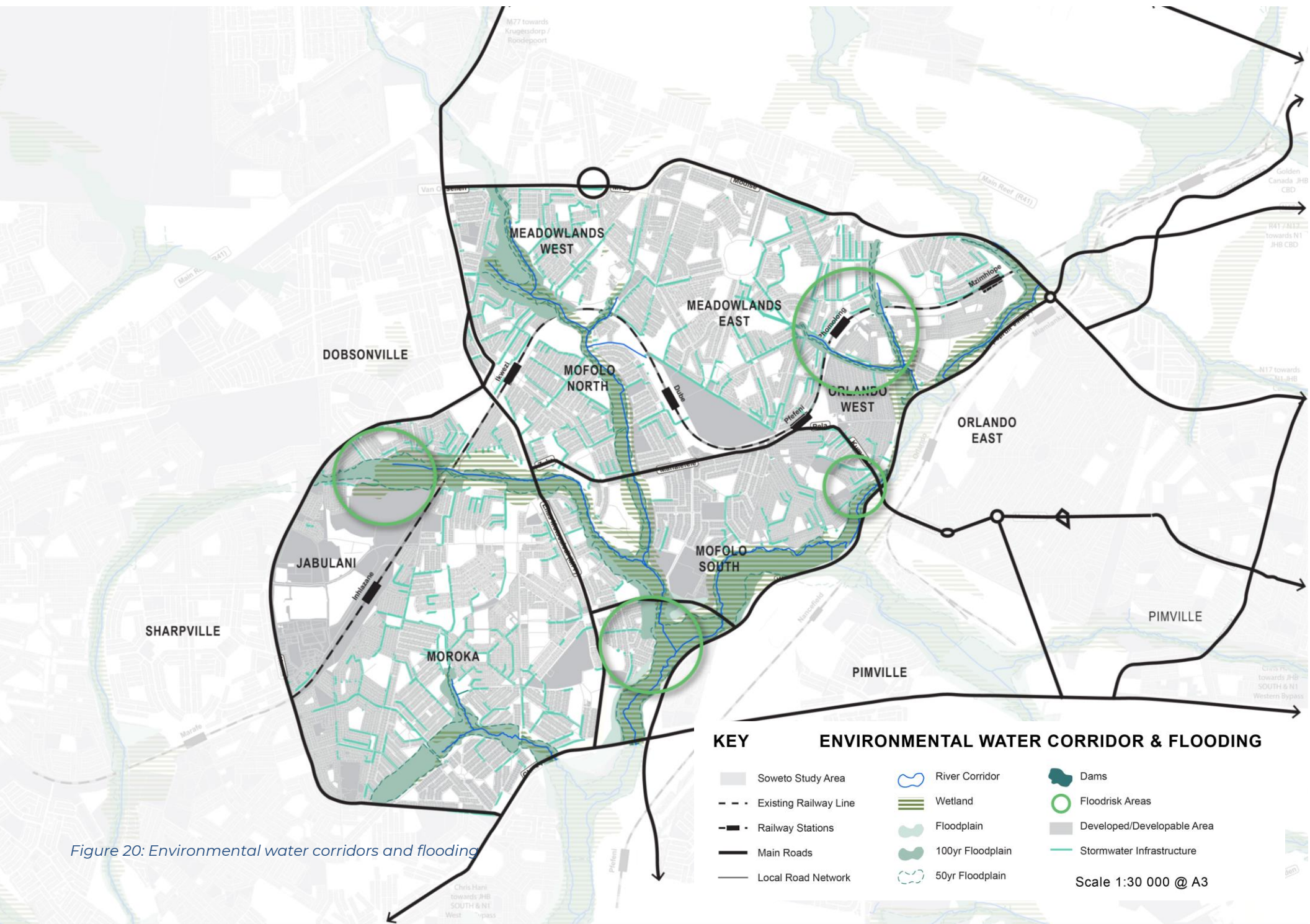


Figure 20: Environmental water corridors and flooding



Water does not confine itself to a SOWETO<sup>SA</sup> boundary, therefore when undertaking a stormwater analysis, it needs to be considered holistically from a catchment perspective. Consideration should therefore be given to the impacts of the catchments upstream of the SOWETO<sup>SA</sup> and the requirements of the downstream watercourses. The figure below highlights the upstream catchments which have a total combined area of approximately 191 km<sup>2</sup> whereas the SOWETO<sup>SA</sup> is only 13% of that size at approximately 26 km<sup>2</sup>. One aspect that needs to be considered which is fairly unique to CoJ is Acid Mine Drainage (AMD) and the effect that mine dumps upstream of the SOWETO<sup>SA</sup> have on the watercourses.

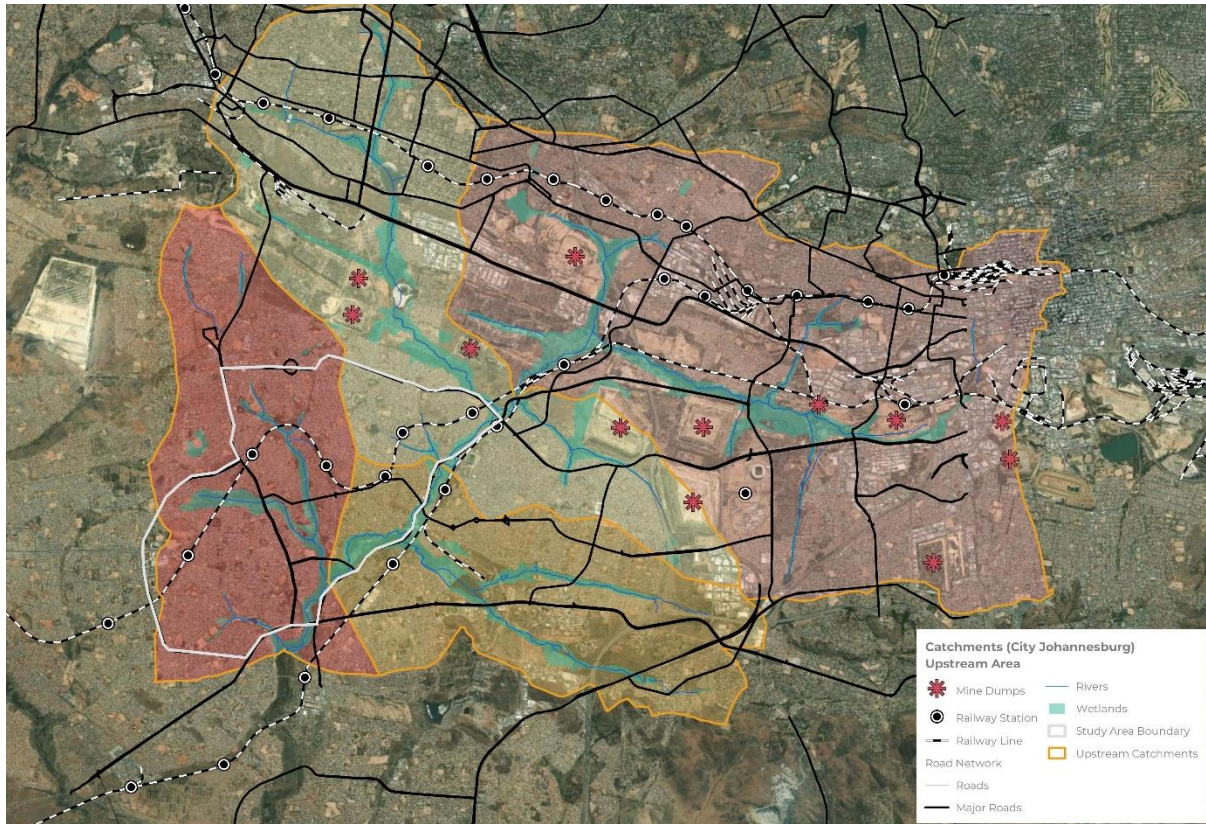


Figure 21 Catchments and mine dumps upstream of SOWETO<sup>SA</sup>

#### 4.3.5.2. Sustainable Drainage Systems (SuDS)

Water Sensitive Design considers stormwater to be a component of the urban water cycle and approaches stormwater design holistically through the concept of Sustainable Drainage Systems (SuDS). In addition to using natural systems to design for water quantity management and flood alleviation, SuDS also considers water quality improvement, enhanced amenity, the maintenance of biodiversity and resource capture towards ensuring water security.

The Moroka Park Precinct, internationally recognised as a SuDS best practice, is located within the SOWETO<sup>SA</sup> and consists of the Thokoza Park, Regina Mundi Park of Remembrance and Moroka Dam. The design of the precinct strived to ensure effective rehabilitation and



integration of the dam and wetlands. From a SuDS perspective, the project involved the rehabilitation of a silted wetland and the construction of three bioswales for the purpose of filtration and flood attenuation; and a silt trap to prevent sediment build up. The success of the project is also attributed to community buy-in and involvement. Furthermore, the success of the Moroka Park Precinct resulted in the Mapetla Regional Park being commissioned to upgrade the Kliprivier floodplain into a Regional Wetland Park. This was due to the rapidly deteriorating quality of the 'Mapetla Spruit' as a result of leaking sewer lines and many informal settlements along the upper banks.



Figure 22 Moroka Park

#### **4.3.5.3. Opportunities for SuDS**

The following are opportunities to implement SuDS in the SOWETO<sup>SA</sup>:

*Stormwater pipe headwalls into the tributaries:* Add litter/sediment traps to prevent gross pollutants and sediment from entering into the tributaries and well as swales/filter strips to slow down the flow and improve water quality. This could be beneficial in preventing increased flood peaks downstream which cause the river to overflow.

*Open spaces:* Protect and preserve the existing open spaces, which are inclusive of parks, to prevent encroachment of pervious spaces and a further hardening of surfaces. Open spaces can be further enhanced to act as multifunctional spaces for recreation and location attenuation.

*Unlined channels* – the unlined channels that already exist in the stormwater network, if not already functioning as SuDS, can be converted into SuDS that help to slow the flow through infiltration and treat the stormwater prior to entry into the tributaries.

*Pipes as small infrastructure* – to encourage water quantity and water quality management from the local control level, small pipes can be retrofitted and converted into SuDS where they are “daylighted” instead of directing the stormwater into closed conduits.

*Wetlands* – Several wetlands already exist within the Soweto SOWETO<sup>SA</sup>. The aim of SuDS isn't to convert natural wetlands in a stormwater management location but if the wetlands are severely degraded, have little to no biodiversity then there's an opportunity for these wetlands to be retrofitted to have a stormwater management function. These can be retrofitted to enhance storage for water re-use and stormwater treatment. The wetlands existing fauna and flora could be enhanced to increase the biodiversity of the area.

---

## Recommendations for stormwater management

The following are overall stormwater and flooding recommendations:

- Development of a Catchment Management Plan for the Klipspruit
- Introduce stormwater upfront in a project
- Update the stormwater network asset register
- Upgrading of wastewater infrastructure
- Engage with the community on stormwater related projects, particularly in SuDS initiatives.
- Combat unemployment
- Consider the design of roads and low-lying bridges to mitigate impacts of occasional flooding of transport
- Prioritise stormwater interventions based on the hazard area, particularly locations where properties are located within the 100- and 50-year floodlines
- Consider the upstream and downstream catchments
- Consider the impacts from the mine dumps
- Restructure stormwater models around catchments and the urban water cycle.

### 4.3.3. Transport


The City adopted a Transit Oriented Development (TOD) approach as part of its public transport strategy with the introduction of transport corridors with the intention to restructure the city and break down historical social barriers. There is a symbiotic relationship between public transport infrastructure and TOD interventions. As such, the City has made a number of strides in its aim to restructure the city through investment into public transport services and infrastructure.

#### 4.3.5.4. Main mode of transport and purpose for trips

The City conducted the Johannesburg Household Travel Survey in 2013. From the survey, it was revealed that public transport (34%) is main mode of transport for all trips during the peak period (06:00 to 09:00) in Johannesburg, followed by private car (33%). Based on the GCRO's 2015 Quality of Life survey, when comparing the city-wide statistics to the Soweto SOWETO<sup>SA</sup>, data from the respondents that fell in the SOWETO<sup>SA</sup> reveal a vastly different allocation for the main modes of Transport. More than two thirds of the people of Soweto are largely reliant on public transport (68%) as their main mode of transport, far more than the rest of the City of Johannesburg. In addition, a large majority of respondents from the SOWETO<sup>SA</sup> indicated their satisfaction with their current mode of transport. Respondents from the GCRO Survey also indicated shopping, followed by going to work as the main reason for their most frequent trips.

#### 4.3.5.5. Public Transport Behaviour, Characteristics and Attitudes

An analysis of public transport routes indicates that public transport routes are noticeably radial, that being from Johannesburg CBD, which may imply that the current public transport network still supports the notion that greater economic opportunities lie “outside” of the SOWETO<sup>SA</sup> (and Soweto). However, it may be the case that the current public transport network does not adequately service the economic activities “within” Soweto.



In terms of the modal split, GCRO survey respondents in the SOWETO<sup>SA</sup> reported that minibus-taxis (77%) are their main mode of transport for their “most frequent trip”. In 2014, the City also conducted a Stated Preference Survey that was administered to a sample of 1208 persons, representative of the City’s population. Approximately half of private car users stated that they were unwilling to switch to public transport and that BRT is considered a superior option to most other public transport modes, indicating preference for a “controlled” operating environment, scheduled service and higher reliability.

Public transport in Johannesburg has poor average occupancy, mainly because of poor off-peak demand, and one-directional demand. This is despite significant government investment into transport services and infrastructure. The GCRO survey does however indicate growing usage and satisfaction with public transport services, with 75 % of respondents indicating that they are satisfied with public transport, however the greatest challenge with public transport is unreliability.

#### **4.3.5.6. Roads and sidewalks**

As of 2013 the Johannesburg Roads Agency (JRA) reports that there are 1462km of paved road and only 39km of gravel road in Greater Soweto. The large majority of roads in the SOWETO<sup>SA</sup> are Class 5 Streets, laid out in grid-like networks, with the primary function of providing access to residential properties. These roads are often not suitable for heavy vehicles traffic on a regular basis. Most, if not all, of these roads are surfaced, but very few have sidewalks. As part of the City’s Strategic Integrated Transport Plan Framework (SITPF), the concept of “Complete Streets” considers roadways, parking, cycle lanes, sidewalks and verges. Sidewalks are especially important in low-income communities as they are the primary location of informal traders – who rely mostly on foot traffic.

#### **4.3.5.7. Transport modes**

##### *4.3.5.7.1. Non-Motorised Transport (NMT)*

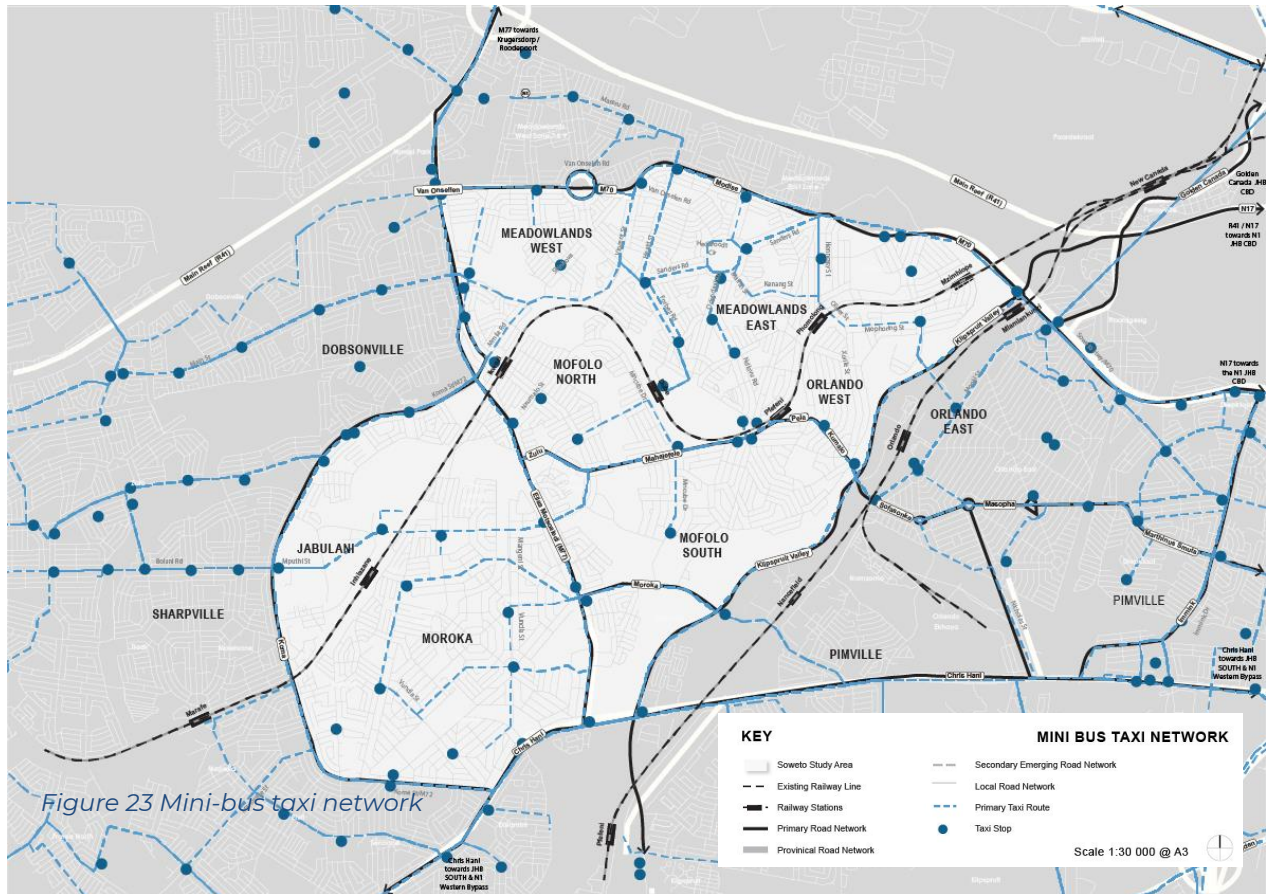
At a city level, and according to the SITPF, walking is walking is the second most important “primary mode” of transport after the car and makes up 31% of all trips made in the morning peak (where car accounts for 37% and minibus-taxis for 23%). It is noted that NMT is compromised by a lack of facilities: often there are no sidewalks at all, or if there are, they are dilapidated or too narrow. Poor lighting in some areas is also a deterrent to walking as it is unsafe.

The City’s Framework for Non-Motorised Transport (2009) has mapped ten priority networks, one of which is the Soweto Network. The provision of dedicated cycle lanes essential to make cycling grow. As part of the “Complete Streets” designs, there is a focus on creating continuous routes and networks through the cycling and pedestrian activity. Cycling is being targeted at the community level and particularly schools and universities.

##### *4.3.5.7.2. Minibus-Taxis*

There are 32 taxi associations controlling at least 12 300 vehicles on 1 013 different routes in the City of Johannesburg. The minibus taxi industry is largely informal; services and routes are not

pre-planned and often only exists to meet a public demand. Minibus taxis are an essential service as they provide a highly convenient service that is affordable to low-income earners, however, it is commonly understood that it is not always a safe and reliable service. Figure 23 below illustrates the mini-bus taxi network in the SOWETO<sup>SA</sup>.



#### 4.3.5.7.3. Subsidised Bus Service

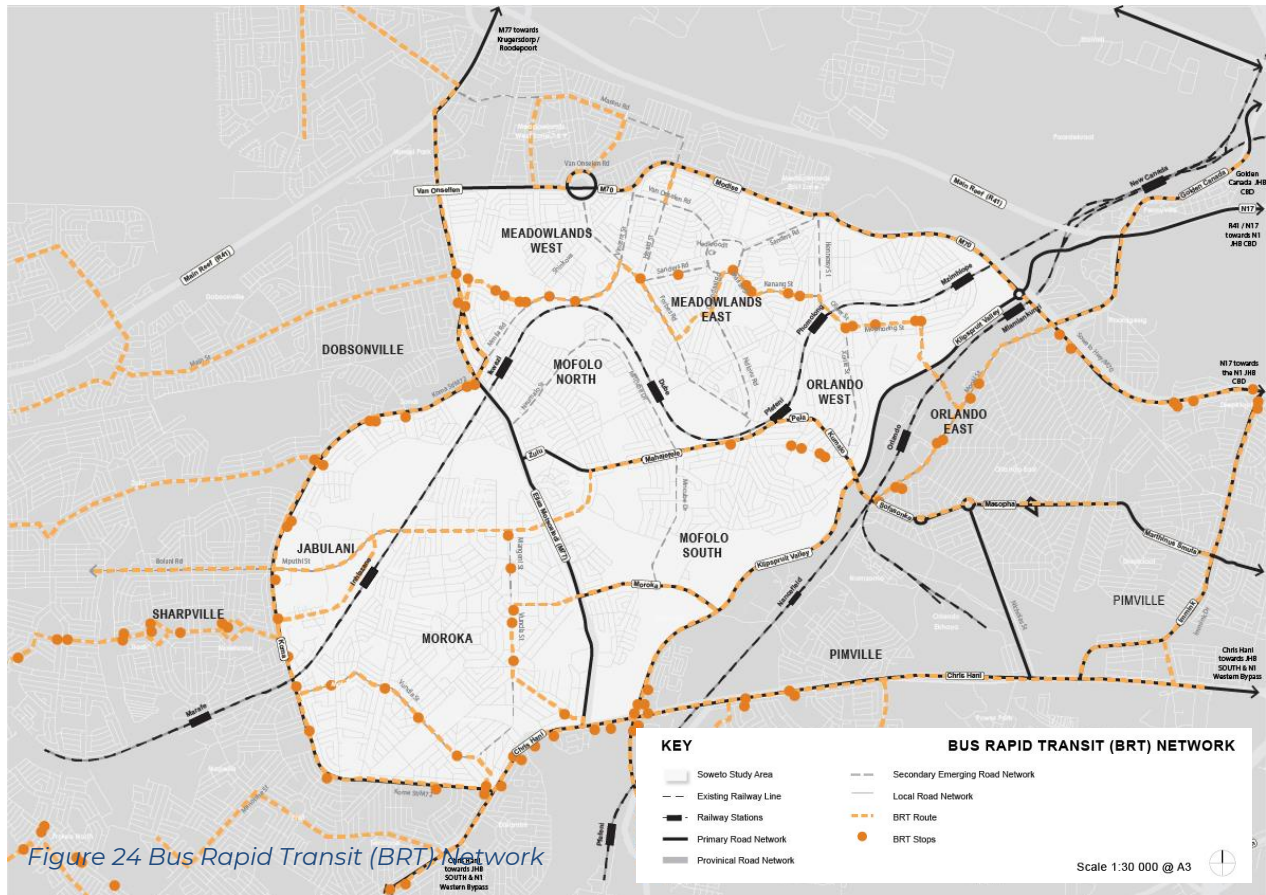
City of Johannesburg runs a municipal bus service called Metrobus and the Rea Vaya Bus Rapid Transit (BRT). Also, the Gauteng Department of Roads and Transport (GDRT) contracts the PUTCO bus services in Soweto which operates 490 buses. Plans have been made to rationalise and reduce bus contracted services and harmonise the current bus service systems with the intended Integrated Public Transport Network (IPTN).

#### 4.3.5.7.4. BRT Bus Services

BRT has taken precedence over rail, bus and taxi services and as the solution to the problems of increased congestion, poor mobility and accessibility of different parts of the City. The City has been introducing bus rapid transit (BRT) routes since developing an operational plan for a Phase 1 BRT system in 2007. Currently Phase 1A is completed and was brought into operation in stages between 2009 and 2011. BRT services and associated infrastructure is the driving force



behind the City's TOD initiatives. The BRT route network for the SOWETO<sup>SA</sup> in Soweto is shown in Figure 24 below



According to the SITPF, the Reya Vaya BRT serviced annual passengers totalling 8,8million in 2011/12 and 10,2 million in 2012/13. Also, the BRT has typical weekday passenger trips of 40 000 and the trunk route carries 5 760 passengers per direction per hour during peak hours. A customer survey in 2012 found that 80% were satisfied or very satisfied with the service.

#### 4.3.5.7.5. Rail Services

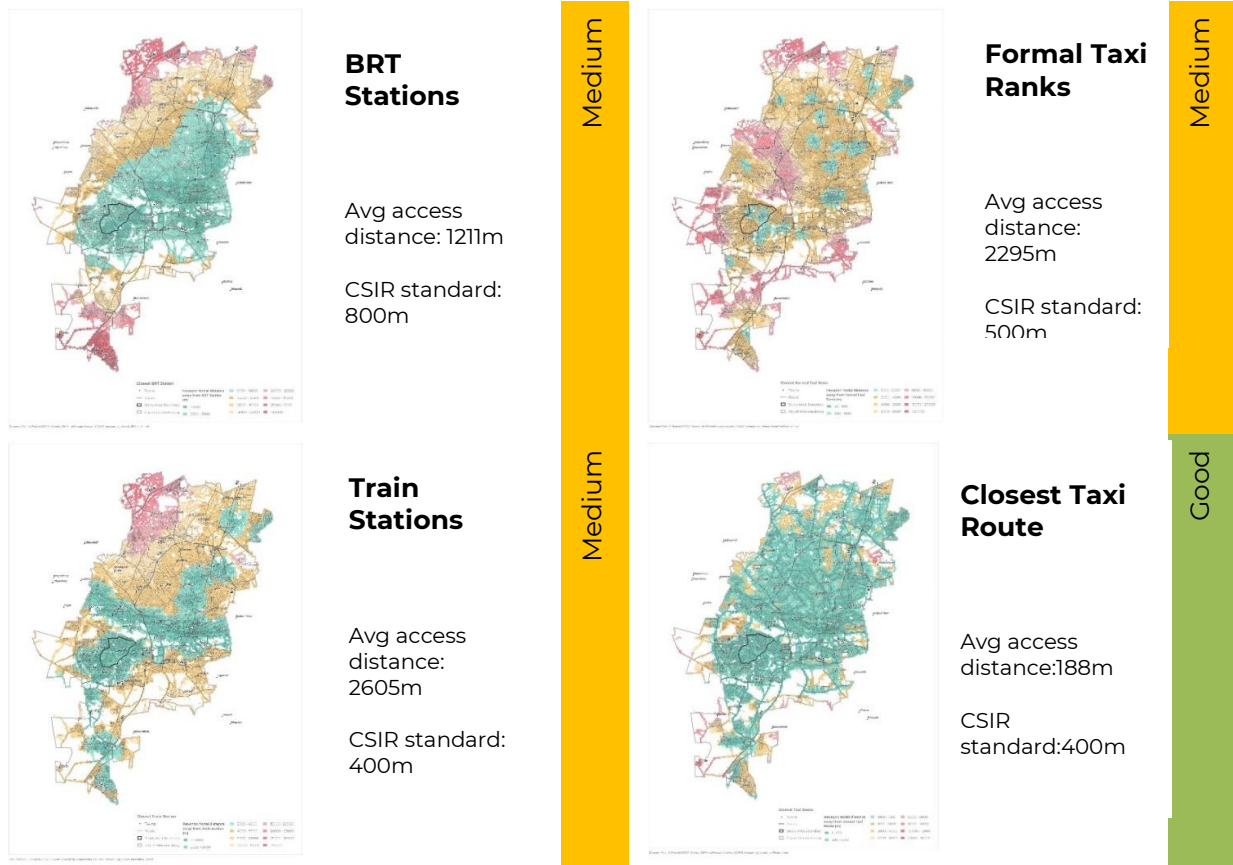
The Johannesburg rail system is run by the national Passenger Rail Agency of South Africa (PRASA) and its commuter rail operator is Metrorail. The Rail network is designed to primarily provide access for the “workforce” from outlying areas like Soweto, Randfontein and Vereeniging to the city centre. While it is still able to fulfil its core design function, the network does not fit with present day residential and economic nodes of the city. According to the City's SITPF, Johannesburg's traditional rail system is run-down; offers a poor-quality service; is not safe or reliable; and the network and rolling stock are in need of refurbishment. There is no plan to expand Metrorail services. There is a Metrorail line that runs through the SOWETO<sup>SA</sup> and 6 railway stations, some of which have been permanently closed.

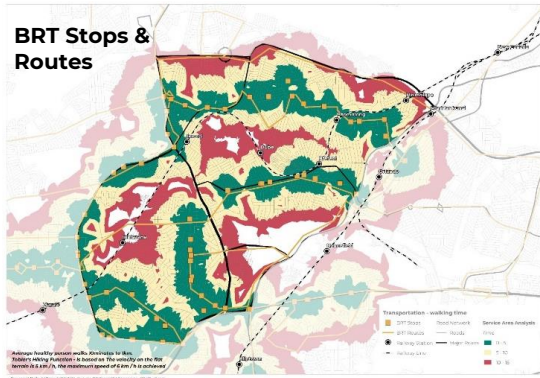


The Gautrain is another railway system in the City which is a provincially-implemented rail system that links Johannesburg, Tshwane and OR Tambo International Airport. Gautrain Management Agency has stated their intention to extend the rail route by 150 kilometres over the next twenty years, including routes through Randburg, Fourways, and Soweto.

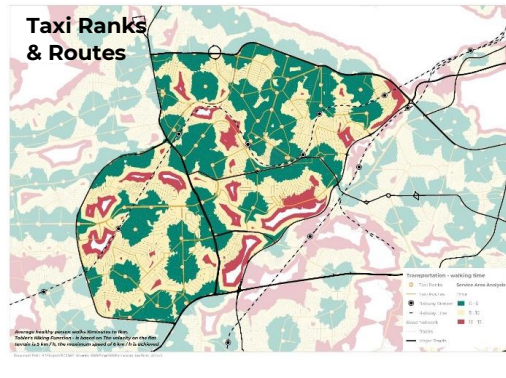
#### 4.3.5.8. Accessibility of the transport modes

The analysis of the access to different modes of transport indicates that the Soweto area is well serviced. Bus, taxi and train services are within a reasonable travel distance and residents can choose which form of transport they prefer based on locality and cost. The railway line which traverses the SOWETO<sup>SA</sup> provides a connection to the rest of the city and other neighbouring towns. At the city-wide scale, the SOWETO<sup>SA</sup> has good access to BRT stations compared to the northern region of Johannesburg. The SOWETO<sup>SA</sup> is also well-serviced in terms of train stations as compared to a significant proportion of the City. Formalised taxi ranks are the least accessible facility at both City and SOWETO<sup>SA</sup> scale, however the whole of Johannesburg including the SOWETO<sup>SA</sup> are well serviced in terms of taxi routes. This is perhaps indicative of the need for more formalised taxi rank facilities to complement the taxi route network.

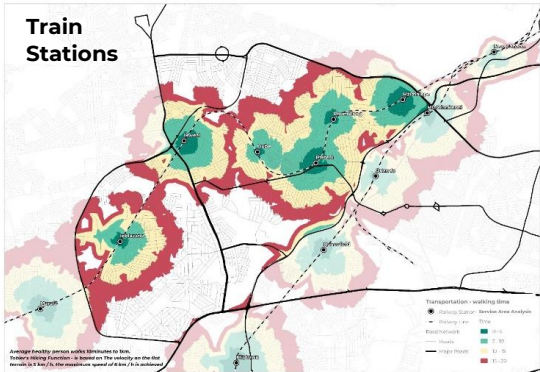




Good



Good



Medium

#### 4.3.5.9. Connectedness

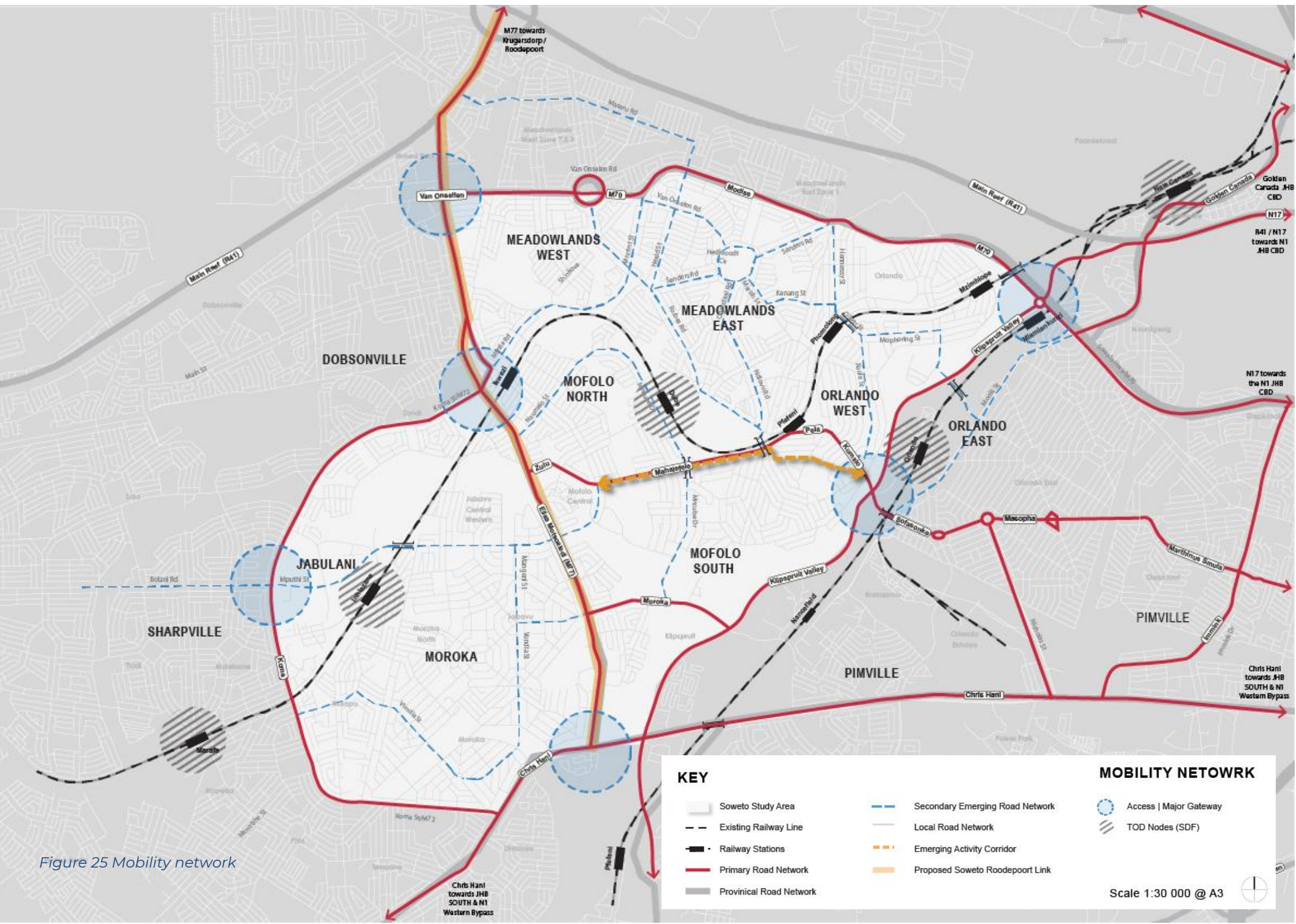
In Soweto, the mobility system and public transport services present the following characteristics:

- Soweto has few entry points and is weakly connected to the broader metropolitan area.
- Large movement infrastructure such as motorways and railways are connecting the neighbourhoods to the broader surroundings, and simultaneously acting as spatial barriers at the local level.
- The movement network is highly discontinuous, with convoluted street patterns reducing connectivity and perception of safety. There are a large number of missing links at all scales.
- Public transport is not supporting integrated development and local economic activities.
- The different modes of public transport are not well integrated and have been regarded as unaffordable.
- The railway service is not operating due to poor maintenance and lack of power supply where most railway stations are closed.
- Rea Vaya stops need to be converted to proper stations with adequate infrastructure. Additional stops are needed to improve accessibility.
- The taxi industry needs proper infrastructure, including trading spaces and ablution facilities.

- 
- Streets are not complete, lacking proper lighting, sidewalks, cycle lanes, traffic calming, cleaning and safety measures.
  - The community is not directly involved in maintenance, cleaning and safety.
  - Streetscapes have passive interfaces, lacking recreational and economic activation. Several streets have the potential to become 'high street' through densification and integration of land uses.
  - There are no longer free WiFi access points in Soweto, as previously provided at Rea Vaya stations.

Figure 25 illustrates the mobility network of the SOWETO<sup>SA</sup>, showing access points and key access routes.





**KEY**

- Soweto Study Area
- Existing Railway Line
- Railway Stations
- Primary Road Network
- Provincial Road Network

- Secondary Emerging Road Network
- Local Road Network
- Emerging Activity Corridor
- Proposed Soweto Roodepoort Link

**MOBILITY NETWORK**

- Access | Major Gateway
- TOD Nodes (SDF)

Figure 25 Mobility network

Scale 1:30 000 @ A3





#### **4.3.5.10. Transport opportunities**

##### *4.3.5.10.1. Connecting study area to wider regional road network*

To increase the number of access gateway to the wider road network would require the introduction of mobility roads which can be expected to create further barriers between communities. Thus, improving linkages of the existing mobility spines to the adjacent regional roads such as the N1 and N12 may be a better way of providing enhanced connectivity to the regional road network.

The Gauteng Department of Roads and Transport (GDRT) future road network includes the following new arterial roads links that are expected to improve the connectivity of the study area to the wider city and provincial region:

- PWV12A – future road link that is expected to run just north of the study area northern boundary, starting at its intersection with N1 and extending towards the west passing several suburbs and ending in Magaliesburg at the Gauteng boarder with Northwest Province. There is an opportunity to introduce a new interchange at the future intersection of M77 and the future PWV12A.
- K43 – Future Road link planned to connect the disjointed Klipspruit Valley Road and create a direct link to the N12, south of the study area.

##### *4.3.5.10.2. Function road hierarchy and access management*

The purpose of functional road hierarchy and access management is to facilitate the safe and efficient movements of traffic while providing access to developments and residential properties. Arterial roads are higher order roads which facilitate efficient mobility of traffic and have minimal access roads; collector and distributor roads link traffic from arterial roads to access roads which have less mobility function.

Currently, the existing road network classification does not allow for an orderly progression from higher order roads of mobility to access roads. The mobility spines connecting SOWETO<sup>SA</sup> to the regional road network also function as activity spines, providing access to commercial development and residential properties along their stretch.

The implementation of the road functional hierarchy provided by the Johannesburg Road Agency Strategic Plan will allow for a gradual change in road network connectivity from higher order roads to lower order roads. This may include consolidating some access roads or introducing collector roads to serve a wider area as opposed to an access road serving an individual property. However, the mixture of mobility and access function may persist along the mobility spine. The wide road reserves along some sections of the mobility spines (M72 and M77) and provide an opportunity to provide service roads to separate access traffic from the mobility traffic.





#### 4.3.5.10.3. *Multimodal transport integration*

To minimise private car usage and incentivise the move to public transport and non-motorised transport, multimodal integration is key, as in most cases, has proven to promote public transport accessibility, efficiency, and affordability. An effective multimodal integrated systems does not only consider the integration of motorised formal transport only, but also considers non-motorised transport and informal motorised public transport. The following opportunities are presented in the study for modal integration.

- The SOWETO<sup>SA</sup> is well served by multiple modes of public transport and public transport routes which provide a good public transport service coverage in the area. To some extent, current planning has made provision for physical integration for rail, minibus taxi and BRT, however, the existing facilities do not encourage transfers between modes. The TOD nodes (Dube and Inhlazana), along the rail corridor present an opportunity to introduce well design multimodal transport facilities that will reinforce rail as the backbone of public transport and mass mover supported by BRT and feeder services (bus, minibus taxi and local taxis). The rest of the train stations (Mzimhlophe, Phomolong, Pfofeni and Kwezi) should also function as smaller multimodal facilities/ transfer stops.
- Multimodal access to public transport facilities should include provision of continuous NMT infrastructure to/from and at the public transport facilities. These include well connected and continues NMT sidewalks and cycle lane, parking for private vehicles, and bicycles as well as safe crossing environments for NMT users, among others.
- In addition to physical multimodal integration facilities, public transport operation integration is essential. Interventions at operational level may include public transport routing alignment, aligning timetabling, and providing information to users on links between transport modes. Some of the interventions, such as ticketing/ fare integration, should extend to incorporate informal public transport modes (minibus taxis and local taxi services), although institutional changes at provincial and national level may be required.

---

## 4.4. ENVIRONMENTAL ANALYSIS

### 4.4.1. Environmental features

This section provides an overview of the environmental and heritage features that may provide opportunities or constraints for development and enhancement of SOWETO<sup>SA</sup>.

The SOWETO<sup>SA</sup> is rich in heritage related to the anti-Apartheid struggle, amongst other heritage significant areas and structures, with the primary heritage sites being located along Vilakazi Street, including the Mandela's House Museum and the immediate surrounding area including Archbishop Desmond Tutu's former home and the Hector Pietersen Museum. It is therefore critical that proposed development in the SOWETO<sup>SA</sup> be cognisant of heritage areas both from a development constraints and tourism industry development point of view.

The Gauteng Department of Agriculture and Rural Development (GDARD) has undertaken systematic analyses of the threat status of ecological systems across the entire Gauteng province, over a number of years. The outcome of this is a range of systematic identification of areas known as Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs).

The SOWETO<sup>SA</sup> natural vegetation has been mostly transformed, with very few original natural vegetation remaining. Those portions that do remain are classified as Endangered or Vulnerable by the GDARD. Due to this high ecological threat status, many areas of the remaining natural vegetation are categorised as Critical Biodiversity Areas or Ecological Support Areas, as shown in Figure 26. This has important implications for South African regulatory approvals and the environmental authorisation processes for any proposed infrastructure in these areas.

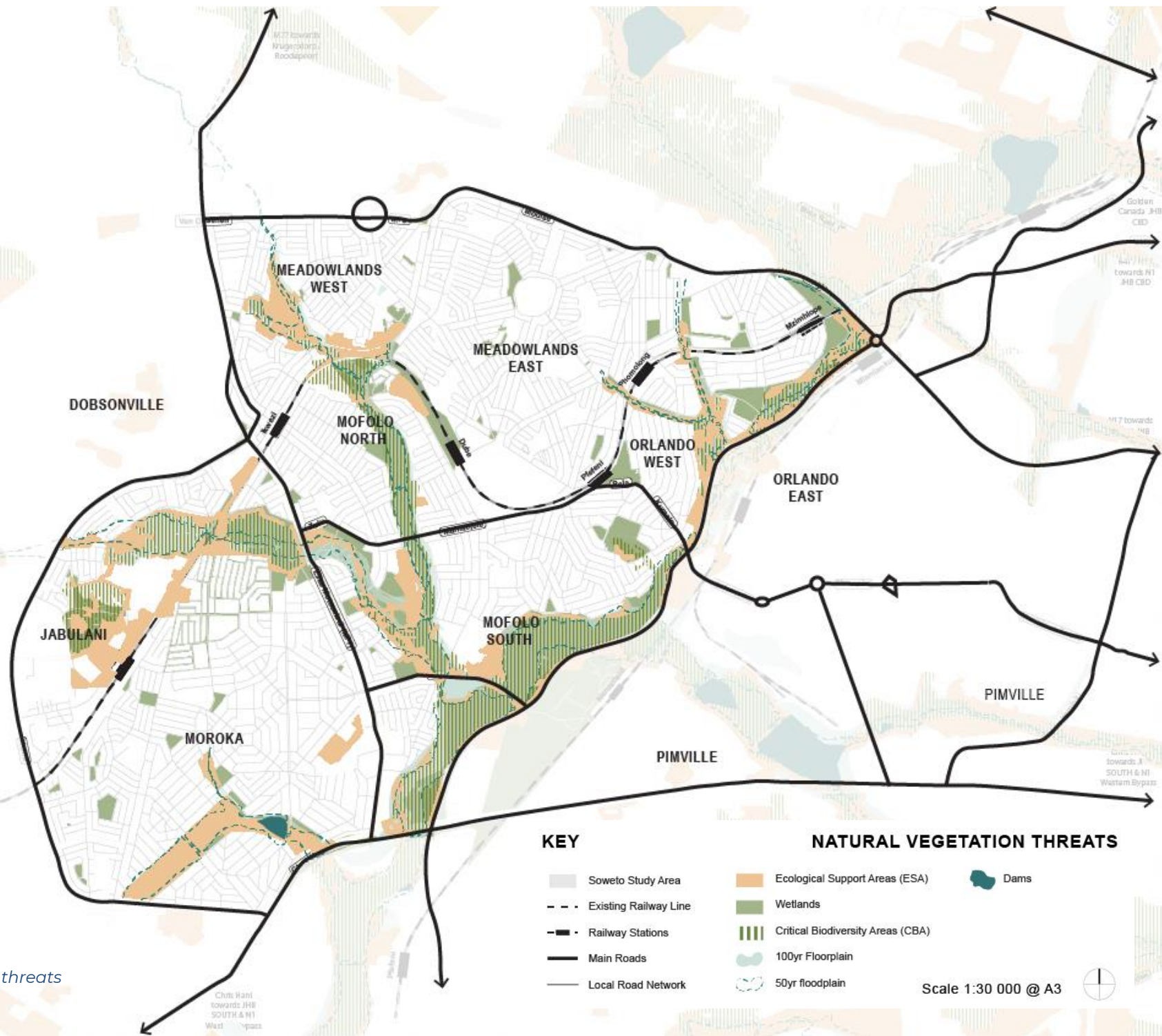


Figure 26: Natural vegetation threats

The Gauteng Environmental Management Framework indicates that the entire study site falls within the Zone 1 Urban Development Zone, which encourages densification and provides exemption from the need to obtain an environmental authorisation for specified “listed activities”. This implies that further infrastructure development of the area is facilitated in already developed areas.

The socio-ecological features of the SOWETO<sup>SA</sup> reveal a somewhat fragmented, discontinuous and ill-management of ecological resources. For instance, ecological corridors and assets are discontinuous, and they are acting as spatial barriers breaking the continuum of the urban fabric, such as the post-industrial mining belt. The green infrastructure system is fragmented, where recreational spaces are disconnected from the natural environment. Furthermore, wetlands are affected by illegal dumping, indicating a clear need for recycling, an effective waste collection system, and ecological awareness programmes. Other challenges with some ecological resources are that public open spaces are fragmented, with undefined passive edges and lacking activation and, in some cases, people refrain from spending time in public open spaces as they are perceived as dangerous spaces or as crime hotspots. Under-utilised and vacant land parcels have also been related to crime hotspots. These challenges are indicative of a need to activate public spaces and directly involve the community in the design and maintenance of these spaces.



*Figure 27: Effluence and dumping within neglected greenbelt*



*Figure 28: Emerging informal settlement within the floodline*



*Figure 29: Neglected frontage onto protected wetland area*



*Figure 30: Attractive Thokoza park*



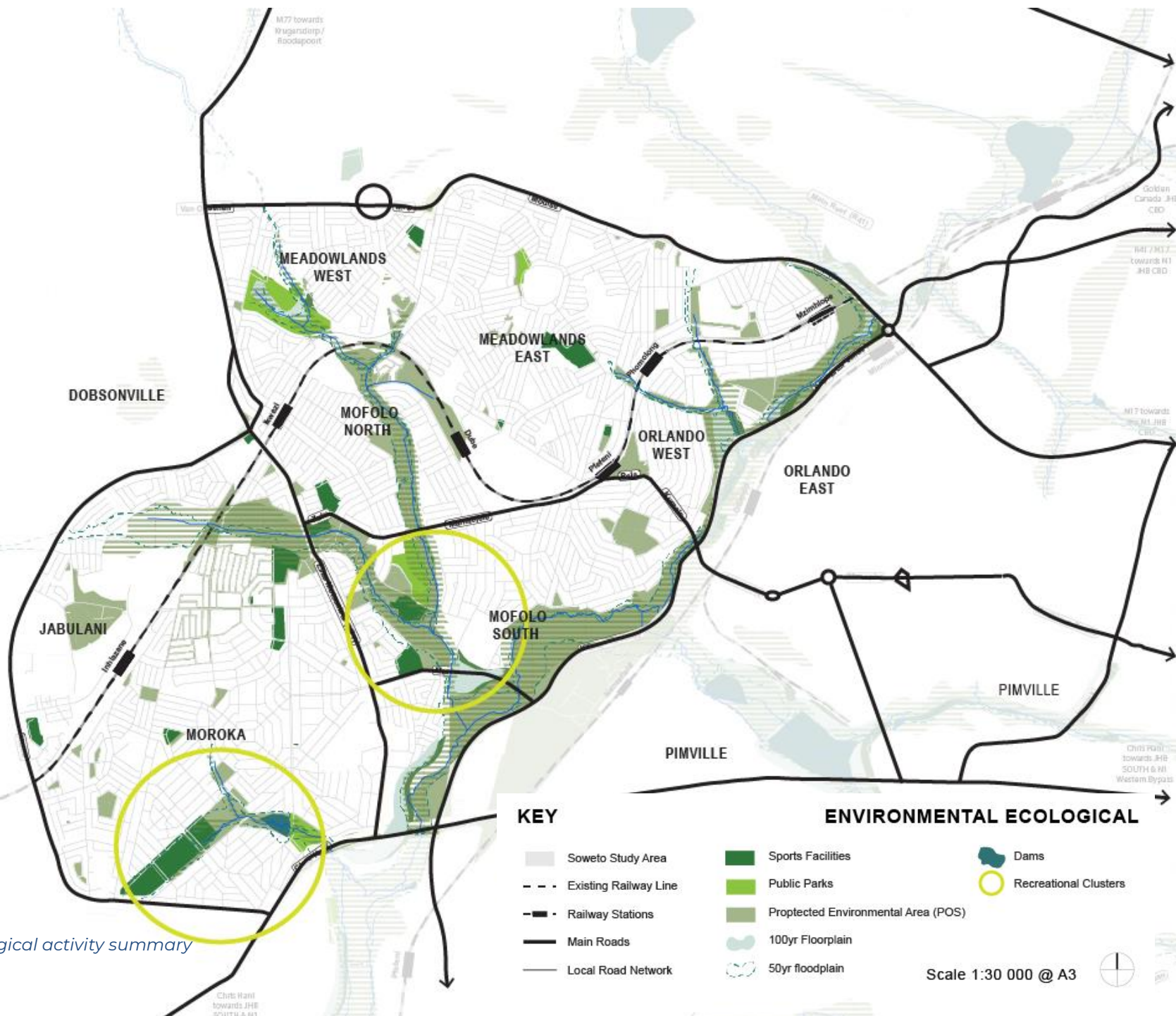


Figure 31: Social and ecological activity summary

Scale 1:30 000 @ A3





## 4.5. CLIMATE CHANGE RISK VULNERABILITY ASSESSMENT

### 4.5.1. Climate risk and adaptation overview

Cities in Africa have been documented to be particularly sensitive to the potential impacts of climate change due to their vulnerability to these impacts. Overall, the latest climate change projections for the City of Johannesburg show significant increases in temperature and the number of hot days, as well as increasing intensity of precipitation which contributes to flooding. Therefore, integrating climate change adaptation and mitigation into the development of South Africa, the City of Johannesburg, and Soweto is critical.

The current and potential future climate change risk and vulnerabilities faced by Soweto as outlined in the draft Integrated Climate Action Plan for the City of Johannesburg (CoJ, 2020) were analysed. Using the Climate Change Vulnerability Assessment (CCVA) Model, three of the main climate change hazards to determine the specific vulnerability of individual city wards were analysed, namely (1) changes in the mean annual precipitation, (2) changes in precipitation intensity, and (3) the impact of increasing temperatures and the urban heat island effect. CCVA results indicate that consideration needs to be given to the risks of water security facing the City's water supply systems and the importance of maintaining critical water infrastructure; precipitation intensity changes is considered to be one of the greatest climate change risks; and that increasing temperature is also major concern.

Furthermore, according to the draft CoJ Integrated Climate Action Plan (CoJ, 2020), Soweto ranges between the Medium-High Vulnerability and High Vulnerability categories for the climate hazards, which indicate that Soweto is one of the most vulnerable areas in the city and should be prioritised in terms of specific adaptation actions, particularly ones that contribute to reducing the sensitivity and building adaptive capacity, as these are the key drivers of vulnerability. Dube, Jabavu, Jabulani, Moroka North and Orlando West show the higher vulnerability in relation to the Soweto area.

In terms of adaptive capacity, Soweto is placed in the Low-Medium Vulnerability category for adaptive capacity. Furthermore, Soweto is placed in the Medium Vulnerability category for sensitivity to climate change impacts. This combined with a Medium-High Climate Vulnerability, makes Soweto a priority area in terms of introducing adaptive measures and building resilience due to the increased risk that Soweto faces as a result of climate change.

To develop adaptive capacity and increase resilience to climate change, six key areas were identified in the Climate Change Adaptation Framework (CCAF, 2017), namely Climate Change Adaptation Governance; Water Scarcity; Flooding and Stormwater; Heat waves, human and environmental health; Informal settlements and Urbanisation; and Infrastructure. The ICAP identifies action points to be considered when drawing up a climate change action plan for an area. Further review of potential adaptation actions has been undertaken as part of the development of the CAP and specific programs of action are being identified. Many of these are directly applicable to planned development in the CoJ with a focus on high risk areas such as Soweto.

---

## 4.5.2 Recommendations for Climate Change adaptation

The following recommendations are made for Soweto in terms of climate adaption and for reducing the impact of climate change and building resilience:

- Prepare a climate change mitigation and adaptation plan for Soweto;
- Develop an improved flood risk and management plan including consideration for flood early warning and Sustainable Drainage Systems (SuDS);
- Develop a framework and plan for the transition to a Water Sensitive Soweto; and
- Maintain green and open spaces and invest in green infrastructure..

## **4.6. COMMUNITY AND PUBLIC SECTOR ENGAGEMENTS FINDINGS**

Amongst others, poor communication between the community and government, lack of coordination and a clear vision for the area, were the most poignant concerns raised by both the community and government. A legacy of government-led projects with limited community consultation emerged clearly. Public sector representatives mentioned a lack of internal coordination and at the intergovernmental level, together with a lack of partnership between the City of Joburg and the people of Soweto. The community further lamented the extractive nature of previous projects, while the development of solutions did not involve the community.

Both community and public sector recognised the importance of compiling a SSAF. Yet, both highlighted how such development strategy needs to be collectively designed and owned by the community and government, at multiple levels. In particular, the identification and design of solutions, be it infrastructural projects or programmatic interventions, require the direct involvement of the community.

## **4.7. STRATEGIC ASSESSMENT SALIENT FINDINGS**

This section outlines some of the salient findings from the strategic assessment which is organised under five strategic thrusts and fifteen themes identified as part of the strategic assessment:

## SALIENT FINDINGS

# Social exclusion

## Health

- Psychological and social challenges, self-esteem, depression, substance abuse are critical triggers for especially ex-convicts, street dwellers and the youth. In general, people believe self-doubt and the lack of self-belief and support are crippling the whole community.
- The elderly and disabled are left out and not looked after, and even health care and hospitals don't treat the elderly very well.

## Safety

- Safety is one of the most critical concerns in Soweto, affecting Quality of Life and precluding local economic growth.
- There is complete lawlessness and poor police visibility. There are only three semi-functioning police stations within the whole of Soweto (for nearly 2 000 000 people).
- There is no governance and capacity to regulate unlawful behaviours.
- High crime levels that affect many government services, including transport, open space systems and electricity
- Socio-spatial conditions hugely contribute to a low perception of safety and a high level of crime.
- There is a lack of community involvement in designing, developing, maintaining [including cleaning and safety measures] of the public realm to improve the perception of safety and Quality of Life.

## Social

- The cultural richness of Soweto and Soweatans is not yet visible nor celebrated in its full potential.
- Community resentment and volatility, crime, xenophobia and substance abuse are part of everyday life in Soweto.
- Women play a critical role in the space economy, and yet if supported, their impact could be more significant.
- There is a lack of support for those who do well in business in Soweto. Business success often comes with jealousy and rage, leading to failure or sometimes forcing people out of Soweto.
- Lack of good quality sports, recreation and after school programmes and the few available are afar for most people in Soweto.
- The morale of people living in Soweto is pessimistic and despairing. They have little to no hope for increased employment and economic development opportunities, with increasingly poor and deteriorating living conditions and socio-economic circumstances. They have a very bleak outlook for the future.

## Education

- Lack of good quality sports, recreation and after school programmes and the few available are afar for most people in Soweto.
- Education standards are insufficient, precluding many of the youth from job opportunities.
- People are worried and stressed about the survival and future of their children, as they are growing up in an environment with wrong values and poor life skills.
- There is a desperate need for curriculum changes within schools and knowledge institutions.
- Universities are the only tertiary education option, while many people need shorter vocational/professional programmes, apprenticeships or more technical skills.
- There are few dedicated spaces for social support and business training
- There is a strong need for parenting and early childhood development training.
- There is poor parent involvement within schools.
- There is no opportunity for learners to opt for a technical track/apprenticeship.



## SALIENT FINDINGS

# Governance

## Governance

---

- There is insufficient government coordination for services delivery and general governance.
- A-political leadership within the community is non-existent, and there is the need for training of community leaders
- Community and local government stressed the importance of a continuous and constructive dialogue and coordination within and between the two entities – institutional arrangement.
- Political agendas often cause damage to the community, such as the removal of the free WiFi service at BRT stops.
- Lack of coordination within existing departmental structures
- Misalignment with community desires and understanding community needs.
- No partnerships between the city and the people of Soweto
- Partnering and collaboration between various departments and spheres of government are critical to addressing the local needs and yielding the best return in public investment.
- Any future interventions and projects need to be co-designed with the community, as their involvement is essential to ensure a sense of ownership and partaking in caring for the investment.
- Governmental departments are disempowered because of conflicting visions and a lack of intergovernmental coordination.

## Finance

---

- City budget cuts are making it difficult to follow through with projects.
- The red tape, convoluted systems and the tremendous amount of paperwork make it exhausting and very difficult to start a business (especially legally).
- Very few people are eligible for business loans, and they are too scared to take the risk of losing everything.
- There are not many support programmes, and if there are, they are not well advertised.
- Most of the community is not aware of how to access these programmes.
- Funding programmes and skills development have age restrictions.
- To ensure execution of the capital infrastructure, the City needs to consider how to leverage its own revenues to bring in external capital.
- The City plans to maintain its borrowing at a consistent level over the medium-term, which means that there will need to be a re-allocation of resources in light of a fresh prioritisation of infrastructure investment in Soweto.
- SMEs in Soweto continue to show a strong entrepreneurial spirit, even in the face of a pandemic. But cite obstacles in ensuring smooth and continuous growth of their businesses, naming lack of access to finance as their chief concern.

## SALIENT FINDINGS

# Spatial injustice

## Mobility

- Public transport is not well integrated and unaffordable for the majority of Sowetans. That is why Rea Vaya is not well-utilised by the community.
- There is a discontinuous movement network, with inadequate non-motorised transport routes, missing links and large scale movement infrastructure acting as a spatial barrier.
- Minibus taxi is the primary mode, and the industry is unregulated and difficult to police.
- Gautrain stations have precipitated property booms in Rosebank and Northern Joburg because of the ridership profile of users (i.e. high income), and in contrast, the economic impact of BRT stations has grossly been overestimated (i.e. corridors of freedom).
- The railway services are not operative, and spaces are ill-maintained.

## Housing

- There is not much of a culture of buying-selling land. People who have property hold onto it, and some might extend the property, depending on financial status.
- Renting is much easier than buying for Sowetans.
- Informal rental [backyards] is a diffuse phenomenon because there is a high demand for cheap accommodation, especially for foreign nationals. Informal rental contributes to burdening the infrastructure grid, and people do not seem to pay rates and taxes accordingly.
- Backyarding is also a community-owned solution to the dire need for shelter and income generation, presenting a huge development opportunity if adequately designed and regulated.
- Economic spaces are few, and there is a large number of home-based businesses.
- There are very few spaces/offices to rent, hence the difficulty of finding safe and affordable rental spaces.
- There is no culture of selling property in Soweto, so it is hard to buy property.
- There is a high need for diverse spaces for economic activities, including trading, manufacturing and training workshops.
- There is an intergenerational transfer of assets such as housing.

## Infrastructure & basic services

- If we consider Maslow's hierarchy of needs, it's clear that Sowetans are still grappling with access to basic needs and services.
- The service infrastructure is utterly inadequate, and this is one of the critical challenges Sowetans are facing, precluding quality of life and access to economic opportunities.
- Service infrastructure established in 1969 has not been upgraded since, nor well maintained.
- Service delivery within Soweto is constrained because the City is already operating within very tight municipal budgets.
- Non-payment culture is a further constraint to enabling additional bulk capacity provision.
- Informal rental contributes to burdening the infrastructure grid, and people do not seem to pay rates and taxes accordingly.
- Eskom power supply is unreliable, therefore, a major obstacle for all businesses and households.
- There are no alternate energy supplies. This situation is blocking Sowetans from being able to improve and access more socio-economic opportunities.
- Illegal dumping is a real challenge.

## SALIENT FINDINGS

# Environmental injustice

## Water

- The restoration and conservation of Soweto's wetlands are critical as they are at the source of the Orange River.
- Poor and insufficient stormwater infrastructure results in regular flooding of low-lying areas, wetland edges and river crossings experience regular flooding events in Soweto.
- Previous development in the sensitive flood plain and low bridges are contributing to the aggravation of flooding events.
- Open spaces such as wetlands are not perceived as common goods or community assets. The collective design and awareness programmes could contribute to fostering a sense of ownership.
- Wetlands are critical in cleaning the polluted "mine water". The source of the rivers and wetlands is the higher-lying mine belt.

## Environment

- Under-utilised and undefined land parcels attract criminal activity and anti-social behaviour, dumping, excessive litter and pollution.
- Community members are aware of the importance of environmental systems but have no way to protect/use this to improve the desirability of Soweto.
- Green infrastructure systems and post-industrial landscapes such as the mining belt act as spatial barriers, lacking ecological integrity.
- Poor environmental health, ecological biodiversity and integrity characterise the Soweto study area.
- There is a negative sense of place, lacking shaded [tree canopy], well-equipped and landscaped open spaces, "barren landscape" character misinterpreted as "ugly".

## Climate change

- The City of Johannesburg is experiencing increasing temperatures, stormwater and flooding risks that cause disruptions, loss of life, property damage, and contribute to water quality and human health issues.
- Current climate change scenarios suggest that these will continue to increase in the future.
- Soweto is the highest rated suburb in CoJ for climate change risks due to its underlying vulnerability.
- Climate change has a direct impact on the community's resilience, and their ability to contribute to economic development.

## SALIENT FINDINGS

# Economic exclusion

## Economy

- There is buying power, but it's channelled in wealthy circles.
- There are not several services and businesses of high quality in Soweto. There is no access to manufacturing and industry.
- Many people have started construction and production of building materials, without SABS approval, etc.
- Big businesses are a huge problem, such as the malls and shopping centres drawing out people's money, without any financial benefits to the local community.
- There is little knowledge of business and debt, which is getting people into money trouble from which they cannot return.
- Illegal churches are another unethical way to yield income through those with less.
- While starting informal businesses is relatively easy, formalising that business is rather challenging.
- There is a clear need to introduce diverse spaces and programmes focusing on economic development, such as market spaces for local traders, skills development and business training for local entrepreneurs
- Soweto's emerging local economy is not yet nurtured nor acknowledged.
- Soweto is designed as a dormitory town lacking proper and diverse economic spaces, and the current planning is not addressing spatial injustice.

## Urban planning

- There is not enough mixed-use development, integration of recreational and economic activities.
- Too many large shopping complexes are providing little social benefit to the residences.
- High street development should be encouraged and promoted.
- It is critical to consider the strong relationship between Soweto and the City Centre: the living-working mismatch.
- Combining programmatic interventions targeting local needs with capital infrastructural projects is critical.
- The streets of Soweto are incomplete. They lack positive interfaces and socio-economic activation and face safety and cleaning challenges.
- Good quality sports, recreation and after school programmes are lacking, and the few available are afar for most people in Soweto.
- There is a need for co-designing safe and inclusive spaces to overcome structural violence and unearth socio-economic development.
- Residents are not actively involved in placemaking (design, implementation, management). Their future involvement could contribute to creating a sense of place, promoting spatial justice and socio-economic success.

## Urban management

- Trading facilities lack supporting services and are facing poor/lack of maintenance.
- Soweto has no chance of growth without better services infrastructure, maintenance and Urban Management.
- Public open spaces require upgrading and are ill-maintained.
- People of Soweto are disempowered and over-reliant on government structures and services.
- The community is not enough involved in upgrading and maintenance of spaces and facilities.



---

## 4.8. STRATEGIC ASSESSMENT SYNTHESIS: OPPORTUNITIES AND CHALLENGES

This section of the report presents the opportunities and challenges that the team has identified from the insights gained through the strategic assessment. Two approaches were followed, a **spatial analysis approach** and an **interpretive mapping approach**.

The **spatial analysis approach** involved the identification of areas of that were well services and areas that were underserved through a data driven geo-spatial analysis. This approach considered three different themes for Soweto. These themes are defined as:

- **T.O.D:** Transit-oriented development for concentration of economic activity and sustainable mobility
- **Entrepreneurial:** Strengthening the entrepreneurial ecosystem
- **Access to the public realm** to improve residents' quality of life

This provided a lens through which all the collected spatial data can be assessed to identify areas well serviced and underserved areas based on the scenarios (see Figure 32 and Figure 33) . A more detailed analysis with the results from this approach are included in Annexure 1. The primary role of this exercise was to establish focus areas of intervention (mapped in chapter 7)

The **interpretive mapping approach** is a synthesis of information collected from the participatory process (issues and solutions from line departments and communities) , information from base line data, insights gained from the strategic assessment of the SOWETO<sup>SA</sup>, and the salient findings.

The challenges identified are summarised in the SOWETO<sup>SA</sup>, Figure 34. Furthermore, the opportunities identified through the above are illustrated in Figure 35



# Under-serviced Areas

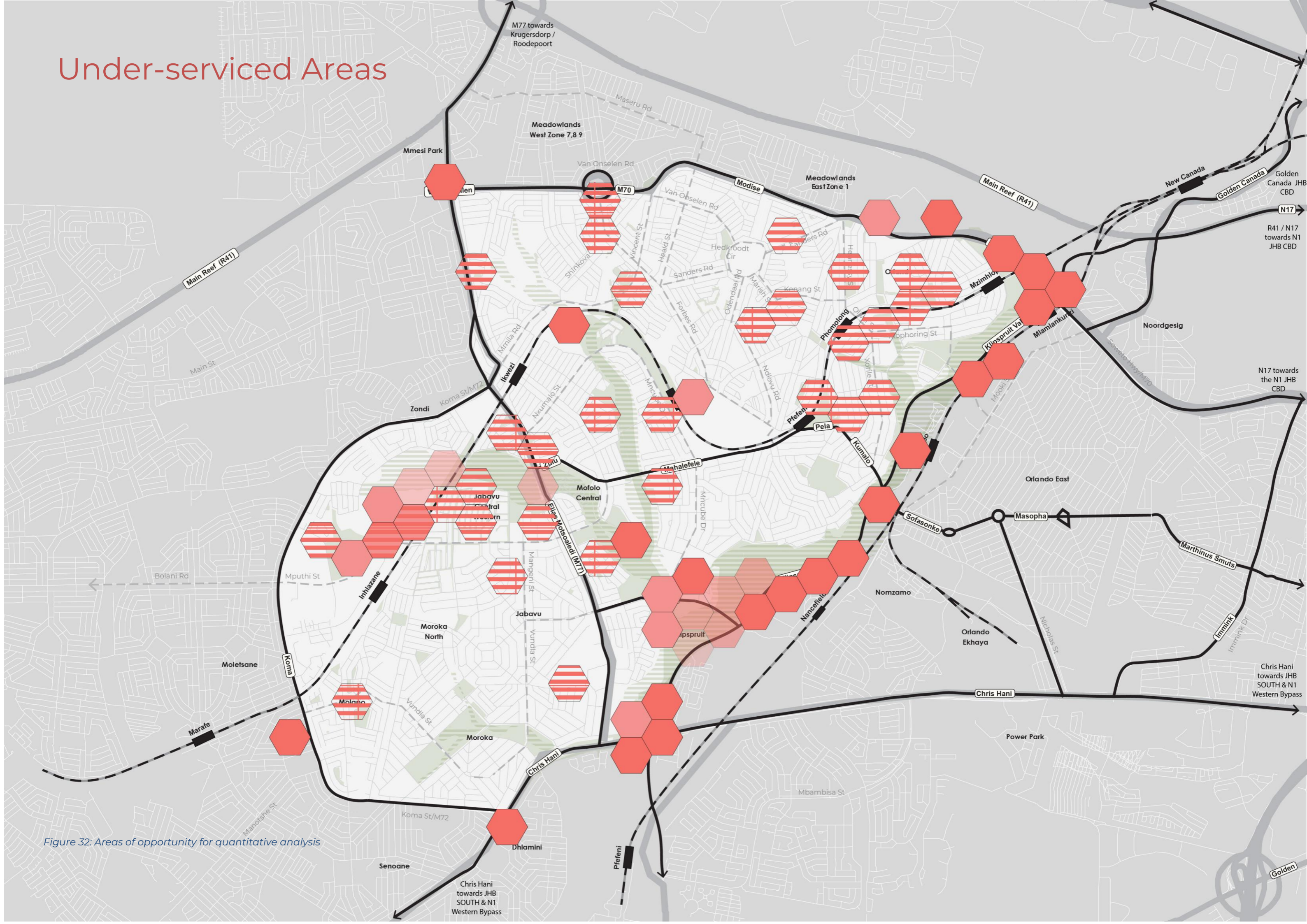
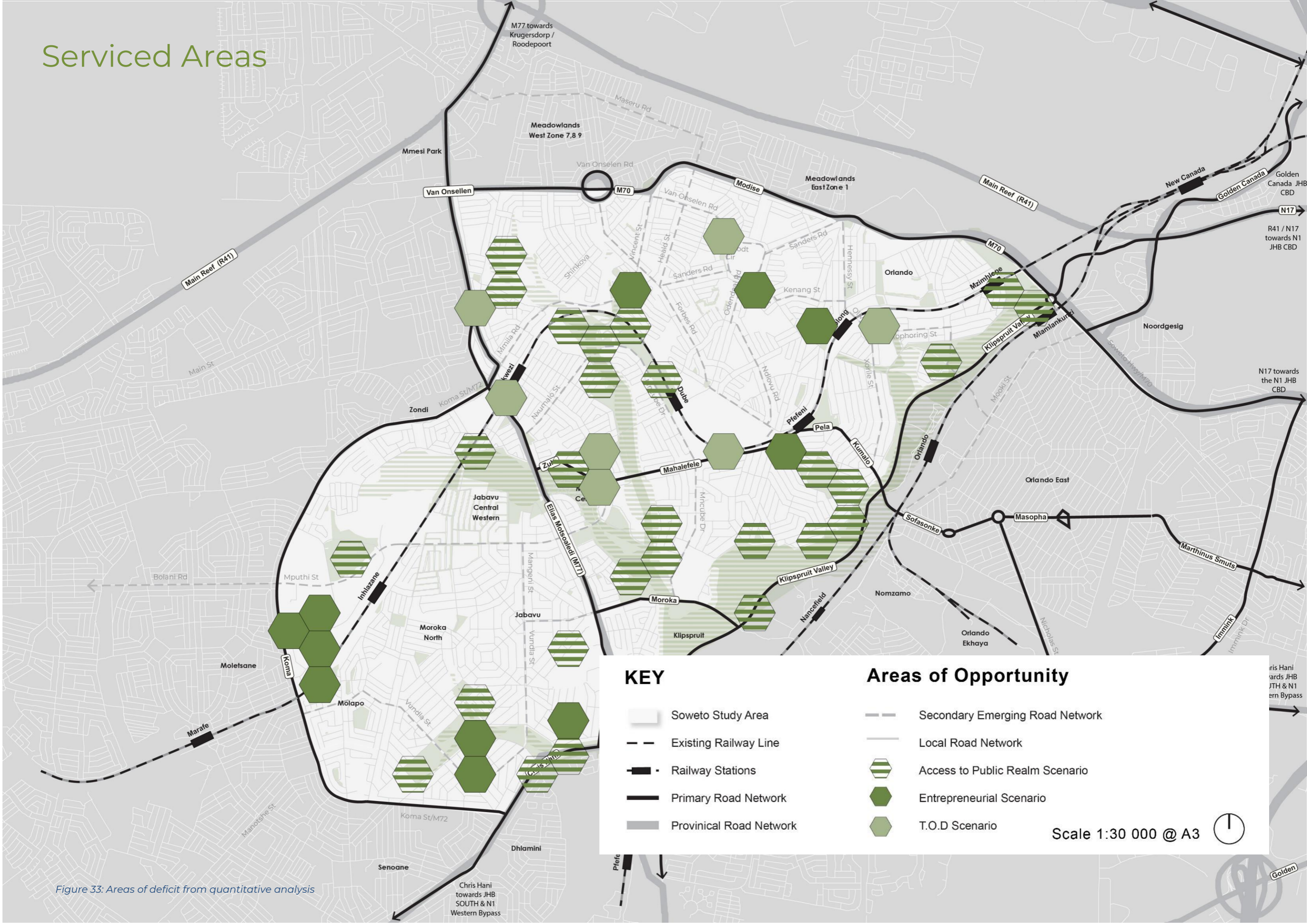


Figure 32: Areas of opportunity for quantitative analysis



# Serviced Areas



## KEY

- Soweto Study Area
- Existing Railway Line
- Railway Stations
- Primary Road Network
- Provincial Road Network

## Areas of Opportunity

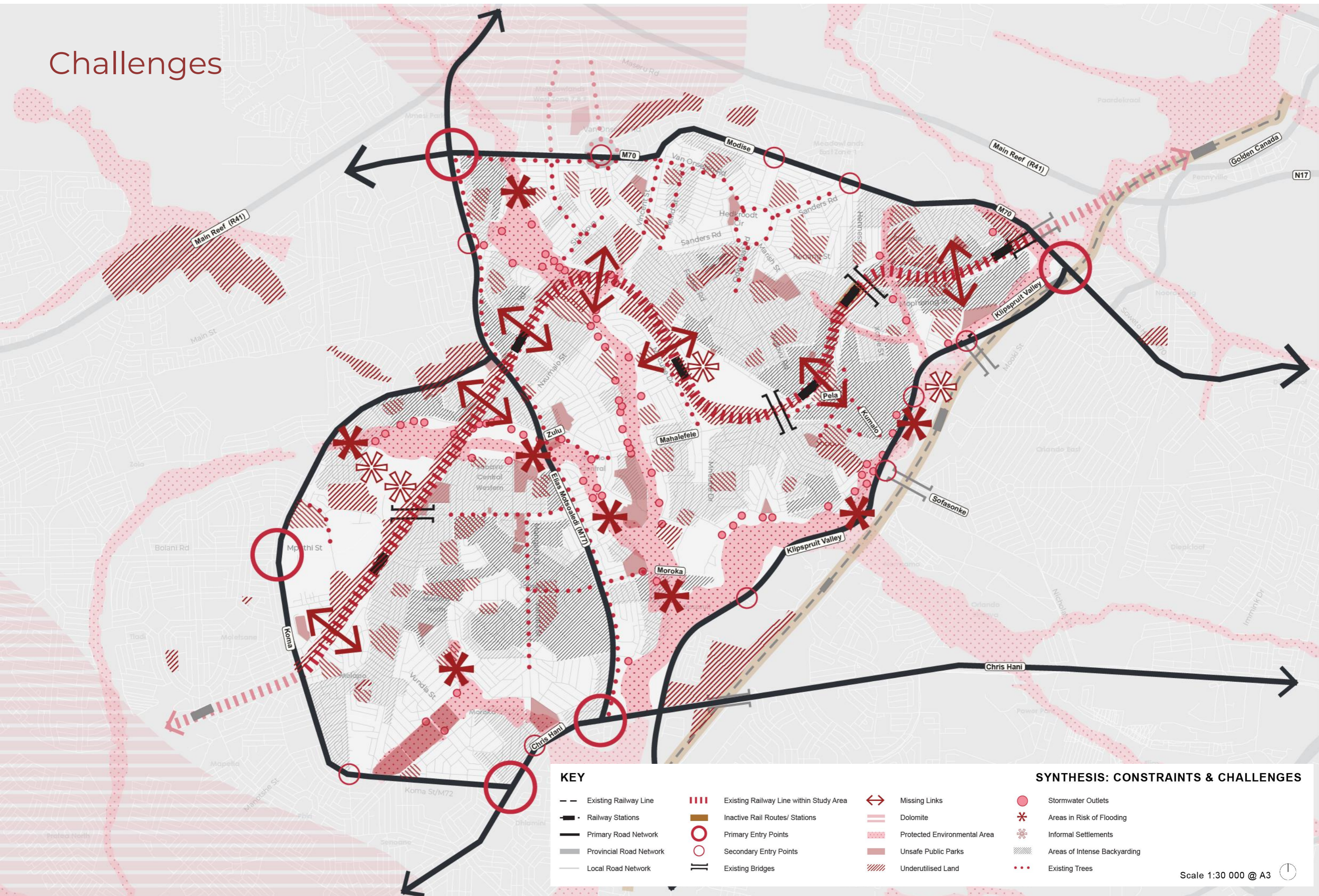
- Secondary Emerging Road Network
- Local Road Network
- Access to Public Realm Scenario
- Entrepreneurial Scenario
- T.O.D Scenario

Scale 1:30 000 @ A3

Figure 33: Areas of deficit from quantitative analysis



# Challenges



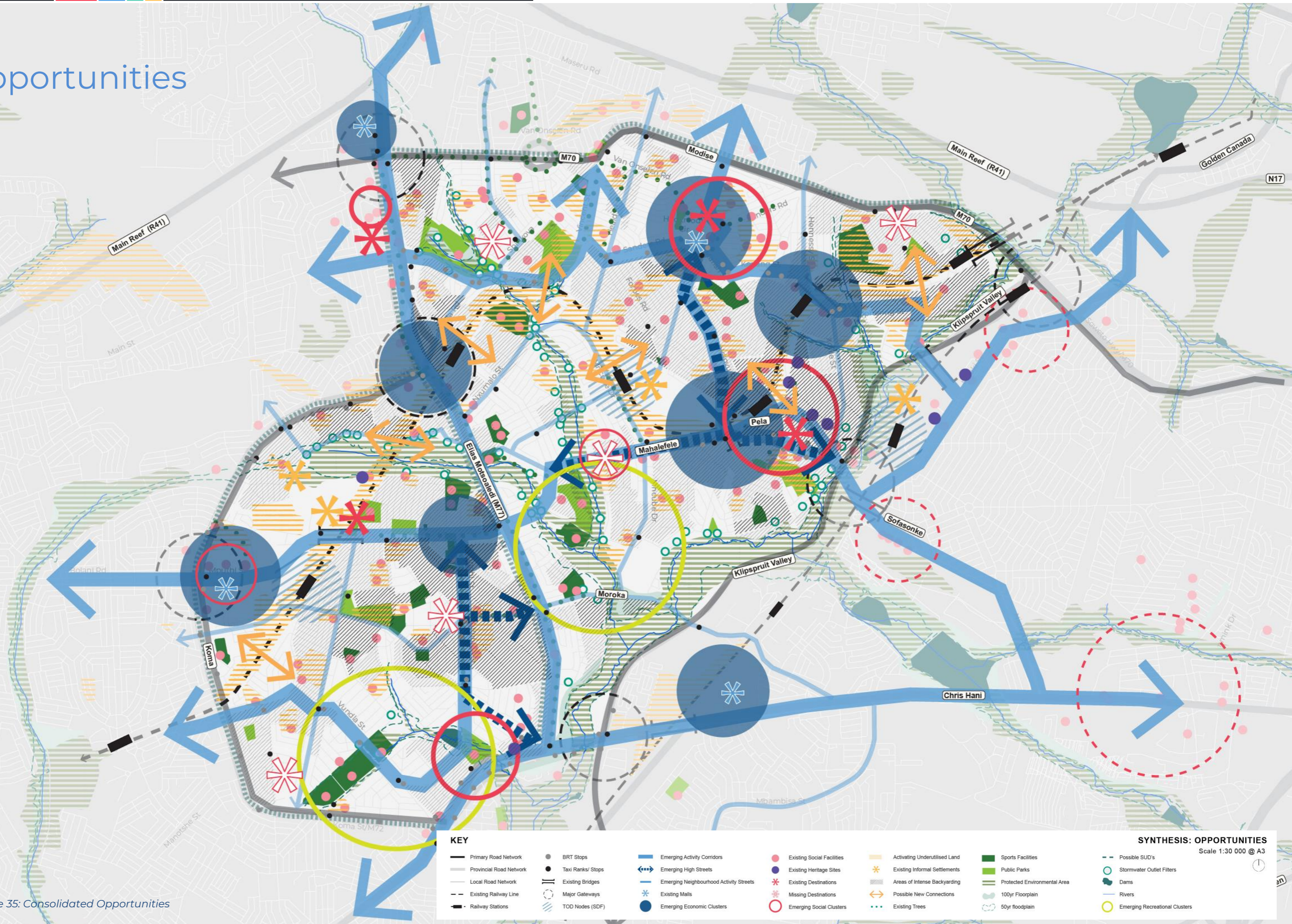
## KEY

- |                           |   |                                |
|---------------------------|---|--------------------------------|
| --- Existing Railway Line | Existing Railway Line within Study Area | ↔ Missing Links                |
| ● Railway Stations        | ■ Inactive Rail Routes/ Stations        | ▨ Dolomite                     |
| — Primary Road Network    | ○ Primary Entry Points                  | ▨ Protected Environmental Area |
| — Provincial Road Network | ○ Secondary Entry Points                | ▨ Unsafe Public Parks          |
| — Local Road Network      | Existing Bridges                        | ▨ Underutilised Land           |
|                           |   | ● Stormwater Outlets           |
|                           |   | * Areas in Risk of Flooding    |
|                           |   | * Informal Settlements         |
|                           |   | ▨ Areas of Intense Backyarding |
|                           |   | ● Existing Trees               |

## SYNTHESIS: CONSTRAINTS & CHALLENGES



# Opportunities



KEY				SYNTHESIS: OPPORTUNITIES			

Figure 35: Consolidated Opportunities

Scale 1:30 000 @ A3



---

# PART 5 GROWTH DIAGNOSTIC OF THE SOWETO ECONOMY

---

*“In order to thrive, township economic development depends firstly on the capabilities and resilience of township business and an enabling regulatory environment, secondly on a spatial environment conducive for businesses to flourish and connect.”*

SACN 2019

## 5.1. THE NEED TO PRIORITISE

Cities are engines of growth in the South African economy. To effectively draw on cities’ ability to stimulate economic growth, metros must take a wide view of their competitive advantage as a city. The economic prospects and the future quality of life of urban and rural households in South Africa depend on it. Yet, in every metro, economic opportunities are spread unevenly: some areas were historically excluded from the benefits of growth in the wider city and so can’t contribute to growth as much as they should be able to.

Having assessed the SOWETO<sup>SA</sup>, the economic prospects for households were found to be constrained by declining levels of inward private investment (including disinvestment in adjacent industrial areas), and inadequate bottom-up business establishment and growth (i.e., entrepreneurship).

Indeed, local voices consistently cite a lack of economic opportunity as one of their main concerns, alongside crime and services.

Given the poor track record of area-based economic development strategies in South African cities over the last few decades, we must think carefully about how best to respond to locals’ concerns. Presented with long lists of projects, policymakers often follow area-based strategies which are untargeted and lacking a coherent theory of change mapping out causal mechanisms, identify and harness complementarities, and link inputs to measurable outcomes.

There is broad and growing consensus that following strategies that are focused on only one or two bottlenecks or nodes is more likely to ensure success than spreading effort thinly across multiple, potentially competing objectives. In this chapter, we introduce an intervention logic to help prioritise interventions and nodes. This intervention logic is based on the analysis of the local economy where we apply a growth diagnostic approach to identify the binding short-term constraints to private sector investment and entrepreneurship. **The technical analysis underlying this intervention logic is located in the annexure of this report.**

## 5.2. SOWETO'S ECONOMIC ASSETS AND CONSTRAINTS

Soweto has locational constraints and assets distinct from most other township economies in South Africa. Generic problematisation and attendant toolkits increase the risk of discounting critical dimensions of upward mobility specific to Soweto, overlooking opportunities and challenges particular to Soweto's urban economy. However, our assessment of economic assets and constraints was enriched by valuable insights drawn from the Township Economic Development symposium:

Locational assets	Locational constraints
✓ Entrepreneurial tradition	✗ Sprawling, low-density, monofunctional urban form, with no significant economic agglomeration and limited productive economy
✓ Close to CBD and industrial centres	✗ Low-capacity networked infrastructure constraining land use intensification
✓ Commitment of City to ensure success of Soweto	✗ Inappropriate regulation of space (right-to-build, right-to-operate)
✓ Significant local spending power and resident vocational skills	✗ Unsafe operating environment for entrepreneurs operating along high streets or from homes and for their customers.
✓ Local and diffuse ownership of housing assets in well-performing residential property market	✗ SMME economy not labour-absorbent since operations not scaled enough to generate reinvestment returns, while entrepreneurs face high barriers to entry, information asymmetry, underdeveloped business capabilities and limited access to finance
✓ Relatively well-performing social infrastructure	✗ Lack of enabling economic infrastructure required by entrepreneurs (e.g. ICT, storage, serviced land)
✓ Significant unmet demand for small-scale residential accommodation	✗ Mobility constrained by declining scheduled public transport service and walkability constrained by lack of safety and sprawling urban form
✓ Vacant and serviced industrial land	✗ Prevailing stigma towards entrepreneurial success and using housing as economic asset
✓ Localised building construction value chain	✗ Investment interest constrained by declining household income and perception of Soweto as township in need of CSI
	✗ Lack of community ownership in public assets and lack of trust towards government
	✗ Inability to access finance for growth at affordable rates, particularly from more traditional lending institutions

Table 2: Economic assets and constraints

### 5.3. BINDING CONSTRAINTS TO PRIVATE INVESTMENT AND ENTREPRENEURSHIP

However, not all the constraints listed in **Error! Reference source not found.** are equally binding to private investment and entrepreneurship. To develop an intervention logic, we must differentiate between binding and non-binding constraints. For this, we used a decision-tree and adapted it to Soweto as a small open economic sub-system in a regional economy.<sup>1</sup>

#### Problem: Low levels of private investment and entrepreneurship

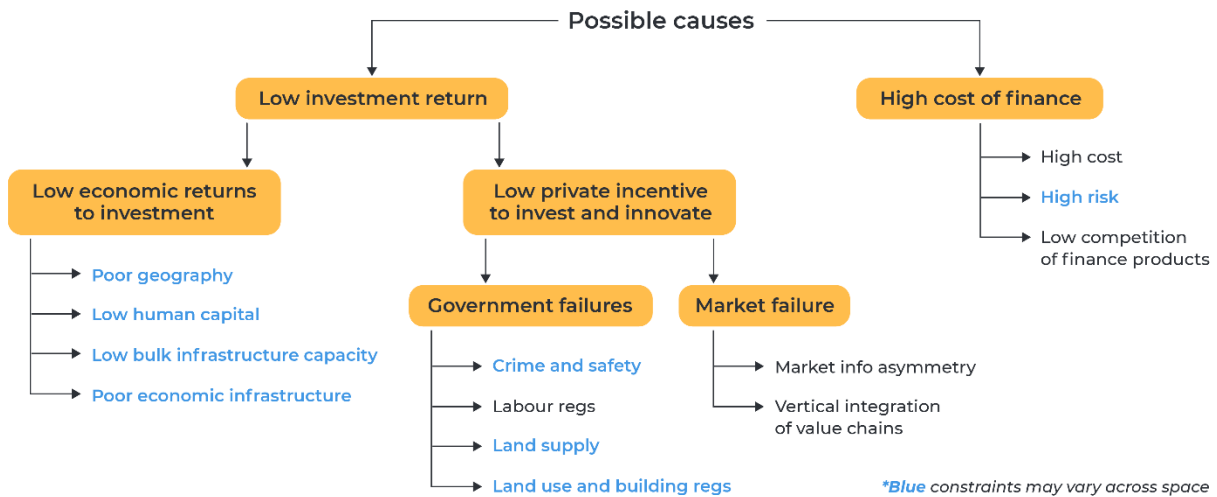


Figure 38: Decision-tree to identify possible constraints to private investment and entrepreneurship

Adapted from Hausmann (2008)



## 5.4. GROWTH DIAGNOSTIC FOR SOWETO

The next step is to sequence the constraints we assessed as of moderate or high impact, from short-term binding to second-order constraints (that is, constraints that may become binding once the short-term constraints have been addressed):

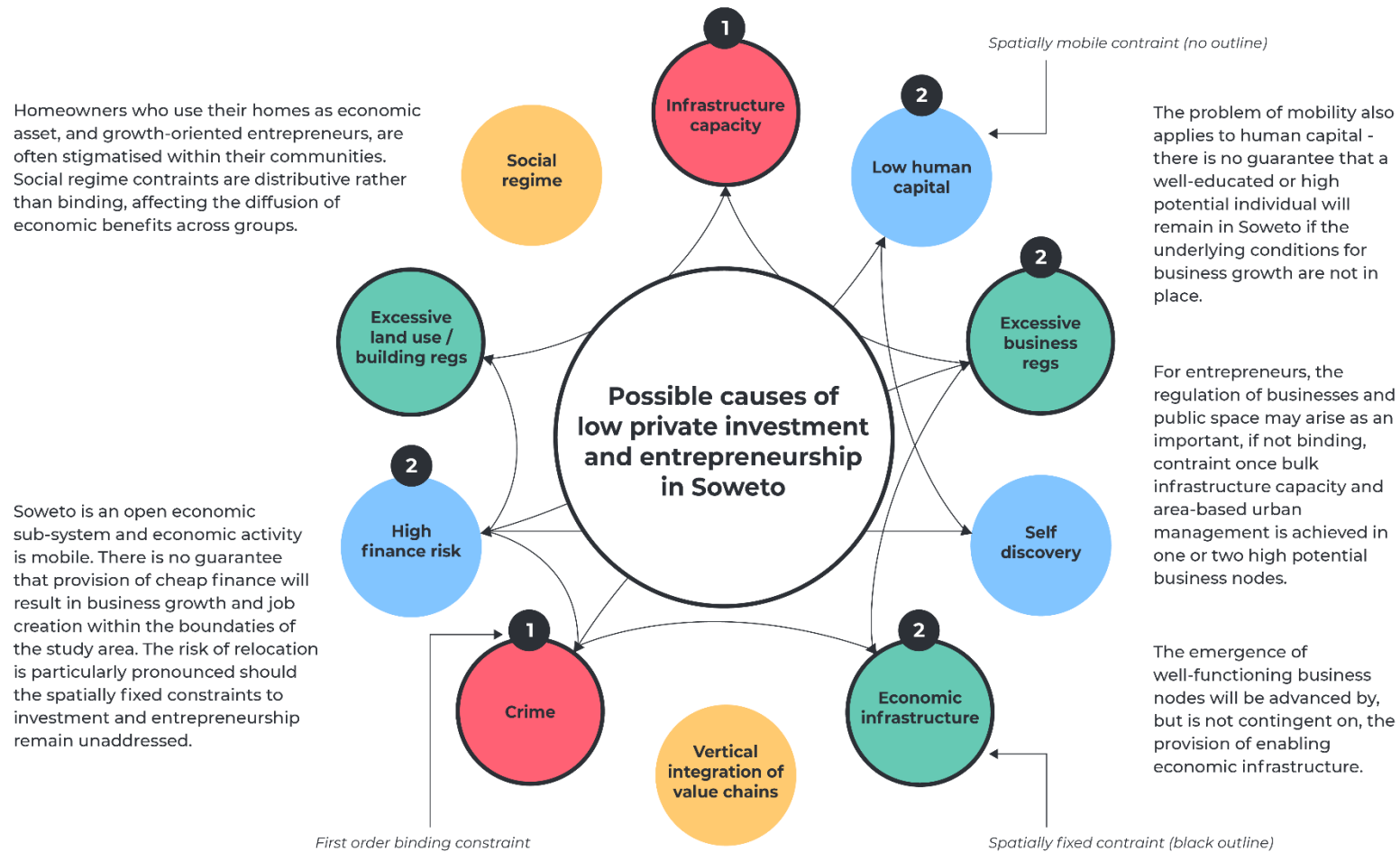


Figure 39: Potential constraints to private-sector investment and entrepreneurship

## 5.5. SEQUENCING AND SPATIAL NESTING OF INTERVENTIONS GIVEN BINDING AND DEPENDENT CONSTRAINTS

We find that bulk infrastructure capacity and unsafe business operating environments are the immediate binding constraints that limit inward private investment and entrepreneurship. We could say that productive investment in Soweto is constrained mainly by different forms of **underinvestment in spatially fixed non-excludable economic goods** that reduce the private incentive of growing a business in the SOWETO<sup>SA</sup>. Once these binding constraints are relieved, we anticipate that restrictive regulation and inadequate economic infrastructure will become increasingly binding.

#	Description	Sequencing / dependencies
1	<b>Get the basics right</b> , focusing on improving capacity on networked infrastructure in high-potential service areas (electricity, water, sanitation, etc.).	Binding, short-term constraint (depends on spatial prioritisation – SSAF)
2	Provide <b>targeted urban management</b> in and around high-potential nodes (business eco-systems), focusing on safety and security, maintenance, area-based coordination and community custodianship.	Binding, short-term constraint (depends on spatial prioritisation – SSAF)
3	Ensure <b>Targeted regulatory enablement</b> in high-potential residential areas with a view to growing residential rental stock as income-earning strategy for homeowners, and stimulating local building construction, maintenance and accommodation.	Second-order constraint (depends on 1 being resolved at service area level)
4	Provide <b>targeted enabling economic infrastructure</b> in high-potential business cores (storage, ICT, taxi ranks, etc.), focusing on productive economy and taxi economy.	Second-order constraint (depends on 1 and 2 being resolved at nodal level)
5	Unlock productive economic complexity through <b>targeted regulatory enablement of small / informal businesses</b> in and around high-potential nodes (business licensing/right-to-operate).	Second-order constraint (depends on 1 and 2 being resolved at nodal level)
6	Support growth-oriented entrepreneurs through <b>improved access to business support services and finance</b> , focusing on increased financial literacy and better understanding of effective articulation of value chain and supply chain dynamics in local context. This may include mechanisms such as lender education, streamlined loan applications and SMS-specific credit scoring.	Non-binding long-term constraint (not dependent on other measures)

Table 3: Sequencing of intervention given dependencies between constraints

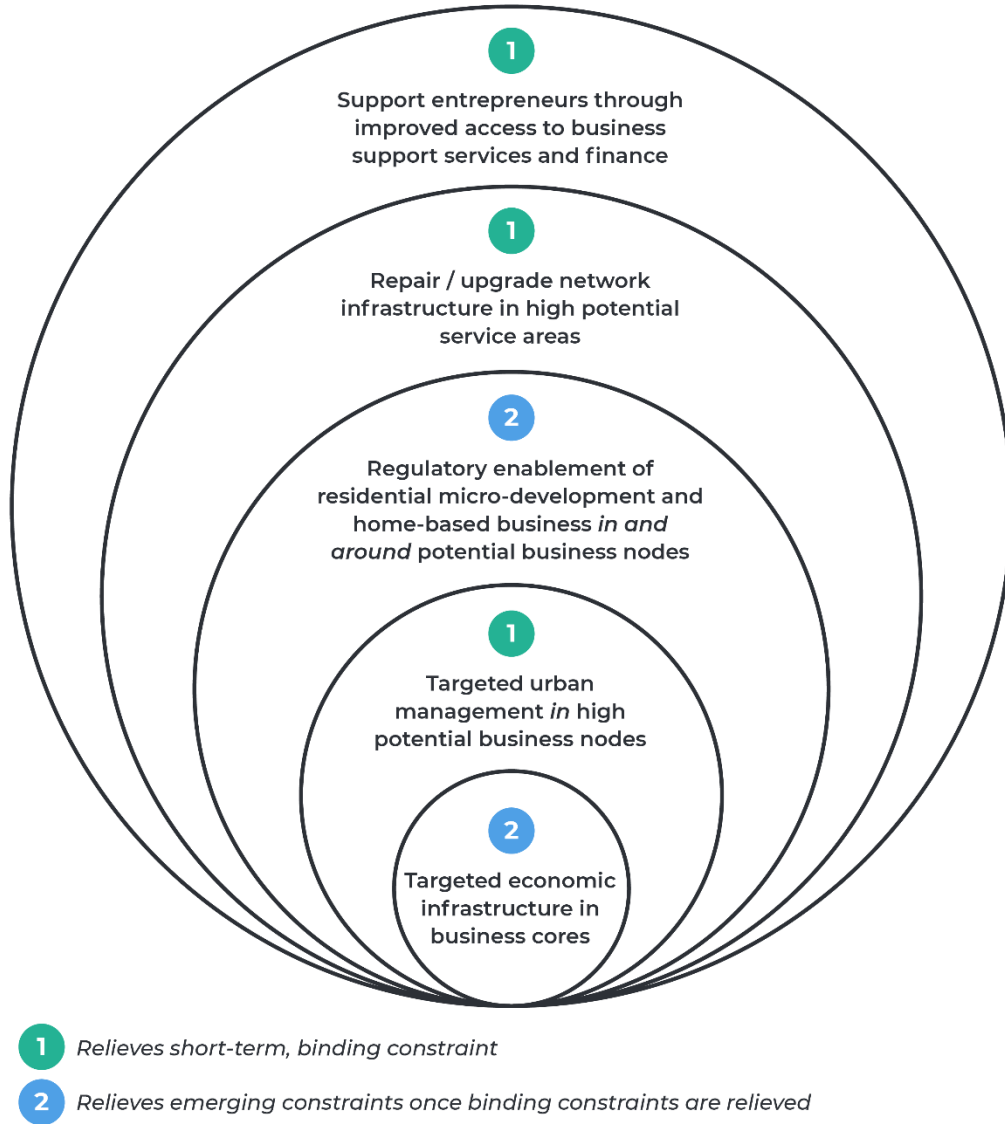


Figure 40: Spatial nesting of economic interventions



## 5.6. FRAMEWORK FOR ECONOMIC INTERVENTION

**Error! Reference source not found.** below illustrates a synthesis of an economic framework as it applies to SOWETO<sup>SA</sup>. Potential beneficiary groups are distinguished by the level of current market access, constrained in turn by various forms of barriers to access.

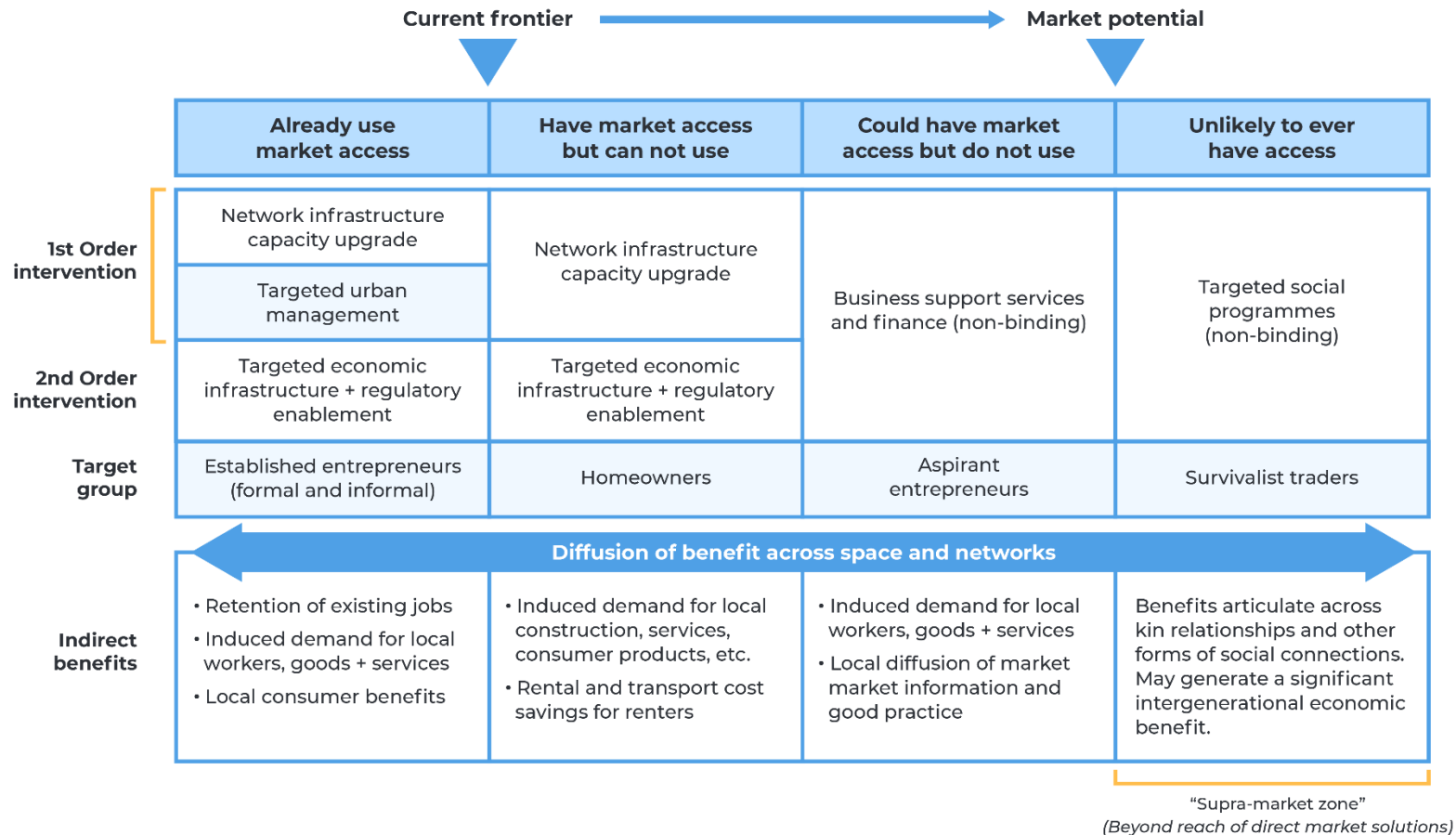


Figure 41: Proposed framework for economic intervention in Soweto SSAF

## 5.7. WHAT DOES THIS MEAN FOR TARGET GROUPS?

**Established entrepreneurs:** The current frontier of the urban economy extends only to those economic actors who already have market access and are constrained by external impediments. These include established entrepreneurs, both formal and informal. Transmissivity of benefits accruing to these actors (through, for example, the provision of economic infrastructure that reduces business operating costs) may manifest through induced demand for goods and services, demand for more labour and potentially consumer savings. The purpose of intervention here is to increase the economic return and the private incentive to invest.

**Residential property owners:** The second category of beneficiaries may be those who have market access but are unable to monetise it. Soweto includes almost 40 000 residential property owners, skewing heavily towards female, elderly, functional illiterate and dependent on rental income. Significant unmet demand for rental accommodation is constrained by zoning and infrastructure restrictions, with knock-on impacts on the ability of homeowners to borrow funds for improving the quality of additional dwelling units on their property. Thus, broadening the current market frontier may involve introducing regulations that will help property owners monetise latent demand, thus directly raising residential property values and indirectly inducing demand for a range of localised, low barrier-to-entry sectors such as construction, furniture-making and housekeeping services.

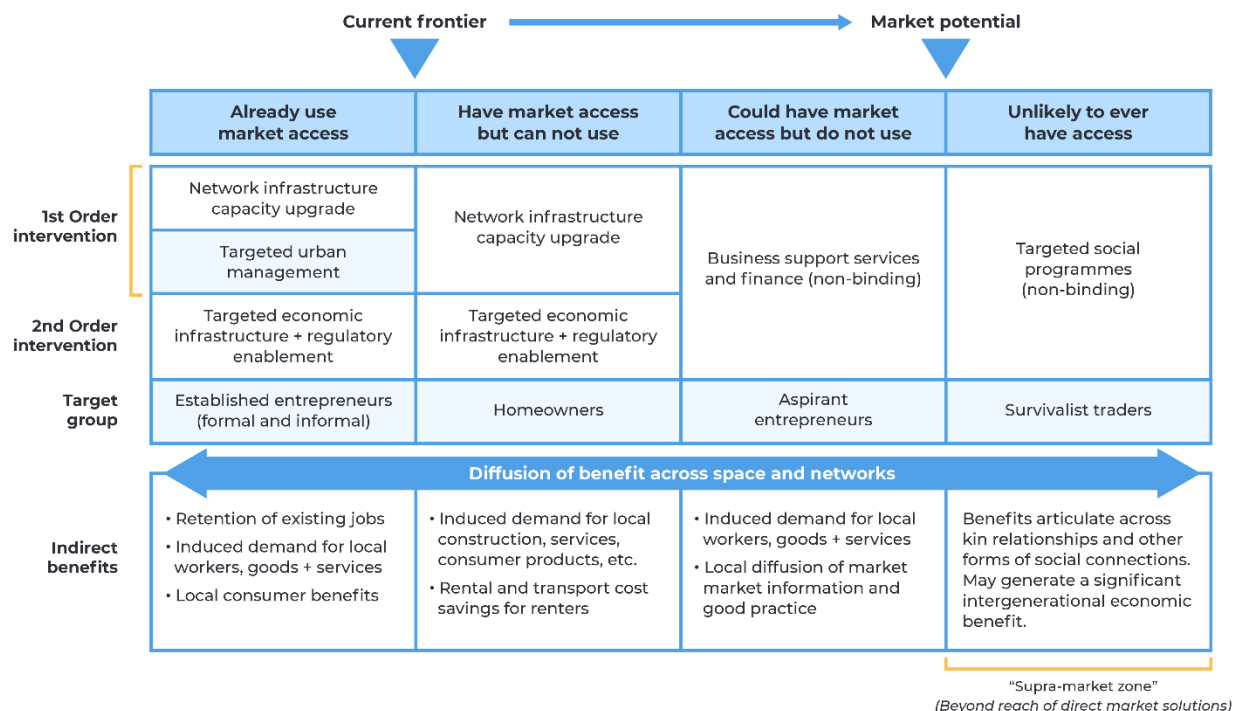



Figure 42: Proposed framework for economic intervention in Soweto SSAF

**Aspirant entrepreneurs:** A third category of beneficiaries may be economic actors who face no regulatory restrictions to market access but lack the requisite skills or human resources to access it. For example, business surveys in Soweto have consistently found that, while personal



motivation is a critical ingredient for entrepreneurial success, demonstrable aptitude and experience in business and financial management play a key role in small businesses' survival. In this case, the frontier of market access may be extended to include aspirant entrepreneurs by means of SMME development and training. Preferential procurement, in contrast, seeks to increase market access without building requisite skills to ensure business development, sustainability and transmissivity through growth. Thus, the economic benefit will last only as long as the programme and will be converted largely into private gains.

**Survivalist traders:** The final category of beneficiaries is those who are constrained by a combination of structural, sociological and spatial conditions and who are unlikely to have access to and the ability to exploit market access in the near term. Unlike interventions aimed at removing constraints to business growth and micro-development, support for survivalist businesses is not a once-off kick-start intervention where a self-sustaining process of improvement is set in motion if missing ingredients are provided. As a qualitative change in the nature of the business is highly unlikely, survivalists will be “a little less poor” only as long as they receive assistance. The likelihood that low-skilled, undercapitalised entrepreneurs will discover a new market niche is dim, and their ability to protect their market from better-equipped competitors is limited.


#### **How to ensure a targeted economic approach is also inclusive**

While the growth diagnostic provides us with a clear framework for concentrating our scarce resources on the most obvious and most pressing constraints to private investment growth and entrepreneurship in Soweto, the ultimate purpose of any economic intervention is to maximise the aggregate benefit to all Sowetans. However, the gender and inclusion framework in Part 2 of this document reminds us that power relations play an important role in mediating access to and control over opportunity, and that these are entrenched in formal and informal institutions.

To ensure that a targeted economic approach is inclusive, the following principles should inform project prioritisation:

1. Prioritise investment in public goods where benefits cannot be captured by one individual or group (e.g. enhancing high-accessibility public and upgrading shared bulk infrastructure).
2. Prioritise target groups with relatively low barriers to entry and ensure that further lowering those barriers forms a core part of the intervention (e.g. providing growth-oriented entrepreneurs with access to finance).
3. Prioritise groups where vulnerable groups are well represented and have direct control and ownership over assets (e.g. enabling micro-development of rental units by residential homeowners, 69% of whom are elderly (>64 years)).
4. Harness complementarities between growth-enabling economic interventions and vulnerability-reducing social programmes (e.g. linking waste collection programmes with informal metal manufacturing, or food gardens with restaurants), while avoiding conflating their respective intermediate goals.





**Vulnerable groups:** To ensure that vulnerable groups are not left behind, we must improve targeted economic interventions by adding to them social programmes that go beyond market-based solutions and directly target beneficiaries on the strength of metrics designed specifically to estimate degrees of social exclusion (e.g., gender, race and disability). Adding such social programmes does not necessarily make it impossible to enrol beneficiaries into economic activities for their own psycho-social benefit, but it lends extra support to the overriding logic of the intervention: to reduce vulnerability.

We propose three types of policies to improve survivalist entrepreneurs' capabilities and to reduce their vulnerability:

- tailored policies on educational health, infrastructure, and property rights
- employment policies that offer alternatives to trading
- specific policies to help survivalists cope better with their business

## 5.8. CONCLUSION

These mechanisms all share a clear spatial dimension. In other words, the degree of benefit attenuates over social and geographic distance. This reinforces the value of targeting interventions within tight boundaries and creates a space for focused community engagement. At the same time, we recognise that power relations in social groups mediate the diffusion of benefits, which means that we must consider prioritisation principles that help ensure a targeted economic approach that is not at the expense of achieving an inclusive outcome for the benefit of all Sowetans. In the chapters that follow, we discuss the Strategic Framework Plan so we can start discussing the identification of those high-potential areas that are best suited for the proposed interventions we have identified, and its alignment with community stakeholder needs, aspirations, and solutions.

---

# PART 6: STRATEGIC AREA FRAMEWORK

---

## 6.1. VISION AND MANIFESTO

This report has framed the context and challenges of Soweto and the SOWETO<sup>SA</sup> that forms the basis for the SSAF. It has been articulated that, to be truly effective, any strategy that is developed for the SOWETO<sup>SA</sup> needs to be developed collaboratively with the stakeholders through meaningful engagement that not only extracts information for decision-making purposes, but that also empowers the stakeholders to take ownership of the process. Only in doing this will the latent economic potential of Soweto truly be unlocked. The team worked collaboratively over several weeks to develop possible options for a shared vision. Together a vision for the SOWETO<sup>SA</sup> was co-created.

**Future Soweto [SOWETOSA] is safe and prosperous:  
a just and cohesive community that meets people's needs,  
enabling their economic energy to thrive within an  
ecologically healthy and resilient place**

To complement the vision, a manifesto has been developed and will be discussed below. The manifesto component provides more substantive guidance to the SSAF in the form of themed objectives. The vision and manifesto were crafted through extensive engagements with and later endorsed by the SOWETO<sup>SA</sup> CRG and the ACT (discussed in more detail in Section 3.4.4) to ensure that basis for which the SSAF will be framed is co-created with relevant stakeholders. Due to the diversity and integrated nature of the project, the vision alone is not enough. The SSAF needs a multi-pronged approach that is deliberate in its aspirations. Together, the vision and manifesto will operate as a theory of change for the SSAF.

To develop the objectives, the technical findings that arose from the Status Quo were assessed and summarised, the community stakeholder issues and solutions raised during the engagement sessions and the issues raised by CoJ officials. These issues were categorised into 15 themes which fell broadly into 5 strategic thrusts, as shown in Figure 43. Each of these strategic thrusts will form the basis for targeted intervention in the SOWETO<sup>SA</sup>. The themes contained within each strategic thrust comprises enablers to unlocking Soweto's latent economic potential.

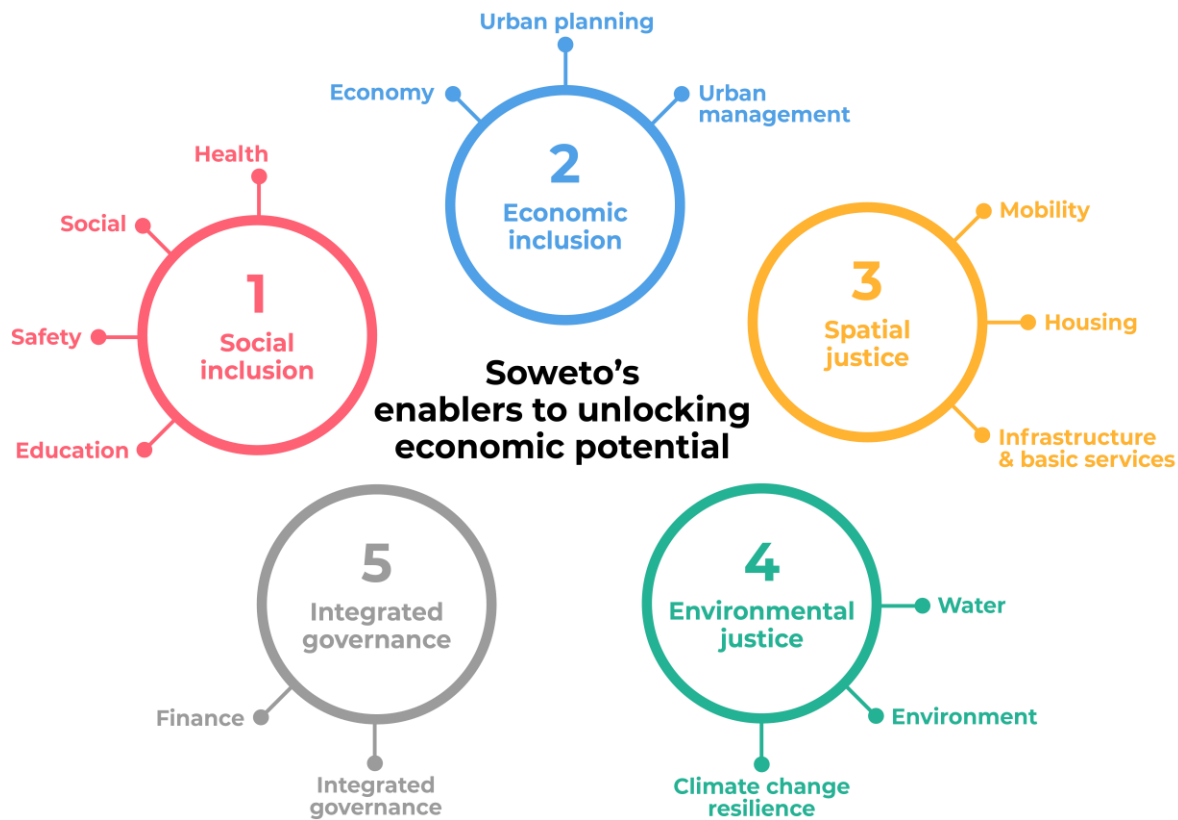


Figure 43: Framing the enablers to unlocking the economic potential of SOWETO<sup>SA</sup>

## 6.2. APPROACH & STRATEGY

This section of the report will outline the strategy and approach the team has followed to develop the Soweto Strategic Area Framework and its associated project recommendations.

### 6.2.1. Approach for SSAF Toolboxes

Based on the shared vision and manifesto (thrusts, themes and objectives), the consultant team have developed a Toolbox of projects which forms the basis of the implementation framework. These projects listed within the SSAF Toolbox is the culmination of the co-creation activities and engagements between the consultant team, the public sector, as well as the community stakeholders from the SOWETO<sup>SA</sup>. The Toolbox is organised as per the 5 strategic thrusts and its associated themes and objectives. Under each of the themes, projects were distilled from the engagements with the various stakeholders. The following figure provides a schematic breakdown of the elements included and captured within the SSAF Toolbox.





**STRATEGIC THRUST 1**

**Social inclusion**

- Health
- Social
- Safety
- Education

**STRATEGIC THRUST 2**

**Economic inclusion**

- Economy
- Urban planning
- Urban management

**STRATEGIC THRUST 3**

**Spatial justice**

- Mobility
- Housing
- Infrastructure & basic services

**STRATEGIC THRUST 4**

**Environmental justice**

- Water
- Environment
- Climate change & resilience

**STRATEGIC THRUST 5**

**Integrated governance**

- Integrated governance
- Finance

**Project data elements captured within toolbox**

- Level Of Priority
- Community Issues
- Community Solutions
- Project Name
- Project Description / Scope
- Source
- Project Type
- Project Chamption (*Entity & Individual*)

- Partnering Departments
- Community Involvement
- Target Group
- Level Of Community Engagement

- Alignment
- Project Status
- Project Budget
- Project Start Date
- Project End Date
- Location



From the various projects listed under each strategic thrust, and organised by its associated theme and objective, the project team has gone through a project prioritisation process with stakeholders in order to come up with a consolidated list of prioritised projects which will form the structuring elements of the SSAF.

### 6.2.2. Approach for structuring elements

The structuring elements are an unpacking of the overall vision. These are made up of proposed interventions drawn from the current municipal and provincial projects (mapped), the community identified solutions and other additional projects identified by the professional team. These maps should be read in conjunction with each corresponding table..

### 6.3. VISION STRUCTURING ELEMENTS

This section outlines the structuring elements of the Soweto Strategic Area Framework and is organized per thrust, theme, objective and associated projects as explained above. The corresponding detailed project lists can be found in Annexure 2.

#### How to read this section:

1. Manifesto outlining the objectives of the Strategic Thrust per theme.
2. Overview / summary of projects per strategic thrust.

**STRATEGIC THRUST 1**  
**Social inclusion**

**Health**

- To ensure Soweto's well-being and healthy through... (text continues)

**Safety**

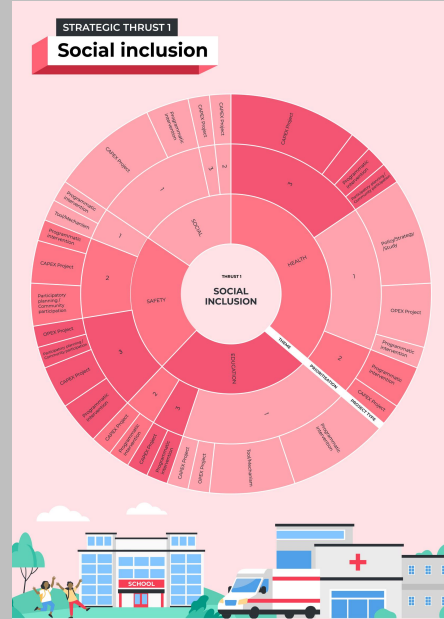
- To establish a Culture of Fearless through targeted programmes... (text continues)

**Social**

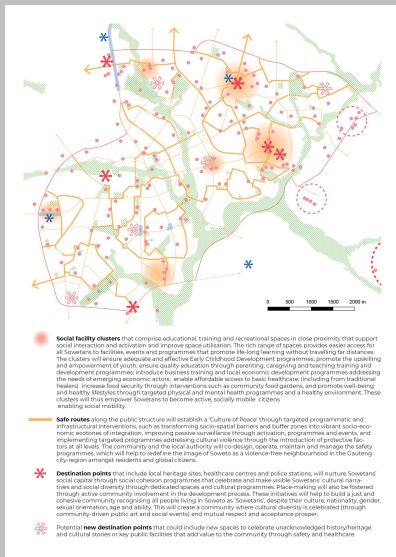
- To ensure that the social fabric is strengthened and... (text continues)

**Education**

- To ensure that the education system is... (text continues)



3. Framework depicting the spatial representation of each thrust.
4. Comprehensive list of projects proposed per thrust and per theme.



SOCIAL INCLUSION						
PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION SCOPE	PROJECT TYPE / APPROACH	PROJECT COORDINATION	PROJECT PARTNERS	PROJECT PRIORITY
7991	Risk factors	Programme targeting the identification of health and safety risk factors in public spaces, the mobilization of health workers, groups to inform future health and violence prevention programmes.	Participatory planning / Community participation	COJ Dept. of Public Safety	COJ Dept. of Health	High
7992	Substance Abuse Strategies	Develop area-based Substance Abuse and Addiction Strategies, including Alcoholism Reduction, drug use and addiction.	Participatory planning / Community participation	COJ Dept. of Social Development	OTHR Specialists	High
7993	Alcohol Harm Reduction Programmes	Implement Area-based programmes, including social marketing, regulation of alcohol, enforcing bylaws and zoning regulations, monitoring of tavern opening hours, etc.	Programmatic Intervention	COJ Dept. of Social Development	OTHR Specialists	High
7994	Substance Abuse and Addiction Programmes	Implement Substance Abuse and Addiction Programmes, including awareness, counseling, support and mental health care (include gambling, drug abuse, etc.)	Programmatic Intervention	COJ Dept. of Social Development	OTHR SAKCA	High
7995	CEU Programmes	Introduce CEU programmes, to increase awareness, provide training, monitoring and evaluation.	Programmatic Intervention	COJ Dept. of Social Development	COJ Dept. of Public Safety	High
7996	Victim Support	Introduce/Upgrade/Implement victim support programmes and dedicated spaces. Further definition depending on focus areas/needs, planning work.	CAREX Project	COJ Dept. of Social Development	COJ Dept. of Public Safety	High
7997	Safe houses	Introduce safe houses to support vulnerable groups in one of the social facilities (located in the vicinity of Sandton, Midrand, Lenexia, JHB and SAKCA in various South-)	CAREX Project	COJ Dept. of Social Development	COJ Dept. of Public Safety	High
7998	Safe houses	Support programmes for vulnerable groups of safe houses.	Programmatic Intervention	COJ Dept. of Social Development	COJ Dept. of Public Safety	High
7999	Enabling Safe and Universal Access Design	Introduce/Upgrade/Implement spaces and programmes to support and assist people living with disabilities. Further definition depending on focus areas/needs, planning work.	CAREX Project	COJ Dept. of Social Development	COJ Dept. of Health	High

## STRATEGIC THRUST 1

# Social inclusion

## Health

- To ensure Sowetans' well-being and healthy lifestyle through targeted physical and mental health programmes and a healthy environment.
- To ensure equitable and affordable access to dignified basic healthcare through targeted interventions in underperforming areas/facilities.
- To ensure targeted enhancements to the liveability of the public environment, including corresponding environmental, economic and accessibility benefits that offer greater support to the physical and mental well-being of residents.
- To improve environmental quality through educational and awareness programmes.
- To ensure food security for all Sowetans, through dedicated programmes and incentivising community food gardening
- To provide adequate psycho-social support including trauma counselling substance abuse and victim support programmes
- Provide optional healthcare support from traditional healers.

## Social

- A community where cultural diversity is celebrated and mutual respect and acceptance prosper.
- To build a just and cohesive community recognising all people living in Soweto as 'Sowetans', despite their culture, nationality, gender, sexual orientation, age and abilities.
- To enhance Sowetans' social diversity by celebrating differences through programmes and spaces to socially encounter the 'other'.
- To nurture Sowetans' social capital through social cohesion programmes, enabling the emergence of a socially just and cohesive community.
- To nourish a sense of community and social cohesion amongst Sowetans, who respect and support one another.
- To empower Sowetans to thrive in all endeavours through effective social programmes enabling social mobility.
- To celebrate and make visible Sowetans' cultural narratives and social diversity through dedicated spaces and cultural programmes.
- To manifest cultural heritage in public spaces through community-driven public art and social events.
- To celebrate Sowetans and their cultural identity within the Gauteng city-region
- To foster place-making through community active involvement in the development process.

## Safety

- To establish a 'Culture of Peace' through targeted programmatic and infrastructural interventions.
- To redefine the image of Soweto as a violence-free neighbourhood in the Gauteng city-region amongst residents and global citizens.
- To negate structural violence by transforming socio-spatial barriers and buffer zones into vibrant socio-economic ecotones of integration.
- To design and implement targeted programmes addressing cultural violence through the introduction of protective factors at all levels.
- To co-design safe and contained spaces where everybody, of all ages and abilities, feels free.
- To embrace safety promotion imperatives [CPTED] enhancing visibility, passive surveillance and the legibility of places.
- To improve the perception of safety and passive surveillance through activation, programmes and events.
- To involve the community and the local authority in the design, operation, maintenance and management of places and targeted safety programmes.

## Education

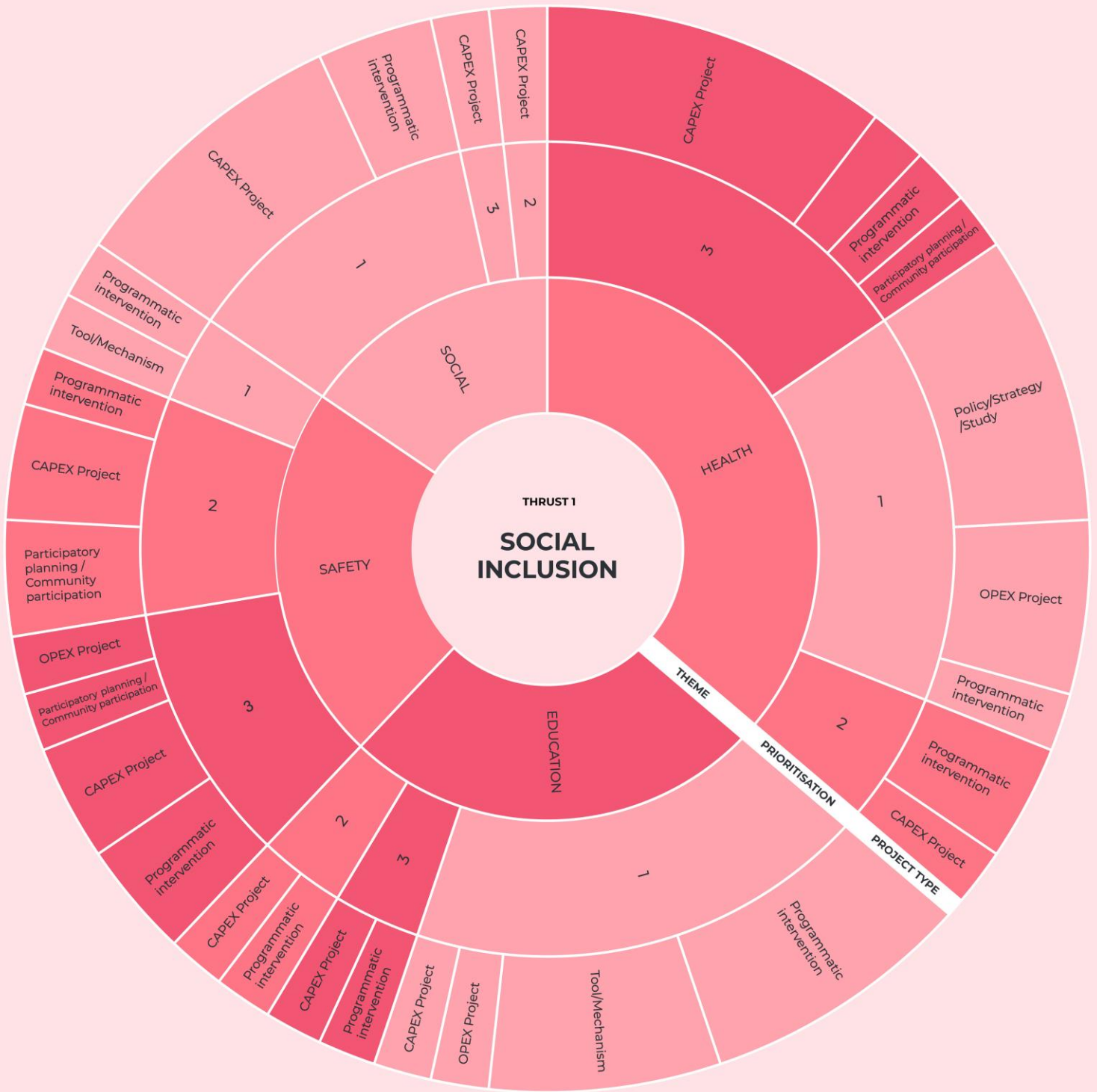
- To ensure access to life-long learning programmes to all Sowetans, of all, cultures, nationalities, sex orientation, gender, ages and abilities through the provision of adequate educational programmes and infrastructure.
- To ensure adequate and effective Early Childhood Development programmes for all children.
- To promote the upskilling and empowerment of youth through youth dedicated spaces and targeted interventions ensuring youth development and future employment.
- To ensure quality education through parenting, caregiving and teaching training and development programmes.
- To ensure a nurturing environment that supports life-long learning through adequate educational infrastructure and public spaces as community spaces of learning.
- To introduce business training and local economic development educational programmes addressing the needs of emerging economic actors [survivalists, entrepreneurs, etc..]
- To introduce diversified educational curriculum programmes targeting the community needs for skills development.
- To ensure access to education, skills development programmes and learning to all Sowetans of all ages and abilities, enabling social mobility.
- To empower Sowetans to become active citizens through local leadership training and sufficient educational curricula.
- To ensure that curricula for programmes and courses are curated to assist people in creating their own employment.



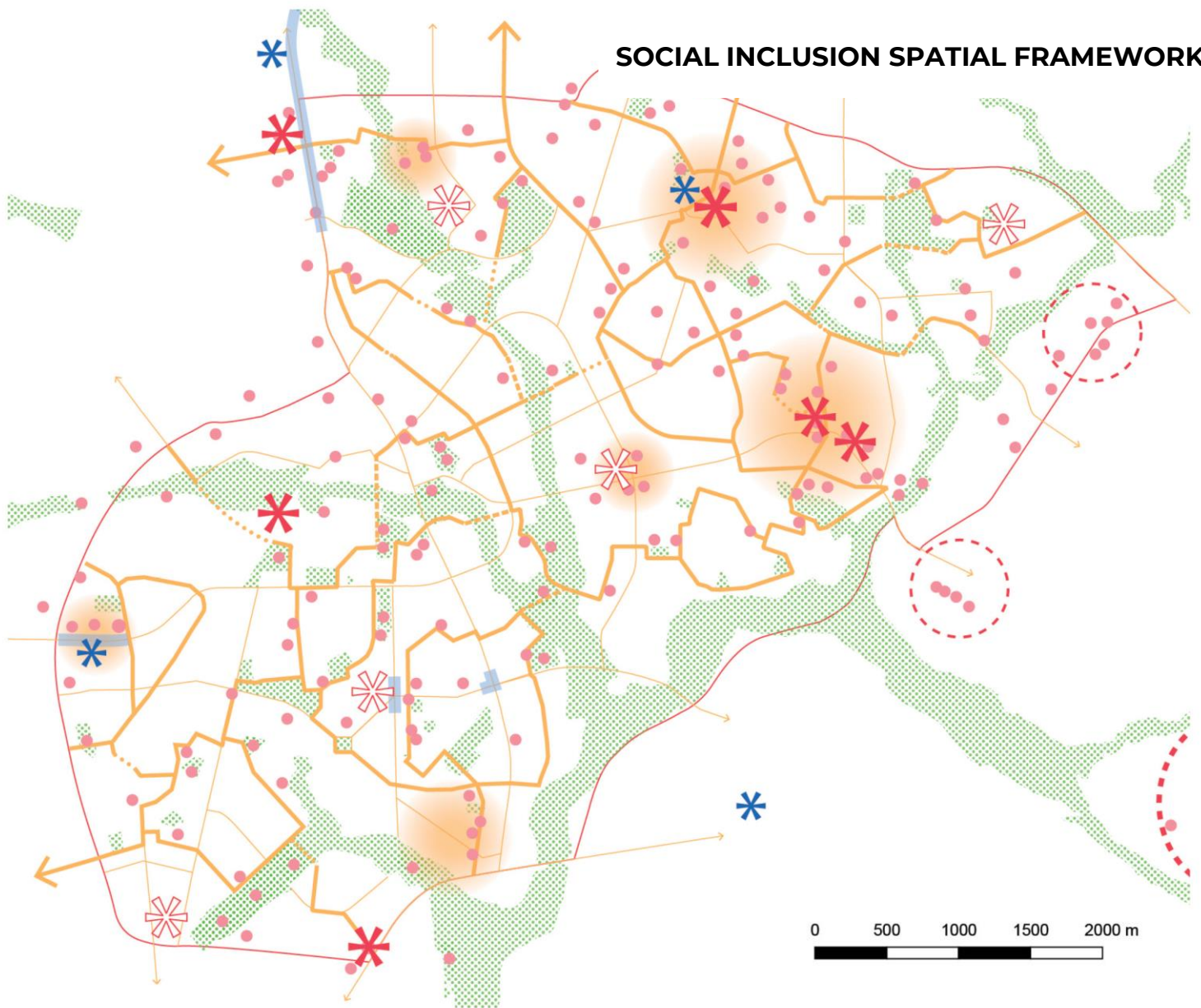


# STRATEGIC THRUST 1

## PROJECT SUMMARY



## SOCIAL INCLUSION SPATIAL FRAMEWORK



**Social facility clusters** that comprise educational, training and recreational spaces in close proximity that support social interaction and activation and improve space utilisation. The rich range of spaces provides easier access for all Sowetans to facilities, events and programmes that promote life-long learning without travelling far distances. The clusters will ensure adequate and effective Early Childhood Development programmes; promote the upskilling and empowerment of youth; ensure quality education through parenting, caregiving and teaching training and development programmes; introduce business training and local economic development programmes addressing the needs of emerging economic actors; enable affordable access to basic healthcare; (including from traditional healers) increase food security through interventions such as community food gardens, and promote well-being and healthy lifestyles through targeted physical and mental health programmes and a healthy environment. These clusters will thus empower Sowetans to become active, socially mobile citizens enabling social mobility.

**Safe routes** along the public structure will establish a 'Culture of Peace' through targeted programmatic and infrastructural interventions, such as transforming socio-spatial barriers and buffer zones into vibrant socio-economic ecotones of integration, improving passive surveillance through activation, programmes and events, and implementing targeted programmes addressing cultural violence through the introduction of protective factors at all levels. The community and the local authority will co-design, operate, maintain and manage the safety programmes, which will help to redefine the image of Soweto as a violence-free neighbourhood in the Gauteng city-region amongst residents and global citizens.

**Destination points** that include local heritage sites, healthcare centres and police stations, will nurture Sowetans' social capital through social cohesion programmes that celebrate and make visible Sowetans' cultural narratives and social diversity through dedicated spaces and cultural programmes. Place-making will also be fostered through active community involvement in the development process. These initiatives will help to build a just and cohesive community recognising all people living in Soweto as 'Sowetans', despite their culture, nationality, gender, sexual orientation, age and ability. This will create a community where cultural diversity is celebrated (through community-driven public art and social events) and mutual respect and acceptance prosper.

Potential **new destination points** that could include new spaces to celebrate unacknowledged history/heritage and cultural stories or key public facilities that add value to the community through safety and healthcare.



## SOCIAL INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
<b>HEALTH</b>								
T2TIP1	Risk factors	Programme targeting the identification of health and safety risk factors of specific vulnerable groups to inform future health and violence prevention programmes	Participatory planning / Community participation	COJ: Dpt. of Public Safety	COJ: Dpt. of Health			
T2TIP2	Substance Abuse Strategies	Develop area-based Substance Abuse and Addiction Strategies including Alcohol Harm Reduction, other drugs and additions [gambling, etc.]	Participatory planning / Community participation	COJ: Dpt. of Social Development	OTHR: Specialists			
T2TIP3	Alcohol Harm Reduction Programmes	Implement AHR programmes, including AHR campaigning, registration of shebeens, enforcing by-law and tavern regulations, monitoring of tavern opening hours, etc.	Programmatic intervention	COJ: Dpt. of Social Development	OTHR: Specialists			
T2TIP4	Substance Abuse and Addiction Programmes	Implement Substance Abuse and Addiction Programmes, including awareness campaigning, support and mental health care [include gambling, drug abuse, etc. ]	Programmatic intervention	COJ: Dpt. of Social Development	OTHR: SANCA			
T2TIP5	GBV Programmes	Introduce GBV programmes to increase awareness, provide training, counselling to victim, ensure reporting, monitoring and evaluation	Programmatic intervention	COJ: Dpt. of Social Development	COJ: Dpt. of Public Safety			
T2TIP6	Victim Support	Introduce/upgrade/implement Victim Support programmes and/or dedicated spaces. Further definition depending on focus areas/precincts planning work.	CAPEX Project	COJ: Dpt. of Social Development	COJ: Dpt. of Public Safety			
T2TIP7	Safe houses	Introduce safe houses to support vulnerable groups -in one of the social facilities clusters/In the vicinity of othandweni Family Care Centre-JCWS and SANCA in Mofolo South	CAPEX Project	COJ: Dpt. of Social Development	COJ: Dpt. of Public Safety			
T2TIP8	Safe houses	Support programmes for vulnerable groups at safe houses	Programmatic intervention	COJ: Dpt. of Social Development	COJ: Dpt. of Public Safety			
T2TIP9	Disability Services/ Universal Access Design	Introduce/upgrade/implement spaces and programmes to support and assist people living with disabilities. Further definition depending on focus areas/precincts planning work.	CAPEX Project	COJ: Dpt. of Social Development	COJ: Dpt. of Health			

## SOCIAL INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T2TIP10	Elderly/Universal Access Design	Introduce/upgrade/implement Elderly programmes and/or dedicated spaces. Further definition depending on focus areas/precincts planning work.	CAPEX Project	COJ: Dpt. of Social Development	COJ: Dpt. of Public Safety			
T2TIP11	Ex-convict Programmes	Provide Ex-convict Programmes including life-skills, psycho-support, career and skills development	Programmatic intervention	COJ: Dpt. of Social Development	OTHR: Specialists			
T2TIP12	Social Worker Programmes	Provide training and capacitation of social workers to assist with psycho-social support programmes.	Programmatic intervention	COJ: Dpt. of Social Development	Community: Local residents			
T2TIP13	Health facility assessment	Conduct SSAF study area wide assessments of the current status of health facilities and programmes including a level of satisfaction survey of health programmes	CAPEX Project	Prvnc: Dept of Health				
T2TIP14	Covid-related support			Prvnc: Dept of Health	COJ: Dpt. of Health			
T2TIP15	Well-Being / Mental Health Programmes	Introduce Mental Health-focused programmes to ensure the mental well-being of people of all ages and abilities within the SSAF study area. Civil unrest and Covid pandemic amplified the need for mental health support.	Programmatic intervention	COJ: Dpt. of Social Development	COJ: Dpt. of Health			
T2TIP16	Food Security Programmes	Nurishing food kitchens and community gardens through training, materials, and financial support. Civil unrest and Covid pandemic amplified the need for food security programmes. Easy access to planting & basic agriculture facilities and land. Reduced red tape.	Programmatic intervention	COJ: Dpt. of Social Development	Community: Local residents			
T2TIP17	Rehabilitation / Substance Abuse Centres	Implementation of new and/or upgrading of existing of high-quality Rehabilitation / Substance Abuse and Addiction Centres. Further definition depending on focus areas/ precincts planning work. In one of the social facilities clusters/In the vicinity of thandweni Family Care Centre-JCWS and SANCA in Mofolo South	CAPEX Project	COJ: Dpt. of Social Development	COJ: Dpt. of Health			
T2TIP18	Substance abuse treatment centres	Sub Stance Abuse Treatment Centres-Proposed project next SANCA in Mofolo South	CAPEX Project	COJ: Dpt. of Social Development	COJ: Dpt. of Health			



## SOCIAL INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
	Home-based Care		OPEX Project					
	Mobile Clinic's and pharmacies		OPEX Project	Prvnc: Dept of Health				
	Environmental Health Education	Education programme on littering, dumping, pollution and general environmental health.	Programmatic intervention	COJ: Dpt. of Health	Prvnc: Dept of Education			
	Health Workers Training Programmes		Programmatic intervention	COJ: Dpt. of Health	Prvnc: Dept of Education			
	School sick rooms		OPEX Project	Prvnc: Dept of Education	COJ: Dpt. of Health			
	Access to traditional healers		Policy/Strategy/ Study	COJ: Dpt. of Health	COJ: Dpt. of Social Development			

## SAFETY

T2T2P1	Community Policing Forums	Establishment of new or reinforcement of existing area-based safety-focused forums to implement safety and surveillance in the area	Participatory planning / Community participation	COJ: Dpt. of Public Safety	Community: Local residents			
T2T2P2	Community safety focused engagements	Setting and running a series of engagements between CSFs and local stakeholders to introduce safety-focused structure, improve awareness on safety status quo	Participatory planning / Community participation	COJ: Dpt. of Public Safety	Community: Local residents			
T2T2P3	Safety Plans	Development of new or reviewing of existing Safety Plans	Participatory planning / Community participation	COJ: Dpt. of Public Safety	FCSA: Professional Team			
T2T2P4	Implementation of the Safety Plans	Implementation of the Safety Plans on the ground involving all relevant stakeholders	Programmatic intervention	COJ: Dpt. of Public Safety	Ntnl: SAPS			
T2T2P5	Neighbourhood Watch	Employment, training and management of Neighbourhood Watch patrollers to surveil the area	Programmatic intervention	COJ: Dpt. of Public Safety	Community: Local residents			
T2T2P6	Crime reporting	Introduce an anonymous crime reporting service	Programmatic intervention	COJ: Dpt. of Public Safety	Ntnl: SAPS			
T2T2P7	Police station	Introducing additional police station [CSIR requirements to determine right number]. Further definition depending on focus areas/precincts planning work.	CAPEX Project	Ntnl: SAPS	COJ: Dpt. of Public Safety			

## SOCIAL INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T2T2P8	Visible Policing	Augment policing and patrolling to maximise the presence and visibility of SAPS and Law Enforcement on the ground. Improve visibility of police in schools and visible policing in parks.	OPEX Project	Ntnl: SAPS	Community: Local residents			
T2T2P9	Lighting	Ensure streets and public open spaces are adequately lit	CAPEX Project	Mncpl: JDA	COJ: Env. and Infrastructure Services Dept.			
T2T2P10	SPTED	Ensuring all safety promotion through environmental design - guidelines	Participatory planning / Community participation	COJ: Dpt. of Spatial Transformation and Planning	COJ: Dpt. of Public Safety			
T2T2P11	Risk factors	Programme targeting the identification of risk factors of specific vulnerable groups to inform future crime and violence prevention programmes as well as safety tip pamphlets and media announcements/awareness.	Programmatic intervention	COJ: Dpt. of Public Safety	Community: Local residents			
T2T2P12	Active boxes	Introducing active boxes as visible safety hub providing passive surveillance and hosting CPFs and NW patrollers	CAPEX Project	COJ: Dpt. of Public Safety	FCSA: Professional Team			
T2T2P13	Complete Street Upgrading	Upgrading of street profiles to catering for people of all ages and abilities, well maintained and adequately lit at night, promoting healthy and sustainable public transport modes	CAPEX Project	Mncpl: JDA	Mncpl: JRA			
T2T2P14	Street monitoring	Monitoring and reporting of the status of public open spaces and street, such as infrastructure faults, illegal dumping, pavements and stormwater drainage related issues	Programmatic intervention	FCSA Strctrs: Area Coordinating Teams	FCSA Strctrs: Community Reference Group			
T2T2P15	Safety monitoring	Reporting and monitoring of safety incidents	Programmatic intervention	Ntnl: SAPS	Community: Local residents			
T2T2P16	Ward 39 / Community Policing Forum	CPF need to be better empowered and creates relevant synergy amongst all law enforcement agencies.	Programmatic intervention	COJ: Dpt. of Public Safety	Community: Local residents			

## SOCIAL INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T2T2P17	Digital and Social Media Sentinel Network	To increase community and localized economic resilience, develop and implement a community-based digital and social media sentinel network to provide early warning of civil unrest, protest, criminal intent, suspect mobilization, calls for violence and looting, threat of physical harm to person or property, and potential threats to economic and strategic infrastructure.	Tool/Mechanism	COJ: Dpt. of Public Safety	Community: Local residents			
<b>SOCIAL</b>								
T2T3P3	Youth-dedicated Centres	Implementation of new and/or upgrading of existing of high-quality Youth-dedicated centre/facilities. Further definition depending on focus areas/precincts planning work (to include adults 35 years and older)	CAPEX Project	Mncpl: JDA	Mncpl: Joburg City Parks & Zoo			
T2T3P4	ECD Centres and Creques	Implementation of new and/or upgrading of existing of high-quality ECD Centres and Creques. Further definition depending on focus areas/precincts planning work.	CAPEX Project	Mncpl: City Parks	Community: Local residents			
T2T3P5	ECD Resource Centres	Implementation of new and/or upgrading of existing of high-quality ECD Resource Centres to support home-based ECD with toy library, with adequate spaces for training of caregivers/parents and ECD teacher. Further definition depending on focus areas/precincts planning work. As well as upskilling teachers and improving the curriculum)	CAPEX Project	COJ: Community Development	Community: Local residents			
T2T3P7	Soweto Radio Info-Sharing	Ensure job opportunities, projects and interventions are advertised and shared via the Soweto Radio	Programmatic intervention	Prvnc: Dept of Education	OTHR: Specialists			
T2T3P9	Soweto/Jabulani Theatre	Building renovations and upgrades of the Jabulani Theatre	CAPEX Project	Prvnc: Dept of Education	COJ: Dpt. of Social Development			
T2T3P10	Clinics	Implementation of new and/or upgrading of existing of high-quality Clinics and/or family/medical support centres. Further definition depending on focus areas/precincts planning work. New clinic in Dube. Upgrading of Jabavu Clinic	CAPEX Project	Community: Local businesses (formal)	Community: Local residents			
T2T3P11	Ward 47 / Post Office	Bring back Post Office Old Post Office (Dobsonville)	CAPEX Project	COJ: Community Development	Mncpl: Joburg City Theatres			

## SOCIAL INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T2T3P12	Ward 46 / Multi-Purpose Centre extension	Jabulani Butt-Hut to be extended to be a Multi-Purpose Centre with all City Departments and Sports and Recreation	CAPEX Project	Prvnc: Dept of Health	COJ: Dpt. of Health			
T2T3P13	Ward 45 / Social infrastructure	Skills centre/ Library/ Arts and Culture next to Zone 10 Hall	CAPEX Project	OTHR: South African Post Office (SAPO)	Community: Local residents			
T2T3P14	Ward 43 / Social Centre	Social Centre to house NGO'S, CBO'S and community programme Rea-vaya footprint	CAPEX Project	COJ: Community Development	Mncpl: JDA			
T2T3P15	Ward 42/ Recreation Centre	Recreation Centre with different sports codes	CAPEX Project	COJ: Community Development	Mncpl: JDA			
T2T3P16	Ward 40 / Library	Library at Killarney	CAPEX Project	COJ: Community Development				
T2T3P17	Ward 38 / Library	State of the Art Public Library at/on Nthato Motlana & George Nkomo Streets	CAPEX Project	COJ: Community Development	COJ: Dpt. Sports and Recreation			
T2T3P18	Ward 37 / Jabavu Stadium	To complete the construction of Jabavu Stadium	CAPEX Project	COJ: Community Development	Mncpl: JDA			
T2T3P19	Ward 36 / Mofolo Recreational Facility	Revamp Mofolo Recreational Facility : Mofolo club house	CAPEX Project	COJ: Community Development	Mncpl: JDA			
T2T3P20	Ward 35 / Tourism	Promote Tourism and create Job opportunities	Programmatic intervention	COJ: Community Development	Community: Local residents			
T2T3P21	Ward 35 / Credo Mutwa	Turn June 16 Memorial/ Credo Mutwa into an Economic and Cultural Hub to assist to eradicate crime as well	Programmatic intervention	COJ: Community Development	Mncpl: City Parks			
T2T3P22	Tirisano School Site - Library	Build a Library at Tirisano School Site	CAPEX Project	COJ: Economic Development	COJ: Community Development			
T2T3P23	Ward 34 / Upgrade Inkanyezi Hall	Upgrade Inkanyezi Hall including side Halls	CAPEX Project	COJ: Community Development	COJ: Development Planning			

## EDUCATION

T2T4P1	ECD Teacher Programmes		Programmatic intervention	COJ: Community Development	Mncpl: JDA			
T2T4P2	Parent/Caregiver Programmes		Programmatic intervention	COJ: Dpt. of Social Development	OTHR: Specialists			
T2T4P3	School Teacher Programmes		Programmatic intervention	Prvnc: Dept of Education	Community: Local residents			
T2T4P4	Sports Programmes	Implementation of sports programmes. Further definition depending on focus areas/precincts planning work.	Programmatic intervention	COJ: Community Development	COJ: Dpt. of Social Development			



## SOCIAL INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T2T4P5	Educational Infrastructure Upgrading	Province to provide recent asset condition assessment. Then schools with the highest need to should prioritised. If not available, Province to institute a conditions asset assessment.	CAPEX Project	Prvnc: Dept of Education	Mncpl: JDA			
T2T4P6	Quality Education and School Curriculum Expansion	Provide quality education, review and expansion of educational curriculum to address local educational needs and introduce additional professional and vocational training subjects to prepare youth for technical trades. Teaching in other languages (home languages)	Programmatic intervention	Prvnc: Dept of Education	OTHR: Specialists			
T2T4P7	After-School Programmes	Implementation of After-School programmes, including different sports codes and cultural activities. Further definition depending on focus areas/precincts planning work.	Programmatic intervention	COJ: Community Development	COJ: Dpt. of Social Development			
T2T4P8	Food Gardening Programmes	Introduce Food Gardening Programmes offering training and capacitation of local community gardeners and providing an alternative for youth school-drop-out and unemployed	Programmatic intervention	COJ: Dpt. of Social Development	Prvnc: Agriculture and Rural Development			
T2T4P9	Innovation Hubs / Learning centre	Implementation of new and/or upgrading of existing of high-quality Innovation Hubs/Learnring Centres, which could be integrated within school sites, to provide youth/adult/ continuous learning programmes. Further definition depending on focus areas/precincts planning work.	CAPEX Project	COJ: Economic Development	COJ: Dpt. of Social Development			
T2T4P10	Learning Information Office	Provide Learning Information Offices in accessible spaces to ensure awareness about learning programmes and dedicated spaces.	CAPEX Project	COJ: Economic Development	COJ: Dpt. of Social Development			
T2T4P11	"Business Training e-Learning Database"	Implementation of e-Learning Database easily accessible to the community at WiFi hotspots offering business training tutorial, information about financial mechanisms and possible funding sources.	Tool/Mechanism	COJ: Economic Development	COJ: Dpt. of Social Development			
T2T4P12	Continuous Learning Programmes	Introduce a range of Continuous Learning Programmes for youth school-drop-out, adults tailored on the local learning needs. Further definition depending on focus areas/ precincts planning work.	Programmatic intervention	COJ: Economic Development	COJ: Dpt. of Social Development			

## SOCIAL INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T2T4P13	Apprenticeship Programmes	Provide Apprenticeship Programmes without age restrictions. Further definition depending on focus areas/precincts planning work.	Programmatic intervention	COJ: Economic Development	COJ: Dpt. of Social Development			
T2T4P14	Skills Development Programmes	Provide Skills Development Programmes without age restrictions. Further definition depending on focus areas/precincts planning work.	Programmatic intervention	COJ: Economic Development	COJ: Dpt. of Social Development			
T2T4P15	Business Training Programmes	Provide Business Professional Skills and training training, including project management, accounting, business intelligence, finance and funding	Programmatic intervention	COJ: Dpt. of Social Development	COJ: Economic Development			
T2T4P17	Dorothy Nyembe EE - E-Learning Center	Purchasing of computers, projectors, drones, video cameras, tablets and smart screens to promote e-learning through the use of electronic technologies in order to reach broader and diversified number of beneficiaries that cannot be reached through the traditional use of an educational center. E-Learning will encourage self guided learning, enhance curriculum based learning and enable JHB City Parks to reach more beneficiaries while being competitive as a 4th industrial revolution education centre.	CAPEX Project	Mncpl: Joburg City Parks & Zoo	Prvnc: Dept of Education			
T2T4P18	Ward 41 / Skill Development Centre	Skill Development Centre	CAPEX Project	COJ: Dpt. of Social Development	COJ: Economic Development			
T2T4P19	Tirisano School Site - Skill development Centre	Build a Skills Development Centre at Tirisano School Site	CAPEX Project	COJ: Dpt. of Social Development	Prvnc: Dept of Education			
	Social Education	Education on different cultures, encourage social cohesion. Tribal/ Cultural misunderstandings. Need to education people about their rights. Foreigners integration strategies. Learn & understand each others history/ culture	Programmatic intervention	COJ: Dpt. of Social Development	Prvnc: Dept of Education			
	Employment Education/ Centre	Platforms to find jobs. We need education that will assist people to create employment not only look for employment	OPEX Project	COJ: Dpt. of Social Development	COJ: Economic Development			

## STRATEGIC THRUST 2

# Economic inclusion

### Economy

- To foster local economic initiatives and promote a vibrant, diverse and regionally competitive place of doing business.
- To enable economic initiatives and activities through an innovative and vibrant environment of intense mixed-use spaces connected by active high-streets.
- To create and pilot new models for a spatially targeted, mixed-use precinct development in pursuit of a more competitive, productive and self-sustaining business environment where economic benefits of intervention are shared by entrepreneurs, consumers and households.
- To strengthen existing concentrations of economic initiatives/activities in furtherance of stimulating formal and informal entrepreneurial activity by providing platforms for interaction, clustering, innovation and scalability.
- To augment the benefits and potential of backyarding, as a community-owned solution addressing income-generation and the dire need for housing.
- To provide dedicated spaces and programmes for local economic development and business support offering for info-sharing, skills development and training, access to financial mechanisms, and the development of business ideas.
- To unearth community productivity through dedicated training and workshop spaces for manufacturing local products such as business incubator type of initiatives.
- To harness the economic potential of waste, involving the community in rethinking waste as a resource, explore economic opportunities and the production of fertile soil.
- To nourish urban agricultural practice to contribute to food security, ecological awareness and health lifestyle.
- To cultivate food gardening as community practice by facilitating access to farming resources [seeds, tools] and training.
- To promote urban agriculture by transforming underutilised land parcels into a system of food gardens and local fresh produce markets.
- To include Soweto in the collective mental map of Johannesburg to unlock the tourism industry and economic opportunities.

### Urban planning

- To enhance service provision and place-making through targeted programmatic interventions and capital projects tailored to people's needs [above social foundation].
- To embrace a sustainable environmental approach protecting the natural assets and ensuring economy of resources [below environmental ceiling].
- To co-design places aiming at improving people's quality of life and promoting integration and a sense of place.
- To adopt innovative design solutions to maximise opportunities and minimise the consumption of resources.
- To maximise the direct and indirect benefits of economic and social proximity through the integration of services and compatible activities.
- To empower households and businesses to formulate tailor-made solutions to their most pressing issues through a "freedom within a framework" approach.
- To enable economic agency through deregulation of space following a 'building small businesses, not barriers' approach.
- To safeguard households and businesses against health hazards, safety risks and undesirable impacts through adequate regulations.
- To promote the integration live-play-learn-work dense mixed-use, through mixed-use and tenure urban environment.
- To embrace a waste-to-resource approach introducing alternative waste management and recycling strategy.

### Urban management

- To enable effective urban management through effective planning and community involvement.
- To develop urban management plan along with public investment strategy ensuring adequate budgetary allocation for operational expenditure.
- To connect with and foster existing public sector cleaning and safety initiatives such as EPWP.
- To implement area-based coordination of urban management operations across front-line services, responsive to local need as identified by local structures.
- To ensure rapid deployment of resources and strategies addressing emerging urban management and safety hotspots.
- To ensure citizens share custodianship with local authorities over local infrastructure, spaces and civic assets.
- To involve the community in environmental management, strategies and the maintenance of public open spaces, social facilities and community assets.
- To implement resilient and robust infrastructure that is reliable and future-ready.
- To actively involve the community in public spaces' maintenance and waste management programmes.
- To unlock urban management's employment opportunities, through adequate programmes including training and skills development.





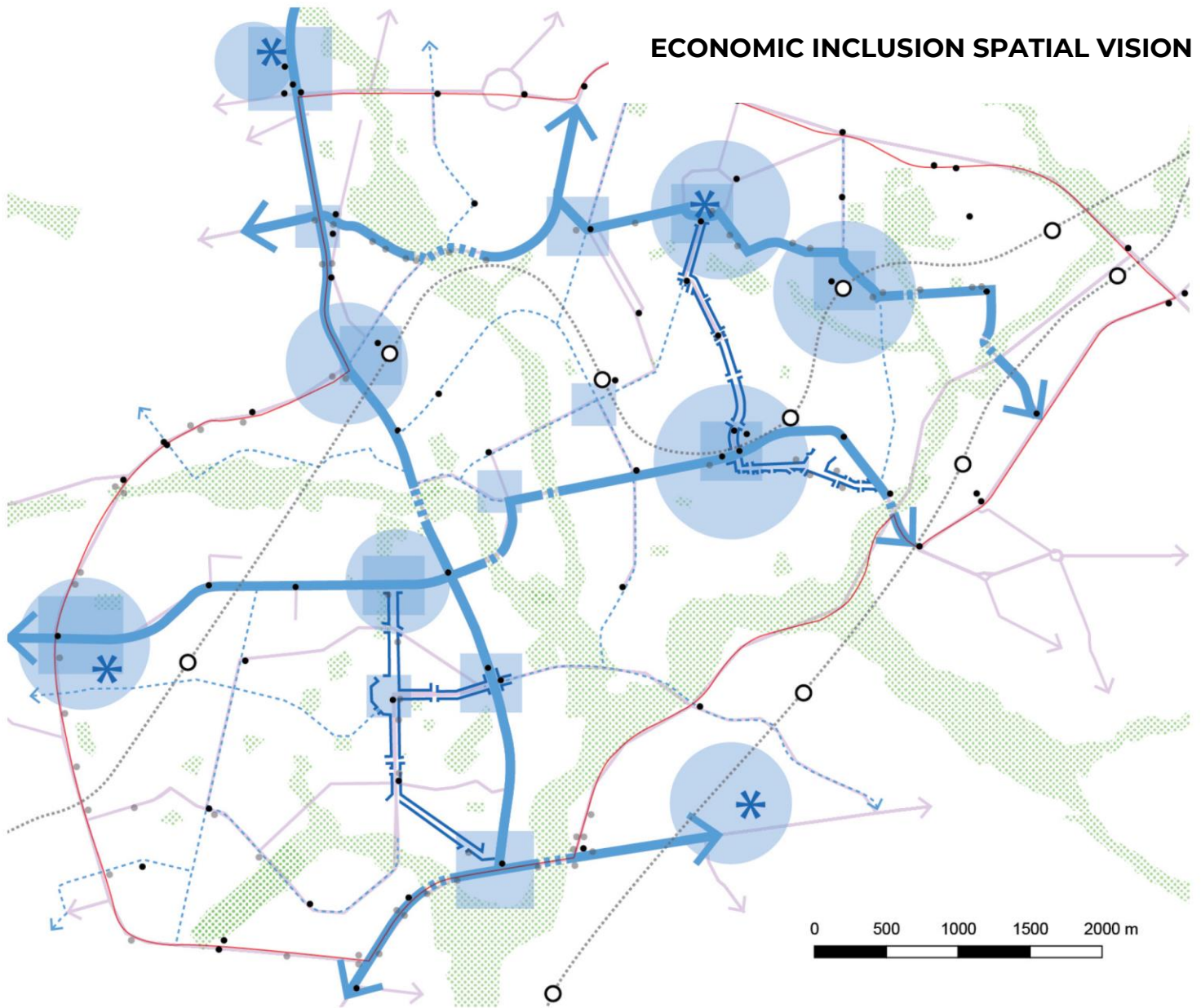
STRATEGIC THRUST 2

# Economic inclusion





## ECONOMIC INCLUSION SPATIAL VISION



**Emerging economic nodes** will foster local economic initiatives and promote a vibrant, diverse and regionally competitive place of doing business. These are mixed-use spaces connected by activity spines and high-streets and programmes for local economic development and business support offering for info-sharing, skills development and training, access to financial mechanisms, and the development of business ideas. These nodes will pilot new models for a spatially targeted, mixed-use precinct development in pursuit of a more competitive, productive and self-sustaining business environment where economic benefits of interventions are shared by entrepreneurs, consumers and households. This will include platforms for interaction, clustering, innovation and scalability. These nodes will unearth community talent and improve community productivity through dedicated training and workshop spaces for manufacturing local products such as business incubators.

**Intermodal public transport stops/stations** where more than one station or stop is clustered to easy transfer from mode or line.

**Existing commercial centres** where commercial activity has attracted trading activity by drawing in a significant customer base. These centres need to be leveraged to maximise the direct and indirect benefits of economic and social proximity through the integration of services and compatible activities.

**Activity Spines** where there are concentrations of economic activity nurtured through development controls and regulations to promote a mix of uses, especially around business and economic energy. The quality of these streets should be vibrant vehicular routes with NMT movement.

**High Streets** to enable economic agency through deregulation of space following a 'building small businesses, not barriers' approach and promote the integration of a live-play-learn-work and dense mixed-use environment. The dense quality of the street should prioritise pedestrian movement and spill out activity onto the sidewalks/streets.

**Neighbourhood activity streets/intensification** will augment the benefits and potential of backyarding, as a community-owned solution addressing income generation and the dire need for housing. They will also enable economic agency through deregulation of space following a 'building small businesses, not barriers' approach. implement resilient and robust infrastructure that is reliable and future-ready.

## ECONOMIC INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
<b>ECONOMY</b>								
<b>T5TIP1</b>	Local Trading Audit and Registration	Information gathering: Conduct area-based Local Trading Audit to collect data about local traders, their status, location, needs and requirements. Data collected and analysed to inform adequate Trading Plans and delivery of services	Policy/Strategy/ Study	COJ: Economic Development	Community: Local residents			
<b>T5TIP2</b>	Facilitated establishment of business forums	Facilitate / enable networking amongst businesses in order to improve cooperation / coordination / collaboration / trust.	Programmatic intervention	COJ: Economic Development	OTHR: Specialists			
<b>T5TIP3</b>	Backyarding impact study	Information gathering: Conduct study to determine impact of backyarding to date on local infrastructure capacities, and quantify capacity requirements for alternative development scenarios	Policy/Strategy/ Study	COJ: Dpt. of Spatial Transformation and Planning	Prvnc: Dept of Economic Development			
<b>T5TIP4</b>	Network infrastructure capacity assessment in high potential nodes	Information gathering: Conduct detailed engineering assessment of local network infrastructure (e.g., electricity, water, stormwater, sewer) within high-potential nodes to assess capacity and identify options to increasing capacity or applying alternative infrastructure methodologies .	Policy/Strategy/ Study	COJ: Dpt. of Spatial Transformation and Planning	COJ: Development Planning			
<b>T5TIP5</b>	Local Trading Infrastructure	Targeted enabling economic infrastructure: Provide storage, washing up facilities and services for local vendors to be able to clean their stalls. Upgrade public environment around high potential nodes (i.e. public space improvements, tree-planting, etc.).	CAPEX Project	COJ: Economic Development	Mncpl: JDA			
<b>T5TIP6</b>	ICT / Wi-fi hotspots / township broadband	Targeted enabling economic infrastructure : e.g. apply to Township Economy Partnership Fund to deploy technology to locations where entrepreneurs and customers may harness access to data.	CAPEX Project	COJ: Economic Development	Mncpl: JDA			



## ECONOMIC INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
<b>T5T1P7</b>	Commercialisation of taxi ranks	Targeted enabling economic infrastructure: Taxi Rank commercialisation through retail, commercial and light-industrial sites being clustered in an inclusive but formally managed format around ranks with high footfall. . These will include "pit-stop" style servicing facilities for taxi fleets as well as dealerships and/or aftermarket facilities as anchors where possible. Taxi economy as opportunity zone -> updating regulatory regimes to enable zoning overlays for commercial rank developments.	CAPEX Project	COJ: Economic Development	Mncpl: JDA			
<b>T5T1P8</b>	Soweto Land Regularisation Programme	Targeted enabling economic infrastructure: Revitalise the Soweto Land Regularisation Programme to formalise property rights. The regularisation process seeks to audit, verify and transfer urban land through the release of council-owned land that is surplus to Council's requirements. It identifies vacant properties through property audit.	Programmatic intervention	COJ: Dpt. of Spatial Transformation and Planning	COJ: Development Planning			
<b>T5T1P9</b>	Establishment of local office to enhance urban management operations within high potential business nodes	Targeted, area-coordinated urban management within core business precincts, including top-up cleaning, repairs, installation, maintenance and safety/security. Can include a "Digital and Social Media Sentinel Network" component as proposed by CoJ Industrial Revitalisation Programme	Programmatic intervention	COJ: Dpt. of Spatial Transformation and Planning	COJ: Development Planning			
<b>T5T1P10</b>	Right-to-Build Awareness Programme	General regulatory enablement: The Building Development Management department at the City does not currently have specific projects in the area. It has indicated that an awareness programme is on the cards but not yet rolled out in Soweto. The purpose of the awareness programme is to educate homeowners of their existing rights with regards to micro-development.	Programmatic intervention	COJ: Dpt. of Spatial Transformation and Planning	COJ: Development Planning			



## ECONOMIC INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
<b>T5T1P11</b>	Small-scale Rental Outreach Programme	General regulatory enablement: Provide an outreach programme to support small-Scale Rental owners with a selection of NBR-compliant prototypical building plans for where to choose and submit for approval, a preferential channel for speed-up building plan approval process with fee exemption, a list of accredited small scale local building contractors and registered credit providers, awareness workshops in targeted areas.	Programmatic intervention	COJ: Housing	Mncpl: JDA			
<b>T5T1P12</b>	Localisation strategy for building construction industry	Supply chain localisation : Facilitate the establishment of a list of accredited small scale local building contractors and accredited registered credit providers interested in financing small scale rental unit development;	Programmatic intervention	COJ: Economic Development	Community: Local residents			
<b>T5T1P13</b>	Proactive waiver of business operating regulations within designated areas / mixed use overlay zones / amendment of existing land use rights	Targeted regulatory enablement in and around high potential business nodes: e.g., proactive granting of right-to-operate from homes within designated mixed use areas. Simplify business licensing and registration processes (reduce time and red-tape). Granting business licenses to businesses operating from properties which have not been rezoned. Treat properties within nodes as if they have been rezoned and/ or afforded business temporary departures / consent rights.	Policy/Strategy/ Study	COJ: Dpt. of Spatial Transformation and Planning	COJ: Development Planning			

## ECONOMIC INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T5T1P14	Precinct identification and regulatory enablement of backyard real estate	Targeted regulatory enablement in high potential residential intensification areas: Precinct level approach to backyard real estate -> Planning instrument alignment – SDF, Precinct Plan, technical alignment with bylaws especially re commercial utilization of ground level (ties in with Township Economic Development Act re evolution of high-street precincts). Provide legal framing for the Township backyard real estate Initiative – including provisions to establish township commercial precincts/ high streets in areas targeted for precinct-level backyard real estate upgrades	Policy/Strategy/ Study	COJ: Dpt. of Spatial Transformation and Planning	COJ: Development Planning			
T5T1P15	Business support services / Targeted Enterprise Support Programme	Business support services and finance: with focus on financial literacy and supply chain dynamics, lender education, streamlined loan application and SME-specific credit scoring. Provide Targeted Enterprise Support Programmes to assisting with building financial and business acumen, formalisation, access to wider markets, and preparation of business plans, loan applications, and assistance with meeting business and tender requirements.	Programmatic intervention	COJ: Economic Development	Prvnc: Dept of Economic Development			
T5T1P16	Rapid land release initiative for commercial land	Targeted enabling economic infrastructure : Provide legal framing for commercial rapid land release initiative to release publicly owned land for best, most developmental use in township areas	Policy/Strategy/ Study	COJ: Dpt. of Spatial Transformation and Planning	COJ: Development Planning			
T5T1P17	Survey and planning strategy to unlock existing vacant land	Strategy to unlock existing vacant parcels of business-zoned land, including detailed survey and audit of vacant and serviced business-zoned land (industrial and commercial) within study area (including engagement with owners) to inform identification of constraints to development and opportunities for intervention.	Policy/Strategy/ Study	COJ: Development Planning	COJ: Dpt. of Spatial Transformation and Planning			

## ECONOMIC INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T5T1P18	Release of industrial sites in Ward 35, Ward 45, Ward 38 and Ward 39 (Orlando West)	Targeted enabling economic infrastructure: range of existing projects relating to release of industrial sites	OPEX Project	COJ: Dpt. of Spatial Transformation and Planning	COJ: Development Planning			
T5T1P19	Establish business incubator	Targeted enabling economic infrastructure : Introduce Business incubators and/or other affordable small business rental spaces to provide local home-based economic initiatives/ businesses the opportunity to expand their trade/service in well-located economically active precincts/areas.	Programmatic intervention	COJ: Economic Development	COJ: Dpt. of Social Development			
T5T1P20	Digitisation strategy for SMMEs (as part of localisation strategy) to identify and locate potential suppliers	Supply chain localisation : Using digitisation via mobile phones to make informal firms visible as potential contractors and service providers; using data gathered via digital means and via process of supporting SMMEs to make it less risky for govts and corporates to procure from SMMEs and for banks to finance them when they do get contracts.	Policy/Strategy/ Study	COJ: Economic Development	Community: Local residents			
T5T1P21	Vocational skills programme in support of area-based urban mgmt.	Supply chain localisation: Linking area-based urban mgmt. within business nodes to NBI's skills development support / integrated vocational skills programme and enterprise incubation for high potential entrepreneurs focusing on installation, repair and maintenance.	Programmatic intervention	OTHR: National Business Initiative				
	Re-branding Soweto (tourism)		Policy/Strategy/ Study	COJ: Economic Development				
	Accountability for receipt of funding	Whistle Blowing Hotline	Tool/Mechanism	COJ: Economic Development				



## ECONOMIC INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
<b>T5T2P1</b>	Land Release Audit / Study	Conduct a thorough survey and assessment of the under-utilised and public land parcels within the SSAF study area to identify development opportunities.	Policy/Strategy/ Study	COJ: Development Planning	COJ: Dpt. of Spatial Transformation and Planning			
<b>T5T2P2</b>	Soweto Land Regularisation Programme	Introduce a Soweto Land Regularisation Programme to formalise property rights, with the first township being targeted being Soweto. The regularisation process seeks to audit, verify and transfer urban land to Previously-Disadvantaged-Individuals [PDIs] through the release of council-owned land that is surplus to Council's requirements. It identifies vacant properties through property audit.	Programmatic intervention	COJ: Development Planning	COJ: Dpt. of Spatial Transformation and Planning			
<b>T5T2P3</b>	Development Incentive Mechanism		Tool/Mechanism	COJ: Development Planning	COJ: Dpt. of Spatial Transformation and Planning			
<b>T5T2P4</b>	Integration of informal economic, social and cultural activity with formalised nodes and transit interchanges	Spatially targeted temporary intervention through demarcating safe and suitable spaces that will facilitate informal cultural and economic activity around more formal spaces, for example formalised pavements and parklet spaces and temporary street closure	Policy/Strategy/ Study	COJ: Dpt. of Spatial Transformation and Planning	COJ: Economic Development			
<b>T5T2P5</b>	Promoting live-work in strategic movement corridors in residential areas	Identify and promote emerging activity corridors through providing additional rights (example, micro-business from residential property) using mechanisms such as an overlay zone to promote small business and local economic development	Policy/Strategy/ Study	COJ: Development Planning	COJ: Dpt. of Spatial Transformation and Planning			

## ECONOMIC INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
<b>T5T2P6</b>	Public Space Upgrading	Co-designing of public open spaces including new hard and soft landscaping, street lighting and furniture, integrated transport lanes, reconfiguration of carriage ways, tree planting, formalised parking, pedestrian crossings, spillout spaces, etc.	CAPEX Project	Mncpl: JDA	Community: Local residents			
<b>T5T2P7</b>	Complete Street	Co-designing of key movement routes and streets, addressing people of different ages and abilities and promoting integration of land uses.	Participatory planning / Community participation	Mncpl: JRA	Mncpl: JDA			
<b>T5T2P8</b>	Land use integrated development	Support high streets and mixed-use development on brownfield/ greenfield sites and specifically with the regeneration of existing buildings	Programmatic intervention	COJ: Development Planning	COJ: Dpt. of Spatial Transformation and Planning			
<b>T5T2P9</b>	Ward 33 - development of vacant spaces	Use vacant spaces (next to Molapo Tech) for empowering the community for different projects	Participatory planning / Community participation	COJ: Dpt. of Spatial Transformation and Planning	COJ: Development Planning			

## URBAN MANAGEMENT

<b>T5T3P1</b>	Social Facilities and Urban environment assessment	Conduct an area-based assessment of the status quo of social facilities and public open spaces, also capturing the impact of Covid and recent civil unrest	Policy/Strategy/ Study	COJ: Community Development	Community: Local residents			
<b>T5T3P2</b>	Area-based Urban Management Centres	Establishment of area-based management offices to coordinate urban management within priority emerging business nodes Strengthening the management of urban centres – specifically metros – in terms of affordable housing, reducing crime, improving public transport, and keeping neighbourhoods safe and clean – these would do more than any direct intervention in increasing entrepreneurs' prospects. Urban management office in each identified precinct	Programmatic intervention	COJ: Dpt. of Spatial Transformation and Planning	Community: Local residents			

## ECONOMIC INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T5T3P4	Monitoring of urban conditions	Develop and implement area-based urban safety monitoring programmes, employing local fieldworkers collecting data about the status of streets, public space and social facilities, incidents, vandalism and faults	Programmatic intervention	Mncpl: JDA	COJ: Dpt. of Public Safety			
T5T3P5	Urban Management Plans	Develop area-based effective Urban Management Plans, tackling safety, cleaning, operation and maintenance of social facilities, parks and public open spaces, directly involving local stakeholders	Policy/ Strategy/ Study	COJ: Dpt. of Spatial Transformation and Planning	Community: Local residents			
T5T3P6	Urban Management Programmes	Implementation of area-based Urban Management Plans, employing local fieldworkers. The programmes should include recruitment, training and employment of local workforces, as well as, a monitoring and evaluation of efficacy of the programmes	Programmatic intervention	COJ: Dpt. of Spatial Transformation and Planning	Community: Local residents			
T5T3P7	Urban Management Skills Development Programme	Implement training programmes in urban management for local stakeholders capacitating general workers, supervisors, and area managers	Programmatic intervention	COJ: Dpt. of Spatial Transformation and Planning	Community: Local residents			
T5T3P8	Urban Management Partnership	Exploring community and public-private partnerships in development and management of social facilities	Participatory planning / Community participation	COJ: Dpt. of Spatial Transformation and Planning	Community: Local residents			
T5T3P10	Waste Management Programmes	Implement area-based waste management strategies, recruiting, training and employing local field workers, for instance, making use of EPWP programmes	Programmatic intervention	COJ: Env. and Infrastructure Services Dept.	Mncpl: Joburg Water			



## ECONOMIC INCLUSION

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T5T3P11	Illegal Dumping	Addressing illegal dumping by involving community stakeholders, through a targeted programmes and communiting clean-up events	Programmatic intervention	COJ: Env. and Infrastructure Services Dept.	Mncpl: Pikitup			
T5T3P12	Waste Bins	Increase the number of bins and improve Pikitup waste collection services, particularly in proximity of illegal dumping hotspots	CAPEX Project	COJ: Env. and Infrastructure Services Dept.	Mncpl: Pikitup			

## STRATEGIC THRUST 3

# Spatial justice

## Mobility

- To promote universal access to safe and well-maintained public transit options through collective urban management.
- To promote a connected, accessible and affordable multi-modal public transport system.
- To promote an appropriate mix of land uses to reduce travel time requirements.
- To leverage off the existing public investment in the transport system.
- To discourage the dependency on private vehicular movement through reliable and affordable public transport services.
- To acknowledge and enhance community-owned transport initiatives supported by well-designed transport business models.
- To encourage the use of public and non-motorised transport [walking and cycling] through adequate public transport services and the intensification of social, economic and recreational activities.
- To improve the continuity of the movement network by introducing missing links and reducing spatial barriers.
- To ensure connectivity and accessibility of services and freedom of movement through a continuous movement network offering multiple modes of transport.

## Housing

- To ensure access to adequate, affordable, safe and dignified housing for people living in Soweto.
- To enable the integration of income-generating land use in residential development through innovative housing typologies and flexible zoning to further eradicate the dormitory residential suburb legacy of apartheid planning.
- To support inclusionary housing markets that address the housing need and demand in Soweto.
- To support the backyard rental market through an enabling institutional, statutory and policy platform, along with targeted spatial interventions and suitable financing mechanisms/subsidies.
- To build upon emerging home-based economic initiatives into vibrant high street environments.
- To encourage housing choice and options with secure tenure as well as transferability.
- To introduce energy-efficiency measures to new construction as a means of reducing utility costs/tariffs.
- To offer mechanisms that give people an opportunity to and encourage people to own the home that they live in.

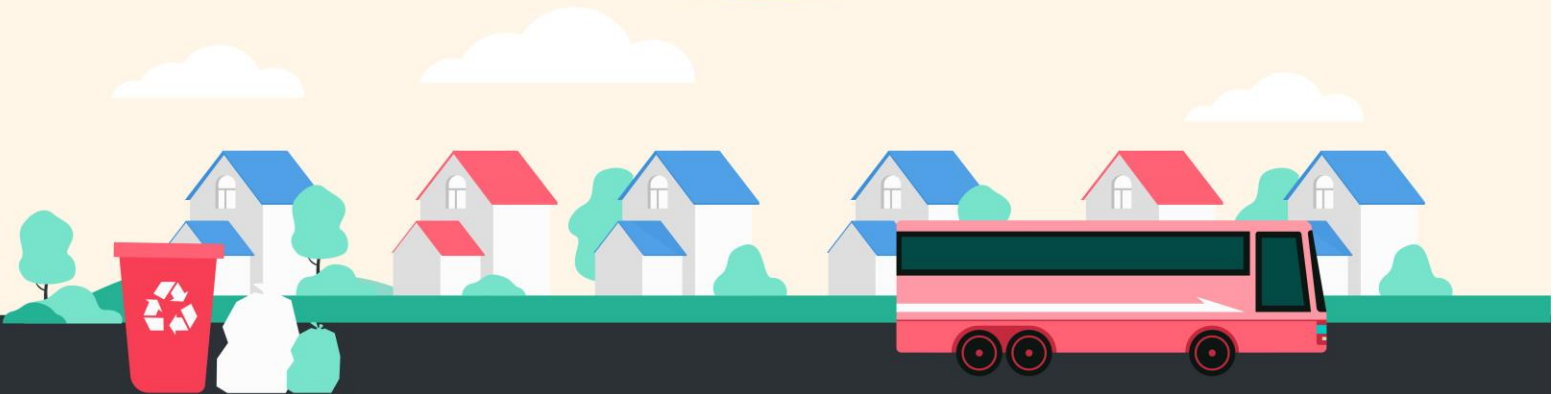
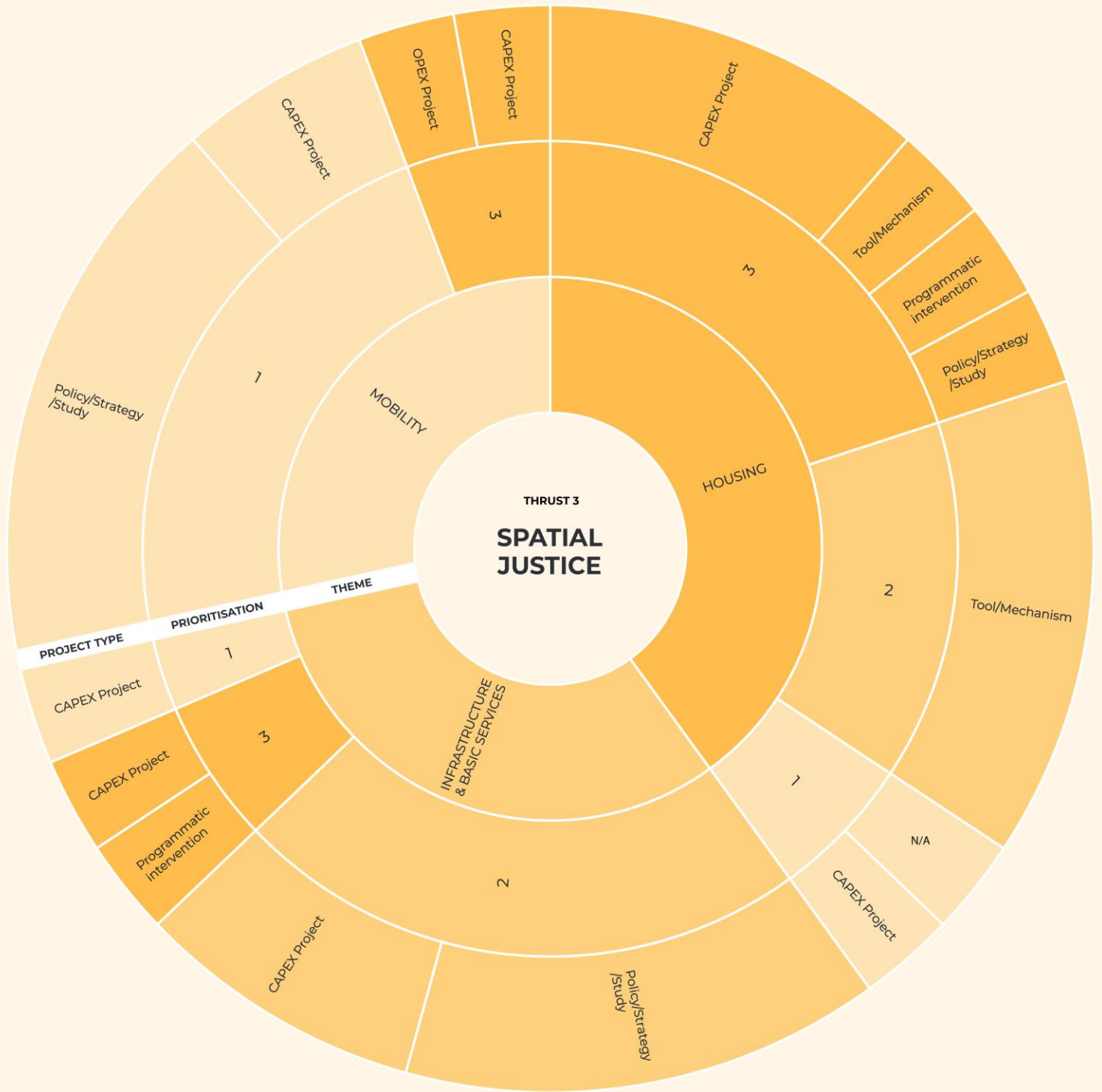
## Infrastructure & basic services

- To ensure universal access to sustainable and resilient infrastructure that is well-maintained and reliable.
- To accurately assess the ageing infrastructure and to invest in suitable asset management replacement to extend its lifespan.
- To realistically determine the community's infrastructure needs, taking into account the current and future reality of backyarding and its impact on existing services.
- To integrate water-sensitive design and manage urban runoff.
- To ensure the available ICT infrastructure meet the standard of the 4th industrial revolution addressing the local needs for IT connection.
- To support, with adequate basic services, the emerging local economic initiatives and income-generating community-owned solutions, such as backyarding.
- To effectively engage with the community on decision-making for the location and provision of infrastructure and basic services.



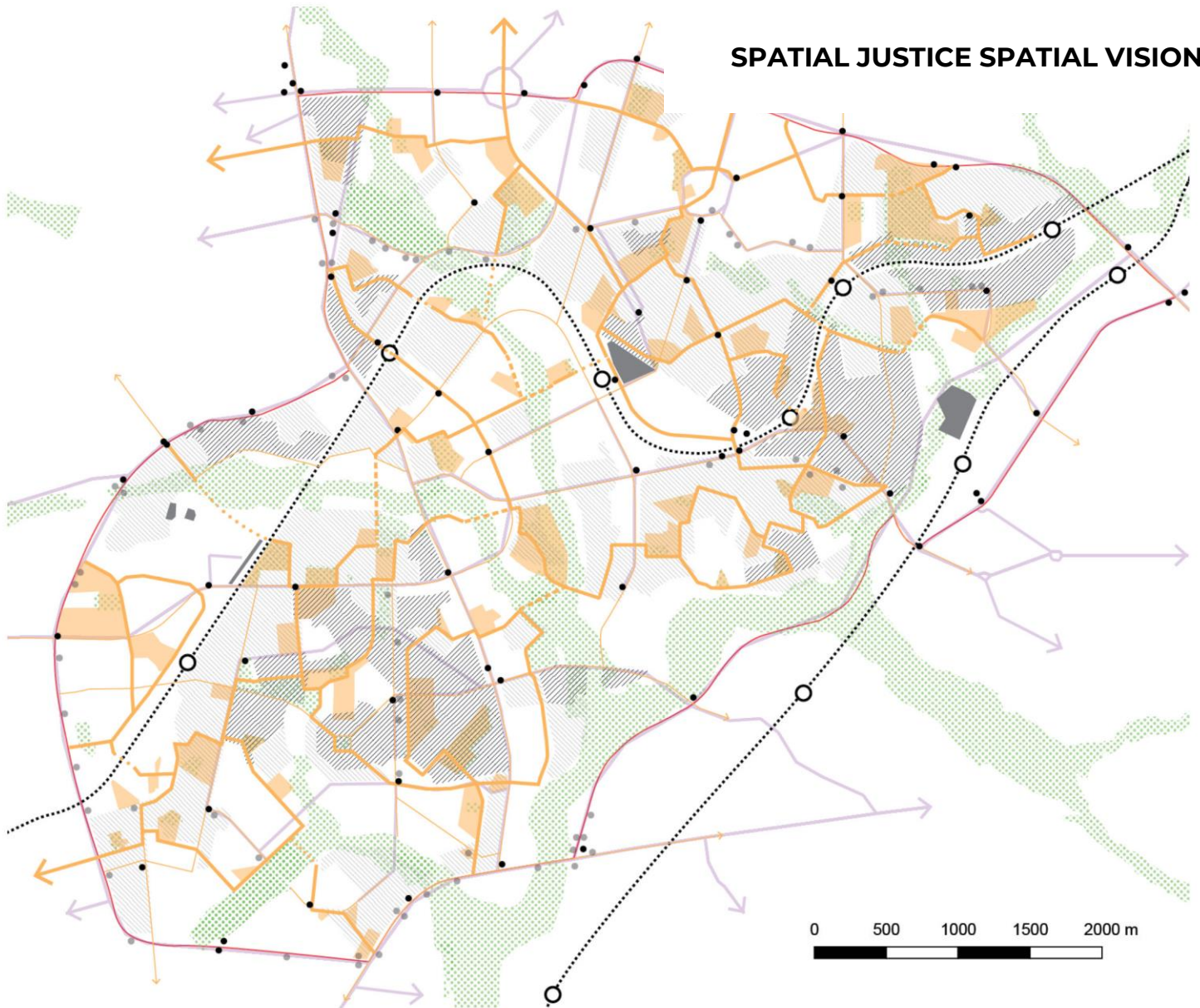
STRATEGIC THRUST 3

# Spatial justice





## SPATIAL JUSTICE SPATIAL VISION



0 500 1000 1500 2000 m

-  A **public structure** linking social facilities that define access and safe movement through a continuous network of well maintained and reliable streets and paths. The structure links social facilities readily accessed by community members in the form of shared streets encouraging the use of non-motorised transport. Street lighting and other 'complete street' principles should be adopted to further ensure community safety, with a special focus on home to school routes for children. Along these routes emerging home-based economic initiatives should be built upon to transform the space into safe and vibrant high street environments.
-  Proposed **connections** that complete the safe public structure create closed loops to improve the continuity of the movement network by introducing missing links and reducing spatial barriers.
-  Safe route **crossings** and potential locations of active boxes/beacons that act as landmarks and 24-hour surveillance points to ensure safety and improve the legibility of the neighbourhood. These crossings should be co-created to ensure space activation and a continuous presence that adds to the safety of the community/ neighbourhood.
-  Existing **public transport stops** (● Taxi ● BRT ○ Railway Stations) to support the public structure and promote universal access to safe and well-maintained public transit options discouraging the dependency on private vehicular movement and encouraging the use of public and non-motorised transport [walking and cycling]. At these points an appropriate mix of land uses should be encouraged to reduce travel time requirements.
-  Areas of intense **backyarding** and the corresponding emerging local economic initiatives need to be supported with adequate basic services. Infrastructure should be realistically determined, taking into account the current and future reality of backyarding and its impact on existing services. Within these areas, housing types that support inclusionary housing markets and address the housing need and demand in Soweto should be established. Energy-efficiency measures should be utilised in construction and maintenance, as a means of reducing utility costs/tariffs and a way to leverage upgrading of the existing ageing infrastructure.
-  Existing **informal settlements** will be addressed and developed while still preserving fragile community networks, minimising disruption and enhancing community participation.

## SPATIAL JUSTICE

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
<b>MOBILITY</b>								
T4TIP1	Complete Street Upgrading	Implementation of additional and/or upgrading of key movement routes and streets, addressing people of ages and abilities and promoting integration of land uses. Further definition depending on focus areas/precincts planning work.	CAPEX Project	Mncpl: JRA	Mncpl: JDA			
T4TIP2	Missing Links	Implementation of missing links [pedestrian and/or vehicular roads, bridges, exits, etc ] to improve the continuity of the movement network and reduce the spatial divide. Further definition depending on focus areas/precincts planning work.	CAPEX Project	Mncpl: JRA	Mncpl: JDA			
T4TIP3	Integrated Public Transport Ticketing	Explore and implement a partnership between different modes of transport, where commuters can access multiple modes paying one ticket.	Policy/Strategy/ Study	COJ: Transport	COJ: Dpt. of Spatial Transformation and Planning			
T4TIP4	Railway infrastructure Study	Broad scale railway network infrastructure study to assess the efficiency and function of the railway line and stations within and beyond the study area.	Policy/Strategy/ Study	SOE'S: PRASA	COJ: Transport			
T4TIP5	Railway infrastructure	Upgrading of railway infrastructure and public realm	CAPEX Project	SOE'S: PRASA	COJ: Transport			
T4TIP6	Railway service	Improve operation and maintenance of railway service	OPEX Project	SOE'S: PRASA	COJ: Transport			
T4TIP7	Soweto Strategic Node	Upgrading of Public Environment through co-investment: new road constructions and upgrades of existing roads	CAPEX Project	Mncpl: JDA	Mncpl: JRA			
T4TIP8	Ward 47 / Paving	Paving of Mmila Road and Ikwezi Drive(Side Walk)	CAPEX Project	Mncpl: JRA	Mncpl: JDA			
T4TIP9	Ward 46 / Side walks and traffic calming measures	Sides walks around Zondi Clinic plus traffic calming measures	CAPEX Project	Mncpl: JRA	Mncpl: JDA			



## SPATIAL JUSTICE

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T4T1P10	Ward 43 / Complete Street	Complete street, pave walk ways	CAPEX Project	Mncpl: JRA	Mncpl: JDA			
T4T1P11	Ward 42 / Side walks	Sidewalks at Heald Vincent and Van Onselen Roads	CAPEX Project	Mncpl: JRA	Mncpl: JDA			
T4T1P12	Ward 41/ Side Walks	Side walk and major arterials	CAPEX Project	Mncpl: JRA	Mncpl: JDA			
T4T1P13	Ward 37 / Letabe Street	Complete the paving on Letabe Street	CAPEX Project	Mncpl: JRA	Mncpl: JDA			
T4T1P14	Ward 36 / Traffic calming measure	Introducing traffic calming measure such as speed humps	CAPEX Project	Mncpl: JRA	Mncpl: JDA			
T4T1P15	Ward 34 / Vundla drive Bridge	Construction of a bridge at Vundla Drive next to Elkha Stadium/Cricket Oval and also pedestrian sidewalks.	CAPEX Project	Mncpl: JRA	Mncpl: JDA			
<b>HOUSING</b>								
T4T2P2	Development Incentives	Incentivise people to develop their land.	Tool/Mechanism	Prvnc: Local Government and Housing	Prvnc: Dept of Economic Development			
T4T2P3	Income-generating Housing			Prvnc: Local Government and Housing	Prvnc: Dept of Economic Development			
T4T2P4	Backyarding / Informal Rental Sector Assessment/ Study	Conduct area-based surveys to assess the status and specific requirements of the Backyarding / Informal Rental, to gain a deeper understanding of living conditions, opportunities, needs and impact on bulk infrastructure services for planning future interventions.	Policy/Strategy/ Study	COJ: Dpt. of Spatial Transformation and Planning	Prvnc: Dept of Economic Development			

## SPATIAL JUSTICE

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T4T2P5	Backyarding / Informal Rental Sector Programme	"Participatory planning and co-design exploring how to improve Backyarding / In-Formal Rental Sector including design development of rental building types aligned to zoning and regulations, quantification of bulk infrastructure requirements and identification of sustainable solutions addressing the service needs. This should inform the Policy [see below] and the outreach programme [see economy chapter]."	Programmatic intervention	COJ: Dpt. of Spatial Transformation and Planning	Prvnc: Dept of Economic Development			
T4T2P6	Backyarding / Informal Rental Sector Policy	Reviewing and amending policies and regulation to guide and enhance in-formal rental through adequate upzoning and/or deregularisation and/or removing redtape, compile information for the in-formal rental outreach programme [ see economy chapter]	Policy/Strategy/ Study	COJ: Dpt. of Spatial Transformation and Planning	Prvnc: Dept of Economic Development			
T4T2P7	Dube Hostel Renewal	Dube Hostel Building Alterations DUBE EXT.2 D Ward as part of hostel renewal	CAPEX Project	COJ: Housing	Mncpl: JDA			
T4T2P8	Meadowlands Hostel Renewal	Meadowlands Hostel Renewal Building Alterations MEADOWLANDS D Ward as part of hostel renewal	CAPEX Project	COJ: Housing	Mncpl: JDA			
T4T2P9	Ward 47 / Hostel	Revamp and extend of Siphive Village (Hostel)	CAPEX Project	COJ: Housing	Mncpl: JDA			
T4T2P10	Ward 40 / mzimhlophe Hostel	Proclamation of Mzimhlophe Hostel into Township, covert Mzimhlophe hostel into formal Housing (Allocation of flats) scraping of hostel into family units and all Infrastructure to be upgraded.	CAPEX Project	COJ: Housing	Mncpl: JDA			
	Low cost housing provision	Rental, rent to buy, housing for blacklisted citizens, bond affordability	CAPEX Project	COJ: Housing	Mncpl: JDA			
	Land ownership	Transfer of land to people who have legitimate claim over it	Tool/Mechanism	COJ: Housing	Mncpl: JDA			



## SPATIAL JUSTICE

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
<b>INFRASTRUCTURE &amp; BASIC SERVICES</b>								
T4T3P1	Bulk Infrastructure Assessment	Assessment of the current status of the bulk infrastructure systems within the SSAF study area, including identification and geolocation of current issues and illegal connections, calculation of current needs, shortfalls due to densification [development and informal rental], and future demands. Specifically, understanding the extent and demand placed on utility services by backyarders, what future backyarding densities and forms are likely to be, and how the City can plan for this	Policy/Strategy/ Study	COJ: Env. and Infrastructure Services Dept.	All specialist municipal entities			
T4T3P2	Sustainable Bulk Infrastructure Systems	Planning and design to guide the future upgrading of the bulk infrastructure systems within the SSAF study area, supporting future development in alignment with public transport services and ensuring ecological integrity, including sustainable maintenance plan addressing current issues, supporting current development and future urban growth and ensure effectiveness in the long-term.	Policy/Strategy/ Study	COJ: Env. and Infrastructure Services Dept.	All specialist municipal entities			
T4T3P3	Bulk Infrastructure Upgrading Programme	"Upgrading of local infrastructure grids, exploring potential to do off-grid, block-based, micro-grids to support future densification must be supported by maintaining and upgrading infrastructure, as well as designing sensible public transport systems that encourage developers to locate new structures along their routes."	Programmatic intervention	COJ: Env. and Infrastructure Services Dept.	All specialist municipal entities			
T4T3P4	ICT infrastructure upgrading	Considering the 4th industrial revolution and future ICT infrastructure requirements, study to determine Soweto ICT strategy	Policy/Strategy/ Study	COJ: Env. and Infrastructure Services Dept.				
T4T3P5	Meadowlands sewer infrastructure system	Approximately R72 million allocated to 40 various sewer upgrading projects within the broader Meadowlands system	CAPEX Project	Mncpl: Joburg Water	Community: Local residents			
T4T3P6	Zondi and Dobsonville Reservoir and bulk supply pipeline	Dobsonville reservoir, bulk supply line to Zondi reservoir and upgrading of existing networks	CAPEX Project	Mncpl: Joburg Water	Community: Local residents			
T4T3P7	Jabulani and Chiawelo existing network upgrades	Upgrading of existing network to improve flow velocities and connect new developments to reservoir networks	CAPEX Project	Mncpl: Joburg Water	Community: Local residents			

## SPATIAL JUSTICE

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T4T3P8	Aeroton, Orlando, Diepkloof existing network upgrades	Upgrades to improve pressures, reduce static pressures and an additional 500mm pipeline where required	CAPEX Project	Mncpl: Joburg Water	Community: Local residents		High	
T4T3P9	Jabulani Precinct Upgrades	Reallocation of outfall sewer from stream bank to outside of the flood lines	CAPEX Project	Mncpl: Joburg Water	Community: Local residents			High
T4T3P10	Electrical bulk infrastructure service	Build new 275kV Intake Station to replace Orlando 88kV switch yard. New Bulk Infrastructure RIVASDALE D City Wide	CAPEX Project	Mncpl: City Power	COJ: Env. and Infrastructure Services Dept.	High		
T4T3P11	Ward 36 / Sewer upgrading	Upgrading of sewer pipes	CAPEX Project	Mncpl: Joburg Water	Community: Local residents			High
T4T3P12	Ward 33 / Cleaning of sewer drainage	Cleaning of a Stream (Sewer drainage) starting from Cricket Oval next to Molalatladi Primary School up to Moroka Dam at corner Vundla Drive & Lefatula Street.	CAPEX Project	Mncpl: Joburg Water	Community: Local residents			High

## STRATEGIC THRUST 4

# Environmental justice

## Water

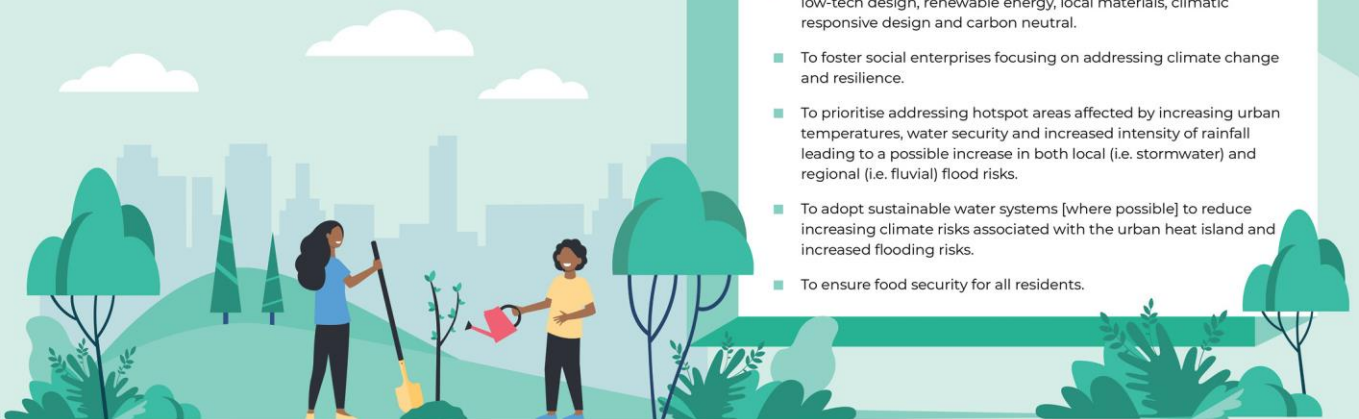
- To educate about the importance and beauty of the natural wetlands ecological awareness programme targeting water cycles and involve the community in water management strategies.
- To protect floodplain and all water bodies from pollution, development and infrastructure development.
- To integrate the wetland system within the neighbourhood ecological network.
- To reduce flooding through runoff reduction interventions like sustainable urban drainage systems where possible
- To improve water quality through waste management and stormwater filtering.
- To integrate water sensitive urban design tailored to the existing ecological and geological conditions and the net impact on urban water quality.
- To involve the community in the maintenance of the wetland environment.
- To close the loop and recycle wetland waste as a resource for economic uses.
- To limit new building coverage and minimise impermeable surface to ensure water filtration and reduce flood risk
- To prohibit new buildings and relocated structures and/or buildings within the flood plain.
- To provide spaces for water flooding expansion, water cleansing and water storage, to enhance the recreational quality and environmental value of places.
- To improve water security, accessibility and reliability and to reduce risks from floods and droughts.
- To enhance water quality, access and functioning of stream ecosystems for improved liveability, recreational use, cultural value, connectivity and enhance bio-diversity.
- To incorporate the concept and tools of Water Sensitive Design towards the achievement of a Water Sensitive vision.

## Environment

- To restore and preserve the ecological integrity of the environment in its entirety and as a special physical and visual amenity.
- To educate about the importance of environmental resources in an urban setting.
- To protect and celebrate the beauty and health of the natural environment.
- To raise ecological awareness that will promote responsible citizenry and active involvement in looking after the natural resources.
- To upgrade and enhance existing open spaces, such as parks, sports and recreational assets, as complementary components of the ecological network.
- To ensure social activation of public open spaces to improve the perception of safety and promote a healthy outdoor lifestyle.
- To upgrade and ecologically activate under-utilised open spaces, such as vacant public land parcels, schools and the mining belt.
- To ameliorate the environmental microclimate and air quality through greening strategies, and urban afforestation, where possible, for shading and air purification.
- To enhance the sense of place through greening strategies such as tree avenues joining open spaces.
- To increase biodiversity through integrated ecological programmes addressing.
- To increase ecological biodiversity facilitating the movement of fauna and the connection of flora through ecological links.

## Climate change & resilience

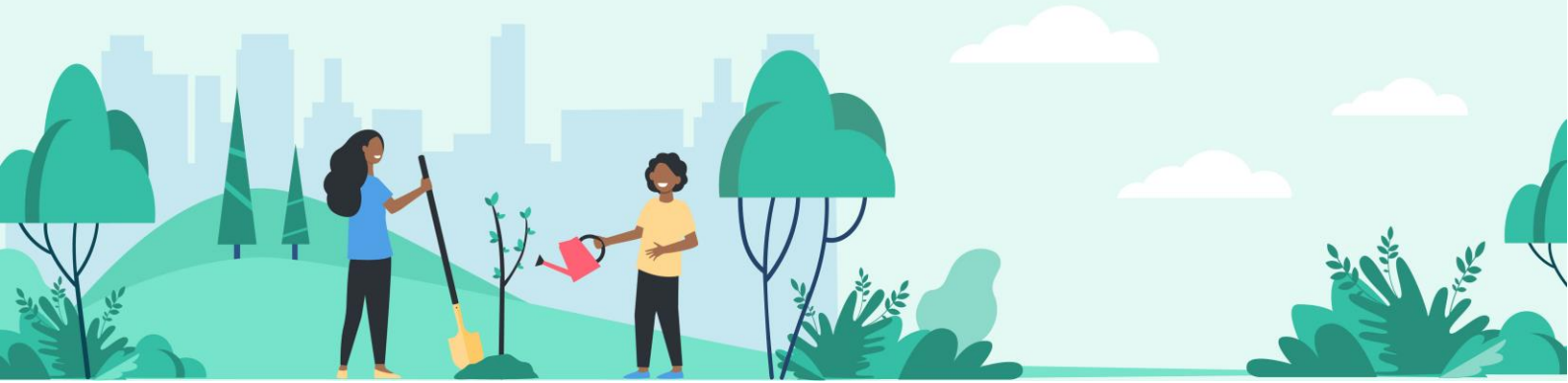
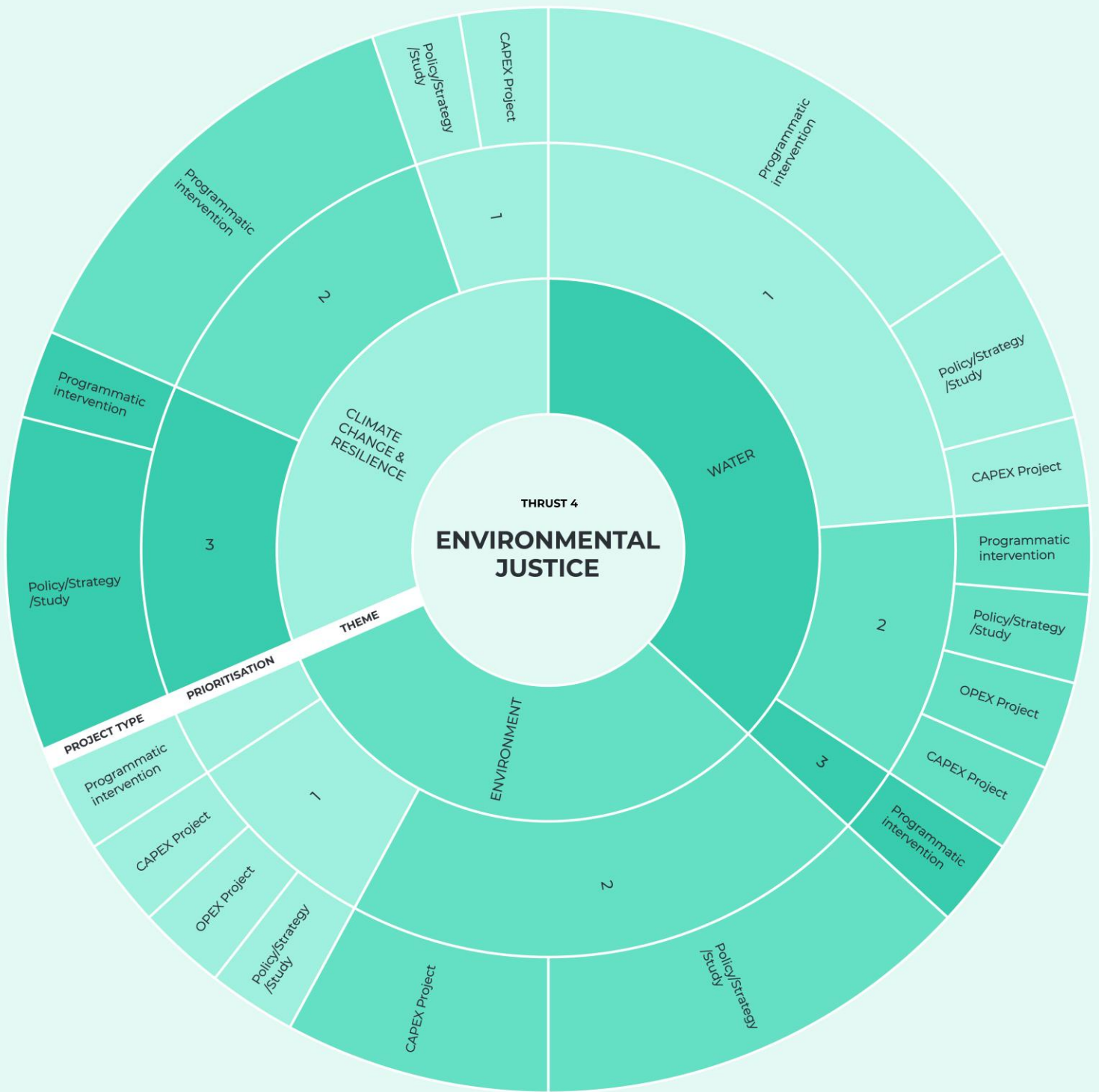
- To build resilient, productive and liveable communities supportive of a just transition to low carbon and climate-resilient future.
- To showcase sustainable and resilient living within the Gauteng city region.
- To build resilient communities, liveable and carbon-neutral in alignment with the overall municipal Climate Action Plan.
- To improve the City and community's capacity to adapt, respond and recover from shocks and stresses.
- To introduce waste-to-resource strategies and alternative systems of resource-efficient sustainable technologies where possible.
- To ensure future development is achieving zero waste, passive and low-tech design, renewable energy, local materials, climatic responsive design and carbon neutral.
- To foster social enterprises focusing on addressing climate change and resilience.
- To prioritise addressing hotspot areas affected by increasing urban temperatures, water security and increased intensity of rainfall leading to a possible increase in both local (i.e. stormwater) and regional (i.e. fluvial) flood risks.
- To adopt sustainable water systems [where possible] to reduce increasing climate risks associated with the urban heat island and increased flooding risks.
- To ensure food security for all residents.



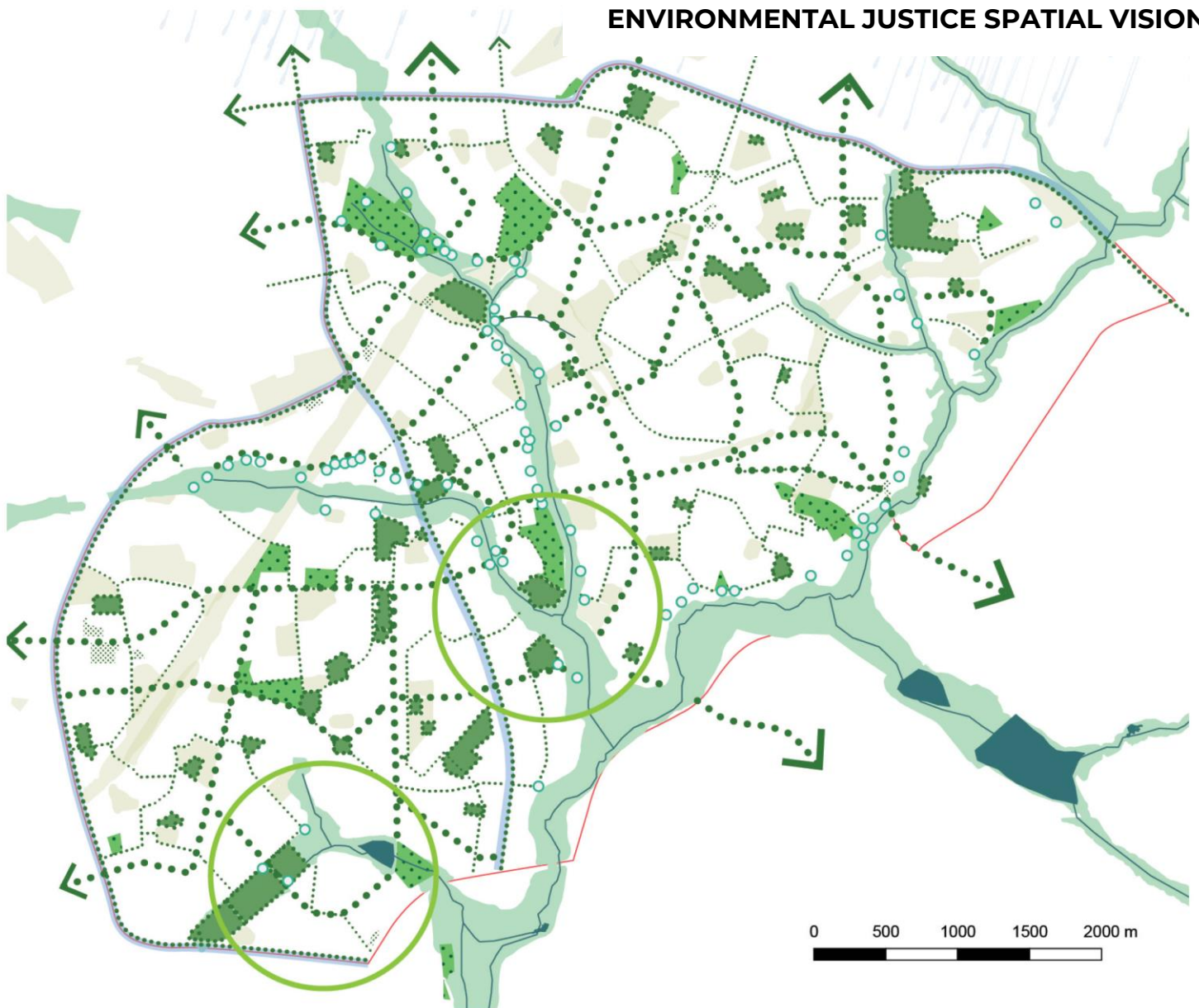


STRATEGIC THRUST 4

# Environmental justice



## ENVIRONMENTAL JUSTICE SPATIAL VISION



**Wetlands/protected area** that celebrates rich biodiversity diverse and ecological systems through environmental awareness programmes that promote responsible citizenry and community involvement to ensure that this wide-reaching water source is retained, conserved and kept clean. The flow and connection of the wetland and other opens spaces will increase ecological biodiversity facilitating the movement of fauna and the connection of flora.

Oversized road reserves provide an **opportunity for SUDS**, promoting sustainable water management including stormwater detention areas, bioswales and permeable surface materials, showcasing a response to overloaded stormwater systems.

Existing stormwater discharge points turned into **stormwater filters** supporting the wetland as a protected asset and thriving ecological corridor.

**A range of tree-lined streets** assists in reducing the negative impact of the vehicular routes on pedestrians, ameliorating the scale of the street, defining NMT routes and crossing points joining open spaces. The network of trees adds to the important history of Johannesburg as an urban forest strengthening a connection between the city and the Soweto study area. This urban afforestation also adds value through shading and air purification and enhances the sense of place.

**Managed and maintained parks** to upgrade and enhance existing open spaces, such as parks, food gardens, sports and recreational assets, as complementary components of the ecological network. Social activation of public open spaces to be encouraged to improve the perception of safety and promote a healthy outdoor lifestyle.

**School fields tree-lined** add value to the heritage landscape of urban afforestation.

Large parking areas and impermeable surfaces to be transformed into **permeable surfaces and soft landscaping**, responding to the increasing climate risks associated with the urban heat island and increased flooding risks.

**Vacant and underutilised land** (ecologically activate under-utilised open spaces, such as vacant public land parcels, schools and the mining belt) to be upgraded and capitalised upon.



## ENVIRONMENTAL JUSTICE

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
<b>T3TIP1</b>	Soweto: Anthea Nancefield Sewer (Klipspruit River) Phase 1	The project aims to implement the storm water master plan in Orlando East inclusive of storm water drainage. The scope according to the Detailed Design is 1.27km and sidewalks will be 1.5m wide. Pipes will be 1200mm, 900mm in diameter and culverts of 1500 x 1800mm will be used. (Orlando East is outside of study area boundary)	CAPEX Project	Mncpl: JRA	COJ: Env. and Infrastructure Services Dept.			
<b>T3TIP2</b>	New Stormwater Management Projects	Storm water catch - Implementation of CBP Stormwater Masterplanning: Soweto. Partnerships are at the core of JDA projects, and developers and property owners can submit proposals for collaborations. From its portfolio of projects, the agency allocates resources in a transparent way to the most deserving of these proposals.	Policy/Strategy/ Study	Mncpl: JRA	COJ: Env. and Infrastructure Services Dept.			
<b>T3TIP3</b>	Define and upgrade the river corridor	Multi-disciplinary studies need to be completed to create a river corridor plan. Interventions within this plan can include projects that are similar to what was done in the Moroka & Thokoza Park Precinct Project ( <a href="https://climatescan.nl/projects/2878/detail">https://climatescan.nl/projects/2878/detail</a> ) and Mapetla Regional Wetland Park ( <a href="https://climatescan.nl/projects/2918/detail">https://climatescan.nl/projects/2918/detail</a> ) - upgrade the river corridor through wetland rehabilitation and the introduction of local stormwater controls such as swales, bio-retention cells and rain gardens where stormwater headwalls exist for the purpose of flood risk reduction, stormwater attenuation, water quality improvement, reducing the heat island effect, provision of recreational facilities and increasing adjacent property values.	Policy/Strategy/ Study	COJ: Env. and Infrastructure Services Dept.	Mncpl: City Parks			
<b>T3TIP4</b>	Water Security Strategy	A water security strategy for the Gauteng region is being developed by ICLEI (Link outcomes of CoJ water strategy to Soweto's water strategy)	Policy/Strategy/ Study	COJ: Env. and Infrastructure Services Dept.	OTHR: Rand Water			



## ENVIRONMENTAL JUSTICE

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T3TIP5	Diversify the purposes of large open spaces	Upgrading and converting parks, sports centres and school fields to becoming multi-purpose; i.e.serving as recreational facilities and for regional stormwater attenuation purposes	CAPEX Project	COJ: Env. and Infrastructure Services Dept.	COJ: Dpt. of Spatial Transformation and Planning			
T3TIP6	Phytoremediation	Using plants in nature based stormwater infrastructure to improve water quality including Acid Mine Drainage that invades the catchment from Mines upstream	CAPEX Project	COJ: Env. and Infrastructure Services Dept.	OTHR: Specialists			
T3TIP7	Stormwater source controls	Programme to encourage rainwater harvesting, soakaways, infiltration basins, rain gardens, bio-retention cells at a household level	Programmatic intervention	COJ: Env. and Infrastructure Services Dept.	Mncpl: JRA			
T3TIP9	Wetlands Awareness Programmes	Awareness campaigns in schools and in area - Through communication/ signage of flooding. Gov. to identify flood prone areas before illegal settlements occur. Secure the wetlands, give it a social purpose too.	Programmatic intervention	COJ: Env. and Infrastructure Services Dept.	FCSA: Professional Team			
T3TIP10	Bio swales in road reserves	Install Bio swales to attenuate stormwater	CAPEX Project	Mncpl: JRA	Community: Local residents			
T3TIP11	Filter on Stormwater outlets into wetlands	Clean stormwater from collected rubbish before entering wetland zone	OPEX Project	COJ: Env. and Infrastructure Services Dept.	Mncpl: JRA			
T3TIP12	Install bioswales in vast parking area to attenuate runoff	Reducing runoff from big sealed spaces through the introduction of bioswales	CAPEX Project	COJ: Env. and Infrastructure Services Dept.	Mncpl: JDA			
T3TIP13	Clean up actions with the community	Initiate clean ups campaigns of open spaces, to reduce harmful waste to public, water courses and environment	Programmatic intervention	COJ: Env. and Infrastructure Services Dept.	Community: Local residents			

## ENVIRONMENTAL JUSTICE

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T3TIP14	Afforestation	Designing and implementing a tree greening strategy to reduce temperature, increase water absorption and micro-climate amelioration - ex tree avenue	Policy/Strategy/ Study	Mncpl: City Parks	Community: Local residents			
T3TIP15	Active protection	No exceptions for development proposals	Policy/Strategy/ Study	COJ: Dpt. of Spatial Transformation and Planning	Community: Local residents			
T3TIP16	Harvesting of reeds	Encourage the harvesting of reeds as part of stormwater management as a resource for craft or building materials	Programmatic intervention	Mncpl: City Parks	Community: Local residents			
T3TIP17	Ward 45 / Storm water	Stormwater drainage across the ward	CAPEX Project	Mncpl: JRA	Mncpl: JDA			
T3TIP18	Ward 42 / Storm water	Storm Water Drains and Kerbs Installation in the entire ward 42	CAPEX Project	Mncpl: JRA	Mncpl: JDA			
T3TIP19	Ward 41/ Storm water	Storm water drainage	CAPEX Project	Mncpl: JRA	Mncpl: JDA			
T3TIP20	Ward 37/ Klipspruit Ext2	Upgrading of and maintenance of Klipspruit Ext2 tar road and stormwater drainage system	CAPEX Project	Mncpl: JRA	Mncpl: JDA			

## ENVIRONMENT

T3T2P1	Rehabilitaion of CBA	Rehabilitaion of CBA located in the study area	OPEX Project	COJ: Env. and Infrastructure Services Dept.	Community: Local residents			
T3T2P13	Maintenance of ESA's	Maintenance of ESA's located in the study area	OPEX Project	COJ: Env. and Infrastructure Services Dept.	Community: Local residents			

## ENVIRONMENTAL JUSTICE

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
T3T2P2	Ecological Integrity Strategy		Policy/Strategy/ Study	COJ: Env. and Infrastructure Services Dept.	COJ: Dpt. of Spatial Transformation and Planning			
T3T2P4	Urban Agriculture / Community Gardens	Encourage the use of the green belt as a way of enabling urban agriculture.	Programmatic intervention	COJ: Dpt. of Social Development	Prvnc: Agriculture and Rural Development			
T3T2P6	Waste management strategy	Develop area-based waste management strategies including illegal dumping, recycling and waste collection systems, and involving community stakeholders	Policy/Strategy/ Study	COJ: Env. and Infrastructure Services Dept.	Mncpl: Joburg Water			
T3T2P7	Establishment of recycling centre		CAPEX Project	Mncpl: Pikitup	Community: Local residents			
T3T2P8	Ward 46 / Parks	Formalise Parks	CAPEX Project	Mncpl: City Parks	Community: Local residents			
T3T2P9	Ward 43 / BuyBack Centre	Buy-Back Centre	CAPEX Project	Mncpl: Pikitup	Community: Local residents			
T3T2P10	Ward 39 / Recycling and buy-back centres	Establishment of recycling centre – buy back centre.	CAPEX Project	Mncpl: Pikitup	Community: Local residents			
T3T2P11	Ward 38 / Recreational Park	Community/recreational park along Mncube Drive (Maybe stretch to Lesedinyana Str)	CAPEX Project	Mncpl: City Parks	COJ: Dpt. Sports and Recreation			
T3T2P12	Ward 34 / Moroka North Sports Ground	Upgrading of Sports Grounds at Moroka North	CAPEX Project	COJ: Community Development	COJ: Dpt. Sports and Recreation			



## ENVIRONMENTAL JUSTICE

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
<b>CLIMATE CHANGE AND RESILIENCE</b>								
T3T3P1	Soweto Climate Change mitigation and adaptation plan	Prepare a climate change mitigation and adaptation plan for Soweto and develop an improved flood risk and management plan including consideration for flood early warning and Sustainable Drainage Systems (SuDS)	Policy/Strategy/ Study	COJ: Env. and Infrastructure Services Dept.				
T3T3P2	Renewable Energy	Explore, test and implement renewable energy strategies to ensure energetic self-reliance through sustainable energy alternatives.	Policy/Strategy/ Study	COJ: Env. and Infrastructure Services Dept.	Community: Local residents			
T3T3P3	Ecological Awareness Programmes	Introduce Ecological Awareness Programmes sensitising people about the importance of the ecosystem, stressing the importance of wetland and incentivising the practice of recycling	Programmatic intervention	COJ: Env. and Infrastructure Services Dept.	COJ: Dpt. of Social Development			
T3T3P4	Urban Agriculture	Encourage the introducing of urban agriculture initiatives in the river corridors or within the catchment for the purpose of food security, economic improvement, reducing heat island effect and air quality improvement.	Programmatic intervention	COJ: Env. and Infrastructure Services Dept.	Prvnc: Agriculture and Rural Development			
T3T3P5	Greening and Green Infrastructure Strategy for the CoJ	<a href="https://www.gcro.ac.za/research/project/detail/green-infrastructure-strategy-for-johannesburg/">https://www.gcro.ac.za/research/project/detail/green-infrastructure-strategy-for-johannesburg/</a>	Policy/Strategy/ Study	COJ: Env. and Infrastructure Services Dept.	Mncpl: JDA			
T3T3P6	Roadside Tree pits	Combining tree planting / vegetation schemes with stormwater infrastructure and converting these into bio-retention cells for the attenuation and treatment of stormwater and reduction of heat island effect. Possibly on main road networks	CAPEX Project	COJ: Env. and Infrastructure Services Dept.	Mncpl: JRA			
T3T3P7	Green roofs for densification areas	Encouraging the building of drought resilience green roofs in densification areas for stormwater attenuation, water treatment, heat island effect reduction and recreational purposes	Programmatic intervention	COJ: Env. and Infrastructure Services Dept.	Mncpl: JDA			

# Integrated governance

## Integrated governance

- To ensure good governance, unlocking Sowetans' socio-economic potential, prioritising public interest and addressing the inequalities of the pre-1994 and recent past.
- To foster integrated governance and development partnerships between the community and the public sector.
- To ensure transparency, info-sharing, active listening and inclusive participation of both community and public sector in the development process.
- To formalise continuous dialogues and collaborations between the community and government through area-based institutional structures, systems and communication mechanisms.
- To empower the community to champion the development process and participate actively in decision-making through capacitation building and leadership training programmes.
- To capacitate public sector representatives enabling them to engage with the community and champion the integration of intergovernmental and interdepartmental planning, delivery and management.
- To empower the community to play a greater role, co-championing the development process with the public sector and reducing reliance on the institution to drive socio-spatial change.
- To ensure continuous collaboration and participation of both community and the public sector in all stages of the development process, meaning identification of projects, design, implementation, operation and maintenance, and programmatic activation.

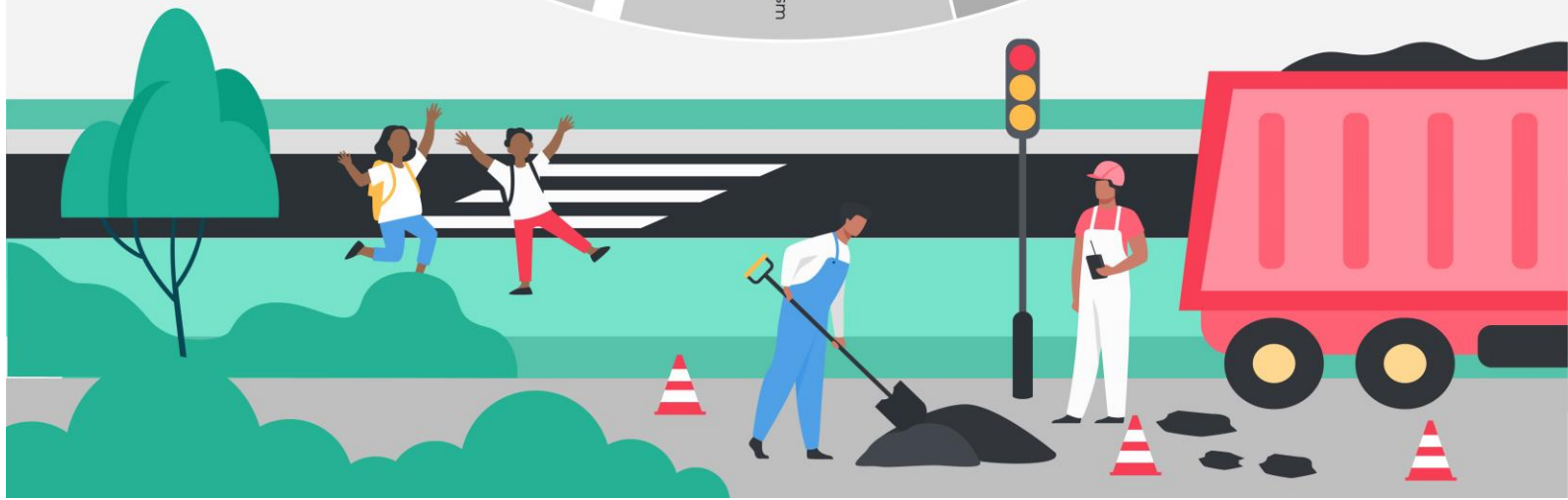
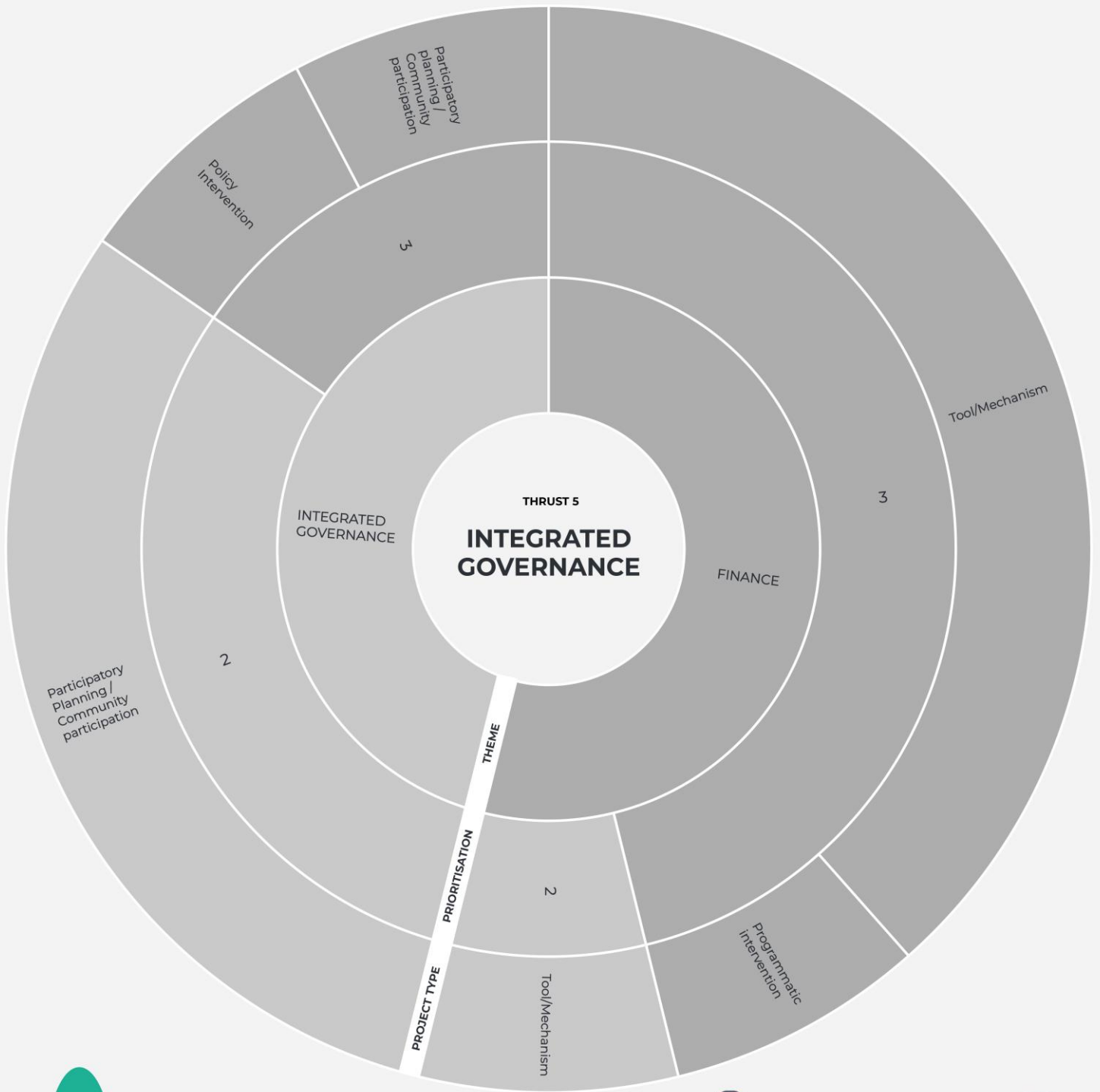
## Finance

- To ensure accessibility for micro, small and medium business owners to affordable, long-term finance leading to sustainable economic growth and development.
- To ensure the municipality's financial capacity to fund and continually maintain essential infrastructure services.
- To plan for long-term financial sustainability through community and private sector partnerships and income-generating planning strategy.
- To plan and ensure budgetary allocation to address priority projects and interventions.
- To attract private investment and foster private-public partnership to unlock economic development.
- To enable the integration of intergovernmental and interdepartmental budgetary resources to implement catalytic projects, targeting socio-spatial transformation.
- To identify local/area-based public investment strategies where public investment could yield the best social, economic and human capital return on investment.
- To support the financial sustainability of service provision by ensuring that citizens can afford it or play their part in paying for services received.
- To educate Sowetans' around business accounting and savings to ensure financial health.

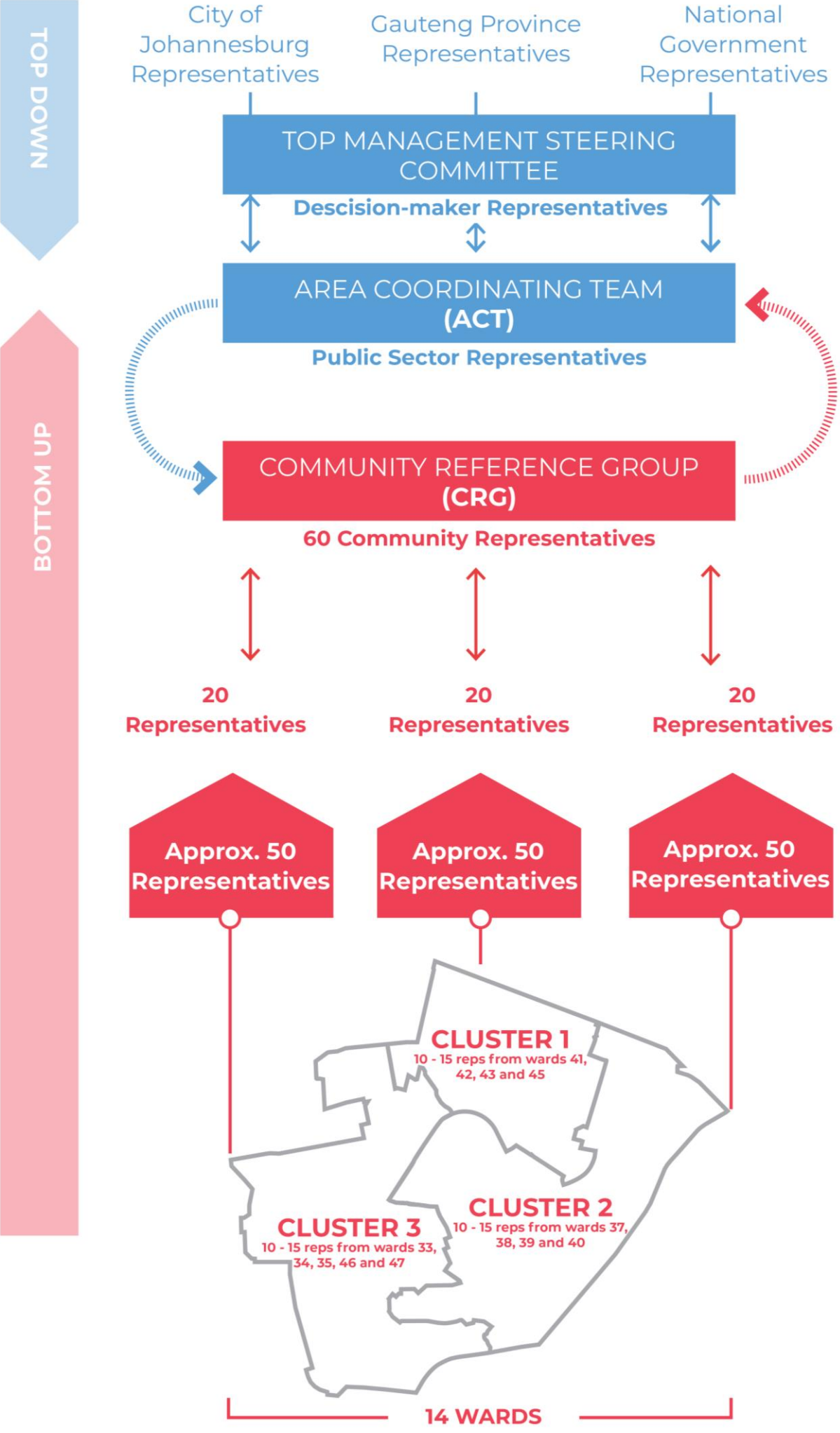


STRATEGIC THRUST 5

# Integrated governance







## INTEGRATED COVERAGE

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
<b>GOVERNANCE</b>								
TITIP1	Stakeholder mapping of local vulnerable groups	Identification, database consolidation and updating of local vulnerable groups including representatives including children, women, youth, elderly, people living with disabilities, informal traders and small business owners, community gardeners, etc. for inclusion in participatory planning and development processes	Participatory planning / Community participation	FCSA: Professional Team	Community: Local residents			
TITIP2	Set up institutional framework	Set up the SSAF Institutional Framework ensuring alignment, collaboration and partnership between community and public sector and other stakeholder groups	Participatory planning / Community participation	FCSA Strctrs: Area Coordinating Teams	FCSA Strctrs: Community Reference Group			
TITIP3	Broader community stakeholder groups	Identification, database consolidation and updating of broader stakeholder groups [one per each cluster] to conduct Establishment of a Community Reference Group for the broader SSAF study area	Participatory planning / Community participation	FCSA: Professional Team	FCSA Strctrs: Clusters			
TITIP4	Establishment of a SSAF Community Reference Group [CRG]	Establishment of a Community Reference Group for the broader SSAF study area	Participatory planning / Community participation	FCSA: Professional Team	FCSA Strctrs: Clusters			
TITIP5	CRG capacitation	Leadership training and capacitation of the CRG to ensure their readiness and active participation in the development process	Participatory planning / Community participation	FCSA: Professional Team				
TITIP6	Establishment of future local leadership groups	Establishment of future local leadership groups to champion future area-based development [focus areas] within the SSAF study area	Participatory planning / Community participation	FCSA: Professional Team				
TITIP7	SSAF Area Coordinating Team [SSAF ACT]	Establishment of a SSAF Area Coordinating Team [SSAF ACT] to co-design the SSAF vision and coordinates its implementation over time including the relevant provincial and municipal sector department representatives	Participatory planning / Community participation	FCSA: Professional Team	COJ: Dpt. of Spatial Transformation and Planning			
TITIP8	SSAF Area Coordinating Team [SSAF ACT] Capacitation	Capacitate SSAF Area Coordinating Team	Participatory planning / Community participation	FCSA: Professional Team	COJ: Dpt. of Spatial Transformation and Planning			
TITIP9	Top Management Steering Committee	Establishment of a Top Management Steering Committee including provincial and municipal top managers to champion the SSAF vision, coordination and implementation of projects/ interventions	Participatory planning / Community participation	FCSA: Professional Team	COJ: Dpt. of Spatial Transformation and Planning			

## INTEGRATED COVERNANCE

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
TITIPI0	Annual review of SSAF / localised Action Plan/s	Conduct annual review of SSAF and/or localised Action Plan/s, assessing status of projects and confirming prioritisation to guide the way forward.	Participatory planning / Community participation	COJ: Dpt. of Spatial Transformation and Planning				
TITIPI1	Top Management Meetings	Conduct regular quarterly meetings including relevant of relevant provincial and municipal top managers to ensure coordination, alignment and secure budgets to implement the SSAF vision	Participatory planning / Community participation	COJ: Dpt. of Spatial Transformation and Planning				
TITIPI2	Reference Group Meetings	Conduct regular quarterly meetings including relevant line department representatives, Sub Council managers, and ward councillors, community structures and local leadership representatives to establish/strengthen partnerships, monitoring and evaluating the development process by reviewing the progress of the Action Plan projects.	Participatory planning / Community participation	COJ: Dpt. of Spatial Transformation and Planning	FCSA Strctrs: Area Coordinating Teams			
TITIPI3	Subcouncil meetings	Conduct regular monthly meetings including relevant line department representatives, Sub Council managers, and ward councillors to ensure coordination and alignment	Participatory planning / Community participation	FCSA: Professional Team	Community: Ward Councillors			
TITIPI4	Regular ACT meetings	Conduct regular monthly meetings including relevant line department representatives, Sub Council managers, and ward councillors, community structures and local leadership representatives to ensure coordination, alignment, strengthen partnerships and planning way forward	Participatory planning / Community participation	FCSA Strctrs: Area Coordinating Teams	FCSA Strctrs: Community Reference Group			
TITIPI5	Newletters	Compiling local newsletters to ensure transparent and continuous communication of projects, interventions, and community initiatives and events	Participatory planning / Community participation	FCSA Strctrs: Area Coordinating Teams	Community: Ward Councillors			
TITIPI6	Public-Private-Partnering platforms and programmes	Explore PPP strategies and mechanisms	Participatory planning / Community participation	COJ: Dpt. of Spatial Transformation and Planning	FCSA Strctrs: Community Reference Group			
TITIPI7	Inclusive Policy Making and Participatory Planning	Ensuring Policy Making and Planning are inclusive involving directly affected beneficiaries	Policy Intervention	COJ: Dpt. of Spatial Transformation and Planning				
TITIPI8	Policy Monitoring an Evaluation Strategy	Explore and implement Policy MEL strategy to assess the level of implementation	Policy Intervention	FCSA Strctrs: Area Coordinating Teams	FCSA Strctrs: Community Reference Group			



## INTEGATRED COVERNANCE

PROJECT CODE	PROJECT NAME	PROJECT DESCRIPTION /SCOPE	PROJECT TYPE PRIMARY	PROJECT CHAMPION	PROJECT PARTNER	PROJECT PRIORITY		
						HIGH	MEDIUM	LOW
<b>FINANCE</b>								
TIT2P1	MSME Financial Literacy Programme	Assisting Micro-Small-Medium-Enterprises [MSMEs] to better understand what Financial Service Providers [FSPs] seek in loan applications and to complete compelling and competitive applications	Programmatic intervention	Prvnc: Dept of Education	OTHR: Specialists			
TIT2P2	Financial Service Provider Education Programme	Assisting FSPs to understand lending opportunities to MSMEs, particularly those that present good potential for profitability and low risk of default	Programmatic intervention	Prvnc: Dept of Education	OTHR: Specialists			
TIT2P3	Development of Credit Rating Methodology/ Tool	Providing independent tool for assessing the credit worthiness of each MSME to ensure streamlined decision-making	Tool/Mechanism					
TIT2P4	Development of Matchmaking Platform for MSMEs	Introducing platform to ensure effective matching between sources and seekers of capital, especially during pilot phase	Tool/Mechanism					
TIT2P5	Financing small scale rental	Exploring micro-development through inclusive financing: funded by rent-sharing agreement between main landlord and funder until cost of upgrades is paid off. Government comes in with credit guarantees, community facilitation, landlord training. [Credit availability, Credit facilitation, Credit intervention, Guarantees, Building materials]	Tool/Mechanism					
TIT2P6	Community-based funding mechanisms and strategies	Explore and introduce community-based funding mechanisms tailored on the local capacity and needs, to ensure self reliance and support local forums, businesses and initiatives, such as collective bargaining and crowd-funding mechanisms	Tool/Mechanism					
TIT2P7	Finance and funding awareness dedicated offices and programmes	Ensure community awareness around finance mechanisms and funding sources/opportunities through dedicated offices, radio-broadcasting, and programmes	Programmatic intervention					



## **6.4. THE VISION FRAMEWORK PLAN**

The structuring elements in section 1.1 provide the overall vision for the SSAF the consolidated framework is encapsulated in Figure 44 below.



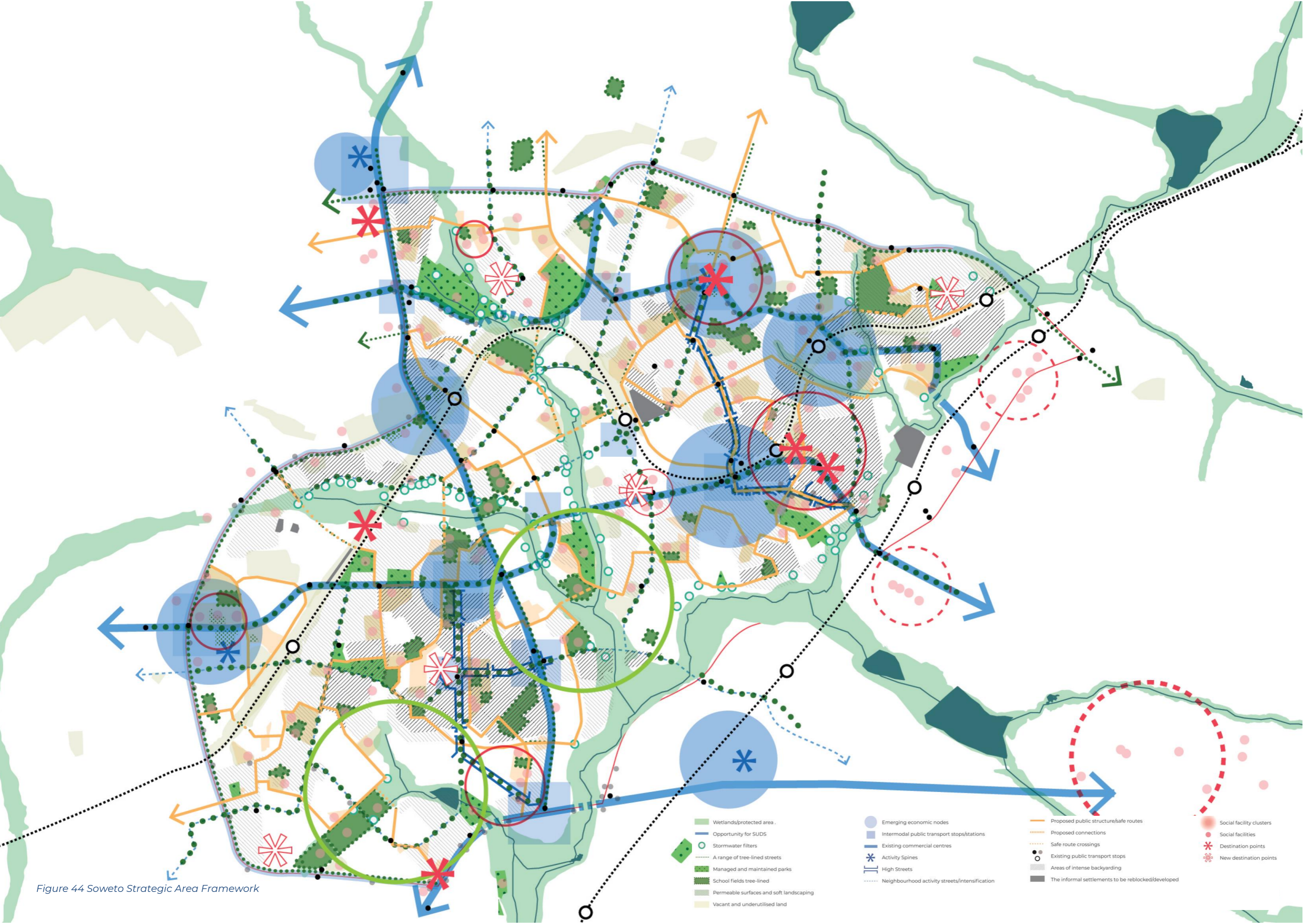


Figure 44 Soweto Strategic Area Framework

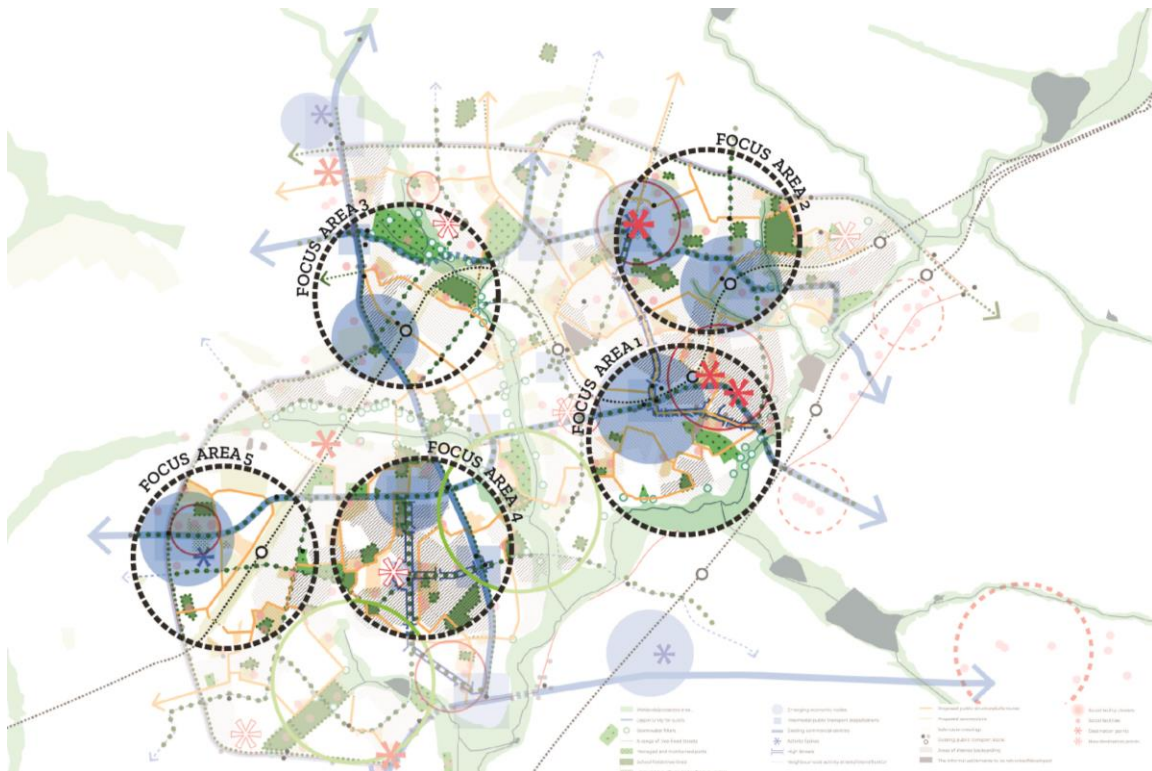


# PART 7: LOCAL AREA IMPLICATIONS

## 7.1. DEFINING LOCAL AREAS

The preceding section has outlined the overall strategies guiding growth and change in the SOWETO<sup>SA</sup> as a whole. This section provides a basis for taking the interventions to a more localised level, focusing on specific local areas or precincts.

The analysis has identified five local areas within the SOWETO<sup>SA</sup>. These areas are:



- Local Area 1: Orlando West – Mofolo South;
- Local Area 2: Meadowlands East;
- Local Area 3: Meadowlands West – Mofolo North;
- Local Area 4: Moroka;
- Local Area 5: Jabulani.

# Orlando West\_Mofolo South Focus Area

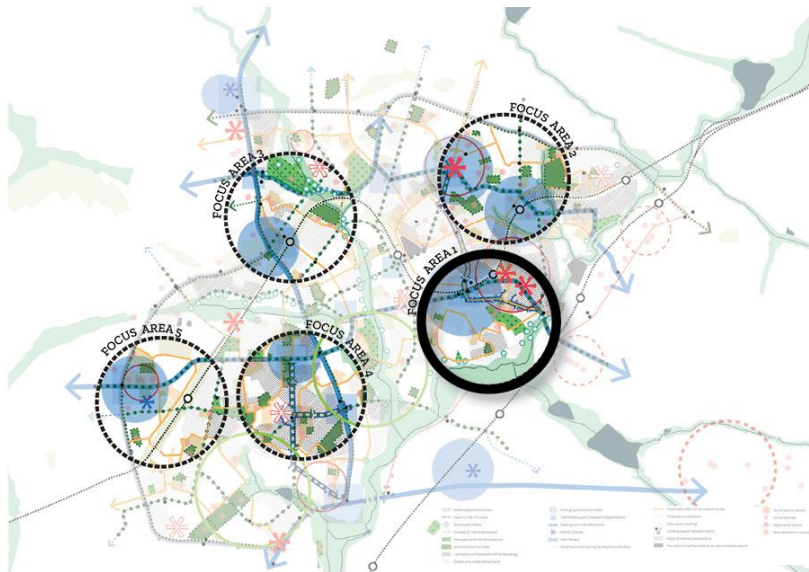
This first focus area within the Soweto township under study concerns north-western portion of Orlando and the south-west of Mofolo. Both these areas - and their surrounding area of influence - possess unique and performing attributes, as demonstrated in Section six of this report's selection criteria process.

The focus area offers fruitful opportunities with suitable spatial and institutional interventions that can improve or facilitate the growth of the study area.

As an introduction to the focus area, their administrative boundaries are shown in the accompanying maps and aerial images, and as a location, it is situated along a strong western gateway into Soweto and along major movement routes, such as Sofasonke Street that dissipates into more local areas.

The location presents a mix of land-uses, offering strong cultural and heritage identity for Soweto - Vilikazi Street- among other key opportunities.

Orlando West\_Mofolo South Focus Area in relation to the other Areas.



## KEY

- |  |                         |  |                                 |  |                    |
|--|-------------------------|--|---------------------------------|--|--------------------|
|  | Focus Area              |  | Secondary Emerging Road Network |  | Build Land Parcels |
|  | Existing Railway Line   |  | Local Road Network              |  | Ward 38            |
|  | Railway Stations        |  | Wetland                         |  | Ward 39            |
|  | Primary Road Network    |  | 1_50 Yr Floodplain              |  | Ward 40            |
|  | Provincial Road Network |  | Public Open Space               |  |                    |

## FOCUS AREA

Scale 1:5000 @ A2

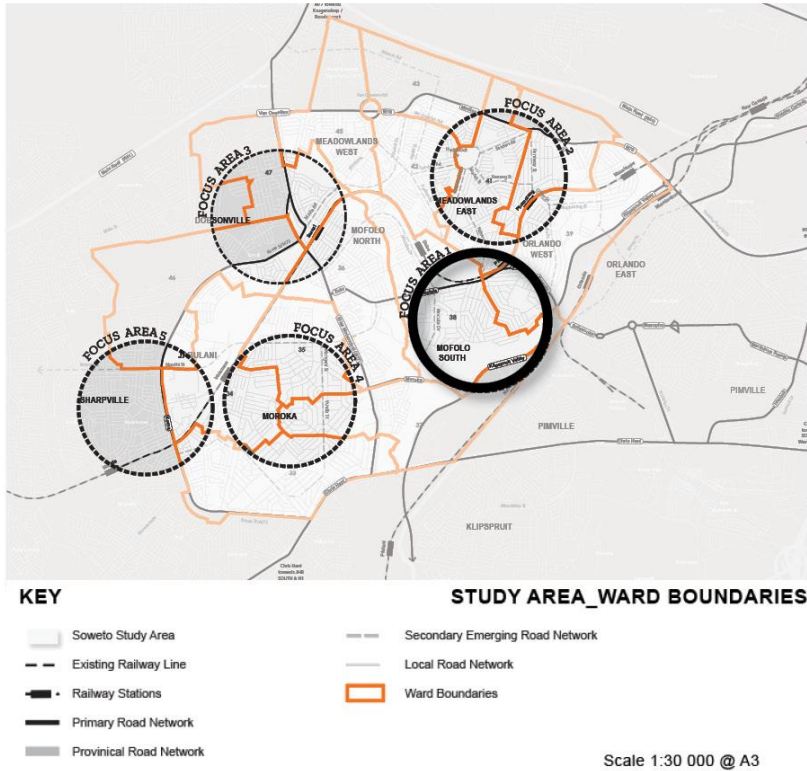




# Orlando West\_Mofolo South Focus Area

## Selected focus area & surrounding area of influence

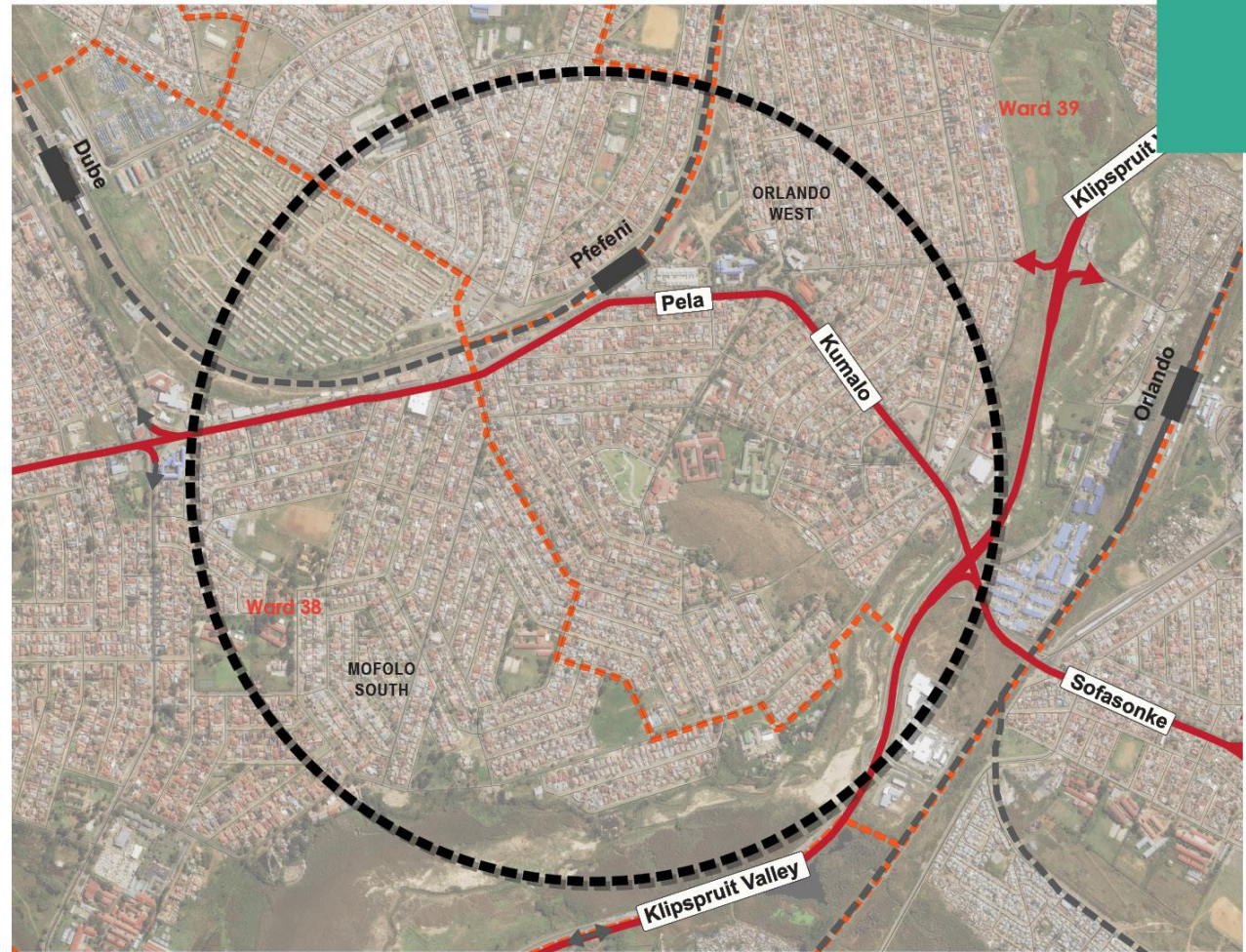
Administrative boundaries in context | Wards



This focus area primarily concerns the Western portion of Orlando and the South of Mofolo.

When conducting further spatial interventions at a Precinct, Local or site scale, the administrative boundaries impacted will include Wards 38, 39 and 40. These ward boundaries should be included when proposing detailed spatial interventions herein.

Especially when conducting participatory planning workshops with residents and ward councillors of the respective wards, this will ensure appropriate spatial planning that is integrative, sustainable.



Scale 1:5000 @ A2





# Orlando West\_Mofolo South Focus Area

Toolbox Project Interventions per Thrust

## Orlando West\_Mofolo South: Environmental Justice



### FOCUS AREA KEY

ENVIRONMENTAL JUSTICE

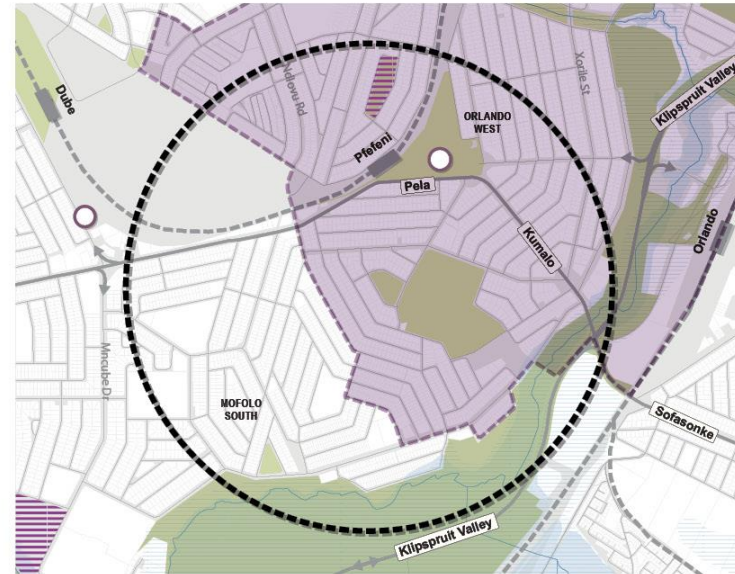
#### Project Code Descriptions

- T3T1P18 Ward 42 / Stormwater
- T3T1P20 Ward 37 / Klipspruit Ext2

Scale 1:5000 @ A2



## Orlando West\_Mofolo South: Social Inclusion



### FOCUS AREA KEY

SOCIAL INCLUSION

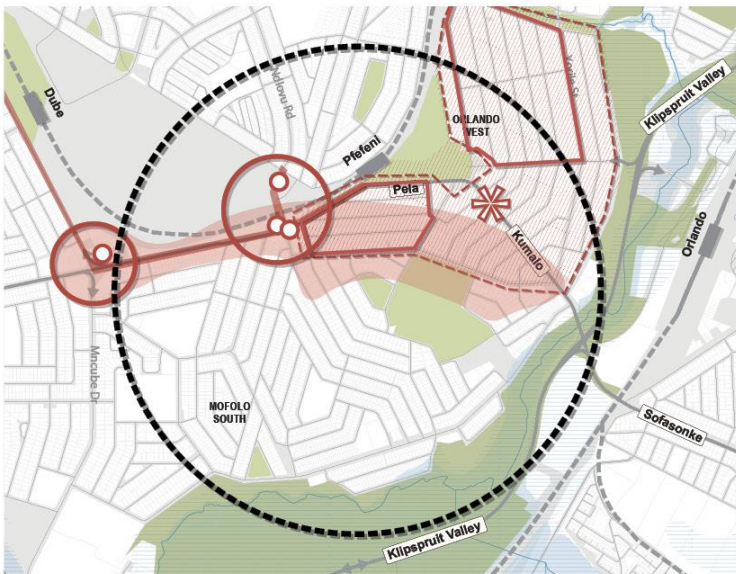
#### Project Code Descriptions

- T2T2P16 Ward 39 / Community Policing Forum
- T2T3P2 Sports and recreational facilities and training
- T2T3P10 Clinics
- T2T4P10 Learning Information Office

Scale 1:5000 @ A2



## Orlando West\_Mofolo South: Economic Inclusion



### FOCUS AREA KEY

ECONOMIC INCLUSION

#### Project Code Descriptions

- T5T1P3 Backyarding impact study
- T5T1P4 Network infrastructure capacity assessment in high potential nodes
- T5T1P5 Local Trading Infrastructure
- T5T1P6 ICT / Wi-fi hotspots / township broadband
- T5T1P11 Small-scale Rental Outreach Programme
- T5T1P7 Commercialisation of taxi ranks
- T5T1P9 Enhance urban management operations at high potential business nodes

Scale 1:5000 @ A2



## Orlando West\_Mofolo South: Spatial Justice



### FOCUS AREA KEY

SPATIALL JUSTICE

#### Project Code Descriptions

- T4T1P6 Railway Service
- T4T2P4 Backyarding
- T4T2P4 Informal Rental Secor Study
- T4T3P5 Meadowlands Sewer Infrastructure
- T4T1P5 Local Trading Infrastructure
- T4T3P8 Ward 42/ Klipspruit Ext 2

Scale 1:5000 @ A2

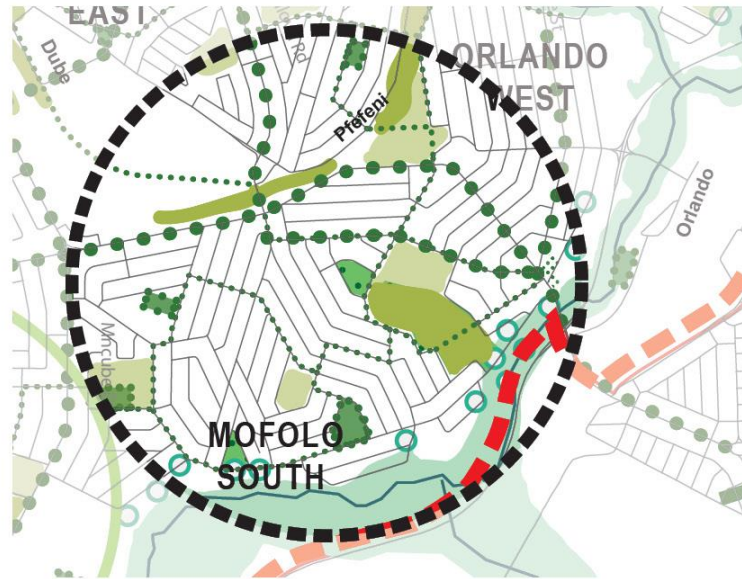




# Orlando West\_Mofolo South Focus Area

SSAF Framework Interventions per Thrust

Orlando West\_Mofolo South: Environmental Justice



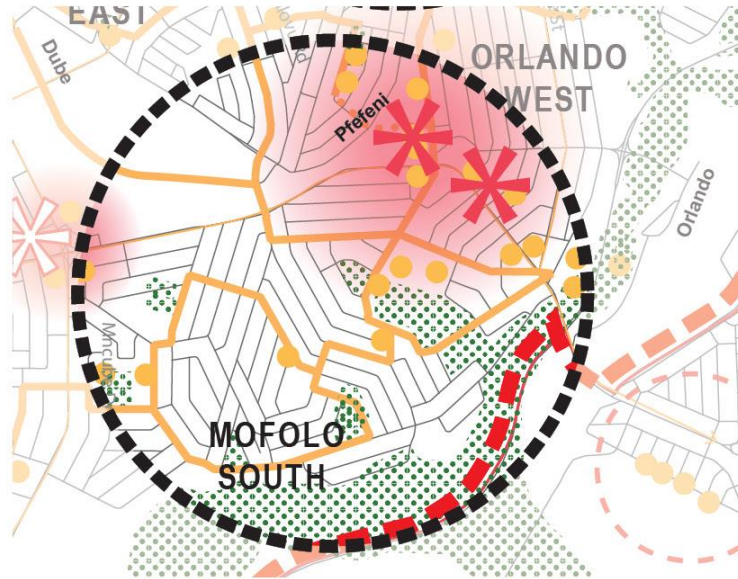
Focus Area Key

- Wetlands/protected area
- Opportunity for SUDS
- Stormwater filters
- Treescape along roads/streets
- Manage & maintain parks
- Treeline along schoolfield
- Permeable surfaces & soft landscaping
- Vacant & underutilised land

Scale 1:5000 @ A2



Orlando West\_Mofolo South: Social Inclusion



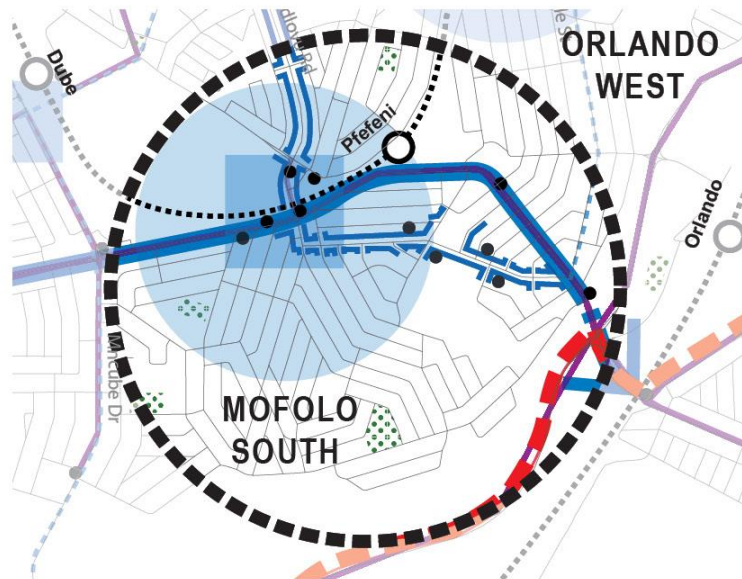
Focus Area Key

- Social Facility cluster
- Social Facilities
- ✱ Destination points
- ✱ New Destination points

Scale 1:5000 @ A2



Orlando West\_Mofolo South: Economic Inclusion



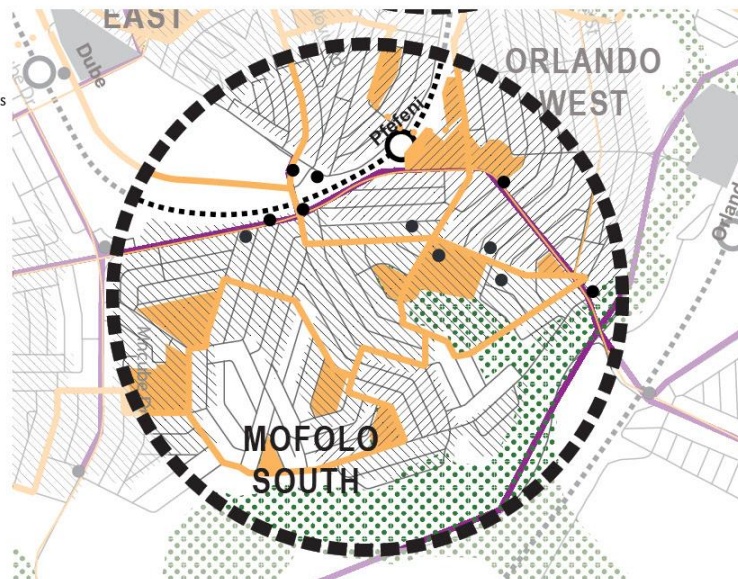
Focus Area Key

- Emerging economic nodes
- Intermodal public transport/stations
- Activity Spine
- ✱ Existing Commercial Centres
- || High Street
- Neighbourhood activity streets/intensification

Scale 1:5000 @ A2



Orlando West\_Mofolo South: Spatial Justice



Focus Area Key

- Proposed public structure/safe routes
- Proposed connections
- Safe route crossings
- Existing public transport stops
- Areas of intense backyarding
- The informal settlements to be reblocked developed

Scale 1:5000 @ A2





# Orlando West\_Mofolo South Focus Area

SSAF Framework | CoJ Nodal and Density Implications

The Density proposed and Development Zones identified, and overlaid below, are informed and include datasets that derive directly from the City of Johannesburg's Nodal Review Policy of 2019/2020. The guidelines found within the respective Nodal Review Report should be applied to the Focus Area's at this scale accordingly.

Orlando\_Mofolo N: Density Implications, January 2019



Orlando\_Mofolo N: Development Nodes & Zones, January



## KEY

- Focus Area
- Existing Railway Line
- Railway Stations
- Primary Road Network
- Provincial Road Network

- Secondary Emerging Road Network
- Local Road Network
- Wetland
- 1\_50 Yr Floodplain
- Public Open Space

## FOCUS AREA

- Build Land Parcels

Scale 1:5000 @ A2





# Meadowlands East Focus Area

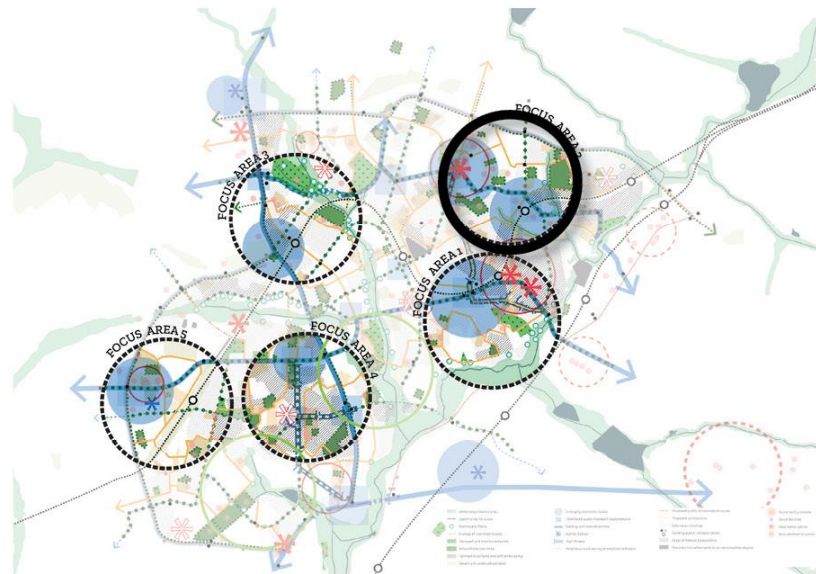
This second focus area within the Soweto township under study concerns northern portion of Meadowlands, one of the more established areas of Soweto.

This location and its surrounding area of influence equally provides performing attributes, and strong movement links that demonstrate strategic opportunities for integration, accessibility and influence across Soweto.

As an introduction to the focus area, their administrative boundaries are shown in the accompanying maps and aerial images, and as a location, it is situated along the most northern portion of the study area with a strategic gateway into Soweto from the North.

The location presents is primarily a residential area, offering strong business opportunities across the location.

Meadowlands East Focus Area in relation to the other Areas.



## KEY

- |  |                         |  |                                 |  |                    |
|--|-------------------------|--|---------------------------------|--|--------------------|
|  | Focus Area              |  | Secondary Emerging Road Network |  | Build Land Parcels |
|  | Existing Railway Line   |  | Local Road Network              |  | Ward 39            |
|  | Railway Stations        |  | Wetland                         |  | Ward 40            |
|  | Primary Road Network    |  | 1_50 Yr Floodplain              |  | Ward 41            |
|  | Provincial Road Network |  | Public Open Space               |  | Ward 42            |

## FOCUS AREA

Scale 1:5000 @ A2

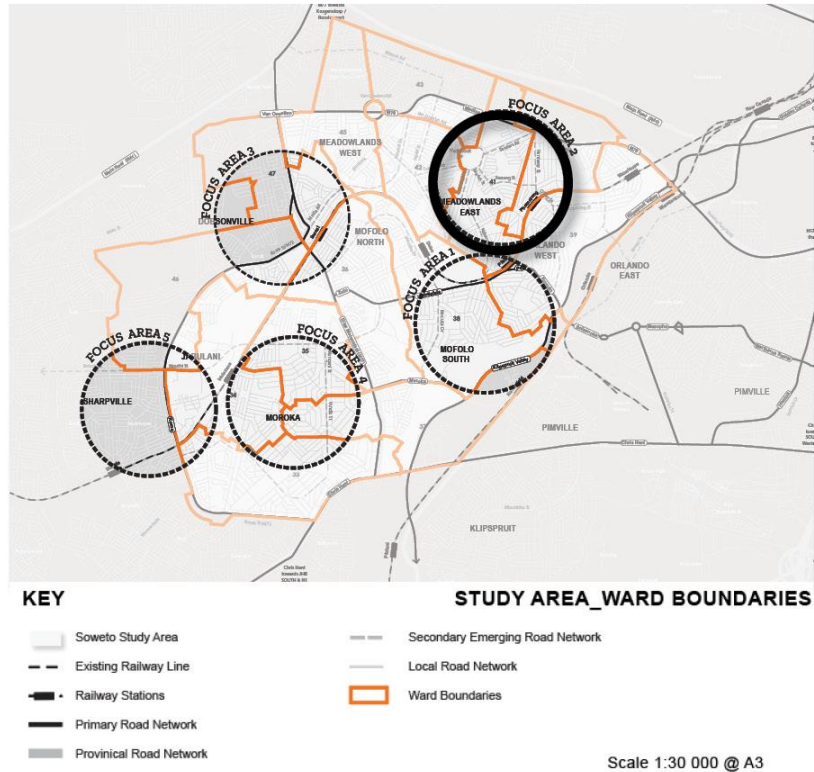




# Meadowlands East Focus Area

## Selected focus area & surrounding area of influence

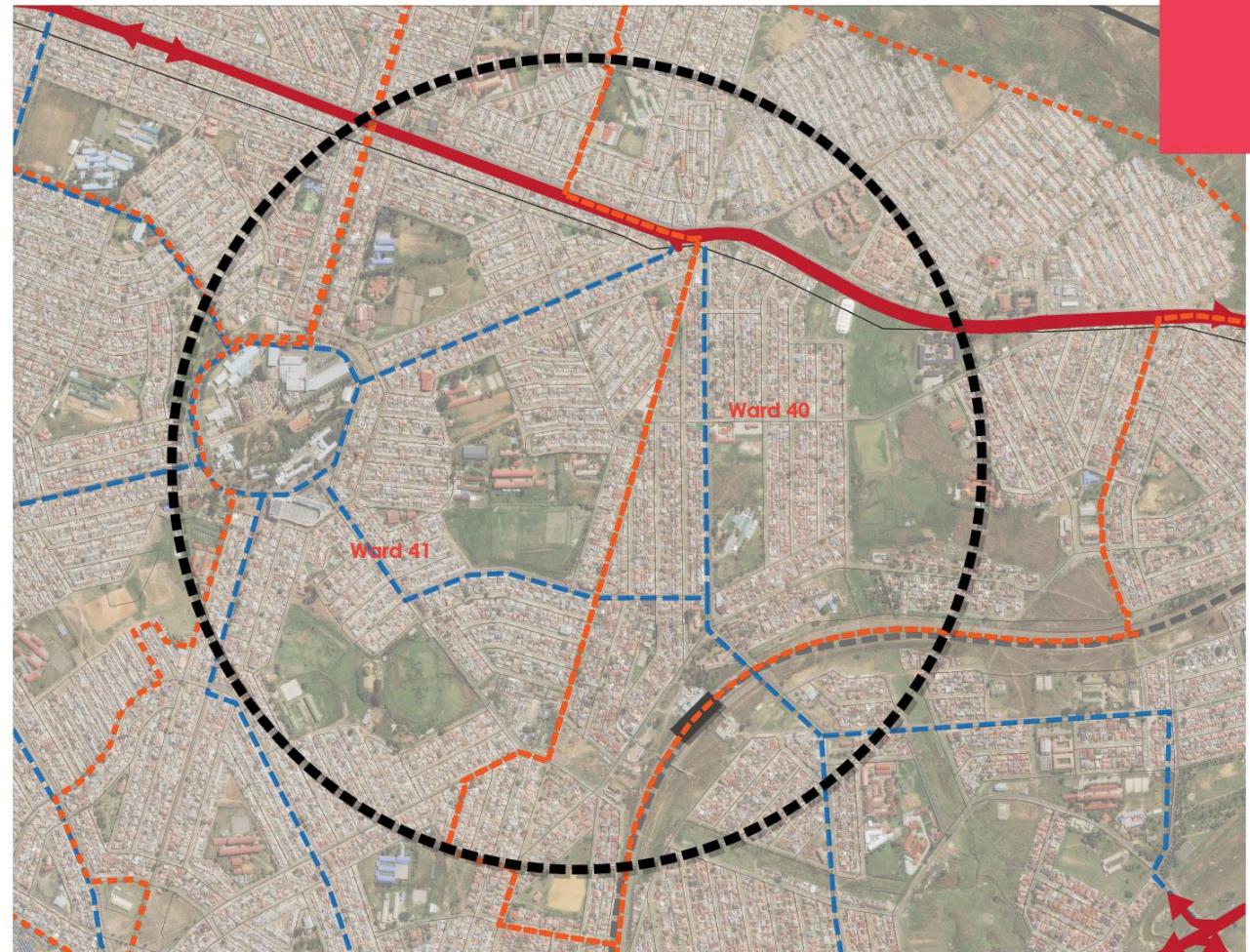
Administrative boundaries in context | Wards



This focus area primarily concerns the northern portion of the study area and specifically the East of Meadowlands.

When conducting further spatial interventions at a Precinct, Local or site scale, the administrative boundaries impacted will include Wards 39, 40, 41 and 42. These ward boundaries should be included when proposing detailed spatial interventions herein.

Especially when conducting participatory planning workshops with residents and ward councillors of the respective wards, this will ensure appropriate spatial planning that is integrative, sustainable.



Scale 1:5000 @ A2

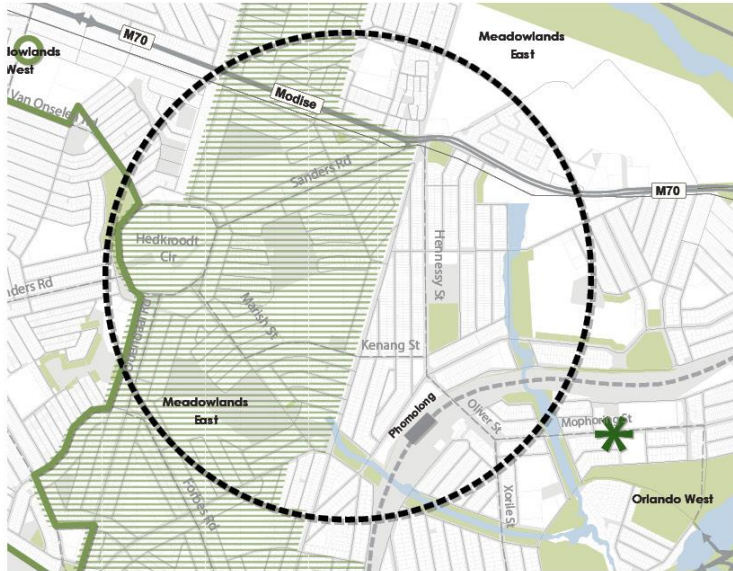




# Meadowlands East Focus Area

## Toolbox Project Interventions per Thrust

### Meadowlands East: Environmental Justice



#### FOCUS AREA KEY

##### ENVIRONMENTAL JUSTICE

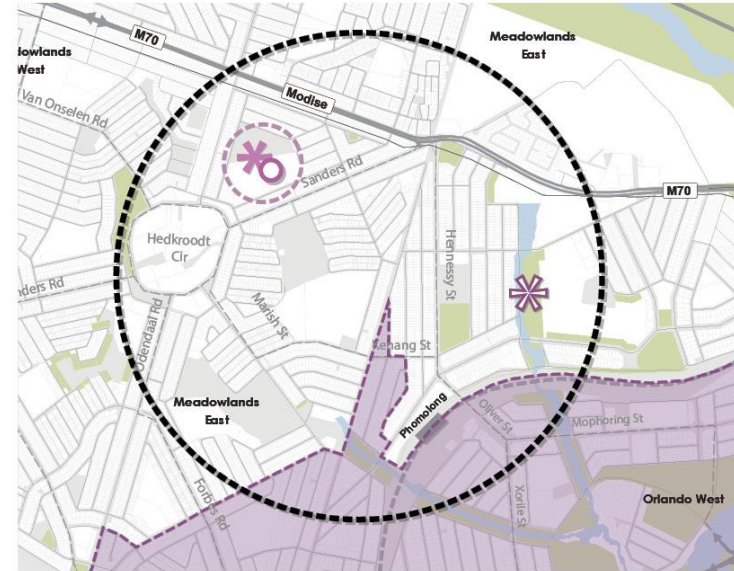
#### Project Code Descriptions

- T3T2P9 Ward 43 / BuyBack Centre
- T3T2P10 Ward 39 / Recycling and buy-back centres
- T3T1P18 Ward 42 / Storm water
- T3T1P19 Ward 41 / Storm water

Scale 1:5000 @ A2



### Meadowlands East: Social Inclusion



#### FOCUS AREA KEY

##### SOCIAL INCLUSION

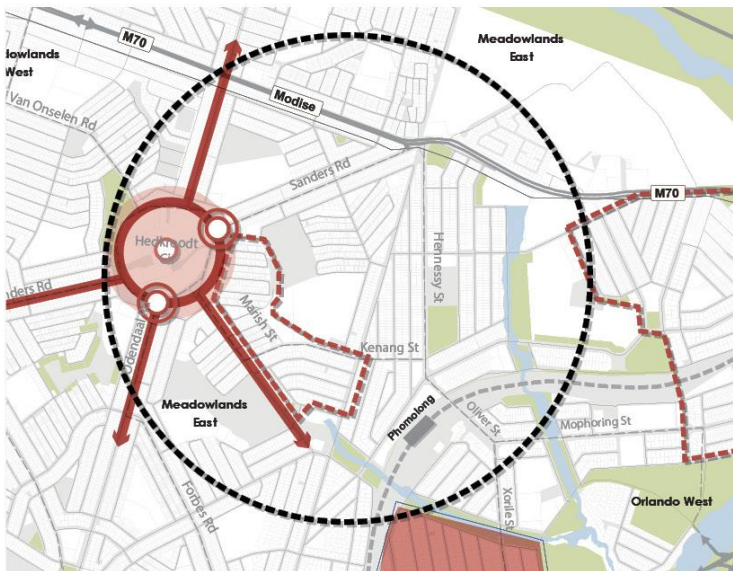
#### Project Code Descriptions

- T2T4P18 Aeroton, Orlando, Diepkloof existing network upgrades
- T2T4P10 Learning Information Office
- T2T3P16 Ward 40 / Library
- T2T1P7 Safe houses
- T2T2P16 Ward 39 / Community Policing Forum

Scale 1:5000 @ A2



### Meadowlands East: Economic Inclusion



#### FOCUS AREA KEY

##### ECONOMIC INCLUSION

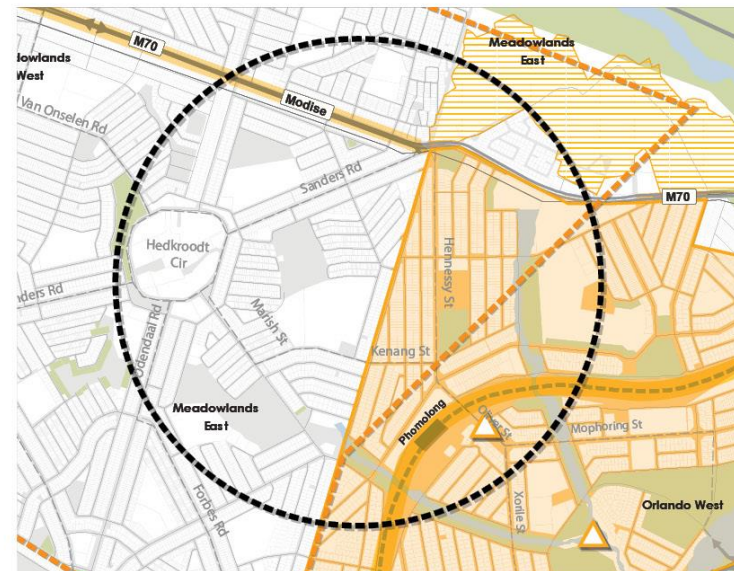
#### Project Code Descriptions

- T5T1P7 Commercialisation of taxi ranks
- T5T1P9 Establishment of local office to enhance urban management operations within high potential business nodes
- T5T1P3 Backyarding impact study
- T5T1P4 Network infrastructure capacity assessment in high potential nodes
- T5T1P5 Local Trading Infrastructure
- T5T1P6 ICT / Wi-fi hotspots / township broadband
- T5T1P11 Small-scale Rental Outreach Programme

Scale 1:5000 @ A2



### Meadowlands East: Spatial Justice



#### FOCUS AREA KEY

##### SPATIALL JUSTICE

#### Project Code Descriptions

- T4T3P10 Electrical bulk infrastructure service
- T4T3P8 Aeroton, Orlando, Diepkloof existing network upgrades
- T4T1P6 Railway service
- T4T1P11 Ward 42 / Side walks
- T4T2P4 Backyarding / Informal Rental Sector Assessment/Study
- T4T2P10 Ward 40 / mzimhlophe

Scale 1:5000 @ A2

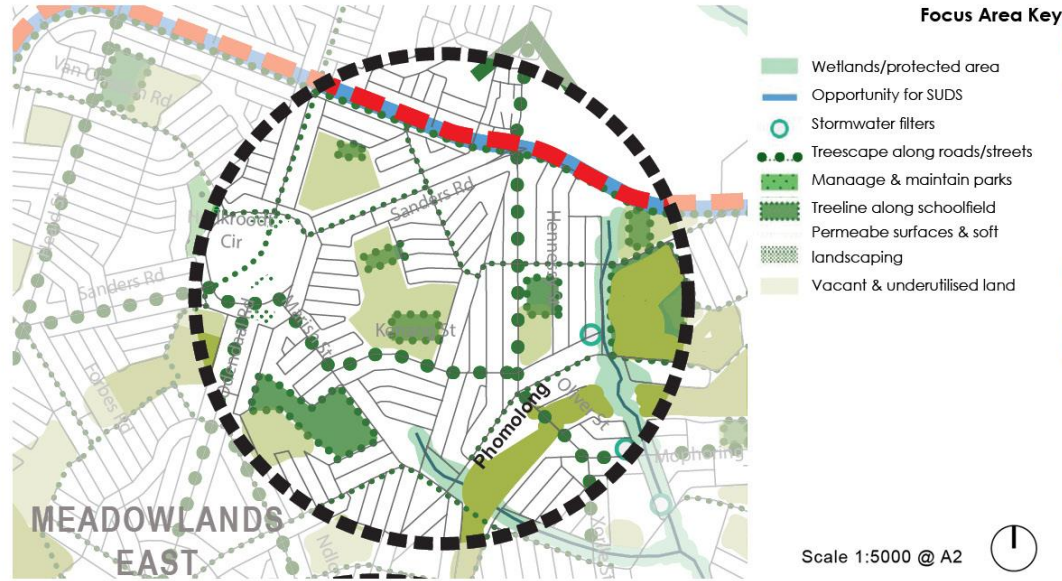




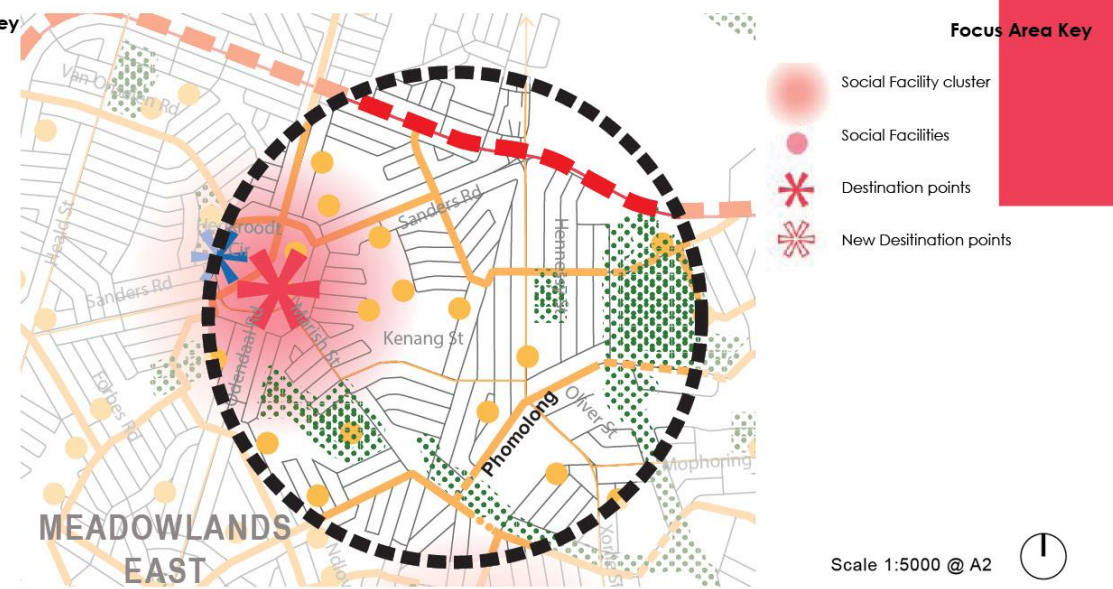
# Meadowlands East Focus Area

SSAF Framework Interventions per Thrust

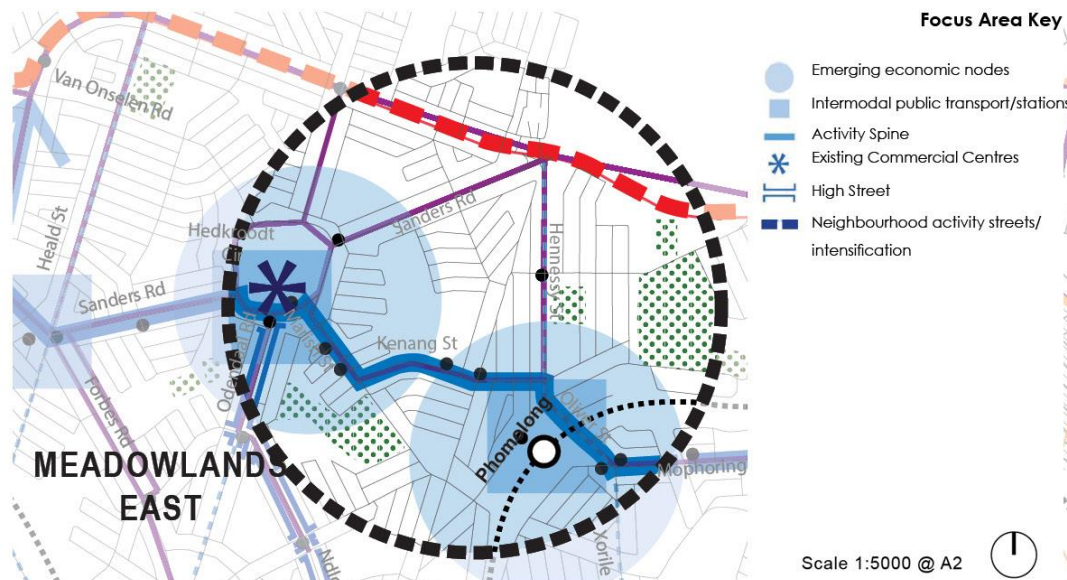
Meadowlands East: Environmental Justice



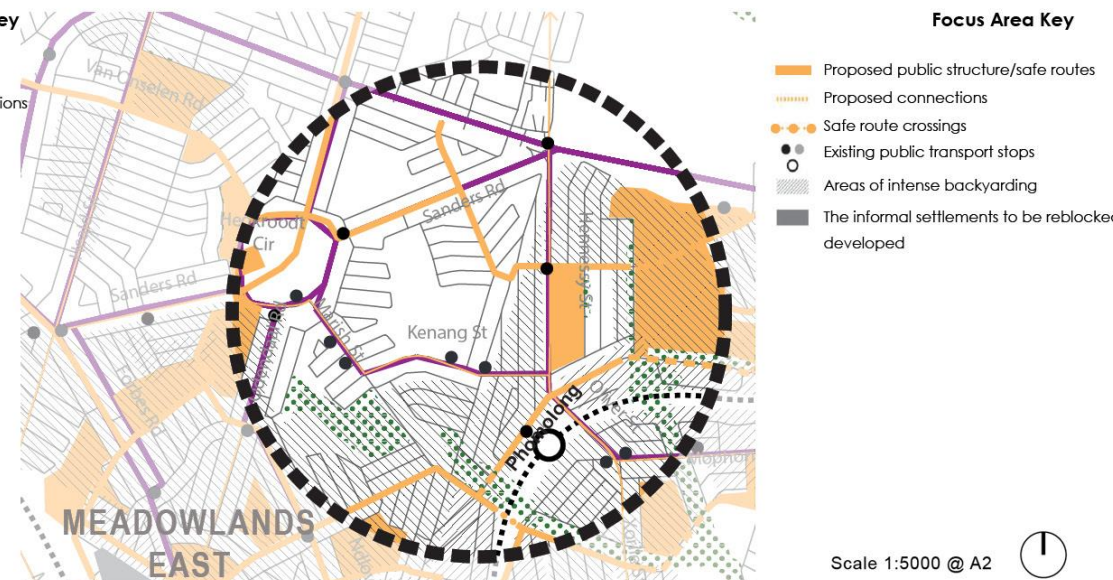
Meadowlands East: Social Inclusion



Meadowlands East: Economic Inclusion



Meadowlands East: Spatial Justice





# Meadowlands East Focus Area

SSAF Framework | CoJ Nodal and Density Implications

The Density proposed and Development Zones identified, and overlaid below, are informed and include datasets that derive directly from the City of Johannesburg's Nodal Review Policy of 2019/2020. The guidelines found within the respective Nodal Review Report should be applied to the Focus Area's at this scale accordingly.






Meadowlands East: Density Implications, January 2019



Meadowlands East: Development Nodes & Zones, January



## KEY

-  Focus Area
-  Existing Railway Line
-  Railway Stations
-  Primary Road Network
-  Provincial Road Network

-  Secondary Emerging Road Network
-  Local Road Network
-  Wetland
-  1\_50 Yr Floodplain
-  Public Open Space

## FOCUS AREA

-  Build Land Parcels

Scale 1:5000 @ A2





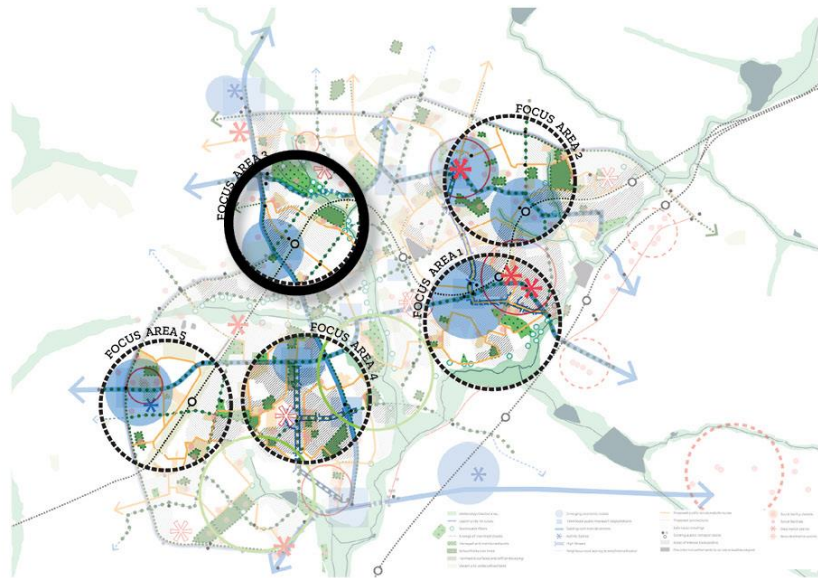
# Meadowlands West\_Mofolo North Focus Area

Meadowlands West and Mofolo North, is the third focus area within the Soweto township area under study and also presents a mixture of key access and gateway points into Soweto from the north.

With Elias Mtsaedi (M77) traversing directly across the area and the railway network, there is ample opportunity for linkages with the broader Gauteng region.

The focus area offers fruitful opportunities with suitable spatial and institutional interventions that can improve or facilitate the growth of the study area, especially the strong social facility clusters that have started to present themselves across this area, among other socio-economic characteristics.

Meadowlands West\_Mofolo North Focus Area in relation to the other Areas.



## KEY

- Focus Area
- Existing Railway Line
- Railway Stations
- Primary Road Network
- Provincial Road Network

- Secondary Emerging Road Network
- Local Road Network
- Wetland
- 1\_50 Yr Floodplain
- Public Open Space

## FOCUS AREA

- Build Land Parcels
- Ward 45
- Ward 47
- Ward 36

Scale 1:5000 @ A2

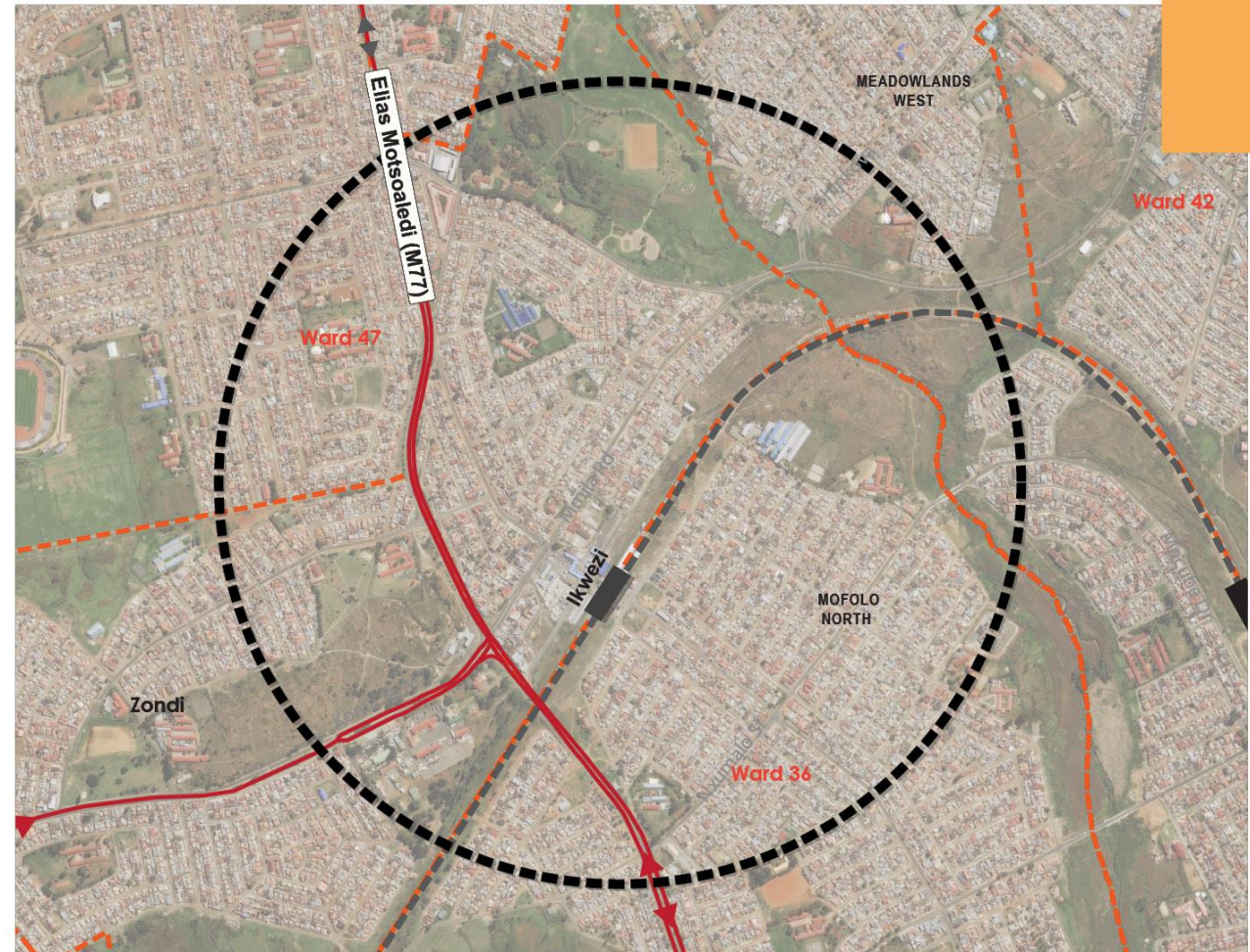
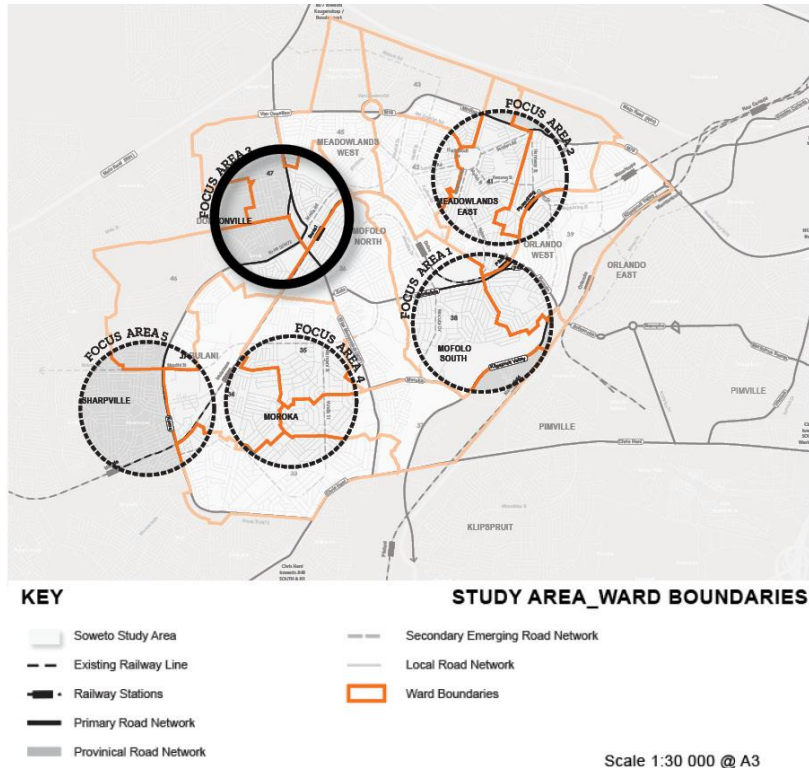




# Meadowlands West\_Mofolo North Focus Area

## Selected focus area & surrounding area of influence

Administrative boundaries in context | Wards



Adjacent to the third, and previous focus area, is the neighbouring Western portion of Meadowlands that is the third focus area for project interventions.

When conducting further spatial interventions at a Precinct, Local or site scale, the administrative boundaries impacted will include Wards 45, 47 and 36. These ward boundaries should be included when proposing detailed spatial interventions herein.

Especially when conducting participatory planning workshops with residents and ward councillors of the respective wards, this will ensure appropriate spatial planning that is integrative, sustainable.

Scale 1:5000 @ A2

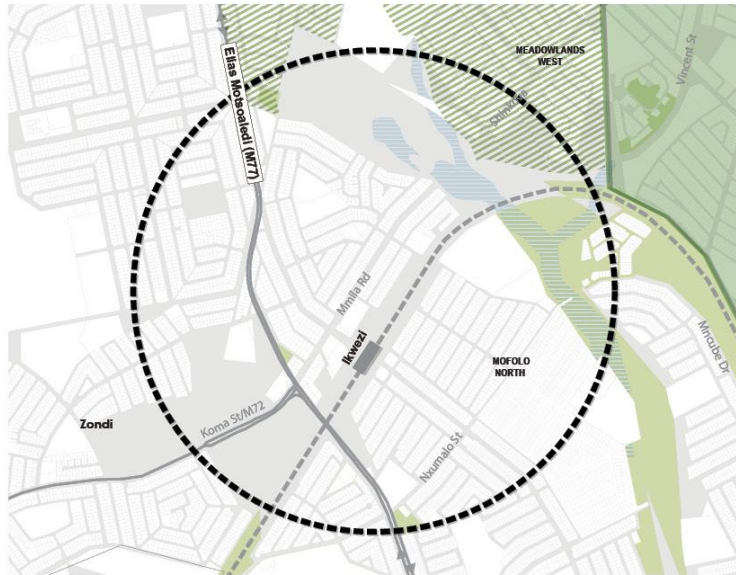




# Meadowlands West\_Mofolo North Focus Area

Toolbox Project Interventions per Thrust

Meadowlands West\_Mofolo North: Environmental Justice



**FOCUS AREA KEY**

ENVIRONMENTAL JUSTICE

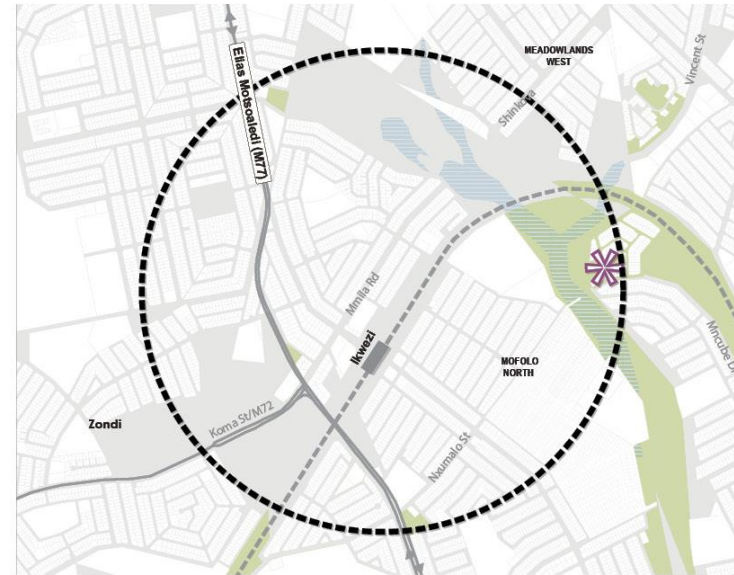
**Project Code Descriptions**

- T312P8 Ward 46 / Parks
- T31P17 Ward 45 / Storm water
- T31P18 Ward 42 / Storm water

Scale 1:5000 @ A2



Meadowlands West\_Mofolo North: Social Inclusion



**FOCUS AREA KEY**

SOCIAL INCLUSION

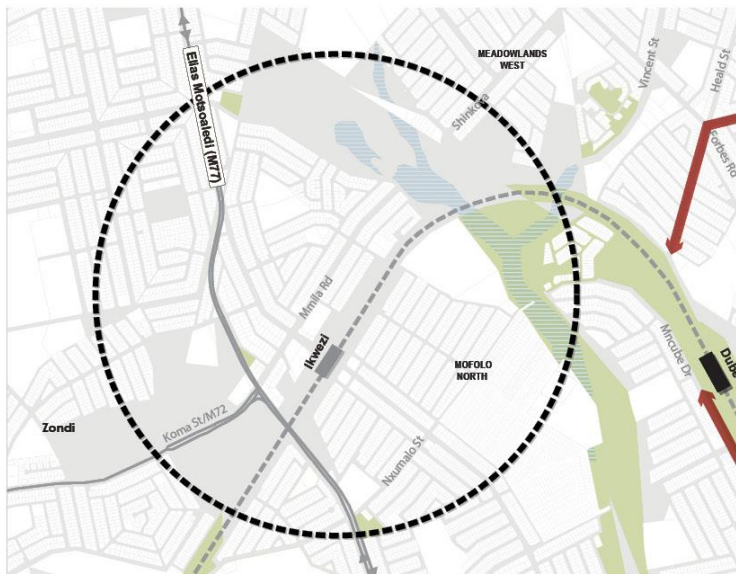
**Project Code Descriptions**

- T213P17 Ward 38 / Library

Scale 1:5000 @ A2



Meadowlands West\_Mofolo North: Economic Inclusion



**FOCUS AREA KEY**

ECONOMIC INCLUSION

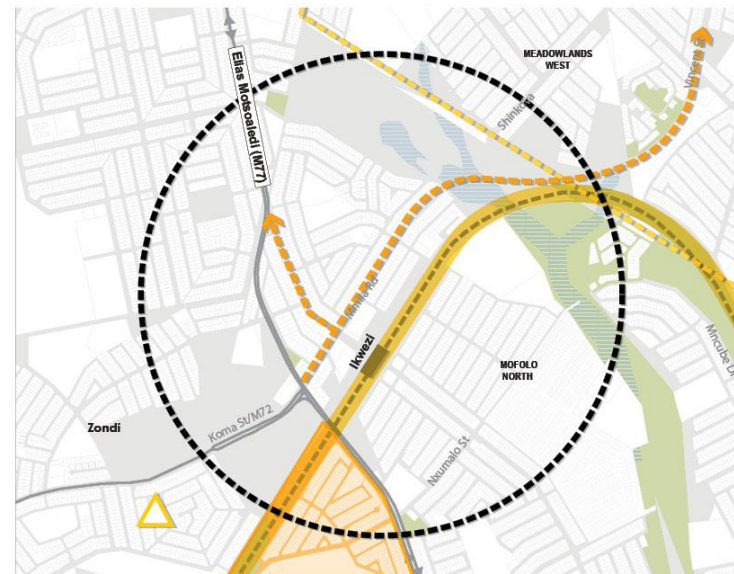
**Project Code Descriptions**

- T511P5 Local Trading Infrastructure

Scale 1:5000 @ A2



Meadowlands West\_Mofolo North: Spatial Justice



**FOCUS AREA KEY**

SPATIALL JUSTICE

**Project Code Descriptions**

- T413P6 Railway service
- T412P4 Backyarding / Informal Rental Sector Assessment/Study
- T413P5 Meadowlands sewer infrastructure system

Scale 1:5000 @ A2





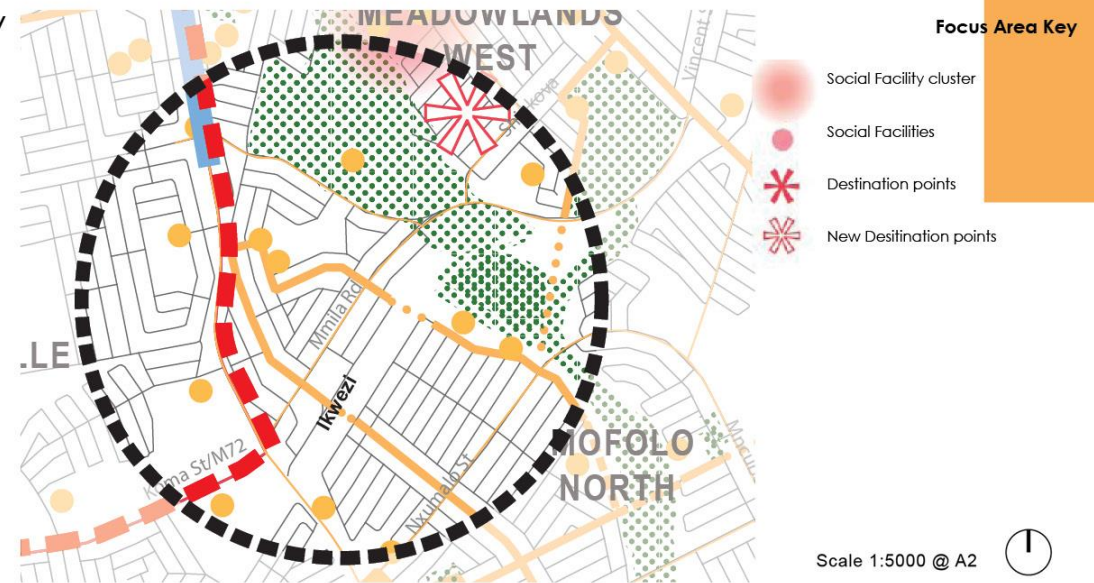
# Meadowlands West\_Mofolo North Focus Area

SSAF Framework Interventions per Thrust

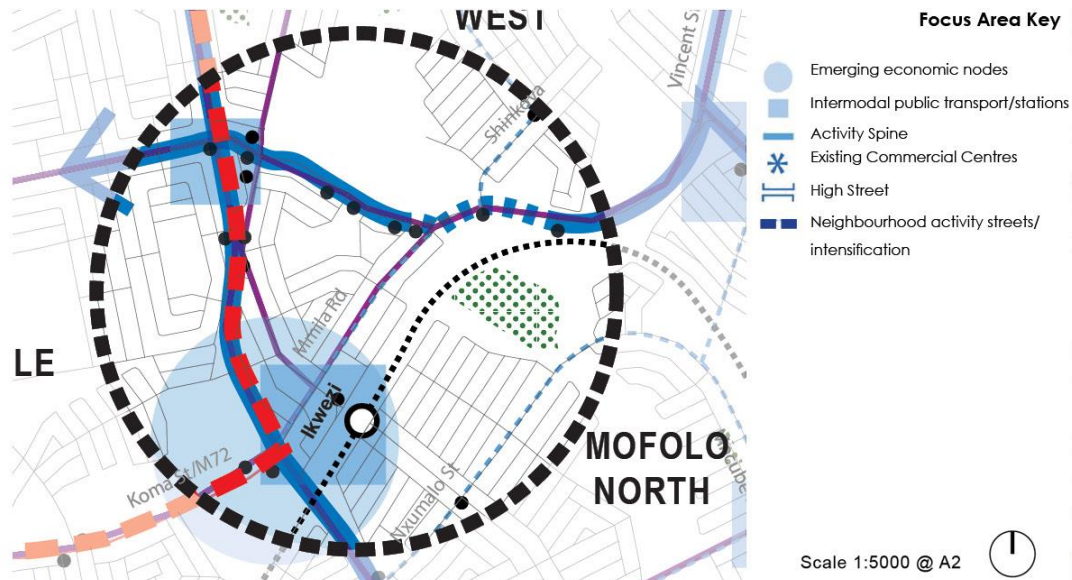
Meadowlands West\_Mofolo North: Environmental Justice



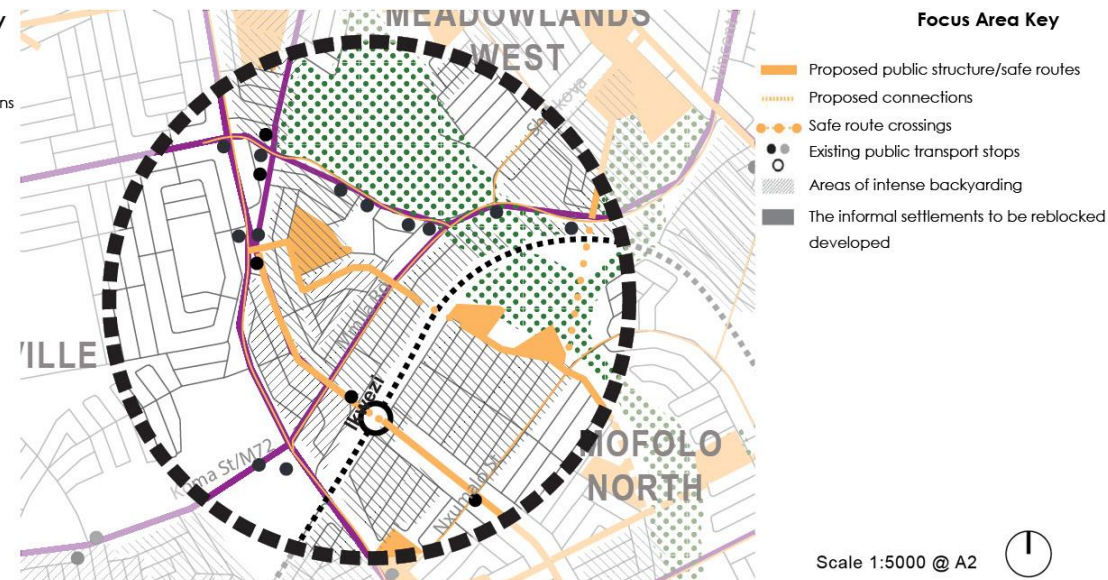
Meadowlands West\_Mofolo North: Social Inclusion



Meadowlands West\_Mofolo North: Economic Inclusion



Meadowlands West\_Mofolo North: Spatial Justice



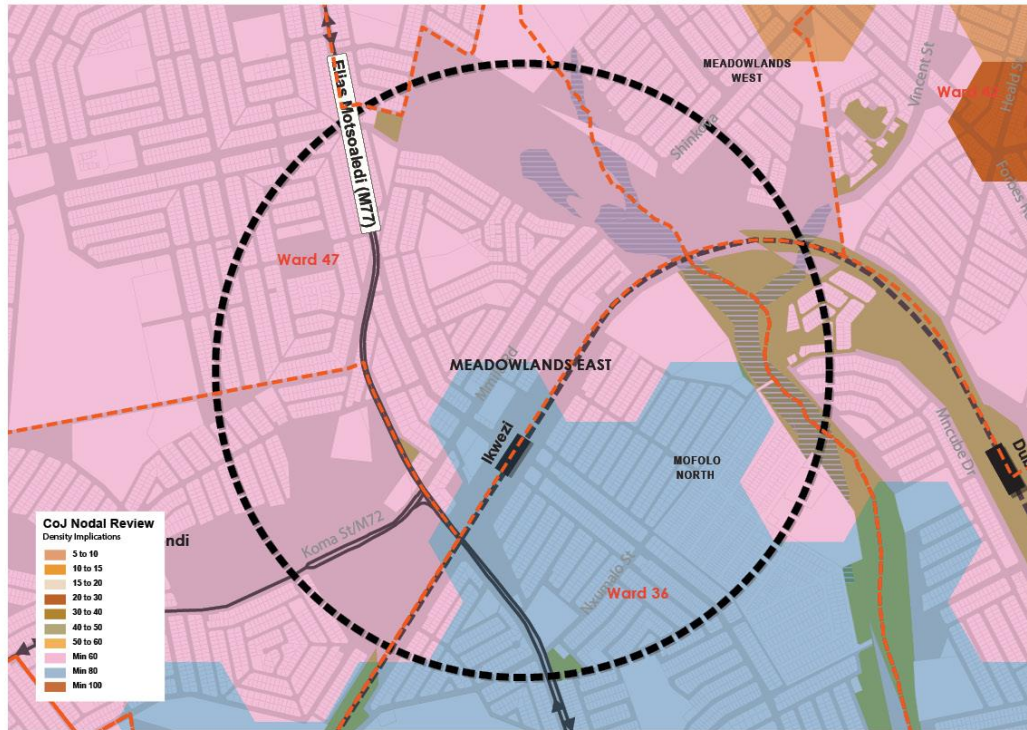


# Meadowlands West\_Mofolo North Focus Area

SSAF Framework | CoJ Nodal and Density Implications

The Density proposed and Development Zones identified, and overlaid below, are informed and include datasets that derive directly from the City of Johannesburg's Nodal Review Policy of 2019/2020. The guidelines found within the respective Nodal Review Report should be applied to the Focus Area's at this scale accordingly.






## Meadowlands West\_Mofolo North: Density Implications, January 2019



## Meadowlands West\_Mofolo North: Development Nodes Zones, January 2019



### KEY

-  Focus Area
-  Existing Railway Line
-  Railway Stations
-  Primary Road Network
-  Provincial Road Network

-  Secondary Emerging Road Network
-  Local Road Network
-  Wetland
-  1\_50 Yr Floodplain
-  Public Open Space

### FOCUS AREA

-  Build Land Parcels

Scale 1:5000 @ A2





# Moroka Focus Area

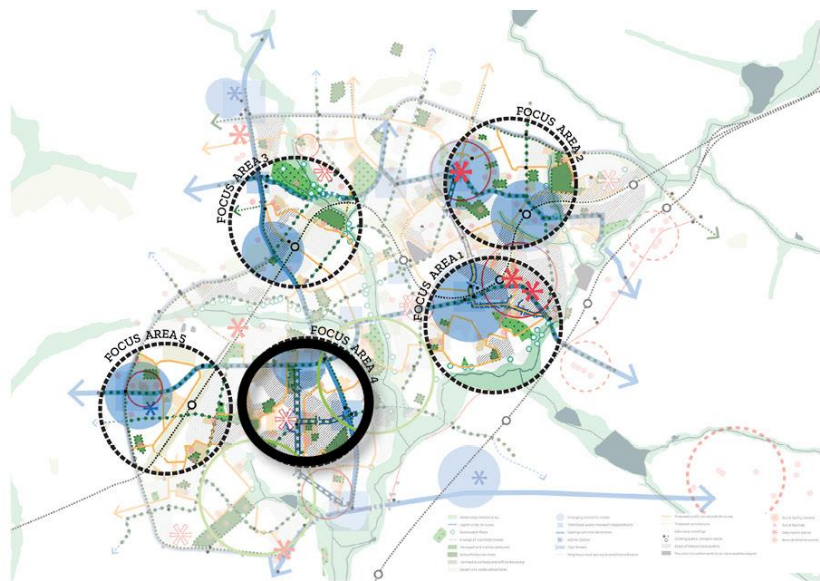
The fourth focus area identified within the Soweto township under study concerns southern portion of Sowto, which is an area that presents the gretaest densities within the area.

Moroka appears to be a dominant residential area with strong missing movement linkages across teh borader Sowto. At teh same time, the focus area is suitably located to service the neighbouring regions of Sowto.




As such, the focus area presents much potential with strategic institutional interventions that can improve or faciliate the growth of the study area.

The focus area and its administrative boundaries are shown in the accompanying maps and aerial images, and as a location, it is situated adjacent - to teh West- of Elias Motsoledi (M77), a major movement corridor and neighbours the strong retail precinct of Jabulani to the west of Moroka.

Moroka Focus Area in relation to the other Areas.



## KEY

- |  |                         |   |                                 |   |                    |
|--|-------------------------|---|---------------------------------|---|--------------------|
|  | Focus Area              |  | Secondary Emerging Road Network |  | Build Land Parcels |
|  | Existing Railway Line   |  | Local Road Network              |  | Ward 35            |
|  | Railway Stations        |  | Wetland                         |  | Ward 34            |
|  | Primary Road Network    |  | 1_50 Yr Floodplain              |  | Ward 33            |
|  | Provincial Road Network |  | Public Open Space               |   |                    |

## FOCUS AREA

Scale 1:5000 @ A2

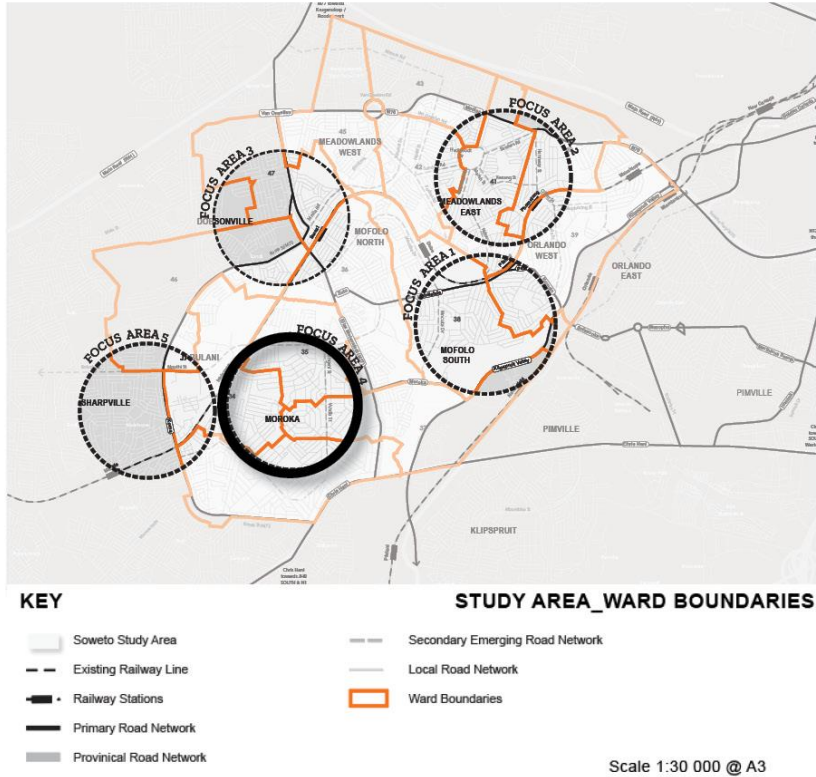




# Moroka Focus Area

## Selected focus area & surrounding area of influence

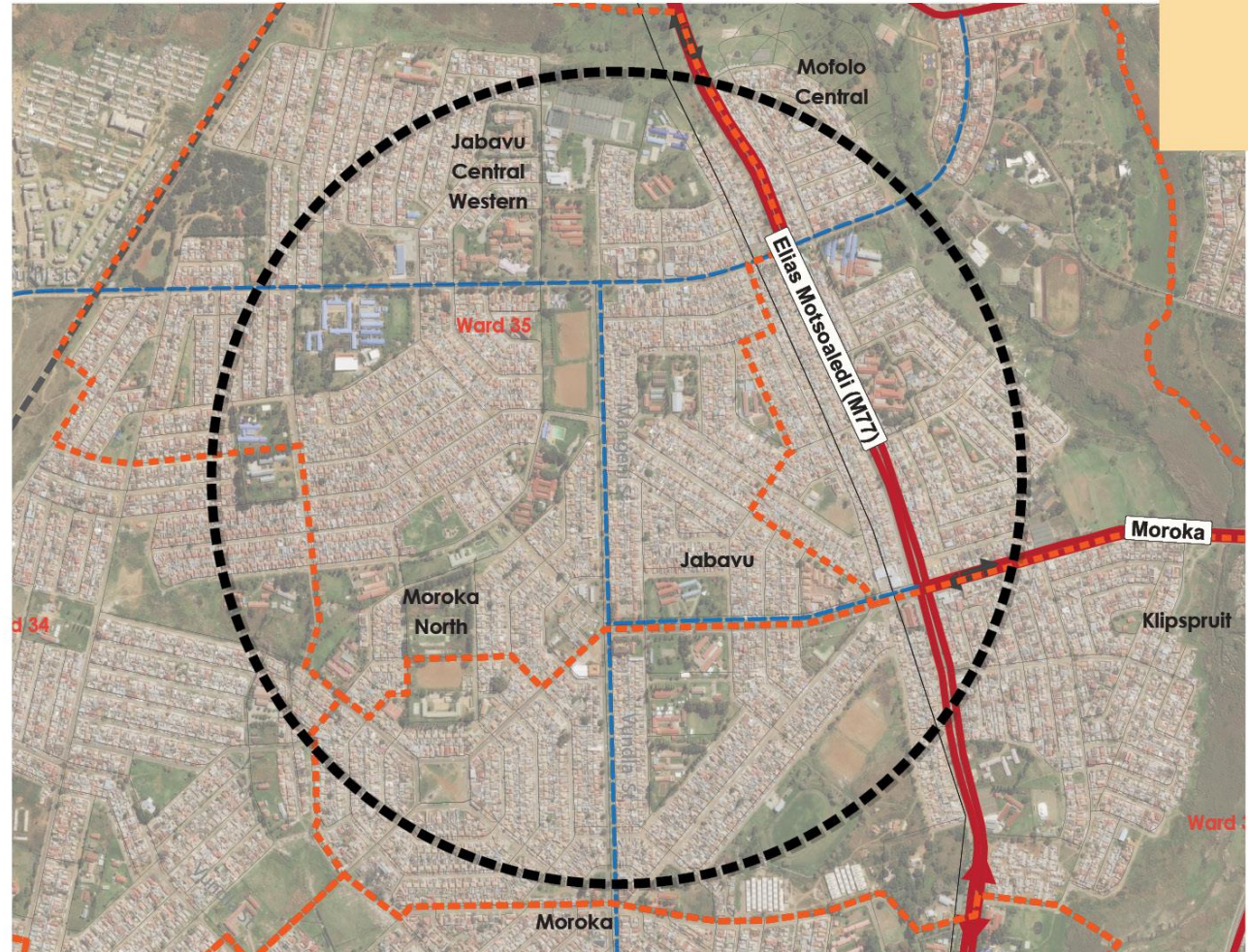
Administrative boundaries in context | Wards



South of the Soweto Study area, is the fourth identified location that should have a more detailed and localised focus area for project interventions.

When conducting further spatial interventions at a Precinct, Local or site scale, the administrative boundaries impacted will include Wards 35, 34 and 33. These ward boundaries should be included when proposing detailed spatial interventions herein.

Especially when conducting participatory planning workshops with residents and ward councillors of the respective wards, this will ensure appropriate spatial planning that is integrative, sustainable.



Scale 1:5000 @ A2

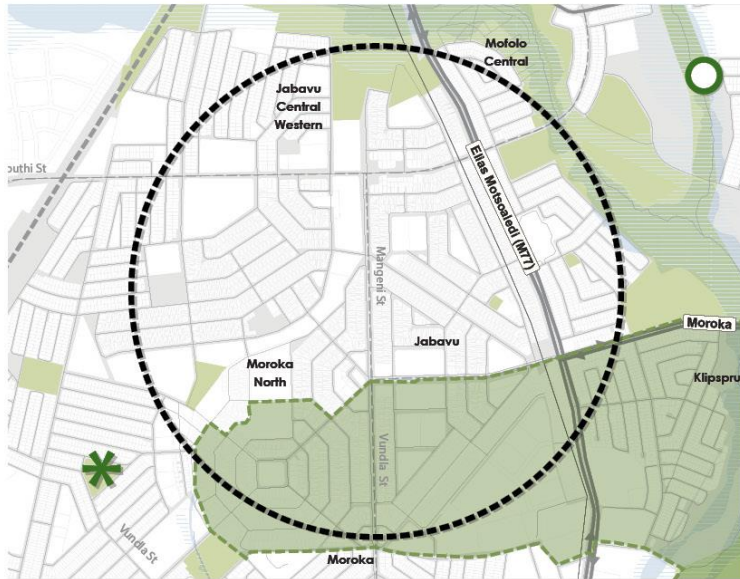




# Moroka Focus Area

## Toolbox Project Interventions per Thrust

### Moroka: Environmental Justice



#### FOCUS AREA KEY

##### ENVIRONMENTAL JUSTICE

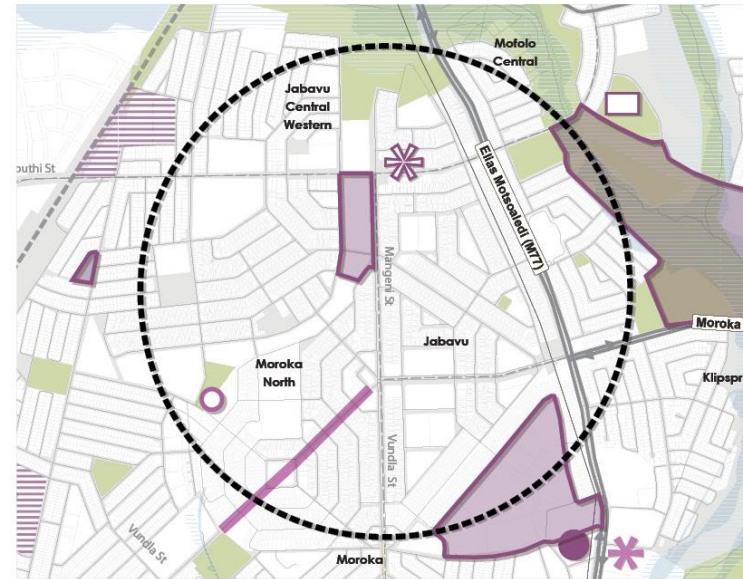
#### Project Code Descriptions

- T3T2P11 Ward 38 / Recreational Park
- T3T2P12 Ward 34 / Moroka North Sports Ground

Scale 1:5000 @ A2



### Moroka: Social Inclusion



#### FOCUS AREA KEY

##### SOCIAL INCLUSION

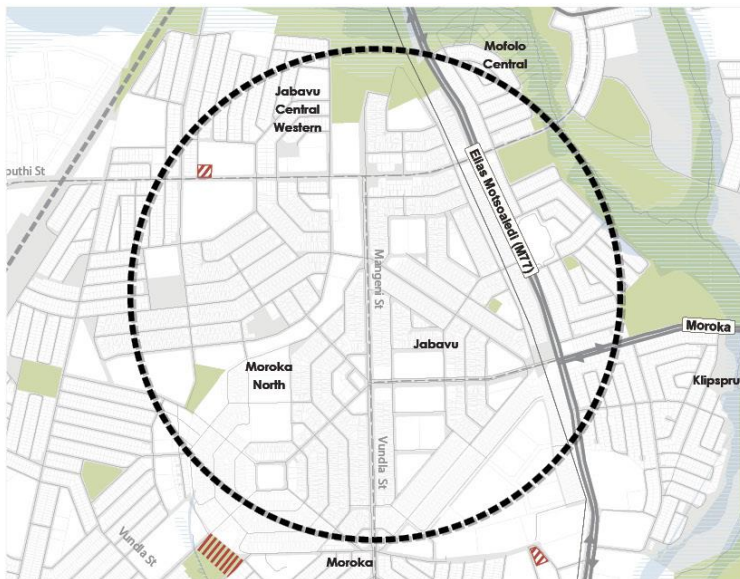
#### Project Code Descriptions

- T2T4P10 Learning Information Office
- T2T3P10 Clinics
- T2T1P17 Rehabilitation / Substance Abuse Centres
- T2T3P22 Tirisano School Site - Library
- T2T1P7 Safe houses
- T2T3P2 Sports and recreational facilities and training
- T2T3P20 Ward 35 / Tourism
- T2T3P21 Ward 35 / Credo Mutwa
- T2T4P19 Tirisano School Site - Skill development Centre

Scale 1:5000 @ A2



### Moroka: Economic Inclusion



#### FOCUS AREA KEY

##### ECONOMIC INCLUSION

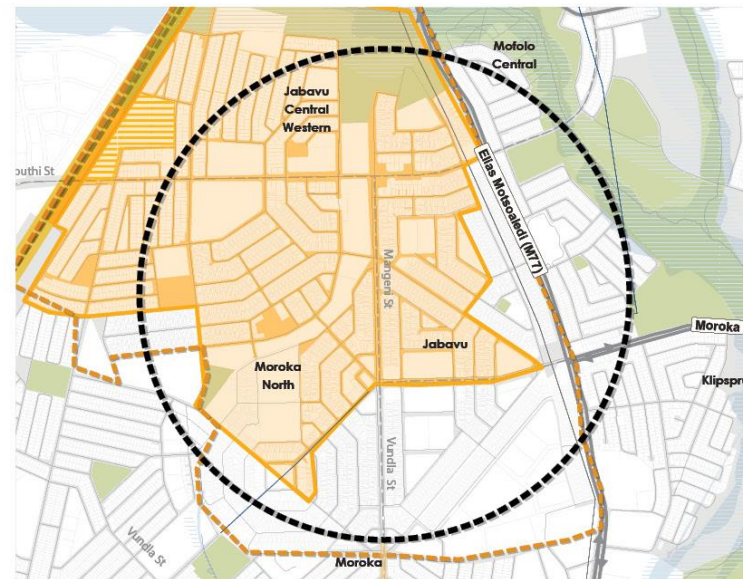
#### Project Code Descriptions

- T3T1P20 Ward 37 / Klipspruit Ext2

Scale 1:5000 @ A2



### Moroka: Spatial Justice



#### FOCUS AREA KEY

##### SPATIALL JUSTICE

#### Project Code Descriptions

- T4T1P6 Railway service
- T4T1P15 Ward 34 / Vundla drive Bridge
- T4T1P13 Ward 37 / Letabe Street
- T4T3P11 Ward 36 / Sewer up-

Scale 1:5000 @ A2





# Moroka Focus Area

## SSAF Framework Interventions per Thrust

Moroka: Environmental Justice



Focus Area Key

- Wetlands/protected area
- Opportunity for SUDS
- Stormwater filters
- Treescape along roads/streets
- Manage & maintain parks
- Treeline along schoolfield
- Permeable surfaces & soft landscaping
- Vacant & underutilised land

Scale 1:5000 @ A2



Moroka: Social Inclusion



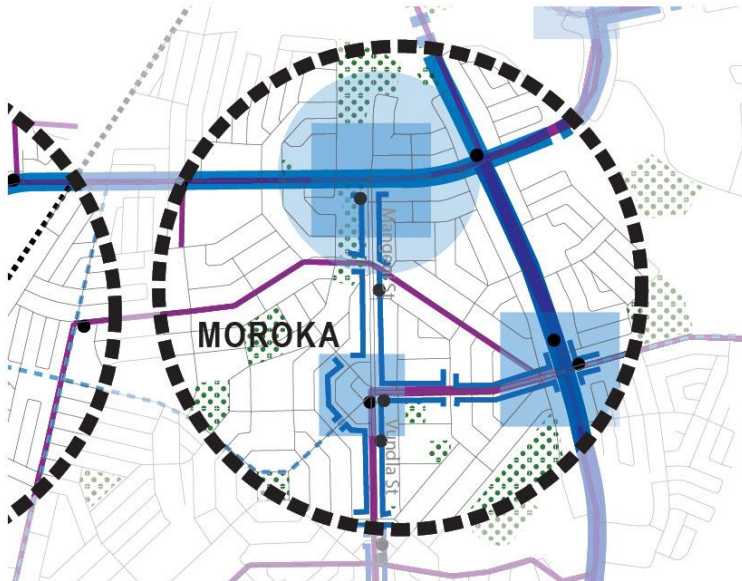
Focus Area Key

- Social Facility cluster
- Social Facilities
- ✱ Destination points
- ✱ New Destination points

Scale 1:5000 @ A2



Moroka: Economic Inclusion



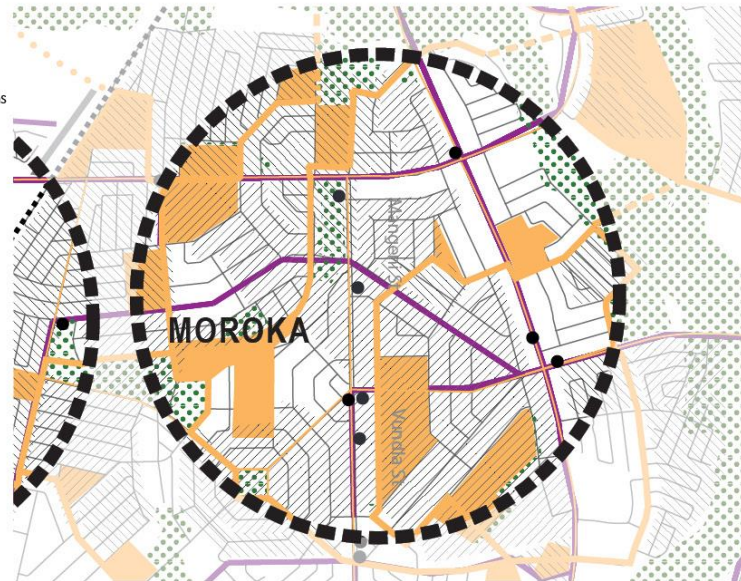
Focus Area Key

- Emerging economic nodes
- Intermodal public transport/stations
- Activity Spine
- ✱ Existing Commercial Centres
- High Street
- Neighbourhood activity streets/intensification

Scale 1:5000 @ A2



Moroka: Spatial Justice



Focus Area Key

- Proposed public structure/safe routes
- Proposed connections
- Safe route crossings
- Existing public transport stops
- Areas of intense backyarding
- The informal settlements to be reblocked developed

Scale 1:5000 @ A2





# Moroka Focus Area

## SSAF Framework | CoJ Nodal and Density Implications

The Density proposed and Development Zones identified, and overlaid below, are informed and include datasets that derive directly from the City of Johannesburg's Nodal Review Policy of 2019/2020. The guidelines found within the respective Nodal Review Report should be applied to the Focus Area's at this scale accordingly.






### Moroka: Density Implications, January 2019








### Moroka: Development Nodes & Zones, January 2019



### KEY

-  Focus Area
-  Existing Railway Line
-  Railway Stations
-  Primary Road Network
-  Provincial Road Network

### FOCUS AREA

-  Secondary Emerging Road Network
-  Local Road Network
-  Wetland
-  1\_50 Yr Floodplain
-  Public Open Space
-  Build Land Parcels

Scale 1:5000 @ A2





# Jabulani Focus Area

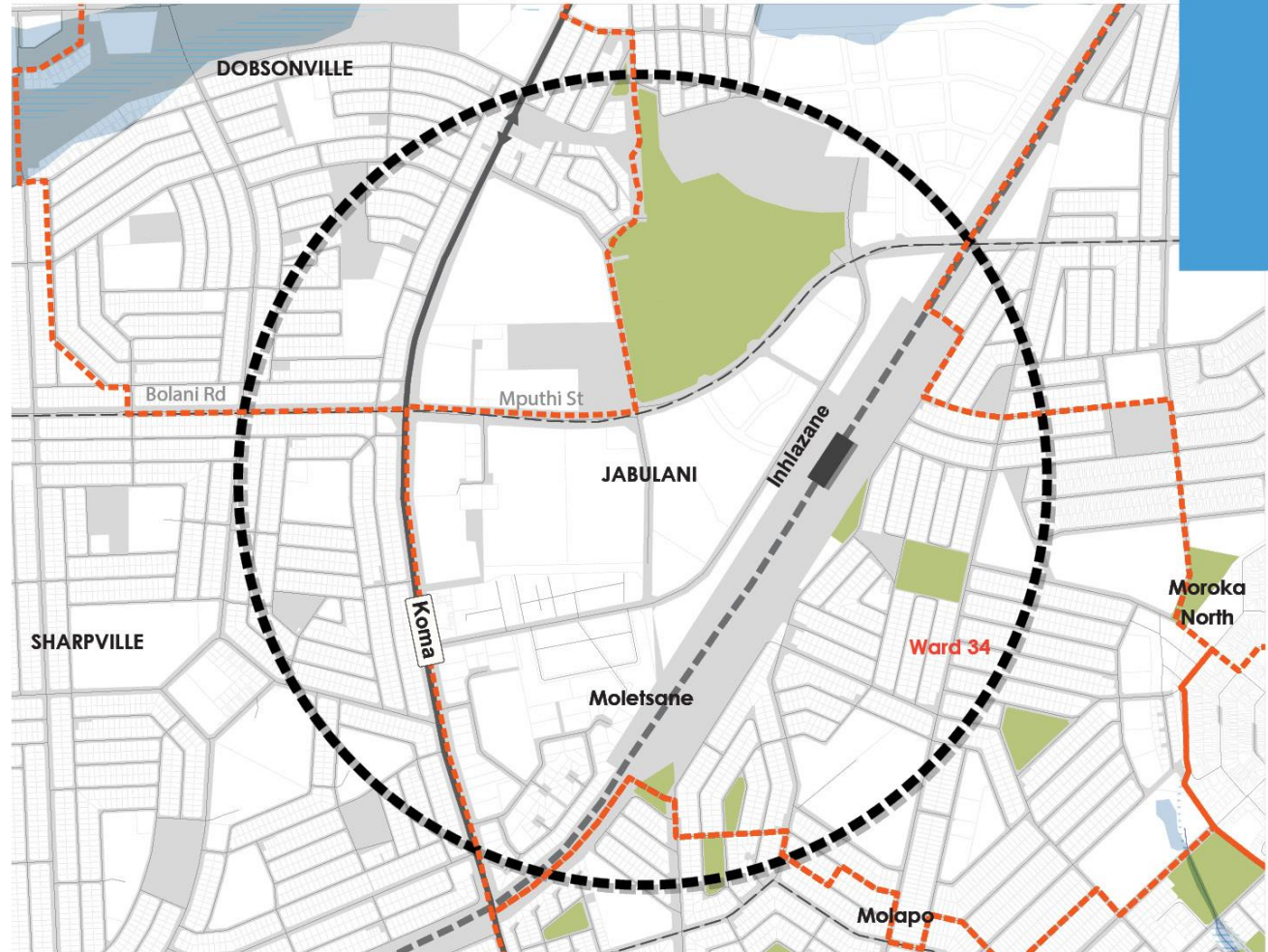
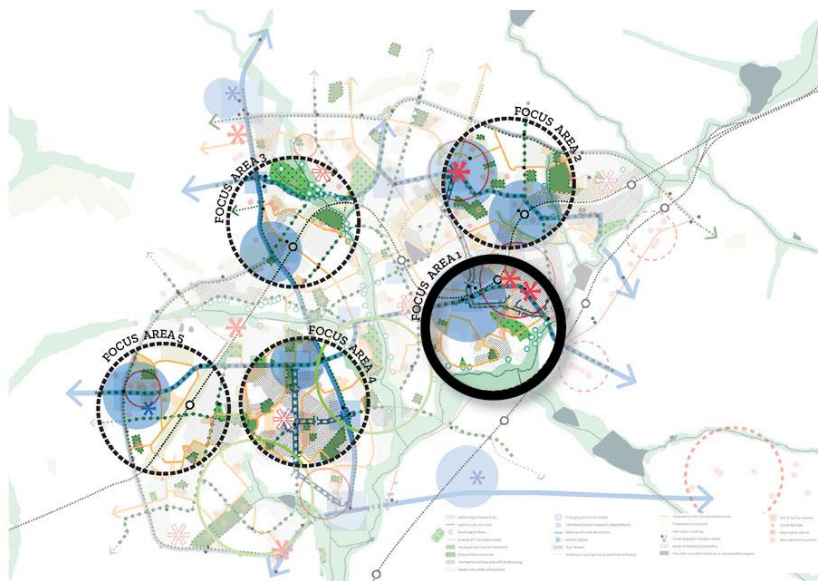
This fifth focus area within the Soweto township under study is the strong retail and business area at Jabulani.

Situated at a primary Gateway -South-West from Sharpville - into the Soweto study area, at Mputhi Street, the area presents ample opportunity for further growth and integration with the rest of the study area.

The focus area has two administrative boundaries that are shown in the accompanying maps and aerial images, and is characteristically strong with its retail and business land-use mix.

There is a disconnect to its neighbouring focus area Moroka, mainly as a result of the Railway that severs these areas.

Jabulani in relation to the other Areas.



## KEY

- Focus Area
- Existing Railway Line
- Railway Stations
- Primary Road Network
- Provincial Road Network

- Secondary Emerging Road Network
- Local Road Network
- Wetland
- 1\_50 Yr Floodplain
- Public Open Space

## FOCUS AREA

- Build Land Parcels
- Ward 46
- Ward 34

Scale 1:5000 @ A2

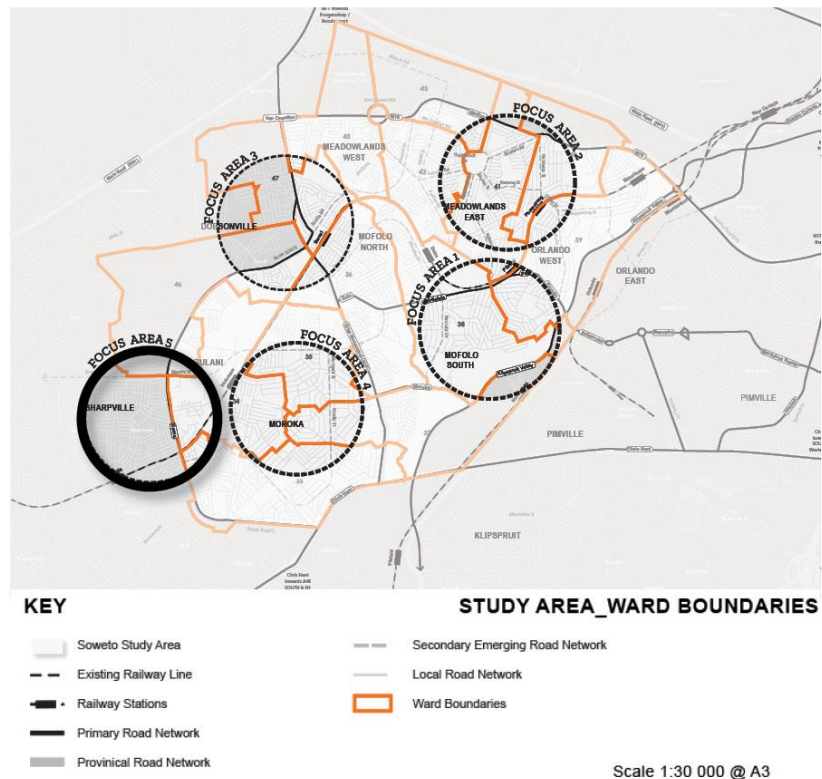




# Jabulani Focus Area

## Selected focus area & surrounding area of influence

Administrative boundaries in context | Wards



Jabulani is the fifth focus area which is located to the Southern western portion of the study boundary.

When conducting further spatial interventions at a Precinct, Local or site scale, the administrative boundaries impacted will include Wards 46 and 34. These ward boundaries should be included when proposing detailed spatial interventions herein.

Especially when conducting participatory planning workshops with residents and ward councillors of the respective wards, this will ensure appropriate spatial planning that is integrative, sustainable.



Ward 46  
Ward 34

Scale 1:5000 @ A2





# Jabulani Focus Area

## SSAF Framework Interventions per Thrust

### Jabulani: Environmental Justice



#### FOCUS AREA KEY

##### ENVIRONMENTAL JUSTICE

#### Project Code Descriptions

- T3T2P12 Ward 34 / Moroka North Sports Ground
- T3T1P20 Ward 37/ Klipspruit Ext2

### Jabulani: Social Inclusion



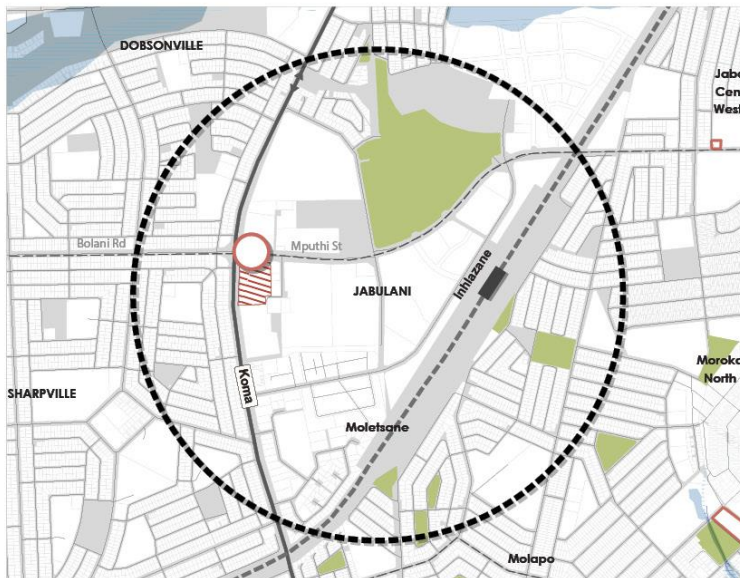
#### FOCUS AREA KEY

##### SOCIAL INCLUSION

#### Project Code Descriptions

- T2T3P9 Soweto/Jabulani Theatre
- T2T3P10 Clinics
- T2T3P18 Ward 37 / Jabavu Stadium
- T2T3P22 Tirsano School Site - Library
- T2I4P19 Tirsano School Site - Skill development Centre
- T2T3P2 Sports and recreational facilities and training
- T2T3P20 Ward 35 / Tourism
- T2T3P21 Ward 35 / Credo Mutwa

### Jabulani: Economic Inclusion



#### FOCUS AREA KEY

##### ECONOMIC INCLUSION

#### Project Code Descriptions

- T5T1P7 Commercialisation of taxi ranks

### Jabulani: Spatial Justice



#### FOCUS AREA KEY

##### SPATIALL JUSTICE

#### Project Code Descriptions

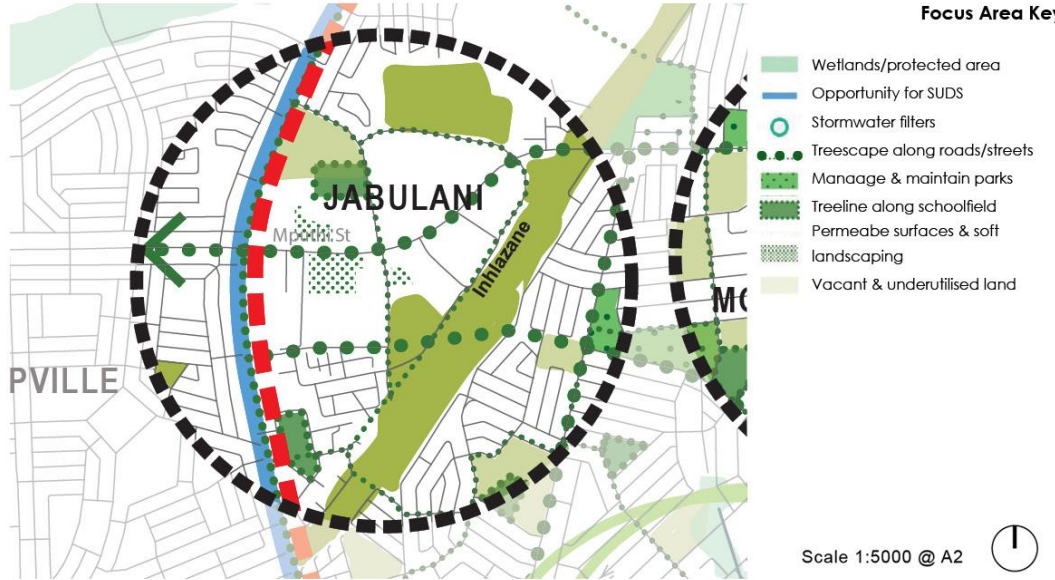
- T4T3P7 Jabulani and Chiawelo existing network upgrades
- T4T1P6 Railway service
- T4T2P4 Backyarding / Informal Rental Sector Assessment/Study
- T4T3P12 Ward 33 / Cleaning of sewer drainage
- T4T1P13 Ward 37 / Letabe Street



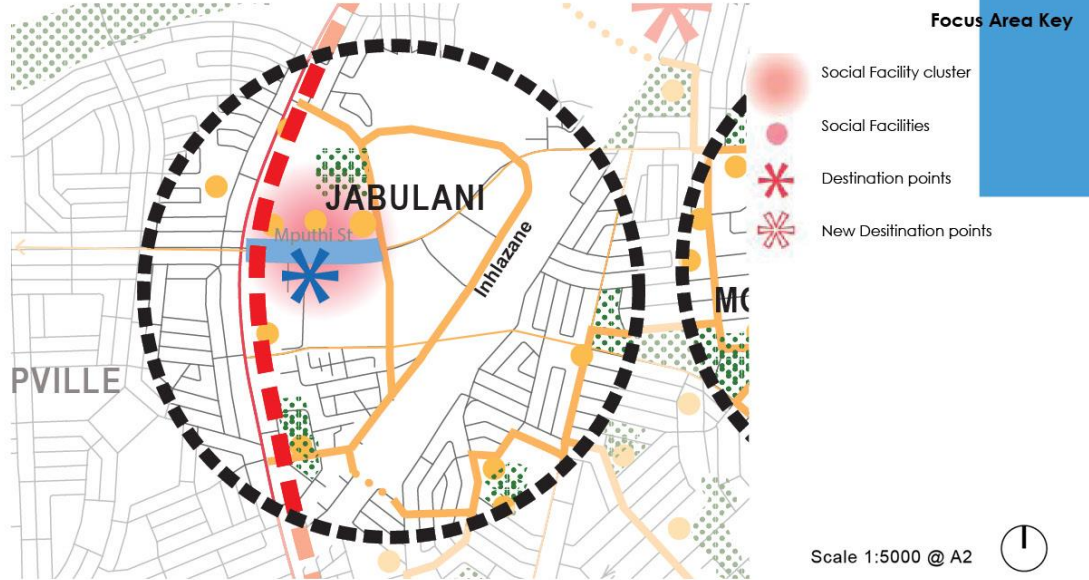
# Jabulani Focus Area

## SSAF Framework Interventions per Thrust

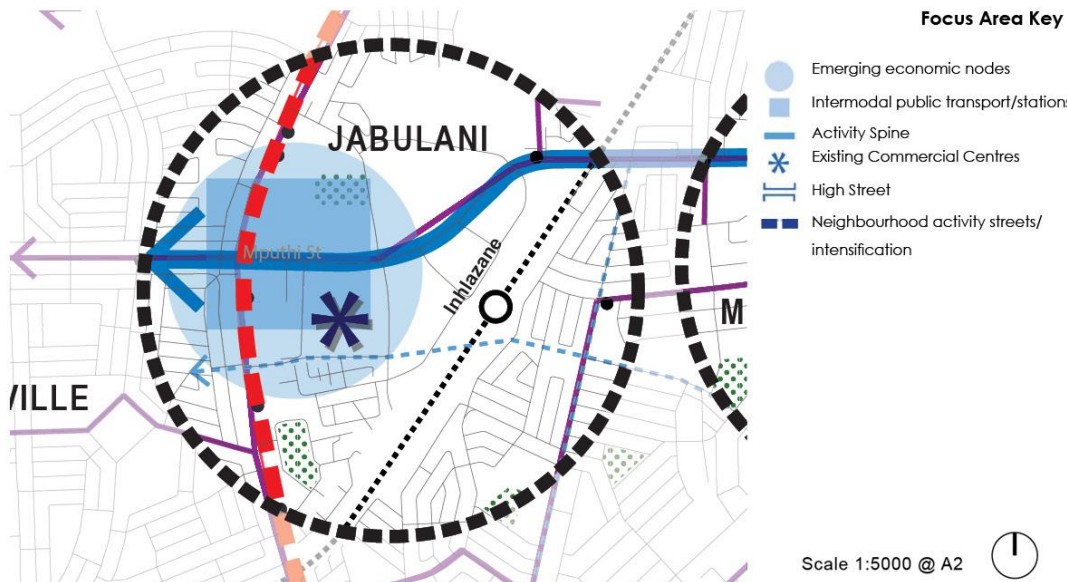
Jabulani: Environmental Justice



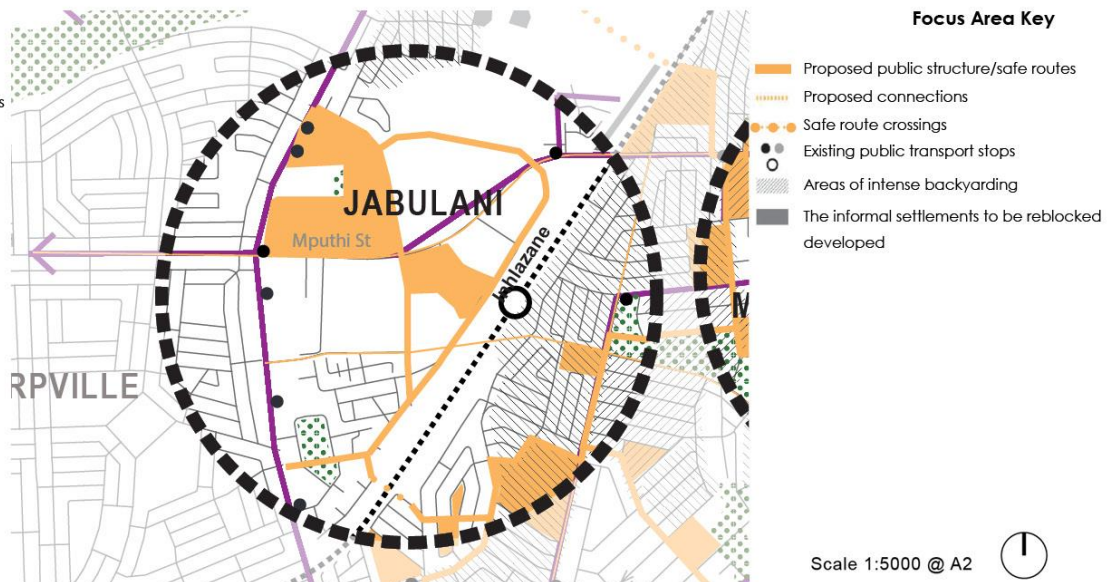
Jabulani: Social Inclusion



Jabulani: Economic Inclusion



Jabulani: Spatial Justice



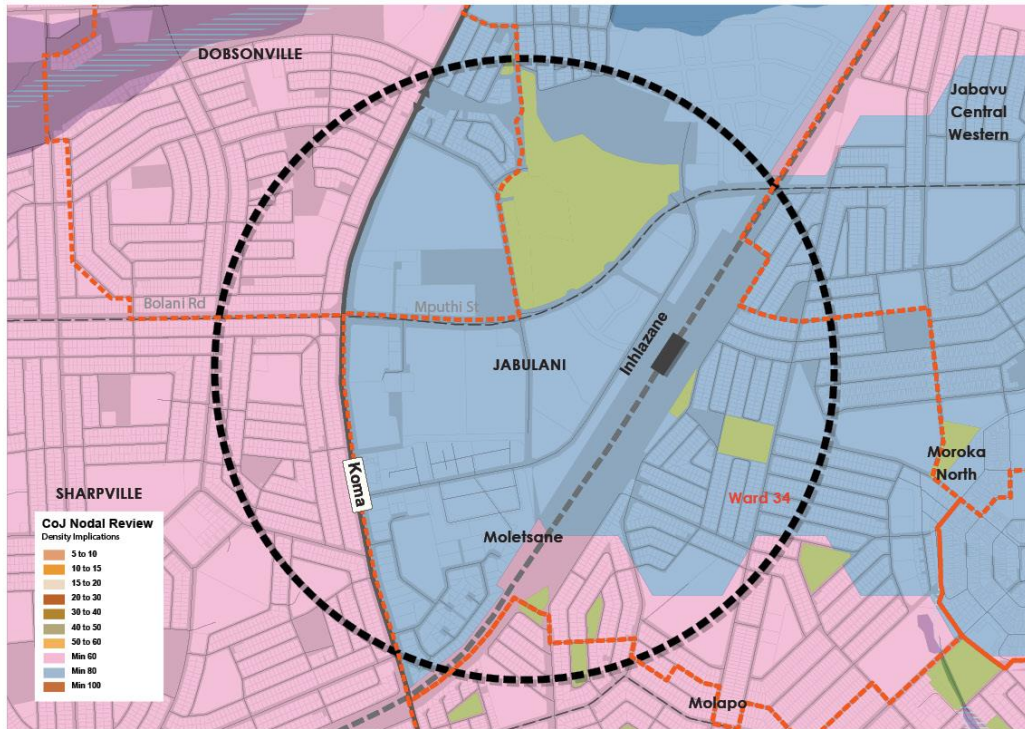


# Jabulani Focus Area

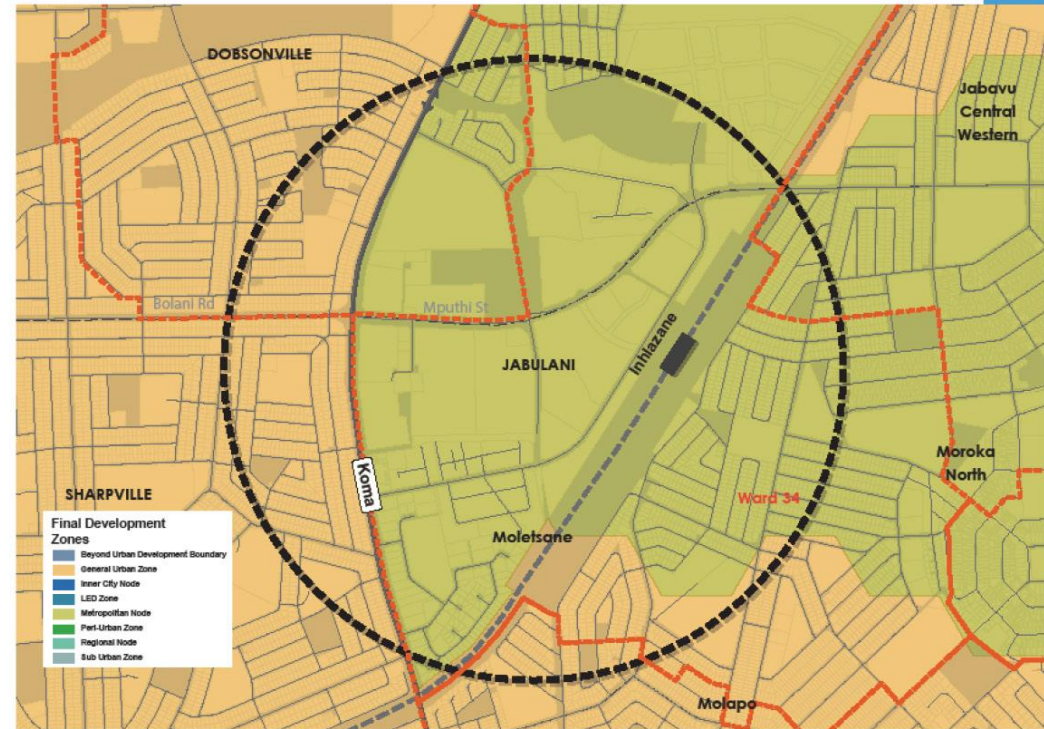
SSAF Framework | CoJ Nodal and Density Implications

The Density proposed and Development Zones identified, and overlaid below, are informed and include datasets that derive directly from the City of Johannesburg's Nodal Review Policy of 2019/2020. The guidelines found within the respective Nodal Review Report should be applied to the Focus Area's at this scale accordingly.

Jabulani: Density Implications, January 2019



Jabulani: Development Nodes & Zones, January 2019



## KEY

- Focus Area
- Existing Railway Line
- Railway Stations
- Primary Road Network
- Provincial Road Network

- Secondary Emerging Road Network
- Local Road Network
- Wetland
- 1\_50 Yr Floodplain
- Public Open Space

## FOCUS AREA

- Build Land Parcels

Scale 1:5000 @ A2



---

# PART 8: IMPLEMENTATION FRAMEWORK

---


## 8.1. INTRODUCTION

This chapter introduces a high-level implementation plan for the interventions contained in the Intervention Toolbox. It introduces various institutional modes of implementation, contrasts the level of influence against the level of engagement per stakeholder to discern strengths and possible gaps, organises a subset of high-priority interventions into six programmes. For each programme, a high-level description is provided, sequencing, interdependencies and complementarities are mapped, and responsibilities assigned in terms of the institutional modes already introduced. Measurable performance indicators are proposed. Finally, the chapter concludes with a risk assessment and a set of risk mitigation measures. The implementation plan does not include budgets or timelines.

## 8.2. INSTITUTIONAL MODES OF IMPLEMENTATION

- **City-driven interventions** are interventions which are conventionally implemented by the City. These may include, inter alia: infrastructure interventions, organisational change management, provision of social facilities, changes to land use and business regulations and by-laws. City-driven projects may be executed using internal resources or by external service providers.
- **City-as-partner:** these are interventions which are conventionally implemented by entities other than the City but is critically dependent on the City's support. As an implementation partner, this institutional model may impose legally-binding obligations on the City. Examples include disposing of municipal land, appointing dedicated staff, providing authorisation for the use of City facilities for the installation of wi-fi transmitters, or integrating recycling centres into the City's waste management system.
- **City-as-enabler:** these are interventions which are conventionally implemented by entities other than the City but requires the support of the City for effective implementation but stops short of imposing legally-binding constraints on the City. This may involve the City playing a *coordinating role* (e.g. coordinating capital investment, a *facilitation role* (e.g. fostering engagements across respective entities), a *convening/logistic role* (e.g. making facilities available for workshops or training), or a *regulatory enablement role* (e.g. enabling the formalisation of homeowner-driven small-scale rental by, for example, agreeing to standards for prototypical building plan templates and precinct-scale geotechnical assessments, as part of expediting building plan approvals), and lastly, an *information-sharing role* (e.g. sharing infrastructure capacity data with external consultants).
- **Private sector-/NPO-driven interventions:** these are interventions which are conventionally implemented by the private sector or non-profit business formations and supported as necessary with technical advisory support from external service





providers. Examples include the introduction of competitively-priced loans to incentivise business growth in areas targeted for economic development by the City<sup>2</sup>. While principally driven by local businesses and/or financiers, private sector-driven projects typically require some degree of formal or informal cooperation from the City.

- **Community-driven projects:** these are interventions identified as part of facilitated community engagements. Although ward-based funding may be made available by the City, the design and implementation of the project is driven by community structures. Community-driven projects may include, for example, safety projects or the development of food gardens. While principally driven by community members and community-based organisations, community-driven projects almost always require some degree of formal or informal cooperation from the City.

---

<sup>2</sup> Example: The City wants to encourage the growth of SMMEs in Soweto, but regularly hears that financial institutions are discouraged by their perceptions of business loan defaults and low financial acumen from business owners. The City can incentivise business growth through working with partners to help SMMEs to demonstrate creditworthiness and viable business plans, thereby increasing the likelihood of unlocking additional capital in the form of loans.

### 8.3. STAKEHOLDER ANALYSIS

The table below lists the key stakeholders who have a degree of influence over the prospects for successful implementation for the interventions identified in the toolbox.

Table 4: Level of stakeholder engagement

CATEGORY	STAKEHOLDER	LEVEL OF IMPACT/ INFLUENCE	LEVEL OF ENGAGEMENT TO DATE
Community	■ Local residents	HIGH	LOW
	■ Local businesses (informal)	HIGH	LOW
	■ Local businesses (formal)	HIGH	LOW
Programme-specific structures	■ Community Reference Group	HIGH	HIGH
	■ Area Coordinating Teams	HIGH	HIGH
CoJ Departments	■ Dpt. of Public Safety	HIGH	LOW
	■ Env. and Infrastructure Services Dept.	HIGH	MEDIUM
	■ Spatial Transformation and Planning	HIGH	HIGH
	■ Economic Development	HIGH	MEDIUM
	■ Development Planning	HIGH	MEDIUM
	■ Dpt. of Social Development	MEDIUM	LOW
	■ Dpt. of Health	MEDIUM	LOW
	■ Dpt. Sports and Recreation	MEDIUM	LOW
Municipal entities	■ Johannesburg Dev Agency (JDA)	HIGH	LOW
	■ Johannesburg Roads Agency (JRA)	MEDIUM	LOW
	■ Johannesburg Social Housing Agency	LOW	LOW
	■ Johannesburg Water	MEDIUM	LOW
	■ City Parks	MEDIUM	LOW
	■ Metro Police	HIGH	LOW
	■ Pikitup	MEDIUM	LOW
Provincial departments	■ Local Government and Housing	LOW	LOW
	■ Dept. of Economic Development	HIGH	MEDIUM
National departments	■ National Dept. of Human Settlements	MEDIUM	LOW
	■ SAPS	HIGH	LOW
SOEs	■ PRASA	MEDIUM	LOW
Other	■ National Business Initiative	MEDIUM	MEDIUM
	■ Township Economy Partnership Fund	MEDIUM	MEDIUM
	■ uMaStandi	MEDIUM	HIGH



## **8.4. IMPLEMENTATION PROGRAMMES**

For the purposes of developing a viable implementation schedule, the respective interventions discussed in the preceding section are functionally clustered into six implementation programmes to reflect path dependencies and complementarities.

### **8.4.1. Establishing an institutional framework for implementation**

Effective implementation as per the overall programme logic is contingent upon (1) the establishment of a fit-for-purpose set of institutional arrangements between City leadership, respective CoJ departments and their agents within the Area Coordinating Teams, the respective Community Reference Groups, and external stakeholders; and (2) the up-front commitment and ongoing enhancements to dedicated implementation capacity. Ongoing engagement between the CRG and the ACT, supported by the requisite championship by top management, will steer the SSAF towards the prioritisation of implementation programmes and the corresponding provision within City budgets.



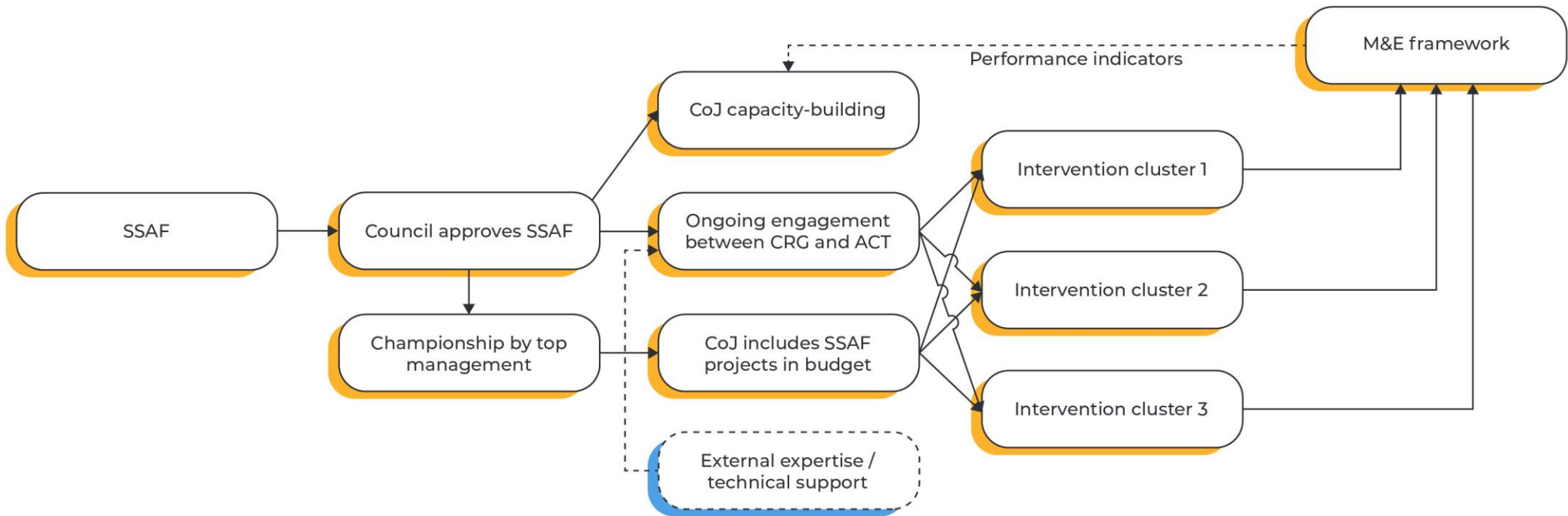
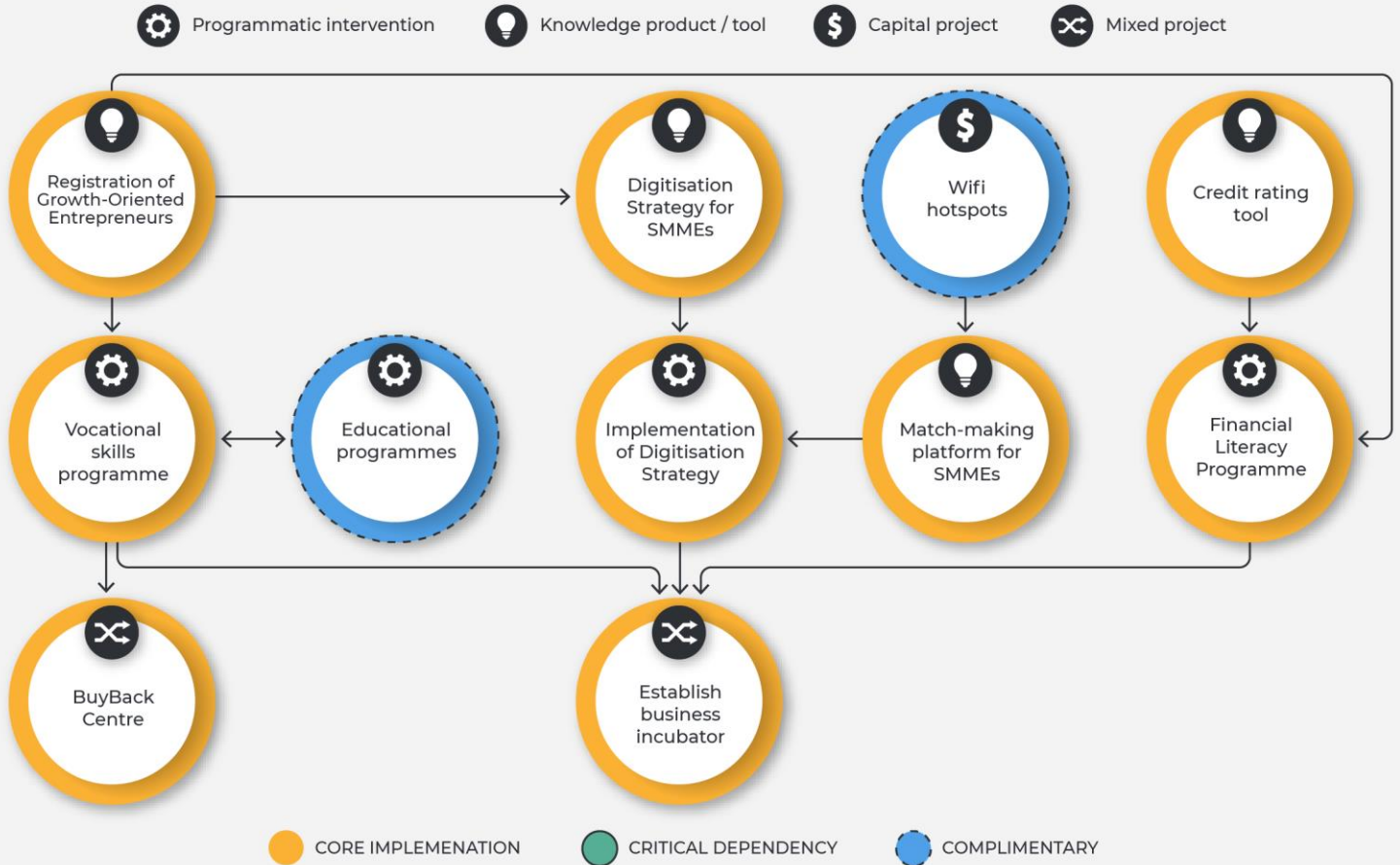


Figure 45: Institutional arrangements toward implementation

It is recommended that the proposed financial literacy and finance access enhancement programme for entrepreneurs is sequenced as below. It is principally constituted of newly conceived interventions and predominantly programmatic. The proposed financial literacy programme has the potential to harness the development of a credit rating tool, and to feed into the establishment of a matchmaking platform for SMMEs. Similarly, a digitisation strategy may similarly support building collaborative networks amongst growth-oriented entrepreneurs. At the same time, it is recognised that the potential exists to harness this network in support of the establishment of an IDC Smart Hub in partnership with the National Business Initiative. The IDC Smart Hub provides opportunities for vocational skills training, which in turn complements the establishment of waste processing initiatives, business incubators and potentially urban safety interventions.



Partner responsibilities

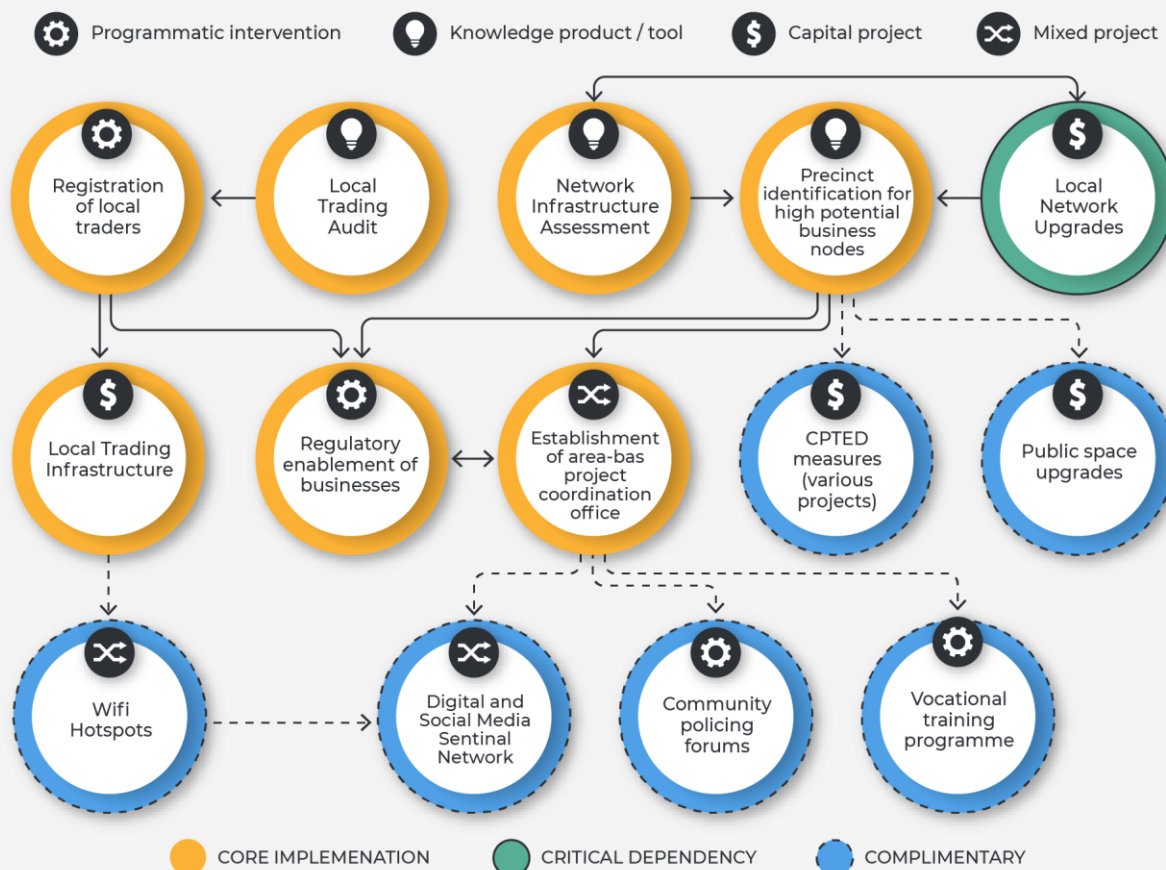
	City-driven	City-as-partner	City-as-enabler	Private sector/ NPO-driven	Community-driven	Expert-driven
Initiation		Public wi-fi		Credit rating tool	Registration of growth-oriented entrepreneurs	Digitisation strategy
				Matchmaking platform for SMMEs		Platform design
Implementation			Logistical support	Financial literacy training		Training design
			Logistical support	Establish business incubator		
Long-term options		Buy back centre	Facilitation	Vocational skills programme		

This programme is largely private sector-driven, but moderately dependent on community participation and city-as-enabler. The cluster can be championed by the CoJ Department of Economic Development but implemented by third-party service providers for training and third-party ratings agencies, and in consultation with local business associations and entrepreneur networks (e.g. Black Umbrellas). Municipal entities such as Pikitup and TVET may play a role, as does formal employers participating in the National Business Initiative's IRM programme.

Performance indicators

- Number of entrepreneurs registered who operate from Soweto and meet pre-defined criteria
- Number of entrepreneurs who have successfully completed financial literacy modules
- Number of entrepreneurs who have signed up to the vocational skills programme

It is recommended that interventions in pursuit of the enhancement to the functioning of business nodes or “eco-systems” follow the sequence mapped out below. High-potential business precincts (that is, those with demonstrable underlying potential and requisite infrastructure capacity) are identified in consultation with the participatory structures. The City drives the necessary local network upgrades to unlock where possible unmet potential for business retention and growth, both formal and informal. For informal traders, an audit is conducted and traders registered. The participatory structures emanating from this process helps identify suitable local trading infrastructure, complemented where possible with the provision of public wi-fi. Through the identification of suitable precincts and insights into the regulatory constraints facing entrepreneurs, the relevant CoJ department looks to waive problematic types of business regulations within identified precincts. At the same time, the City may seek to align the efforts with public space upgrades and Crime Prevention through Environmental Design measures. The establishment of an area-based project coordination office will ensure alignment between planning and regulatory interventions, public space improvements, local trading infrastructure and community safety operations within the business precinct.



Partner responsibilities

	City-driven	City-as-partner	City-as-enabler	Private sector/ NPO-driven	Community-driven	Expert-driven
Initiation	Local network upgrades	Establishment of area-based project coordination office	Information-sharing			Network infrastructure assessment
			Logistical support	Business forum engagement	Local audit / registration of informal traders	Technical support
Implementation	Local trading infrastructure		Facilitation, logistical support	Business forum engagement	Co-creation of local trading infrastructure design	Technical design support
		Organisational change management	Political championship, setting standards	Business forum engagement		Framework for regulatory enablement of SMEs
Long-term options	Public space upgrades	CPTED measures	Public wi-fi	Digital and social media sentinel network	Community policing forum; vocational training opportunities for repairs and maintenance	CPTED strategy / design

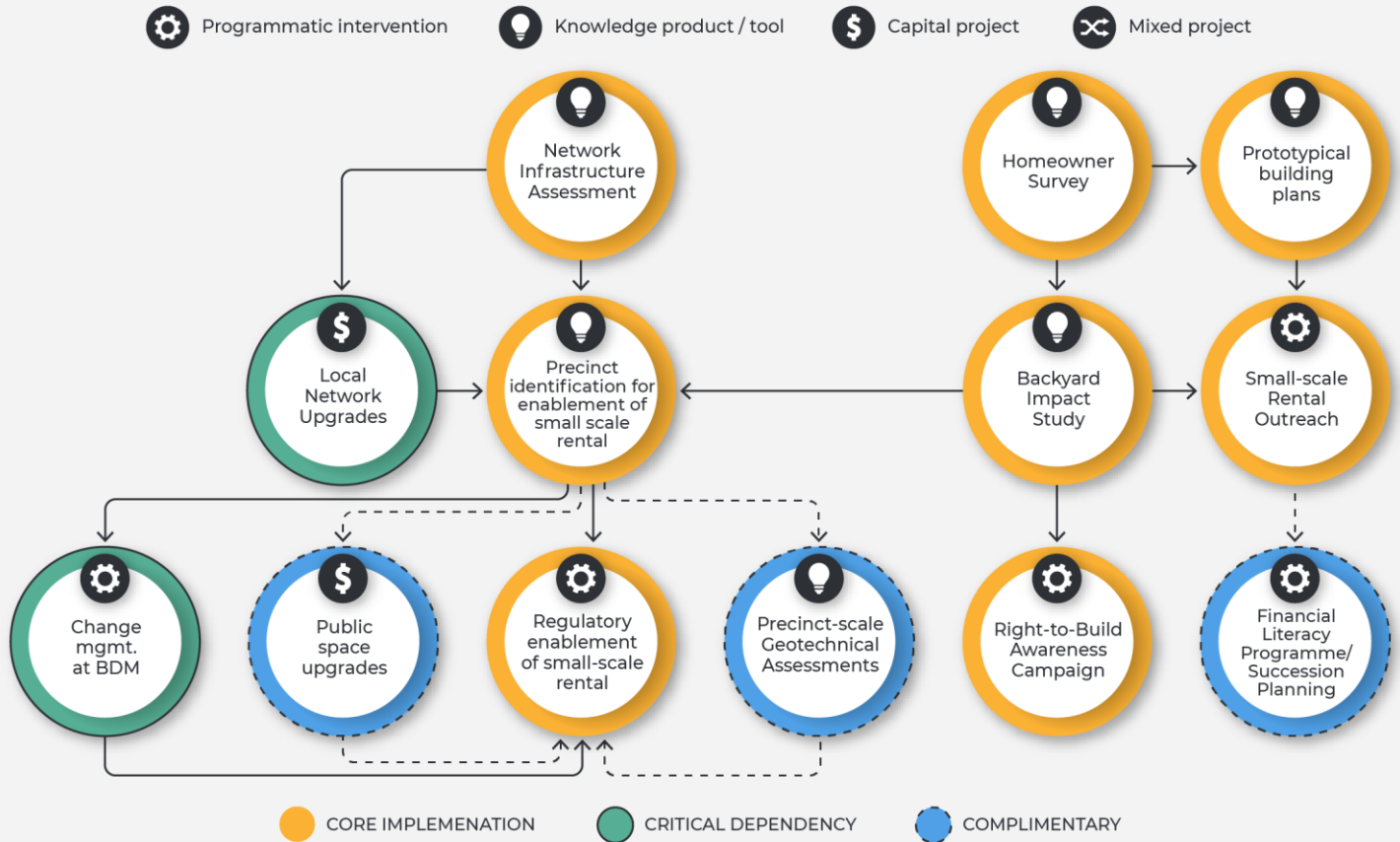
This programme requires sustained commitment from both the City side, participating entrepreneurs and traders, and technical support from external service providers. Throughout the work programme, the City is consistently required to perform an enabling role given the interdependencies identified above. Above all, the CoJ needs to facilitate ongoing engagement with Metro Police and SAPS. Once the project office is established (as a local extension of the ACT), significant opportunities emerge to work with the CRG, local business fora and external funders/NPOs (NBI, VPUU, GPG) to drive a spatially-targeted programme of public space upgrades, crime prevention measures, public wi-fi, community safety programmes, and repairs and maintenance.

Performance indicators

- Number of informal traders registered
- Value of public space upgrades within designated precinct



Programme 3 illustrates the proposed sequencing and interdependencies of interventions that enable homeowners to drive the development of small-scale rental. As discussed in the growth diagnostic chapter of this report, it is recommended that the precincts identified for Cluster 2 is geographically nested within Programme 3, so that the benefits arising from each mutually reinforce the other. Specifically, it also implies that the local network upgrades envisaged as a binding constraint to neighbourhood development will unlock and enable both Programmes 2 and 3. However, the spatial targeting of Programme 3 is not merely a technical exercise, but will flow from door-to-door homeowner surveys to determine appetite for precinct-based de-risking of micro-development. On the basis of above, it is proposed that the City BDM works closely with external service providers to implement a “right-to-build” awareness campaign. The same external service providers can be tasked with developing prototypical building lands and block-level geotechnical assessments, in keeping with the standards predefined by BDM. Lastly, a more targeted small-scale rental outreach programme is envisaged, which incentivises homeowner-driven micro-development by working closely with individual aspirant homeowners to address obstacles.



Partner responsibilities

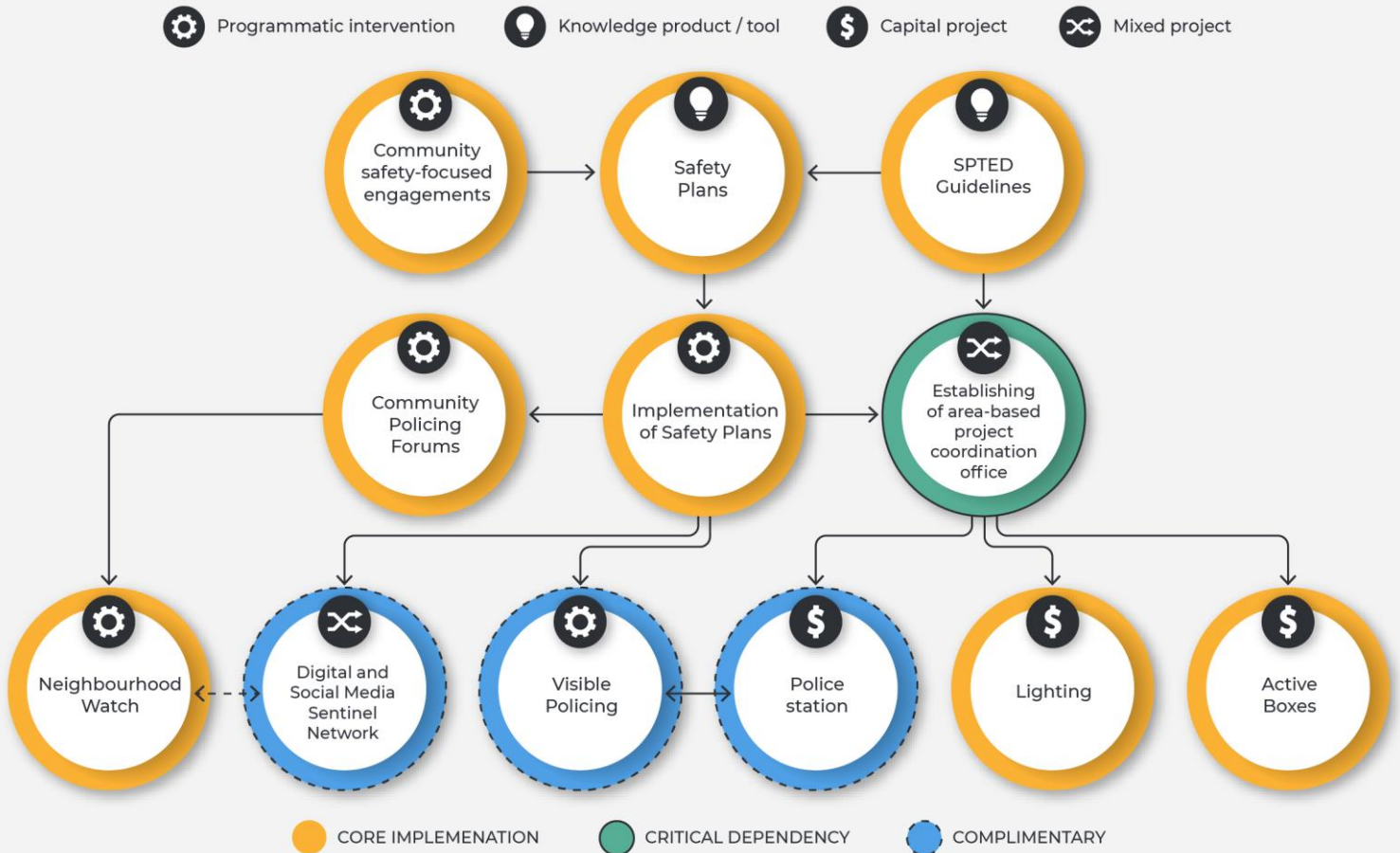
	City-driven	City-as-partner	City-as-enabler	Private sector/ NPO-driven	Community-driven	Expert-driven
Initiation	Local network upgrades					Network infrastructure assessment
			Logistical support, information-sharing	Expert reference group	Homeowner survey and registration of participating homeowners	
			Logistical support, information-sharing	Expert reference group	Precinct delineation	Backyard impact study
Implementation	Organisational change management	Overlay zones	Political championship, standard setting	Expert reference group	Homeowner engagement	Prototypical building plans
	Organisational change management	Overlay zones	Political championship, standard setting	Right-to-Build Awareness Campaign	Homeowner engagement	Geotechnical assessments
	Public space upgrades		Political championship, standard setting	Small-scale rental outreach	Homeowner engagement	Micro-developer financial literacy programme

Following a block-by-block assessment of local network capacity by City engineers, this programme will be mainly driven by the City’s BDM department, partnering with service providers who are familiar with the financing, delivery and management of small-scale rental within the study area. A key requirement for the successful implementation of this programme is the willingness of BDM to re-evaluate their own systems in terms of customer interface and the processing of land use applications and building plans. It may also require that zoning restrictions pertaining to parking be revisited within designated precincts, potentially through overlay zones.

Performance indicators

- number of homeowners participating in homeowner survey
- number of homeowners participating in small scale rental outreach programme
- number of homeowners who have applied for financing for development of rental stock within designated precinct
- number of rental units for which developer financing has been applied for within designated precincts

The Safer Public Places programme involves the development of safety plans by a series of community safety-focused engagements, and guided by Safety Promotion through Environmental Design guidelines. These safety plans are then implemented by the community, through (for example) the coordination of Community Policing Forums and the establishment of Neighbourhood Watch entities. These safety plans can also be taken on board by the area-based project coordination office, specifically pertaining to the installation and maintenance of lighting and the construction of Active Boxes in key locations. These safety plans should also harness complementarities with SAPS and Metro Police initiatives, as well as the establishment of a Digital and Social Media Sentinel Network, as successfully implemented in neighbouring industrial areas.



Partner responsibilities

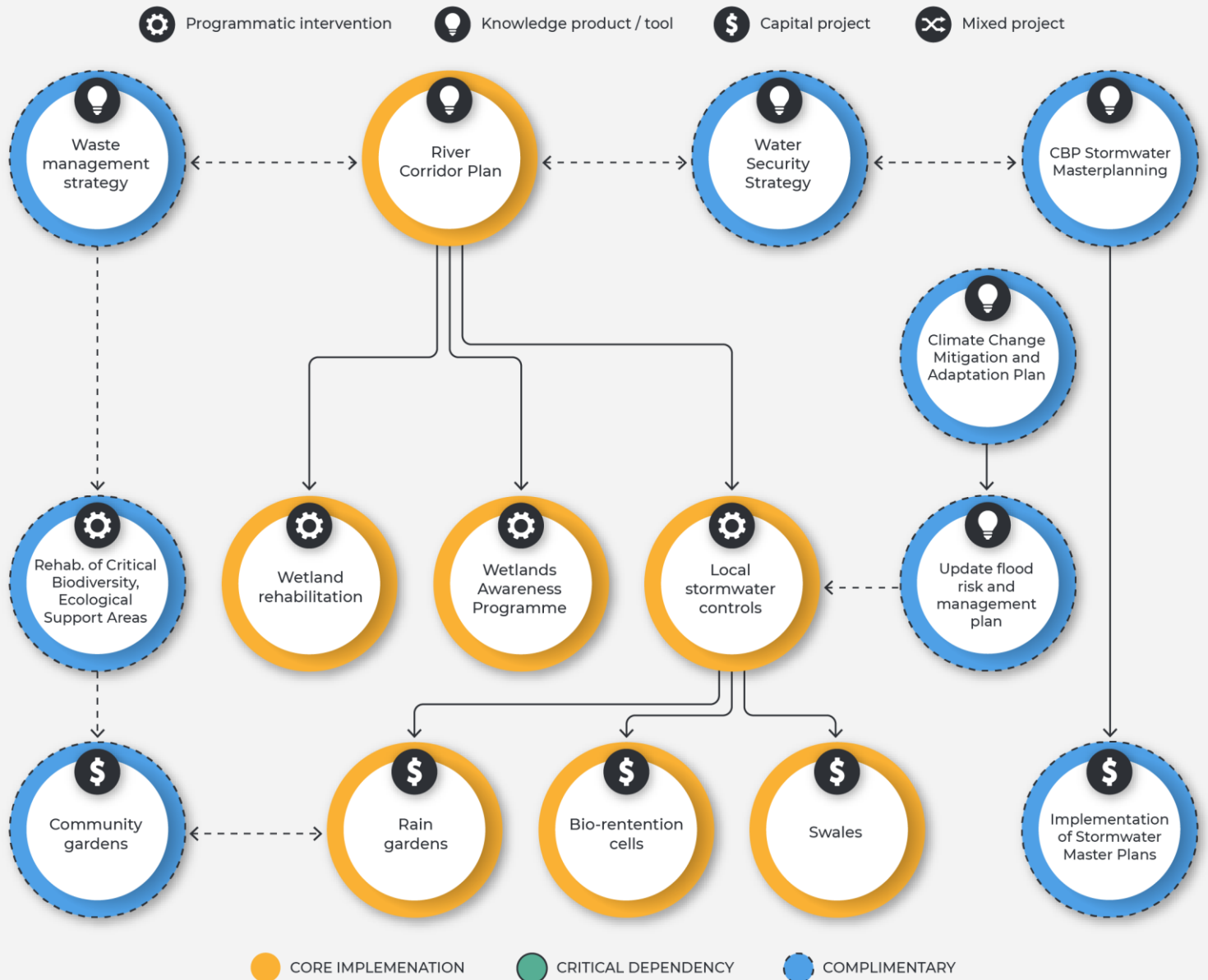
	City-driven	City-as-partner	City-as-enabler	Private sector/ NPO-driven	Community-driven	Expert-driven
Initiation			Coordination (Metro Police), logistical support	Local business associations	Community safety-focused engagements	Safety Plans
		Establishment of area-based project coordination office	ACT engagement		Implementation of safety plans	Technical support
Implementation		Visible policing	Facilitation, logistical support		Community Policing Forums	Technical support
	Lighting, Active Boxes		ACT engagement	Local business associations	Co-design of SPTED projects	SPTED Guidelines
			Public wi-fi	Digital and Social Media Sentinel Network	Neighbourhood Watch	

This programme is somewhat distinct from the preceding ones in that it is principally community-driven, with fewer dependencies on the City and external bodies. However, the City still plays a critical role in enabling participatory planning activities and co-designing and implementing capital projects aimed at promoting safety. The second key role is the facilitation role the City must play between community-driven participatory bodies and entities such as Metro Police and SAPS.

Performance indicators

- Number of safety plans completed
- Rand value of capital spend on SPTED upgrades within study area
- Number of community volunteers signed to Neighbourhood Watch

This programme involves the development and implementation of a River Corridor Plan with deep engagement with the community via the CRGs. The River Corridor Plan, which the City should align with its ongoing stormwater projects, should include both the construction of local stormwater controls and a community-driven awareness and rehabilitation programme.



**Partner responsibilities**

	City-driven	City-as-partner	City-as-enabler	Private sector/ NPO-driven	Community-driven	Expert-driven
<b>Initiation</b>	CBP Stormwater Master planning	Water Security Strategy	Facilitate inputs from CRG	Developers and property owners submit proposals for colabration	CRG provides inputs to River Corridor Plan	River Corridor Plan
<b>Implementation</b>	Implementation of Stormwater Master Plans	Local stormwater controls	CoJ identifies flood prone areas before illegal settlement occurs	Wetlands rehabilitation	Wetlands Awareness Programme	Technical guidance on wetlands rehabilitation

The CoJ’s Environmental and Infrastructure Services department will perform a key coordinating role ensuring that the development and implementation of the river corridor plan envisaged as part of this programme is appropriately aligned to the existing stormwater upgrades currently underway and led by Johannesburg Roads Agency, as well as initiatives promoting community gardens.

**Performance indicators**

- Approval and adoption of River Corridor Plan
- Number of volunteers registered as part of Wetlands Awareness Programme
- Number of local stormwater control projects completed



Whereas programmes 2 and 3 seek to harness underlying economic and geographic potential through targeted market-oriented interventions, Programme 6 seeks to respond to areas with acute social need and evidence of social and environmental degradation. Programme 6 hinges on the development of area-based urban management plans for each identified area of acute social need. From there the programme dovetails to land-based interventions, and the establishment of an area-based office tasked with coordinating with crime prevention and other social initiatives and implementing a range of socially oriented sub-programmes which explicitly target vulnerable groups.



Partner responsibilities

	City-driven	City-as-partner	City-as-enabler	Private sector/ NPO-driven	Community-driven	Expert-driven	
Initiation		Overlay zone	Information-sharing; coordination	Resident associations	Precinct identification	Spatial analysis of vulnerability	
		Adoption of Safety plans	Coordination with Metro police, SAPS	User associations	Safety-focused community engagements	Social facilities / POS assessment	
		Land release audit	Information-sharing; coordination	Resident associations	Land use plan	Technical support	
		Public space upgrades	Soweto Land Regularisation Programme	Information-sharing; coordination	Resident associations	Urban management plans	Technical support and facilitation
Implementation		SPTED upgrades	Funding	Coordination and logistics	NPOs / CBOs as service providers	Social programme implementation	SPTED Guidelines
		Waste bins			Community clean-up events		

Programme 6 is primarily community-driven, yet is critically dependent on the City in terms of land release, coordination with SAPS and Metro Police, and the provision of public space and safety-oriented upgrades. Given the socially-oriented nature of this programme, it may require dedicated funding for area-based coordination and the enrolment of community-based organisations to provide a range of socially-oriented services to vulnerable groups within areas of acute social need.

## 8.5. ALIGNMENT OF PROGRAMMES AND STRATEGIC THRUSTS

The table below illustrates the alignment of respective programmes to the key strategic thrusts used throughout the SSAF. Dark yellow shaded cells indicate that the interventions constituting the relevant programme are anchored by interventions that fall within the corresponding strategic thrusts. Light yellow shaded cells indicate programmes that include interventions that are *functionally interdependent* or complementary to those associated with the corresponding strategic thrust.

For example, all programmes except Programme 1 is *critically* dependent on Integrated Governance interventions (see section of establishment of institutional framework above). However, Programme 1 will be *reinforced* by Strategic Thrust 1. In contrast, the core implementation of Programme 1 is *not* functionally dependent on Strategic Thrust 3.

Table 5: Programme alignment to strategic thrusts

	STRATEGIC THRUST 1 Integrated governance	STRATEGIC THRUST 2 Social inclusion	STRATEGIC THRUST 3 Environmental justice	STRATEGIC THRUST 4 Spatial justice	STRATEGIC THRUST 5 Economic inclusion
<b>Programme 1</b> <i>SMME access to finance</i>	Dark yellow	Light yellow	Grey	Light yellow	Dark yellow
<b>Programme 2</b> <i>Enhancement of business cores</i>	Dark yellow	Light yellow	Grey	Dark yellow	Dark yellow
<b>Programme 3</b> <i>Enablement of small-scale rental</i>	Dark yellow	Light yellow	Grey	Dark yellow	Dark yellow
<b>Programme 4</b> <i>Safer public places</i>	Dark yellow	Dark yellow	Light yellow	Dark yellow	Light yellow
<b>Programme 5</b> <i>Wetland rehabilitation</i>	Dark yellow	Light yellow	Dark yellow	Dark yellow	Grey
<b>Programme 6</b> <i>Uplifting areas of acute social need</i>	Dark yellow	Dark yellow	Light yellow	Dark yellow	Light yellow

## 8.6. RISK ASSESSMENT AND MITIGATION

The key risks and associated mitigation measures for implementation are identified as:

RISK ASSESSMENT				RISK MITIGATION	
Key Risks	Impact	Probability	Total Risk	Risk mitigation (reducing probability of key risk)	Contingency plan (reducing impact of risk)
1 Lack of community ownership	5	4	20	<ul style="list-style-type: none"> <li>Public awareness / social media campaign</li> <li>Establish dedicated area-based project office</li> </ul>	<ul style="list-style-type: none"> <li>Door- to door consultation / within pilot sites</li> </ul>
2 CoJ fails to commit dedicated capacity upfront	4	4	16	<ul style="list-style-type: none"> <li>Secure championship by top management</li> <li>Pilot interventions in tightly defined boundaries</li> </ul>	<ul style="list-style-type: none"> <li>Prioritise community- or private sector-driven programmes</li> </ul>
3 CoJ does not engage adequately with external entities (e.g., GPG, DHS, SAPS) or technical and private sector expertise.	4	4	16	<ul style="list-style-type: none"> <li>Establish multi-stakeholder steering committee and expert reference group</li> <li>Pilot interventions in tightly defined boundaries</li> </ul>	<ul style="list-style-type: none"> <li>Prioritise programmes with limited dependencies on external entities</li> </ul>
4 Contestation, lack of clarity and duplication between IDP and SSAF participatory planning processes	4	4	16	<ul style="list-style-type: none"> <li>SSAF report should explain how it aligns with / complements IDP planning cycle</li> </ul>	<ul style="list-style-type: none"> <li>Secure championship by top management</li> </ul>
5 Lack of transversal coordination across departments and delivery agents.	5	3	15	<ul style="list-style-type: none"> <li>Secure championship by top management</li> <li>Prioritise one or two programmes for initial implementation</li> <li>Pilot interventions in tightly defined boundaries</li> <li>Establish dedicated area-based project office</li> </ul>	<ul style="list-style-type: none"> <li>Revisit the SSAF institutional framework to ensure greater representativity and effectiveness of ACTs</li> <li>Prioritise community- or private sector-driven programmes</li> </ul>
6 Inadequate championship from top management	4	3	12	<ul style="list-style-type: none"> <li>Ongoing engagement between UKFCDO and CoJ at political level</li> </ul>	<ul style="list-style-type: none"> <li>Prioritise community- or private sector-driven programmes</li> </ul>
7 Lack of committed funding delays implementation	4	3	12	<ul style="list-style-type: none"> <li>Secure championship by top management</li> <li>Prioritise one or two programmes for initial implementation</li> <li>Pilot interventions in tightly defined boundaries</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate funding options via external funding sources.</li> <li>Prioritise programmes that focus on CoJ as partners and enablers.</li> </ul>
8 Lack of engagement between CoJ and SSAF participatory structures.	3	4	12	<ul style="list-style-type: none"> <li>Establishment of dedicated resource within City</li> <li>Establish dedicated area-based project office</li> </ul>	<ul style="list-style-type: none"> <li>Secure championship by top management</li> <li>Revisit the SSAF institutional framework to ensure greater representativity and effectiveness of ACTs</li> </ul>
9 CRG and ACT engagements fail due to inconsistent support and capacitation	3	4	12	<ul style="list-style-type: none"> <li>Establishment of dedicated resource within City</li> <li>Establish dedicated area-based project office</li> </ul>	<ul style="list-style-type: none"> <li>Sourcing in of technical and facilitation expertise from external service providers</li> </ul>
10 Internal community tension and power dynamics undermine legitimacy of CRGs.	4	3	12	<ul style="list-style-type: none"> <li>SSAF report should clarify how it aligns with / complements IDP planning cycle</li> <li>Public awareness / social media campaign</li> </ul>	<ul style="list-style-type: none"> <li>Revisit the SSAF institutional framework to ensure greater inclusivity / representivity of CRGs</li> </ul>



# ACKNOWLEDGEMENTS

Organisation	Name	Organisation	Name
<b>1852 Kids Club</b>	Mokgadi Kgalene Kagiso Dipholo Kerileng Moganedi	<b>Uknown</b>	Bongjni Dube
<b>Accidental Teacher</b>	Puseleko Motsenodi	<b>Vihbadi Security Solutions</b>	Rapoo Innocent Didimalang
<b>Aganang Senior Citizens</b>	Gadifele Tricia Rammusi	<b>Vision Dance</b>	Tshepo Mafatet Michelle
<b>ANC</b>	Sylvia Mafokoane, Mondla, M.S Kone, Y.D Sesipi, Thobile	<b>Vuka - mama Mzimhlophe</b>	Salaminah Mahlatsi (Secretary) Rosanah Nkosi (Deputy Chair) Elizabeth (Chair person) T.Masinda Hlonoi Ndlovu
<b>ANC</b>	Modilo Ndou	<b>Vuka West</b>	Allen Mthewa (Secretary) Caesar Mthenya
<b>ANC</b>	Mahla Sibusiso	<b>Ward 34 Ward Committee Member</b>	Thusano Charlotte (Chair) Kambule Kgotso Mohadi Masello Makazelele (Secretary) Seth Maapola (Dep Chair) Gift Mthjileni Sihle Sithole Armstrong Thwala Sihle Sithole
<b>ATZOPIX Pty Ltd</b>	Desman Molefakgotla	<b>Ward 34 Ward Committee Member</b>	Esther Ndlovu
<b>Bophelo Universal Health Care Centre</b>	Siphiwe Mabaso Lerato Bacela Dimakatso Setoli	<b>Ward 34 Ward Committee Member</b>	Virginia Zulu
<b>Business Forum</b>	Ocean Molobane	<b>Ward 34 Ward Committee Member</b>	Ntentelelo Jali
<b>C.C.G</b>	Tshepang Maitiso	<b>Ward 34 Ward Committee Member</b>	Mamosa Boikanyo
<b>Community Action towards a Safer Environment</b>	Tebogo Tiro Eric Ndou Mongezi or Thabo Mnculwane Bongani Shikuhele	<b>Ward 33 Councillor</b>	Cllr. Reginald Phamodi
<b>Community Member</b>	Carl Radebe	<b>Ward 33 Ward Committee Member</b>	Maria Molefe
<b>Community Member</b>	Kagiso Kehiloe	<b>Ward 33 Ward Committee Member</b>	Monde Mngqibisa
<b>CPF (Community Policing Forum)</b>	Sibongile Dube Pule Khobotlo Precious Taule Jannie Mordlolo Joseph Phiri Monimang Sibisi	<b>Ward 33 Ward Committee Member</b>	Thandi Xaba
<b>CWP</b>	Nonulamula Mokoena	<b>Ward 34 Councillor</b>	Cllr. Shimane Motlhamme
<b>CWP</b>	Thabiso Mathebula	<b>Ward 35 Committee</b>	Thambi Motiang
<b>Diarabetswe Holding (pty Ltd)</b>	Disebo Lenono	<b>Ward 35 Councillor</b>	Cllr. Sabata Banda
<b>Drum Majorries</b>	Sipho Lekaba	<b>Ward 35 Ward Committee Member</b>	Moeketsi Masdiba
<b>Drum Majorries</b>	Boitumelo Matebele	<b>Ward 35 Ward Committee Member</b>	Oupa Kekana

<b>Dudu Day Care</b>	Dudu Thwala	<b>Ward 35 Ward Committee Member</b>	Grace Khorombi
<b>ECD Forum</b>	Thembi Malope Mosese Sylvia	<b>Ward 35 Ward Committee Member</b>	Thembi Motloung
<b>Education</b>	Maria	<b>Ward 35 Ward Committee Member</b>	Beauty Masamaribe
<b>Education</b>	Precious	<b>Ward 35 Ward Committee Member</b>	Mabel Mosia
<b>Ekasi Enterprise Lab</b>	Philemon Njapa	<b>Ward 35 Ward Committee Member</b>	Andrew Mfomo
<b>Emhlangeni Builders FBO</b>	Twiggy Maeko Serati Sebegoe	<b>Ward 35 Ward Committee Member</b>	Magdelina Makhateng Theo Sejeng
<b>Gauteng Drum Majorettes and Youth Band</b>	Thabo Matebele Siyabonga Shabangu Lucky Tseleli Refiloe Matebele	<b>Ward 36 Councillor</b>	Cllr. Johannes Mofokeng
<b>GBV</b>	Polka Tsoke	<b>Ward 36 Ward Committee Member</b>	Thabang Zothane
<b>GBV Brigade</b>	Teboho Letseleha	<b>Ward 36 Ward Committee Member</b>	Sarah Mthethwa
<b>Ghetto revolution crew</b>	Thandi Tshabalala	<b>Ward 36 Ward Committee Member</b>	Thoko Tshabalala
<b>GMCPF</b>	Billy Makqobile	<b>Ward 36 Ward Committee Member</b>	Julia Sereme
<b>Gogo's Community Development</b>	Mqusi Manana	<b>Ward 36 Ward Committee Member</b>	Mabiha Mkhalihi
<b>Great Wisdom</b>	Siphiwe Mabaso Lerato Bacela Dimakatso Setoli Nonhlanhla Mokoena	<b>Ward 36 Ward Committee Member</b>	Bonakele Tshabalala
<b>HIVSA and Maitiso A Bagolo</b>	Tshepang Pule Motsumi Senna	<b>Ward 36 Ward Committee Member</b>	Sello Mokoena
<b>ILCD - Izwi Lomphakati Community Development</b>	Masingwaneng Molefi Michael Komako Neliswe Senna	<b>Ward 36 Ward Committee Member</b>	Nceba Qalinge
<b>Instant Solutions</b>	Mkhanyiseli Mncubuse	<b>Ward 36 Ward Committee Member</b>	Roni Ngwenya
<b>Isibane</b>	N. Miso Abram Thabo Motsei Dudu N Tsheptso U Thabiso Maphike Stephen Mohlabi David Mokoena Thabo Motaung	<b>Ward 36 Ward Committee Member</b>	Thabi Ndlovu
<b>JPM Blinds CC.</b>	Joseph Mokoena	<b>Ward 38 Councillor</b>	Cllr. Ben Saohatsi
<b>KEL</b>	Mogomotsi M	<b>Ward 38 Ward Committee Member</b>	Khuthala Kushela
<b>KMP Business Forum</b>	Xolile Ntweni	<b>Ward 38 Ward Committee Member</b>	Phindile Simane
<b>Kqua Molebatsi</b>	Meshack Molebatsi	<b>Ward 38 Ward Committee Member</b>	Phumzile Majola
<b>Lehae La Bottle Projects</b>	Mthiya Chalton Mbatha	<b>Ward 38 Ward Committee Member</b>	Bongani Nyathi
<b>Marantha Feeding Scheme</b>	Prof Mookie Mkontwana	<b>Ward 38 Ward Committee Member</b>	Wendy Makhoba
<b>Margera</b>	Thambo K	<b>Ward 38 Ward Committee Member</b>	Meshack Molebatsi
<b>Masawathuto</b>	Keitumetse Sekao Palesamolokeng	<b>Ward 39 Councillor</b>	Cllr. Themba Msibi
<b>Mazizakhe Project for the Physically Disabled</b>	F. Edgar Sithole	<b>Ward 40 Councillor</b>	Cllr. Celokuhle Nkosi
		<b>Ward 40 Ward Committee Member</b>	Mandla Temba

<b>MMV</b>	Moses Teledimo	<b>Ward 40 Ward Committee Member</b>	Victor Monnapula
<b>Mohmog Trading Processes</b>	Mahau Mogwasa	<b>Ward 40 Community Member</b>	Knox Tsatsi
<b>Mpeta Foundation/ Sports, Arts &amp; Culture NPO</b>	Willy Mpeta	<b>Ward 41 Councillor</b>	Cllr. Prince Mbongo
<b>NAFCOC (National African Federated Chamber of Commerce and Industry)</b>	Veli N	<b>Ward 42 Councillor</b>	Cllr. Takalani Nefotoni
<b>Nexdor Restaurant</b>	Bonginkosi Vilakazi	<b>Ward 43 Councillor</b>	Cllr. Happyboy Molobye
<b>Njabi's Grill</b>	Elsie Meletse	<b>Ward 45 Councillor</b>	Cllr. Emmanuel Tseleli
<b>Ntombi's Fast Food</b>	Ntombi Banda	<b>Ward 46 Committee Member</b>	Fikelephi Mascko
<b>Nyeleti</b>	Enrica	<b>Ward 46 Councillor</b>	Cllr. Michael Mthimkulu
<b>Nyeleti (Chair person)</b>	Patrick Raczilani	<b>Ward 46 Ward Committee Member</b>	B.L Mkhonza
<b>Nyeleti (Secretary)</b>	Wisani Shibambu	<b>Ward 46 Ward Committee Member</b>	L. Ncombo
<b>Oboibon Investments PTY/LTD</b>	Ofentse Mokitlane	<b>Ward 47 Councillor</b>	Cllr. Tebogo Marcia Mhlare
<b>Operation Dudula</b>	Mpho Thabiso	<b>Ward 47 Ward Committee Member</b>	Poloko Nkwe
<b>Orlando West sporting academy PAC</b>	Siphiwe Kubheka	<b>Ward 47 Ward Committee Member</b>	Thambo Mathebula
	Lawrence Chauke Sarah Chauke Ntsaksi C	<b>Ward 47 Ward Committee Member</b>	Dephney Nzima
<b>Phefeni Gogos Community Development</b>	Mqusi Mornano	<b>Ward 47 Ward Committee Member</b>	Obakeng Moselakgomo
<b>PYT</b>	Ruth Manala	<b>Ward 47 Ward Committee Member</b>	Wandil N Mayisela
<b>R2K</b>	Justine Lengene	<b>Ward 47 Ward Committee Member</b>	Carol Koalise
<b>Re Aha Kopano</b>	Kapano Motlhatlhedi	<b>Ward 47 Ward Committee Member</b>	Moses Mahlahlela
<b>Real Dreams</b>	Wandile Gwala	<b>Ward 47 Ward Committee Member</b>	Mbe Mopeloa
<b>Right 2 Know</b>	Thami Nkosi	<b>Ward 47 Ward Committee Member</b>	Zeliwe Mbali
<b>RPL</b>	Vusi Kaunda	<b>Ward Committee</b>	Daniel Sithole
<b>SADAAC - South African Drug and Aids Council</b>	Fortune Khoza Margaret Sello Adelaide Rose Ndovu Adelaide Sello Aletta Magosana Nomalizo Philips Joseph Dineo Matabane Ntombi Tshabalala Nkele Modiba Debra Bande Lebogangseiso Blondie Memory Tshidi Gugu Mabotja Sibuso Sibongle Magelen	<b>Ward Committee</b>	Nkosinathi Dlamini
<b>Saints Home Foundation</b>	Mary Kishiwail	<b>Ward Committee</b>	Mary Lettlape



<b>SANCO</b>	Thusano Charlotte (Chair) Kambule Kgotso Mohadi Masello Makazelele (Secretary) Seth Maapola (Dep Chair) Gift Mthjileni Sihle Sithole Armstrong Thwala Sihle Sithole Hellen Makatelak Queen Moratuwa Molema	<b>Ward Committee</b>	Aanes Dumako
<b>Sarla Honeye Foundation</b>	Mary Vasriwanda	<b>Ward Committee Member</b>	Bheki Malinga
<b>Seakwang Holdings</b>	Ngo Nkgadiman	<b>Ward Committee Member</b>	Thabo Tsotetsi
<b>Sgangala Food Garden Community</b>	Muzikayise Vezi Mpho Shasha	<b>Ward Committee Member</b>	Thombi Makitazi
<b>Sihlali</b>	Tebogo	<b>Ward Committee Member</b>	Meledsi Mosia
<b>Skom Agricultural Project</b>	Sipho Lekaba	<b>Ward Committee Member</b>	Thandazani Sithole
<b>Soul Divine</b>	M. Naydenova (Projects Directors) S. Zungu (Director) Margarita	<b>Ward Committee Member</b>	Morena Packies
<b>Soweto Arts Foundation</b>	Tshepo Louw Wandy Motsisi	<b>Ward Committee Member</b>	Nkosinathi
<b>Soweto Cycling Mkholobees</b>	Khos Mashebula	<b>Ward Committee Member</b>	Andrea
<b>Soweto Rocks</b>	Meshack Melebatsi Busi Msimango	<b>Ward Committee Member</b>	Tshepo
<b>Sustainable Livelihoods Foundation</b>	Stanley Mollson	<b>Ward Committee Member</b>	Moleti
<b>Tryimiseni forum for ECD's</b>	Kgomosto Moncho	<b>Ward Councillor</b>	Cllr. Ronald Phenet
<b>Tsebo Stoma Support Group</b>	Mpu Matona	<b>Ward Councillor</b>	Cllr. Vivianne Zonazo
<b>UBCD (Ubukhoni Besizwe)</b>	Rebecca Molefi	<b>Ward Councillor</b>	Cllr Stella Mthembu
<b>Unknown</b>	Peter Tshabalala	<b>YL</b>	Dikgetho Matthews
<b>Unknown</b>	Simon. M	<b>Young Voice Academy</b>	Raphelang Simente
<b>Unknown</b>	Lucky Kettlele	<b>GMCPF</b>	Elijah Mofokeng
<b>NCHIFY Pty Ltd</b>	Percy Makoe	<b>Community Health Centre</b>	John Loabile
<b>Green Pastures Coaching</b>	Tshegofatso Aphane	<b>Ward 35 Committee Member</b>	Molefi Mosia
<b>Soweto Business Collaboration</b>	Mbeki Twala	<b>Ward 47 Committee Member</b>	Nelisiwe Senna
<b>Unknown</b>	Veronica Mophulane	<b>Ward Member</b>	Mammone Moloantoa



FUTURE  
CITIES SA

*Future Cities South Africa (FCSA) is the delivery partner for the South African component of the Global Future Cities Programme, funded by the UK Government's Foreign, Commonwealth and Development Office (FCDO). FCSA is an alliance of organisations and individuals led by PwC (UK & ZA), and includes the Isandla Institute, Open Cities Lab (OCL), Palmer Development Group (PDG), Violence Prevention through Urban Upgrading (VPUU NPC), Zutari and others, together with a range of independent specialists.*

*This publication has been prepared for general guidance on matters of interest only, and does not constitute professional advice. You should not act upon the information contained in this publication without obtaining specific professional advice. No representation or warranty (express or implied) is given as to the accuracy or completeness of the information contained in this publication, and, to the extent permitted by law, PricewaterhouseCoopers LLP and the other entities delivering the project (as listed above) accept no liability to anyone else in connection with this publication.*