

ctiEs
SUPPORT PROGRAMME



**CITY OF
EKURHULENI**
Metropolitan Municipality

**THEMBISA TOWNSHIP
ECONOMIC
DEVELOPMENT
STRATEGY**



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Cities Support Programme

Township Economy Development Project

Strategy

Project Site: Thembisa, City of Ekurhuleni

Prepared by the TED Project team

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I. Executive Summary

The Cities Support Programme (CSP) of National Treasury (NT) has entered into an agreement with the City of Ekurhuleni (CoE) since 2019 to provide technical support for a township economy development (TED) project in Thembisa. The three-year TED project aims to strengthen the capacity of the CoE to strategise, plan, fund, implement and monitor TED projects. The project commenced in February 2020 and will operate until March 2023.

The current document presents the TED strategy for Thembisa. The CSP provided the CoE with a technical assistance team made up of multiple professionals with specialist knowledge and expertise of township economic development, as well as human centred and spatialised project planning. The technical assistance team has collaborated with the CoE and relevant departments indicated in the specific projects to develop the TED strategy for Thembisa. The process of formulating the strategy has been thoroughly consultative, with multiple engagements held with City officials and members of the Thembisa community.

The strategy has also been informed by the CSP township economy theory of change (ToC). The ToC recognises townships as requiring a spatial and systems-oriented development approach, influenced by, inter alia, i) provision (and quality) of public goods and services, ii) an effective and appropriate regulatory environment, iii) the capacitation and organisational strengthening of society, and v), targeted business development support services. A central component of the ToC is the requirement for a context specific understanding of development opportunities, drawing on an appreciation of community needs, capabilities and institutions. The Thembisa TED strategy is grounded in this ToC. It is essential to recognise that the development opportunities specified in this strategy are **exclusive** of the recognised need for the CoE to continue to invest in physical infrastructure (roads and bridges, stormwater, sewerage), water reticulation, electricity distribution, land release for subsidised housing; and to maintain the provision of public services such as solid waste; as indicated in approved masterplans, the build environment performance plan and the current Integrated Development Plan.

The CSP has entered into partnerships to amplify the TED project with the European Union supported Ecosystem Development for Small Enterprise (EDSE) programme and the World Bank Group (South Africa) (WBG). These partnerships will align the Thembisa TED strategy with the Department of Small Business Development (DSBD), Small Enterprise Development Agency (SEDA) and the Small Enterprise Finance Agency (SEFA). In addition, the CSP TED project has collaborated with the Neighbourhood Development Partnership Programme (NDPP) of National Treasury to align project investment in the TED projects.

The document comprises two sections. **Part 1** presents the findings of a detailed Situational Analysis of township economy development opportunities in Thembisa. The aim of the Situational Analysis is to

identify aspects of the township economy that could benefit from strategically aligned project interventions. Part 1 thus provides a status report and evidence base relating to crucial aspects of the township economy. The analysis focused on: i) the business ecosystem, ii) township micro-enterprises, iii) the land use systems and characteristics, iv) strategic spatial nodes, including precincts, v) housing, vi) public transport, vii) physical infrastructure, and viii) the environment. Based on this analysis, the CSP technical assistance team recommended 34 development opportunities. These opportunities fall within core City mandates, including policy and strategy, enterprise development, nodal / precinct development, spatial integration, housing and property, social and community infrastructure and urban management.

Part 2 presents 8 detailed projects to be implemented with CSP support. The 8 TED projects were selected by the CoE through a systematic and structured process in which the development opportunities identified in the Situational Analysis were evaluated and prioritised. The focus on 8 projects was based on the necessity to effectively harness the CSP technical support offering by concentrating on a sub-set of development opportunities. It is also essential to recognise that the other opportunities identified in the Situational Analysis remain valid and it is recommended that the CoE integrate these opportunities into existing programme or develop and institutionalise specific projects.

The Thembisa TED strategy provides the CoE with an area-based development approach for spatialised economic development. The approach is replicable in similar township contexts. In the third phase of the Project, the CSP technical assistance team will support the CoE to leverage institutional impacts through knowledge sharing, strengthening City strategies, facilitating transversal and participatory planning processes, sourcing funding, and building partnerships. The Thembisa TED benefits the City through strategic planning, project formulation, institutional alignment, the leveraging of funding and the facilitation of partnerships to implement the 8 projects.

Part 1: Thembisa Situational Analysis Report

The Thembisa Situational Analysis Report was prepared during Phase 1 of the CSP supported TED project. The technical assistance team (TAT) undertook a series of simultaneous steps to identify appropriate development opportunities. These steps were:

- The establishment of transversal teams to undertake planning and facilitate alignment with CoE plans and programmes.
- A desk-top identification of all relevant municipal planning documents, and feasibility studies for economic projects. In all, 114 official publications, academic publications and unpublished reports were accessed and reviewed.
- An assessment of developmental opportunities across government, including within development agencies. The assessment examined policy, funding and business development support services.

- Community engagement via participatory meetings and on-line platforms. During the hard lockdown of the COVID-19 pandemic, engagement was primarily undertaken through on-line engagements on the Thembisa Virtual Imbizo page on Facebook.
- Collection and collation of spatial information, including open-source data and CoE GIS data on land use (zoning schemes), cadastral boundaries, social and community infrastructure, water and sewerage systems, electricity networks, telecommunications, natural features and roads and transport infrastructure. To mitigate the scarcity of area-based data, the TAT accessed unusual data sources, including private sector datasets and qualitative data.
- Field visits and site inspections of identified / prioritised high streets, business nodes and development precincts.
- An ecosystem business survey was conducted to collect enterprise-related data within the field, focussing on economic high streets, business precincts, retail hubs and identified nodes / precincts. Field research was undertaken in October 2020. The researchers, who included a team of locally trained data enumerators, surveyed 517 businesses (micro-enterprises, SMEs and corporates), recorded 27 business hotspots and 30 institutional services.
- Qualitative engagements to understand the socio-economic characteristics of business and urban dynamics.
- Sector specific (and value chain) investigations into essential aspects of the township economy.

The TAT examined the development potential of 4 key nodes (and precincts) that are identified in CoE plans. These were i) Thembisa Civic Precinct, ii) Tembisa Train Station, the iii) Leralla Market, iv) Ebuhleni Golf Course. High level observations on these socio-economic spaces:

- **Thembisa Civic Precinct** has a set of diverse functions, operates at a good scale, is well connected and well located in the township. It enables valuable street activity, partly enabled by the civic functions in this area and the Tembi Mall. There are significant parcels of private and public land in the area that are underperforming that could benefit from key interventions in the area.
- **Tembisa Train Station** is a centrally located precinct that forms part of the mobility network in the Tembisa Civic Hub. This precinct supports a range of trading and recreational uses, including a community park and memorial. However, the function of this precinct has been undermined by the deterioration of the functionality of the rail system. Large tracts of land in this precinct belong to PRASA, who do not actively manage land. Until these issues are resolved, opportunities for mixed-use revitalisation lie in accommodating uses that take place on City-owned land.
- **Leralla Market** is a large, diverse, well-located market, which has functioned in synergy with Andrew Mapheto Drive, Leralla Train Station, Sam Hlalele Community Hall and Tembisa Plaza Shopping Centre. The deterioration of the railway system and closure of Tembisa Plaza in the wake of civil unrest has severely undermined the economic vibrancy of the market. The market is also affected by design and management issues, such as the disrepair of the ablution block

and high mast lighting, as well as a lack of appropriate waste disposal. Key design interventions and a management plan would contribute significantly to the functionality of this market.

- **Ebuhleni Golf Course** is a 5-course golf course located in the public open space surrounding the Apies River. The golf course was originally designed to be played on nine holes, four of which have fallen into disuse. The golf course is a highly accessible community asset, which is actively used by the well-established Tembisa Golf Club. The golf course is in need of active maintenance and key infrastructure investments to improve the functionality of the golf course to the benefit of residents of Thembisa.

During the Situational Analysis phase, 34 developmental opportunities in Thembisa, which align with City mandates, were identified. See the table below for a detailed overview of these opportunities.

A. Policy and Strategy

Opportunity	Notes
Home based businesses formalised, enabling growth and reducing business externalities.	The City to revise and develop policies on enterprise formalisation (in respect to food retailing businesses and home-based businesses), with reference to Gauteng Prov. Gov. and National policies, supporting business owners to meet compliance.
Revenue collection from rates improved.	The City to develop a strategy and plan to generate rates revenue from commercial businesses, including home-based enterprises and businesses operating in retail nodes.
Commercial high streets activated in strategic sites / roads.	The City to identify sites with high potential for commercial development and implement measures to stimulate investment, including land-use, parking and infrastructure.
Shopping malls foster and enable opportunities for micro-enterprises.	The City to engage shopping mall owners to agree on strategies to integrate micro-enterprises into the mall precinct, through adherence to development planning agreements and proactive measures to support micro-enterprises.
TED evidence utilised in area-base strategic plans.	The City to incorporate the evidence from the TED situation analysis into strategic plans, including the IDP, SDF, and BEPP.
Regulated business sectors are formalised and able to access state-subsidies / industry programmes.	The City to facilitate transversal engagement and co-operation with the Gauteng Prov. Govt and National Government to address constrains on ECDC, taverns / restaurants, undertakers and other regulated sectors from attaining compliance with business licencing.

B. Enterprise Development

Opportunity	Notes
Opportunities in the creative and leisure economies provide youth a pathway to transition into jobs and livelihoods.	The City to conceptualise a strategy to promote creative activities focusing on youth interests, including hobbies, via social enterprises and community-based programmes, use of City facilities, the staging of events, and linkages to BDS services.

Micro-enterprises have improved access to business development support services.

Street signage / advertising extensively utilised to promote local businesses.

Mechanics / panel beaters and associated businesses in the after-sales automotive sector have access to business development support services to grow and professionalise.

Micro-enterprises have improved access to digital services to participate in the digital economy & 4IR technologies.

An annual trade marketing event to be held in Thembisa to link the community producers and marketeers to business opportunities.

The income and productivity of township recyclers improved.

Urban agriculture productivity enhanced.

Businesses have greater financial literacy and have access to services and technologies, including digital platforms.

The City to promote the DSBD district information management system as part of its enterprise development support services, facilitating partnerships between the City and BDS providers (including SEDA /SEFA) to benefit Thembisa businesses.

The City to develop and implement, via partnerships, a project to provide street signage / advertising boards to promote local enterprises.

The City to facilitate partnership with private sector companies, the Gauteng Prov. Gov. and the DSBD to provide equipment / skills training / supply agreements / finance to township entrepreneurs.

The City to facilitate partnerships, including SEDA and Gauteng Prov. Gov., to improve digital access in Thembisa, through (inter alia) digital hubs, free wi-fi, broadband roll-out and the promotion of marketing Apps.

The City to conceptualise and facilitate a trade promotion event in Thembisa to stimulate opportunities for direct marketing, supplier agreements and digital services. The event will aim to connect home-based traders & producers to companies / markets.

The City to facilitating partnerships and strengthen cooperates to enable township waste recyclers to more effectively obtain and package waste material and improve access to markets.

The City to broaden extension services for urban producers and foster partnership with marketing platforms (including digital platforms such as Khula - <https://khula.co.za/>) and outlets.

The City to facilitate partnerships, including Gauteng Prov. Gov. & Finmark Trust, to provide businesses with financial literacy training and improve access to services and technologies.

C. Nodal Development

Opportunity	Notes
A precinct management plan instituted, and upgrades completed for Leralla trader market.	The City to conceptualise and implement a plan with projects for the revitalisation of the Leralla trader market and institutionalisation of a precinct management.
Thembisa civic hub transformed into a business and service hub.	The City, in partnership with the NDPP and private investors, to advance projects and mobilise investment into the Thembisa hub precinct.
A street trader plan implemented within the Thembisa civic node.	The City to plan and implementing a street trader plan within the civic hub, identifying and implementing projects to improve the trading environment.
A financially sustainable business model formulated to develop and operationalise taxi ranks as business hubs.	The City, in partnership with the Gauteng Prov. Gov. and taxi associations, to conceptualise a PPP business model to develop the Esangweni Taxi Rank.
A precinct management and development plan for Swazi Inn approved.	In partnership with the City of Johannesburg, the City to undertake a study to propose a precinct management approach and projects for Swazi Inn to enhance opportunities for business, reduce urban management challenges and improve safety and security.

D. Spatial Integration

Opportunity	Notes
Train station nodes revitalised for mixed-use.	The City to identify opportunities for revitalising the station nodes (Tembisa, Limindlela, and Leralla) and conceptualise a development strategy.
A network of NMT and pedestrian lanes developed.	The City to conceptualise and implement projects to build a network of NMT lanes / routes, prioritising linkages to the civic hub.
An integrated public transport system achieved.	The City to develop a strategy and partnerships, including the Gauteng Prov. Gov., to improve integration between minibus taxis, train, BRT and bus systems, including the introduction of a single payment system.
Public transport networks and facilities are operational.	The City to execute planned projects, including BRT stations (including civic hub) and road upgrades. The City to engage National Government and PRASA to fast-track repairs to the railway line.
Motor cycle usage is expanded to provide township residents with more affordable transport and self-employment opportunities.	The City partners with private sector to increase access to motorcycle transport, through training schemes, marketing campaigns and working with local champions.
Infrastructure developed to provide and enable universal access to public transport.	The City to embrace and implement designs for universal access to ensure that people living with disabilities / mobility requirements have access to public transport infrastructure.
Purposeful cart & trolley designs utilised by traders and waste collectors.	The City to facilitate a design studio, with participation of technical training colleagues, traders and artisans, to design, develop and manufacture prototypes of appropriate trollies to enhance access to markets.

E. Housing and Property

Opportunity	Notes
Encourage private/household investment in backyard rental housing units, and support a gradual process of upgrading and formalisation.	The City to develop an enabling framework, simplified regulations and active support mechanisms to upgrade and formalize backyard rental housing units, advancing a precinct-based approach.
Strengthen the capabilities of the local construction industry and improve the functioning of the housing market.	The City to establish a local housing support centre to encourage more investment in the housing stock, provide advice on title deeds and property transfers, and facilitate the growth of local builders, property developers, real estate agents and other housing-related enterprises.
Encourage housing investments by the public and private sectors in strategic sites to raise population densities, encourage mixed land uses and stimulate additional economic activity.	The City to introduce procedures to fast track higher density housing investments, including PPPs, in strategic sites, including within the civic hub.

F. Social and Community Infrastructure

Opportunity	Notes
The Thembisa golf course is re-habilitated as a recreational facility, social space and conserved green belt.	The City to devise a plan with projects for the improvement of the Thembisa golf course as a strategic ecosystem resource, including the establishment of partnerships for implementation and management.

G. Urban Management

Opportunity	Notes
Facilities upgraded and precinct management instituted in public spaces (including parks).	The City to identify and implement projects to upgrade facilities and to develop and implement precinct management strategies for the upkeep of parks, including Thami Mnyele Cultural Park and Imbazelo Park.
Public Employment Programmes introduced and utilised to address urban management challenges, including the maintenance of recreational and ecosystem resources.	The City to repurpose PEP to improve urban management challenges, including dumping, through identifying partnerships and new approaches.
Public safety enhanced through the application of crime prevention through environmental design and precinct management.	The City to adopt CPTED strategies and precinct management to revitalise public spaces and support diverse social, economic and recreational functions across multiple users.

As clearly stated above, these TED development opportunities do not include infrastructure and service development requirements, as identified and planned in City documents. Amongst these matters is the need to regularise land-use, incorporating state land within the CoE town planning scheme. Infrastructural and service requirements should be prioritised in parallel with the TED project.

Phase 2: Thembisa TED Project

In Phase 2 of the CSP supported TED project, the TAT worked with the CoE teams to undertake an institutional assessment of the development opportunities arising from the Phase 1 Situational Analysis and to select 8 projects for implementation within the Thembisa TED project. The assessment required high-level transversal engagement with all affected line departments and units.

An evaluation matrix tool was utilised to guide an engagement process. The 8 projects were determined in consideration of the following criteria and weighting (minimum number of projects) to ensure that the range of project interventions could address economic, socio-spatial and institutional change necessary for transformative development, as required in the CSP theory of change. The criteria on which the selection was made were:

- aligns with identified City programme and project priorities.
- can be funded by the City.
- has an identified lead department / unit for implementation.
- can unlock new partnerships via the CSP and non-state actors.
- will benefit from CSP technical assistance.
- can enhance productivity and stimulate economic multipliers.
- will benefit emerging entrepreneurs and marginalised groups.
- will enhance social cohesion, improve safety and contribute to environmental sustainability.
- will strengthen spatial integration.

- will enhance the availability of decent housing and accommodation.
- will enable immediate wins (within a 24-month timeframe).
- will improve the township business environment and ecosystem of development services.
- is replicable in other townships.

The TAT provided a high-level indication of the 'value-add' from technical assistance in respect to the identified opportunities. The assessment process concluded with an agreement on the ranking and weighting of the identified opportunities. Through this process, the CoE transversal team scored each of the identified development opportunities, settling on 8 opportunities to be refined into detailed projects.

The 8 projects, subsequently developed from selected opportunities, for the Thembisa TED project were:

Project 1: Provide strategic direction regarding street signage and advertising used by township businesses

The Project goal is for township micro-enterprises to have access to a range of outdoor advertising opportunities, including City facilities, to promote their businesses within the township market. In support of this goal, the Project will provide strategic direction to the City on policy and amendments / concessions to the by-law to afford township micro-enterprises with more flexibility in the use of advertising signage in Thembisa.

Project 2: Improve business support services for micro-enterprises in the after-sales automotive sector

The Project goal is the advancement of the township automotive after-sales sector, with micro-enterprises formalised, supported to access to professional working spaces, and supported to join networks that provide business development support programmes.

The project will contribute towards this goal through supporting the City to identify and embed private sector partners who can contribute to the automotive aftersales sector development in Tembisa. The project scope would include training, development of facilities, and market access support.

Project 3: Plan and implement a revitalisation and urban management strategy for the Leralla Market

The project goal is to rehabilitate the Leralla Traders Market to operate as a highly functional economic unit whilst contributing to the overall functioning of the Leralla and Thiteng precincts. The optimal functioning of the market will contribute to the increased economic performance of the node as an important retail site for medium and low-income residents.

This project will contribute towards this goal by assisting the City to revitalise the market facility through refurbishment, improving the spatial configuration of the stalls and use of space, and enhancing the institutional set-up for precinct management.

Project 4: Improve financial literacy and access to digital services for businesses

The Project goal is to enable scaled inclusion of township micro-enterprises and residents in the digital economy.

The Thembisa TED project will support this goal through developing a strategy for the CoE to leverage digital inclusion through targeted spatial and enterprise development support in collaboration with strategic partners.

Project 5: Provide policy direction to enable small scale affordable rental development in City of Ekurhuleni townships

The project goal is to enable formal investment in the provision of affordable, small scale, rental units in townships and other residential areas in the City of Ekurhuleni at scale, specifically benefiting township homeowners and micro-developers.

In contributing towards this goal, the project will support the City to:

- Improve its understanding of the economic and social opportunities arising from developing small-scale, affordable rental units
- the barriers that currently prevent regularisation/formalisation and delivery at scale;
- identify a range of practical actions that may be taken to make progress towards developing City policies, regularise/formalise these developments and enable increased delivery.

The project will support the City to develop pilot interventions for the Thiteng Precinct that facilitate formalised and regularised SSAR units.

Project 6: Train Station node revitalised for mixed-use

The Project goal is to transform the Tembisa Station Node into an economically vibrant, mixed-use space for business, accommodation, transport and recreation, which is spatially integrated into the Tembisa Civic Hub.

The project will contribute towards this goal through developing a management strategy, with tactical urbanism interventions, to stop the decay of the node. The Project will provide guidance on short and long-term infrastructure investments that are required to achieve a vibrant and economically integrated public transport node. The strategy will detail actions to actively manage City-owned land and resources, whilst facilitating inter-governmental engagement in respect to the Intersite land holdings.

Project 7: Plan and implement an economic strategy to revitalise the Thembisa Civic Hub

The Project goal is to support the City to facilitate the emergence of an economically vibrant civic sub-precinct by attracting private investment to develop unutilised land while also accommodating micro-enterprises and street traders in an orderly, enhanced and sustainably managed manner.

Project 8: Rehabilitate the Ebuhleni golf course for recreational and conservation purposes

The project goal is to rehabilitate and sustainably manage the POS that forms the golf course around the Kaalspruit River, with community partnerships, to ensure that it provides the community with safe and beneficial leisure and sporting opportunities, whilst maximising the ecosystem role of the Kaalspruit

river. In contributing towards this goal, the TED project will support the City to develop a strategy for community-based partnership to rehabilitate, develop and manage the Ebuhleni Golf Course

Participatory Workshops

In formulating projects and delineating implementation plans, the TAT facilitated several participatory engagements with target beneficiaries and Thembisa community members. Workshops were conducted in Thembisa in November 2021 with the following themes:

- Micro-enterprises engaged in signage and advertising
- Traders from the Leralla Market
- Micro-enterprises engaged in the automotive sector
- Micro-enterprises engaged in the digital economy
- Community members with an interest in the Tembisa Train Station Node
- Members of the management team for the Tembisa Golf Club

A total of 76 people from Thembisa attended the workshops.

Stakeholders were mobilised via a process of community out-reach. The TAT designed flyers that were posted on the Thembisa Virtual Imbizo Page, including adverts intended to stimulate conversation about community needs in relation to nodal sites and precincts.

As part of the mobilisation process, the TAT utilised local community liaison persons, including some of the field researchers hired during the ecosystem survey in Phase 1. The CoE assisted with mobilisation of a relevant trader group, the Leralla Traders Organisation.

In-person invitations, aided by invitation flyers indicating workshop details, were used to target specific cohorts. These flyers were used to mobilise participants for the automotive sector and digital economy workshop and residents around the Tembisa Train Station area. To support the engagement process at the workshops, the TAT secured the participation of the CoE including representatives from relevant line departments.

The methods used to facilitate the community engagements included:

- Site visits and community mapping, identifying urban management challenges and opportunities for acupuncture interventions and/or first fixes (stabilisation measures). In each site visit the TAT engaged with community members and local business owners to gain a breadth of perspective.
- Focus group discussions structured on key issues, including opportunities and obstacles for micro-enterprise growth and urban management,
- Spatial visioning, using aerial map and flip chart paper illustrations. The workshop beneficiaries indicated their development needs and desired changes on the maps with markers and

plasticine modelling clay. The engagement process entailed a process of information exchange between cohorts, organised according to specific interests, gender and age and other factors as required in each case.

These community engagements enabled the project planning process to align with community needs / expectations, respond to social and organisational opportunities, and identify potential risks in project implementation. All such engagements were documented in community engagement reports, with a visual summary of the participation process included in the relevant charters.

Project Charter Development

The 8 TED projects are detailed in a project charter document (see below). The projects (as set out in the charters) are the implementing mechanism for the Thembisa TED strategy and are institutionally embedded in the relevant line departments. The project charters detailed individual projects, but should be viewed as a cohesive set, with some projects directly supporting others.

The charters provide an institutional commitment to project implementation. Each charter specifies the development opportunity that the project addresses, describes the project goal, and following a logical framework approach, the activities required to implement the project and means of verification to measure and monitor the attainment of the intervention. The charters specify the transversal departments / units to constitute the project team, with the departmental leads indicated. Furthermore, for each project, the TAT along with City counterparts assessed the risks that confront project implementation and the assumptions upon which the attainment of the project goals is reliant. Finally, the charters identify strategic partners to support the CoE in project implementation, specifying their roles and scope of support. The TAT has proposed a timeframe for project implementation.

To clarify the spatial focus in projects with a nodal development objective, the TAT has completed additional spatial studies and proposed conceptual designs. These are intended to illustrate the development opportunity and prioritise project activities, including acupuncture interventions, first fix (stabilising) infrastructural developments, and strategies of tactical urbanism to address crime, weak urban management and promote spatial orderliness. The project charters have been substantially reviewed with the transversal planning teams to ensure alignment with existing CoE spatial, sectoral and development plans and programmes.

The TAT has facilitated a series of engagements with project partners, as specified in the respective charters, to identify opportunities for direct technical support, programme alignment and leveraged funding.

The 8 Thembisa TED Project Charters have been submitted to CoE Exco for approval. It is anticipated that the approved charters will simultaneously provide a mandate to further embed the projects

institutionally within City departments (and their alignment with programmes) and provide a framework to guide implementation. In the CSP Project Phase 3, the TAT will advise the City and provide technical support to advance project implementation. The range of CSP technical support towards the 8 projects will include:

- Partnership facilitation,
- Strategic and policy advice,
- Project conceptualisation and design,
- Business case development,
- Research support and knowledge sharing,
- Project monitoring and evaluation and impact assessment,
- Project submission within City and NT budgeting process,
- Project spatial and architectural design,
- Quick-win implementation,
- Enterprise development training support.

II. Abbreviations and Acronyms

ANDE	Aspen Network of Development Entrepreneurs
BBBEE	Broad-Based Black Economic Empowerment
BBSDP	Black Business Development Programme
BDS	Business Development Support
BEPP	Built Environment Performance Plan
BRT	Bus Rapid Transit
CAHF	Centre for Affordable Housing Finance
CIS	Co-operatives Incentives Scheme
COGTA	Cooperative Governance and Traditional Affairs
CSP	Cities Support Programme
DALRRD	Department of Agriculture, Land Report and Rural Development
DSBD	Department of Small Business Development
DIMS	District Information Management System
ED	Economic Development
EDP	Gauteng City Regional Economic Development Plan
EDSE	Ecosystem Development for Small Enterprise programme
CoE	City of Ekurhuleni
GCR	Gauteng City Region
GGT	Gauteng Growing Together
GIS	Geographic Information System
GPG	Gauteng Provincial Government
IMEDP	Informal Micro-Enterprise Development Programme

IRPTN	Integrated Rapid Public Transport Network
IZ1	Integration Zone 1
LAP	Local Area Plan
MPV	Multi-Purpose Vehicles
MSDF	Municipal Spatial Development Framework
MTEF	Medium-Term Expenditure Framework
NMT	Non-Motorised Transport
NT	National Treasury
NYDA	National Youth Development Agency
PEP	Public Employment Programme
PPE	Personal Protection Equipment
PSL	Premier Soccer League
RMDSF	Regional Municipal Spatial Development Framework
SEDA	Small Enterprise Development Agency
SEFA	Small Enterprise Finance Agency
SLF	Sustainable Livelihoods Foundation
SME	Small and medium enterprises
SMME	Small, Medium and Micro-Enterprises
SPLUMA	Spatial Development and Land Use Planning Act, 2013
StatsSA	Statistics South Africa
TAT	Technical Assistance Team
TED	Township Economic Development Project
TEDB	Township Economic Development Bill
ToC	Theory of Change
ToD	Transit-oriented development

TPS	Town Planning Scheme
TREP	Township and Rural Entrepreneurship Programme
TRS	Township Revitalisation Strategy
WGB	World Bank Group (South Africa)

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PART I: SITUATIONAL ANALYSIS



V. Part I: Situational Analysis

1 Situational Analysis Aims

1.1 The CSP TED Project

The Cities Support Programme (CSP) is a multi-year demand-driven umbrella programme within the National Treasury (NT) that aims to support the development of productive, well-governed, inclusive and sustainable cities (<http://csp.treasury.gov.za>). The CSP operates within South Africa's eight metros focused on the following thematic components: Governance and Fiscal Sustainability, Climate Resilience, Economic Development, Human Settlements and Public Transport. The CSP focuses on strengthening metro capabilities through three core focus areas: one, city leadership and governance, two, integrated planning and delivery within city spaces, and three, building an enabling environment for cities through appropriate financial, fiscal frameworks and instruments and the refinement of sectoral policies, regulations and support capabilities.

The Cities Support Programme (CSP) of National Treasury (NT) has entered into an agreement with the City of Ekurhuleni (CoE) to provide the City with technical support for formulating and resourcing a township economy development (TED) strategy. The TED project of the CSP is a three-year intervention to strengthen the capacities of the beneficiary City to strategize, plan, fund, implement and monitor TED projects within a specific township to achieve a meaningful economic development impact. In the City of Ekurhuleni the selected site is Thembisa.

The CSP appointed the Sustainable Livelihoods Foundation (SLF) NPC (www.livelihoods.org.za) to implement the technical support offering. The professional technical assistance team (TAT) of consultants comprises a team leader; a small-business development advisor, a social scientist, a spatial planner, a public transport expert, a housing specialist, an infrastructure development advisor, an environmental expert and community liaison persons.

The TAT is mandated to work with the City to conceptualise an overarching TED strategy for Hammanskraal. The strategy will comprise a development vision, the delineation of specific project (up to 8 projects), and a programme for implementation. As technical assistance, the TAT are mandated to collaborate with CoT to align the strategy to existing and emerging CoT development frameworks, plans and projects.

1.2 CSP TED Theory of Change

The TED project adopts an area-based approach to concentrate development within a specific geographic site to address the pressing needs for local economic development and to reduce the

apartheid spatial and social legacies. The CSP has proposed a project Theory of Change (ToC) that situates people and their communities at the heart of the development process. The foundation analysis to this ToC is contained in the ***Township Economies Series #5: A framework for the development of metro-strategies*** produced during the first phase of the CSP. In the ToC, townships are recognised as spatially distinct areas that are structurally disconnected from the wider economy and therefore require a spatially and systems-oriented development approach. The CSP framework identified four central influences on TED development:

- I. the provision (and quality) of public goods and services,
- II. the regulatory environment that enables and constrains opportunities for business development (and social enterprises),
- III. the organisation of society through informal institutions (rules, customs, constraining behaviors etc.) and organizational forms (groups, associations, stokvels, neighborhood watches etc.),
- IV. and the character and orientation of economic activities in general and businesses in particular.

As a foundational principal, the CSP ToC holds that spatial factors have a strong influence on both social organisation and economic activities within townships. Hence TED must address spatial obstacles and enhance spatial opportunities for inclusion in local economic activities as well as the wider economy.

At the project commencement, the TAT have highlighted a further set of components within the development processes. These include:

- The requirement for a context specific understanding of the physical, social and psychological needs of township communities,
- The need to understand the range of shocks that cause or enhance economic vulnerability and, at the same time, the human responses, including coping mechanisms, that enhance social resilience.
- The importance of actions to strengthen accountability and governance, within the City and down to benefiting communities.

In supporting the CoT to develop TED strategies, the TAT support will clarify the methodological approaches to identifying and prioritising TED interventions. The resulting projects will detail the logical relationships between actors, resources, activities and outcomes in the development, specifying indications against which the TED projects can be evaluated and assessed. Each TED project is to provide a crucial opportunity for learning and knowledge sharing, as well as a reflection on the validity of the CSP's ToC thinking.

1.3 TED Project Partners

The CSP has entered partnerships to amplify the TED project. These include partnerships with the European Union supported Ecosystem Development for Small Enterprise programme (EDSE) and the World Bank Group (South Africa) (WBG). The EDSE partnership aligns the TED project with the technical assistance to the Department of Small Business Development (DSBD). This partnership will enable the TED project to facilitate City and project access to development support opportunities within a broader ecosystem centred on the DSBD, which includes the Small Enterprise Development Agency (SEDA) and the Small Enterprise Finance Agency (SEFA). Additionally, the EDSE programme provides linkages to private sector led opportunities and leverage to engage on matters of policy and strategy.

The World Bank Group offers technical and financial leverage to support the TED project development process in accordance with a partnership agreement that is in place with National Treasury. This support includes providing opportunities to metros to utilise the CSP's Economic Strategies Support Facility within the World Bank to access global expertise for advice on complex developmental challenges. Furthermore, through the WBG's support to metros and local organisations focused on strengthening and improving efficiencies within the township housing market, the WBG provides an opportunity for alignment of technical expertise, as well as funding to pilot an intervention to develop the township accommodation rental market segment.

The CSP TED project is mandated work synergistically with the Neighbourhood Development Partnership Programme (NDPP) of National Treasury. The NDPP provides financial and technical investment towards the development of nodes and precincts that have potential to strengthen the township economy and enhance spatial integration. The TED project has drawn on and sought to advance the status reports and design proposals for identified NDPP sites of strategic importance in the benefiting townships. The TED project will enhance these investments through, inter alia, strategizing an enterprise-led approach to strengthening precinct management and identifying projects to support business opportunities.

2 Approach and Methods

The TAT undertook a series of steps in preparing the situation analysis. The seven steps that we highlight below were undertaken simultaneously.

2.1 Establishment of Transversal Team

The project was institutionally landed in an initial series of high-level engagements, which commenced in 2019. In this project introductory phase, the TAT team was introduced to the City departments of economic development and CSP City co-ordinator. The City leadership team appointed a dedicated project lead whose roles included the establishment of a transversal planning team and support to the TAT in accessing data and conducting sector engagements.

2.2 Desk-Top Analysis

The TAT team identified all relevant municipal planning documents. These included the Built Environment Performance Plans (BEPP); spatial development frameworks (SDF); district development plans (DDP), local area plans (LAP) and plans for specific nodes; and integrated public transport network (IPTN) plans. In addition, the TAT accessed feasibility studies for economic projects. Through examining these documents, we were able to comprehend CoE spatial and economic development priorities in Thembisa. The subsequent ecosystem survey and field research investigation focused on the identified nodes, precincts, and high streets. The consulted plans and literature are listed in Annexure: References. We identified a total of 117 sources, comprising official publications, academic publications and unpublished reports.

To understand the history, structural nature of the benefiting township economies and sociological characteristics of Thembisa, the TAT undertook a survey of professional (grey) and academic literature on the subject of economic development, spatial planning and township enterprise. In addition, we investigated the 'urban everyday' through scanning newspaper articles and social media postings. The academic and social media information would shape our approach to participant engagement via the virtual imbizo platform.

The desk-top analysis enabled the TAT to identify aspects of Thembisa township economy that has undergone transition or recently emerged in response to changing business opportunities and market conditions. Finally, the literature review gave the TAT an insight into the social relationships that underpin business practices and shape the environment in which micro-enterprises operate, including the role of informality.

2.3 Participatory Engagement

In the context of Covid-19, the TAT instituted on-line engagements. This was achieved through the establishment of a ***Thembisa Virtual Imbizo*** page on Facebook. To initiate support for the page, the TAT ran a series of advertisements and promotional campaigns which offered air-time vouchers as prizes for the 'best' contribution posted on the page via images or text. As a support base was established, the TAT utilised the Virtual Imbizo to investigate socio-economic conditions and business developments in Thembisa. These interventions included campaigns to understand innovative forms of non-motorised transport; to investigate the scope of activities within the creative sector; and understand peoples' leisure time activities. Through the virtual imbizo page, the TAT was able to recruit local field research to support the TAT undertake the ecosystem surveys late in 2020.

The Virtual Imbizo has also been used to advertise local businesses identified through field work and action research interventions. Furthermore, this platform has been used to post relevant business and job opportunities. Engagement has also been fostered by disseminating the ecosystem survey results, through a series of infographics and polls about which interventions people believe are priorities in key locations in the study area.

As of June 2022, the ***Thembisa Virtual Imbizo*** had achieved the following level of support:

- Likes: 1139
- Follows: 1189

The Virtual Imbizo page recognises the multi-stakeholder composition of the TED development process, including the City, project partners and the CSP. The TAT team will manage the page for the duration of the project (until 2023).



1.



2.

CALL FOR FIELDWORKERS

We are looking for a team of **fieldworkers** to assist with **surveys** for our **Township Economic Development Project**

Applicants should:

- have a **degree or diploma**
- be fluent in **English and one other commonly spoken language**
- be **available full time** for the study period
- know how to use a **tablet**
- be available on **WhatsApp**

This is a **short term opportunity** for late October/early November

Send your CV to heather.kirby@livelhoods.org.za by **12 October 2020 at 5PM**
FACEBOOK: @TEMBISAVIRTUALIMBIZO

WITH SUPPORT FROM THE SUSTAINABLE LIVELIHOOD FOUNDATION

3.

WHO'S YOUR KASI MECHANIC?

TELL US WHO YOUR MOST RELIABLE CAR REPAIR SERVICE OR PERSON IS AND WHY YOU SUPPORT THEM AND STAND A CHANCE TO WIN

FIRST PRIZE: R100 AIRTIME
SECOND PRIZE: R50 AIRTIME
THIRD PRIZE: R25 AIRTIME X3

FACEBOOK: @TEMBISAVIRTUALIMBIZO
WHATSAPP: 063567010

ENTRIES CLOSE: 18 SEPTEMBER 2020
TERMS AND CONDITIONS APPLY

4.

23 - 27 SEPTEMBER 2020

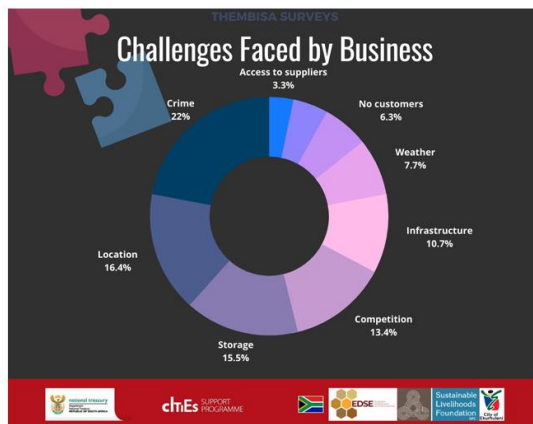
HERITAGE DAY COMPETITION

5.

Published by Carol Masingi • December 11, 2020

This is Bobo Moko, a young and talented fashion designer in Tembisa. Bobo has his own line named Moko Originals and designs leather sandals and hand-made accessories. Moko Originals has some of their products at Kasi Co-Lab in Midrand and The Box Shop in Midrand. Like his page on Facebook: <https://web.facebook.com/MOKODESIGNHOUSE/> Follow his page on Instagram: <https://www.instagram.com/mokoooriginals/> #FromKasiToBusinessTembisa #TownshipEconomy

6.



7.

1. Cover Image
2. Profile Picture
3. Fieldworker Recruitment
4. Participatory Action Engagement for the Automotive Sector
5. Heritage Day Participatory Action Engagement
6. Micro-Enterprise Promotion
7. Survey Infographic

Figure 1: Examples of content shared through the Tembisa Virtual Imbizo

2.4 Spatial Information

To analyse the spatial dynamic of the site, the TAT obtained geospatial data from open sources and the City. The goal was to obtain data on land use (zoning schemes), cadastral boundaries, social and community infrastructure, water and sewerage systems, electricity networks, telecommunications, natural features and roads and transport infrastructure. In some instances, the information we sought to obtain was unavailable; these knowledge gaps are indicated in subsequent sections that address land-use, physical infrastructure, transport systems and the environment.

From open sources (including Google Maps), the TAT identified businesses operating within the project site and immediate surrounds.

All geospatial data has been compiled into a data portal. The portal has been utilised to examine the development opportunities / limitations within Thembisa, from the area-wide perspective to the micro-context of streets, nodes and precincts. Further, the data portal permits an analysis of the relationship between the identified business activities (from open sources and the survey) across the scope of the site and the physical relationship between businesses and the built and natural environments and public infrastructure. The data portal comprises an important output of the situational analysis process. The datasets have been compiled within a single PDF file, within which the document contains a series of spatial layers that include the aerial imagery, site boundaries, land use, public infrastructure and economic data. The PDF tool permits users to enable or disable the GIS layers and hence focus on specific issues and data relationships.

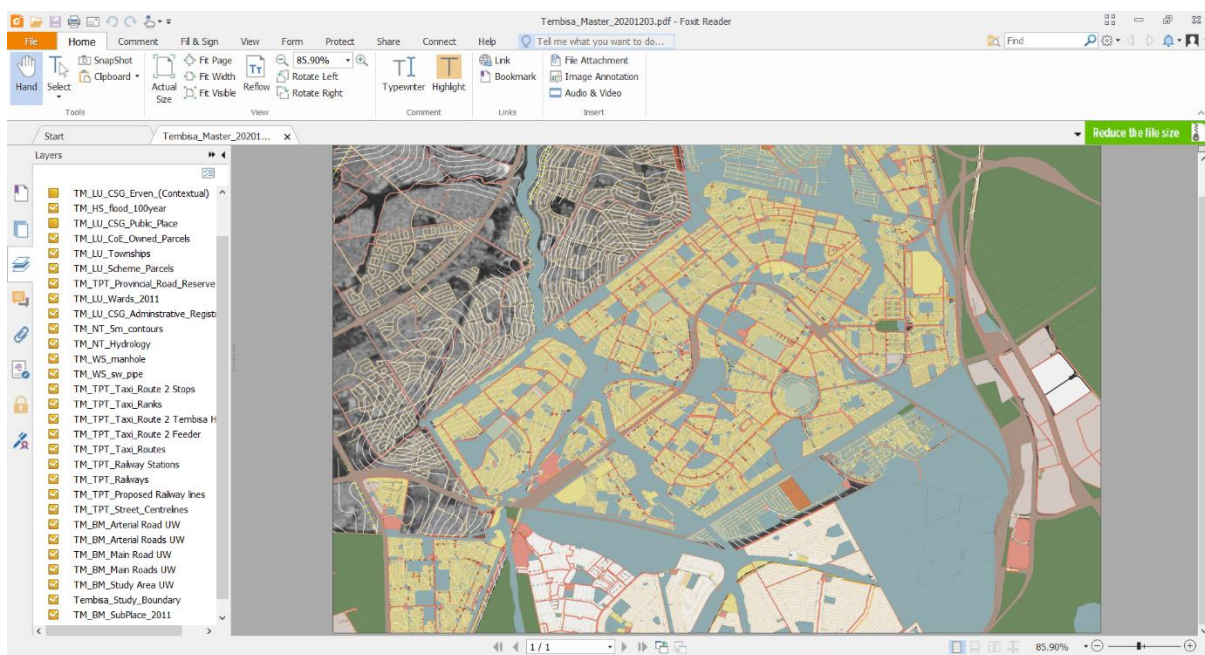


Figure 2: Interactive GIS Tool

The TAT undertook a spatial analysis of high streets, business nodes and development precincts, as identified in planning documents. The precise area of these spaces are illustrated in our analysis of their economic potential. The site layout, cadastral units and land-use zones have been extracted from the geospatial portal and represented within accompanying diagrams. Within each of these micro-context analyses, we have sought to indicate the proposed building footprint of developments. Furthermore, we have utilised annotated photographs and field research notes / observations to comment on the economic potential of these spaces.

2.5 Ecosystem Survey

The TAT developed an ecosystem survey instrument to collect data within the field. The research approach was to obtain information on the total ecosystem of businesses and institutional services within the site. The research focussed on economic high streets, business precincts, retail hubs and identified nodes / precincts. Using a multi-component questionnaire, the research instrument comprised: i) a business survey; ii) a survey of places at which business is conducted ('hot spot' analysis); iii) a survey of institutions (including financial institutions); and iv) a stakeholder survey.

The data gathering process was undertaken by a team of field researchers. The TAT team recruited, via the Virtual Imbizo platforms, and trained local researchers for this purpose. In the field, information was recorded on hand-held tablets, with the questionnaire built within the CommCare app. The tablets permitted the researchers to capture photographic and geospatial data, whilst the app enabled the data to be safely stored in the cloud.

Field research was undertaken from August to November 2020. The local field researchers were supported by experienced SLF researchers as well as collaborators from the EDSE programme. The 7 local field researchers were selected from 200 applications. Measures were instituted to ensure that the field research team adhered to recommended guidelines to minimise exposure to COVID-19.

In Thembisa the researchers undertook 586 interviews, which included surveys of 447 township micro-enterprise businesses. We recorded 47 small and medium enterprises (SME) (including large, non-corporate businesses), 23 corporates, 27 business 'hotspots' and 30 institutional services (including financial services). During the field research, the team undertook interviews with 12 local stakeholders, who included representatives of trader organisations and business forums.

Ecosystem survey entry point



Business surveys



Business hotspot

Institutional services

Stakeholder

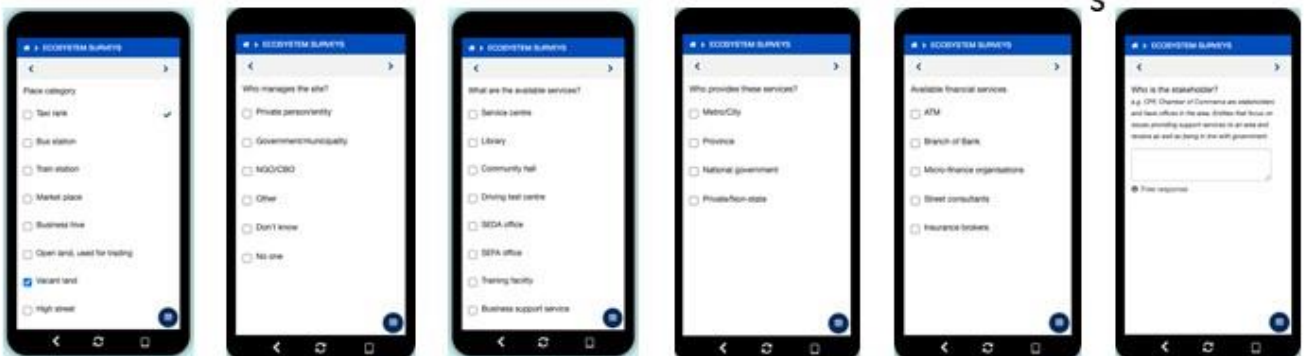


Figure 3: Ecosystem Survey Instrument in the CommCare App



1.



2.



3.



4.

Figure 4: Field work team in Thembisa

Description of figures 1 -4:

Fieldworker team training in Thembisa.

Daily health screenings were conducted as part of Covid-19 infection control.

The field work team in Thembisa.

Interviews were conducted in-situ.

2.6 Site Field Research and Engagement

The TAT undertook an immersed field research process to understand the socio-economic characteristics of business and urban dynamics. The research methods were largely qualitative. These included: ethnographic observations and note taking; capturing photographs of sites and aspects of the township economy including the use of space; conducting interviews with key persons, business operators and representatives of trader / business associations. To obtain data, the TAT walked across transects within the site. We specifically inspected sites that contribute towards 'place making' and social cohesion. These included:

- The Thembisa civic hub,
- The Makhulong precinct,
- Reverend R.T. Namande Drive,
- George Nyanga Drive,
- Benjamin Ntlhane Drive,
- Thembisa station,
- Limindlela station,
- Leralla station,
- Leralla traders market,
- Ebuhleni Golf Course,
- Imbazelo Park,
- Thami Mnyele Cultural Park.

The enterprise surveys were largely undertaken within the civic hub; along George Nyanga Drive to the intersection with Reverend R.T. Namande and southwards along Reverend R.T. Namande Drive to Andrew Mapheto Drive. The researchers undertook extensive surveys within the Leralla station precinct, including the informal traders market. A series of meetings was undertaken with representatives of the traders to secure authorisation to conduct research in the market. The spatial specialists and transport specialists inspected the three train stations and the Esangweni taxi rank. The EDSE team undertook stakeholder interviews with the Yes4Youth Hub, the Ekurhuleni Industrial Hive and Computer Centre, the Ekurhuleni Fab-Lab and the Gauteng Enterprise Propellor.

2.7 Sector Specific Investigations

In accordance with the CSP theory of change, the TAT undertook a series of sector specific studies into essential aspects of the township economy. This research sought to characterise the state of knowledge and identify both opportunities and constraints for leveraging economic growth and business development. An important component of this research was our engagement with city specialists.

A notable challenge in undertaking the sector specific studies was the relatively scarcity of area-based data. To mitigate this challenge, the TAT sought to access unusual data sources, including private sector datasets and qualitative data. Through the CSP partners and collaborators, the TAT has sought to obtain insights and data on specific aspects of the township economy. In this respect, the CSP's spatialised city economic data project has provided anonymised tax-return information on a limited range of data variables, derived from the tax returns of the businesses operating within the geographic area of the site. From the Centre for Affordable Housing Finance Africa (CAHF), the TAT have obtained data on formal market property transactions. Since the TAT has considerable experience in township research, the team has obtained SLF datasets and qualitative evidence to address knowledge gaps. We report on the analysis of these datasets in the relevant sections.

3 Limitations

The Situation Analysis is a rapid research output, developed through consulting existing reports, utilising available dataset, engaging with stakeholders and conducting brief field research, including primary data collection. The TED development approach has an action-research orientation, rather than purely research orientation, an approach that does not permit the TAT to undertake extensive surveys and consultation.

The area-based focus on a single township is a novel approach to TED planning. Yet it should be noted that the project site does not neatly fit into the geographical area / units used in statistical enumeration, in particular the Sub-Place and Main Place boundaries as defined by Statistics South Africa (StatsSA). Nor does the sites align with ward boundaries (which are re-assessed and realigned after local government elections), but instead the site includes multiple wards.

The complexities in characterising the site is reflected in the general shortage of site specific data. metros do not, as a matter of routine, collect and update geospatial data on township business activities, whilst informal businesses or micro-enterprises operate in spatially fluid patterns and tend to resist statistical enumeration. Open-source data, whilst providing an additional data source, also does not reflect the frequent changes in the micro-enterprise environment. The data we obtained from these open sources potentially includes businesses that are no longer in operation.

Shortly after the commencement of the project, the Covid-19 pandemic necessitated strict control measures (lockdown) which then limited opportunities for in-person engagements and field-based activities. Online engagements were instituted and proved to be a partially effective substitution for in-person meetings and consultations. Whilst these engagements would permit organisational efficiency, they did not enhance the process of building repour with the project steering team and nor were more thorough day-long workshop possible. The TAT was only able to commence field research after the introduction of level 3 restrictions, from August 2020. Despite our efforts to facilitate transversal planning processes, the TAT was not able to consult with all relevant City stakeholders, nor were we able to access all the necessary GIS information.

The ecosystem enterprise survey method was intended to provide a broad-brush insight of business activities within Thembisa. The approach was to conduct the survey on the high street and within specific nodes. It was not possible to survey all contexts and situations, and thus we intentionally excluded residential sites and transport operators. Since participation in the survey was voluntary, several business operators did not participate for various reasons including their desire to avoid enumeration and fear of state interference in their business practice (in other words, enabling formalisation).

4 Project Site

Thembisa is a large township (in both spatial and population terms) situated in Region B. It covers an area of 32 km². Region B comprises the north-western portion of CoE. The township is approximately 15 kilometres from Kempton Park. It is bordered by the R21 on the eastern side of the site. Thembisa lies adjacent to Ivory Park which falls under the City of Johannesburg.

The project site comprises a core area within the broader township. The core area was identified in relationship to the main mobility spine (Andrew Mapheto Drive) and the railway line that bisects the township. The prioritisation of neighbourhoods within the spatial corridor (and core area) of these two transportation systems aligns with the CoE priorities to support transit-oriented development (ToD). The core sub-places (StatsSA) are: Ibazelo, Emkatini, Lifateng, Tamong, Teanong, Seotloana, Kopanong, Mashimong, Tembisa Ext 26, Isithame, Unfuyaneni, Moteong, Entshonalanga, Umnonjaneni, Khatamping, Motsu, Leboeng, Umthambeka, Endulweni, Igqagqa, Umfuyaneni, Esangweni, Thiteng, Lekaneng, Mpho, Emkatini, Moedi, Tsenolong, Maokeng, Tlamatlama, Tsepo, Makulong, Welomlambo, Isivana, Ethafeni, Jiyana, Inixeni and Esiziba.

The area is shown in Map 1.



EKURHULENI STUDY AREA



LOCATION KEY

- KEY**
- EKURHULENI MUNICIPALITY**
 - 1. Base Map**
 - 1.1 Extents**
 - ▭ Tembisa Extent
 - Ekurhuleni Municipality Extent
 - 1.2 Connectivity**
 - Highway

EKURHULENI MUNICIPALITY | THEMBISA

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 16.02.2021

Map 1: Thembisa in the context of the City of Ekurhuleni

5 Institutional Ecosystem

Townships are spatially distinct areas, structurally disconnected (in large extent) from the wider city economy. The nature of society within these geographically marginalized spaces is in turn, shaped by four framework influences:

- the provision (and quality) of public goods and services,
- the regulatory environment which enables and constrains opportunities for business development (and social enterprises),
- the organisation of society through informal institutions (rules, customs, constraining behaviors etc.) and organizational forms (groups, associations, stokvels, neighbourhood watches etc.) and,
- the character and orientation of economic activities and businesses.

Government strategies and programmes at national, provincial and City levels have been evolved to support the reshaping of the above influences and enhancement of economic opportunities within township economies.

5.1 National Government Programmes

The Department for Small Business Development (DSBD) is the national government agency responsible, with its associated agencies, for enabling enterprise support. DSBD is mandated to operate the Small Enterprise Development Agency (SEDA) and the Small Enterprise Finance Agency (SEFA). Government programmes at a national level of relevance to township economic development include the following:

- New incentives (with the Medium-Term Expenditure Framework (MTEF) period),
- The Small Business and Innovation Fund (R3,2b),
- Black Business Supplier Development Programme (R906m),
- National Informal Business Upliftment Scheme (R248m),
- Enterprise Incubation Programme (R186m),
- Craft Sector Programme (R36m),
- SheTrades,
- Township Entrepreneurship Fund,
- Township and Rural Entrepreneurship Fund (TREP).
- A2Pay

Outside of the DSBD, other national government initiatives include those by Cooperative Governance and Traditional Affairs (COGTA), and the National Youth Development Agency (NYDA), in particular:

- The Integrated Township Economic Development Programme (COGTA),
- The NYDA Grant Programme.

The DSBD also directly manages the Black Business Development Programme (BBDP), Co-operatives Incentive Scheme (CIS), Shared Economic Infrastructure Facility (SEIF) and the Informal Micro Enterprise Development Programme (IMEDP). Some of the key partners and programmes under the DSBD mandate are discussed below.

5.1.1 Small Enterprise Development Agency

SEDA is an agency of the DSBD with a mission to develop, support and promote small enterprises throughout the country through non-financial business support. By 2019, SEDA had a network of 53 branches, 17 information kiosks, 74 outreach offices where SEDA shared with other ecosystem partners and 76 incubation centres. In 2019, SEDA reported that 6,957 new jobs were created and 19,064 jobs sustained by supported clients.

An ecosystem appraisal undertaken as part of the inception of the EDSE Small-Medium and Micro-Enterprise (SMME) support programme observed that although Seda was designed to be the premier hub for the delivery of Business Development Services (BDS), it is only one player among a large number of institutions that fund and support SMMEs, without a key role in coordinating the market for BDS. Though SEDA has attempted to act as a coordinator, notably in the incubator space, these efforts have not been reaching SMMEs in large numbers.

The EU Inception Report noted that whilst South Africa has a highly developed BDS market, it is insufficiently accessible for different types of SMMEs with inconsistencies in the quality of the services. SEDA, however, has not had sufficient capacity to resolve these issues. SMMEs face challenges in accessing supply chains and would benefit from support to identify opportunities and facilitate programmes (BDS, financial services) that could enable access to these markets.

More recently, SEDA has shifted strategy to focus on becoming an effective facilitator of the BDS market in South Africa rather than a direct provider, focused on strengthening the SMME support ecosystem. As part of this role as an ecosystem facilitator, SEDA is developing minimum standards and a registration platform for BDS providers, as well as mapping and coordinating public and private incubators. It is also actively transitioning to delivery based on the government's new District Model initiated for development implementation in 2019.

5.1.2 Small Enterprise Finance Agency

Since 2017, SEFA has facilitated funding to 2,946 township-based/owned enterprises amounting to R199 million. The focus on supporting township-based/owned businesses was in line with the call from government to develop rural and township economies into more economically and socially sustainable

communities. SEFA's disbursement to township-owned enterprises makes up just 1% of the total SEFA investment into the South African economy of R6.8 billion. This funding was disbursed through SEFA's different loan programmes as follows: direct lending (R108 million), wholesale lending to SMEs (R52 million); Khula Credit Guarantee (R13 million), microfinance (R22 million) and co-operative lending (R3 million). A Township Entrepreneur Fund has recently been announced.

5.1.3 Black Business Supplier Development Programme

The BBSDP was introduced in 2002 to address the limitations associated with the participation of black owned small enterprises in the mainstream economy. The BBSDP is a cost-sharing grant offered to black-owned small enterprises to assist them to enhance their competitiveness and sustainability to facilitate their integration into the mainstream economy. It provides grants to a maximum of R800 000 for tools, machinery and equipment and R200 000 for business development and training interventions per eligible enterprise to improve corporate governance, management, marketing, productivity and use of modern technology.

The BBSDP provides funds to black owned township enterprises. The support to township enterprises has decreased from 123 (R56.2 million) to 77 (R37.9 million) from 2016-2019. The budget for the current medium term expenditure framework (MTEF) is R906m.

5.1.4 Co-operative Incentive Scheme

The CIS is a 100% grant for registered primary co-operatives. The objective of the CIS is to improve the viability and competitiveness of co-operative enterprises by lowering their cost of doing business through an incentive that supports Broad-Based Black Economic Empowerment (B-BBEE). The number of co-operatives supported through CIS has decreased from 58 to 15 from 2015-2019. The amount disbursed has decreased from R11.6 million to R2.7 million from 2015-2019. Of this, 6.7% was to co-operatives based in townships.

Co-operatives that are currently active in Thembisa include the following (personal communication, 2020):

- Matshupatsela, non-financially supported based in Mbiza St next to Oak Moor Station
- Minenhle, based in Oliffen
- Tisetseng, based in Motshu

5.1.5 Shared Economic Infrastructure Facility

SEIF intends to leverage public sector investment that would provide necessary shared infrastructure by creating an enabling environment for businesses to crowd in investment, mostly in townships, rural areas and the inner city where there is clear business activity taking place. This instrument is designed to cover the funding of common infrastructure that is either new, upgraded or maintained and is shared by a certain number of informal businesses, SMMEs and co-operatives. It is a 50/50 contribution with

the municipality, province and any other partners that seeks to contribute towards this partnership. The DSBD contribution to the facility is up to R5 million per project. R55.4 million has been disbursed from November 2017 up to August 2019 covering 15 shared infrastructure facilities in the Eastern Cape, Limpopo, Western Cape, North West and Kwa-Zulu Natal from which 454 enterprises benefitted.

5.1.6 Informal and Micro Enterprises Development Programme

IMEDP is a 100% grant offered to informal and micro-enterprises from the minimum grant amount of R500 up to the maximum of R10,000 to assist them in improving their competitiveness and sustainability. IMEDP distributed R 25.5 million to 2007 beneficiaries from November 2018 - March 2019.

The objectives of the IMEDP are:

- To provide developmental support to informal and micro-businesses that are operating in urban centres (preferably townships) and rural areas and owned by historically disadvantaged individuals.
- To strengthen the capacity of credible informal and micro-enterprises to be sustainable through the provision of access to information, business development support services and business infrastructure (machinery, tools, equipment).

5.1.7 The Small Business Innovation Fund

The SBIF was announced in 2019 and provides a mixture of grants and loans through a new blended finance model fund that aims to finance 100 000 young entrepreneurs. The grant portion will be up to a maximum of R2.5-million per enterprise. The fund is run jointly by the DSBD and the Department of Science and Technology; the grant is administered by SEFA. It targets black-owned businesses in townships and rural areas.

According to Minister Ntshavheni (Parliamentary Briefing, 10 July 2019), applicants must have the potential to create at least 10 jobs to be eligible for funding. The National Treasury's 2019 Budget Review notes that R3.2-billion has been set aside over the next three years for the fund, which it will lend to small business intermediaries, including fund managers and incubators. It is these intermediaries will fund and support ideation and start-up companies, and small businesses focusing on innovation.

5.1.8 Township and Rural Entrepreneurship Programme

The DSBD, as part of its response to COVID19, initiated TREP to channel support to the township and rural enterprises in the listed sectors, with the allocated budget support:

- Auto body repairers & mechanics: R225 million
- Bakeries & confectioneries: R100 million

- Clothing, textile and leather: R105 million
- Tshisanyama (braai restaurants): R 50 million
- Spaza shops support programme: R138.5 million
- Personal care services: R90 million

Current priorities within the programme include:

- **Small-scale bakeries** – the assistance comes in the form of a financial package, through SEFA, structured to cover the cost for equipment and working capital. It also proposes an off-take agreement with Spaza's for distribution of goods.
- **Informal and small-scale clothing/textile producers** – this support is aimed at the funding of small clothing or textile makers, including PPE (Personal Protection Equipment) manufacturing. The improvement in quality manufacturing of garments is also taken into consideration that will enhance competitiveness.
- **Automotive Aftermarkets Support** – is aimed at independent automotive aftermarket businesses or enterprises located in townships and villages. The programme also prioritizes informal fitment centres, qualified motor mechanics to operate an authorized repair centres, qualified auto motor body repairers, and distributors of aftermarket auto parts.

The Department of Small Business Development (DSBD) is conducting a review of all its guideline and process documentation and will give an update on these activities once that is concluded.

5.1.9 SheTrade

The SheTrade digital platform is a programme for female entrepreneurs, jointly supported by DSBD and SEDA. SheTrade aims to enhance support to women by connecting beneficiaries to potential investors, business support organisations, and potential buyers. Through SheTrade platform, female entrepreneurs will be exposed to a global market by connecting nationally, and regionally with other female entrepreneurs and networks. The goal is to have 250 000 women-owned or led businesses connect to markets by 2023.

5.1.10 District Information Management System

An ongoing challenge faced by the different levels of government, department agencies and programmes is the poor coordination of BDS services. As a result, the SMME development landscape is fragmented, whilst consolidated data cannot be produced as data is being held across multiple platforms. The newly initiated DIMS will more effectively track BDS interventions and the impact of these interventions, offer quality assurance and improved enterprise supplier development, and enable shared information on the BDS ecosystem. A key benefit of the DIMS is alignment with the existing datasets of the DSBD and agencies in a "single version of the truth". The DIMS is to be managed by SEDA, but will be accessible to the BDS ecosystem as a whole.

5.1.11 The Integrated Township Economic Development Programme

The Integrated Township Economic Development Programme is designed to respond to the need to position townships as the foremost intervention of government, in developing thriving local economies. Specific programmes will be designed to complement the needs of townships and these packaged interventions. The programme is anchored in the following strategic pillars:

- Mapping and profiling of townships
- Ecosystems for township economies
- Economic Infrastructure and technology development
- Exemption incentives for township economies
- Investment strategies of township economies
- Spatial Transformation of township economies
- Image enhancement of township economies

5.1.12 Small Business Economic Development Portal

The Small Business Economic Development Portal – an initiative by the Department of Small Business Development, SEFA and SEDA, has been established to draw in and register SMMEs for support from the Department – in particular linked to the economic downturn caused by the COVID-19 pandemic. The portal is coordinated through the website www.smmesa.gov.za and a hotline. The portal and initiative includes:

- SMME finance relief scheme soft loan facility for COVID-19 relief,
- Business growth and resilience facility – linked to health care product suppliers in the fight against COVID-19,
- Restructuring of SEFA funded loans – payment holidays for SEFA loan beneficiaries to reduce burden of obligations during the COVID-19 pandemic,
- Informal sector – programmes for business owners, spaza shops and the self employed.

5.1.13 NYDA – Grant Programme

The NYDA Grant Programme is designed to provide young entrepreneurs with an opportunity to access both financial and non-financial BDS to establish or grow their businesses. The target audience is youth beneficiaries. The BDS includes cooperative development programme, business management training, mentorship, and business consultancy services. The programme will provide funding for individuals or enterprises, with certain sectors eligible for up to R250 000 in partial, co-funding or towards loan deposits. Young entrepreneurs can access a voucher programme that allows for them to get business support from a NYDA approved BDS service provider. The vouchers range from R6 600 – R19 800.

5.1.14 A2Pay

A2Pay is a Fintech company that focuses on small township businesses. A2Pay provides businesses with various services including back-end technology systems like vending, and wholesale trading platforms including cash management. These services assist with the digitisation of township businesses, in order to foster growth, better stock management and procurement, and other necessities for running an efficient and profitable business. Among the offerings that A2Pay makes is the sale of Eskom prepaid electricity and other prepaid products. A2Pay is also able to provide access to capital for the township businesses that they work with through the Jobs Fund. A2Pay's objectives are to empower small, medium, and micro retailers, to create sustainable employment opportunities across South Africa.

5.2 Gauteng Province Programmes

The Gauteng Provincial Government (GPG) has prioritised township economic development, with the first phase of its Township Revitalisation Strategy (TRS) covering the period 2014 – 2019, and a second phase currently being finalised. Within the TRS framework it has been recognised that strategic accessibility and connectivity to markets is required to transform township economies – rather than a model in which every facility and support institution is replicated in every township.

5.2.1 Growing Gauteng Together 2030

Growing Gauteng Together (GGT) 2030 was launched at the 2020 State of the Province Address (SOPA) by the Premier, David Makhura. GGT aims for 'building sustainable development for all', creating jobs and opportunities, with a focus on the Gauteng City Region (GCR). In its economic policy, GGT aims to develop social compacts with the private sector, labour and communities in relation to the following ten high-growth sectors:

- Energy, with a focus on new technologies and a diverse energy mix,
- Transportation and Logistics,
- ICT, Media and Digital Services – the digital economy,
- Tourism and Hospitality,
- Agri-food and Agribusiness, focusing on value chains,
- Construction and Infrastructure,
- Automotive, Aerospace and Defence,
- Financial Services,
- Cultural and Creative Industries,
- Industrialisation of Cannabis.

The GPG aims to establish innovation systems linked to each high growth sector. According to the Premier, by 2025, the GCR will have three fully operating Special Economic Zones, in Ekurhuleni,

Tshwane and Sedibeng. In addition, there will be fifteen revitalised industrial parks, twelve agri-parks and five agro-processing facilities across the five corridors. This will be a single industrial ecosystem that supports the 10 high-growth sectors and township SMMEs.

In terms of public services, the GGT has a strong emphasis on water and energy security and a focus on promoting renewable energy. The GPG is engaging with the private sector on how to collaborate and share resources in the rollout of affordable broadband connectivity and free Wi-Fi to poor households.

5.2.2 The Township Economic Revitalisation Action Plan

While part of the wider GGT strategy, the GPG has also paid particular attention to township economic development.

The policy approach being taken by GPG has been developed and incorporates the following elements:

- Change how townships are regulated and governed so that the assumption is that any business which can be legal, is legal, subject to certain conditions so that businesses can be recognised and funded.
- Change how businesses in townships are legally recognised to allow firms to be formally recognised by the government and BDS programmes designed to help them.
- Revise state procurement rules and programmatic support which allow government and its main contractors to buy from large groups of township-based firms, with systems linking them so they can supply if they were one large firm. This will build the capacity to supply the private sector and open private sector markets to township firms by enabling discovery of suppliers, de-risking the supply relationship and targeting programmatic support so that it enables delivery. The same will be done with NGO funding to drive the care economy.
- Use the data from government procurement systems and other digital systems run by partners to de-risk lending to township firms of all sizes by financial service providers.
- Turn taxi ranks into micro-CBD's and support the taxi economy to use its scale to grow supporting value chains and industries.
- Use a backyard real estate development model to convert areas with high commercial densities into township high streets.

This analysis underpins the proposed Township Economic Development Bill.

5.2.3 The Township Economic Development Bill

The GPG Legislature introduced the Township Economic Development Bill (TEDB) in the June 2020. Its finalisation requires further refinement and delegation of tasks with respect to the functional areas

of Provincial and Municipal legislative competence as well as executive authority and administrative control. The intention of the TEDBI is to designate areas as townships and to 'greenline' these for certain forms of regulatory reform. The Bill introduces the notion of a Standard By-Law for Developmental Township Governance that reflects the regulatory principles of the Bill, with municipalities within Gauteng expected either to adopt the recommended Standard By-Law or demonstrate how their regulations comply with the regulatory principles in the Bill .

The TEDB outlines the following additional BDS measure:

- **Procurement spend:**

GPG aims to spend R4 billion per annum in buying goods and services from 2,000 township enterprises. The aim is also to ensure increased value for money, with a recognition that in some instances, procurement from township enterprises simply meant government was paying an added mark-up on goods sourced from suppliers outside the township.

- **Access to finance:**

The GPG is partnering with selected banks to provide guarantees linked to purchase orders for provincial procurement contracts. This strategy will unlock access to finance for entrepreneurs who might not otherwise have the cashflow to service larger-scale contracts, enabling business growth.

- **The SME Clearing House:**

GPG has set up a platform for the registration of SMEs, that includes geo-location, with the intention of using this platform as the basis for state procurement from SMEs. The SME Clearing House currently has over 20,000 SMEs registered on it, with these mapped on an on-line map at <https://www.gpgsmmes.co.za/>.

- **A focus on High Streets:**

GPG proposes to work with the taxi Industry and municipalities to rezone and develop taxi ranks into retail and commercial hubs that will create markets for local mechanics, panel-beaters, retailers, food sellers and manufacturers.

5.2.4 Gauteng Enterprise Propeller (GEP)

The Gauteng Enterprise Propeller (GEP) – is an agency of the Gauteng Provincial Department of Economic Development (DED). GEP promotes, fosters and develops small enterprises in the Gauteng Province and thereby implementing the policy of the Gauteng Provincial Government for small enterprise development. It is the implementing vehicle of the Gauteng Department of Economic Development's SMME and Cooperative support. It is also a registered credit provider.

GEP has five main regional offices throughout Gauteng with a number of satellites. The main offices are: Johannesburg, Tshwane, West Rand, Sedibeng and Germiston which caters for Ekurhuleni. The satellites are in Soweto, Heidelberg and Mohlakeng. The following are the highlighted programmes of the GEP:

Pitching Booster Programme, Youth Accelerator Programme, Gauteng Business Start-up Kit, Cooperatives Accelerator Bootcamp, Gauteng Entrepreneurship Model and Automated Online Systems for Application.

1. The GEP Pitching Campaign under the theme of: “My Business, My Township. Our Future” is for entrepreneurs to pitch their innovative business ideas to a panel of business experts, an audience of other township entrepreneurs, small business owners and potential investors. The programme has been success and that has lead the Ekurhuleni Municipality to adopt it as one of its programmes¹.
2. Cooperative Support: As part of ensuring investment readiness of the Cooperatives, a Cooperative Accelerator Bootcamp Programme which aimed at assisting Cooperative become sustainable and contribute meaningfully towards the province economy was introduced. The ma/in aims of the programme is to provide Cooperatives with:
 - Innovative ideas and opportunities that would help boost their businesses to be sustainable, providing cooperatives with basic training on costing, financial management, tendering networking, business management, sales and marketing.
 - A platform which will facilitate access to business coaching, mentoring, potential funding and business development support amongst others

A total of 100 Cooperatives took part in the bootcamps and that led to the formation and establishment of 2 Primary Cooperatives in Ekurhuleni. The Cooperatives would receive support that would make them investment ready for the likes of GEP and other DFIs. They would be provided with other business support through the Incubation Programme over a period of 6 to 12 months in the 2019/20 financial year, in alignment to the Gauteng Entrepreneurship Model.

5.3 Other Enterprise Development Support

A comprehensive enterprise eco-system appraisal of Gauteng was undertaken by Aspen Network of Development Entrepreneurs in 2018. The ANDE report highlights that Gauteng is the most developed province in South Africa but suffers from disparities of support between wealthier and poorer suburbs, with a gap in the market for ecosystem players that are interested in investing in infrastructure improvements in underserved areas, such as shared workspaces, internet access, and incubation hubs.

The ANDE report argues that more early-stage risk capital should be made available to aspiring entrepreneurs in the ideation phase to develop their business ideas into commercially viable products. This will encourage more innovative and opportunity driven entrepreneurship. It would also ensure a more inclusive environment for entrepreneurs from more vulnerable populations, including women and youth.

¹ GEP Annual Report 2018/2019 – page 12

5.3.1 Gauteng City Region Development Plan (2015-2020)

The GCR Economic Development Plan (EDP) (2015- 2020) intends to drive economic growth through strategic targeting of priority sectors. Based on the current economic structure of Gauteng Province, the GCR EDP is biased towards the service sectors, especially community services, finance and transport. These sectors tend to employ less people than those such as manufacturing, transport and construction (although these more productive sectors are experiencing a decline as a process of de-industrialisation unfolds in the province). The GCR EDP purports that the manufacturing sector should be at the centre of economic growth and development, and there is a need to invest skills in various sub-sectors of the economy whilst simultaneously addressing the high barriers of entry characterised by many of these industries – in particular those with high growth potential such as agro-processing and steel. Such an approach would have high multiplier effects in terms of inclusion. The township economy could potentially benefit from investments in the following sectors:

- Food and beverages
- Furniture and timber
- Clothing footwear textile and leather
- Pharmaceuticals, plastics and chemicals
- Machinery and equipment
- Construction, building material and real estate
- Automotive and components
- Mining and mineral beneficiation
- Finance and retail
- ICT
- Tourism and creative industry.

5.4 Ekurhuleni Programmes

5.4.1 Ekurhuleni Growth and Development Strategy 2025

The Growth and Development Strategy (GDS) 2025 of the City forms the basis of medium and short-term planning, and guides the policy budget as the City seeks to implement its mandate, to make Ekurhuleni ‘a better place in which to live, work and play’. The GDS 2025 sets out the City’s overall vision, noting the need to integrate townships into the mainstream by means of various programmes including the promotion of local job opportunities by linking local labour to labour centres, the upgrading or formalisation of informal settlements including the eradication of basic services backlog.

The GDS recognises Thembisa as one of the four major concentrations of historically disadvantaged communities. The GDS further states that that all these communities are situated on the outskirts of the

main urban area and are in the areas furthest removed from where the bulk of job opportunities are situated.

5.4.2 Ekurhuleni Ten (10) Point Economic Plan

The CoE launched the Ten (10) Point Economic Plan in 2018 to provide strategic prioritisation to accelerate the development of industry and manufacturing.

The City has invested efforts to crystallise the Ekurhuleni Ten (10) Point Economic Plan Strategic Framework in order to systematically and deliberately drive programmes to position the City of Ekurhuleni as the primary anchor and footprint of the provincial economy. The City's approach is to maximise capabilities and advance manufacturing, aviation and aerospace, logistics and transportation industries to drive the economic competitiveness, radical economic development and transformation imperative for the benefit of the community of Ekurhuleni.

The plan aims promote economic development in accordance with the principles of environmentally sustainable approaches, expanding value chains and nurturing the place of small enterprises within these chains, and improving the labour-absorption capacity of industry through targeted skills development. The plan focuses on 10 priority areas:

- Revitalization of the manufacturing sector,
- Acceleration of Industrial Development Zones / Special Economic Zones programme,
- SMME support through public procurement,
- An enabling public transport system,
- Promoting localisation and production,
- Implementing the aerotropolis master-plan,
- Unlocking land for strategic development, including unused erven in the townships,
- Implementing the Township Economic Strategy,
- Undertaking infrastructure investment,
- Skill, capacity development and institutional stabilisation.

The 10 Point Plan builds-upon the GDS and IDP. It supports the densification of real estate development along transport corridors and around economic nodes, which in turn, will enhance employment opportunities for residents via improved public transport and locally availability opportunities for SMMEs.

5.4.3 Integrated Development Plan (IDP) 2018/19

The Ekurhuleni IDP is mainly focused on the overall socio-economic development challenges facing Ekurhuleni with elements of the plan having an indirect bearing on township economic development. The IDP reports:

“Township economy revitalisation refers to the support of all township trading activities undertaken by community-based enterprises aimed at meeting the needs of the township residents. Business activities in the Ekurhuleni townships are robust, diverse and range from retail, industrial activity to construction. The City has successfully implemented innovative programmes to create economic renewal in the townships. These initiatives include business incubation and industrial skills programme targeting entrepreneurs in the townships. In this regard, 262 enterprises participated in the business incubation programme and 2137 youth benefited from the industrial skills programme in 2016/2017.”

Infrastructure development in townships is also flagged within the flagship project on Urban Renewal.

5.4.4 Economic Development Department

The mandate of the Community Enterprise and Economic Development Department is to lead, facilitate and promote economic transformation, inclusive growth and socio-economic development within the City of Ekurhuleni. The department focusses on arresting the flight of strategic investment by facilitating reduction of the cost of doing business within Ekurhuleni, facilitate SMME and co-operatives development, investment promotion, facilitation and retention, skills development and job creation programmes.

The sub-directorate contributes towards this goal through the implementation of the Ekurhuleni Community Enterprise Fund (ECEP). The R300 million ECEF is intended to support the development of community enterprises in the form of individual entrepreneurs, small, micro and medium enterprises, cooperatives, informal traders and formal business. The Enterprise Fund provides financial (R50,000 to R1.5 million) and non- financial (business plan, post investment support) assistance to promote township economy development, industrialisation and human development.

The Economic Development Department is also responsible for co-operatives (refer to section x), business hubs (refer to section 7.4.5.), the Fabrication Labs (see section 7.4.4.1, below) and business compliance (refer to section x).

1.4.4.1. Fabrication Labs (FabLabs)

FabLabs are a facility that provides specialised machinery or equipment using 3D machines and printers, moulding machines, components of electronic nature – a space for high technology, developing of prototypes, laser cutters and more. All this to assist entrepreneurs to develop their skills, enhance their skills, build prototypes and be exposed to the latest technology that is available to enhance their competitiveness.

According to Neville Govender, who manages the FabLabs (Fabrication Labs), the City of Ekurhuleni has, as of February 2021, entered into a Memorandum of Understanding (MoU) with The Innovation

Hub. The Innovation Hub will manage the 5 FabLabs of the City of Ekurhuleni, namely, Thembisa, Tsakane, Vosloorus, Thokoza and Duduza.

1.4.4.2. Business Registration

All compliance and regulations of the City are done through the Economic Development department. It is the department that works with licencing of big business in the mall, or in any other developments like shopping centres. As an example, companies, or corporations like Woolworths would apply for business registration or licencing to operate. The gambling machines or slot machines operating locally have to register or apply for licences through this department including.

5.4.5 Business Development Services in Thembisa

SEDA

SEDA is an agency of the Department of Small Business Development (DSBD). The services of SEDA are, Information, Advice, Consultancy, Training, Mentoring amongst others. Their local co-location offices in Ekurhuleni are at the Ekurhuleni Business Facilitation Network in Kempton Park which they share with the Department of Economic Development's Community Development and other BDS providers. SEDA and the City have a good working relationship according to Ms Mpho Nche: Economic Development – Divisional Head Community Development and CSP TED Lead for Ekurhuleni.

SEDA has two centres:

- Seda Construction Incubator (SCI) – Construction Sector and the
- Ekurhuleni Jewellery Incubator (Germiston).
- Ekurhuleni West TVET College (Katlehong) and
- Gibela Business Incubator (Kwa-Thema)

It is important to note that none of the above are in Thembisa

GPG Programmes

As part of their procurement spend on township economies, GPG spent a total of just under R3 million in Thembisa on 33 contracts in Quarter 4 of 2019. Most of the expenditure on educational services was for school nutrition programmes.

The Thembisa eKasiLab is based at Ekurhuleni West TVET College, 9 Mogorogo Road, Esiqongweni Section, and is an initiative of the Innovation Hub, under the umbrella of thee Gauteng Enterprise Development Propellor. The eKasiLab offers a year's incubation to youth entrepreneurs at the ideation stage of their business, prioritising SMMEs in ICT, agro-processing, and bio-economy sectors.

City Business Hubs

The Community Enterprise Department has established a series of township enterprise hubs to support small businesses. Support is varied and can include providing space, incubation facilities, shared

industry production facilities, light manufacturing workshops, business networks platforms and mentorship or handholding sessions. The City established the 36-unit **Thembisa Business Park** in Mncatsa Section.

Youth Employment Service (YES)

The Youth Employment Service (YES) is a national initiative that aims to enable companies and communities to create one million opportunities over time. Yes4Youth entails a partnerships with government, civil society and labour to tackle South Africa's youth unemployment. The first of 100 planned Community Hubs was opened in June 2018 in Thembisa to absorb unemployed youth, ignite local economies and promote local markets. This hub assists small businesses to absorb youth labour. The Yes4Youth programme provides training that positions young township residents to the modern-day economy and for work in small business. The Yes4Youth Community Hub provides much needed business infrastructure in rural and townships as well as seed new nodes of economic activity and growth in disadvantaged Communities.

Township Entrepreneur Alliance (TEA)

The Township Entrepreneur Alliance (TEA) began in Thembisa and brings workshops into Thembisa that focus on business development and mentorship sessions.

6 Enterprise Activity

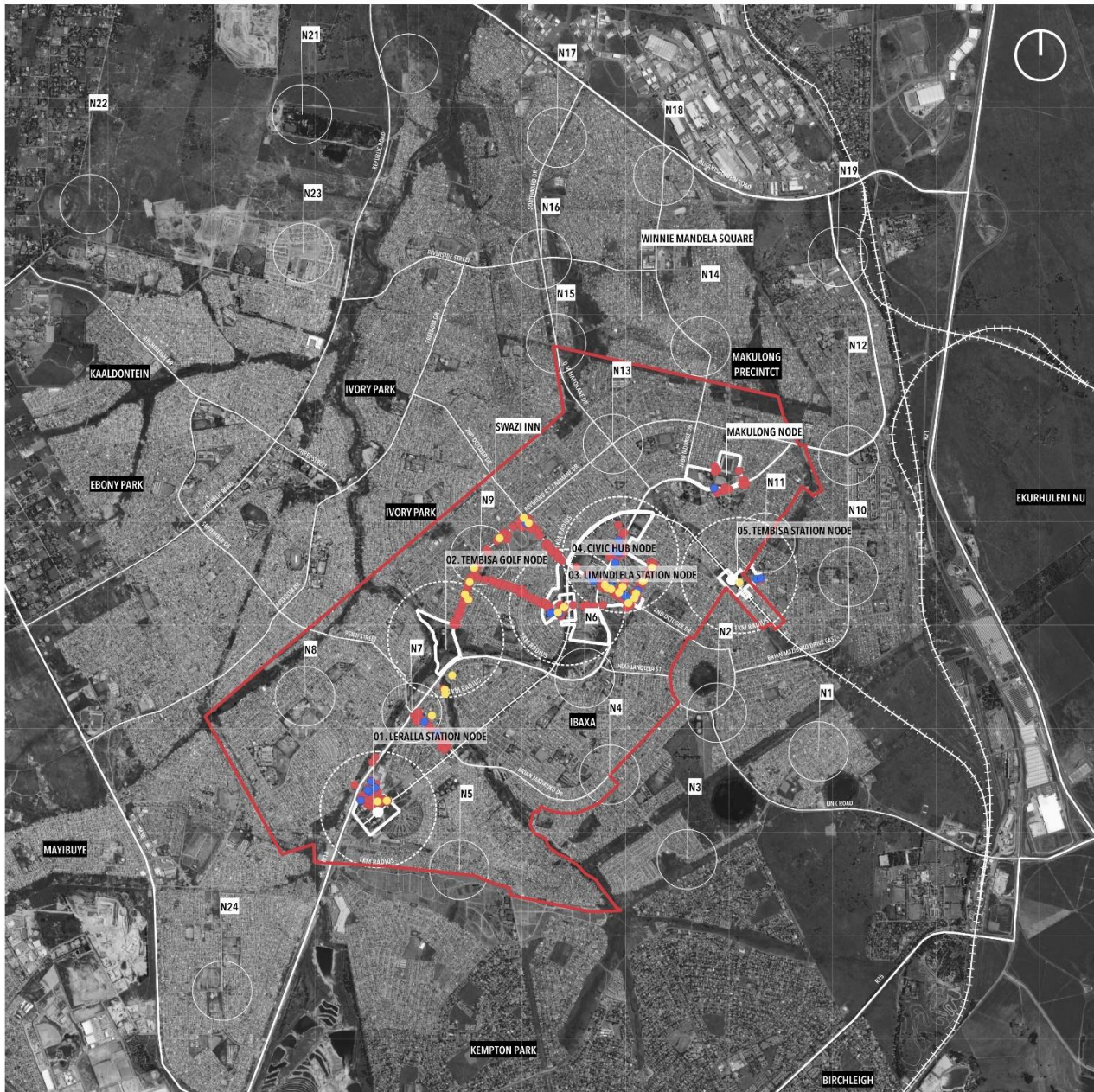
6.1 The Micro-Enterprise Ecosystem

6.1.1 Approach

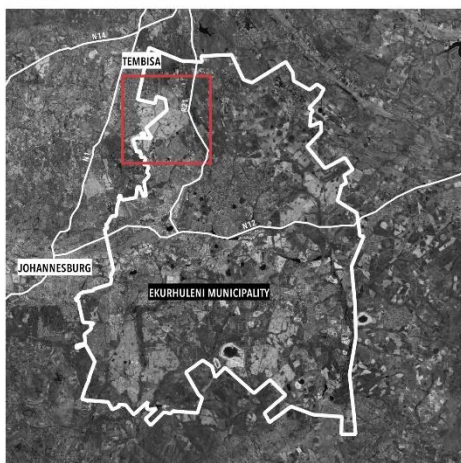
The ecosystem surveys were conducted in Thembisa in late October 2020. The aim of the ecosystem survey was to record evidence of i) business activities, ii) institutional facilities and iii) business hotspots and spatial opportunities. It is important to note that the ecosystem survey is designed to provide a snapshot of business activities. A full census would require extensive field research, which is not possible within the scope and aims of the TED project.

The research team surveyed 517 businesses (micro-enterprises, SMEs and corporates), recorded 27 business hotspots and 30 institutional services.

The image below provides an overview of economic activity in Thembisa. The points in yellow represent “hotspots” where clusters of business activities were located (such as intersections or shopping malls). Points in blue represent institutional services such as schools, municipal halls, libraries and other community facilities. Red points are representative of interviewed SMMEs.



THEMBISA FOCUS AREA BASE MAP



LOCATION KEY

KEY

THEMBISA STUDY AREA

- 1, Base Map**
- Thembisa Extent
 - Opportunity Node
 - Municipality Node
 - Neighbourhood

1.3 Connectivity

- Main Roads
- Arterial Roads
- Railway Lines
- Railway Station

Ecosystem survey

- Business hotspot [27]
- Institutional service [30]
- Enterprise [517]

EKURHULENI MUNICIPALITY | THEMBISA | BASE MAP

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Map 2: Businesses, Business Hotspots and Institutions in Thembisa

Of the 517 businesses identified in the survey process, 4% (23) were Corporates, 9% (47) were SMEs, and 86% (447) micro-enterprises. All corporates and 94% (44) of SMEs were formal whilst 86% (385) of micro-enterprises were reported as informal businesses.

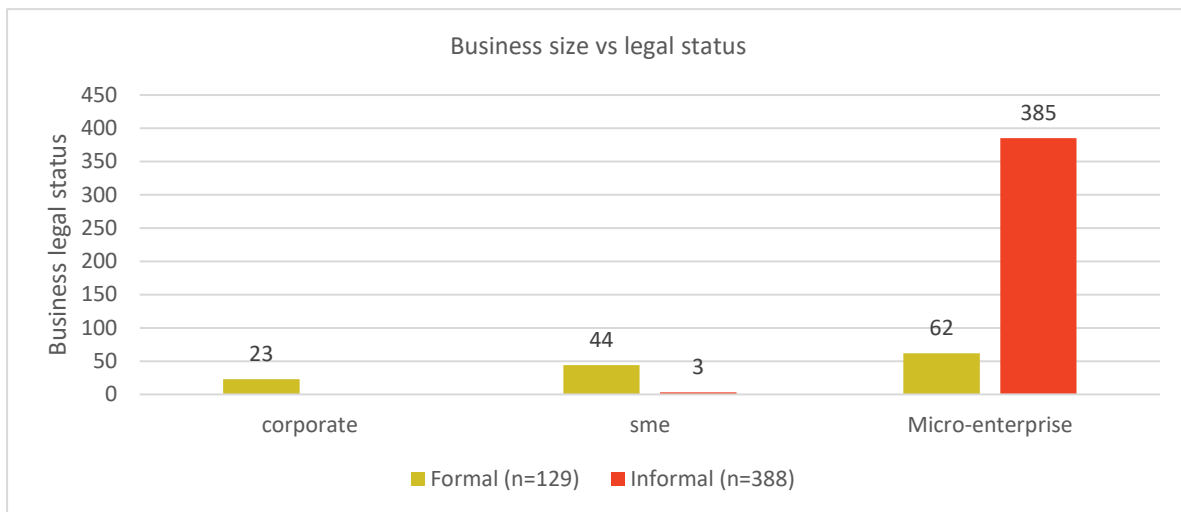


Figure 5: Overview of business size and legal status

6.1.2 Scale and Categorisation

Micro-enterprises make up 86% of businesses identified. Of the 447 micro-enterprises, 83% (369) of businesses were open and full interviews were recorded. The range of categories is shown in the figure below. Thembisa site has various clusters of trading sites, comparatively a large number of street traders and diverse economic activities. The most numerous business activity in the site was that of (second-hand) clothes retailing (44 / 10%) – mostly conducted as a street trading activity. Food businesses were also commonplace, including retailing of fruit and vegetables (44 / 10%), cooked food (40 / 9%) and snacks & cigarettes (39 / 9%). In terms of service-related businesses hair salon micro-enterprises (35 / 8%) were again commonplace. One prominent business venture that was quite widely spread throughout Thembisa was that of appliance repairs. These businesses operated from a variety of outlets – from street trading to private homes to dedicated shopfront premises (including shipping containers) and specialised in television, kitchen appliance and cell phone repairs.



Figure 6: Street trade predominates in much of Thembisa

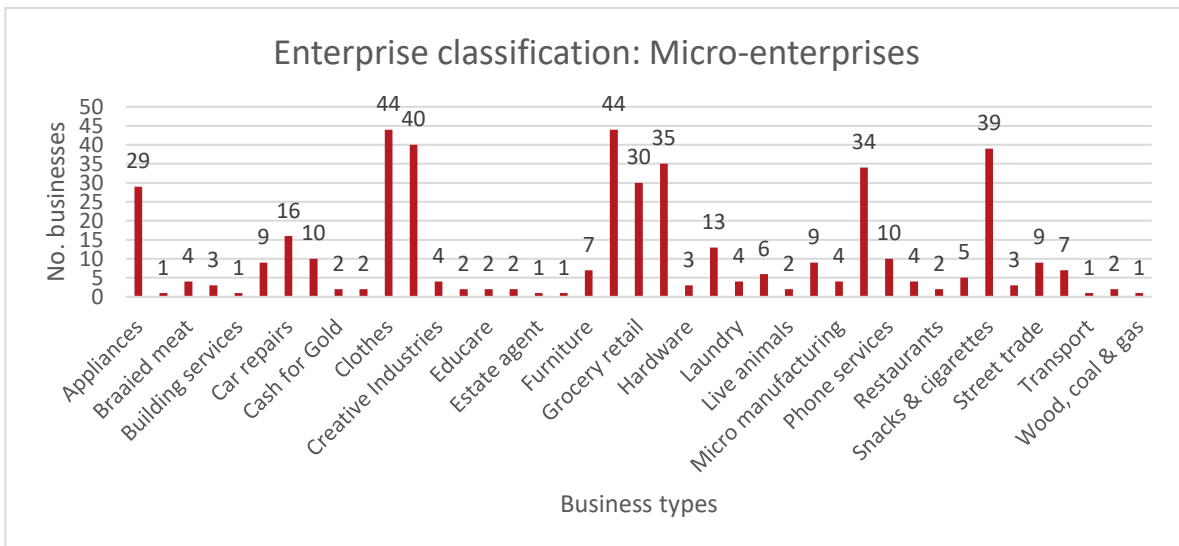
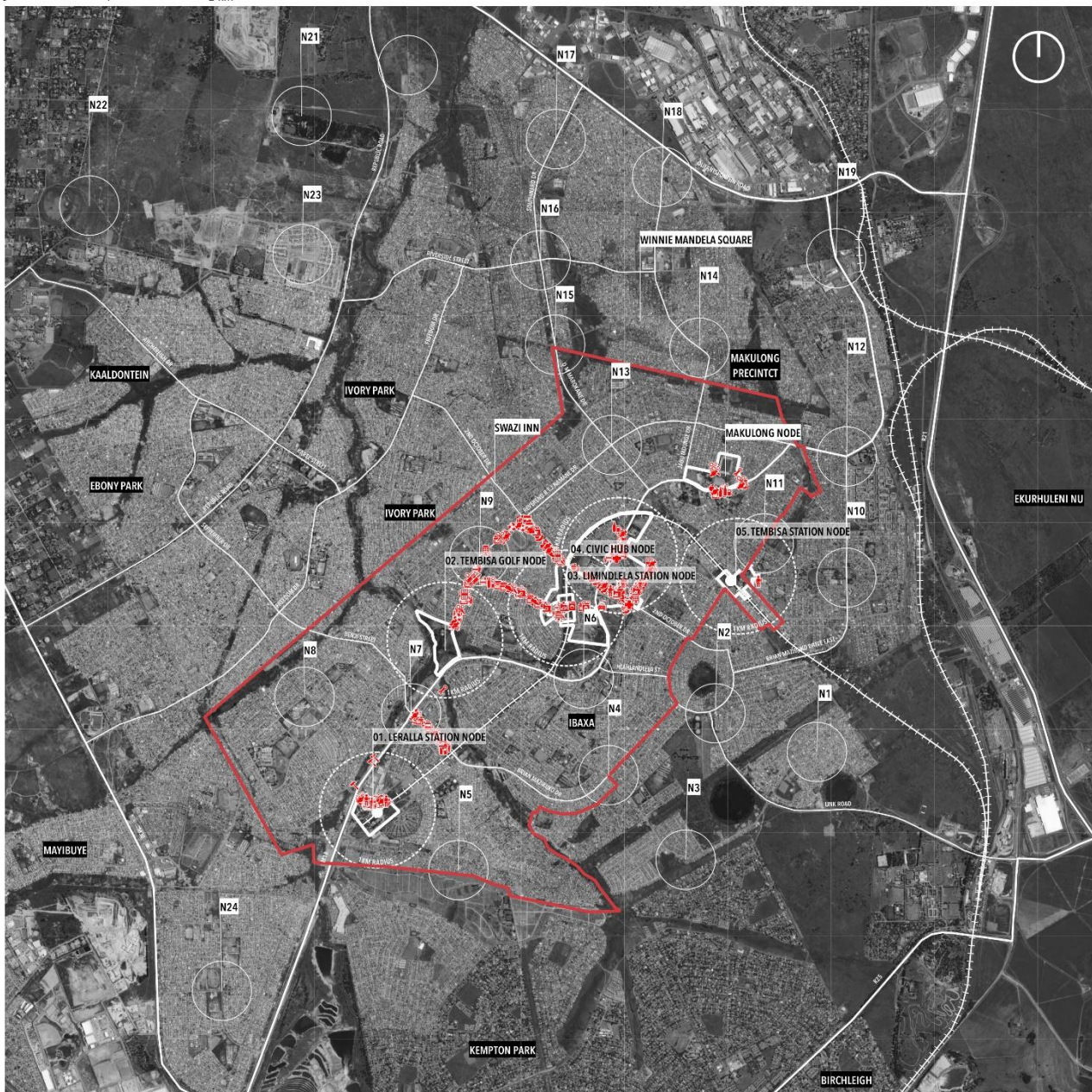


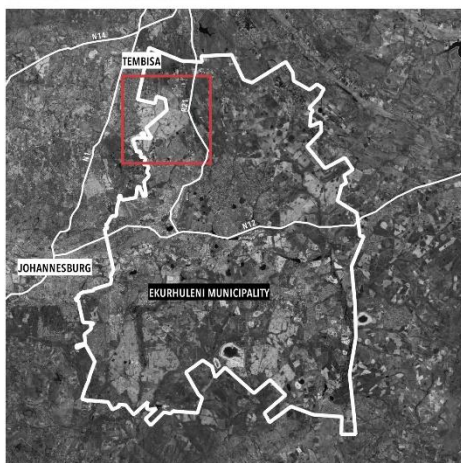
Figure 7: Micro-enterprise businesses by enterprise classification



Figure 8: Building and renovation of houses is an important local economic activity



THEMBISA FOCUS AREA BASE MAP



LOCATION KEY

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THEMBISA STUDY AREA

1. Base Map

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- Neighbourhood

1.3 Connectivity

- Main Roads
- Arterial Roads
- Railway Lines
- Railway Station

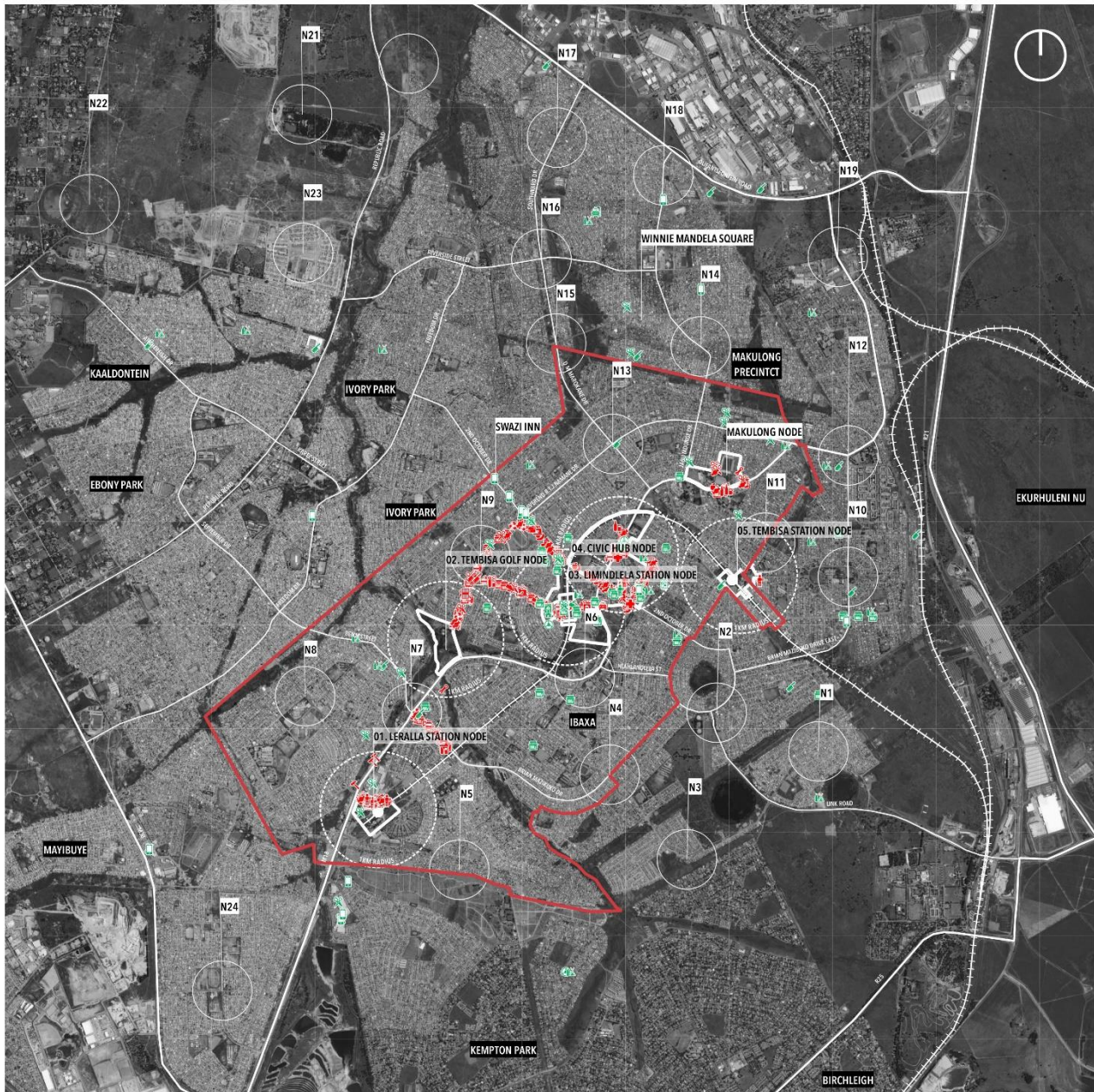
Micro-enterprise [447]

- ✂ Clothes [44]
- 🥬 Green grocer [44]
- 🍲 Cooked food [40]
- 🚬 Snacks & Cigarettes [39]
- ✂ Hair care [35]
- 🏠 Personal & home accessories [34]
- 🛒 Grocery retail [30]
- 🔧 Appliance [29]
- 🚗 Car repairs [16]
- 🏥 Health services [13]
- 🚰 Car wash [10]
- 📞 Phone services [10]
- 🏢 Businesses services [9]
- 🍗 Meat & Poultry [9]
- 👕 Street trade [9]
- 🪑 Furniture [7]
- 🧵 Tailor [7]
- 🍷 Liquor [6]
- 👞 Shoe repairs [5]
- 🥩 Braaid meat [4]
- 🎨 Creative industries [4]
- 🧺 Laundry [4]
- 🏭 Micro-manufacturing [4]
- ♻️ Recycling [4]
- 🏗️ Building materials [3]
- 🔧 Hardware [3]
- 🏪 Specialist store [3]
- 💰 Cash for Gold [2]
- 📀 CDs & DVDs [2]
- 🚗 Driving school [2]
- 🎓 Educare [2]
- 🎭 Entertainment service [2]
- 🐾 Live animals [2]
- 🍽️ Restaurants [2]
- 🏪 Wholesaler [2]
- 🍞 Bakery [1]
- 🏠 Building services [1]
- 🏠 Estate agent [1]
- 👦 Funeral services [1]
- 🚗 Transportation [1]
- 🔥 Wood, coal and gas [1]

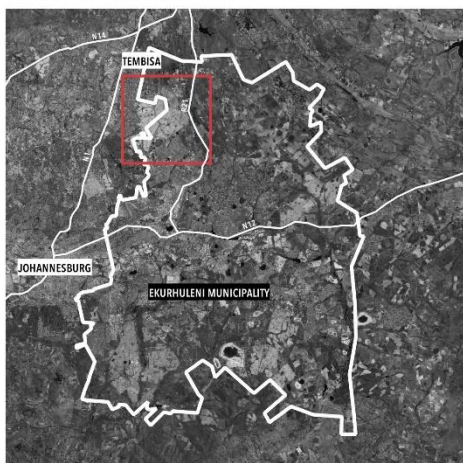
EKURHULENI MUNICIPALITY | THEMBISA | BASE MAP

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Map 3: Micro-Enterprises by Classification



THEMBISA FOCUS AREA BASE MAP



LOCATION KEY

KEY

- | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Grocery retail [32] Hair care [23] Tavern [20] Butchery [17] Cellphone & electronics [14] Driving school [3] Car Wash [1] Event Services [1] Funeral services [1] Laundry [1] Legal services [1] Shoe repair & tailoring [1] Street Traders [1] | <ul style="list-style-type: none"> Micro-enterprise: Open source [118] Clothes [44] Green grocer [44] Cooked food [40] Snacks & Cigarettes [39] Hair care [35] Personal & home accessories [34] Grocery retail [30] Appliance [29] Car repairs [16] Health services [13] Car wash [10] Phone services [10] Businesses services [9] Meat & Poultry [9] Street trade [9] Furniture [7] Tailor [7] Liquor [6] Shoe repairs [5] Braaid meat [4] | <ul style="list-style-type: none"> Creative industries [4] Laundry [4] Micro-manufacturing [4] Recycling [4] Building materials [3] Hardware [3] Specialist store [3] Cash for Gold [2] CDs & DVDs [2] Driving school [2] Educare [2] Entertainment service [2] Live animals [2] Restaurants [2] Wholesaler [2] Bakery [1] Building services [1] Estate agent [1] Funeral services [1] Transportation [1] Wood, coal and gas [1] |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

EKURHULENI MUNICIPALITY | THEMBISA | BASE MAP

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Map 4: Survey and Open Source Data on Micro-Enterprise Classification

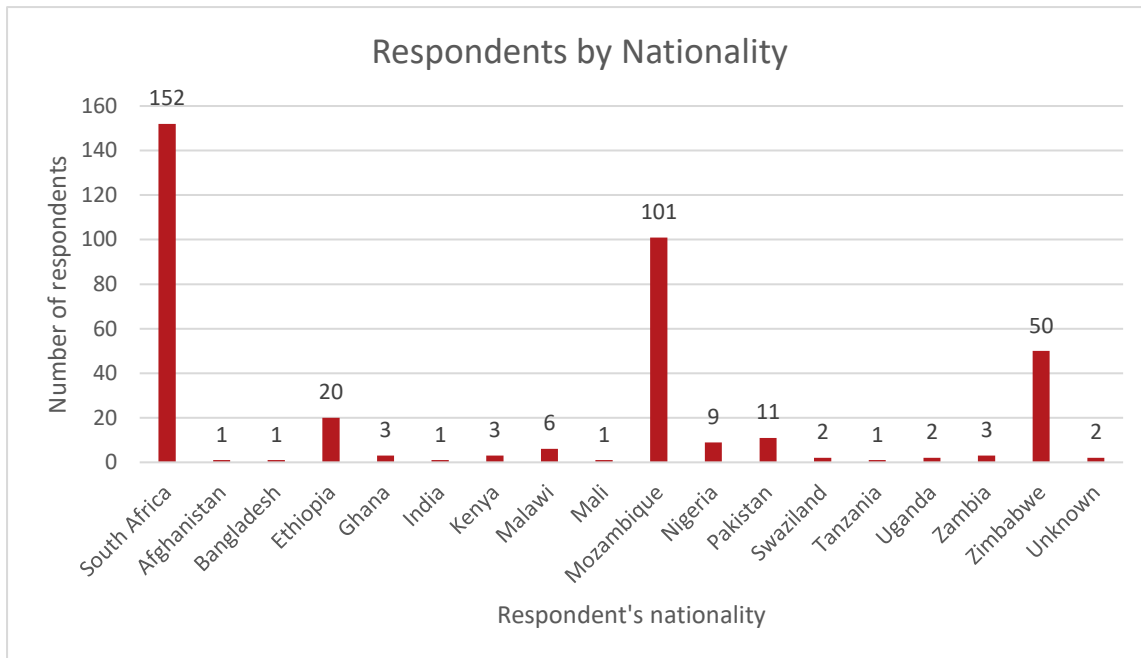


Figure 9: Nationality of respondents

Opportunity: There are many informal microenterprises operating in Thembisa that should be included in **regulated sectors** (eg shebeens, ECDs, undertakers). Bringing them into the regulatory realm would **support formalisation and compliance** and **enhance their access** to state subsidies and industry programmes.

Demographics

The role of foreign nationals in the Thembisa local economy is considerable. Of the 369 micro-enterprises interviewed, fewer than half or 41% (152) are run by South Africans. Of the 58% of non-South Africans running businesses in the site, the majority are immigrants from Mozambique (27% of total sample) and Zimbabwe (14% of total sample) – many of whom were street traders.

The informal businesses in the site are also a reasonable provider of work opportunities. Whilst some 65% of the respondents interviewed were the business owners or partners (245), the remaining 34% (124 people) reported as employees.

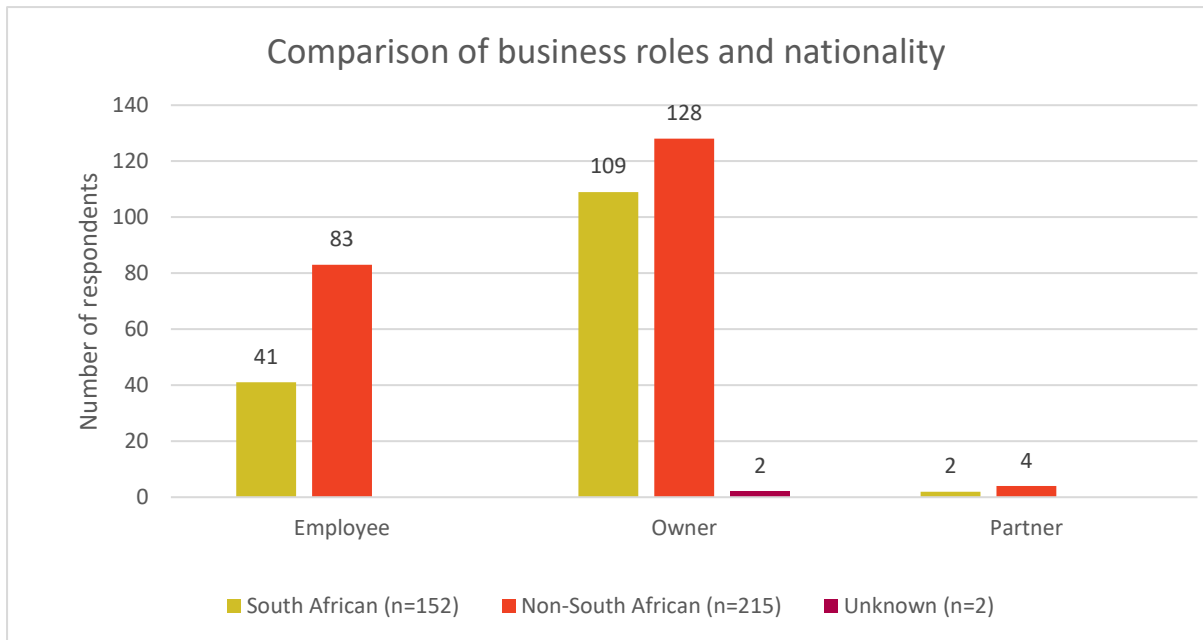


Figure 10: Respondent business roles and nationality

The local informal economy is predominated by men, who comprise 64% (237) of the respondents. Across the sample, business operators were most commonly in the age group of 30-40 years. Some 44% (105) of male informants were in their 30s, whilst more than half of all women (132) were in their 30s (45) and 40s (32). This trend for females may also reflect their balance of economic objectives with child-care commitments whereby many women tend to work from, or in close proximity to home in businesses such as informal foodservice or street trading.

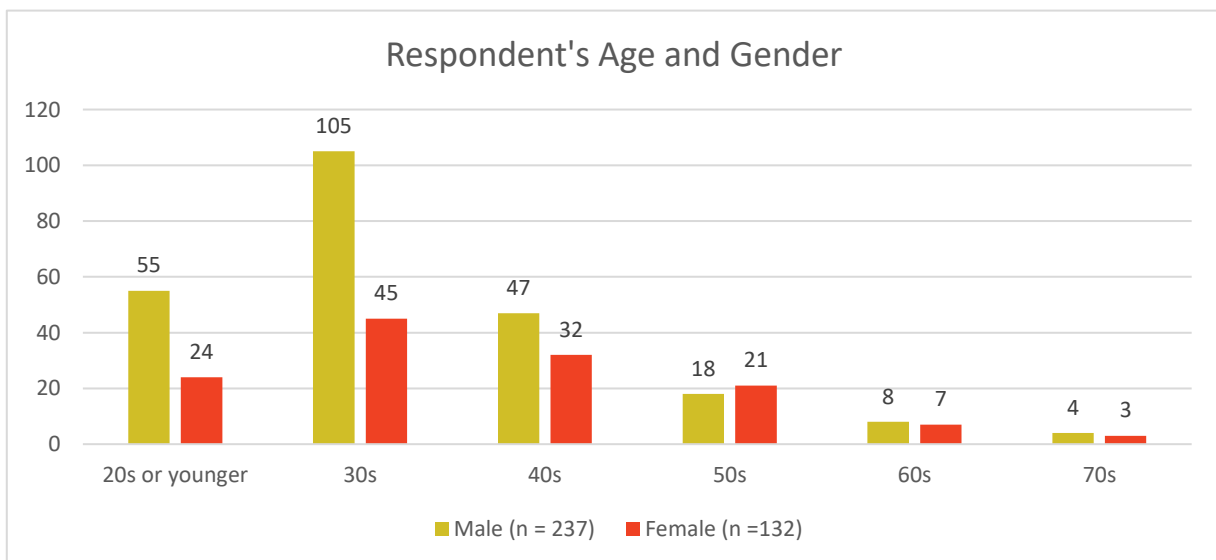
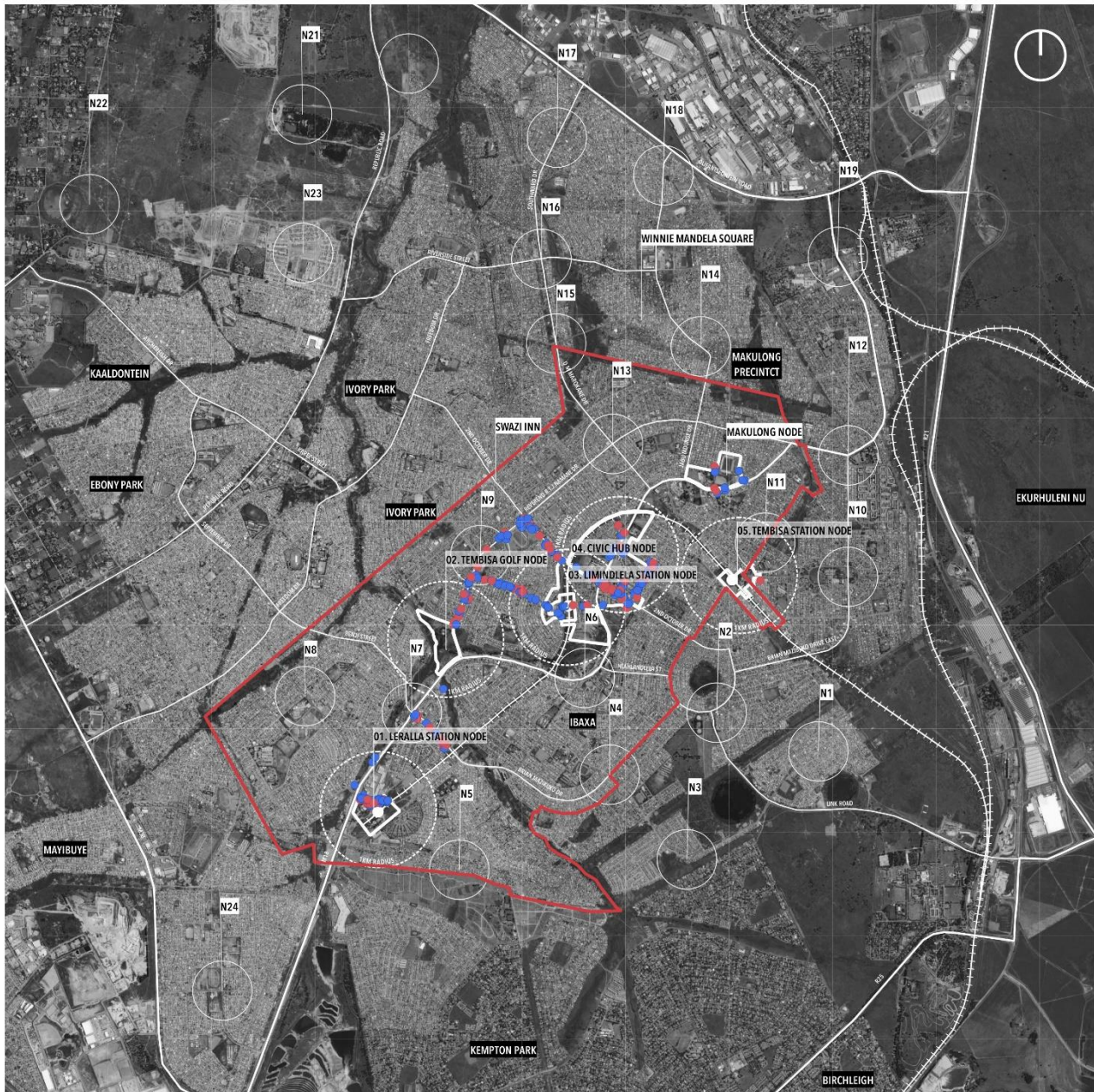
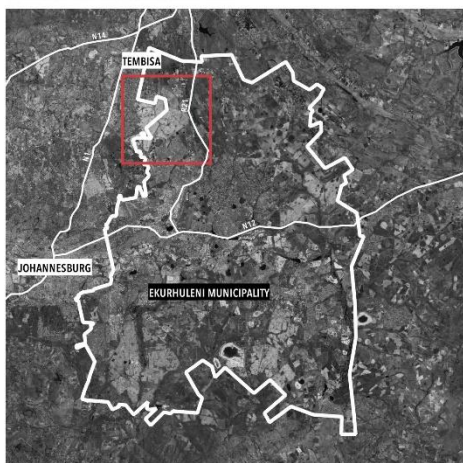


Figure 11: Respondent age and gender



THEMBISA FOCUS AREA BASE MAP



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1.3 Connectivity

- Main Roads
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- Railway Station

- Gender [369]**
- Male [237]
 - Female [132]

EKURHULENI MUNICIPALITY | THEMBISA | BASE MAP

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Map 5: Micro-Enterprise Respondent Gender

Business dynamics

The majority of micro-enterprises operated from informal or unregistered trading spaces. These included 60% (222) businesses operating from a trading stand or table in the street or on vacant ground, 20% (73) from a private residential house, and 7% (27) from a repurposed shipping container. Street trading is a particularly prominent modality for operating in Thembisa and represents an important economic livelihood for its business operators.

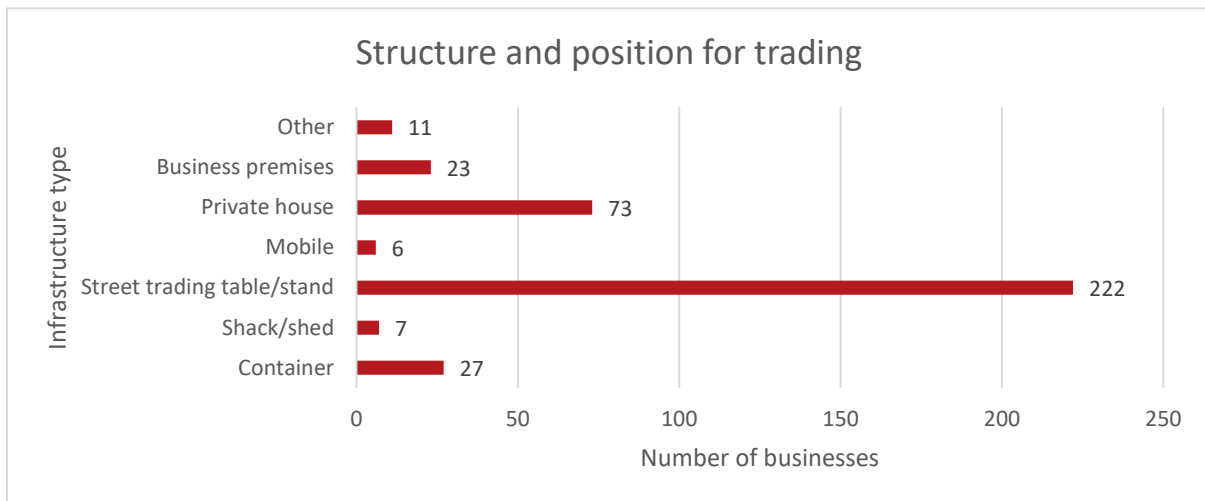
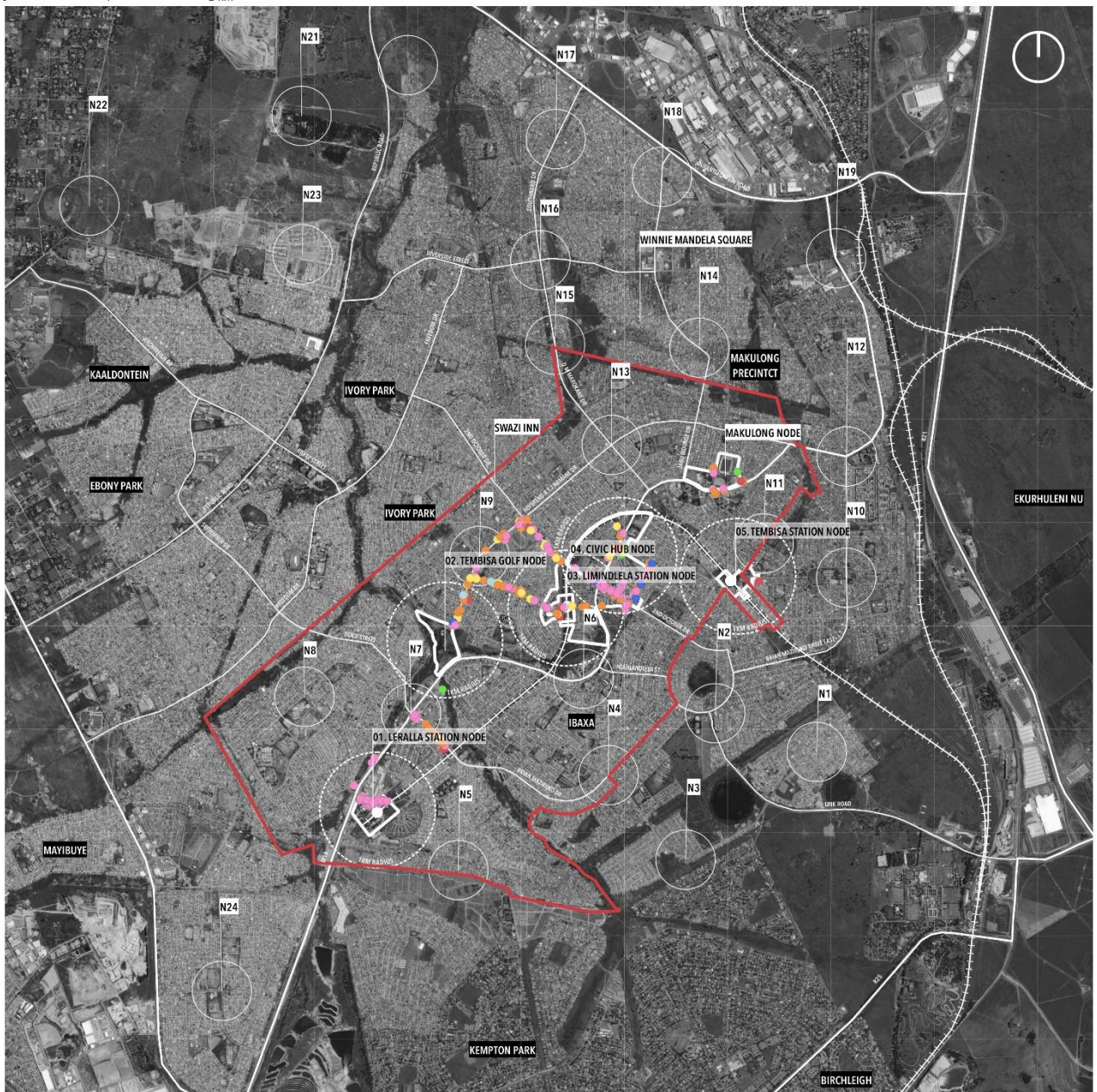
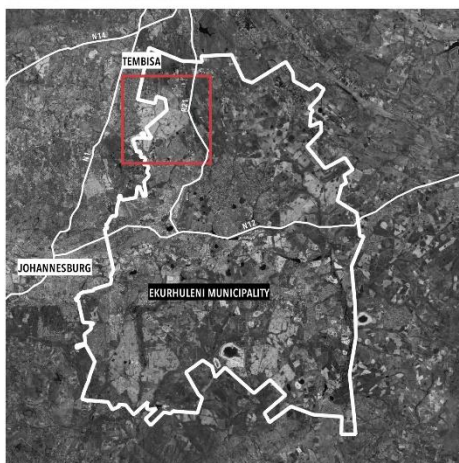


Figure 12: Business infrastructure



THEMBISA FOCUS AREA BASE MAP



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- Arterial Roads
- Railway Lines
- Railway Station

Structure [369]

- Street trading tablestand [220]
- Private house [73]
- Container [27]
- Business premises [23]
- Other [12]
- Mobile [6]
- Shackshed [6]
- Shackshed street trading tablestand [1]
- Street trading tablestand other [1]

EKURHULENI MUNICIPALITY | THEMBISA | BASE MAP

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Map 6: Micro-Enterprise Structure Classification

Rent

The majority of micro-enterprises operating in Thembisa reported not paying rent. As most enterprises operated as street traders many have clearly taken advantage of the lack of municipal governance in the site in order to set up business. Very few business operators claimed to own the property from which they operated – only 14 individuals were owners. Collectively 31% of respondents reported the businesses paid rent for the premises on which they operated. A quarter (36) of South Africans paid rent whilst a third (77) of non-South Africans paid rent. Where rents were paid the monthly rental amounts varied, ranging from R50 (access to a street pavement adjacent to a private dwelling) to R8,000 (for a dedicated building structure on the high street). Most common monthly rental amounts were between R1,000 and R2,500 with 15 paying R1,500, 12 paying R2,000, and five paying R2,500.

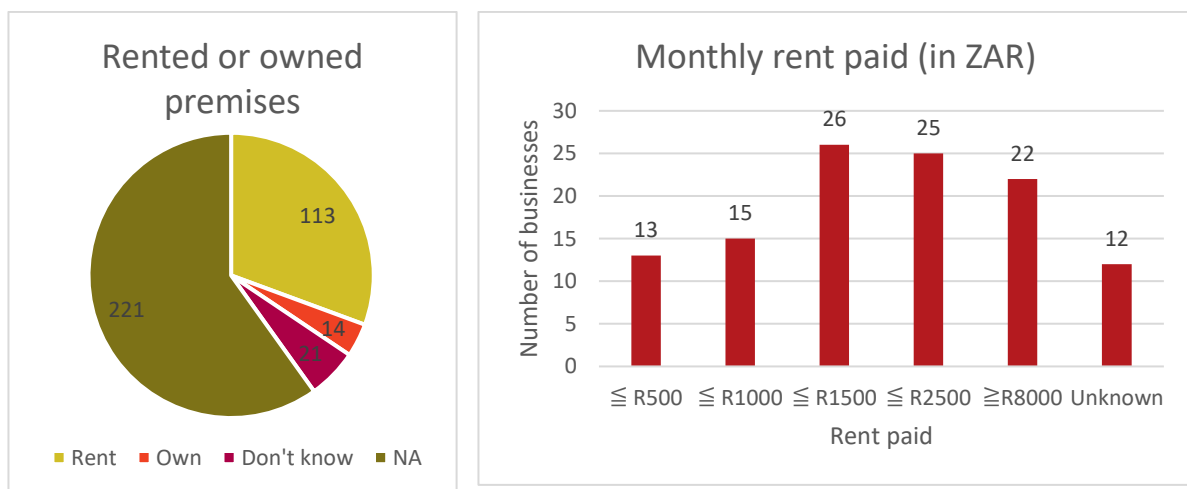
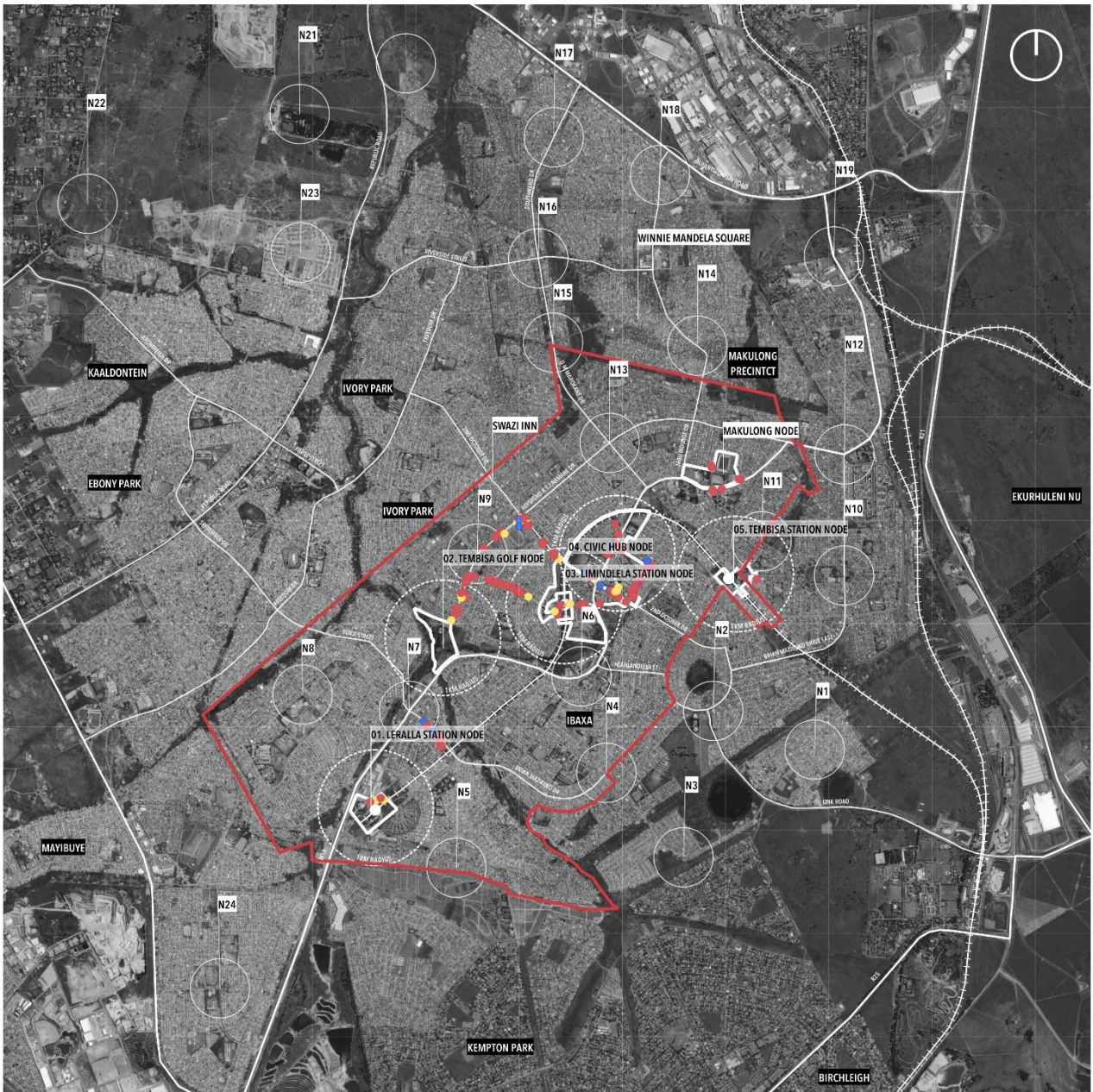
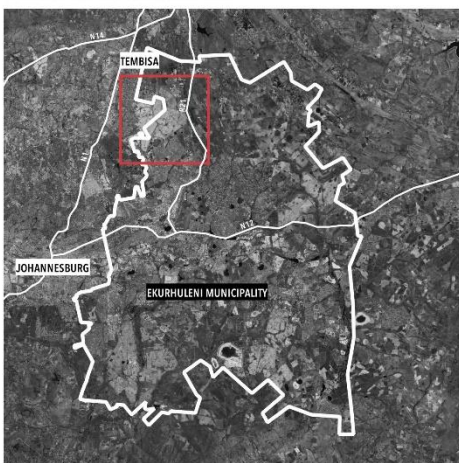


Figure 13: Occupation model and rent paid in ZAR



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Site rental [148]

- Own [14]
- Rent [113]
- Unknown [21]

EKURHULENI MUNICIPALITY | THEMBISA | BASE MAP

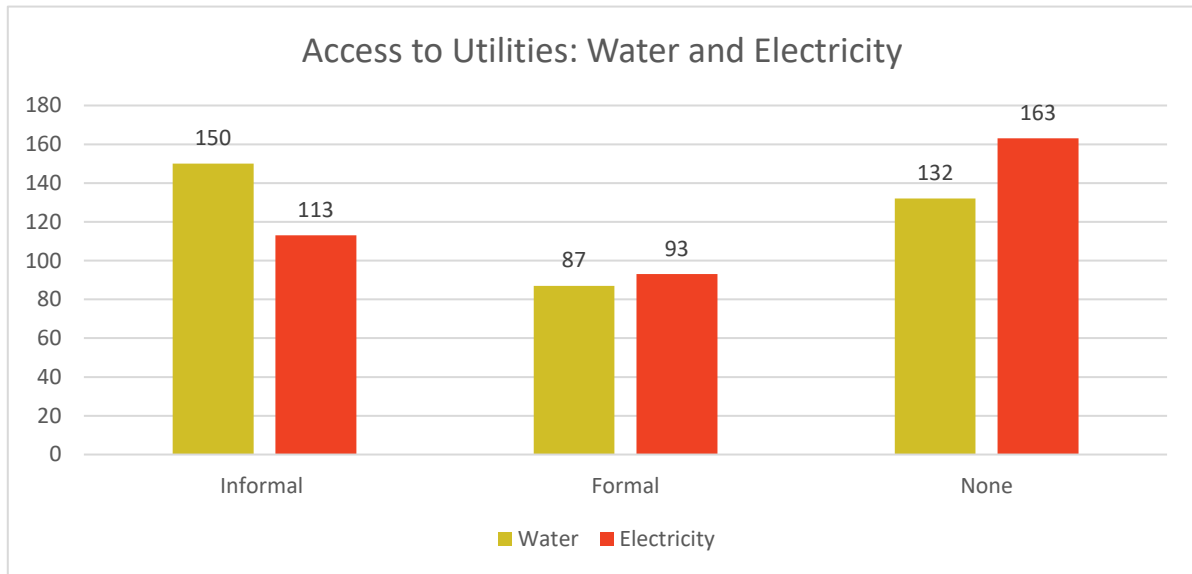
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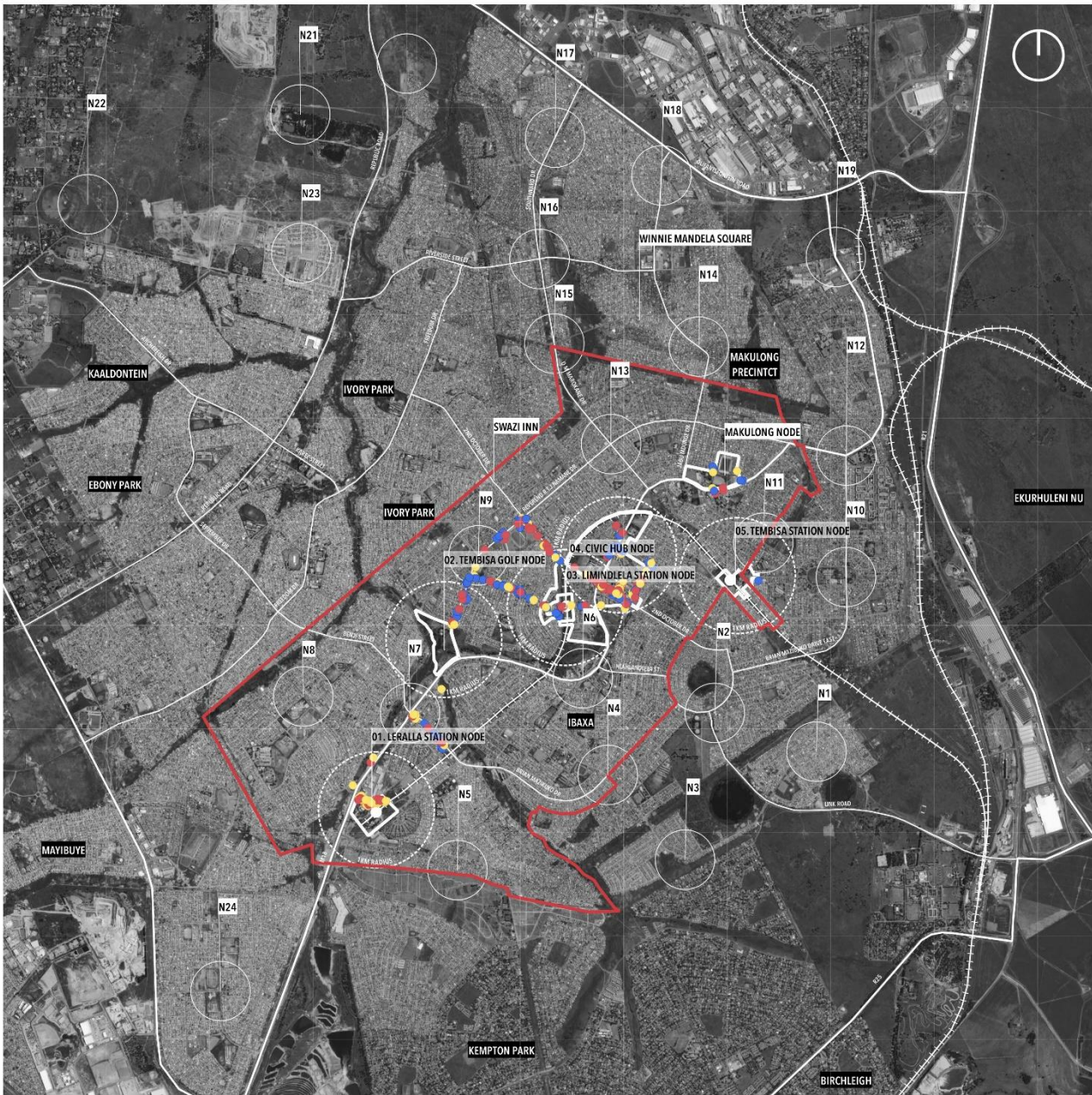
Map 7: Micro-Enterprise Site Rental

Access to utilities

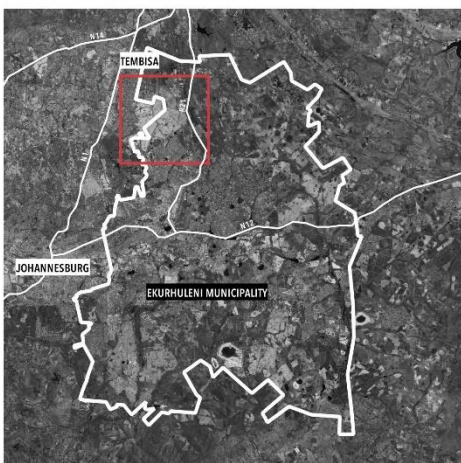
Whilst a quarter of businesses had formal access to water and electricity (24% and 25%, respectively), on average 36% (131) had informal access (commonly accessed on a commercial basis from adjacent private dwellings), and 40% (147) had no access to these services at all. Those with no water (36% of total sample) or electricity access (44%) were predominantly operating their business from a trading stand or table (107 and 138, respectively).

Figure 14: Available utilities





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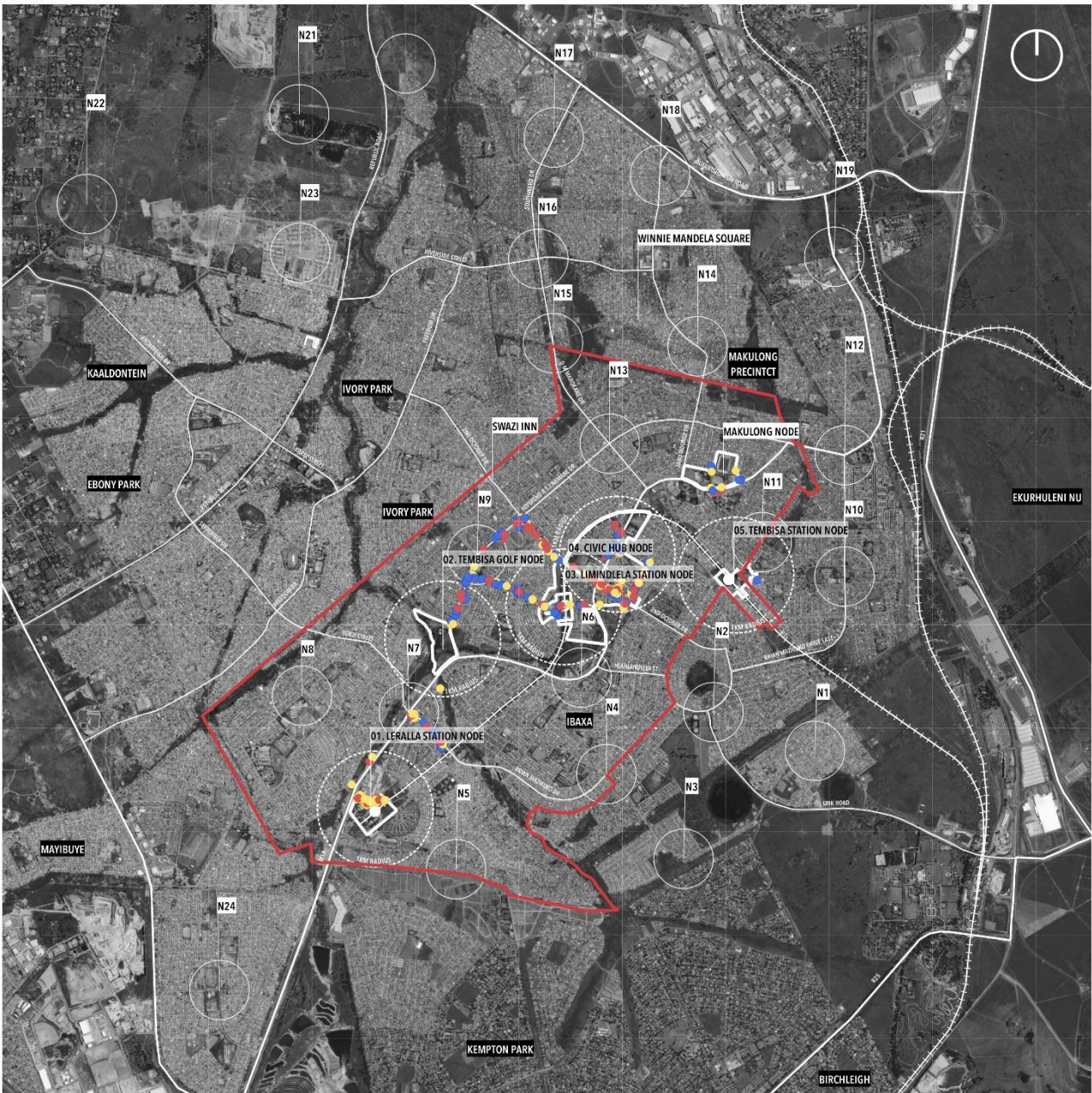
Water Access [369]

- Formal [87]
- Informal [150]
- None [132]

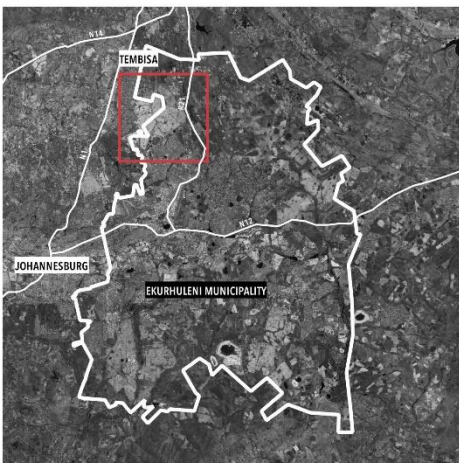
EKURHULENI MUNICIPALITY | THEMBISA | BASE MAP

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Map 8: Micro-Enterprise Water Access



THEMBISA FOCUS AREA BASE MAP



LOCATION KEY

- KEY**
- THEMBISA STUDY AREA**
- 1. Base Map**
 - ▭ Thembisa Extent
 - Opportunity Node
 - Municipality Node
 - Neighbourhood
 - 1.3 Connectivity**
 - Main Roads
 - Arterial Roads
 - ⊕ Railway Lines
 - Railway Station
- Electricity Access [369]**
- Formal [93]
 - Informal [113]
 - None [163]

EKURHULENI MUNICIPALITY | THEMBISA | BASE MAP

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Map 9: Micro-Enterprises Electricity Access

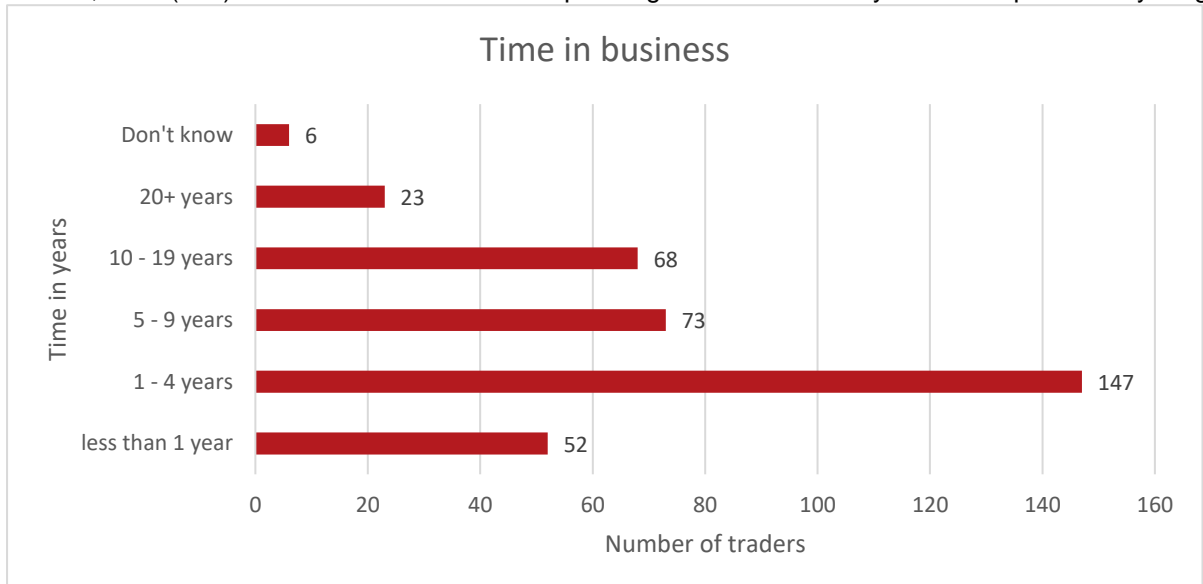
Opportunity: There is a need for basic services and utilities to service businesses in Thembisa. Service delivery for these aspects should include consideration of strategies to gain important **revenues from beneficiaries of City services.**

Time in business

The average age of local businesses is relatively short in Thembisa. Many micro-enterprises have been established in the past few years. Of the 39% (147) who have been operating between one and four years, certain periods stand out: 24% (36) have been operating for one year; 31% (46) for two years; and 28% (41) for three years. For the 170 businesses operating for five years or more, 13% (22) have been operating for five years and 16% (27) for ten years.

Figure 15: Time in business

Overall, 74% (272) of businesses have been operating for less than ten years. This pattern of young



businesses emerging correlates with the relatively young age profile of the business owners as 25% (67) report being in their 20s or younger, and 46% (125) are in their 30s.

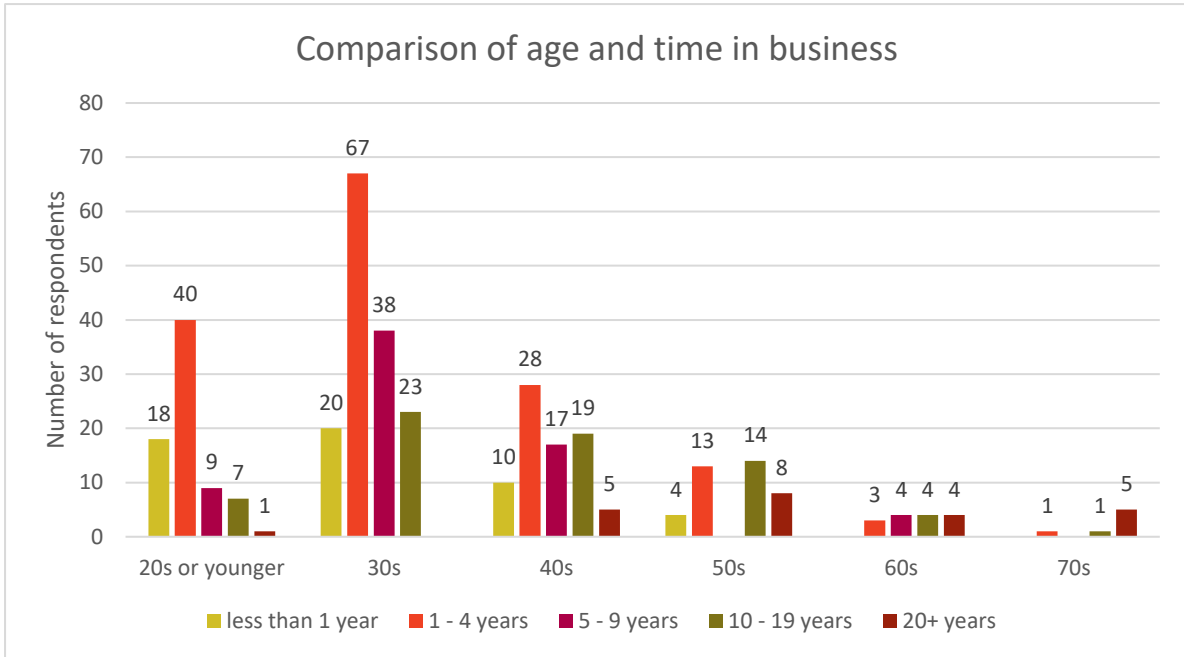


Figure 16: Comparison of respondent age and time in business

6.1.3 Operating Challenges

Although micro-enterprises face numerous challenges in running a business in Thembisa, many respondents (116) noted they face no challenges. For those that did speak of constraints, the most common is crime (74) followed by trading location (55), lack of storage for goods [especially for street traders] (52), and competition (45). Interestingly, 26 respondents noted that weather conditions (rain and heat) as a key challenge in trading.

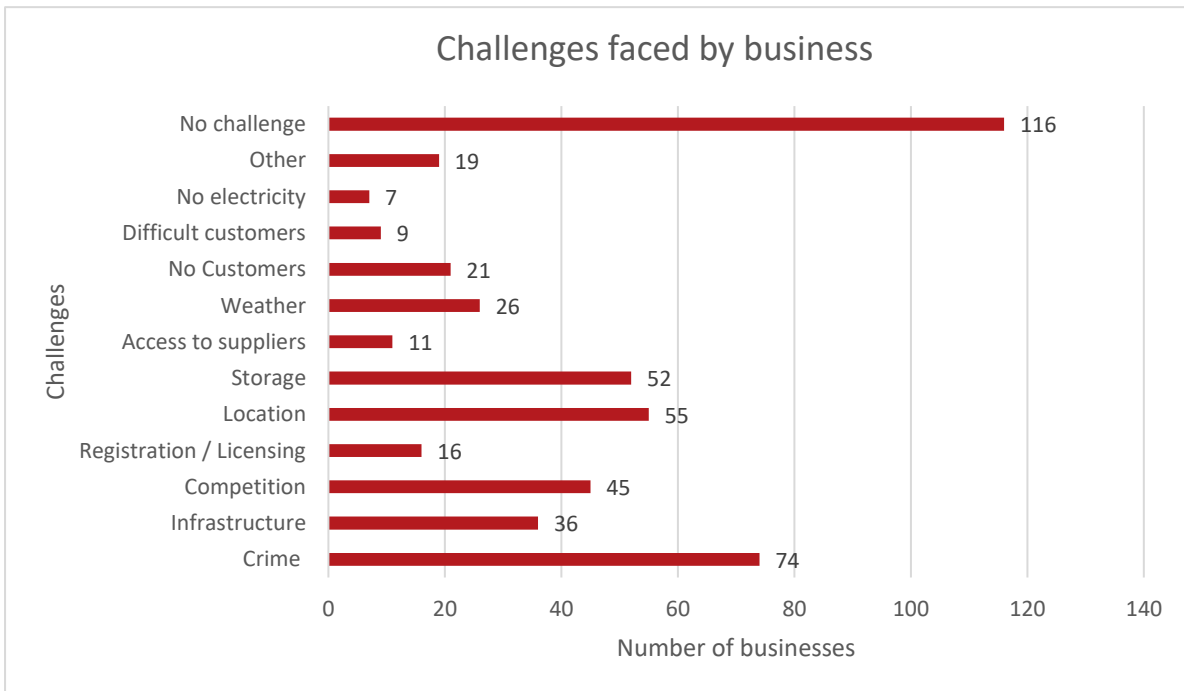


Figure 17: Main operating challenges

Some respondents commented that their challenges were interlinked with weather, crime, by-laws and competition:

- **Weather:** For township business in general, and street traders in particular where informal shelter provides limited or no protection from the elements, the weather is an important factor in conducting business. One respondent highlighted: *“When it rains the business loses customers due to lack of infrastructure (shelter) because they have to close to protect their products”*. The importance of having access to a suitable site is significant as traders thrive when *“looking for shelter because when it is hot and raining I can’t run my business.”*
- **Crime:** ‘Nyaope Boys’ (purportedly drug addicts) stealing goods and the issue of crime in general was an important concern, as is illustrated by the following respondent quotes: *“There are also more criminals at the place and find it very hard to work until late because of the darkness.”* And *“Too much robbery around this place and money fraud”*.
- **Competition:** Localised challenges of overtrading where many businesses sell the same goods in close proximity to one another. The nature of competition extends from other informal traders but also formal sector businesses extant in shopping malls and on high streets. Some noted: *“The place has many businesses selling cooked food because the business is next to a shopping complex. It then makes one not to have many customers and without having customers she will have to throw her food if it is spoiled”* and *“The competition is one of the challenges she’s facing and after all the competition sometimes they end up fighting a physical fight.”*
- **State harassment:** The police and / or municipality chasing local businesses (especially street traders) away for non-compliance with land use and trading regulations. As reported by the businesses: *“The location is the problem because the metro police always chasing them away”* and *“The major problem here is the trading space as the space belongs to the municipality. During the lockdown the metro police used to come in to confiscate stocks as the business is not licensed to trade here.”*
- **Finance** is also an important microenterprise consideration: Interestingly very few participants reported lack of financing as a business challenge although financial stresses are clearly significant for some, with notable comments from field researchers including: *“The business started late last year in December. The employee stressed about not having a generator to fill in the tyres with air. So, he said he would love if he can assistance with funds to get the generator. However, he did mention that there is one man who do donate old tyres to them and they sell those tyres as second hand tyres to their clients”* and *“Needs financial services support to expand her products in terms of packaging and branding her products the way she would like her products to be branded. Her products are really for the yuppie market with flavours such as hibiscus jam and wild melon chutney.”*
- The great majority (92% / 339) of these businesses reported not receiving any support to operate but said that if they had a choice in what would benefit them, 12% (42) reported

financing and 8% (28) reported the need for enhanced trading spaces and adequate shelter. A further 8% (29) enterprises claimed that they required no external support to bolster their business activities.

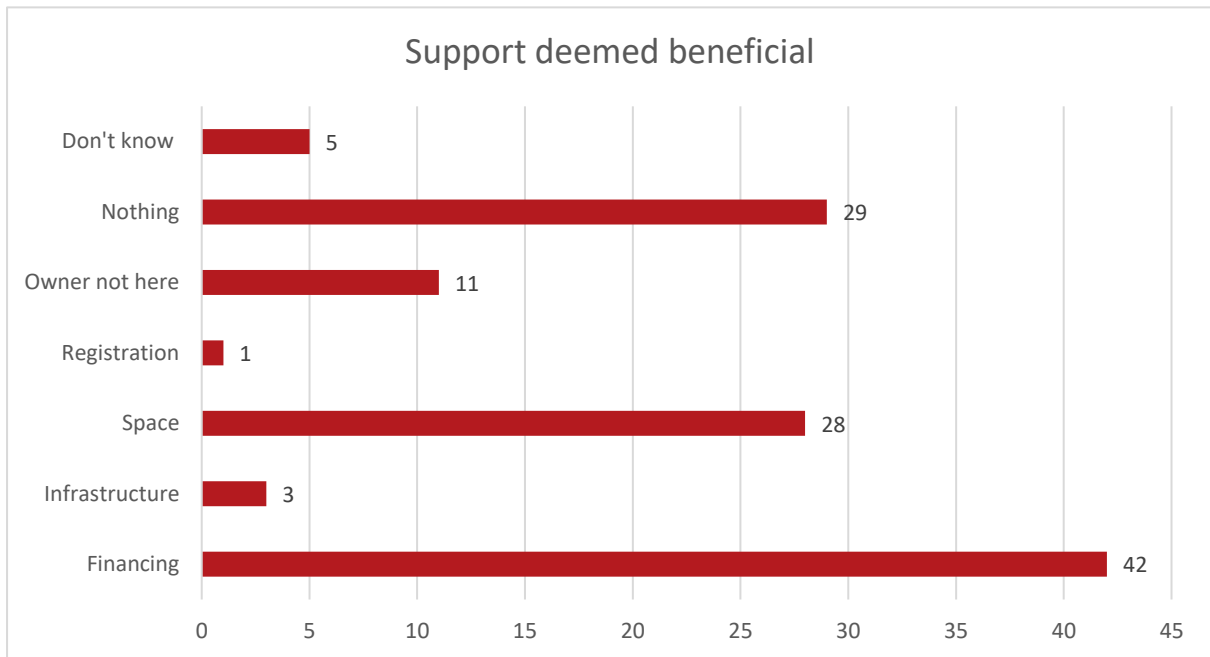


Figure 18: Support deemed beneficial by respondents

6.2 SMEs and Corporates

6.2.1 Corporates

Most corporate businesses operate within shopping malls. Of the 23 corporates we surveyed, clothes and grocery retail were the most prominent. The big brands operating in Thembisa are dominated by essential services (food, fuel, and clothes) and include BP service stations, Pick n Pay Express, Chicken Licken, Roman's Pizza, Debonairs and Pep.

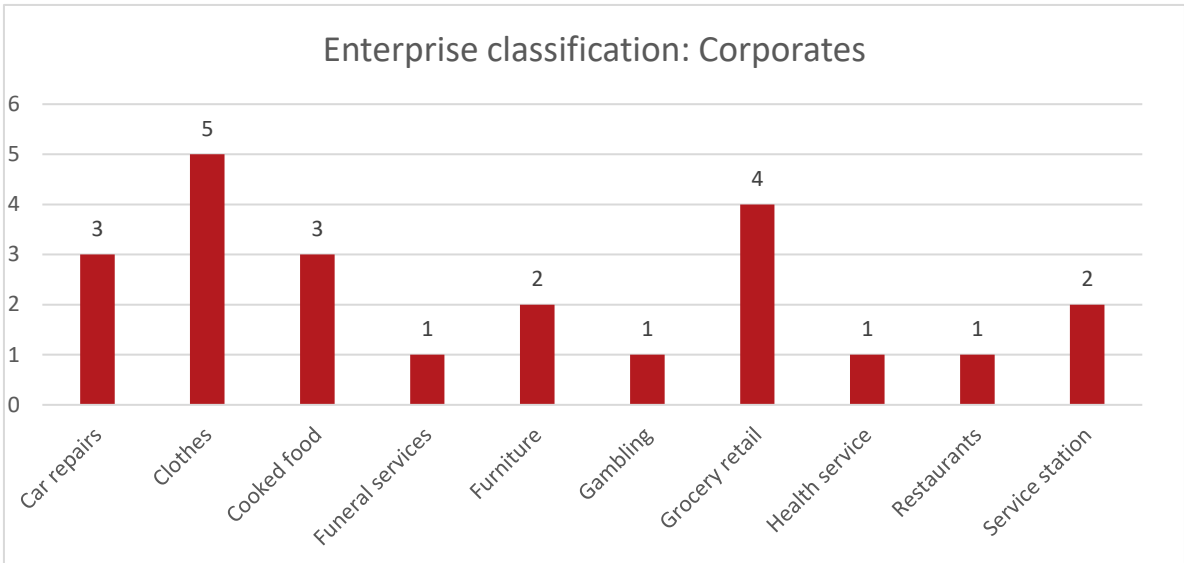


Figure 19 Corporate businesses by enterprise classification

6.2.2 SMEs

A considerable variety of SMEs were identified in the survey, 23% (11) of them were health services, followed by 14% (9) liquor sales. A variety of other SMEs were found spread throughout the site, including funeral services, bakeries, car repairs, legal services – all of which require specialised skills and / or equipment to operate.

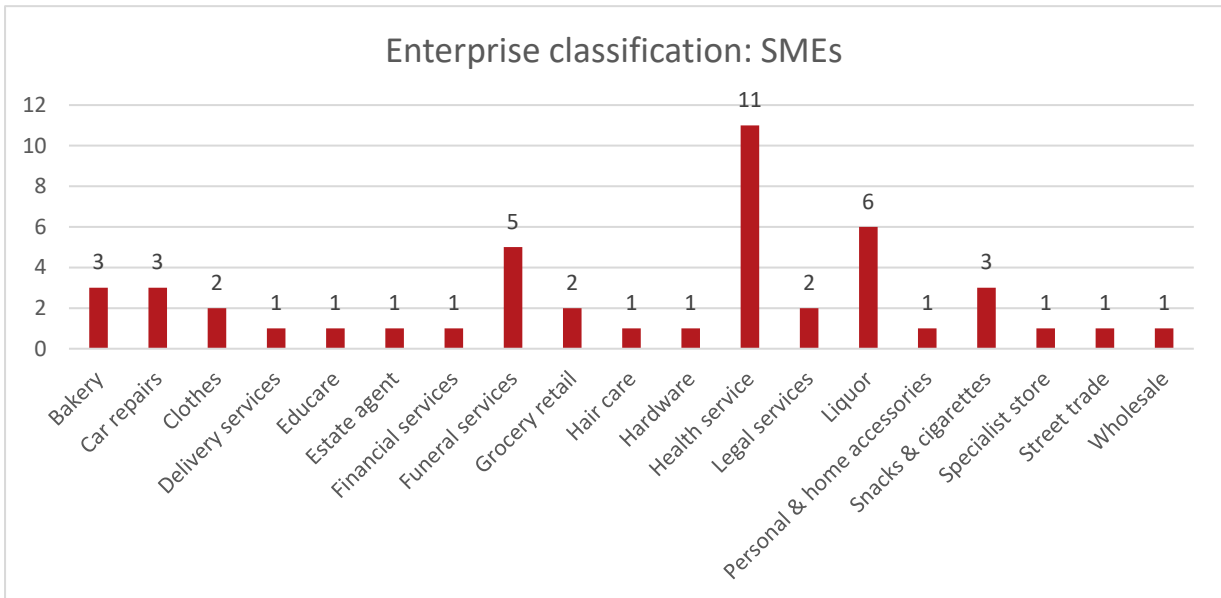
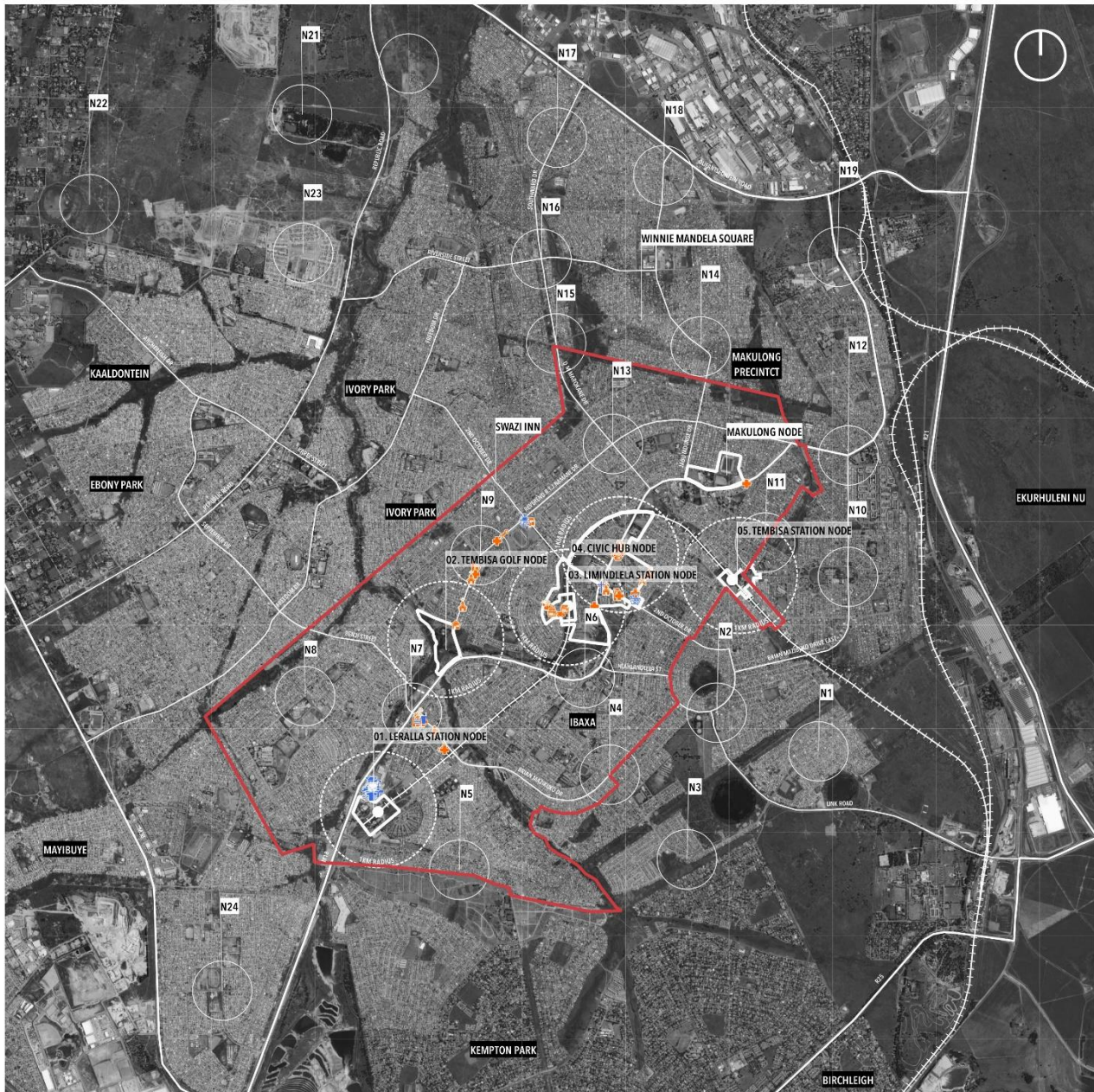
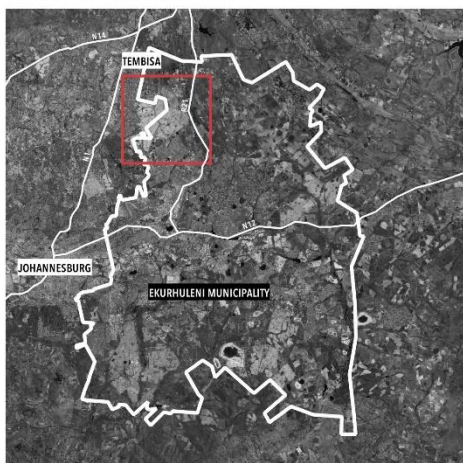


Figure 20 SME businesses by enterprise classification



THEMBISA FOCUS AREA BASE MAP



LOCATION KEY

KEY

THEMBISA STUDY AREA

- 1. Base Map**
- Thembisa Extent
 - Opportunity Node
 - Municipality Node
 - Neighbourhood
- 1.3 Connectivity**
- Main Roads
 - Arterial Roads
 - Railway Lines
 - Railway Station

Corporate enterprise [54]

- ATM [1]
- Corporate store [30]
- Clothes [5] [N/A]
- Grocery retail [4] [N/A]
- Car repairs [3] [N/A]
- Cooked food [3] [N/A]
- Furniture [2] [N/A]
- Service station [2] [N/A]
- Funeral services [1] [N/A]
- Gambling [1] [N/A]
- Health services [1] [N/A]
- Restaurants [1] [N/A]

SME enterprise [67]

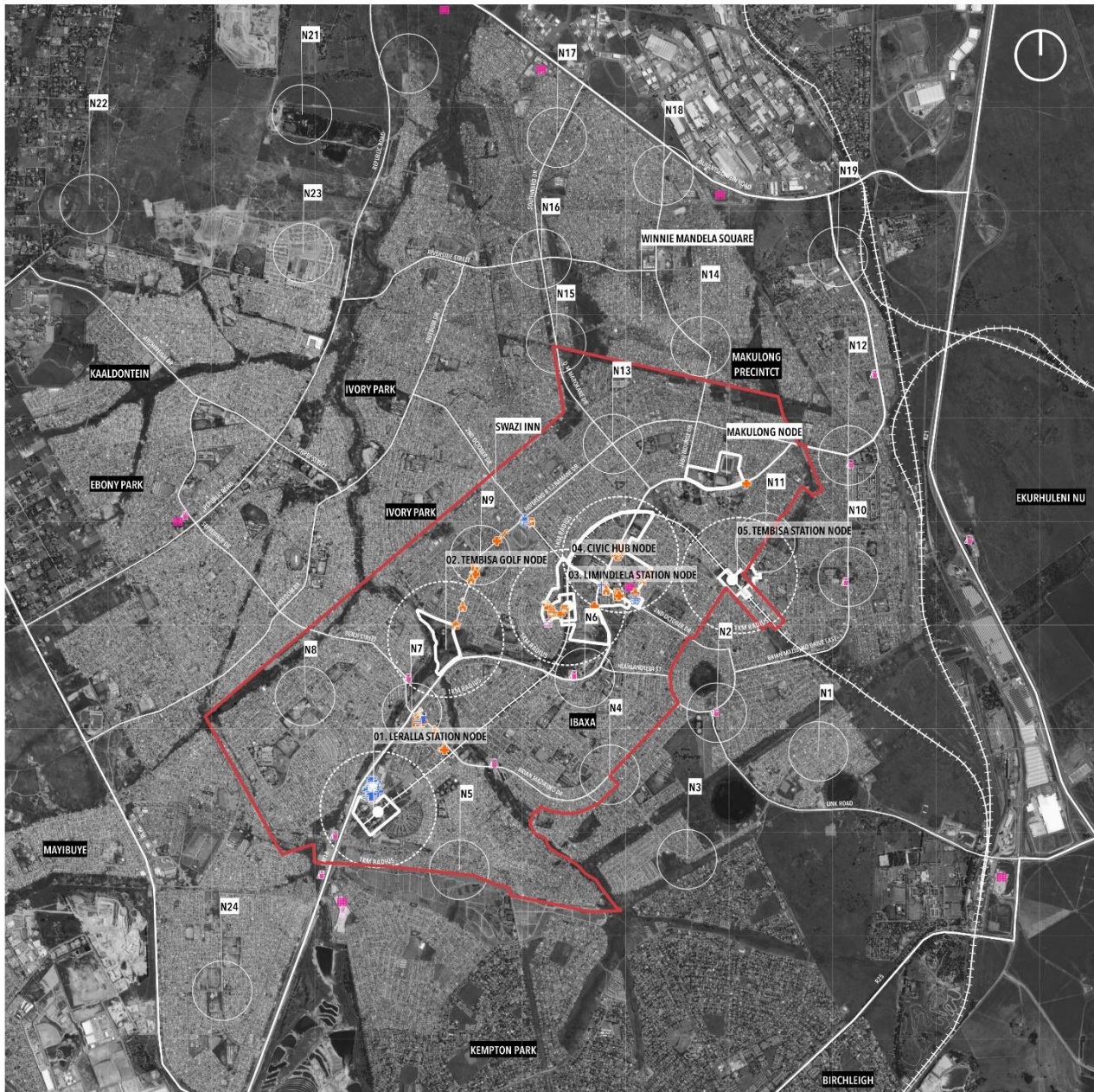
- SME store
- Health services [11]

- Liquor [6]
- Funeral services [5]
- Bakery [3]
- Car repairs [3]
- Snacks & Cigarettes [3]
- Clothes [2]
- Grocery retail [2]
- Legal services [2]
- Delivery services [1]
- Educare [1]
- Estate agent [1]
- Financial services [1]
- Hair care [1]
- Hardware [1]
- Personal & home accessories [1]
- Specialist store [1]
- Street trade [1]
- Wholesaler [1]

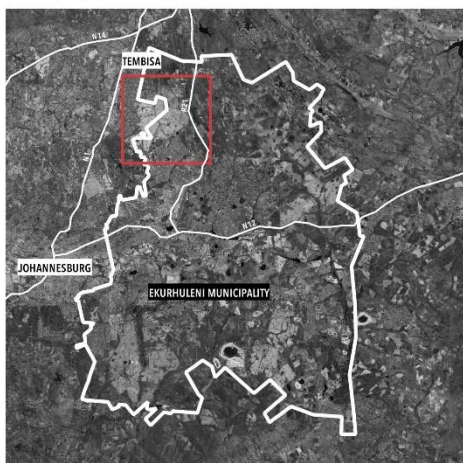
EKURHULENI MUNICIPALITY | THEMBISA | BASE MAP

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Map 10: Corporates and SMEs



THEMBISA FOCUS AREA BASE MAP



LOCATION KEY

KEY

- | | | |
|------------------------------------------|------------------------------------|-----------------------------------------------|
| Corporate enterprise: Survey [54] | SME enterprise: Survey [67] | Corporate enterprise: Open source [34] |
| ATM [1] | SME store | Service station [12] |
| Corporate store [30] | Health services [11] | Shopping centre [9] |
| Clothes [5] [N/A] | Liquor [6] | Shopping mall [8] |
| Grocery retail [4] [N/A] | Funeral services [5] | Butchery [1] |
| Car repairs [3] [N/A] | Bakery [3] | Cellphone & electronics [1] |
| Cooked food [3] [N/A] | Car repairs [3] | Clothing [1] |
| Furniture [2] [N/A] | Snacks & Cigarettes [3] | Grocery store [1] |
| Service station [2] [N/A] | Clothes [2] | |
| Funeral services [1] [N/A] | Grocery retail [2] | SME enterprise: Open source [1] |
| Gambling [1] [N/A] | Legal services [2] | Hardware [1] |
| Health services [1] [N/A] | Delivery services [1] | |
| Health services [1] [N/A] | Educare [1] | |
| Restaurants [1] [N/A] | Estate agent [1] | |
| | Financial services [1] | |
| | Hair care [1] | |
| | | Hardware [1] |
| | | Hardware [1] |
| | | Personal & home accessories [1] |
| | | Specialist store [1] |
| | | Street trade [1] |
| | | Wholesaler [1] |

EKURHULENI MUNICIPALITY | THEMBISA | BASE MAP

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Map 11: Corporates and SMEs Open-Source Data

6.3 Business Hotspots

There were 27 potential business hotspots identified and surveyed during the fieldwork process in Thembisa. These sites comprised intensive business activity and clusters of micro-enterprises.

6.3.1 Available Services

Overall, access to utilities and services found in the surveyed business hotspots was uneven. Of the 26 hotspot sites where business activity was undertaken, 81% (21) had no access to WiFi, and 62% (16) had no access to waste disposal. Interestingly where WiFi access was present, none of the intended recipients could access it. Other basic services, whilst far from universally supplied, were better accessed with 42% (11) of hotspot operators having access to both water and electricity.

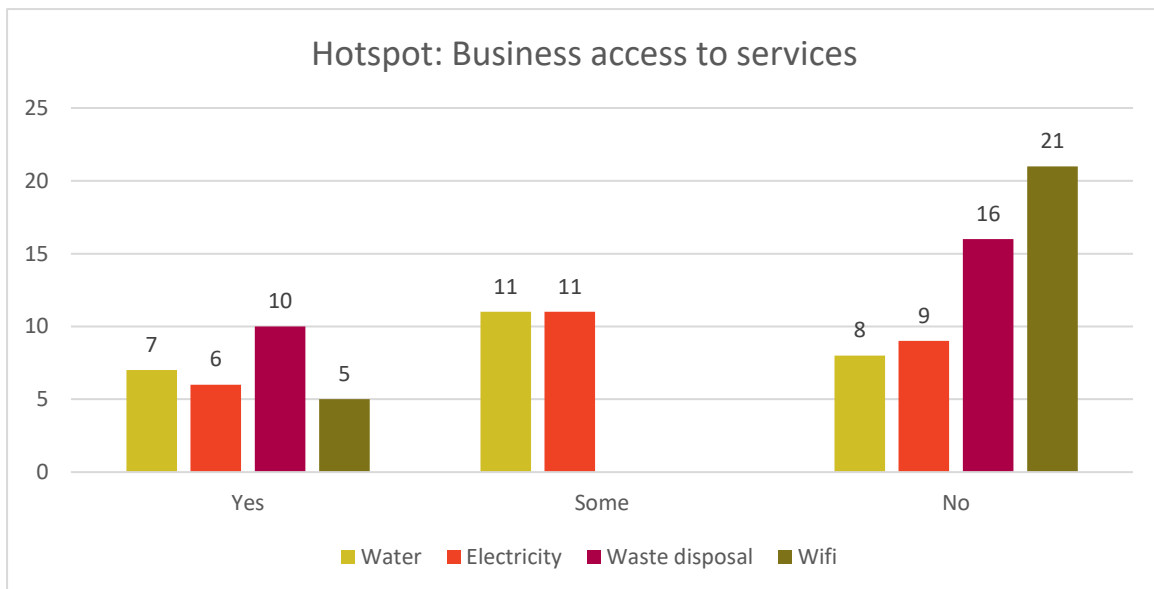
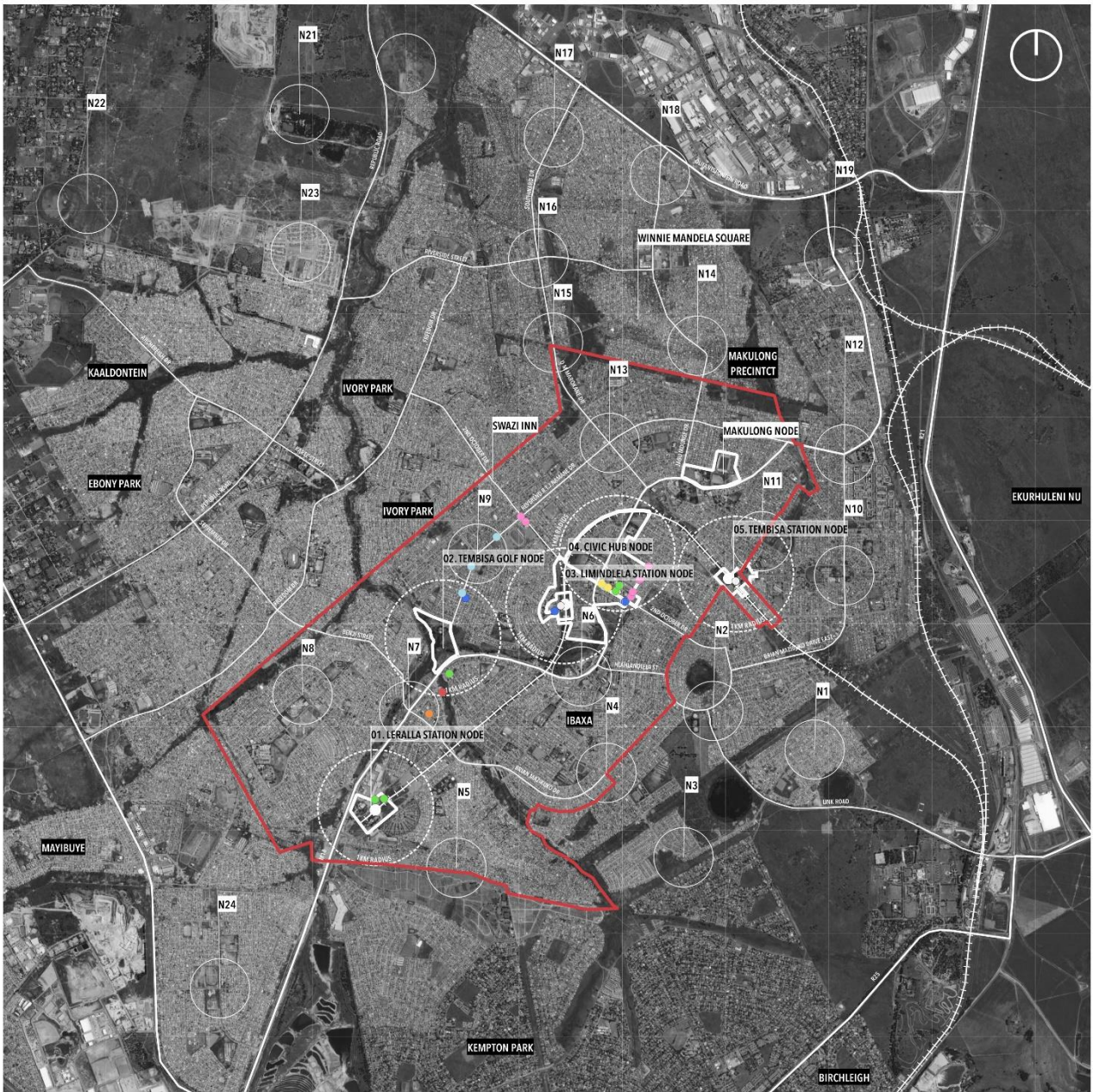
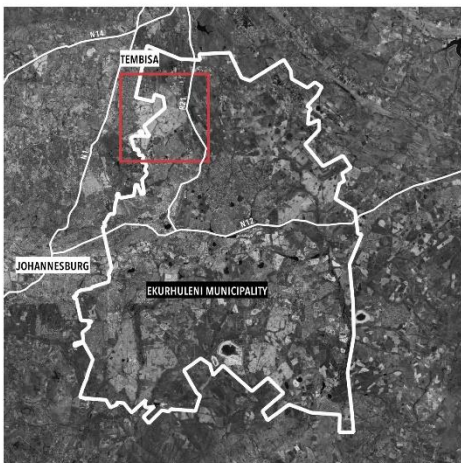


Figure 21: Access to services



THEMBISA FOCUS AREA BASE MAP



LOCATION KEY

KEY

THEMBISA STUDY AREA

- 1, Base Map**
- ▭ Thembisa Extent
- Opportunity Node
- Municipality Node
- Neighbourhood
- 1.3 Connectivity**
- Main Roads
- Arterial Roads
- +— Railway Lines
- Railway Station

Business Hotspots [27]

- Retail node [7]
- Market place [5]
- High street [4]
- Business hive [3]
- Pavement [2]
- Train station [2]
- Vacant land [1]
- Taxi rank [1]

EKURHULENI MUNICIPALITY | THEMBISA | BASE MAP

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Map 12: Business Hotspots

6.3.2 Hotspot Place Categories

The types of hotspot places varied, made up of 27% retail nodes, 19% market places and 15% high street sites. Retail nodes represented the hotspots with highest levels of uptake and the strongest organic emergence. These are noticeably sites that occupied by traders directly adjacent to formal business nodes including supermarkets or shopping malls.

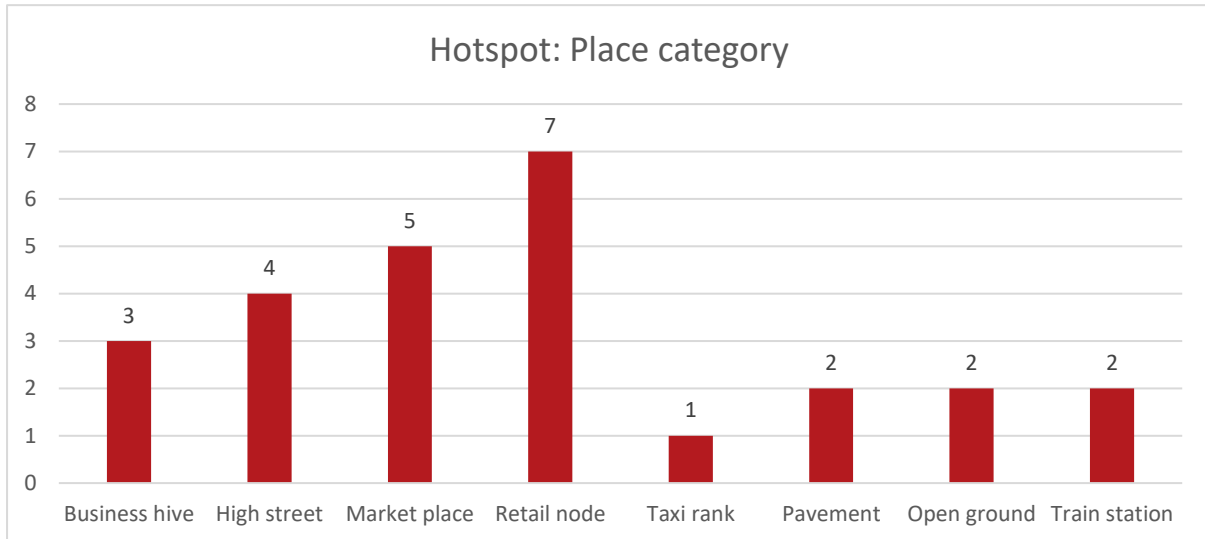


Figure 22: Hotspot place categories

Business hotspots in Thembisa have proven themselves to be incubators and organic attractors of micro-enterprises. The survey revealed that some 435 businesses operated from these hotspots with 174 from market-places, including the Leralla Traders Market, 88 in retail nodes, and 51 on high streets. Business owners in Thembisa commonly spoke favourably about the nature of such sites:

“This is a very interesting spot where a lot of car wash businesses are operating in a hub. There is a food outlet doing well.”

“A strategic place at the intersection of roads, there is an open space on the opposite side which can also be used for further development, this place has an ATM and functional toilets.”

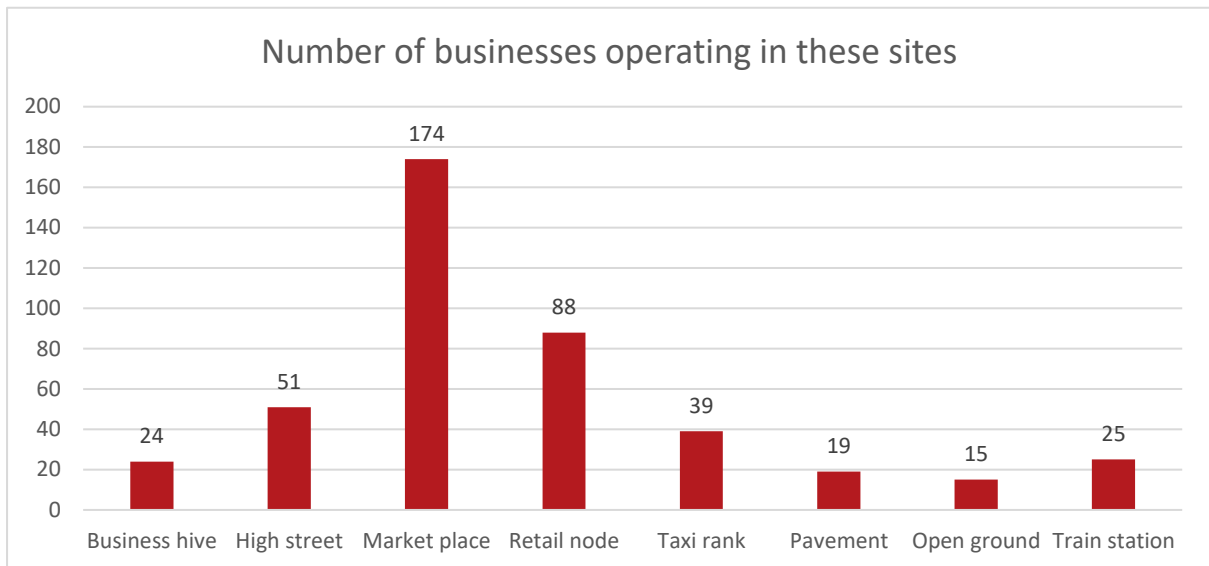


Figure 23: Number of businesses per site type

Opportunity: The high concentration of businesses within marketplaces and retail nodes presents an important opportunity for **marketing these ‘hubs’ and the businesses within them**. The City could, via partnerships work to provide **street signage** and **advertising boards** for this purpose.

6.3.3 Barriers to Operating

Of the 26 active hotspot sites, 69% (18) had formal site infrastructure, 94% (17) of which was considered by the occupants as functional. However, half (13) of respondents were unsure of whom the site managers were. Within open trading spaces, 58% (15) of respondents reported there was no additional space available to accommodate other businesses in these sites. The fieldworkers observed that there was space within 81% of sites for other / new micro-enterprises to operate / occupy. Fear of crime appeared to be the largest disincentive for new businesses to occupy the available spaces, with 46% of total hotspot businesses said that crime was the main barrier to undertaking business in these settings.

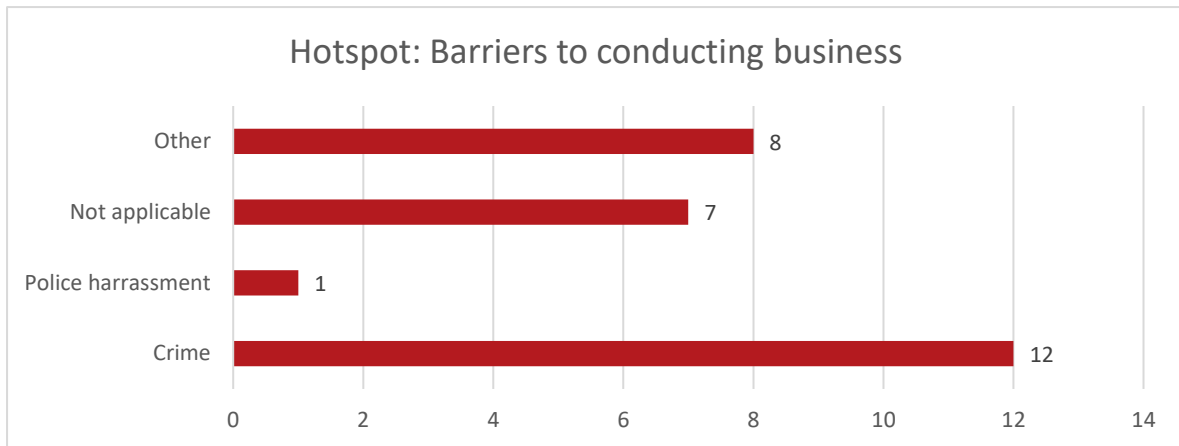


Figure 24: Operating barriers

Examples of issues considered 'other' in the graph above all pertained to municipal service delivery and included no water access (38%/10), inadequate shelter (35%/9), a lack of paving (27%/7), a lack of proper lighting (19%/5) and no refuse removal (19%/5). Some insightful comments on municipal service delivery included;

- *“The mama would like to be supported in terms of shelter and would like the municipality to stop harassing them and constantly moving them around.”*
- *“Most of the businesses are formal and are service businesses. The informal ones have no structure and do not have access to water or electricity.”*
- *“There's no infrastructure built for the traders. It's an informal trading space but no access to water or electricity or any ablutions facilities. No proper seating, dusty and dirty space, no waste management. no proper parking spaces or shade for both humans and vehicles.”*

6.4 Institutional services

The research identified 30 institutional services, 50% (15) of which are financial services. Of the available financial services, 80% (12) are ATMS and 7% (1) was a micro-finance organisation. The micro-finance organisation was Mukhuru, a money transfer business. Those institutional services recorded as 'Other' were a health service, private consultant and an art centre. Apart from financial services, most of the institutional services were open during the fieldwork process. These services were predominantly operated by the CoE (10).

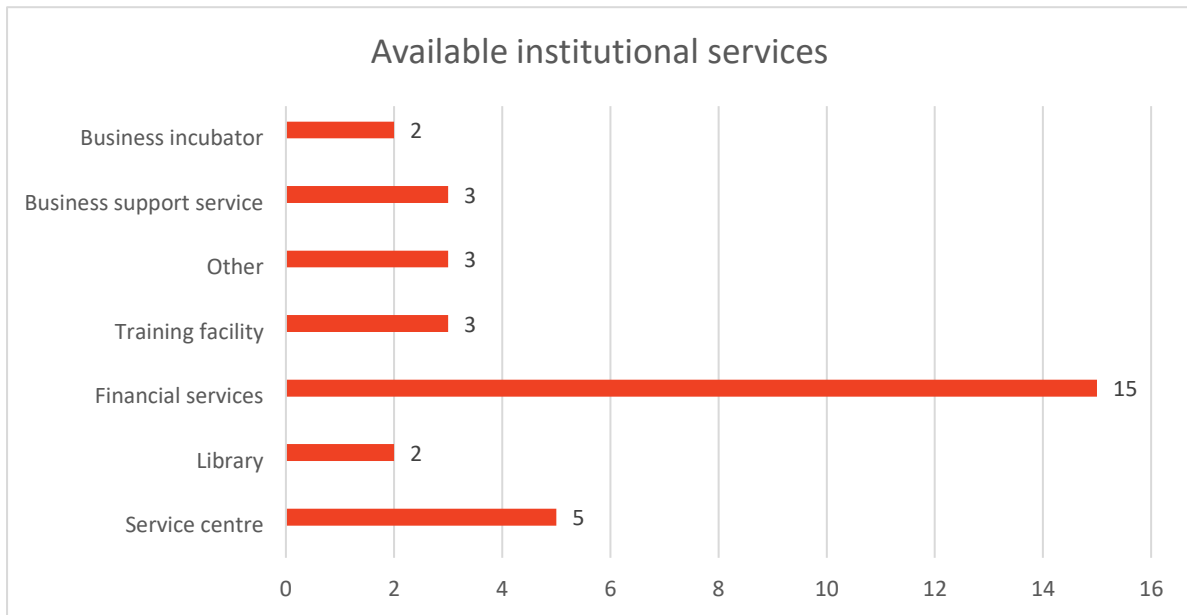
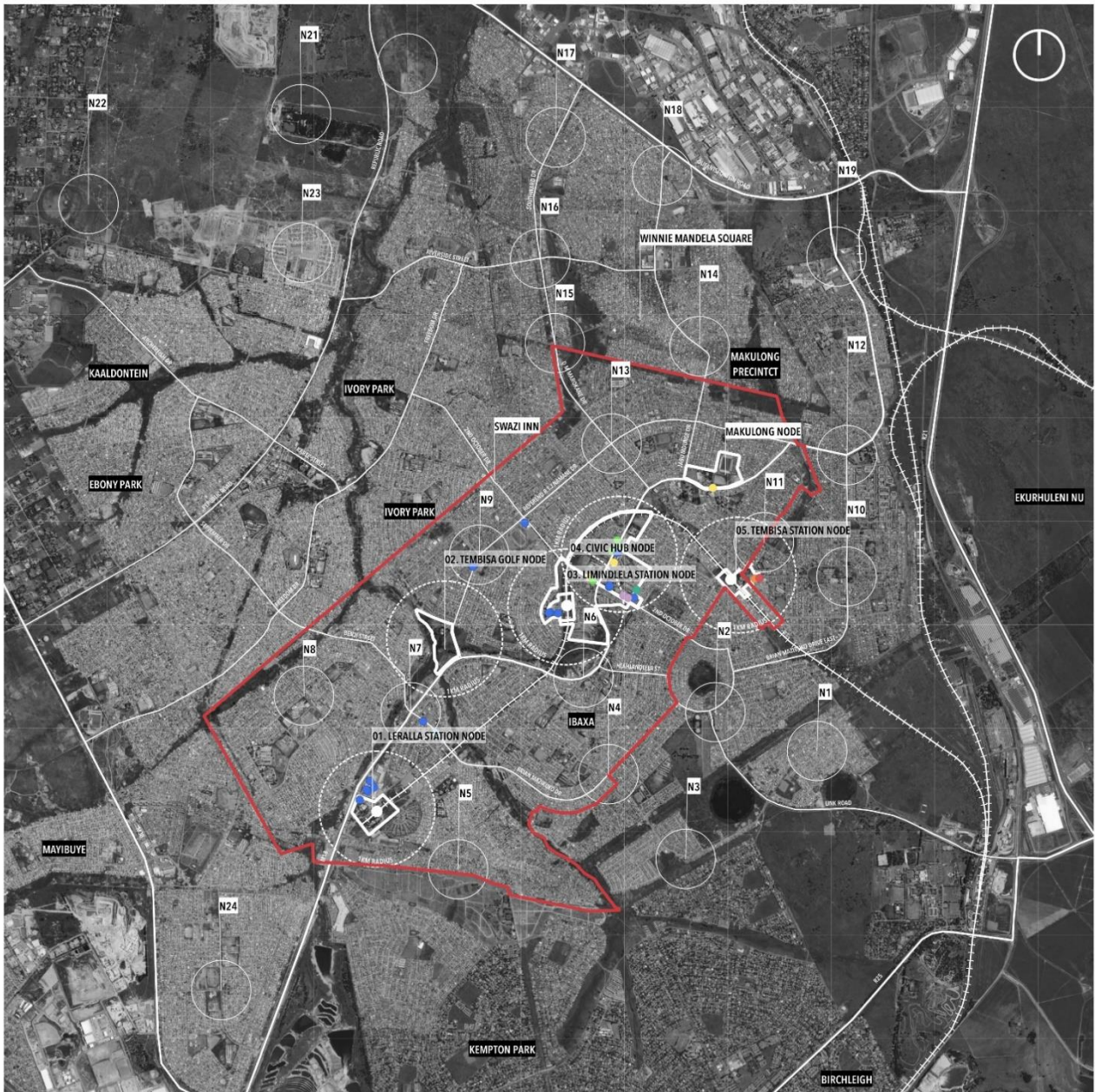


Figure 25: Institutional services

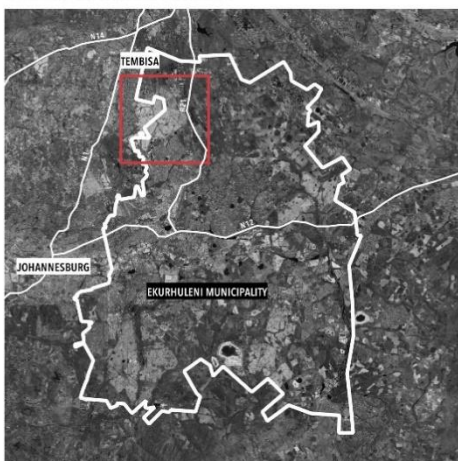
All major banks were represented in the research site, with ATM machines of the respective banks including:

Table 1: ATMs in Thembisa

ATMs	Number
Absa	3
Capitec	3
First National Bank	2
Nedbank	4
Standard Bank	3
Cash express	1



THEMBISA FOCUS AREA BASE MAP



LOCATION KEY

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- Arterial Roads
- Railway Lines
- Railway Station

Institutional environment [30]

- Financial services [15]
- Service centre [5]
- Other [3]
- Library [2]
- Business incubator [1]
- Business support service [1]
- Training facility [1]
- Training facility, business support service [1]
- Training facility, business support service, business incubator [1]

EKURHULENI MUNICIPALITY | THEMBISA | BASE MAP

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Map 13: Institutional Environment

6.5 Township-Wide Ecosystem

Tembisa is strategically well placed to serve much of the CoE industrial hubs and aerotropolis economy. Street trading is a common micro-enterprise activity. Linking the uptake of such sites by street traders and 4IR technologies such as cellphone issued permits provides important scope for innovation in support of this important sector.



Figure 26: Linking township micro-enterprises to larger markets through the use of 4IR technology and cost-effective transport has potential to enhance business practice and market access

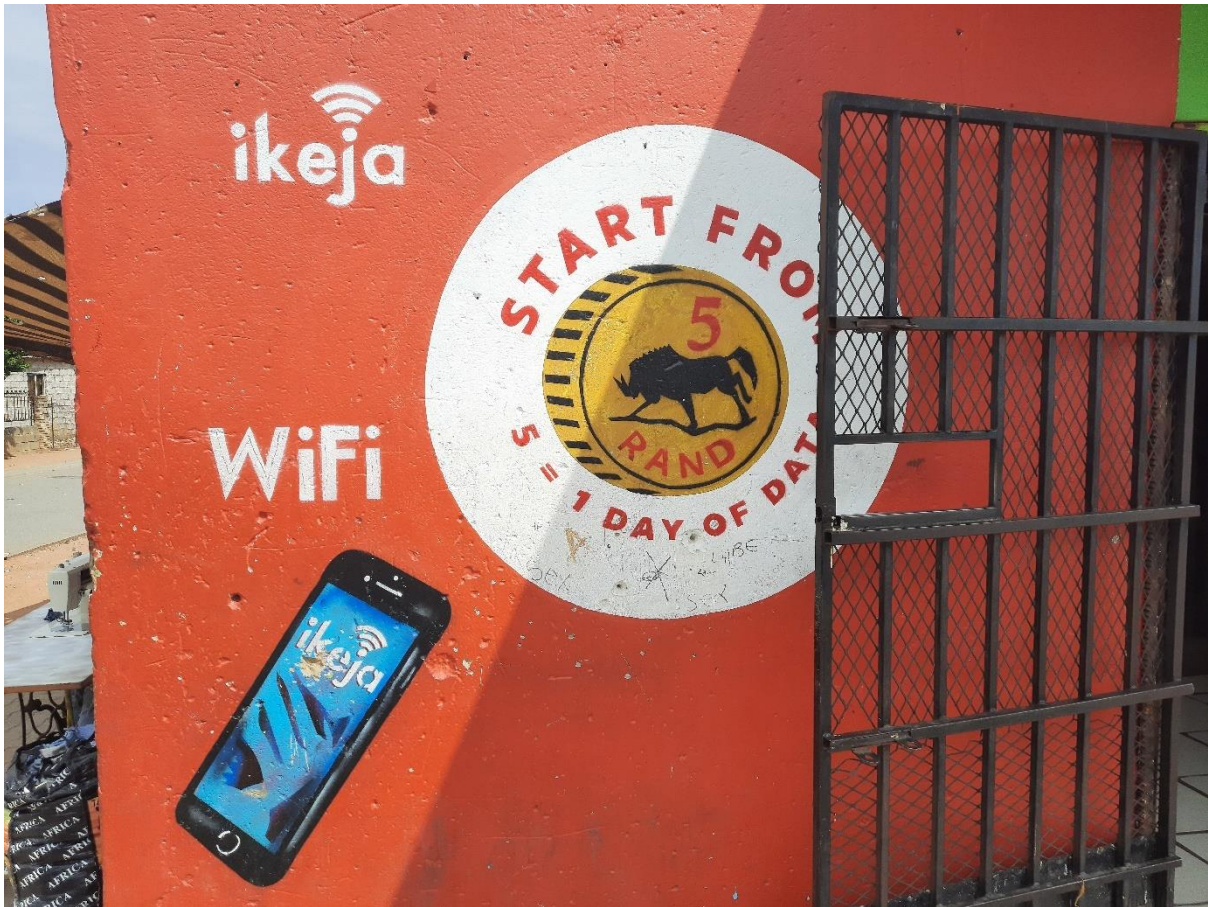


Figure 27: Linking township micro-enterprises to larger markets through the use of 4IR technology and cost-effective transport has potential to enhance business practice and market access

Land that is owned by the CoE should be increasingly made available for business purposes, to create further hotspots. or business hubs as recommended in the 10 Point Plan. Some of the businesses that require access to land include micro-manufacturing, car repairs / panel beating, making of furniture and welding.

Opportunity: Building on the 10 point plan, various localities (such as the **Thembisa civic hub, train station nodes, high streets**) could be further activated for **business activities** through **local strategic area** and **management plans** and investment in revitalisation of the local environment in ways suited to an enhanced business environment.

7 Important Sectors

7.1 Fourth Industrial Revolution - 4IR

4IR projects such as Kandua which links technical specialists with customers, and digital platforms such as Khula which market produce grown in an urban agriculture context have important potential for application in Thembisa and should be further explored and encouraged. An important initiative that could be driven by the City is enhancing access to digital services in general, and links to 4IR driven businesses / platforms in particular.

Opportunity: Improving enterprise **access to digital economy**. This should include links to SEDA and Gauteng Provincial Government who actively **promote digital hubs, Wi-Fi access for increasing 4IR access for SMMEs** in the township economy. Such a programme could also support enhanced participation in the **digital formal financial sector**.

7.2 Automotive Sector

The township automotive sector – especially subsectors of mechanics, tyre fitment and car detailing / washing are important contributors to economic opportunities and job creation. It is therefore important to promote investment activities and private sector BDS to support these SMME opportunities.

This section of the report will be confined to opportunities that are currently accessible in the aftermarket which includes post-sales maintenance, repairs, refitment, spares, disposal of vehicles and recycling.

7.2.1 Stakeholders within the Township Automotive Industry

The main stakeholders within the township automotive industry can be categorised into four main areas: i) micro-enterprises and the associations that represent them; government and SOE; private sector Original Equipment Manufacturers (OEMs) with B-BBEE targets; and customers (motorists including those who own taxis and buses).

Micro-enterprises and the Associations

The micro-enterprise surveys revealed that the majority of automotive entrepreneurs operate in the 'aftermarket' offering repairs for vehicles that are out of warranty. These commonly include mechanics, panel beaters, spray painters, tyre fitters / wheel specialists, welders and upholsterers.

The business activity is relatively commonplace and has, in some cases attracted important external investment. For example, within the study sites some tyre fitting micro-enterprises have created links to tyre manufacturers such as Dunlop and Tiger Wheel and Tyre and have secured professional and branded premises. The majority however are unlinked to formal sector business and work from home or premises along prominent township roads or near taxi ranks.

With respect to land use, most of these micro-enterprises (particularly home-based, and street-based entities) operate in areas either outside of the regulatory frameworks, or illegally. Most work with basic equipment and poor infrastructure, limited waste disposal, no access to ablution facilities, and poor, if any shelter (which brings about susceptibility to changing weather). There is also a lack of storage and the general hazard posed by them working without the necessary accreditations. Often businesses are positioned close to their customers (near taxi ranks and busy areas where they are visible and accessible). It is to be noted that city and state land that is available for developing hubs and providing the much-needed infrastructure is not necessarily close to where the greatest business opportunities lie.

A persistent challenge for township automotive micro-enterprises is access to markets. Financial and non-financial support is important in ensuring that the enterprises are well operated and governed but, without access to markets the enterprise have little chance of success. Market access in the township economy is hindered through the geographic and economic isolation of the township economy away from mainstream sectors, and also the limited market within the township economy for cars. Furthermore, it is uncommon for reasons such as crime and logistics for vehicle owners residing outside of the township to bring their vehicles into these locations. Finally, there are customer perception on the quality of the service. (See opportunity listed below).

Several associations represent the entrepreneurs and their needs. The Retail Motor Industry (RMI) represents retail and associated motor industry within South Africa's automotive aftermarket. There are eight associations represented by RMI with over 8,000 members. The RMI is the major employer representative of the Motor Industry Bargaining Council. It is not clear at this stage how many township entrepreneurs are represented by RMI. An important sectoral newcomer is the African Panelbeaters and Motor Mechanics Association (APMMA), through its chairperson Sisa Mbangxa, has been heavily involved and instrumental in the shaping of the Draft Guidelines for Competition in the Automotive Aftermarket Industry (by the Competition Commission). APMMA's members are largely within the township.

State Entities

The Automotive Industry Development Centre (AIDC) and the Seda Automotive Technology Centre (SATEC) aim to support the automotive industry, especially SMMEs. The AIDC operates the Winterveldt

Enterprise Hub and Automotive Hubs (found in the City of Tshwane) in partnership with OEMs, providing training, business development and financial support. SATec focuses mainly on micro-businesses in the townships and provides general business support in the form of business training, formalising of businesses and accreditations.

G-Fleet Management, is a Trading Entity of the Gauteng Department of Roads and Transport, that provides vehicle leasing and fleet management services for the public sector. Their services include short-term rentals, replacement, total fleet management services-finance, maintenance, repairs, tyres, accident damage and other motor-related services to all government departments. The entity operates a fleet of over 7000 vehicles. G-Fleet presents an opportunity to provide access to markets for micro enterprises, particularly in the fleet maintenance as it relates to the aftermarket. At this stage it is unclear whether G-Fleet has any initiatives that promote micro enterprises. G-Fleet does not have any visible agreements with SMMEs.

Opportunity: There is scope for the **after-market automotive sector** in Thembisa to benefit from **City-facilitated partnerships** with various stakeholders such as Provincial Government, DSBD to provide equipment / skills training / supply agreements / finance.

7.2.2 Ekurhuleni Incubators

The Ekurhuleni has developed and designed the Automotive City Projects, essentially incubators for SMMEs within the automotive sector. There are three automotive hubs and the fourth is a manufacturing hub. The City plans to locate an automotive hub in Thembisa; a manufacturing and automotive (service) hub in Katlehong and an automotive hub in Labore (Geluksdal). All four hubs are still in construction phase and are anticipated to be operational in the latter part of 2021. The programme is not linked to industry. . The development of these incubators should be coupled with the DSBD district information management system and its associated enterprise development support services.

The City of Ekurhuleni is establishing automotive and aftermarket hubs in various townships within the metropolitan municipality as part of its township revitalisation programme. The three nodes that have been identified by the CoE for the Township Automotive Hubs (TAAH) are as follows:

1. Labore, near Brakpan
2. Katlehong, and
3. Thembisa.

The Automotive Aftermarket Hubs are distributed within the three (3) nodes and currently consist of four projects (Labore, Katlehong x 2 and Thembisa)

1. Labore

In Labore, the Economic Development Department is currently developing the Labore Automotive Hub. This is a services type of hub and is currently under construction.

2. Katlehong

In Katlehong, the EDD has two (2) projects:

- Katlehong Services Hub – a services type facility that is still in technical planning.
- Katlehong Manufacturing Hub – a facility meant to house manufacturing-type activities and is currently under construction.

3. Thembisa Automotive Hub

This hub is still in the planning phase.

Opportunity: Linking Ekurhuleni incubators to business development support services – **DBSD, SEDA and SEFA** which would bolster sustainability of these incubators and further support Thembisa businesses. Furthermore, there is scope to link these incubators to markets through an **annual trade and marketing event** that would link these local businesses to economic opportunities.

7.3 Transport Nodes

Thembisa has a large and vibrant local public transport economy, yet unlike many other transport nodes it generally underperforms as an incubator for business. An important opportunity lies in promoting business alongside transport hubs / nodes that serve commuters and intra-township travellers. The Esangweni Taxi Rank represents an important opportunity for a Public Private Partnership that would reimagine this important transport node into an increasingly functional business node.

Opportunity: In a partnership with Gauteng Provincial Government and local taxi associations, reimagine the **Esangweni Taxi Rank** as a node suited to **development of business activities** to serve local commuters



Figure 28: Building on the taxi/public transport economy

7.4 Building Trade

The formal status of local houses presents a valuable opportunity for homeowners to reinvest in their houses – such as upgrading gates, fences, doors and windows. Further, Thembisa has a growing number of residential dwellings being built for the rental market, many of which are in the back yards of formal dwellings. An opportunity lies in this context to facilitate the formalisation of these developments, through addressing land-use and property-use constraints (such as zoning and by-laws). Aside from supporting the local building trade, these activities could bolster demands for a local micro-manufacturing economy.

Opportunity: The City to develop policy that will enable home-owners to **invest in backyard and rental accommodation**. Such a policy would encourage legitimisation of dwellings, which would, in turn **stimulate the local economy of house builders and renovators**.

7.5 Financial Inclusion

SMMEs in Thembisa revealed challenges of being unable to access formal sector financial services products such as business capital and insurance.

Most businesses are entirely reliant on cash transactions which brings about added security and operational risks. Enhancing access to formal sector services can bolster business stability and insulate them from economic shocks. Any programme that can enhance access to these products will be of benefit for the local township economy.

Opportunity: There is important scope to use existing **BDS services** to link to provincial government and (for example) the Finmark Trust for accessing **financial literacy training and increased access to formal sector financial services**.

7.6 Creative Economy

The Thembisa creative economy has potential to be more effectively linked to both government-initiated arts and creatives funding, but also the tourism sector. The GEP, and the City have programmes to support SMMEs and microenterprises through workshops, networking, registration and directing them to financing. Fostering these links would be an effective tool for supporting local SMMEs. The DSBD TREP programme specifically supports clothing, textile and leather enterprises that are located in townships and villages in terms of business support as well as access to funding, whilst SEDA focuses on skills development in the jewellery sector through the Ekurhuleni Jewellery Project incubator.

Opportunity: Support to Thembisa creative economy through existing **BDS services** and mechanisms of enterprise formalisation in order for creatives of various sectors to gain **enhanced access to formal sector funding opportunities**, such as that from the National Arts Council or the National Lottery Commission Trust.

8 Land use

8.1 Land Administrative Policies

The TAT reviewed the following planning documents to gain an understanding of the statutory and policy environment for Thembisa:

Municipal Spatial Development Framework

The Municipal Spatial Development Framework (MSDF) is a long-term spatial planning tool, which provides City-wide planning guidance for the spatial growth of the CoE. This tool is required in terms of the Spatial Planning and Land Use Planning Act, 2013 (SPLUMA) and forms part of the Integrated Development Planning (IDP) process, to the extent that it assists with providing a spatial context for investments. In terms of the legal requirements, it is subject to review every five years.

Regional Municipal Spatial Development Framework

The Regional SDF (RSDF) provides detailed planning directives that align with the MSDF for each region in the City. This planning tool identifies issues and directives for specific areas within each district and provides a shorter-term directive than the MSDF.

Built Environment Performance Plan

The Built Environment Performance Plan (BEPP) is intended as mechanism to align the IDP and budget with spatial priorities each year, to promote the effective functioning of the metropolitan built environment, in line with the guidelines set out by National Treasury.

Municipal Planning By-Law and Town Planning Scheme

The Municipal Planning By-Law provides the legal framework that spatial policies such as the SDF play out in at the metropolitan level. The Development Management Scheme provides the detailed zoning guidelines and permissions. A wall-to-wall zoning scheme for each municipality is required in terms of the SPLUMA, 2013.

8.2 Development Plans

The TED Situational Analysis incorporates City land use and spatial development plans as well as new sources of information / data, including the micro-enterprises surveys. This information can enhance future development planning process.

Opportunity: TED evidence utilised in area-base strategic plans.

8.2.1 Metropolitan Spatial Development Framework, 2015

According to the MSDF Thembisa Central is categorised as a developing node (MSDF, Section B, 2015: 55). Transport is a significant consideration in the Thembisa area – priority is given to the mobility route between Kempton Park and Thembisa. This route is an important minibus taxi route and one of the focal routes for the Bus Rapid Transit (BRT) System. The infrastructure for this bus system is mostly in place, though the system is not yet operational. The Thembisa-Kempton Park mobility corridor is categorised as Integration Zone 1. There is a lack of Non-Motorised Transport (NMT) Infrastructure in Thembisa, which needs to be addressed (MSDF, 2015: 55). Infill development to promote greater residential density around CBDs and transport infrastructure is encouraged. This is important for ensuring the sustainability of the transport routes.

Economic development priorities indicated in the MSDF include prioritising retail development in Thembisa. (MSDF, section C, 2015: 12). The Olifantsfontein and Clayville industrial areas to the North of Thembisa are sites of heavy industrial activity and acknowledged in the plan as economically significant areas (MSDF, Section B, 2015: 26).

The Thembisa-Kathorus Corridor is intended as a North-South development axis, which will help stimulate integration in the City by means of higher density development paired with more intense economic function. These objectives have been prioritised in this corridor in order to promote market-driven development to the benefit of businesses and residents in this area (MSDF, Section C: 92).

8.2.2 Regional Spatial Development Framework, Region B, 2015

The RSDF identifies many of the issues and plans identified in the MSDF, 2015. It also details plans for secondary nodal areas in Tembisa. The identified secondary nodes are: Winnie Mandela Node, Thembisa Plaza (aligned to the Leralla station node indicated in this report), Swazi inn, and the Thembisa station. The Thembisa CBD, situated at the Corner of Andrew Mapheto Street and George Nyanga Street (civic node), is characterised as a hub. In these secondary nodes, the RSDF indicates a range of supported land uses that include medium density residential; high density residential; retail; office; entertainment; hospitality uses; service industry; taverns; and municipal and government facilities.

Opportunity: A precinct management and development plan for Swazi Inn approved.

8.2.3 Transit Oriented Development Nodes

Leralla station, Limindlela station and Thembisa station have been identified as Transit-Oriented Development (TOD) Nodes. The general guidelines for land-use in these nodes is:

- Ensure transit supportive land uses,
- Increase density around transit stations,
- Create pedestrian-oriented design,
- Make each station a 'place',
- Manage parking, bus and vehicular traffic,
- Plan with the community.

For further analysis on these nodes, see chapter 11 below.

8.2.4 City of Ekurhuleni Built Environment Performance Plan, 2020 – 2021

The BEPP categorizes Thembisa as a 'marginalised peripheral township', which is a secondary node in the CoE. The township is classified as being at moderate risk. The BEPP identifies dangerous electricity connections and air pollution as possible sources of vulnerability (2020). Of relevance to the core site, the BEPP identifies infill housing development at Isekelo.

The CoE also have a range of policies that relate to the operation of spaza shops and informal and street trader operations, as described below.

8.2.5 Ekurhuleni Town Planning Scheme, 2014

Spaza shops are defined as "part of a **dwelling house**, not more than 20m² in extent, used mainly for the sale of consumable products including groceries, stationary, reading material and tobacco products, as well as other similar goods. The retail activity shall be in accordance with Municipal policy and shall remain **ancillary** to the main use, but may not include the sale of liquor". In addition, spaza shops are permitted with Written Consent A under the Residential 2 zoning category, which many even in Thembisa are zoned for. This means that homeowners with this zoning, who wish to run a spaza shop are expected to adhere to these standards. According to the by-law, while spaza shops can be run from a residential property, they not considered to be a "home occupation," which is a category that applies to a different range of permitted residential land uses.

8.2.6 Draft Spaza Shops Policy, 2020

The Spaza shop policy has been laid out to provide substance to the development parameters set out in the City of Ekurhuleni Spatial Planning and Land Use By-Law, 2019. The objective of this draft policy is to realise “sustainable land use controls to enhance the promotion of building local economies (3).” The City of Ekurhuleni Spatial Planning and Land Use By-Law, 2019 determines the validity of this policy and takes precedence over the spaza shop policy at any point of conflict. The policy must be read with the By-law and the Town Planning Scheme, in order to determine the merits and validity of a land use application to operate a spaza shop from a residential property.

According to this policy, spaza shops are permitted as consent uses, which are ancillary to the residential use of a property. Spaza shops are expected to operate from not more than 20m², on the ground floor street edge of a property, within the erf boundary. There are limitations on who is allowed to apply for consent, in both formally proclaimed townships and informal transitional settlements. In order to operate a spaza shop, the policy specifies that consent must be applied for from the municipality. This application must consist of land use application documentation, as set out in the policy, to be circulated to the relevant departments for comment. Where the spaza shop sells products such as tobacco or flammables, the sale of these products is to adhere to the relevant legislation, too.

The policy also addresses matters such as permission from neighbours, operational hours, the location of the shop on the property and circumstances under which approval may be withdrawn.

8.2.7 Spaza Shops Policy, 2003

The City of Ekurhuleni also has a *Spaza Shops Policy*, which was adopted in 2003. This policy was set out in order to provide a standard by which spaza shop applications could be assessed. Spaza shops are supposed to be a subsidiary use to a residential use and are intended to provide certain household goods to neighbourhoods within walking distance of residences. The detailed draft Spaza Shops policy is an updated version of this policy, which is in keeping with the update SPLUMA By-Law, 2019.

8.2.8 Informal and Street Trading Policy and Management Framework, 2008

The objective of the policy and management framework is “to create a favourable economic environment, recognizing informal and street trade as legitimate business and economic activity.” To this end, the policy recognizes the role of spatial and economic development planning to ensure, *inter alia*, effective management of existing markets, infrastructure provision, stakeholder management, uptake into higher order spatial plans and economic development, such as skills development and mentoring. It also sets out the legal and operational framework for informal trade in the City of Ekurhuleni. The operational framework considers planning, stand allocations, registration, rental, law

enforcement and management outcomes for informal traders. This policy also provides an outline of the stakeholders and departmental roles and responsibilities for informal and street trading.

8.3 Land Use Dynamics

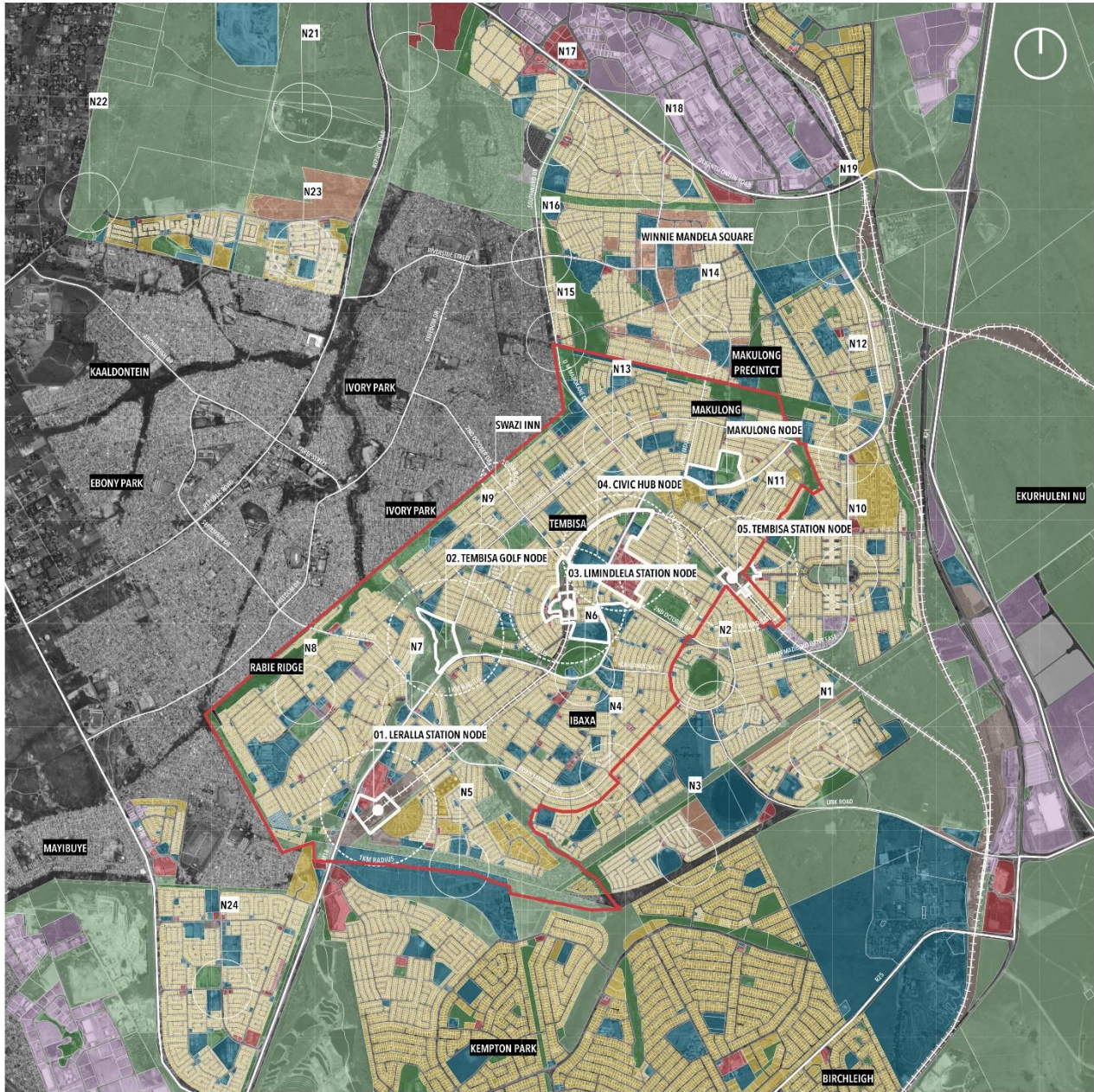
The CoE promulgated a Municipal By-Law that is in keeping with the SPLUMA regulations in 2019. However, the Town Planning Scheme precedes it and was set out in 2014, with revisions added in 2015. Land use in Thembisa was previously administered in terms of the Thembisa Town Planning Scheme, 2000, with the scheme incorporated into the Town Planning Scheme, 2014 (rev 2015).

The land-use system in Thembisa follows a rather typical township arrangement of predominant residential zoning with social/public zoning scattered throughout and limited large land parcels of commercial uses. The commercial uses are clustered around one of the nodes, the Civic Precinct, but do not noticeably feature in other more obvious situations: like transport interchanges, along high streets or at train stations. The nodes are well located along the railway infrastructure, which currently is sub-operational, but was historically important and supported adjacent commercial activities.. The poor performance of the railway system will result in these nodes losing their economic advantages. Reliable, consistent and responsive transport systems will arrange at market opportunities and these may not be aligned with the designated zoning patterns, leading to increased tension between actual use and prescribed use and further creating a situation of enforced informality.

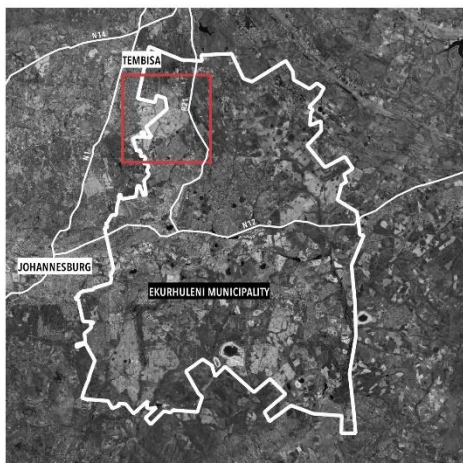
As indicated in the map below, most of the area is zoned Single Residential 2. There are a significant number of community facilities (including schools), along with social facilities, frequently found in close vicinity to one another. There is little business zoning, some along Andrew Mapheto Drive and a few areas zoned Open Space, which are in varying degrees of maintenance and use. The field research identified many profitable SMEs, especially wholesalers and larger retailers, operating from sites zoned for residential use. These enterprises ought to be operating from appropriate zoned sites with correspondingly higher rates.

Opportunity: Revenue collection from rates improved.

Opportunity: Home based businesses formalised, enabling growth and reducing business externalities.



THEMBISA FOCUS AREA ZONING



LOCATION KEY

KEY

THEMBISA STUDY AREA

- 1, Base Map**
- Thembisa Extent
- Node
- Neighbourhood
- 1.3 Connectivity**
- Main Roads
- Arterial Roads
- Railway Lines
- Railway Station

2.3 Zoning

- TM_LU_Scheme_Parcel
- BUSINESS 1
 - BUSINESS 2
 - COMMUNITY FACILITY
 - SOCIAL SERVICES
 - PUBLIC SERVICES
 - PUBLIC GARAGE
 - RESIDENTIAL 1
 - RESIDENTIAL 2
 - RESIDENTIAL 3
 - RESIDENTIAL 4
 - PUBLIC OPEN SPACE
 - PRIVATE OPEN SPACE
 - AGRICULTURE
 - INDUSTRIAL 1
 - INDUSTRIAL 2
 - SPECIAL
 - PARKING
 - ROADS
 - TRANSPORTATION
 - AWAITING ETOPS ANNEXURE

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Map 14: Zoning in Thembisa

The permitted uses indicated in the table below are subject to the definitions set out in the Ekurhuleni Town Planning Scheme, 2014 (revised 2015).

Table 2: Uses Permitted under Land Use Zone Residential 2

Zoning Category	Primary Rights: Purposes for which land and/or buildings may be used.	Special Consent of Municipality Land Use Application Land and/or Buildings which may be erected and purposes for which they may be used only with the Special Consent of the Municipality	Written Consent A and B of the Municipality Land and/or Buildings which may be erected and purposes for which they may be used only with the Written Consent of the Municipality	Provisos: Ancillary Uses applicable to Columns 3 & 4 (see Clause 13.2)
Residential 2	Dwelling House Private Roads	Places of Public Worship Places of Instruction Social Halls Child Care Facilities Taverns Guest Houses Home Care Facilities Catteries Special Uses	Written Consent A Spaza Shops Home Enterprises Written Consent B Second Dwelling Unit Maximum of three Boarding Rooms	Day Care Facilities Living Accommodation for Domestic Workers limited to a maximum size (incl. a kitchen and bathroom) of 29m ² or 10% of the Dwelling House, whichever is the greater (provided that it is developed as a single functional unit).

Any development on an erf zoned Single Residential 2 is also subject to the following development restrictions, along with any restrictions set out in the individual title deed, where applicable. These restrictions impact on the scope for formalising backyard developments, especially in respect to multi-story flats.

Table 3: Residential 2 Building Lines

Residential 2		
Height	Street Boundary	Other Boundaries
Single Storey (Erf <500m ²)	3m	1m on 2 sides
Single Storey (Erf > 500m ²)	5m	2m on 2 sides
Double Storeys	5m	4m on all sides
Triple Storeys	5m	6m on all sides

Table 4: Residential 2 Height, Coverage and Density

Residential 2		Primary Rights		May be increased with written consent C		
Density	Height in Storeys	Coverage %		Max height in Storeys	Max Coverage %	
One dwelling per erf	2	0 – 300m ²	60 %	3	0 – 300m ²	70%

301 – 500m2	55%	301 – 500m2	60%
501 – 1000m2	50%	501 – 1000m2	55%
1001m2 above	50%	1001m2 above	50%

8.4 Precinct Plans

8.4.1 Tembisa Hub Plan, 2016

The Tembisa Hub Plan has been developed as part of National Treasury's Neighbourhood Development Partnership Programme. The plan was finalized in 2016. The intention for this area is to provide a mixed-use environment that is better connected to the surrounding neighbourhoods. The plan also aims to enhance the neighbourhood character with appropriate public-private thresholds, where the historical and cultural setting for this area is reflected and celebrated, and pedestrians are the priority (2016: 14 – 15).

The hub is made up of seven sub-precincts, which are envisioned to change over time. The aims for the short-term are as follows: the Tembisa and Limindlela Station Precincts support a mix of business and medium to high density residential uses. The Civic Precinct is currently the site of several social facilities, which the plan seeks to enhance, along with land use provisions for intensive business use. The interface with George Nyanga Drive has been earmarked for low impact business use, supported by medium to high impact residential opportunities. Detailed planning has been done for Makhulong Precinct, which will be discussed in the section below. The remaining precincts are intended for more intensive residential typologies (2016: 43).

8.4.2 Thembisa Makhulong Community Precinct, 2019

This precinct plan was developed in 2019. The precinct is on Andrew Mapheto Drive. It is centred around the Makhulong Stadium, which has been upgraded in accordance with the Makhulong Stadium Master Plan, 2011. The site currently accommodates the Makhulong Stadium, Zion Church of Christ, Moses Molelekwa Arts and Computer Centre, YES4Youth and hydroponics hub, informal car repairs and an informal soccer field. This site is surrounded by single residential dwellings. The design seeks to formalize the soccer field and motor repairs, expand the YES4Youth Hub and provide more intensive housing opportunities and public interface opportunities.

8.4.3 Leralla Node, Transit-Oriented Development Analysis and Strategy, 2016 (World Bank Group)

The Leralla Node is located around the Leralla Train Station, which is adjacent to Andrew Maphero Drive in the south-west of the Tembisa study area. This strategy sets up a framework for a mixed-income, transit-oriented node. A significant proportion of the land around this train station is owned by PRASA (16.6 Ha) and the City of Ekurhuleni (14 Ha). Tembisa Plaza, a well-established, actively used strip mall, the Leralla Trader's Market, the train station, the BRT station and taxi rank are all key features in this busy node.

The primary uses considered for this node are residential and retail. This study found that there is a high demand for housing in this area, but that the market's ability to absorb new stock is limited. As such, the study recommends that the CoE provide housing using the Financial Linked Individual Subsidy, which would provide housing that is appropriately matched to a significant number of residents in the area who qualify for this subsidy. The node includes old hostel stock, which could be upgraded with assistance from the Community Residential Units (CRU) programme, which provides rental accommodation for low-income households and is aimed at refurbishing old hostel stock and inner city buildings. The proposal to increase the retail space in this site is based off the active role that Tembisa Plaza plays in attracting activity into this node. It is proposed that improving the retail offering in this node will play an important role in the intensity of this node.

9 Prioritised and high potential nodes

9.1 Overview

To inform any TED opportunities, we have produced a series of spatial maps upon which an analysis could be undertaken. The maps are produced at two distinct scales (i) that of the study area – showing the larger context of the township and the respective nodes under investigation and (ii) the nodal or precinct area – showing a more detailed analysis of the land and infrastructure dynamics at a smaller scale.

The maps intend to build a cohesive spatial overview. The data was largely obtained from the City, including reports and plans. There is still data that is missing or pending. As a result, some maps have been produced by manually through allocating data (such as land use or zoning) to the drawings from relevant planning documents.

In order to effectively bring about impact within the township, it is critical that the geographic extents be appropriately identified. These are often described in spatial terms as nodes – a concentration of a variety or similarity of activity. Typically, these exist along a route or at the confluence of two or more such routes. In defining a node, we aim to show the relative size, distribution and relationship of focus areas with the larger study area. In conjunction with the identification of geographic extents, the urban typologies are simultaneously identified in relation to these spaces. They may include streets, private land parcels, industry, natural features, informal settlements that make up the physical elements of the node. Each urban typology warrants a unique understanding and corresponding developmental response. The size and proximity of these nodes assist in developing a strategy of how to optimize the developmental impact, taking into consideration the spatial dynamics of these nodes as operating in isolation or relative to each other.

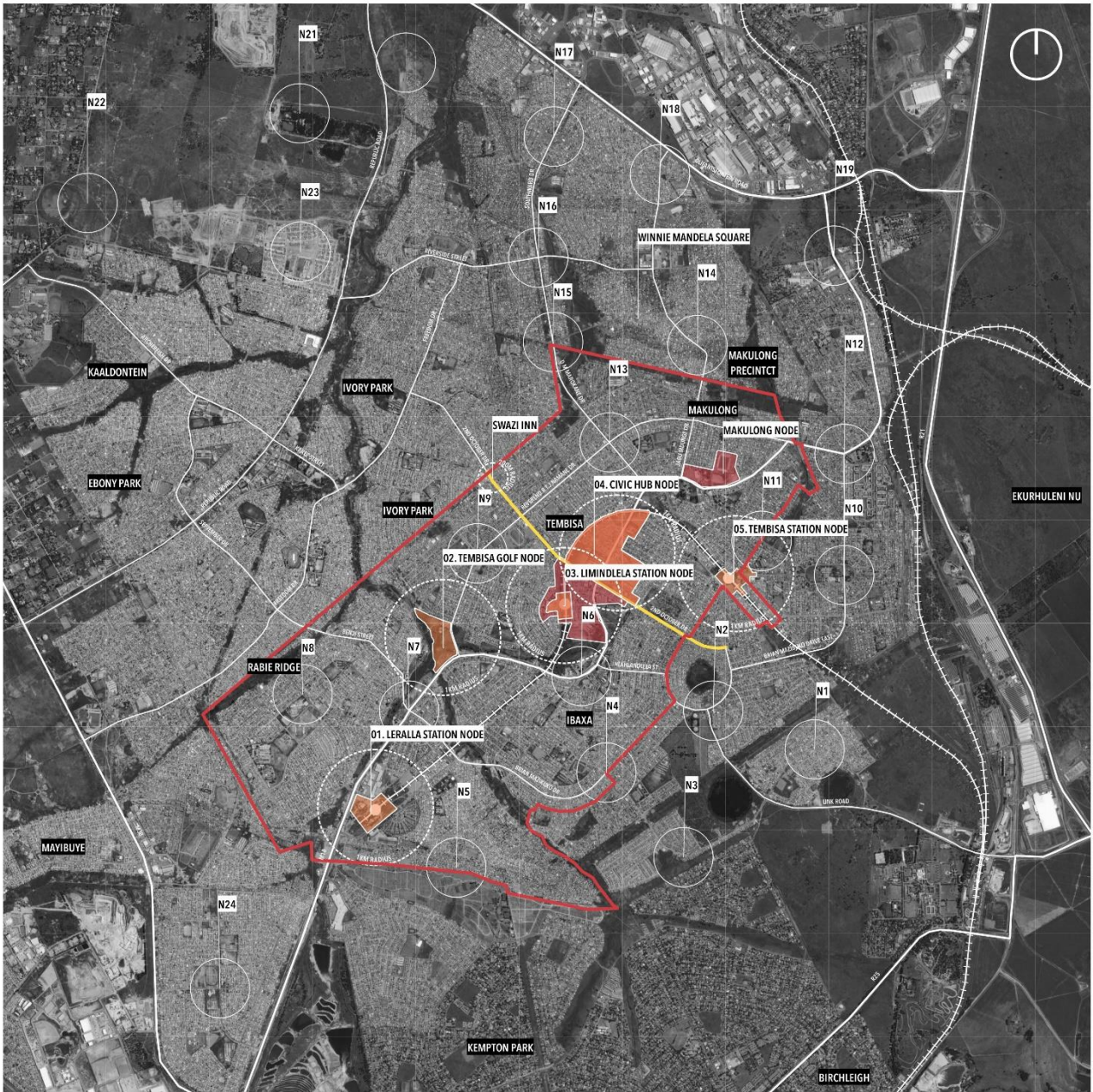
The identification of nodes has been based upon the institutional knowledge and documentation. Following our assessment of the nodes and field investigations, these nodes were either adopted, reprioritized or *removed* within the projects scope and node identification. In addition to the identified nodes, the TAT team proposed additional nodes where the data and technical evidence suggested. A basis for the identification of new nodes included,

- (i) the capacity to bring catalytic spatial and economic transformation.
- (ii) ability to be realized within the time, budgetary and technical constraints of the project.
- (iii) A response to emergent social and economic activity.
- (iv) The capacity to integrate stubborn and difficult development challenges.

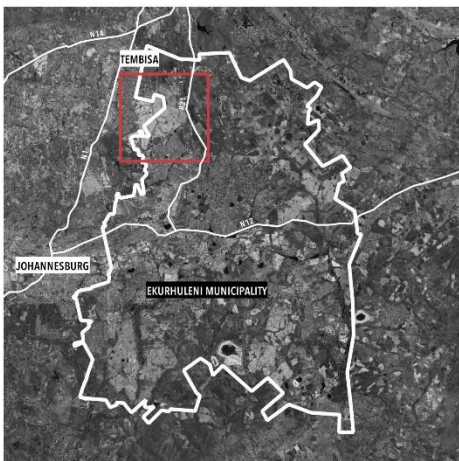
The prioritised nodes for Thembisa include:

- (i) Tembisa Civic Hub
- (ii) Makhulong Node
- (iii) Limindlella Station Node
- (iv) Thembisa Station Node
- (v) Leralla Station Node

Opportunity: The development of nodes will **foster important economic growth** for Thembisa through important strategic planning that can **cater for, promote and regulate business activity**. This could include precinct management that could in turn **foster partnerships** such as the the NDPP to advance projects and **mobilise investment**.



THEMBISA FOCUS AREA BASE MAP



LOCATION KEY

KEY

THEMBISA STUDY AREA

1, Base Map

- ▭ Thembisa Extent
- ▭ Opportunity Node
- ▭ Municipality Node
- Activity Spine
- Neighbourhood

1.3 Connectivity

- Main Roads
- Arterial Roads
- +— Railway Lines
- Railway Station

EKURHULENI MUNICIPALITY | THEMBISA | BASE MAP

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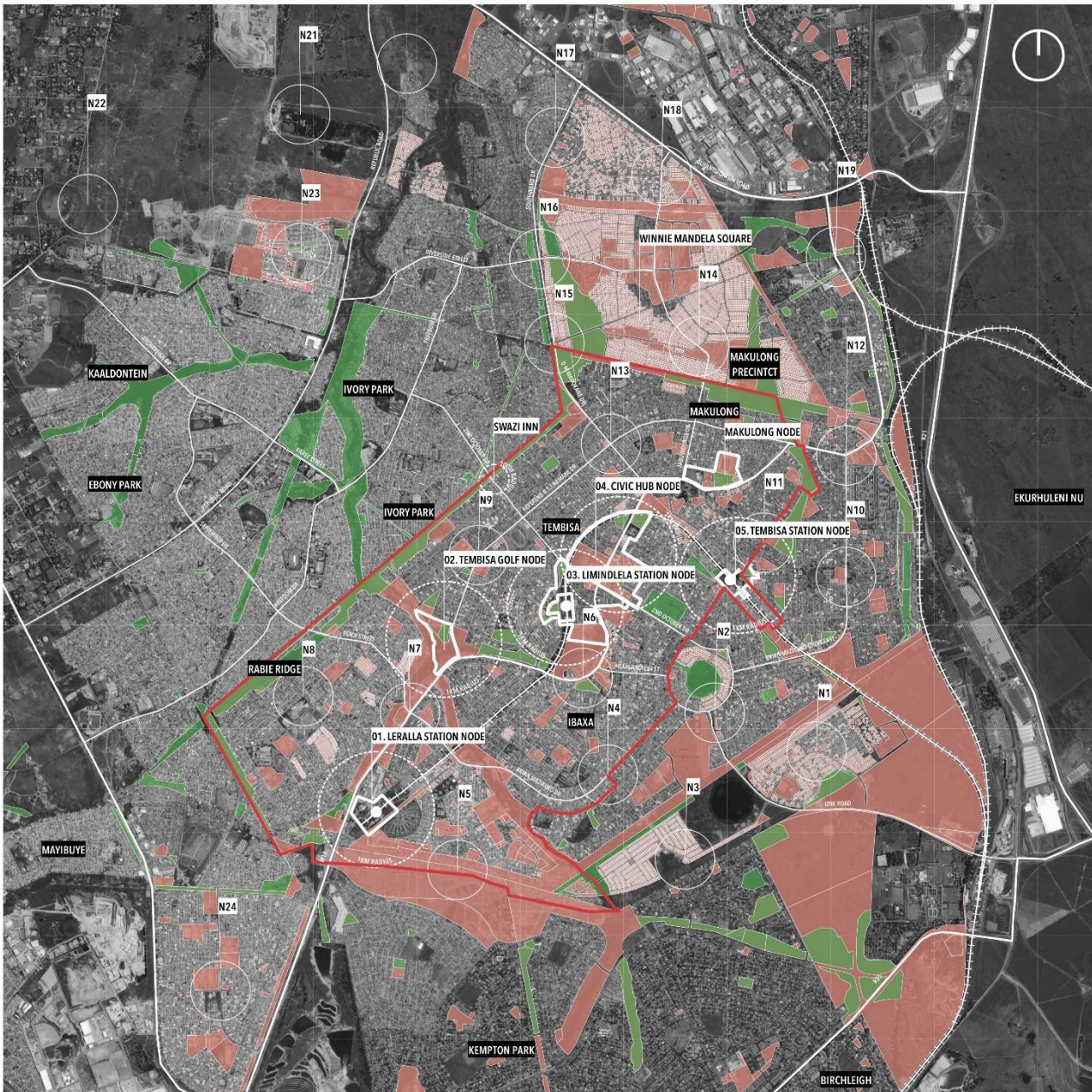
Map 15: Nodes in Thembisa

9.2 Infrastructure and Natural Systems

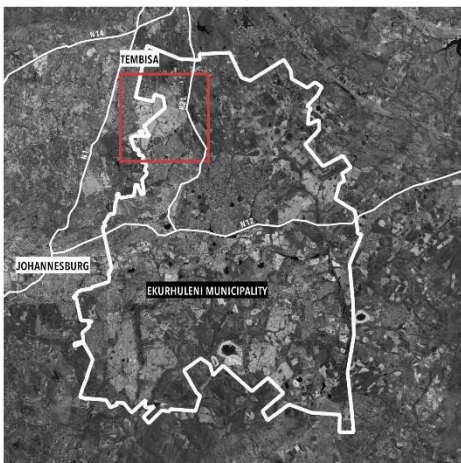
The nodes that have been identified are located on existing transport corridors, which reveal a reasonable level of internodal synergy. The vulnerable railway system will have an impact on the performance of these nodal systems. There is a realistic amount of formal and operational basic infrastructure in these sites. There are encouraging signs of increased residential private densification, especially around areas that have high amenity or connectivity. Land parcels adjacent to key transport systems and economic hubs are not fully optimised and would benefit from an intensification and diversification of real estate at these conditions.

The proximity of nodes to each other, their connectivity, and roles, allow for a few valuable opportunities to invest in high street activation at a significant scale – especially as there is ample existing evidence to support this trajectory.

Opportunity: Commercial high streets activated in strategic sites / roads.



THEMBISA FOCUS AREA LAND OWNERSHIP



LOCATION KEY

KEY
THEMBISA STUDY AREA

1, Base Map

- Thembisa Extent
- Node
- Neighbourhood

1.3 Connectivity

- Main Roads
- Arterial Roads
- Railway Lines
- Railway Station

2.1 Land Ownership

- TM_LU_CSG_Public_Place
- TM_LU_CoE_Owned_Parcel

EKURHULENI MUNICIPALITY | THEMBISA | LAND OWNERSHIP

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Map 16: Land Ownership

9.3 Thembisa Civic Hub

The Thembisa Civic Hub has both commercial and civic functions. It exists off Andrew Maphetho Drive, which is an important north-south mobility corridor. There are significant pockets of land within the precinct that are currently empty. This vacant land is currently occupied for informal business uses. According to the 2020 pre-feasibility plan, the empty land has been earmarked for substantial re-development to reinforce the civic uses and introduce more mixed used amenity to the precinct, including housing. The site is well-suited, geographically, spatially and functionally to be a highly valuable part of the Thembisa township economy.

The scale, complexity and nature of the developments proposed in the pre-feasibility plan, while valuable, might be prone to extensive delays and the risk of not being executed. There is no certainty about when the infrastructure plan would be implemented or what part of it would be securely implemented. This creates a circumstance where the complexity of the project becomes a risk to activating the land in a timeous manner. The approach taken in these recommendations is to propose two types of response:

- The first is **Augmentative**. This response accept that the development would be executed within the next 24 months and augments it with complimentary interventions. The challenge with this approach is the indeterminate nature of the development, which exposes the responses to being non-operative.
- The second is **Alternative**. This response takes the view that the development would not be implemented, and other developmental approaches and strategies can be proposed for this site. This approach would be seen to be activating the land immediately (within 24 months). This would still allow for large parts of the civic hub to realise itself *over time* but would ensure that the land is immediately made effective through what we define as *Rapid Enabling Infrastructure* (circulation, services, edges, business, social spaces). Social spaces would be arranged in relation to where future buildings would be located and be built without major disruption to the urban system.

The civic hub lacks a clear set of recommendations regarding the development for the larger area. The design does not seem to take cognisance of transformative design, creating an inclusive economy, providing a strategic spatial plan that considers the complex sequencing of the development and operational function of various uses.

The following generic responses to the area would include:

1. High Street. Activating the Sheba High Street to enable broader economic inclusion and sense of space. This would include a street rehabilitation to allow for better circulation, storage, trading structures, amenity, shade and water points.

2. Connection (commercial high street) to Limindlella Station via Hadebe Street. This would further connect the hub to the station and Andrew Mapheto Drive and consolidate street trading and increased property values along the street.
3. Instituting a street trader plan and the provision of supportive trading infrastructure.
4. Public Art. It is also recommended that a public art and creative output program is integrated into the process of place making. This would engage local creative practitioners to enhance the precinct and lend a particular creative and brand identity. Outputs could include sculpture, installations, mosaic, murals as well as ephemeral or soft programs like performance.

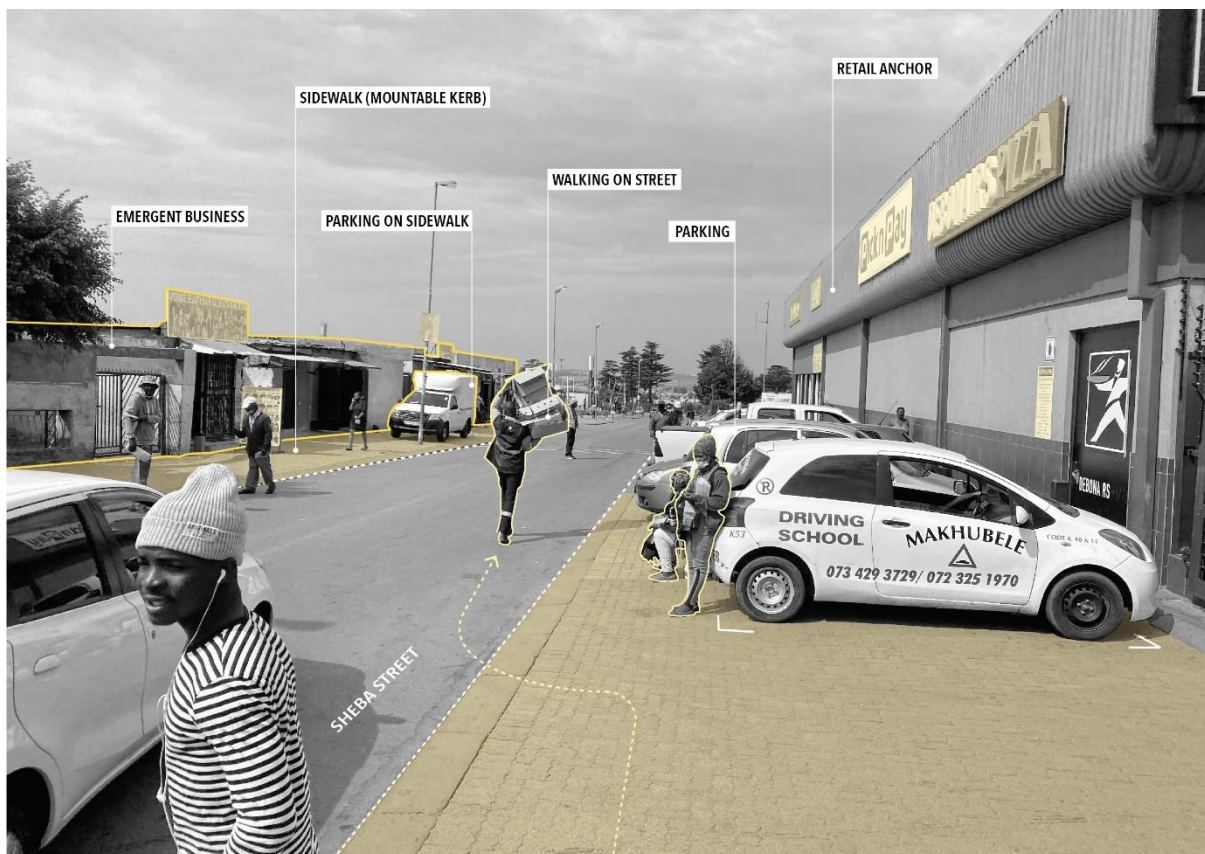


Figure 29: The retail anchor allows for significant economic activity to be generated through the adjacent streets - allowing for more diverse participants. The street allows for parking, loading and pedestrian activity to occur - albeit rather congested.

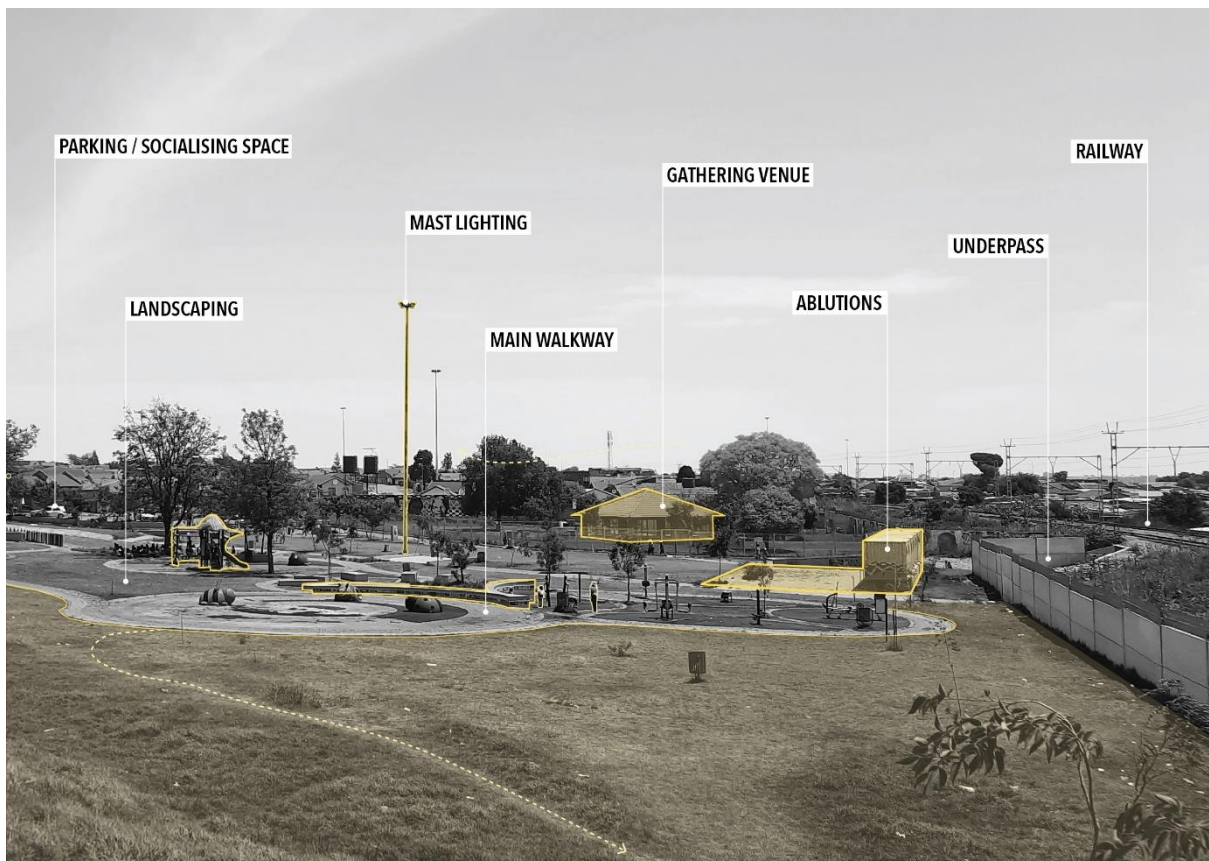


Figure 30: The recently upgraded park provides a key pedestrian railway underpass in the neighbourhood. The amenities require augmenting and programming to ensure better use of the park across more diverse user groups to better use the space.

Opportunity: Thembisa civic hub transformed into a business and service hub.

Opportunity: A street trader plan implemented within the Thembisa civic node.

Opportunity: Facilities upgraded, and precinct management instituted in public spaces (including parks).

Opportunity: Shopping malls foster and enable opportunities for micro-enterprises.

Opportunity: Public safety enhanced through the application of crime prevention through environmental design and precinct management.

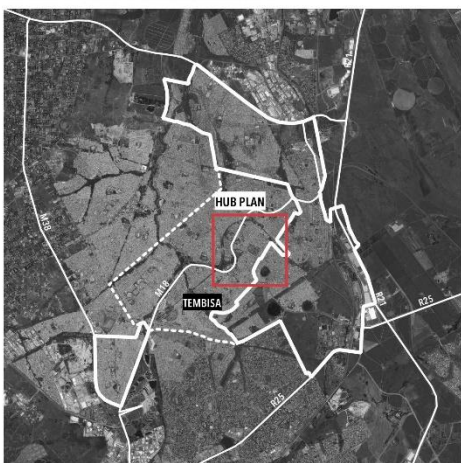
The following section includes a series of maps relating to this node. The table below provides a summary of the status quo and trends for the Thembisa Civic Hub, as indicated in the maps. In instances where the GIS data is not available or has not been provided, the table specifies the gaps.

Table 5: Status Quo of Thembisa Civic Hub

Connectivity/Transport	Socio-economic Function	Current Zoning	Digital	Stormwater, Water and Sanitation	Energy	Human Settlements	Trader Access to Infrastructure
The hub includes two train stations. Informal pedestrian routes connect the surrounding residential areas and stations to the commercial & service centre. Andrew Mapheto intersects this hub, BRT route 2 and stops in site. Andrew Mapheto also serves as a taxi route.	An important civic and commercial hub. State services include the City service centre, library, post office and SAPS. SME retailers and corporate retailers operate from the Thembisa Mall, independent shopping centres and high streets (Sheba Street / George Nyanga Drive). Street traders operate informally, without infrastructure. Public space includes Ibazelo Park. The wider hub includes two areas of informal settlement: Igqagqa and Isekelo. Rapid densification of residential properties within the hub.	Primarily residential 2, with some parcels of land used for residential 3. Business zoning around Limindlela station and in the centre of the site, adjacent to Andrew Mapheto Drive. Mixture of transportation, institutional and agricultural zoning around rail and Andrew Mapheto Drive.	No Data Available	Stormwater pipes and manholes are unevenly available across the site. The bulk and sewerage system connects well across this node.	No data available.	Proposed high density residential in Endulweni, Isithame and Kopanong.	Some formal water and electricity access. Predominantly informal or no water access. Predominantly no electricity access, with some informal connections.



CIVIC HUB PLAN FOCUS AREA BASE MAP

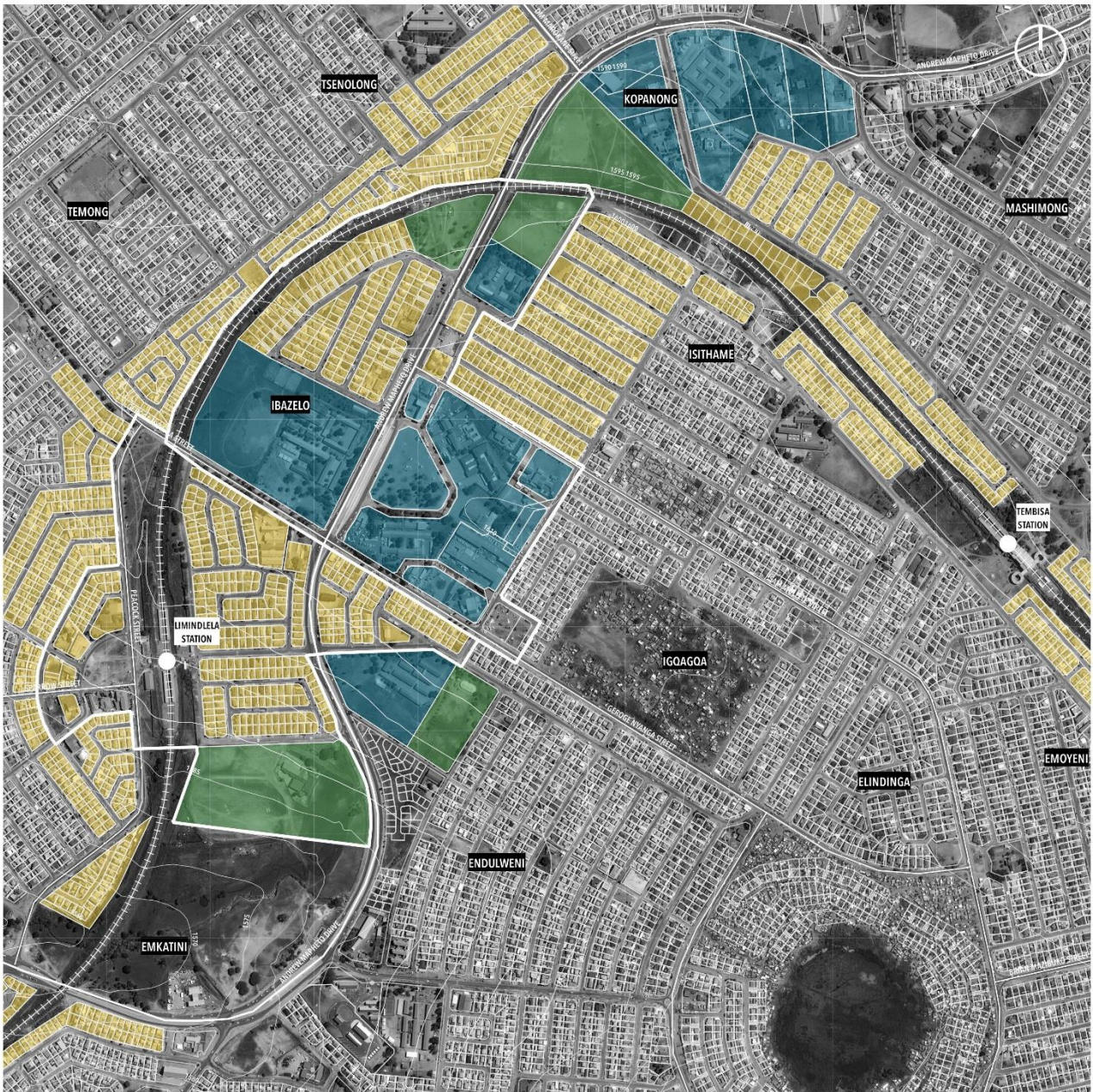


LOCATION KEY

- KEY**
THEMBISA CIVIC HUB PLAN
- 1. Base Map**
 - 1.1 Extents**
 - Civic Hub Study Area
 - High Street
 - Street Commercial Activity
 - Commercial Activity
 - 1.2 Connectivity**
 - Main Road
 - Arterial Road
 - Railway Station Name
 - ⇄⇄ Railway Route

EKURHULENI MUNICIPALITY | THEMBISA | CIVIC HUB NODE | BASE MAP

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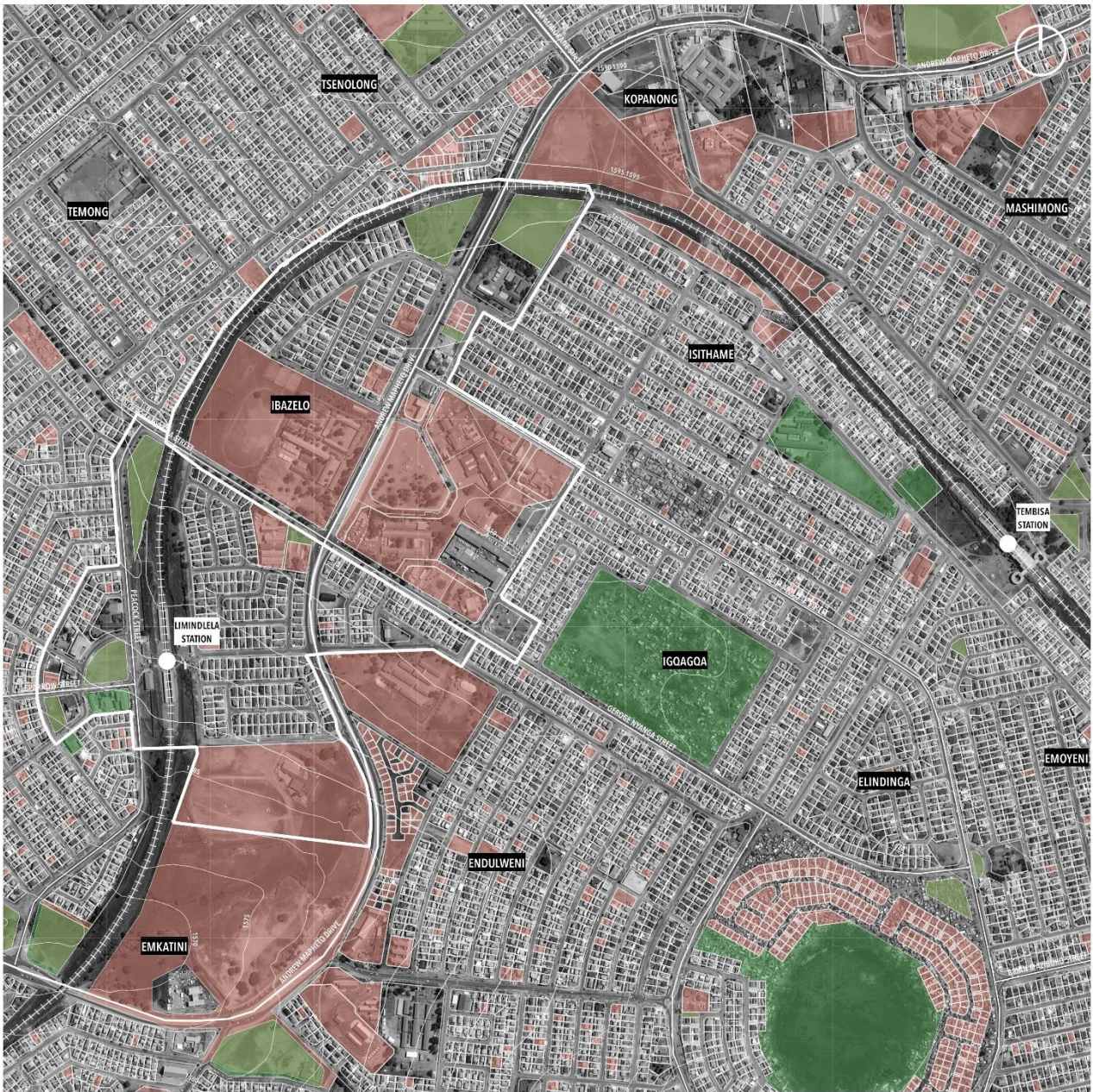
CIVIC HUB PLAN FOCUS AREA LANDUSE EXISTING



LOCATION KEY

- KEY**
THEMBISA CIVIC HUB PLAN
- 1. Base Map**
 - 1.1 Extents**
 - Civic Hub Study Area
 - 1.2 Connectivity**
 - Main Road
 - Arterial Road
 - Railway Station Name
 - ⇄⇄⇄ Railway Route
 - 2. Land Administration**
 - 2.1 Landuse**
 - 2.1.1 Landuse Existing**
 - Public Open Space
 - Community Facilities
 - Residential

Map 18: Land Use, Thembisa Civic Hub



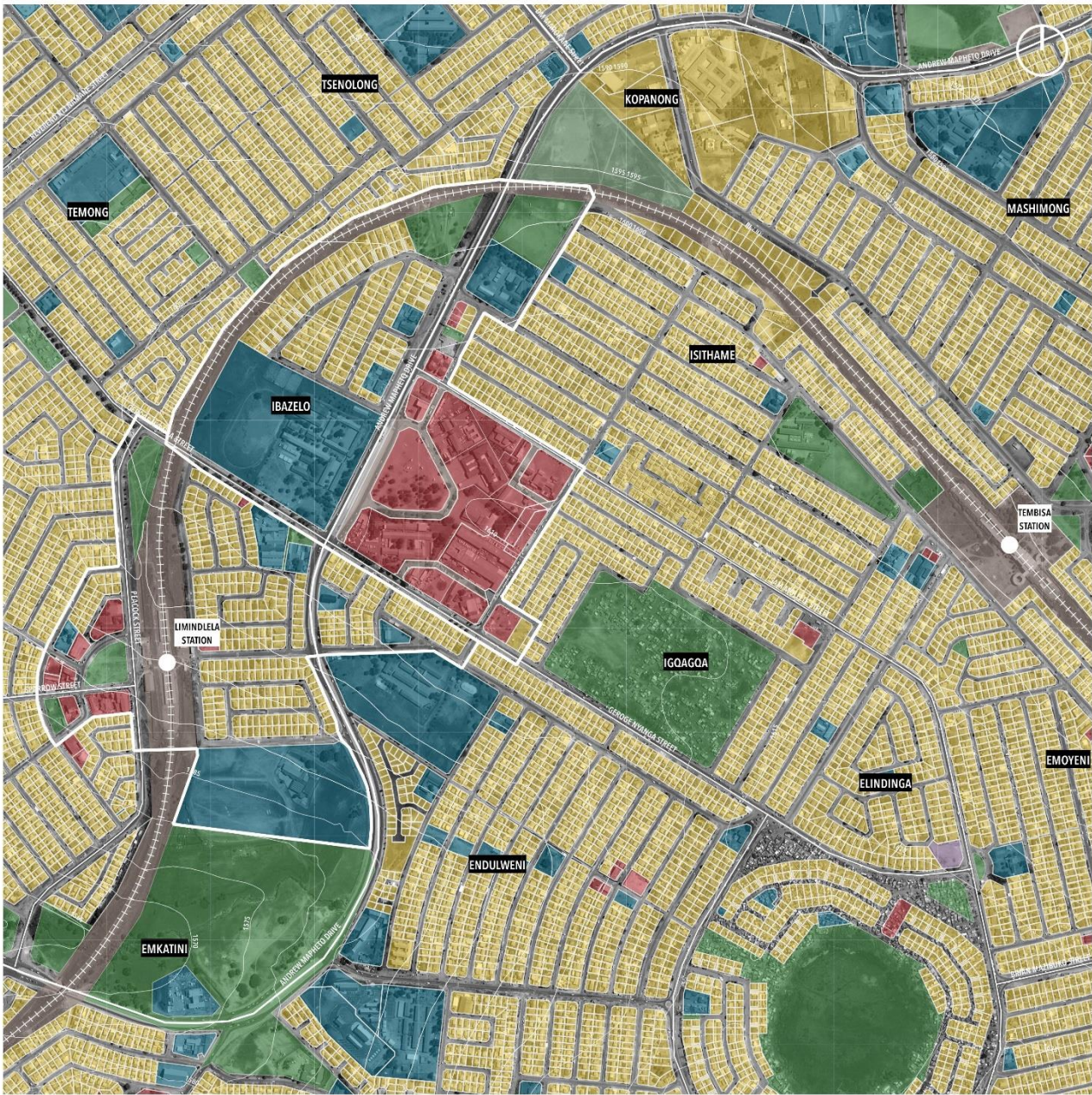
CIVIC HUB PLAN FOCUS AREA LAND OWNERSHIP



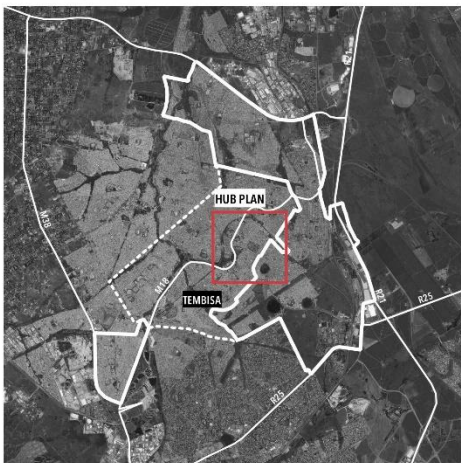
LOCATION KEY

- KEY**
- THEMBISA CIVIC HUB PLAN**
- 1. Base Map**
 - 1.1 Extents**
 - Civic Hub Study Area
 - 1.2 Connectivity**
 - Main Road
 - Arterial Road
 - Railway Station Name
 - ⚡ Railway Route
 - 2. Land Administration**
 - 2.2 Land Ownership**
 - TM_LU_CSG_Public_Place
 - TM_LU_CoE_Owned_Parcels

Map 19: Land Ownership, Thembisa Civic Hub



CIVIC HUB PLAN FOCUS AREA ZONING



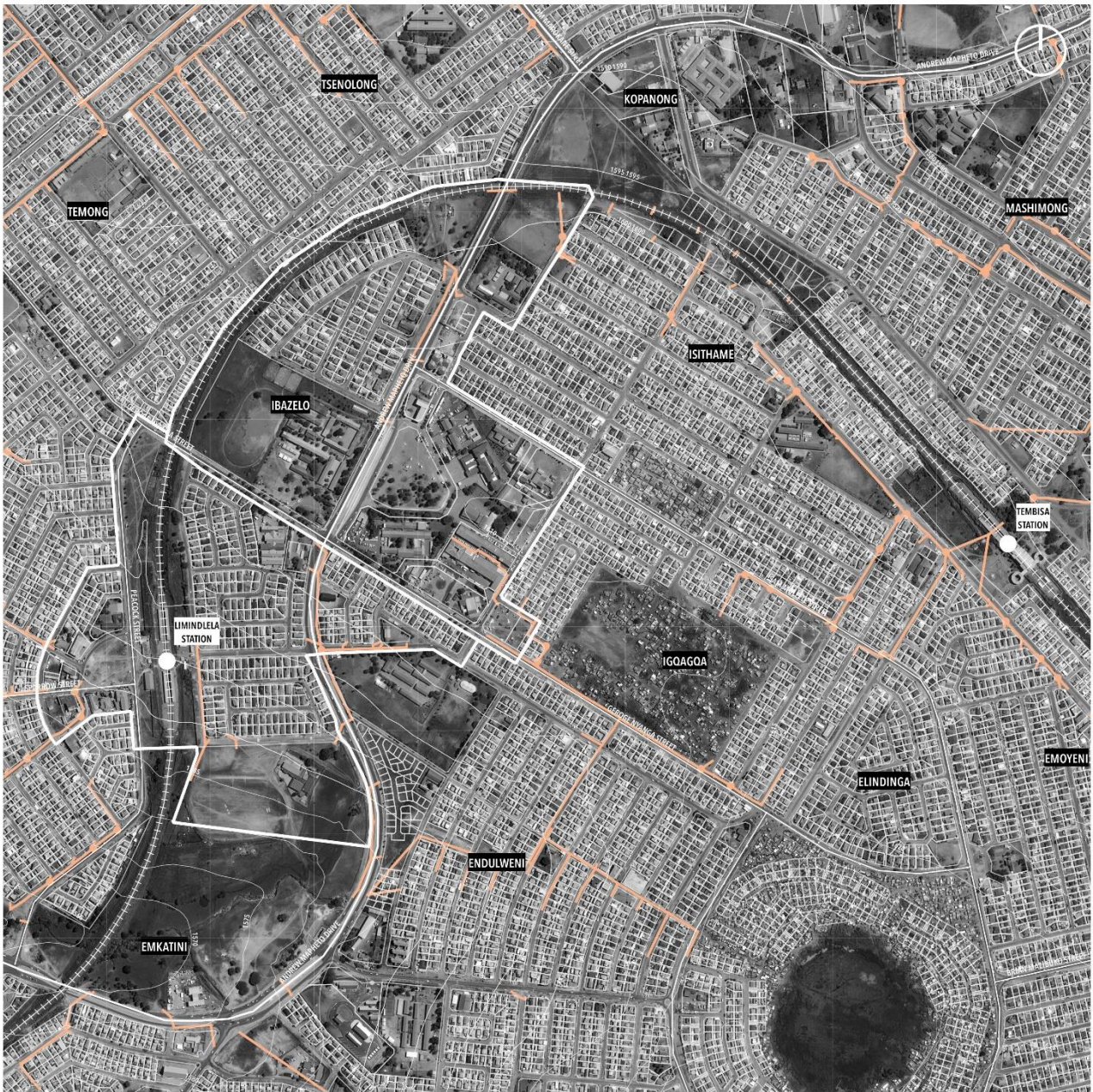
LOCATION KEY

- KEY**
THEMBISA CIVIC HUB PLAN
- 1. Base Map**
 - 1.1 Extents**
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 - 1.2 Connectivity**
 - Main Road
 - Arterial Road
 - Railway Station Name
 - ⇄⇄⇄ Railway Route
 - 2. Land Administration**
 - 2.3 Zoning**
 - TM_LU_Scheme_Parcel**
 - BUSINESS 1
 - BUSINESS 2
 - COMMUNITY FACILITY
 - SOCIAL SERVICES
 - PUBLIC SERVICES
 - PUBLIC GARAGE
 - RESIDENTIAL 2
 - RESIDENTIAL 3
 - PUBLIC OPEN SPACE
 - AGRICULTURE
 - INDUSTRIAL 1
 - ROADS
 - TRANSPORTATION

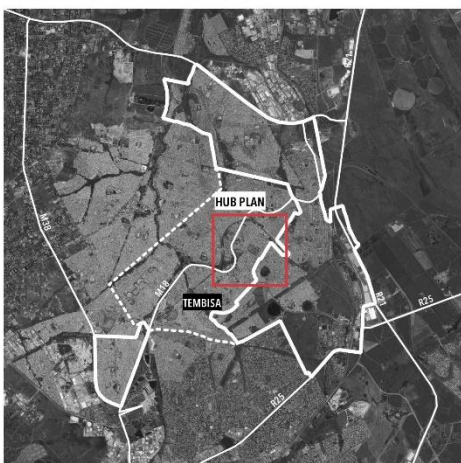
EKURHULENI MUNICIPALITY | THEMBISA | CIVIC HUB NODE | ZONING

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Map 20: Zoning, Thembisa Civic Hub



CIVIC HUB PLAN FOCUS AREA SANITATION



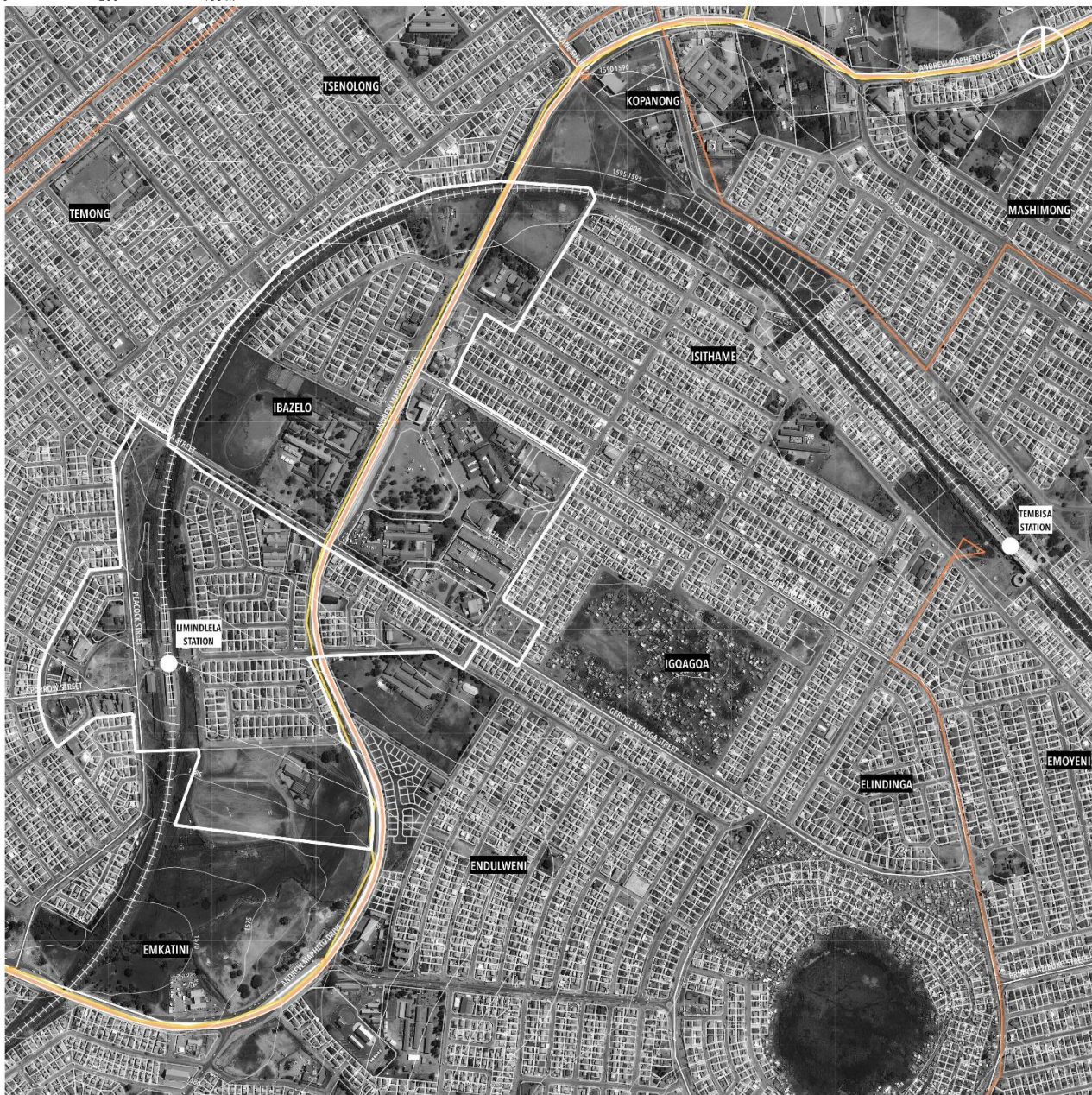
LOCATION KEY

- KEY**
THEMBISA CIVIC HUB PLAN
- 1. Base Map**
 - 1.1 Extents**
 - Civic Hub Study Area
 - 1.2 Connectivity**
 - Main Road
 - Arterial Road
 - Railway Station Name
 - ⇄⇄⇄ Railway Route
 - 3. Infrastructure**
 - 3.4 Sanitation**
 - TM_WS_manhole
 - TM_WS_sw_pipe

EKURHULENI MUNICIPALITY | THEMBISA | CIVIC HUB NODE | SANITATION

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Map 21: Sanitation, Thembisa Civic Hub



CIVIC HUB PLAN FOCUS AREA TRANSPORT



LOCATION KEY

- KEY**
- THEMBISA CIVIC HUB PLAN**
- 1. Base Map**
 - 1.1 Extents**
 - Civic Hub Study Area
 - 1.2 Connectivity**
 - Main Road
 - Arterial Road
 - Railway Station Name
 - ++ Railway Route
 - 3. Infrastructure**
 - 3.1 Transport**
 - Proposed IRPTN Route
 - TM_TPT_Taxi_Routes
 - TM_TPT_Taxi_Route 2 Stops
 - TM_TPT_Taxi_Route 2 Tembisa Hospital
 - TM_TPT_Taxi_Route 2 Feeder
 - TM_TPT_Taxi_Routes

EKURHULENI MUNICIPALITY | THEMBISA | CIVIC HUB NODE | TRANSPORT

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Map 22: Transport, Thembisa Civic Hub



CIVIC HUB PLAN FOCUS AREA HOUSING



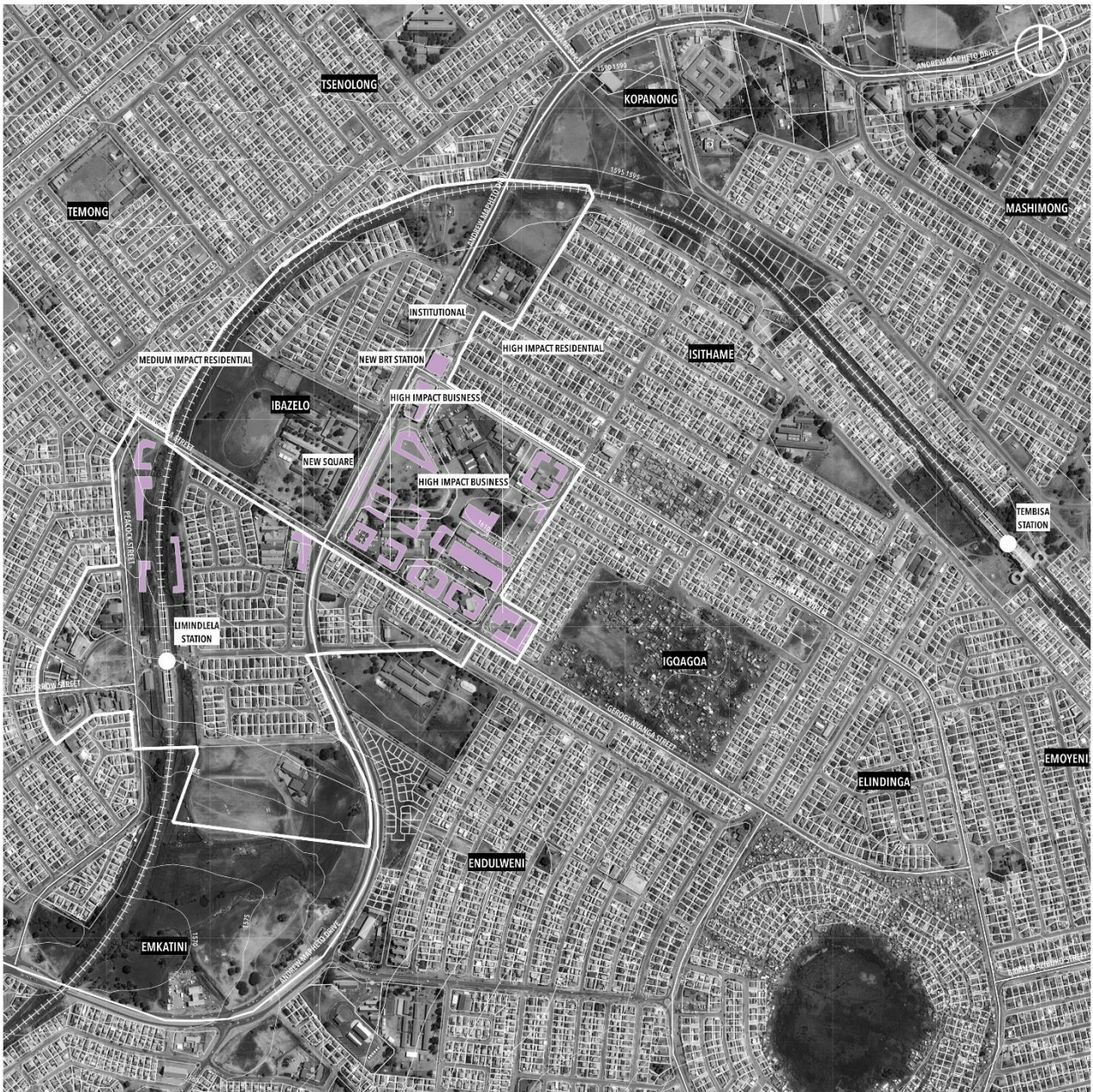
LOCATION KEY

- KEY**
- THEMBISA CIVIC HUB PLAN**
- 1. Base Map**
 - 1.1 Extents**
 - Civic Hub Study Area
 - 1.2 Connectivity**
 - Main Road
 - Arterial Road
 - Railway Station Name
 - ⇄⇄⇄ Railway Route
 - 3. Infrastructure**
 - 3.6 Housing**
 - TM_LU_CSG_Servitude_Area

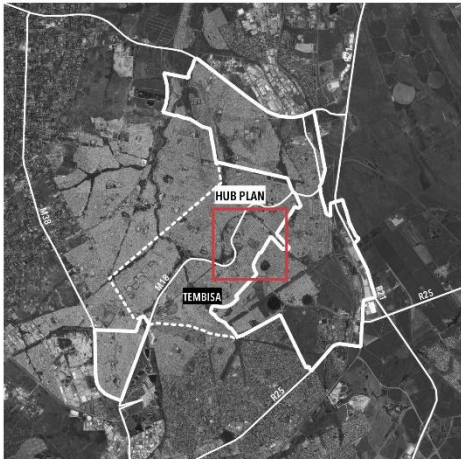
EKURHULENI MUNICIPALITY | THEMBISA | CIVIC HUB NODE | HOUSING

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Map 23: Housing, Thembisa Civic Hub



CIVIC HUB PLAN FOCUS AREA HOUSING



LOCATION KEY

- KEY**
THEMBISA CIVIC HUB PLAN
- 1. Base Map**
 - 1.1 Extents**
 - Civic Hub Study Area
 - 1.2 Connectivity**
 - Main Road
 - Arterial Road
 - Railway Station Name
 - ++ Railway Route
 - 5. Development Proposals**
 - 5.1 Existing Proposals**
 - Proposal Intervention

EKURHULENI MUNICIPALITY | THEMBISA | CIVIC HUB NODE | HOUSING
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Map 24: Development Proposals, Thembisa Civic Hub

9.4 Makhulong Community Precinct

As a further point to section 10.3.2. above, the Makhulong Community Precinct has established and consolidated itself as a functioning social, sports and recreational node. In its current usage, the precinct has limited opportunities for economic activity. The facilities require a strong precinct management strategy to ensure the optimisation of the investments. Poor urban management will result in dangerous levels of decay and fragmentation of the infrastructure assets. This needs to be coupled with a strong activation and marketing strategy to use the spaces more intensely.

The precinct has not been identified to change in core functions. The existing plans for the area should be advanced. The recommendations are seen to enhance the sense of place and include:

1. **Public Environment Upgrade.** The sidewalks and connections across streets at the node need to be designed to allow for better connectivity and safe walking for commuters/pedestrians and economic opportunity for micro business. This would involve a general public environment upgrade that would include the design and implementation of sidewalk, lighting, signage (directional and advertising) and landscaping (hard and soft).
2. **Landscape Design.** A strong landscaping design with hard and soft landscaping needs to define the various functions and zones within the precinct and would assist with greater legibility.
3. **Public Art.** It is also recommended that a public art and creative output program and project is coupled with this development. This would engage local creative practitioners to enhance the precinct and lend a particular creative and brand identity. Outputs could include sculpture, installations, mosaic, murals as well as ephemeral or soft programs like performance.
4. **The facilities by YES are in a serious state of disfunction.** This is largely attributed to irregular electricity provisions. The organisation is at advanced levels of negotiation to remove their operations from the facility. It would be critical to find a means to ensure their presence, at their this or another site in Thembisa.



Figure 31: Signage is critical to micro street businesses and are well located to attract potential clients and showcase services. These signs, their business, location and coordination presents a valuable opportunity to strategise a coordinated response to signage and space making.

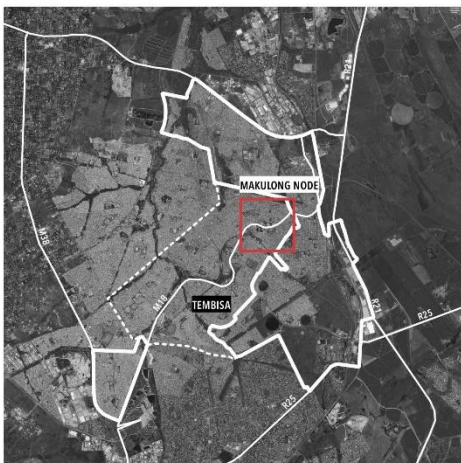
The following section includes a series of maps about this precinct. The table below provides a summary of the status quo for the Makhulong Node. In instances where data is not available or has not been made available, the table specifies the data gaps.

Table 6: Status Quo of the Makhulong Node

Connectivity/Transport	Socio-economic Function	Current Zoning	Digital	Stormwater, Water and Sanitation	Energy	Int Human Settlements	Trader Access to Infrastructure
BRT line and stop, adjacent to Andrew Mapheto. An area within the Thembisa Civic Hub. Informal pedestrian routes connect the node to the commercial / social centre of the hub.	Low density res, social facilities, sporting facilities. The Makhulong Station is the anchor.	Surrounding area is primarily residential 2. Most of the site is zoned for Public Open Space, with some business zoning on the western side of the site. The eastern side of the site is zoned for social services.	No Data Available	One stormwater manhole in the site, with stormwater pipes intersecting western, central and eastern sections of the precinct. Stormwater infrastructure in surrounding area is uneven. The bulk and sewerage system connects well across this node.	No data available.	Higher density residential proposed for eastern section of the site.	There are approximately nine businesses operating in this site. Three businesses have formal access to water and electricity, three have informal access and three have no access.



MAKULONG NODE FOCUS AREA BASE MAP



LOCATION KEY

- KEY**
- MAKULONG NODE**
- 1. Base Map**
- 1.1 Extents**
- Makulong Study Area
 - TBA_MKL_High Street
- 1.2 Connectivity**
- ▬ Main Road
 - Arterial Road
 - ⊕⊕ Railway Lines

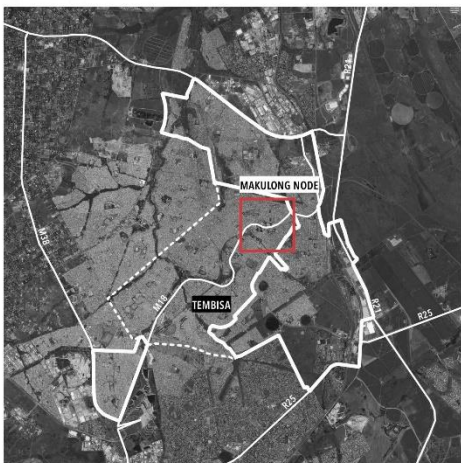
EKURHULENI MUNICIPALITY | THEMBISA | MAKULONG NODE | BASE MAP

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Map 25: The Makhulong Node



MAKULONG NODE FOCUS AREA LANDUSE EXISTING



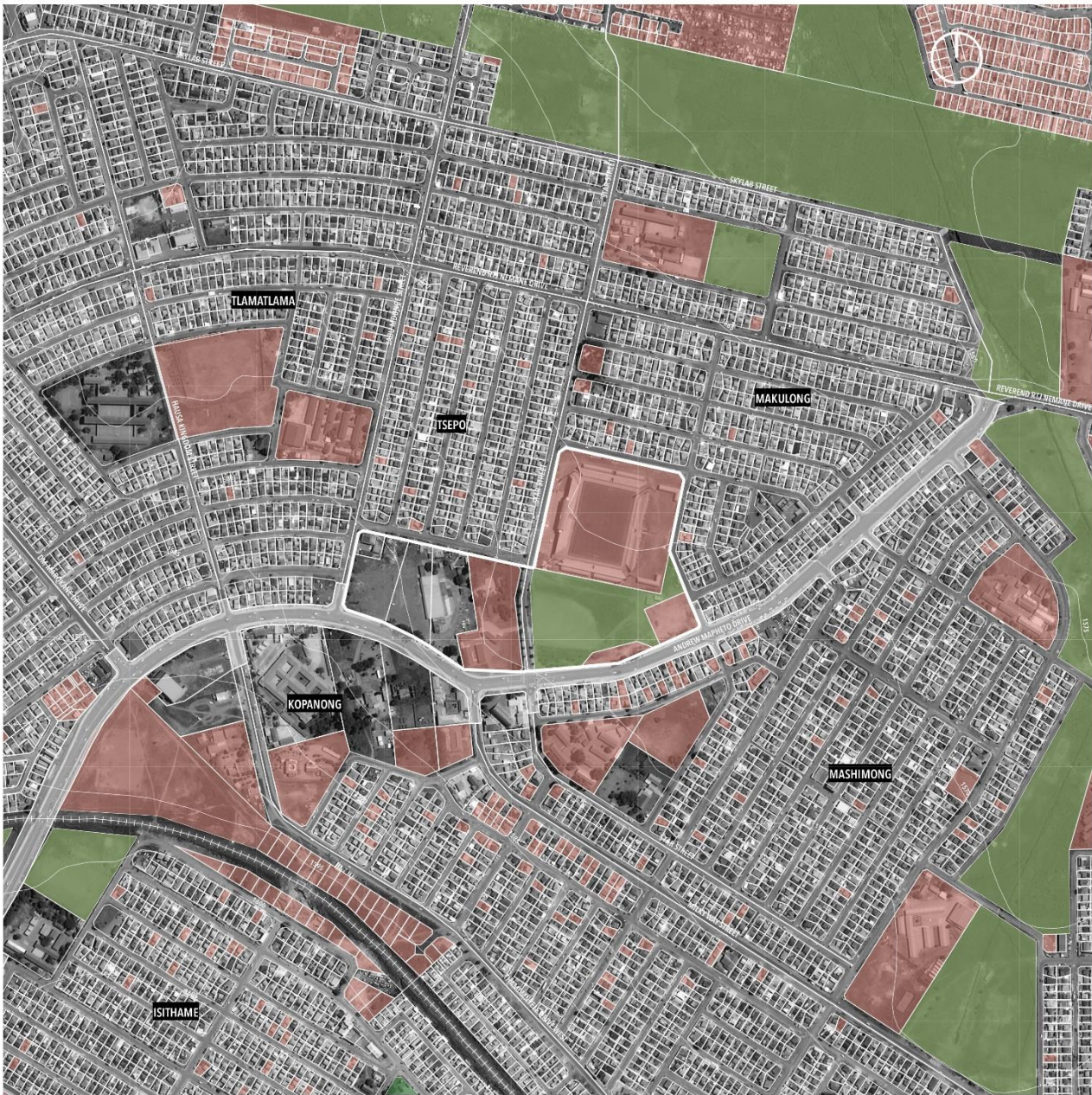
LOCATION KEY

- KEY**
MAKULONG NODE
- 1. Base Map**
 - 1.1 Extents**
 - Makulong Study Area
 - 1.2 Connectivity**
 - Main Road
 - Arterial Road
 - +— Railway Lines
 - 2. Land Administration**
 - 2.1 Landuse**
 - 2.1.1 Landuse Existing**
 - Residential
 - Community Facility
 - Social Services
 - Public Open Space
 - Transportation

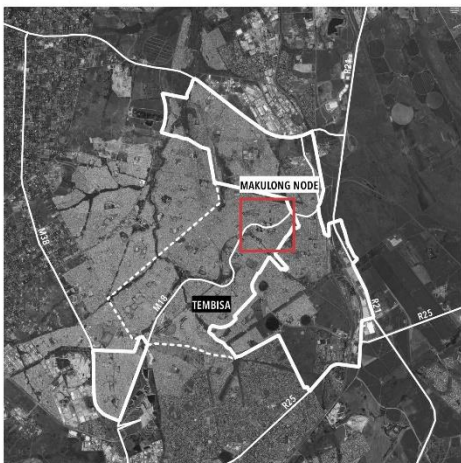
EKURHULENI MUNICIPALITY | THEMBISA | MAKULONG NODE | LANDUSE EXISTING

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Map 26: Land Use, Makhulong Node



MAKULONG NODE FOCUS AREA LAND OWNERSHIP



LOCATION KEY

- KEY**
- MAKULONG NODE**
- 1. Base Map**
- 1.1 Extents**
- Makulong Study Area
- 1.2 Connectivity**
- ▬ Main Road
 - Arterial Road
 - ⊕⊕ Railway Lines
- 2. Land Administration**
- 2.2 Land Ownership**
- TM_LU_CSG_Public_Place
 - TM_LU_CoE_Owned_Parcel

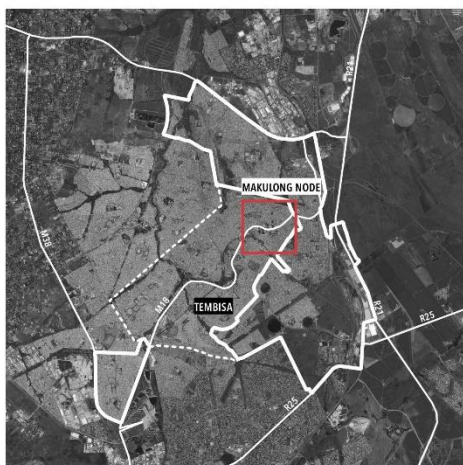
EKURHULENI MUNICIPALITY | THEMBISA | MAKULONG NODE | LAND OWNERSHIP

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Map 27: Land Ownership, Makhulong Node



MAKULONG NODE FOCUS AREA ZONING



LOCATION KEY

- KEY**
MAKULONG NODE
- 1. Base Map**
- 1.1 Extents**
 — Makulong Study Area
- 1.2 Connectivity**
 — Main Road
 — Arterial Road
 —+— Railway Lines
- 2. Land Administration**
- 2.3 Zoning**
 TM_LU_Scheme_Parcel
- BUSINESS 1
 - BUSINESS 2
 - COMMUNITY FACILITY
 - SOCIAL SERVICES
 - PUBLIC GARAGE
 - RESIDENTIAL 2
 - RESIDENTIAL 3
 - PUBLIC OPEN SPACE
 - AGRICULTURE
 - ROADS
 - TRANSPORTATION

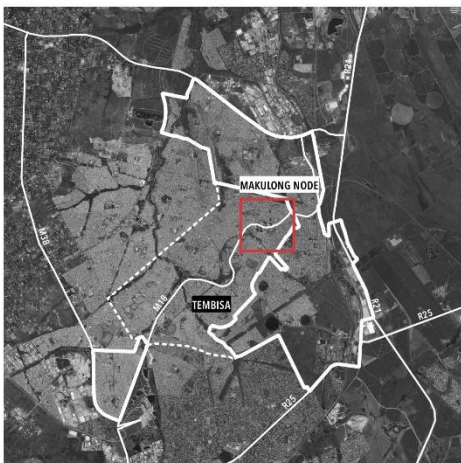
EKURHULENI MUNICIPALITY | THEMBISA | MAKULONG NODE | ZONING

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Map 28: Zoning, Makhulong Node



MAKULONG NODE FOCUS AREA TRANSPORT



LOCATION KEY

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>KEY</p> <p>MAKULONG NODE</p> <p>1. Base Map</p> <p>1.1 Extents</p> <ul style="list-style-type: none"> — Makulong Study Area <p>1.2 Connectivity</p> <ul style="list-style-type: none"> ▬ Main Road — Arterial Road ⊕⊕ Railway Lines | <p>MAKULONG NODE</p> <p>3. Infrastructure</p> <p>3.1 Transport</p> <ul style="list-style-type: none"> — Proposed IRPTN Route ▬ TM_TPT_Taxi_Route 2 Tembisa Hospital ▬ TM_TPT_Taxi_Routes ⊕ TM_TPT_Taxi_Route 2 Stops — TM_TPT_Taxi_Route 2 Feeder |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

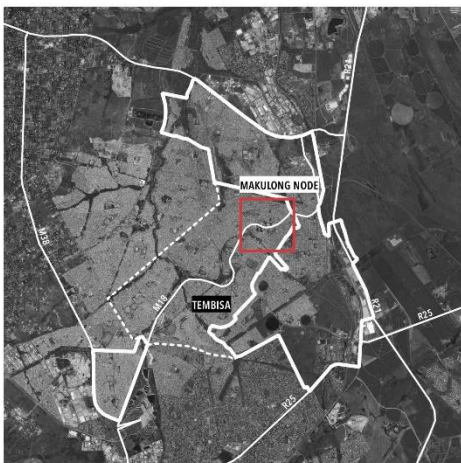
EKURHULENI MUNICIPALITY | THEMBISA | MAKULONG NODE | TRANSPORT

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Map 29: Transport, Makhulong



MAKULONG NODE FOCUS AREA SANITATION



LOCATION KEY

- KEY**
- MAKULONG NODE**
- 1. Base Map**
 - 1.1 Extents**
 - Makulong Study Area
 - 1.2 Connectivity**
 - ▬ Main Road
 - Arterial Road
 - ⊕⊕ Railway Lines
 - 3. Infrastructure**
 - 3.4 Sanitation**
 - TM_WS_manhole
 - TM_WS_sw_pipe

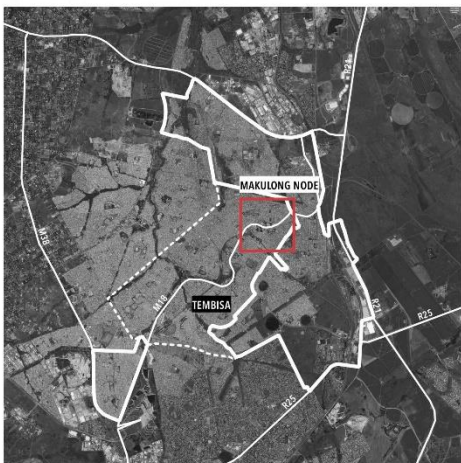
EKURHULENI MUNICIPALITY | THEMBISA | MAKULONG NODE | SANITATION

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Map 30: Stormwater Infrastructure, Makhulong Node



MAKULONG NODE FOCUS AREA HOUSING



LOCATION KEY

- KEY**
- MAKULONG NODE**
- 1. Base Map**
 - 1.1 Extents**
 - Makulong Study Area
 - 1.2 Connectivity**
 - ▬ Main Road
 - Arterial Road
 - ⊕⊕ Railway Lines
 - 3. Infrastructure**
 - 3.6 Housing**
 - ▬ TM_LU_CSG_Servitude_Area
 - ▬ TM_HS_flood_100year

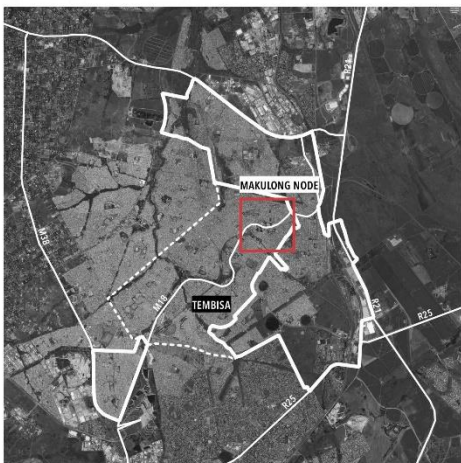
EKURHULENI MUNICIPALITY | THEMBSA | MAKULONG NODE | HOUSING

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Map 31: Housing Dynamics, Makhulong Node



MAKULONG NODE FOCUS AREA DEVELOPMENT PROPOSALS



LOCATION KEY

- KEY**
MAKULONG NODE
- 1. Base Map**
 - 1.1 Extents**
 - Makulong Study Area
 - 1.2 Connectivity**
 - ▬ Main Road
 - Arterial Road
 - ⊕⊕ Railway Lines
 - 5. Development Proposals**
 - 5.1 Existing Proposals**
 - Non Motorised Transport
 - Proposed Intervention

EKURHULENI MUNICIPALITY | THEMBISA | MAKULONG NODE | DEVELOPMENT PROPOSALS

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Map 32: Development Proposals, Makhulong Node:

9.5 Limindlela Station Node

The Limindlela Station Precinct is situated in close proximity to the civic node and north-south mobility corridor, making it highly accessible and (informally) connected. Despite the sub-optimal performance of the railway system at present, the site attracts some degree of economic activity, but does struggle operationally with the railway's systemic vulnerability. This poses a great threat to businesses that requires a predictable throughput of commuter volumes. The node also contains significant open land or properties that can attract developmental intensification

The following recommendations are contemplated for the node:

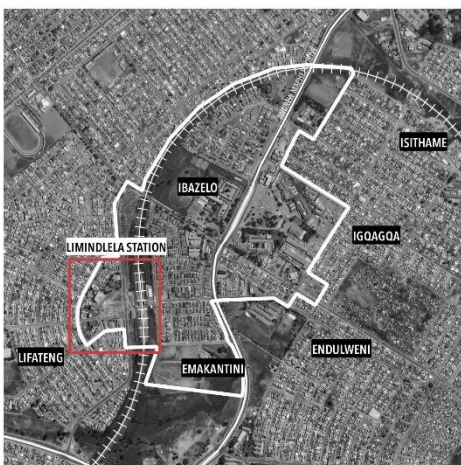
1. Develop an urban management plan and the clearly demarcate the scope of the node. The stakeholders would need to be clearly defined and engaged in the process of the transformation of the node.
2. Business infrastructure support. The existing business adjacent station need to be acknowledged as critical agents in the well-being of the precinct and their needs to be adequately integrated into the development of the precinct.
3. Station entrance re-design. The eastern side of the station requires rehabilitation; it needs to carefully integrate commuter flow, economic infrastructure and social spaces.
4. Public environment upgrade. The sidewalks and connections across streets at the node need to be designed to allow for better connectivity and safe walking for commuters/pedestrians and economic opportunity for micro-business. This would involve a general public environment upgrade that would include the design and implementation of sidewalk, lighting, signage (directional and advertising) and landscaping (hard and soft).
5. Park Rehabilitation. The park to the west of the station to be upgraded to introduce a sports and recreational facility, or pocket-park. The park to form part of the urban management plan and activated accordingly.

Opportunity: Train station nodes revitalised for mixed-use.

Opportunity: A network of NMT and pedestrian lanes developed.



LIMINDLELA STATION FOCUS AREA BASE MAP

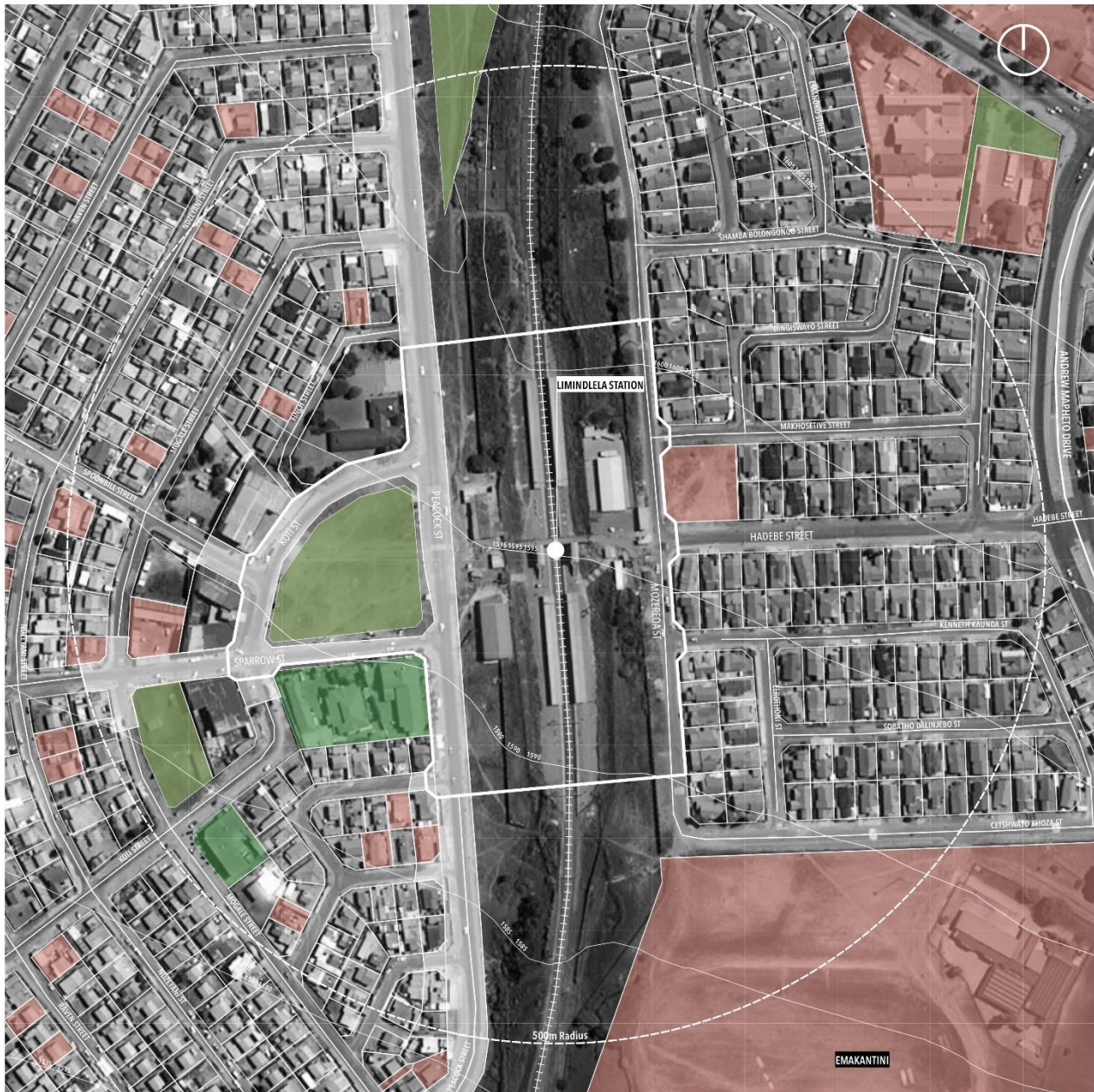


LOCATION KEY

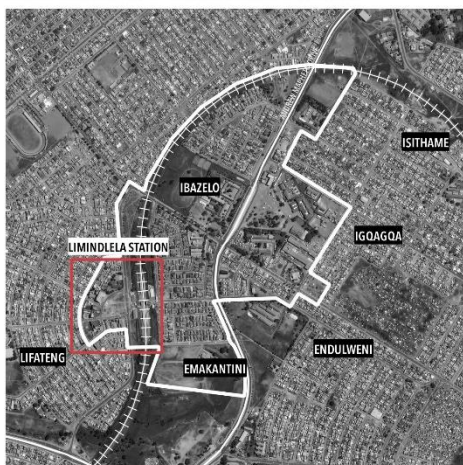
- KEY**
- Limindlela Station**
- 1. Base Map**
- 1.1 Extents**
- Extent
 - High Street
 - Commercial Activity
- 1.2 Connectivity**
- Development Corridor
 - Main Road
 - Arterial Road
 - +— Railway Line
 - Railway Station

EKURHULENI MUNICIPALITY | THEMBSA | LIMINDLELA STATION NODE | BASE MAP

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LIMINDLELA STATION FOCUS AREA LAND OWNERSHIP



LOCATION KEY

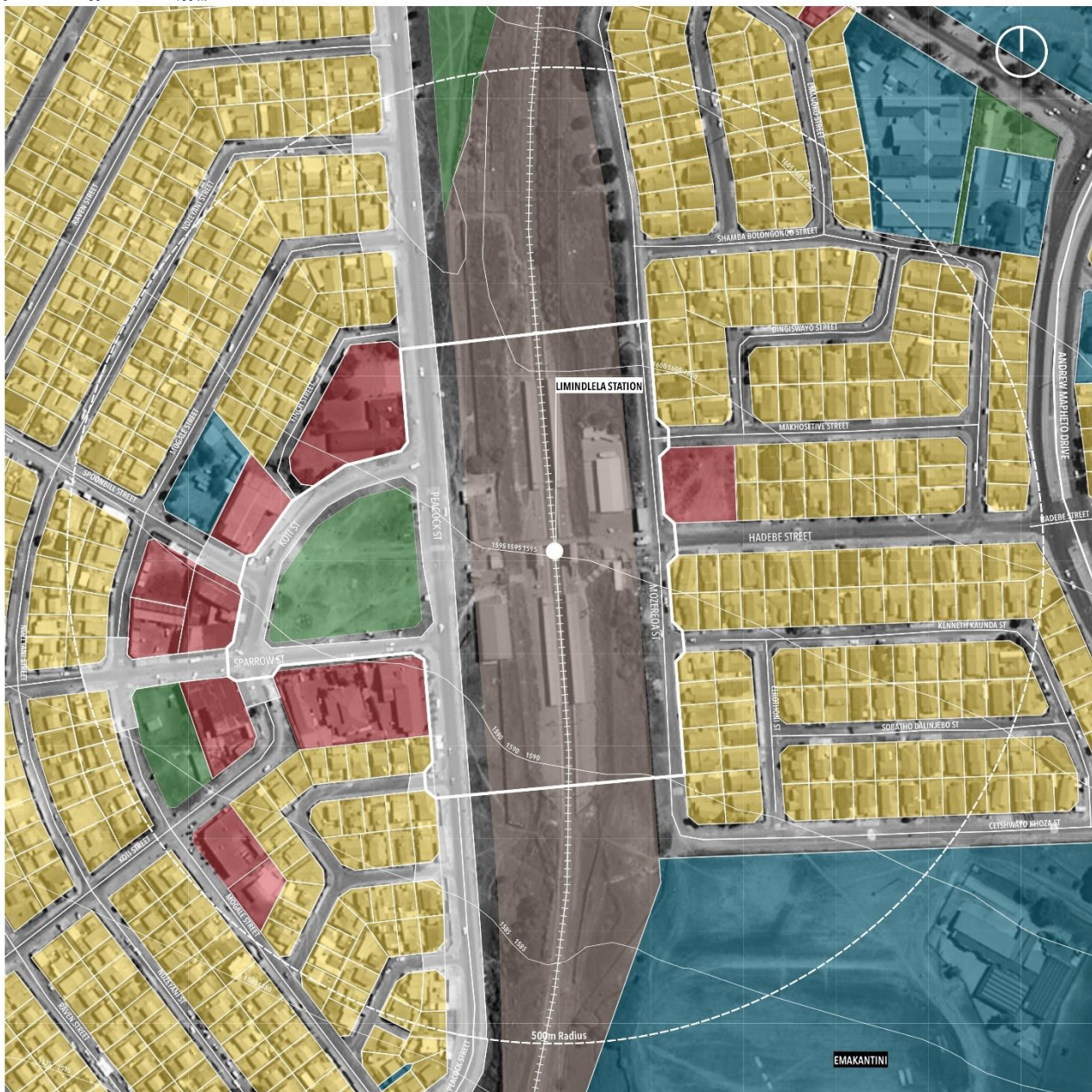
- KEY**
- Limindlela Station**
- 1. Base Map**
- 1.1 Extents**
- Extent
- 1.2 Connectivity**
- ▬ Development Corridor
 - Main Road
 - Arterial Road
 - ⊕⊕ Railway Line
 - Railway Station

- 2. Land Administration**
- 2.2 Land Ownership**
- TM_LU_CSG_Public_Place
 - TM_LU_CoE_Owned_Parcel

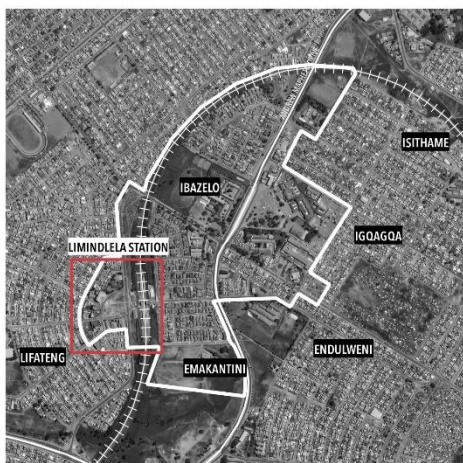
EKURHULENI MUNICIPALITY | THEMBISA | LIMINDLELA STATION NODE | LAND OWNERSHIP

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Map 34: Land Ownership, Limindlela Station Node



LIMINDLELA STATION FOCUS AREA ZONING



LOCATION KEY

KEY

Limindlela Station

1. Base Map

1.1 Extents

— Extent

1.2 Connectivity

▬ Development Corridor

— Main Road

— Arterial Road

⊕⊕ Railway Line

● Railway Station

2. Land Administration

2.3 Zoning

TM_LU_Scheme_Parcls

■ BUSINESS 2

■ COMMUNITY FACILITY

■ SOCIAL SERVICES

■ PUBLIC SERVICES

■ RESIDENTIAL 2

■ PUBLIC OPEN SPACE

■ TRANSPORTATION

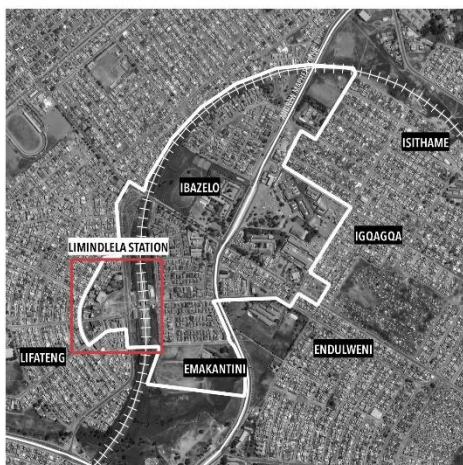
EKURHULENI MUNICIPALITY | THEMBSA | LIMINDLELA STATION NODE | ZONING

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Map 35: Zoning, Limindlela Station Node



LIMINDLELA STATION FOCUS AREA TRANSPORT



LOCATION KEY

KEY

Limindlela Station

1. Base Map

1.1 Extents

— Extent

1.2 Connectivity

▬ Development Corridor

— Arterial Road

⊢⊢ Railway Line

● Railway Station

3. Infrastructure

3.1 Transport

— Proposed IRPTN Route

— TM_TPT_Taxi_Route 2 Tembisa Hospital

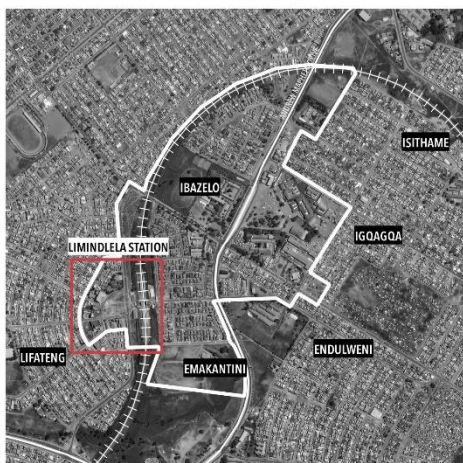
EKURHULENI MUNICIPALITY | THEMBSA | LIMINDLELA STATION NODE | TRANSPORT

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Map 36: Transport, Limindlela Station Node



LIMINDLELA STATION FOCUS AREA SANITATION



LOCATION KEY

KEY

Limindlela Station

1. Base Map

1.1 Extents

— Extent

1.2 Connectivity

▬ Development Corridor

— Arterial Road

⊢⊢ Railway Line

● Railway Station

3. Infrastructure

3.4 Sanitation

● TM_WS_manhole

— TM_WS_sw_pipe

EKURHULENI MUNICIPALITY | THEMBISA | LIMINDLELA STATION NODE | SANITATION

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 22.02.2021

Map 37: Stormwater Infrastructure, Limindlela Station

9.6 Leralla Station Node

Further to section 10.4.3. above, Leralla Station Precinct demonstrates significant existing assets, including CoE infrastructure, that should be leveraged to consolidate more intense growth and diversification (asset ‘sweating’). It comprises a valuable set of built infrastructure resources and connectivity to warrant investment. The broad range of economic actors, land arrangements and development potential make this node ideal for intense investment and coherent precinct management. In addition to the 2016 plans, the following recommendations are contemplated for the node:

1. Urban management plan and the clear demarcation of a precinct within this node. The stakeholders would need to be clearly defined and engaged in the process of the transformation of the node.
2. Taxi terminus. Design of a taxi terminus that includes clear traffic management, signage, shelter, offices, trading spaces, ablutions, waiting areas, WiFi, lighting and landscaping. This design clarity would allow for a better operation and consolidation of economic investment at the rank. It is important to link taxi transport to the BRT routes / station.
3. Traders market. This municipal market includes shelter ablutions (though not functioning), trading infrastructure and social spaces. The market has the potential to be a connector between the taxi rank, BRT station and shopping centre. It allows for smaller scale economic actors to participate in the opportunities generated by the adjacent transport infrastructure and mall-based businesses.
4. Street Trader Plan. A street trader plan would need to be identified and established to ensure there is a degree of cohesion, opportunity and legibility in how street trade is conducted. The street trading infrastructure would relate to the Municipal Market and the transport facilities in the node.

Opportunity: A precinct management plan instituted, and upgrades completed for Leralla trader market.

Opportunity: Public safety enhanced through the application of crime prevention through environmental design and precinct management.

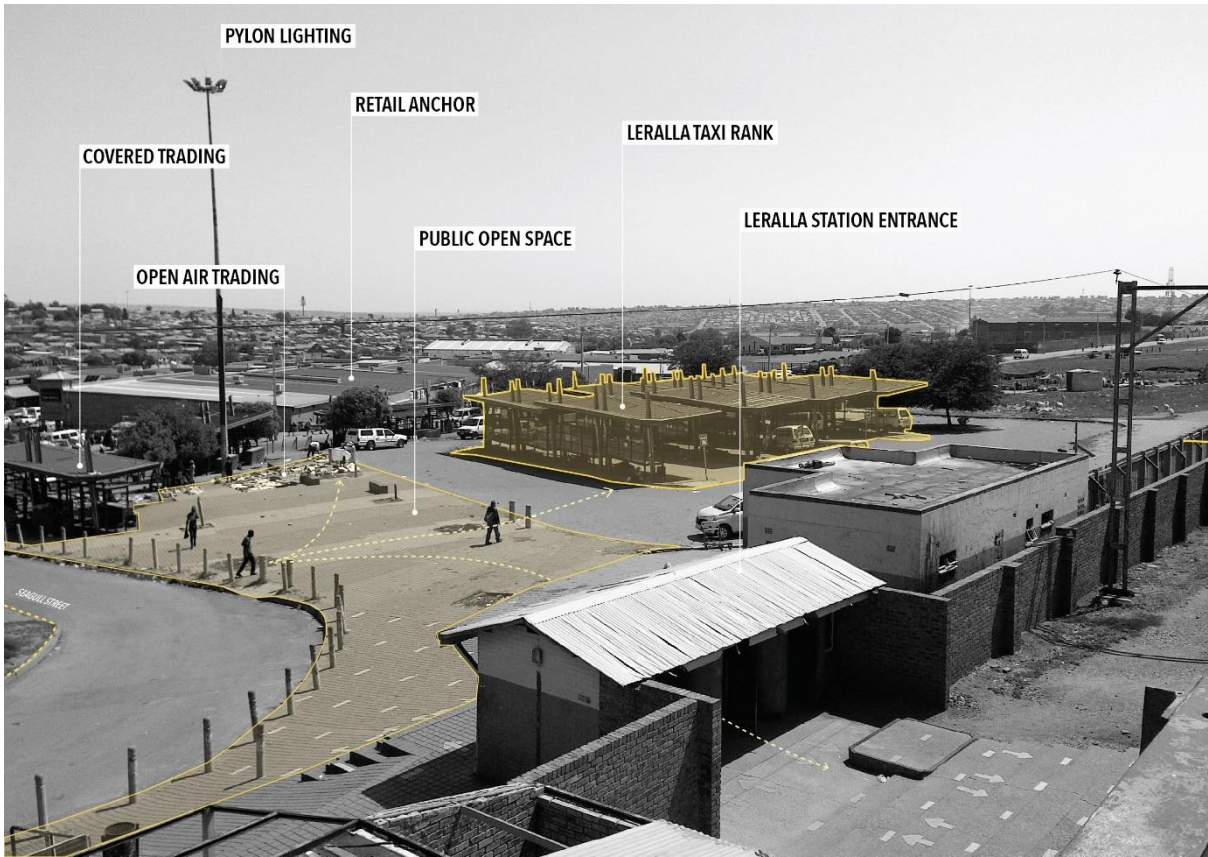


Figure 32: The taxi rank comprises key uses - the train station, shopping centre and market, bring great vitality to the rank. The links between the various spaces and the poor definition of the public space renders the space performing sub-optimally.

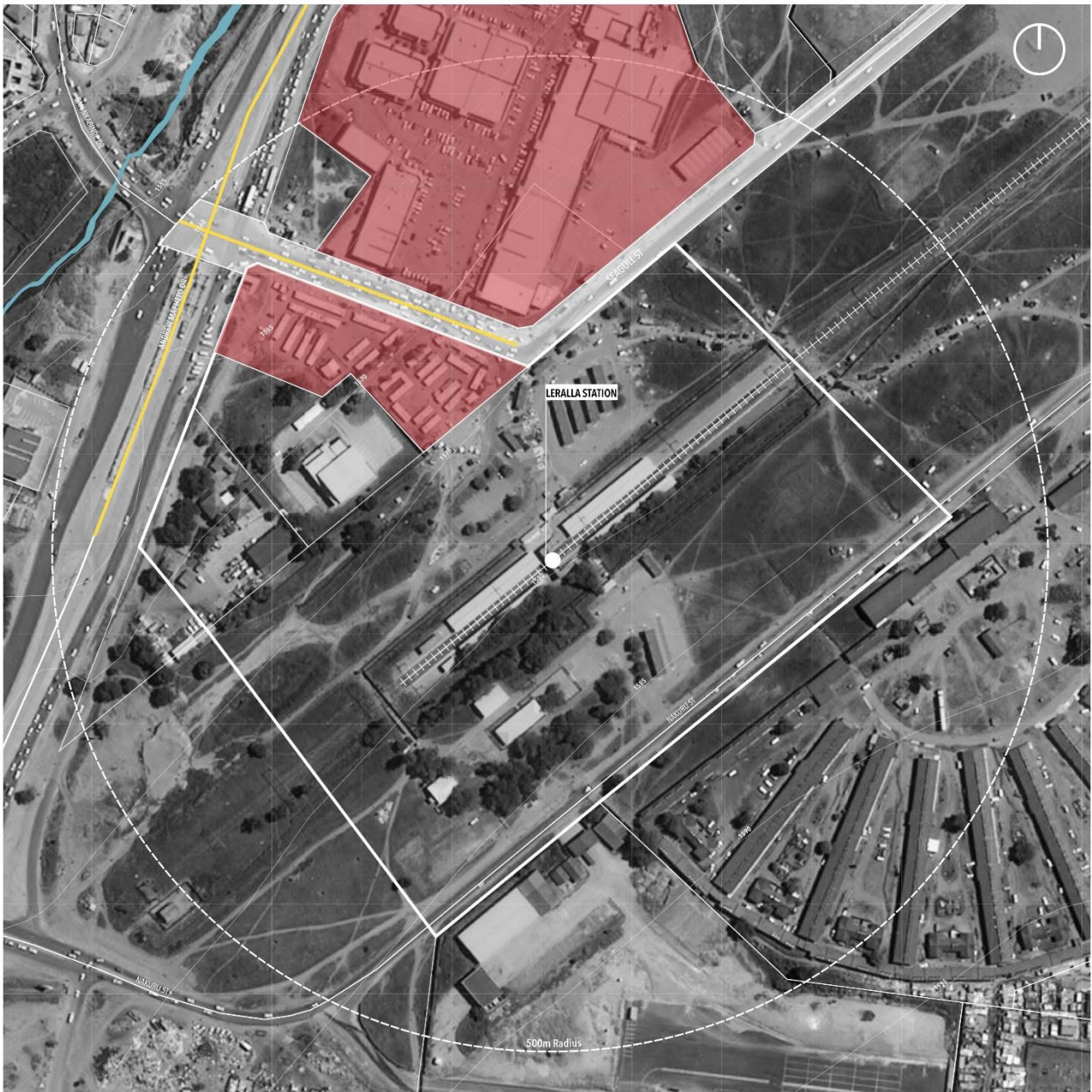


Figure 33: This busy market caters to a diversity of users activists within the area. The trading spaces could be enhanced to better provide for amenities and services for both trades and consumers, such as seating spaces, storage, dedicated cooking spaces and shade.

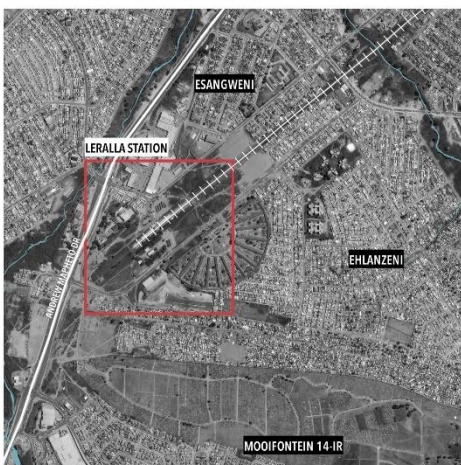
The following section includes a series of maps relating to this node. The table below provides a summary of the status quo for the Leralla Station Node. In instances where the GIS data is not available or has not been provided, the table indicates the gaps.

Table 7: Status Quo of Leralla Station Node

Connectivity/Transport	Socio-economic Function	Current Zoning	Digital	Stormwater, Water and Sanitation	Energy	Int Human Settlements	Trader Access to Infrastructure
Leralla Train Station, BRT station, mini-bus taxi rank and informal sedan taxi services. The node is situated adjacent to Andrew Mapheto. Informal pedestrian routes connect Ehlazeni Hostel residents to the Plaza and Traders. A bridge to serve the BRT straddles Andrew Mapheto Drive.	The node comprises 3 precincts: the Thembisa Plaza, the Leralla Trader market, and the Leralla Station precinct. The node includes a public park and community hall.	The area around Leralla Station is zoned for transportation. Thembisa Plaza and the trader site are zoned Business 2, with the site south of the trader stalls zoned for public services.	No Data Available	Some stormwater facilities on Andrew Mapheto Drive. Stormwater infrastructure in surrounding area is uneven. The bulk and sewerage system connects well across this node.	No data available.	No Data Available	There are no formal water or electricity access points in this node. Most businesses do not have water or electricity access, while some have informal access.



LERALLA STATION FOCUS AREA BASE MAP



LOCATION KEY

KEY

LERALLA STATION

1. Base Map

1.1 Extents

- Extent
- High Street
- Commercial Activity

1.2 Connectivity

- Development Corridor
- Main Road
- Arterial Road
- +— Railway Lines
- Railway Station

4. Natural Features

- TM_NT_Hydrology

EKURHULENI MUNICIPALITY | THEMBSA | LERALLA STATION NODE | BASE MAP

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Map 38: Leralla Station Node



LERALLA STATION FOCUS AREA LAND OWNERSHIP



LOCATION KEY

KEY

LERALLA STATION

1. Base Map

1.1 Extents

— Extent

1.2 Connectivity

▬ Development Corridor

— Main Road

— Arterial Road

⚡ Railway Lines

● Railway Station

4. Natural Features

▬ TM_NT_Hydrology

2. Land Administration

2.2 Land Ownership

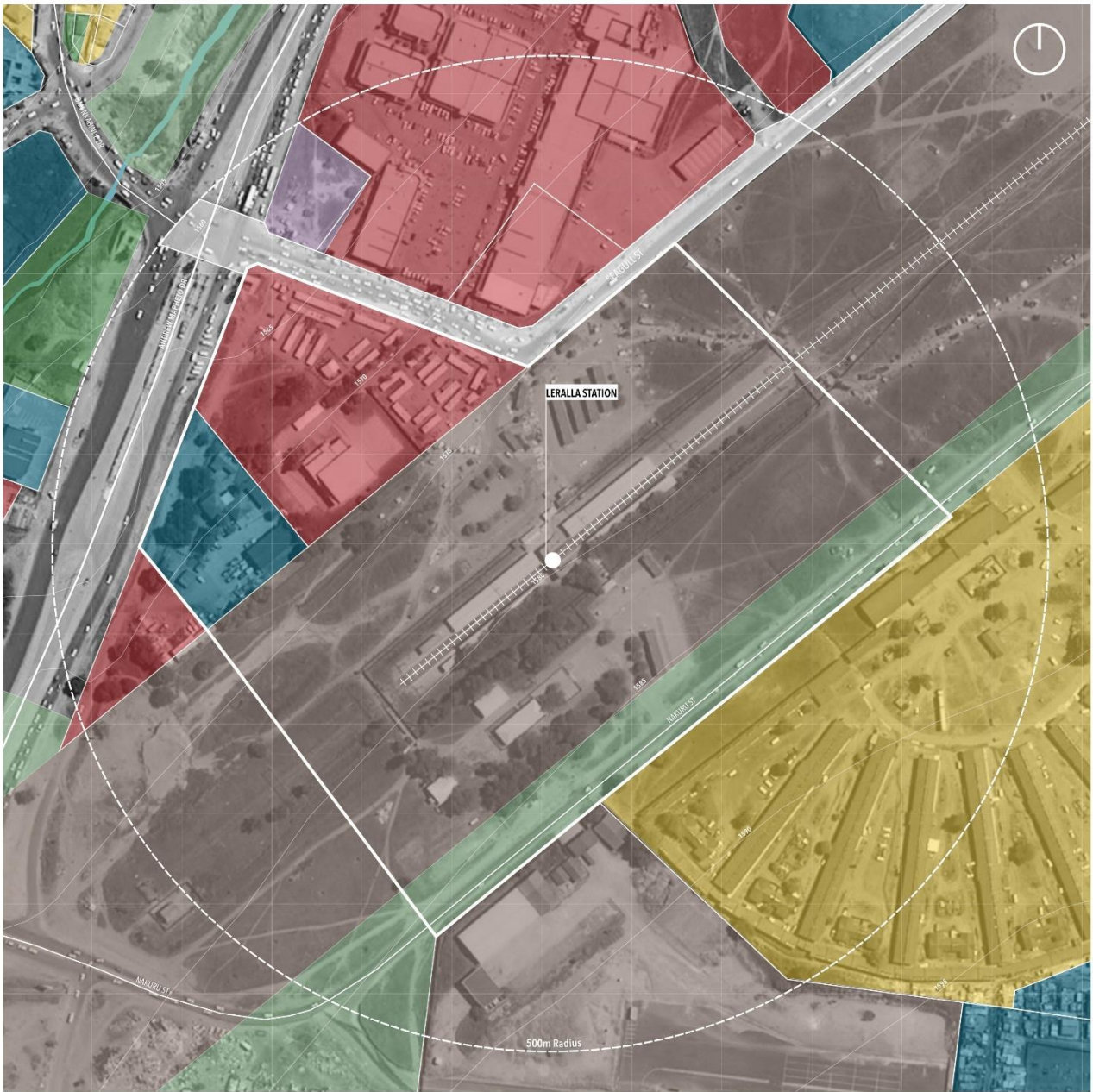
▬ TM_LU_CSG_Public_Place

▬ TM_LU_CoE_Owned_Parcel

EKURHULENI MUNICIPALITY | THEMBSA | LERALLA STATION NODE | LAND OWNERSHIP

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 22.02.2021

Map 39: Land Ownership, Leralla Station Node



LERALLA STATION FOCUS AREA ZONING



LOCATION KEY

KEY

LERALLA STATION

1. Base Map

1.1 Extents

— Extent

1.2 Connectivity

▬ Development Corridor

— Main Road

— Arterial Road

⚡ Railway Lines

● Railway Station

4. Natural Features

▬ TM_NT_Hydrology

2. Land Administration

2.3 Zoning

TM_LU_Scheme_Parcel

■ BUSINESS 2

■ COMMUNITY FACILITY

■ SOCIAL SERVICES

■ PUBLIC SERVICES

■ RESIDENTIAL 2

■ RESIDENTIAL 4

■ PUBLIC OPEN SPACE

■ PRIVATE OPEN SPACE

■ AGRICULTURE

■ INDUSTRIAL 1

■ TRANSPORTATION

EKURHULENI MUNICIPALITY | THEMBSA | LERALLA STATION NODE | ZONING

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 22.02.2021

Map 40: Zoning, Leralla Station Node



LERALLA STATION FOCUS AREA TRANSPORT



LOCATION KEY

KEY

LERALLA STATION

1. Base Map

1.1 Extents

— Extent

1.2 Connectivity

▬ Development Corridor

— Main Road

— Arterial Road

+++ Railway Lines

● Railway Station

4. Natural Features

— TM_NT_Hydrology

LERALLA STATION

3. Infrastructure

3.1 Transport

— Proposed IRPTN Route

— TM_TPT_Taxi_Route 2 Tembisa Hospital

— TM_TPT_Taxi_Route 2 Stops

— TM_TPT_Taxi_Route 2 Feeder

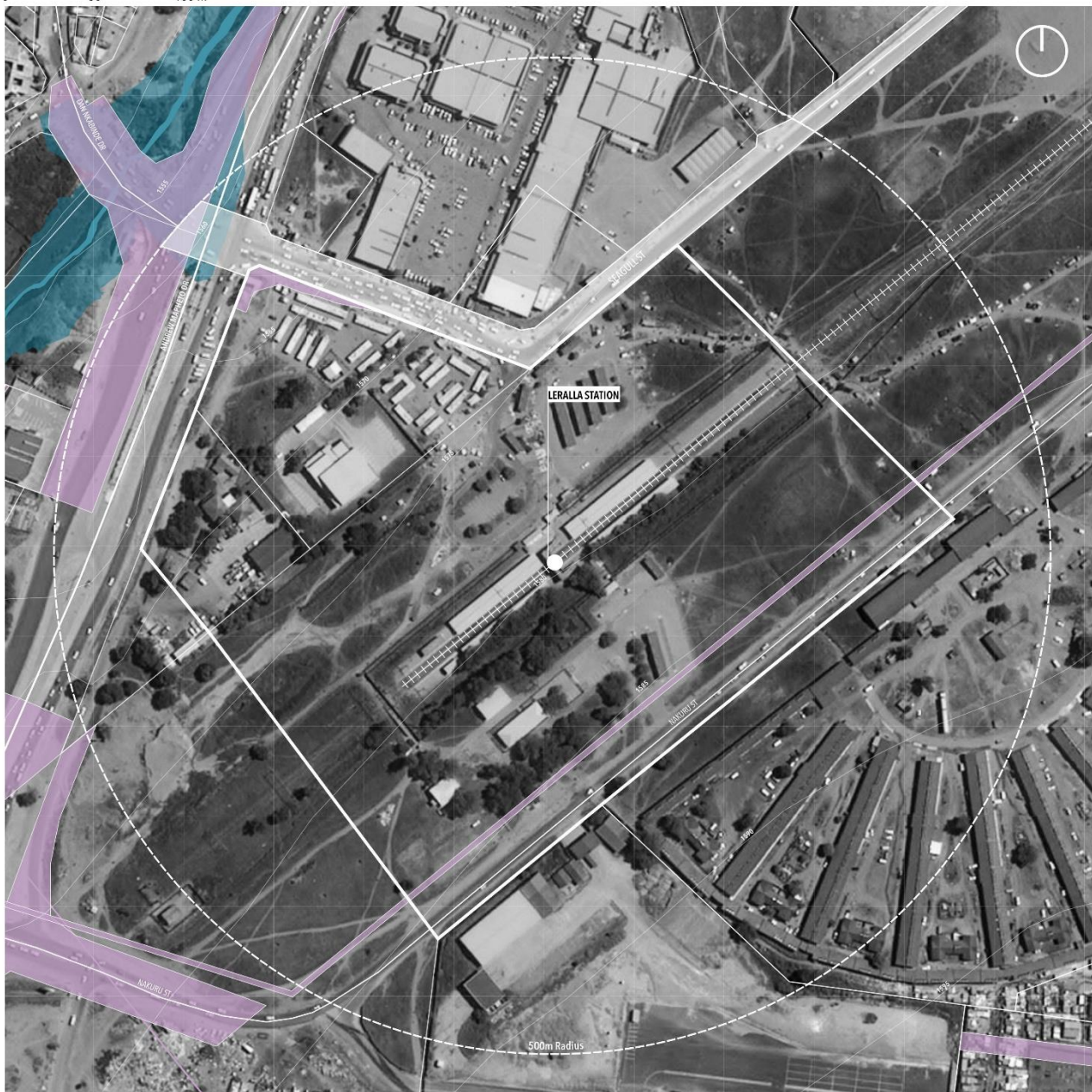
— TM_TPT_Taxi_Routes

— TM_TPT_Proposed Railway lines

EKURHULENI MUNICIPALITY | THEMBISA | LERALLA STATION NODE | TRANSPORT

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 30.03.2021

Map 41: Transport, Leralla Station Node



LERALLA STATION FOCUS AREA HOUSING



LOCATION KEY

KEY

LERALLA STATION

1. Base Map

1.1 Extents

— Extent

1.2 Connectivity

▬ Development Corridor

— Main Road

— Arterial Road

⊕⊕ Railway Lines

● Railway Station

4. Natural Features

▬ TM_NT_Hydrology

3. Infrastructure

3.6 Housing

▬ TM_LU_CSG_Servitude_Area

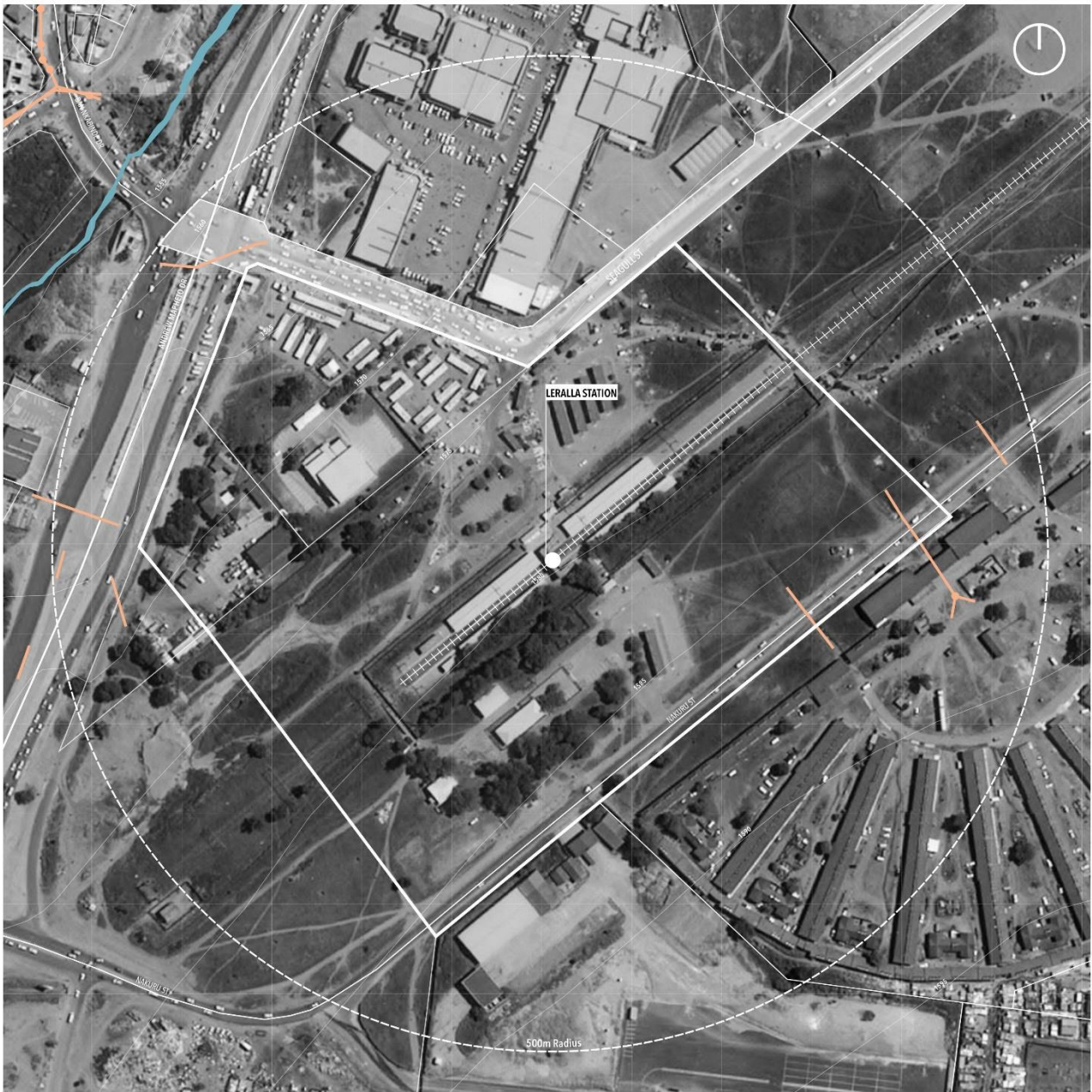
▬ TM_LU_CSG_Servitude_Line

▬ TM_HS_flood_100year

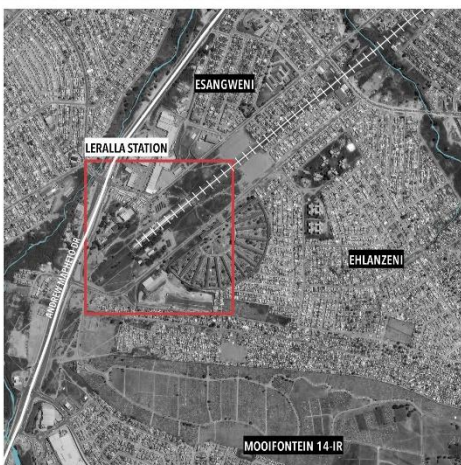
EKURHULENI MUNICIPALITY | THEMBISA | LERALLA STATION NODE | HOUSING

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 22.02.2021

Map 42: Housing Dynamics, Leralla Station Node



LERALLA STATION FOCUS AREA SANITATION



LOCATION KEY

KEY

LERALLA STATION

1. Base Map

1.1 Extents

— Extent

1.2 Connectivity

▬ Development Corridor

— Main Road

— Arterial Road

⊢⊢⊢ Railway Lines

● Railway Station

4. Natural Features

▬ TM_NT_Hydrology

3. Infrastructure

3.4 Sanitation

● TM_WS_manhole

— TM_WS_sw_pipe

EKURHULENI MUNICIPALITY | THEMBSA | LERALLA STATION NODE | SANITATION

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 22.02.2021

Map 43: Stormwater Infrastructure, Leralla Station

9.7 Thembisa Station Node

This node is entirely defined by the Thembisa Station, which forms a sub-precinct in the Thembisa Civic Hub Plan. The sub-precinct is highly reliant on a functional railway system – which at present is very vulnerable. This vulnerability threatens a predictable economic climate in the node upon which a development can be rendered feasible. While the station is present, it would be more valuable to explore the land around the station without factoring the station as a developmental force. The proposed Kopanong and Isithame housing developments to the west of this node will increase the density of housing in adjacent areas.. The station building and related infrastructure are in an advanced state of disrepair and needing urgent maintenance or upgrade.

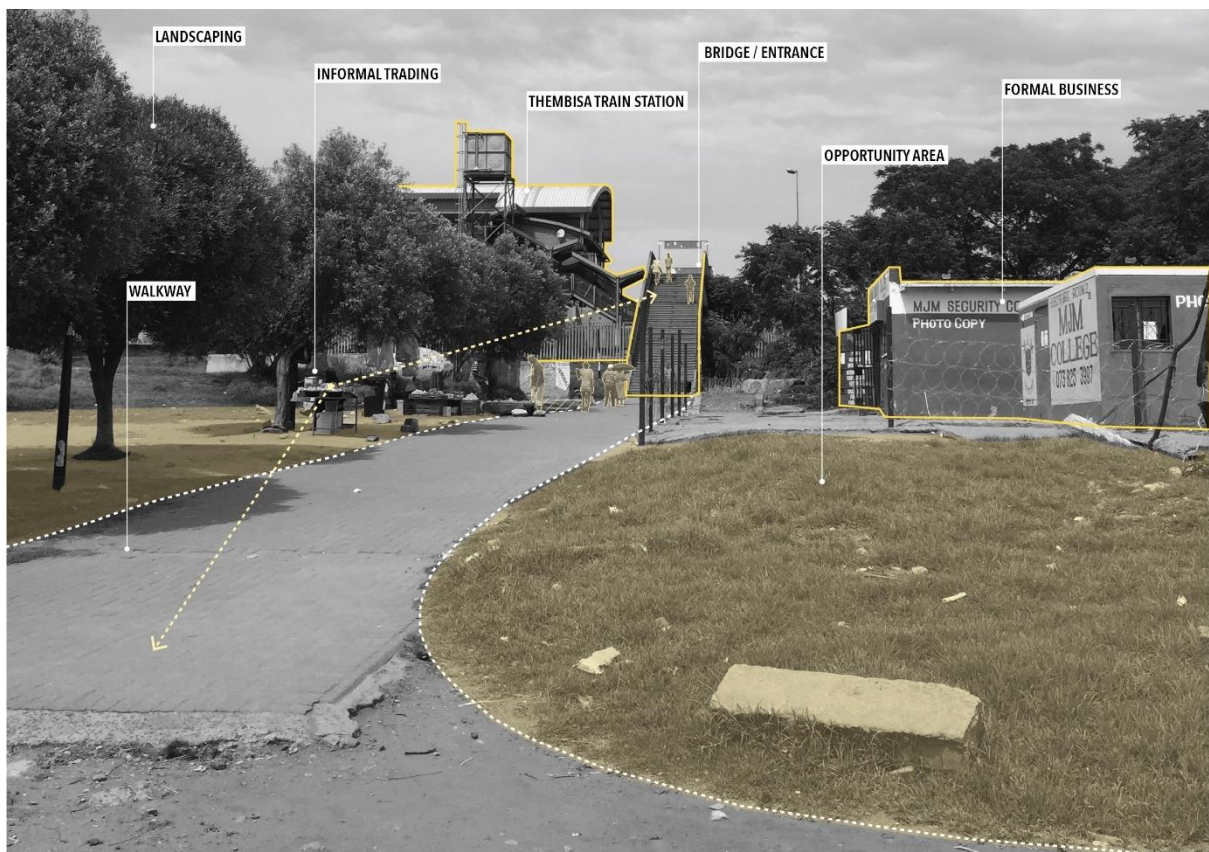
The following recommendations are contemplated for the node:

1. Develop an urban management plan.. The stakeholders would need to be clearly defined and engaged in the process of the transformation of the node. A stakeholder and management plan will create a secure institutional space for increased private investment – especially through underperforming land parcels within the node.
2. Public environment upgrade. The sidewalks and connections across streets at the node need to be designed to allow for better connectivity and safe walking for commuters/pedestrians and economic opportunity for micro-business. This would involve an environment upgrade that would include the design and implementation of sidewalk, lighting, signage (directional and advertising) and landscaping (hard and soft).
3. Trading Infrastructure. The introduction of well-designed trading infrastructure should define the approach and entrance to the station. This would simultaneously get the traders and commuters to be in better proximity. The traders would be dependent on the performance of the railway system and its ability to generate significant traffic volumes.
4. Housing. Adjacent land is sub-optimally used. This land should be identified for high-density housing.
5. Backyarding. The current proliferation of backyarding in the area needs to be formalised in support of spatial development plans. Increased density of existing private land in a 200m radius from the station should be encouraged.
6. Park Rehabilitation. The park outside the north entrance of the station to be upgraded as a pocket-park. The park to form part of the urban management plan and activated accordingly.

Opportunity: A network of NMT and pedestrian lanes developed.

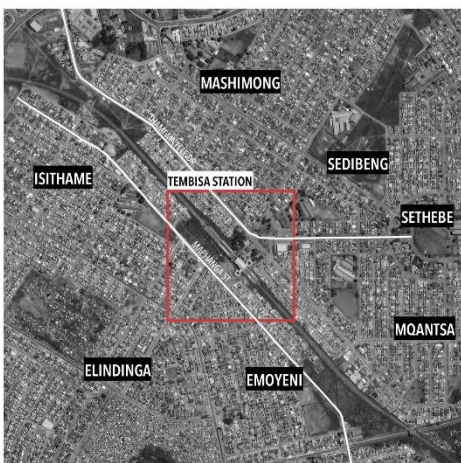
Opportunity: Train station nodes revitalised for mixed-use.

Figure 34: The irregular train service compromises coordinated economic growth at the station nodes. The traders along walkways currently respond to consumers using the railway bridge to cross the railway line. The existing infrastructure here can be appropriated for new uses.





THEMBISA STATION FOCUS AREA BASE MAP



LOCATION KEY

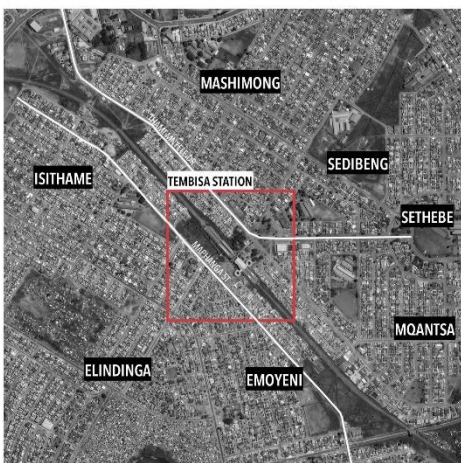
- KEY**
- THEMBISA STATION**
- 1. Base Map**
- 1.1 Extents**
- Thembisa Station Extent
 - Commercial Activity
- 1.2 Connectivity**
- ▬ Development Corridor
 - Arterial Road
 - ++ Railway Lines
 - Railway Station

EKURHULENI MUNICIPALITY | THEMBISA | THEMBISA STATION NODE | BASE MAP

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 22.02.2021



THEMBISA STATION FOCUS AREA LAND OWNERSHIP



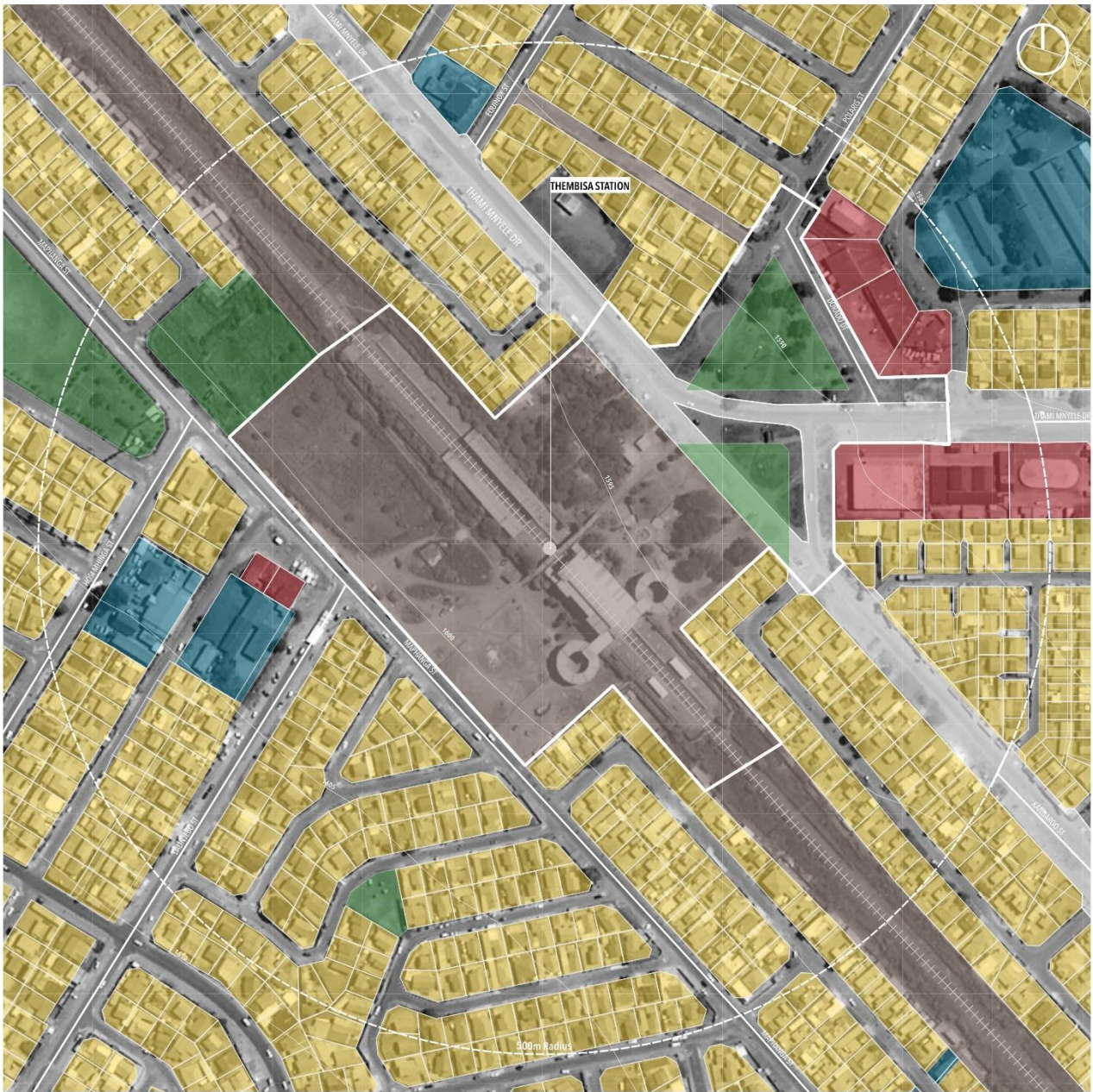
LOCATION KEY

- KEY**
- THEMBISA STATION**
- 1. Base Map**
- 1.1 Extents**
- Thembisa Station Extent
- 1.2 Connectivity**
- ▬ Development Corridor
 - Arterial Road
 - ⊕⊕ Railway Lines
 - Railway Station
- 2. Land Administration**
- 2.2 Land Ownership**
- TM_LU_CSG_Public_Place
 - TM_LU_CoE_Owned_Parcels

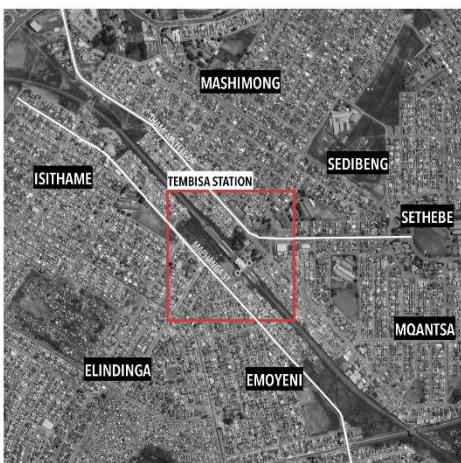
EKURHULENI MUNICIPALITY | THEMBISA | THEMBISA STATION NODE | LAND OWNERSHIP

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 22.02.2021

Map 45: Land Ownership, Thembisa Station Node



THEMBISA STATION FOCUS AREA ZONING



LOCATION KEY

- KEY**
THEMBISA STATION
- 1. Base Map**
 - 1.1 Extents**
 - Thembisa Station Extent
 - 1.2 Connectivity**
 - ▬ Development Corridor
 - Arterial Road
 - ⊕⊕ Railway Lines
 - Railway Station
 - 2. Land Administration**
 - 2.3 Zoning**
 - TM_LU_Scheme_Parcel
 - BUSINESS 2
 - COMMUNITY FACILITY
 - SOCIAL SERVICES
 - PUBLIC SERVICES
 - RESIDENTIAL 2
 - PUBLIC OPEN SPACE
 - ROADS
 - TRANSPORTATION

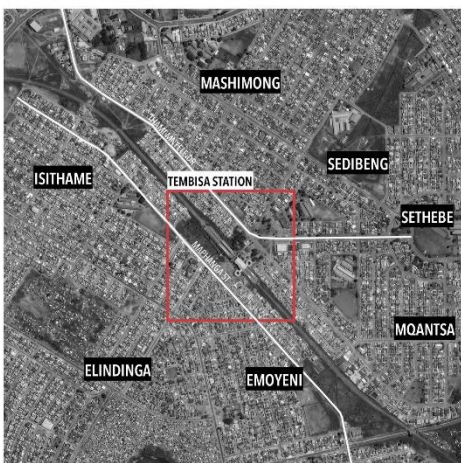
EKURHULENI MUNICIPALITY | THEMBISA | THEMBISA STATION NODE | ZONING

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 22.02.2021

Map 46: Zoning, Thembisa Station Node



THEMBISA STATION FOCUS AREA TRANSPORT



LOCATION KEY

- KEY**
- THEMBISA STATION**
- 1. Base Map**
 - 1.1 Extents**
 - Thembisa Station Extent
 - 1.2 Connectivity**
 - ▬ Development Corridor
 - Arterial Road
 - ⊕⊕ Railway Lines
 - Railway Station
 - 3. Infrastructure**
 - 3.1 Transport**
 - TM_TPT_Taxi_Route 2 Feeder

EKURHULENI MUNICIPALITY | THEMBISA | THEMBISA STATION NODE | TRANSPORT

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 22.02.2021

Map 47: Transport Facilities and Routes, Thembisa Station Node



THEMBISA STATION FOCUS AREA SANITATION



LOCATION KEY

- KEY**
- THEMBISA STATION**
- 1. Base Map**
 - 1.1 Extents**
 - Thembisa Station Extent
 - 1.2 Connectivity**
 - ▬ Development Corridor
 - Arterial Road
 - ⊕⊕ Railway Lines
 - Railway Station
 - 3. Infrastructure**
 - 3.4 SANITATION**
 - TM_WS_manhole
 - TM_WS_sw_pipe

EKURHULENI MUNICIPALITY | THEMBISA | THEMBISA STATION NODE | SANITATION

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 22.02.2021

Map 48: Stormwater Infrastructure, Thembisa Station Node

10 Housing

10.1 Overview

This section analyses the role of housing in township economic development in Thembisa. It uses the housing asset framework to analyse the social, economic and financial functions of housing and their contributions to township development. It also draws attention to the roles of place-making and institutions in increasing the all-round value of housing and stimulating economic density, i.e., higher investment in buildings and other physical structures.

The study uses available quantitative and qualitative data to analyse the existing housing situation and the main trends, upon which future opportunities are identified and discussed. Information gaps presented a significant challenge to understanding the housing dynamics in Thembisa. Limited information on basic issues including population growth, housing demand, density, informal dwellings and local property markets render the analysis incomplete.

10.2 Conceptual Framework: Housing as Social, Economic and Financial Asset

The housing asset framework (Rust 2020) ² offers a useful conceptual lens to understand the social, economic and financial importance of housing and how they can contribute to township economic development. As a social asset, housing provides township residents with a safe and secure place to live, socialise, study and sleep. As an economic asset, housing generates income and livelihood opportunities for homeowners. The social and economic functions of housing influence its value as a financial asset. As a financial asset, the house can be traded for money, used as collateral to access finance or as an investment to accumulate wealth, which can be passed on to others. The figure below depicts the social, economic and financial asset values of housing and their contribution to township economic development.

² Rust, K. (2020). Framing concept: Understanding the housing asset. Centre for Affordable Housing Finance. <http://housingfinanceafrica.org/documents/framing-concept-understanding-the-housing-asset/>

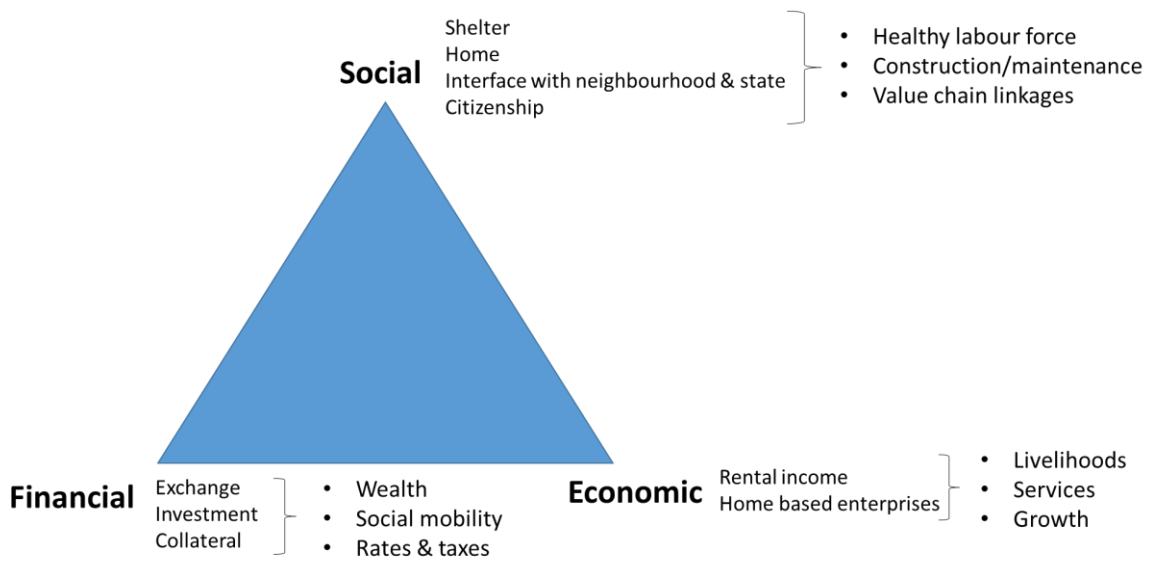
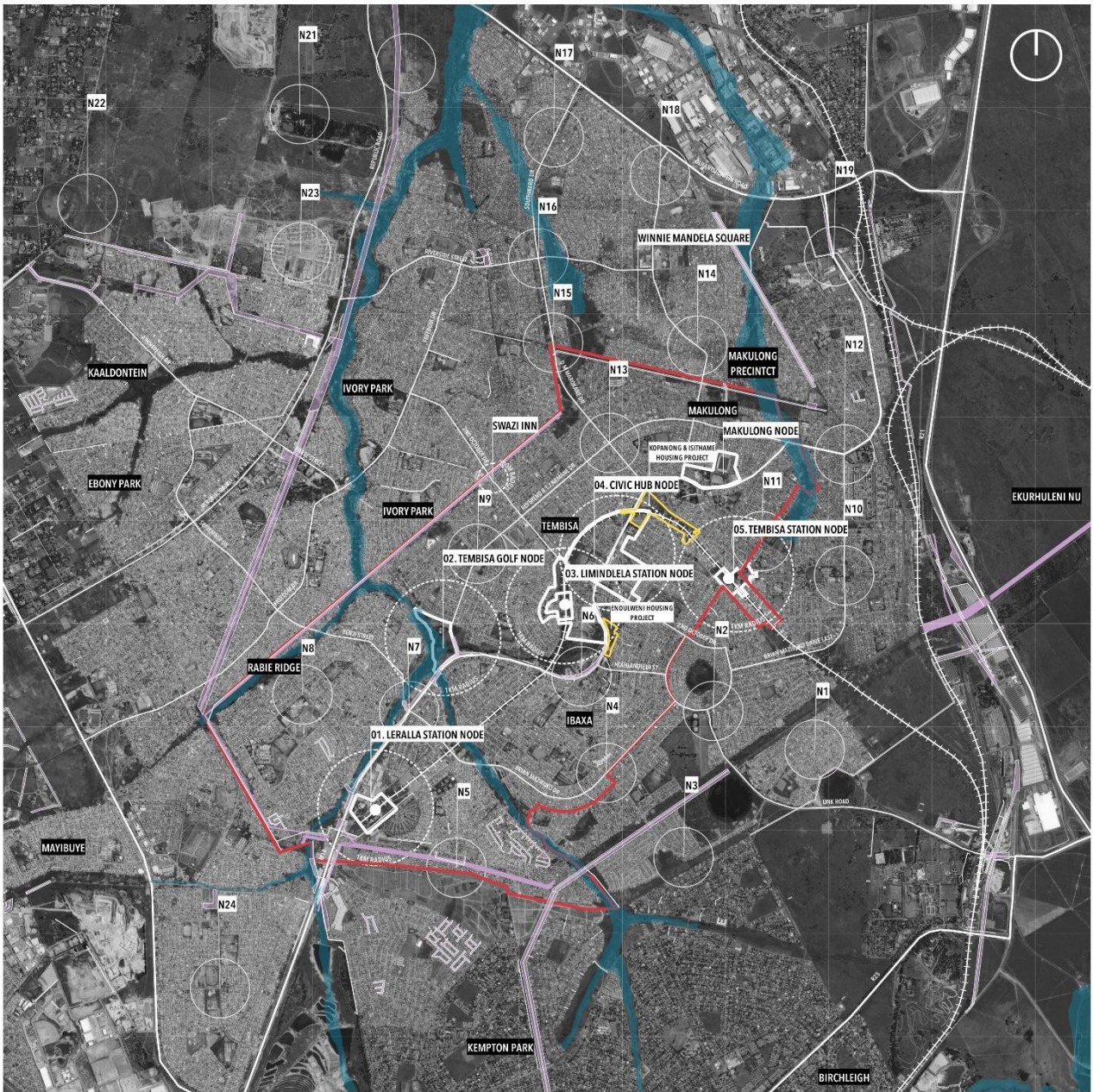
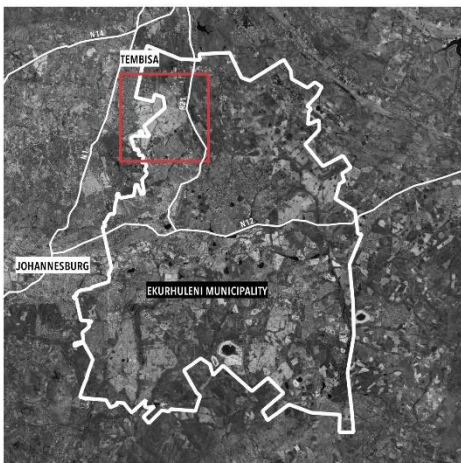


Figure 35: Housing Asset Values and their contribution to TED



THEMBISA FOCUS AREA HOUSING



LOCATION KEY

KEY

THEMBISA STUDY AREA

- 1. Base Map
- Thembisa Extent
- Node
- Neighbourhood

1.3 Connectivity

- Main Roads
- Arterial Roads
- Railway Lines
- Railway Station

3. Infrastructure

3.5 Housing

- Housing Projects Plans
- TM_LU_CSG_Servitude_Area
- TM_LU_CSG_Servitude_Line
- TM_HS_flood_100year

EKURHULENI MUNICIPALITY | THEMBISA | HOUSING

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 30.03.2021

Map 49: Housing, Thembisa

10.3 Housing as Social Asset

There is growing demand for low-cost and affordable housing in Thembisa. The township is a long-established, vibrant and sought-after place in the East Rand, relatively well-located in good proximity to employment opportunities and public transport routes.

The population of Thembisa was more than 460,000 in 2011. Since then it seems to have grown significantly, judging from the many additional informal dwellings situated on public and private land. Unfortunately, no recent count of the actual population in the township is available. Thembisa has a mix of poor and middle-income population, which is also reflected in the different property values. The areas of Endayini, Emkatini and Ibazelo have the highest average property values in the township. There is a noticeable class of middle-income households with higher purchasing power and a growing class of young professionals, who are seeking higher quality housing, including rental accommodation. Homeowners in middle income strata have made considerable investment into their properties, renovating, expanding the original building and investing in place-making. This presents important opportunities for local construction industry and enterprise operating along the value chain.

Opportunity: The housing and commercial property market strengthened.



Figure 36: Residents of Thembisa make investments into the security and beautification of homes

10.4 Formal Housing Delivery

Thembisa has a mix of formal and informal housing stock, whereas the number of informal dwellings appear to be growing much stronger than formally delivered houses. The formal housing stock is dominated by state housing delivered during apartheid and through RDP/BNG programmes post-1994. The free-standing four-room house on individual plot is the common house found all around the settlement. These were houses built mostly during the apartheid era (1950 to 1975) for workers employed in industrial centres of the East Rand / Ekurhuleni. Similar housing architecture has been used for RDP housing post-apartheid. The dominant size of property is 250 m². In various parts of Thembisa hotels can be found (Ehlanzeni, Pink, Sethokga, Transnet, Blue and NCP hostels). Private sector led developments for the middle to higher income groups are situated in areas along R21 motorway including Esselen Park/ Area 9 (e.g. Esselen Park, Norkem Park, Green Acres, Birchleigh, Birchleigh North and Hospital View in Thembisa).

As of 2019, Thembisa had a registered housing stock of 20,296. This is considerably less than all formal housing recorded in the 2011 census, indicating a significant backlog in the transfer of title deeds. Hardly any new housing developments have taken place in recent years. Between 2015 and 2019, the

stock grew by merely 38 new registered properties, which is less than 0% of the total stock. A human settlements project is currently being implemented in Extension 25 to cater for shack dwellers living in Winnie Mandela informal settlement in Thembisa. Over R140 million had been set aside in 2018 to build over 3500 units in Thembisa Extension 25 over the next three years. The multi-year project aims to deliver 3159 RDP walk-ups and 351 social housing as four-storey walk ups. Bulk infrastructure including sewage system, streetlights, electricity transformers and roads have been constructed and installed. The project offers important opportunities for township enterprises and local construction industry. The plan is to construct 500 units every year until project end in 2024.

Given the latest announcements by the Department of Human Settlements, indicating that free BNG housing delivery will be drastically reduced and replaced by sites and services schemes, it is unlikely that government investments in formal housing will play a significant role in future. However, there are opportunities for innovative public-private partnerships in delivering higher-density affordable housing. Through unlocking strategic sites and enable in-fill developments, the city can promote urban consolidation and renewal. The current initiatives under the Thembisa Urban Hub, which are being rolled out by National Treasury as part of the Urban Network Programme, could bring catalytic effects to the neighbourhood. Detailed sub-precinct plans have been completed for the Thembisa Civic Hub and Makhulong Community precinct. The proposed development would include a range of mixed uses including higher density residential developments. Multi-storey apartments, three to 4 storeys high, are proposed to promote economic density.



Figure 37: Mixed Use Development proposed for Makhulong Community Precinct

Additional infill opportunities exist on smaller sites that can be found across the settlement. Preliminary studies indicate the potential for medium to higher density developments in Endulweni and Kopanong / Isithame, which would create 400 and 3000 housing units respectively. More detailed feasibility studies are required to assess the opportunities and challenges of these proposed developments. Public facilities like schools and parks could be targeted for infill development to contribute to urban consolidation. Past planning practices have allocated large sites for some of these institutions. As a

consequence, parcels of land remain vacant and in some cases are used for informal activities. This situation perpetuates spatial fragmentation. The underused portions of the land could be redeveloped into higher density residential blocks.

Opportunity: Formal housing established in strategic sites.

10.5 Informal Housing Delivery

Informal housing has largely absorbed the growing population in Thembisa. More specifically, informal dwellings in the backyard of RDP/BNG houses have mushroomed across the settlement. In addition to the low-cost shacks and ‘wendy’ houses, there has been a noticeable rise in solid single or double-storey micro flats. As elsewhere in the country, individual homeowners and enterprising developers are investing in their backyard property to meet the growing demand in affordable, higher quality rental accommodation (Scheba and Turok 2020)³.



Figure 38: Double Storey Rental Flats

³ Scheba, A. & Turok, I. (2020) Informal rental housing in the South: dynamic but neglected. *Environment and Urbanization*. Vol 32(1):109-132



Figure 39: Double Storey Rental Flats

The diversification of backyard rental accommodation illustrates the existence of different rental sub-markets catering for different income groups. At the lower end, zozo rooms and wendy houses are rented for over R400 per month, excluding electricity. Rooms in semi-detached extensions and micro-flats cost approximately R1000 to R1500 on average, excluding electricity. The higher end rooms with better finishing and en-suite bathroom can cost up to R3000 per month.

The backyard real estate market offers important opportunities for the local construction and property industry as well as for businesses in up- and downstream industries. A number of brickmakers can be found along Andrew Mapheto Drive, where the manufacture bricks for R5 each. Some brickmakers also sell sand and cement to customers. They are situated on land next to a river for easy water access, but the site is not zoned for business and none of the enterprises are formal. Architect / drafts persons are engaged to design investments (space efficiency) and ensure that buildings comply with informal (rather than municipal) norms and standards. He explains that formally you allowed to build double storey blocks with 7 rooms on each floor. He develops and sells building plans with this kind of set up. The average building costs are R8000 m² for double storey flats. However, most backyard rental dwellings are not formally approved because of land use regulations, building plan issues or lack of title deeds. An interviewed warehouse owner sees growing potential in the home improvements and maintenance segments. His bestselling items are plumbing, electrical and painting material.

Both the private and public sector have recognised the growth and potential of the backyard real estate market. Companies like Indlu have begun to work with individual homeowners to build higher quality rental stock in Thembisa. Indlu enables homeowners with no or very little capital to build and benefit

from rental accommodation by financing the development and entering into a benefit sharing agreement. The picture below is an example of an Indlu financed rental property.

Opportunity: Property investment in backyard rental accommodation units enabled and formalised.



Figure 40: Indlu Double Storey Rental Flats

High level discussions are taking place between the Gauteng provincial government, the City of Ekurhuleni and Cities Support Programme of the National Treasury about how to promote a precinct-based approach to backyarding in Thembisa. As financing is one of the main challenges for homeowners to transform their low-cost structures into higher-quality, mixed used backyard real estate, a precinct-based approach that ensures necessary scale could unlock large-scale private sector funding from banks that is channelled via intermediaries to individual homeowners. Linked with the right regulatory and administrative support, this approach could contribute to the development of successful high streets in the township. For instance, the City of Ekurhuleni has created of a special land use zone with relaxed building lines increased densities and relaxed building norms and standards to support the formalisation of backyard rental accommodation. The Gauteng provincial government is working on additional support with regard to credit guarantees, community facilitation, landlord-tenant conflict resolution mechanisms, training for landlords and tenants, and enhancing local industry capacities.

In parallel, the Cities Support Programme Township Economic Development programme is working with the World Bank to study the market potential and pilot projects aimed at creating higher quality

backyard rental accommodation. These government efforts could potentially unlock large scale transformation of the backyard rental sector with significant positive impacts on the township construction and property development economy. These pilot and research activities can help to clarify important legal, institutional, infrastructural and financial issues that arise when intervening in the backyard rental sector. It is important to learn from their experiences and create knowledge sharing platforms to feed lessons into the policy development process at the city, provincial and national level.

In addition to backyard dwellings, the number of free-standing shacks also seems to be growing. Several pieces of vacant land are vulnerable to unauthorised land occupations. Informal settlements have grown around the civic centre and other areas in the township. People are desperate enough to live in hazardous sites like the Isekelo Settlement that endangers their health and well-being. The situation reflects the enormous housing demand and backlog in the township and the country at large. The lack of formal housing delivery has resulted in numerous protests, some of them violent. As some of the informal occupations take place on land earmarked for infrastructure and housing projects, they threaten the longer-term development plans for the township. Addressing the challenge will require tackling the underlying problem of the lack of available land for settlement. There is an opportunity to redirect occupations via sites and services schemes on suitable sites within and outside of Thembisa. In addition, existing and future informal settlements on well-located sites could be incrementally upgraded and vertically densified to free up public spaces, install basic services and connect them to the rest of the township.

10.6 Housing as Economic Asset

10.6.1 Backyard Rental

As already described above, most homeowners in Thembisa have rented out their space or purpose-built accommodation in the back- or front-yard. While some of them are rented for free to family or friends, a growing number is aimed at generating income. According to an architect we met in Thembisa: "People are investing in properties because of the opportunity to make money. Years back it was the taxi industry, now it is real estate. Businessmen are shifting their focus into rental accommodation." A property developer closed down his liquor business to start property development, focusing on the higher end market of R3000 rent per month. Today he owns 9 properties and rents 6 properties including cottages, which he manages for the landlord. He recently spent R 3 million on developing a double-storey guest house with 11 cottages. Another landlord used all his pension fund money to build 10 rooms, five on each floor of a double-storey building in his backyard. He is almost retired and uses the monthly income to pay for, among others, the education of his children and grandchildren.

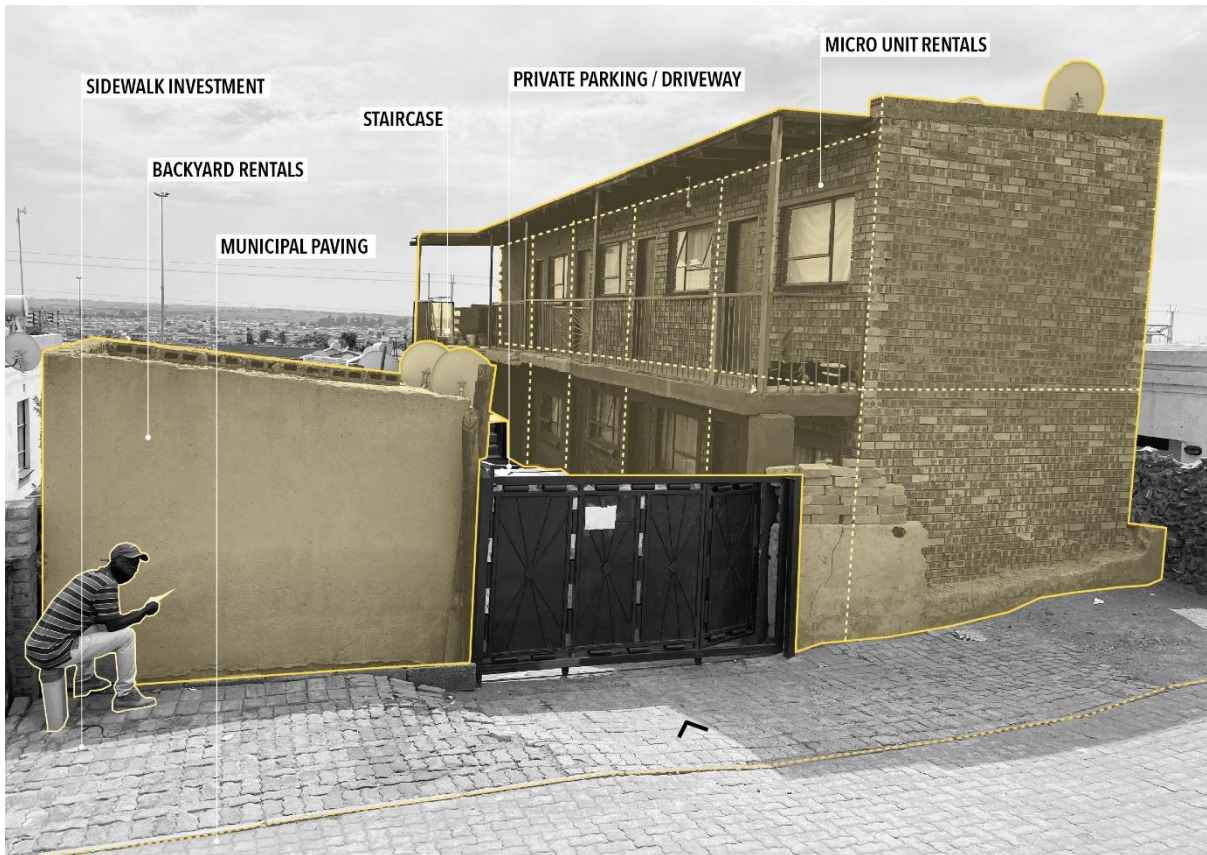


Figure 41: Private residential plots are optimised for additional rental housing - sometimes demolishing the original house to make better spatial and economic use of the property.

10.6.2 Home-Based Enterprises

Home-based enterprises are another important use of the house as an economic asset. Previous research by Sustainable Livelihoods Foundation in Thembisa demonstrate the wide-spread use of the home as a business premise, and the challenges faced with title deed backlogs, land use management and building regulations restrictions (Charman et al. 2020). Homes are the dominant business location for enterprises operating in residential neighbourhoods in the townships. They offer vital products and services to the residential population including food and retail, educare, entertainment, recycling and home maintenance. According to one prominent architect in Thembisa, 99% of all creches or day cares are illegal, because they don't meet planning regulations. This means they don't benefit from government subsidies as they are not registered.

Homes are also used for businesses in high streets and commercial hotspots, although mobile structures such as containers, tables and stands are much more common. The recently conducted micro enterprise ecosystem survey recorded the location of entrepreneurs operating in the selected high streets and hotspots, which we grouped into businesses operating from property (private house & business premise) and mobile location (containers, shed/shack, table). The survey recorded the location for 369 businesses out of 446 surveyed. The survey highlights the dominance of mobile

structures, from which 273 businesses operated, specifically the prevalence of containers. A total of 96 enterprises operated from property, which represents 26% of the total.

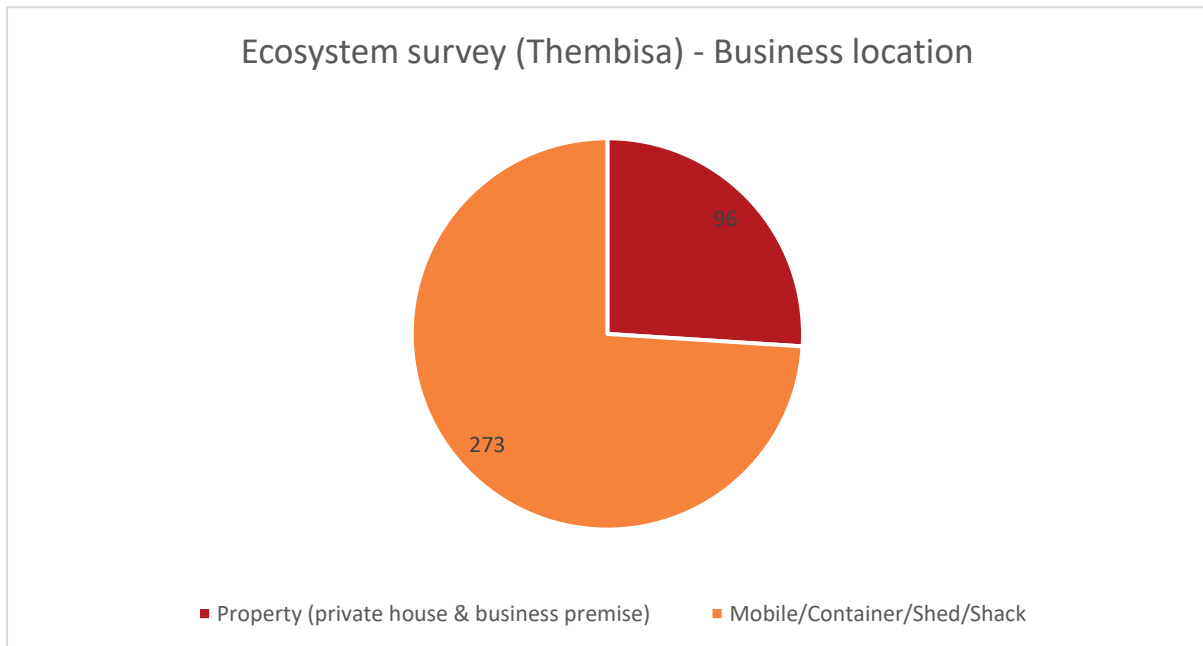


Figure 42: Micro-enterprises' use of fixed or mobile structures for trading

The low percentage of properties as business location along high streets and business hotspots signals an opportunity for redevelopments of buildings in these spaces, promoting more mixed-use buildings. The survey seems to indicate a demand for commercial space in properties in those areas, as more than 80% of businesses rented the space compared to 8% who owned and 10% who did not declare their tenure status.

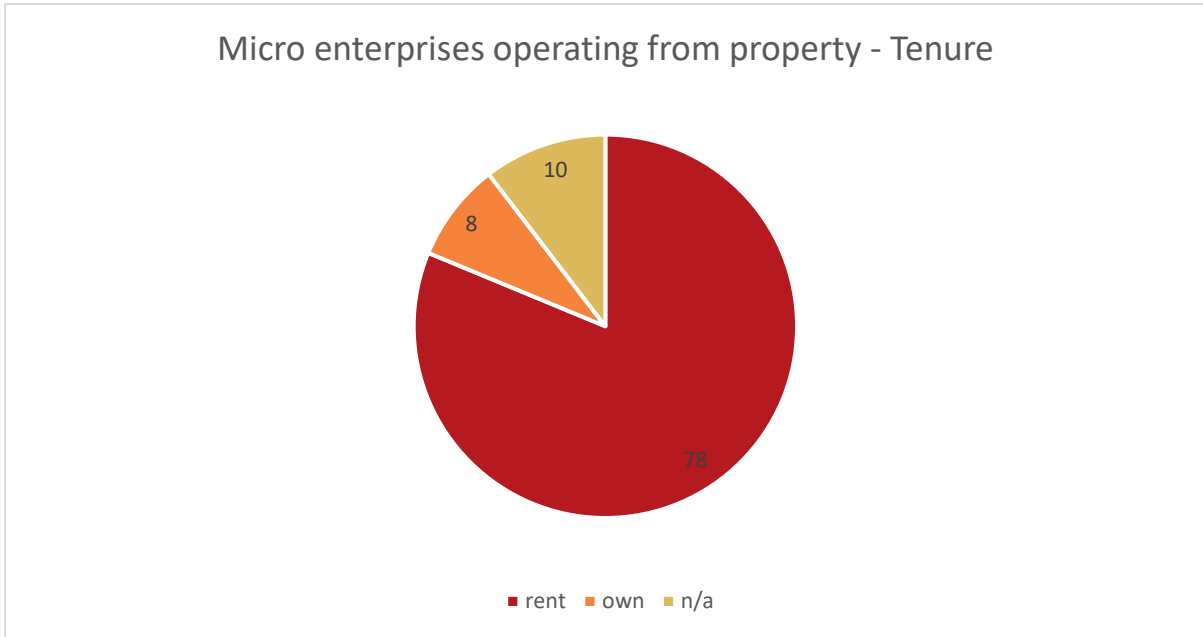
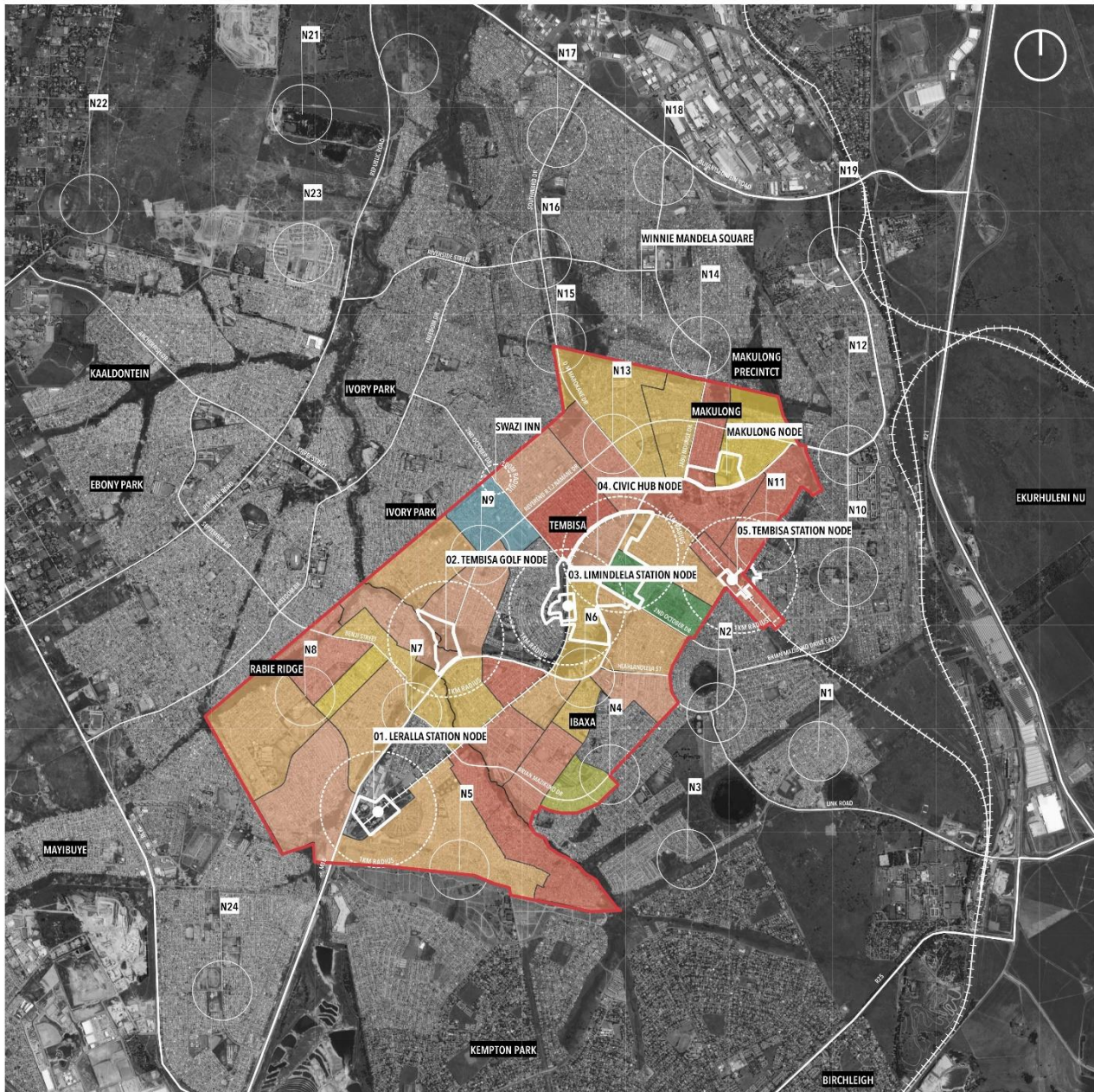


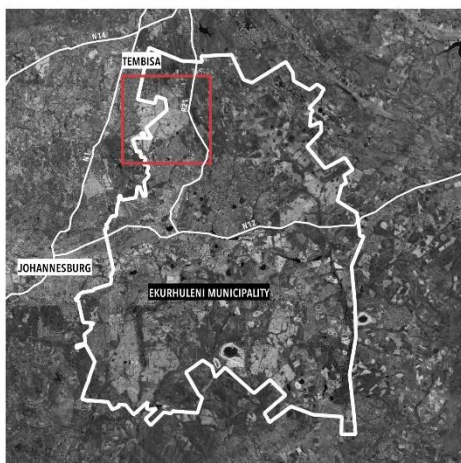
Figure 43: Tenure status of micro-enterprises

10.7 Housing as Financial Asset

Thembisa stands out from other township property markets for the relative strength of its property portfolio. To be sure, Thembisa still represents a lower segment of the housing market in Ekurhuleni but prices were significantly higher than in other townships and there were clearly wealthier streets and neighbourhoods within Thembisa. The stronger financial position of the market however did not seem to translate through to buying and selling of properties – not at least through the deeds register. Access to formal tenure appears to be a bigger problem in Thembisa than in other townships but it would seem that most people are reluctant to sell in any case whilst there is a vibrant market for rentals. Our analysis suggests that many property owners still prefer to trade houses informally, which is difficult to quantify as many transactions take place under the radar.



THEMBISA FOCUS AREA HOUSING PROPERTY GROWTH RATE



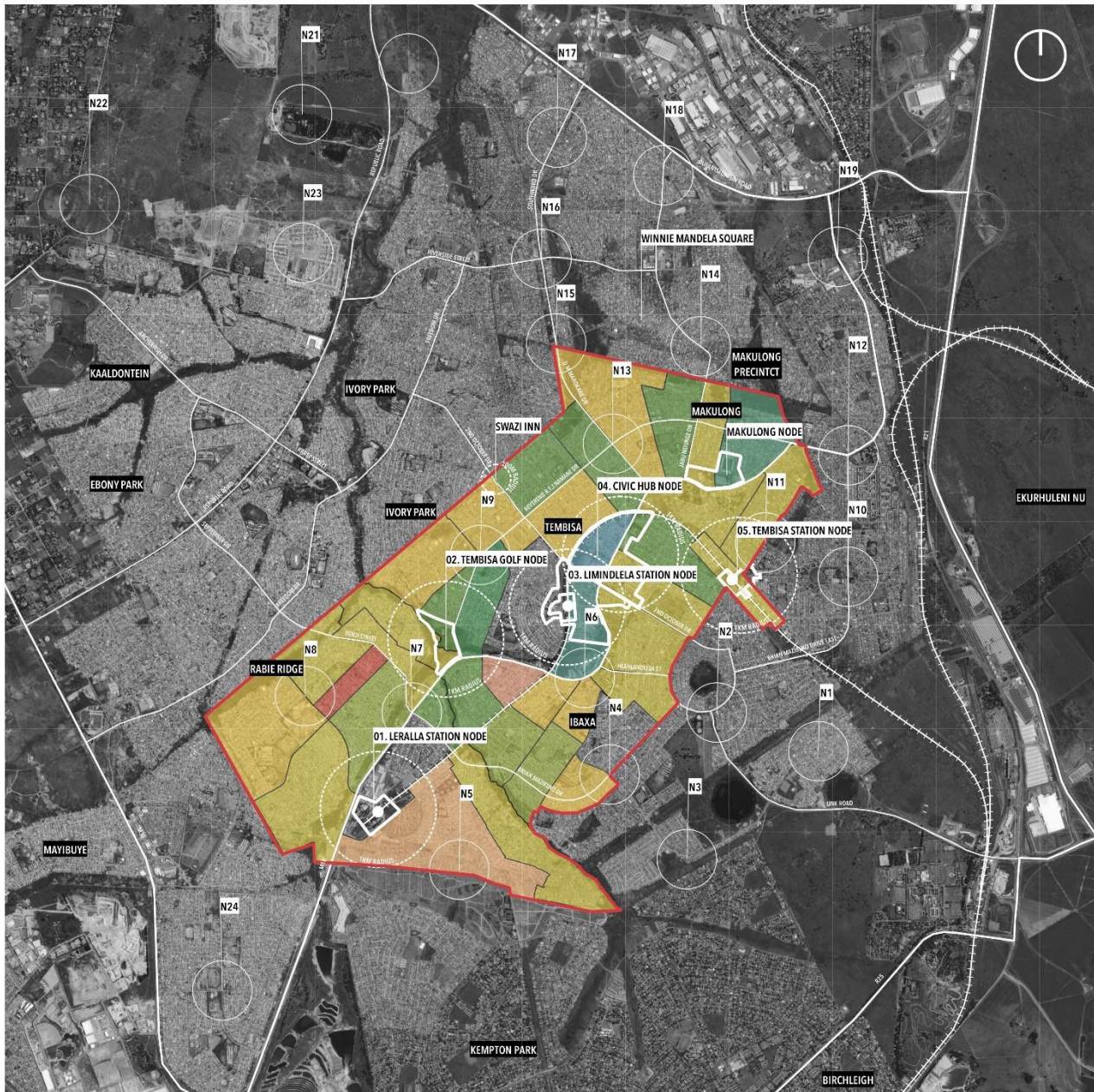
LOCATION KEY

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| <p>KEY</p> <p>THEMBISA STUDY AREA</p> <p>1. Base Map</p> <ul style="list-style-type: none"> ▭ Thembisa Extent ▭ Node ○ Neighbourhood <p>1.3 Connectivity</p> <ul style="list-style-type: none"> — Main Roads — Arterial Roads —+— Railway Lines ● Railway Station | <p>3. Infrastructure</p> <p>3.5 Housing</p> <p>TB_Prop growth rate 2015-19</p> <ul style="list-style-type: none"> ■ -0.087 - 0 ■ 0 - 2 ■ 2 - 4 ■ 4 - 6 ■ 6 - 8 ■ 8 - 10 ■ 10 - 12 ■ 12 - 14 ■ 14 - 16 ■ 16 - 18 ■ 18 - 20 ■ 20 - 22 ■ 22 - 22.316 |
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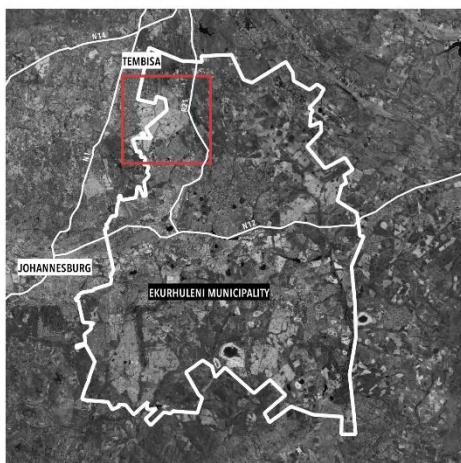
EKURHULENI MUNICIPALITY | THEMBISA | HOUSING PROPERTY GROWTH RATE

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 30.03.2021

Map 50: Property Growth Rate, Thembisa



THEMBISA FOCUS AREA HOUSING AVERAGE PROPERTY VALUE



LOCATION KEY

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| <p>KEY</p> <p>THEMBISA STUDY AREA</p> <ul style="list-style-type: none"> 1, Base Map ▭ Thembisa Extent ▭ Node ○ Neighbourhood <p>1.3 Connectivity</p> <ul style="list-style-type: none"> — Main Roads — Arterial Roads —+— Railway Lines ● Railway Station | <p>3. Infrastructure</p> <p>3.5 Housing</p> <p>TB_Avg value 2019</p> <ul style="list-style-type: none"> 111111 - 150000 150000 - 200000 200000 - 250000 250000 - 300000 300000 - 350000 350000 - 400000 400000 - 450000 450000 - 500000 500000 - 550000 550000 - 600000 600000 - 650000 650000 - 700000 700000 - 750000 750000 - 763235 |
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EKURHULENI MUNICIPALITY | THEMBISA | HOUSING AVERAGE PROPERTY VALUE

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 30.03.2021

Map 51: Average Property Value, Thembisa

11 The Transport System

11.1 Transport Infrastructure

The transport infrastructure available in and around the site is discussed in **Table 9**.

Table 8: Thembisa Transport Infrastructure (based on GIS Map)

Infrastructure	Comments
Road network planning	There is a well-designed road network in Thembisa. The road hierarchy is clearly demonstrated as well as the formalized nature of the local routes is evident.
Taxi ranks	There are seven taxi ranks available in Tembisa with the one of the most prominent ranks being Esangweni Taxi Rank. This taxi rank caters for both local and long distance destinations.
Railway	Railway is available but not operational due to vandalism and cable theft. This affects a large portion of the community that would typically make passenger trains their preferred mode of transport. There are planned railways linking to the existing infrastructure. If the current rail system is reinstated and the future system implemented, rail could result in being the backbone of the public transport system in Tembisa. There are three train stations in the study area however they are not operational due to vandalism and cable theft. The infrastructure at the stations is in a state of disrepair. Station infrastructure is available but in state of disrepair. It is known that construction of BRT is underway but appears to be on hold. There is a BRT station that is planned to be situated within the Civic Hub node.
Bus rapid transport	There are stations and overhead pedestrian bridges that have been built and the City has indicated that there are sections that are in practical completion. The buses are operational but are not making use of the dedicated bus lanes and stations as they are not yet complete. According to the update of BRT planning Phase 1A, the network indicates three trunk route station and two bus terminals/transfer stations. One of the two bus terminal/transfer stations are located within the Civic Hub node.
Non-motorized transport lance	NMT lanes are available but are poorly connected to the rest of the road network. This is especially a challenge at the Civic Hub node where pedestrians are not able to use the sidewalks safely and comfortably, and do not have

sufficient access to the Leralla Trader's Market due to the operation of informal traders from sidewalks.

There are no route plans or desire lines within the Civic Hub node however there is an NMT route planned in Thiteng along Benji Drive.

It is proposed that an origin destination survey is undertaken as this provide information which can be, amongst others, used to determine the optimal location of NMT lanes.

11.2 Development Challenges

Thembisa has the infrastructure that is required to transform and ignite the public transport systems, however this infrastructure is either poorly connected, unused, neglected or damaged. Notable challenges are:

- Thembisa, Limindlela and Leralla stations are not fully operational. The stations infrastructure has been damaged and vandalized and these sites are potential crime hot spots.
- Sidewalks are available, though there is theft of the paving blocks taking place.
- Road furniture such as lighting has being damaged by being cut open and cables are stolen.

Opportunity: Train station nodes revitalised for mixed-use.

Opportunity: Public transport networks and facilities are operational.

Opportunity: A financially sustainable business model formulated to develop and operationalise taxi ranks as business hubs.

11.3 Connectivity Between Different Modes

There is potential to achieve good connectivity between different modes of transport, though currently the integration and connectivity is poor. Thembisa Station and Limindlela Station are spatially disconnected from areas of high economic activity (retail nodes; malls), with some walking required when commuters switch between transport modes. It should be noted that the terrain does allow for relatively easy walking. In addition to the taxi rank available within the site, taxis pick up and drop off passengers at several points along key main roads. The mini-bus taxi system operates in isolation and a strategic link between it and the BRT system was not observed. The Leralla station precinct has the potential of being an intermodal interchange point as there are taxis that stop at that point, the Leralla station is nearby and there is the construction of the BRT nearby with a pedestrian foot bridge to assist with accessibility across Andrew Mapheto Drive.

11.4 Transport Options and Services

The table below describes the transport options and services available within the site.

Table 9: Thembisa transport options and services

Transport options and services	Comments
Private vehicles	A good portion of the community living in Thembisa is of middle income and many of these residents opt to make use of their private vehicles. The use of private vehicles results in traffic congestion on the main roads of Tembisa, particularly Andrew Mapheto road.
NMT	Internal movements are high but there is poor NMT infrastructure available.
Motorcycles	Where NMT is available it is poorly integrated with the rest of the road network plan.
E-hailing and e-delivery	Motorcycles are available as a public transport option but are being used by businesses to deliver goods to customers. The use of motorcycles as private transport was not widely observed. There are businesses that make use of e-delivery services.
Informal taxis	Uber is available in Thembisa although the services are not a popular form of transport due to the cost of a single trip. Trips are calculated according to trip distance and time spent in traffic, and the site is densely populated and often affected by traffic.
Mini-bus taxis	Compact Multi-Purpose Vehicles (MPV), such as the Toyota Avanza and other informal taxi are available in Thembisa. MPV's are popular and widely used.
City buses	Mini-bus taxis are widely used in Thembisa with options of both local and long-distance travel available.
Long distance buses	There are several taxi routes and feeder roads in Thembisa that enable commuters to get to their desired destinations.
Walkability	There is a specific taxi route that goes to Thembisa Hospital with several stops along it for passengers to be picked up or dropped off.
	Although the BRT is still under construction, the Harambe buses are in use however the routes are limited, lying between Isando and Tembisa Hospital.
	The limited routes potentially do not serve all the people that would opt for the bus as their preferred mode of transport.
	In a 2013 survey conducted by the CoE and presented to the Cities Support Programme titled "Proposed Public Transport Priority", commuters were asked the reason behind the unpopular use of buses as an alternative, and almost 50% of the responses were regarding the unavailability of the bus.
	Other popular answers were with regards to the preference of mini-bus taxis because of their flexibility regarding pick-up and drop-off points and schedules.
	Unclear, but long distance mini-bus taxis are available within Thembisa at the Esangweni taxi rank.
	The topography allows commuters to walk to taxi pick up points easily within the township.
	Tembisa and Limindlela station are both within walking distance of each other and from taxi routes.
	Walkability is negatively impacted by the lack of adequate sidewalks for pedestrians.

One of the major gaps in the transport system relates to last/first mile connection. Commuters using public transport are currently reliant on MPV or informal taxis to transport them from their homes to the taxi ranks / bus stations / train stations. There is an opportunity to foster the expansion of motorcycle usage, either for last/first mile connections or as an alternative to public transport and private motor vehicle usage.

Opportunity: Motorcycle usage is expanded to provide township residents with more affordable transport and self-employment opportunities.

11.5 Integrated Public Transport Network

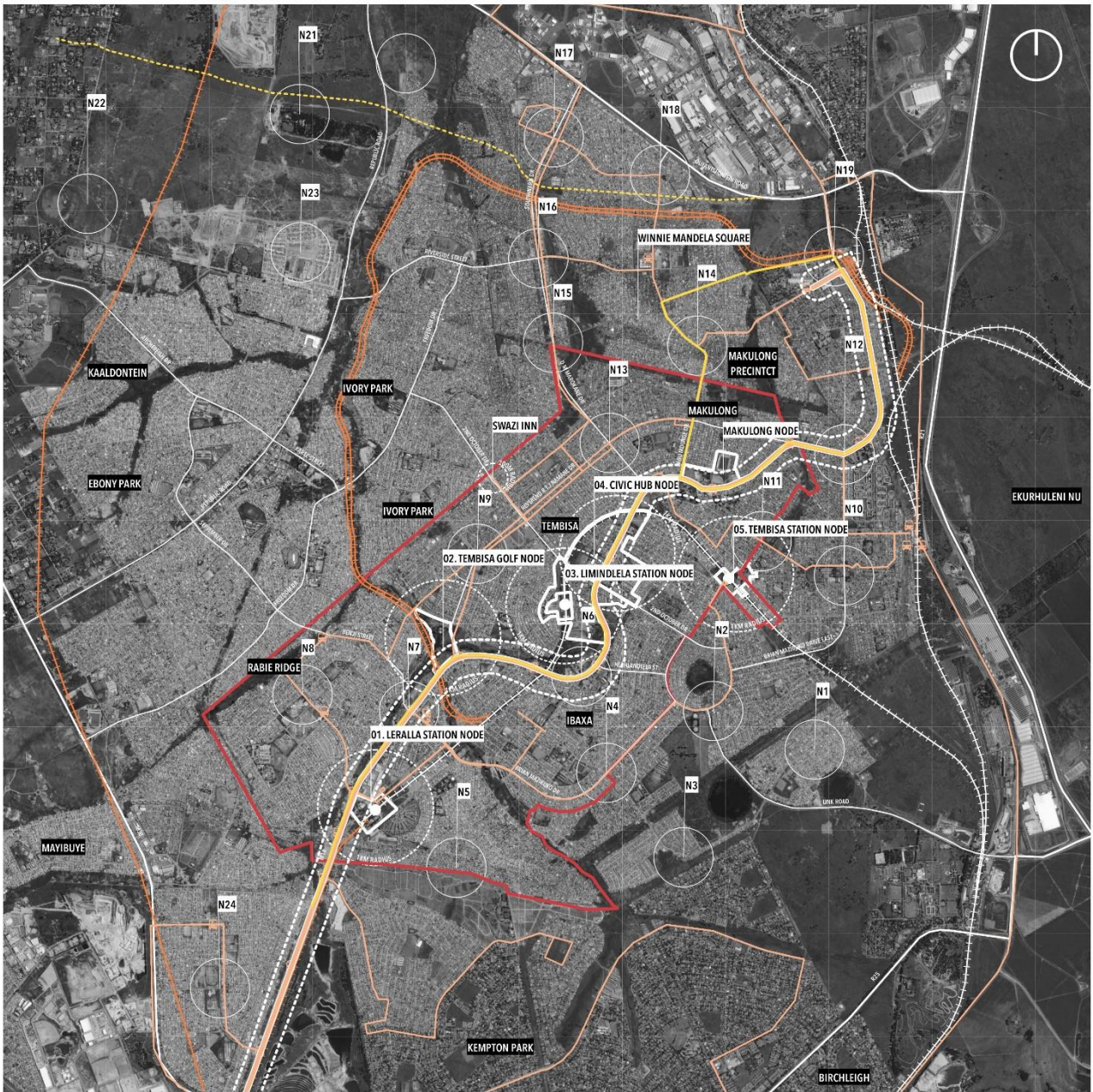
The City has rail as the backbone of its transport plan particularly in the east-west direction. In addition, the City has identified that the BRT system is to be the main mode of public transport in the north-south directions. The need for NMT infrastructure is recognised. The IPTNP foresees that 85% of the population in the City is to be within 1km of a rail or BRT feeder station or stop, all to be implemented in a phased approach. The proposed intervention highlights the extension of municipal bus services in areas not planned for BRT and rail intervention. The BEPP notes that the BRT was meant to be fully operational by 2020, but procurement and conflict with the taxi industry have stalled the complete opening of this system (2020: 9).

Commuters have the option to access mini-bus taxi services at taxi ranks or along taxi routes where they pick up and drop of passengers as requested. Mini-bus taxis and the BRT follow the same route and therefore the possibility of the two modes of transport to share facilities such as shelters could be investigated to create informal interchange nodes. There are bus stations that are planned for implementation and some of these stations are located within walking distance to taxi ranks. These locations are opportunities for the development of intermodal facilities between bus and mini-bus taxi services. There are overhead foot bridges that can be linked with mini-bus taxi facilities. The linking of the different modes of public transport with the use of a foot bridge promotes the safety of the pedestrian and simplifies the change of transport modes. The BRT planning information received from the City indicates four intermodal facilities and seven train stations planned for implementation along the BRT route on Andrew Mapheto road.

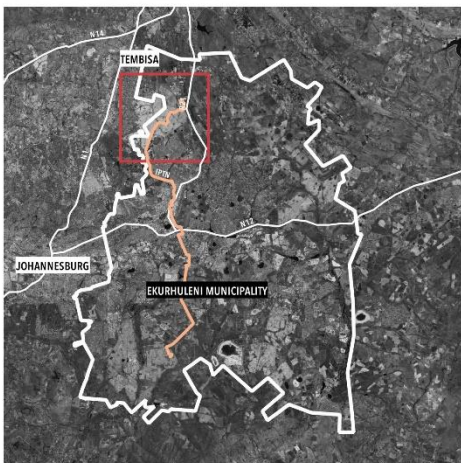
Although mini-bus taxis are accessible near Tembisa Station and Limindlela Station, the two stations are spatially disconnected from the community and areas of high economic activity. The mini-bus taxi system operates in isolation and a strategic link between it and the BRT system was not observed during the site visit. The City confirmed that there are plans to link Limindlela and Tembisa station to bus stops that are located approximately 500m from the stations.

The node at the Leralla trader's market has the potential of being developed into a successful intermodal facility as there are mini-bus taxis that makes stops at the market, the Leralla train station is in close proximity and the BRT station can potentially connect to the market using a foot bridge.

Opportunity: An integrated public transport system achieved.



THEMBISA FOCUS AREA TRANSPORT



LOCATION KEY

KEY

THEMBISA STUDY AREA

- 1. Base Map**
- Thembisa Extent
- Node
- Neighbourhood
- 1.3 Connectivity**
- Main Roads
- Arterial Roads
- Railway Lines
- Railway Station

THEMBISA STUDY AREA

3. Infrastructure

3.1 Transport

- Proposed IRPTN Route
- TM_TPT_Taxi_Route 2 Tembisa Hospital
- Intergration Zone 1
- Proposed K-Route
- TM_TPT_Taxi_Route 2 Feeder
- TM_TPT_Taxi_Routes
- TM_TPT_Taxi_Route 2 Stops
- TM_TPT_Taxi_Ranks
- TM_TPT_Proposed Railway lines

EKURHULENI MUNICIPALITY | THEMBISA | TRANSPORT

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 30.03.2021

Map 52: Transport Routes and Facilities

11.6 Non-Motorised Transport

Non-motorised transport is gaining popularity in South Africa and worldwide, with a number of factors contributing, such as increased awareness of environmental issues, recognition that motorised transport is reducing urban efficiency with increased low-density sprawl, health benefits of active lifestyles, the ability to bypass traffic congestion, and the lower cost of cycling as transport.

Cyclists are extremely vulnerable to risks, including, the danger of cycling in traffic, risks of mugging (particularly after dark), inability to cycle, lack of knowledge about bicycle maintenance, cultural norms that discourage women or other groups from cycling, social norms that present cycling as a “rich person’s sport” rather than a useful mode of transport, and so on. Therefore, rather than focusing on trying to change behaviour, it would be best to focus on creating the conditions that give people reasons to cycle.

It is important to recognise that the benefits of NMT extend well beyond providing a means for low-cost travel and the other considerations mentioned above. There are other systemic benefits particularly related to township economies:

- Local deliveries can be more cost-effective using cargo bikes or bicycles with trailers; in many cases these are more suitable than bakkies or trucks, particularly for small quantities.
- NMT can improve access to public transport for those not close to existing routes.
- Creating new job opportunities in transport sector with low barriers to entry: with the right support mechanisms (financial, regulatory, legal), entrepreneurs can work independently or collaboratively in developing and providing new forms of service for the transport of goods and persons, including the use of improved carts and trolleys.
- Participating in the “sharing economy”: new forms of access to transport such as bike share or cargo bike share can reduce the costs of transport by eliminating the need for vehicle ownership, which can be one way to overcome the purchase cost barrier.
- The components of the transport system can be more diverse, distributed and small-scale, creating greater resilience and adaptability.
- Infrastructure such as roads and other corridors can be built more cheaply where they accommodate only lightweight NMT vehicles rather than heavier cars and trucks; such corridors are also more efficient use of space, since a lane for bicycles can carry more people per hour than the equivalent lane for motor vehicles.

These benefits should be considered in creating projects that incorporate NMT, and they can be maximised by aiming to restructure townships around NMT as a medium- to long-term goal.

Opportunity: Purposeful cart & trolley designs utilised by traders and waste collectors.

11.6.1 NMT Precedents

These precedents focus on initiatives around South Africa that might have the potential to be replicated in some of the TED sites. However, it must be emphasised that there may be local factors that either support or undermine similar efforts elsewhere:

- Bicycle couriers - Soweto-based ibhoni delivery and Cloudy Deliveries in Langa (Cape Town) are township bicycle courier companies.
- Bicycle tours - There are bicycle-based tours run in Soweto (by Book ibhoni, linked to ibhoni Delivery), Hammanskraal, and in Masphumelele and Langa (Cape Town)
- Langa Bicycle Hub - Emerged from Langa community kitchen support, now provides a bicycle rental service and is planning to establish a physical bike hub in Langa; also provides escorted bike buses for commuters, for a fee. Relies on partnerships, donations and other forms of support.
- Township bicycle sales - Khaltsha Cycles emerged as a business run by someone who previously ran learn to cycle classes and helped organise bike buses with Open Streets Cape Town; now sells bikes from a container in Khayelitsha, and promotes cycling with others to raise funds for bikes for essential workers (Heroes on Bikes)
- Mobile advertising - Ads in Motion provide advertising on a trailer pulled by a bicycle.
- Restaurant food deliveries - Khaltsha Cycles works with Spinach King restaurant in Khayelitsha, providing bicycle deliveries using bikes pulling trailers, similarly Spinach King has created a supply chain in partnership with schools – schools grow food, and provide to Spinach King in exchange for cooked food products.
- Cargo bikes - A company called Anywhere Berlin is establishing 'micro factories' in Gauteng townships where electric cargo bikes are manufactured; designed for rugged township conditions
- Pedicab services - A company called Mellowcabs has been manufacturing a three-wheeled 'tricycle' that originally was a pedal-powered pedicab, and later iterations are electrically powered, with both passenger and cargo configurations. They have offered passenger services in Stellenbosch and the V&A Waterfront, and they have partnered with DHL who provide deliveries in central Cape Town using the cargo Mellowvans.
- Mobile bike repair and maintenance - Nomadic Mechanic is run by Khaltsha Cycles in Khayelitsha. The Langa Bicycle Hub operates "Bike Brigades" that also provide on-call mobile maintenance services, and who are teaching themselves. There is also a mobile mechanic in Delft.

In addition to entrepreneurs, civil society has also been involved in support initiatives such as the following:

- Bike buses - Open Streets Cape Town has been involved in establishing group bike rides for commuting to the Cape Town CBD, and other loose groupings have established their own bike buses.
- Delivery of food from community kitchens - During the pandemic lockdown in 2020, Langa CAN (Community Action Network) organised bicycles to provide deliveries to people who were not able to get to the community kitchens
- Walking buses - Around 2010 the Western Cape Provincial Government started walking buses (escorted groups walking on predefined routes on an advertised schedule) in the Cape Town CBD to make walking safer to and from Cape Town railway station. Some schools have walking buses managed by parents.
- Cycling clubs - There is a BMX track and club (Velokhaya Life Cycling Academy) in Khayelitsha. There is also a cycling club with a track in New Brighton.
- Bike distribution and support - Several NGOs have been working in partnership to distribute bicycles and provide support. Bicycling Empowerment Network (BEN), Pedal Power Association (PPA) and Qhubeka have worked together on this as well as on independent initiatives to promote cycling. BEN has been involved in setting up township hubs for bike mechanics. PPA does safety training.

It is important to 'normalise NMT' to encourage adoption. NMT needs to be more visible, culturally acceptable and safe, with synergies created between projects. This should also convey the message that NMT can be "mainstream" and worthy of consideration. Design choices reflect a value system, and when a mode is ignored or deliberately 'designed out' of a space, this communicates lack of respect towards that mode.

Bicycle deliveries are becoming the pioneer users in a number of areas, and while these would work best with cargo bikes, they typically start with bikes with trailers because of cost, availability and infrastructure. Deliveries also have a revenue stream, with relatively low barrier to entry. It therefore makes sense to work with delivery services to raise visibility.

In transport sphere, it needs to be acknowledged that "culture" is not static. How we behave on public streets is always evolving, influenced by the values embedded in the infrastructure design, by the vehicle technologies that are present, and by the behaviour of others. This affects the travel modes we choose, as well as our attitudes towards others who use this space. It therefore affects safety and whether users feel they have a right to be on the streets and needs to be considered in the choice and design of projects and strategies to create more functional streets.

A number of potential initiatives can help to concentrate activity on specific routes to improve the levels of 'safety in numbers' and also to increase visibility to encourage more cycling. This can also make it easier for Metros to justify budgeting for NMT infrastructure on those routes, but efforts to boost numbers should not be seen as an alternative to infrastructure.

11.6.2 NMT Plans

The City has highlighted that there is universal access and other NMT related infrastructure in planning and construction in Tembisa. It was indicated that there are NMT routes that have been identified as priority routes to be upgraded along Andrew Mapheto Drive and Reverend R. T. J, Namane Drive. There are shared bicycle and pedestrian lanes that were completed in 2014 within Tembisa however there are sections where these lanes terminate and pedestrians and/or cyclists are required to share space with motor vehicles which is unsafe.

From observations it was noted that there are sidewalks that could enable non-motorised transport however the theft of paving blocks limits the use of sidewalks. This poses a safety risk to pedestrians and cyclists as they share space with motorists. The improvement of universal access is required particularly at intermodal facilities to ensure that all public transport users have access to the services with reasonable ease and safety.

The NMT infrastructure provided is required to be complete and coherent, safe and easy to use, speed appropriate, attractive and barrier free. The National Department of Transport's NMT Facility Guidelines provides guidance on design considerations to achieve this objective and there is an opportunity to achieve this goal in Tembisa.

Opportunity: A network of NMT and pedestrian lanes developed.

11.6.3 Universal Access

In transportation, the concept of the complete street is a design approach that requires streets to be planned, designed and operated in a way that ensures the safety, convenience and comfort of users of all ages and abilities regardless of their mode of transportation. A complete street is consideration of motorists, pedestrians, cyclists and persons living with disabilities. Figure 44 below, extracted from the National Department of Transport NMT Facility Guidelines of 2014, displays a typical example of a road cross section that accommodates all road users, and it is recommended that it be considered in the non-motorised transport and universal access improvements.

The objective of universal access design is to provide infrastructure and services that cater to the widest range of users possible⁴. Streets that are not designed for universal access result in the limitation of

⁴ National Department of Transport Non-Motorised Transport Facility Guidelines, 2014.

access to opportunities and services, imposing reliance on others to assist with movement and reduced safety⁵.

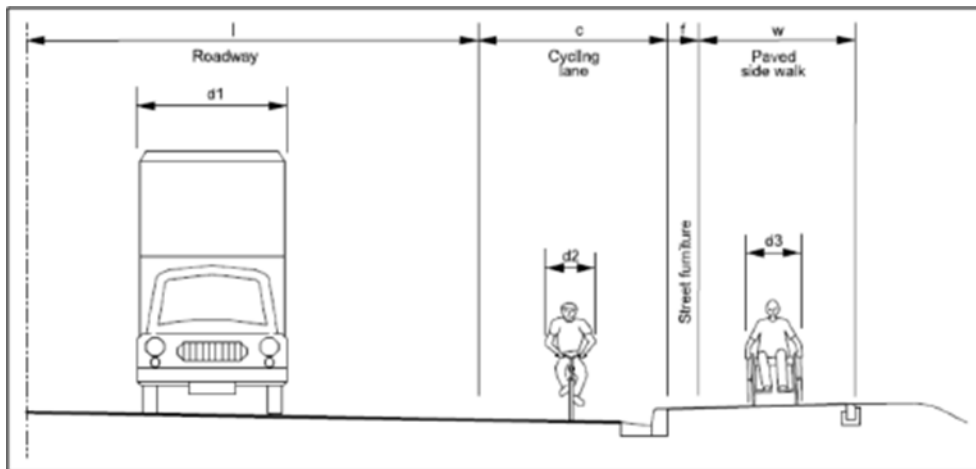


Figure 44: Typical cross-section of a complete street with a walkway/cycle track

A need to improve NMT and universal access design in Thembisahas been identified. The following are some of the advantages of the implementation of NMT infrastructure:

- Improved accessibility to opportunities and services,
- Increased safety of road users,
- Reduced road fatalities,
- Increased multi-modal travel,
- Promotion of more energy-efficient and less pollutant modes of transport,
- Greater integration of road users.

Typical infrastructure interventions that could be put in place to improve NMT and universal access in the township include:

- Formal walkways (sidewalks, off-road paths, safe crossings),
- Dedicated bicycle lanes,
- Traffic calming measures (street humps/bumps/tables),
- Relevant traffic signalling and signage,
- Tactile paving,
- Audio traffic lights,
- Dropped kerbs.

Figure 45 provides examples of UA interventions, whilst Figure 46 provides details of a complete street typical road cross section.

⁵ Universal Access Policy for the City of Cape Town.



1. Bus Stop



2. Dropped Kerbs



3. Pedestrian Controlled Audio Signal



4. Tactile Paving



5. Speed Humps



6. Cycling Lanes



7. Sidewalks

Figure 45: Examples of non-motorised and universal access infrastructure interventions

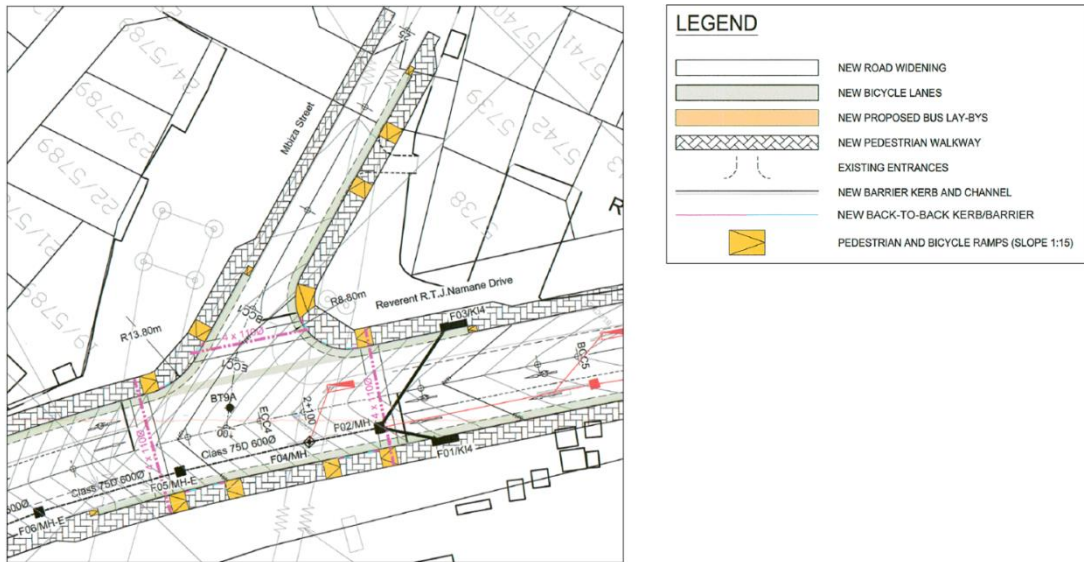


Figure 46: Typical intersection layout with universal access design

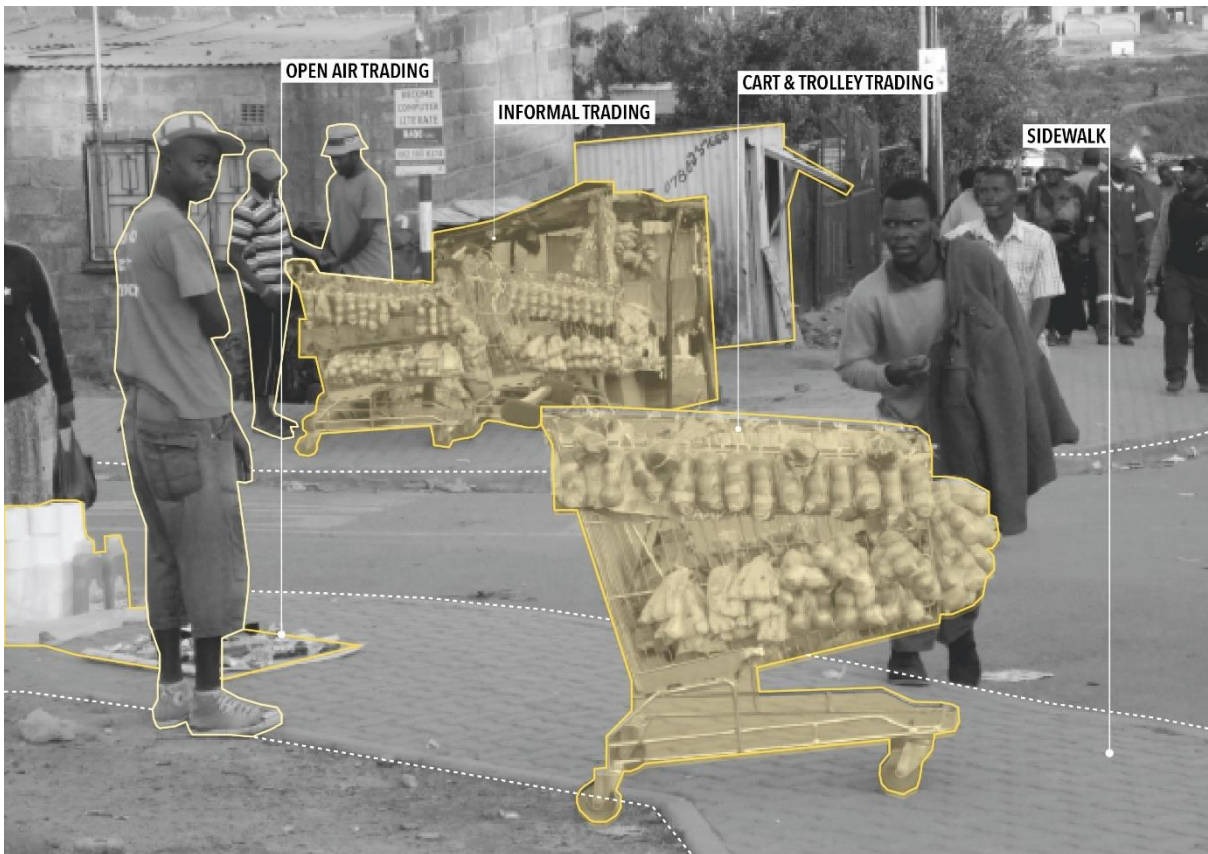


Figure 47: The mobile trading structures allow traders to move to opportunity thereby optimising sales. The design and functionality of these mobile micro business requires review to ensure economic sustainability as they are currently existing shopping trolleys.

12 Infrastructure

12.1 Overview

Public infrastructure has an important role in Township Economic Development (TED), but each township has specific (and hence different) infrastructure needs. It is therefore important to examine the ways that infrastructure facilitates the transport of resources between the wider economy to townships, and how it distributes resources to households and individuals in specific township sites.

The assessment of current 'grey' infrastructure requires three substantive considerations. The first assesses current gaps or shortfalls at a community and sector level. The second identifies future supply/demand influences that may hinder the efficient/affordable/sustainable flow of these resources. The third proposes ways in which traditional infrastructure systems can be enhanced or adapted to build local resilience, through for example, including more sustainable, innovative, or decentralised systems (on-site biodigesters, rainfall harvesting, solar PVs etc.).

12.2 Digital Infrastructure

The growth of the digital economy has important business development and operational opportunities for assisting SMMES to maintain customer relationships, internal operations, competitive edge, and investment. While there is a current estimation of 410 000 SMEs possessing an online presence (Department of Telecommunications & Postal Services, 2013) digital activities in townships are hampered by connectivity challenges and Information Communication and System (ICT) barriers to entry. Though this accessibility gap may have decreased towards more recent years, there are still many individuals that are excluded from the utilisation of digital platforms and the digital economy.

Nationally, the Department of Telecommunications and Postal Services has had plans and ideas to boost the digital economy including 1) Working to removing the fragmentations in the ICT sector, 2) Improving the Department of Communications, 3) The roll-out of e-skills, 4) Finalising the ICT policy review (finalised later in 2015). The National Development Plan's (NDP) Medium-Term Strategic Framework (MTSF) followed a draft digital readiness or 'course corrections' initiative to understand the pathways required for the digital future and 4IR (NPC, 2020). The SADA initiative is also encouraging and sets out specific imperatives going beyond specific technologies to realising the pathways for digital job creation.

- The WiFi Connectivity National Grant has established 6 WiFi hotspots in Thembisa, namely:
- CCC Rates Hall;
- Thembisa EMPD;
- Thembisa Energy Department;

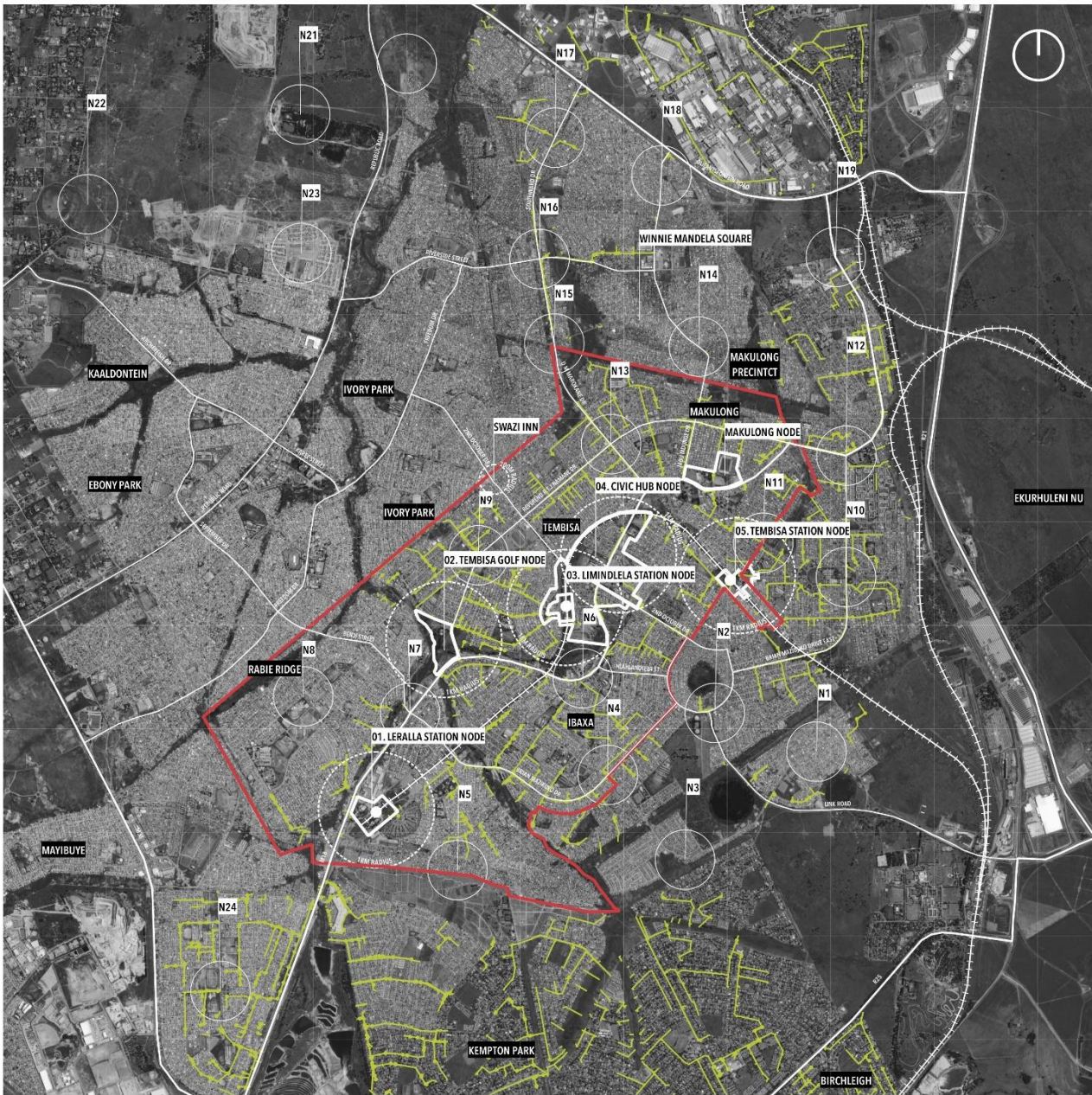
- Thembisa Fire Station;
- Thembisa Health Care Centre; and
- Thembisa Main Hall
- These WiFi hotspots are based in public service facilities in Thembisa, and are not available in areas where students and entrepreneurs can access and work (World Bank , n.d.). There are numerous private suppliers of wi-fi in Thembisa, including thinkwifi, Screamer Telecoms, and ekeja.

Opportunity: Provision of digital infrastructure to **enhance local microenterprise access to internet, digital services and 4IR opportunities**

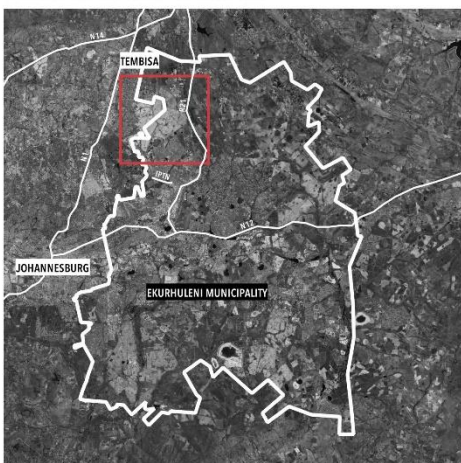
12.3 Stormwater Infrastructure

Stormwater management infrastructure in Thembisa is in need of upgrades as various challenges have surfaced due to the poor and deteriorating quality of the infrastructure; the City is struggling to maintain and replace aging infrastructure. Open stormwater drains have caused damage from eroding unsurfaced roads in rainy instances to polluting of stormwater. Stormwater pollution in Thembisa also happens through the onsite storage of solid waste, where E-Coli bacteria levels have been measured at 43 000, while accepted levels are 1000.

The natural water systems in Ekurhuleni are heavily polluted by sewerage run-off and mining. In addition, as urbanisation has intensified in this area, surface water run-off has increased exponentially. This makes housing developments, especially those that are informal, in flood zones vulnerable to flood risks (MSDF, Section B, 2015: 42).



THEMBISA FOCUS AREA STORMWATER



LOCATION KEY

KEY

THEMBISA STUDY AREA

- 1. Base Map**
- Thembisa Extent
- Node
- Neighbourhood

1.3 Connectivity

- Main Roads
- Arterial Roads
- Railway Lines
- Railway Station

3. Infrastructure

3.3 Stormwater

- TM_WS_manhole
- TM_WS_sw_pipe

EKURHULENI MUNICIPALITY | THEMBISA | STORMWATER

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 08.04.2021

Map 53: Stormwater Infrastructure

12.4 Water and Sanitation

Residents' sanitation systems are largely in the form of pit latrines and chemical toilets, although the chemical toilets are not regularly maintained (they are meant to be serviced twice a week, but this is not happening). At present, over 5000 families have to use 530 toilets, which suggests a toilet shortage in the area too.

It has been requested by the communities, that new proposed plastic toilets are not ideal as they pose health hazards in summer (Ngwenyama, Only one toilet for 30 families in Tembisa, 2019). The area tends to have greywater due to the following reasons that lead to water pollution: 1) Poor housekeeping and 2) Open stormwater drainage pipes (Ngwenyama, Tembisa water poses a threat to the community, 2015).

12.5 Sewerage Infrastructure

The area has a waterborne sewerage system, that needs upgrades. The sewers in Thembisa experience regular blockages and sewerage spills due to being used to dispose of solid waste. At the same time, raw sewerage also runs into the tributary, running through the site, that feeds into the Kaalspruit River. The EKH is aware of these issues, which prompted the establishment of the *Draft Basic Assessment Report for the Proposed Update of the Thembisa Extension 25 Bulk Outfall Sewer* (Tangoes Consultants, 2020). There is evidence of sewer overflow at manholes, with flow loggings confirming that overflows are due to insufficient capacity of the sewer, along with aging infrastructure, high sedimentation of sand and solids, as well as vandalism of existing outfalls (ibid).

12.6 Solid Waste

The refuse removal routes are organised according to municipal wards. Despite refuse removal services being available, there are also a number of informal and illegal refuse dump sites around Thembisa (World Bank, n.d.). This situation is the cause of sewerage blockages and sewerage spill episodes as the sewers are used as one of these informal refuse dump sites. Most of the illegal dumps are found near schools, creches, churches, clinic, and business complexes. The EKH issued big wheely rubbish bins, which has assisted in slightly reducing the problem of illegal dumps as families are able to store their rubbish until collection by the refuse truck.

12.7 Energy Provision

Access to electricity is a major challenge, with many illegal power connections, and reduces the probability of establishing new developments, including in the Makhulong precinct. YES has been affected by poor energy provision and has become inoperative due to the issue, as they rely on

computers and digital means to upskill and teach youth. There are two existing substations in Thembisa: 1) Kaalfontein at Blue Circle and 2) Rietfontein at the southern corner of Esselen Park. While there is electricity provision, the informal settlements in Thembisa tend to be illegally connected to the electricity grid.

13 Environment

13.1 Overview

Where many cities are now mainstreaming 'green economy' considerations to address sustainability challenges, the view that an inclusive green economy should explicitly recognise and integrate the informal economy is gaining traction. Some provinces are starting to mainstream green economy strategies, (Götz and Schäffler, 2015), circular economy thinking, and engage in informal economy upliftment planning (Rogerson, 2016), there has been little crossover or integration of these into economic development discourses.

The assessment defines those involved, either as direct good/service providers or contributors along the value chains, as 'green entrepreneurs', despite varying levels of activity. It is important to note that the business intention for the activities identified may not be defined by explicit motivations related to the green economy. However, the green economy 'co-benefit' (sustainability/ecologically enhancing outcomes) of these activities should be leveraged for additional support from institutions and programmes where the green economy is a priority.

13.2 Urban Agriculture

There is much scope in Thembisa for urban agriculture, as there are already numerous hydroponic and aquaponic farming sites, funded and supported by investment companies. Nedbank has been supporting a local horticulture learnership under the Youth Employment Service (YES) programme in urban agriculture which has seen success. Local hydroponic farms have been able to sustain operations since 2017, employing a number of locals too. The YES programme also facilitates the enrolment of high potential township enterprises into the Wouldn't It Be Cool Incubator Programme (WIBC), which seeks to take people between the ages of 18 and 35 and turn them into entrepreneurs. Tembisa hosts one of hydroponics businesses supported through these initiatives, the New Liff Hydroponic Farm (Ngcakani, 2020).

In 2019, ABBA Initiatives, a subsidiary of investment holding company AFGRI Group Holdings, commenced its programme of providing training and skills development to 25 youths in Tembisa, focusing on open field farming, aquaponics and hydroponics, with the ultimate goal of developing a

sustainable urban agricultural solution (IOL, 2019). The Tembisa project includes a 1,000 square metre vegetable garden used for training purposes, and a course in plant production which will also be offered to 50 households per month (IOL, 2019).

Inxiweni Primary School in Tembisa, as one of 17 of the Trees and Food for Africa EduPlant programme schools, had its small food garden, originally started in 2008, expanded and improved (Debeila, 2014). Produce is used to feed over one thousand school pupils, with the rest sold affordably to the surrounding community.

Izindaba Zokudla is an action-research project that aims to create opportunities for urban agriculture, and has become a networking and knowledge sharing platform for developing urban farmers across Johannesburg (GCRO, 2020). The project links university, researchers, students, communities, entrepreneurs and other stakeholders that can contribute to economically productive and ecologically sound food systems (Design Society Development Desis Lab, n.d.). Increasingly, informal food gardens are using vacant land under powerlines and other hard infrastructure that will not be developed further, which has resulted in green servitudes. A feedback cycle is felt in these green servitudes, where while the urban gardens protect the vacant areas from degradation, through tending the land ecosystem services increase the production of fruits and vegetables to feed the community, and increasing the green lungs within the city (GCRO, 2020).

Opportunity: Building on efforts of other programmes, the City to broaden existing extension services for **urban farmers**. This could include fostering **partnerships** with marketing platforms for fresh produce (eg Khula.co.za)

13.3 Green Infrastructure

The City has been investing in open space, namely the Winnie Mandela Square in Tswelopele and the Ibazelo Park and bridge underpass in Isithame near the civic node (World Bank, 2020). However, equipment and infrastructure are under-used and vandalism is common. There is also a 5-hole golf course (Ebuhleni Golf Course) which has an established management and membership structure (Ngwenyama, Ekurhuleni Golf Union hosts successful event at Ebuhleni Golf Course, 2018). Enterprise development and facility improvement support could be impactful for this local recreational site.

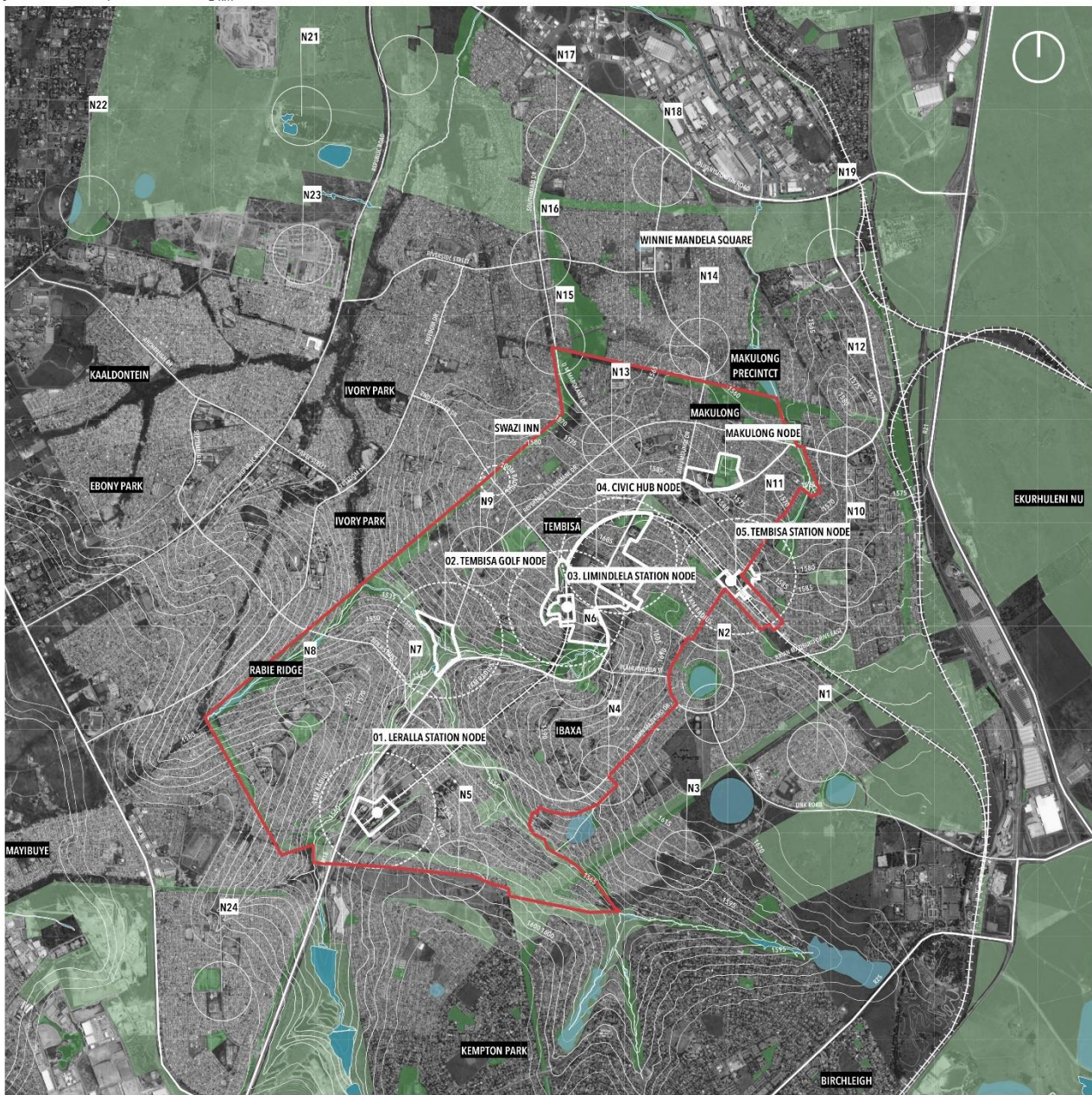
The green belt along the Hennops River system needs to be preserved to conserve the natural resources and environments alongside. Due to increased urbanisation in the area, the river has become one of the most polluted areas in Gauteng (Pillay, 2018). The role of parks, sensitive urban agriculture and recreation helps to preserve these areas. The Fountain River Environment Sanctuary Hennops (FRESH), a local NPO, works to promote the creation of river sanctuaries and expanding bigger green-belts along the river areas to encourage plants and wildlife to thrive along the river banks (ibid).



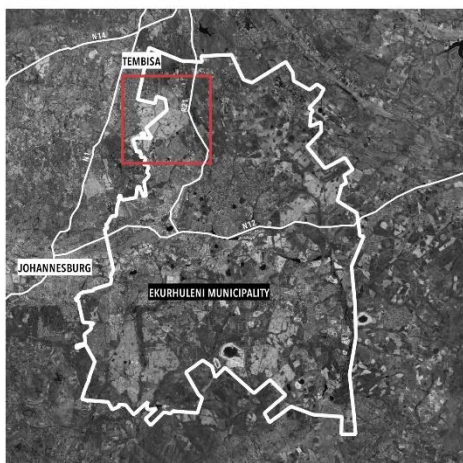
Figure 48: This leisure facility is park of a larger natural system in Thembisa and a well-used public asset that is well-suited to be optimised for increased usage and investment.

Opportunity: The Thembisa golf course is re-habilitated as a recreational facility, social space and conserved green belt.

Opportunity: Facilities upgraded and precinct management instituted in public spaces (including parks).



THEMBISA FOCUS AREA NATURAL FEATURES



LOCATION KEY

KEY

THEMBISA STUDY AREA

- 1. Base Map**
- Thembisa Extent
- Node
- Neighbourhood

1.3 Connectivity

- Main Roads
- Arterial Roads
- ++ Railway Lines
- Railway Station

4. Natural Features

- Water Courses/Dams
- AGRICULTURE
- PRIVATE OPEN SPACE
- PUBLIC OPEN SPACE
- TM_NT_Hydrology

EKURHULENI MUNICIPALITY | THEMBISA | NATURAL FEATURES

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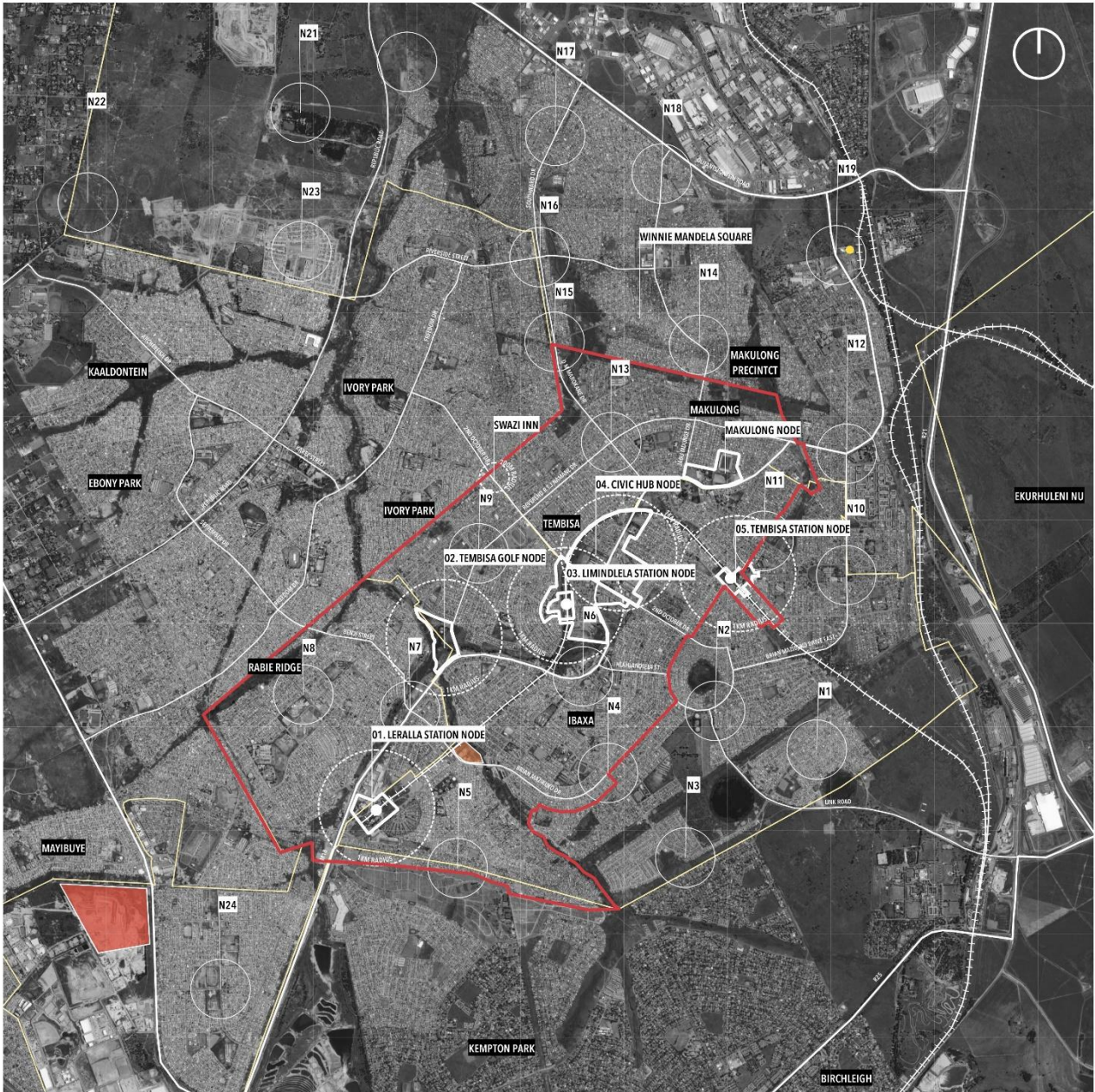
13.4 Waste Collection and Recycling

Individuals and various businesses (with the example of Destination Green Recycling) have already acknowledged the opportunity for employment through the collection and trading of recyclables, making use of the recycling facility built in 2016 in Tembisa. Recycling is a prominent activity in Tembisa. Respondents the Youth Development Competition cited and interest in making models out of recycled material. The private sector is also involved in supporting recycling initiatives (Food Review, 2019).

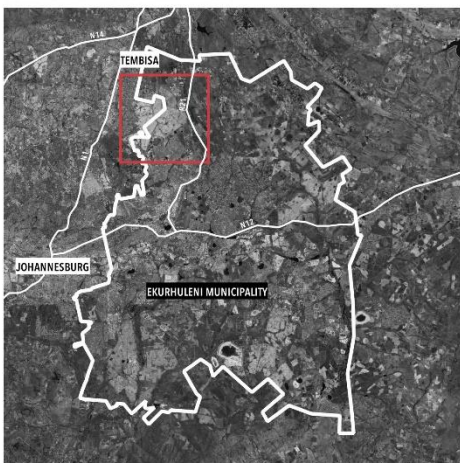
The IDP states that garden waste, which constitutes more than 60% of the waste collected by the municipality, presents a window of opportunity for composting, so there is scope for waste diversion from landfills. SAB has developed a waste recovery programme in Tembisa, east of Johannesburg, supporting 54 previously unemployed young men and women organised into registered co-operatives and managing their own waste recycling businesses. Waste collectors participating in the programme are provided with training on health and safety, business and financial literacy, upcycling and waste repurposing. In addition, SAB also supports them with assets, such as vehicles and waste processing equipment, to improve recovery and collection efficiencies.

'Participants in the Tembisa recycling project have been able to put the infrastructure and training provided to good use and to help improve their lives. Equally, there is a culture of recycling being nurtured within the community which has an additional positive impact on everyone,' says Sifiso Ngobese of Unconventional Waste, who managed implementation of the project. City of Ekurhuleni and European Union have also supported the development of the Sethokga Waste Minimisation Facility operated by three cooperatives with a capital injection of R17-million.

Opportunity: Building on prior and ongoing efforts, the City should **facilitate partnerships** and **strengthen local cooperatives** to enable township recyclers to **more effectively obtain and package waste materials**, and to enhance their **access to markets**.



THEMBISA FOCUS AREA HOUSING



LOCATION KEY

KEY

THEMBISA STUDY AREA

- 1. Base Map**
- Thembisa Extent
- Node
- Neighbourhood

1.3 Connectivity

- Main Roads
- Arterial Roads
- Railway Lines
- Railway Station

3. Infrastructure

3.6 Waste & Recycling

- Transfer Stations
- Landfill Sites
- EMF Landfill Sites 2010
- Customer Care Area

EKURHULENI MUNICIPALITY | THEMBISA | HOUSING

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 30.03.2021

Map 55: Waste and Recycling, Thembisa

14 Urban Conditions and Management

Thembisa was established in 1957, with the intention that it would be a regional township to accommodate people who had been forcibly removed from Alexandra, Edenvale, Kempton Park, Midrand and Germiston (Kadozo, 2009: 2).

The site contains a comparatively extensive legacy of social and community infrastructure, including recreational parks, sport fields, government services, educational facilities, and public transport infrastructure. As such, Thembisa is a sought-after destination for business and property investors and new residents.

The urban environment is under-considerable strain. In the course of the field research, the TAT identified the following urban-management challenges:

- The dumping of domestic and building rubble on public sites, including open land and river systems. The dumping of babies nappies is a particularly worrying environmental and public health challenge.
- Inappropriately designed and incomplete walk-ways / thoroughfares without lighting and security monitoring. The facilities are important in providing spatial connection between neighbourhoods separated by the two transport systems.
- Removal of street paving.
- Vandalism (or sabotage) of public and transport infrastructure, including street-lights and train cables.
- Imbazelo Park trader infrastructure has been damaged / vandalised; the park toilets are vandalised and non-operational, poor management of litter.
- The park equipment in Thami Mnyele Cultural Park has been vandalism / stolen. The development of the Park is incomplete (pathways and spring protection).
- Throughout the site, cables stolen from street-lights.
- In the main trading precincts, businesses and street traders have encroached onto public spaces, including the sidewalk.
- Informal business market infrastructure decay. The decay in infrastructure is especially noticeable at Swazi Inn. The trader infrastructure at Leralla market is in poor condition as well; the toilets are non-functional, there is merely one tap to serve all the traders; traders have no storage; and waste including ash is dumped within the site.

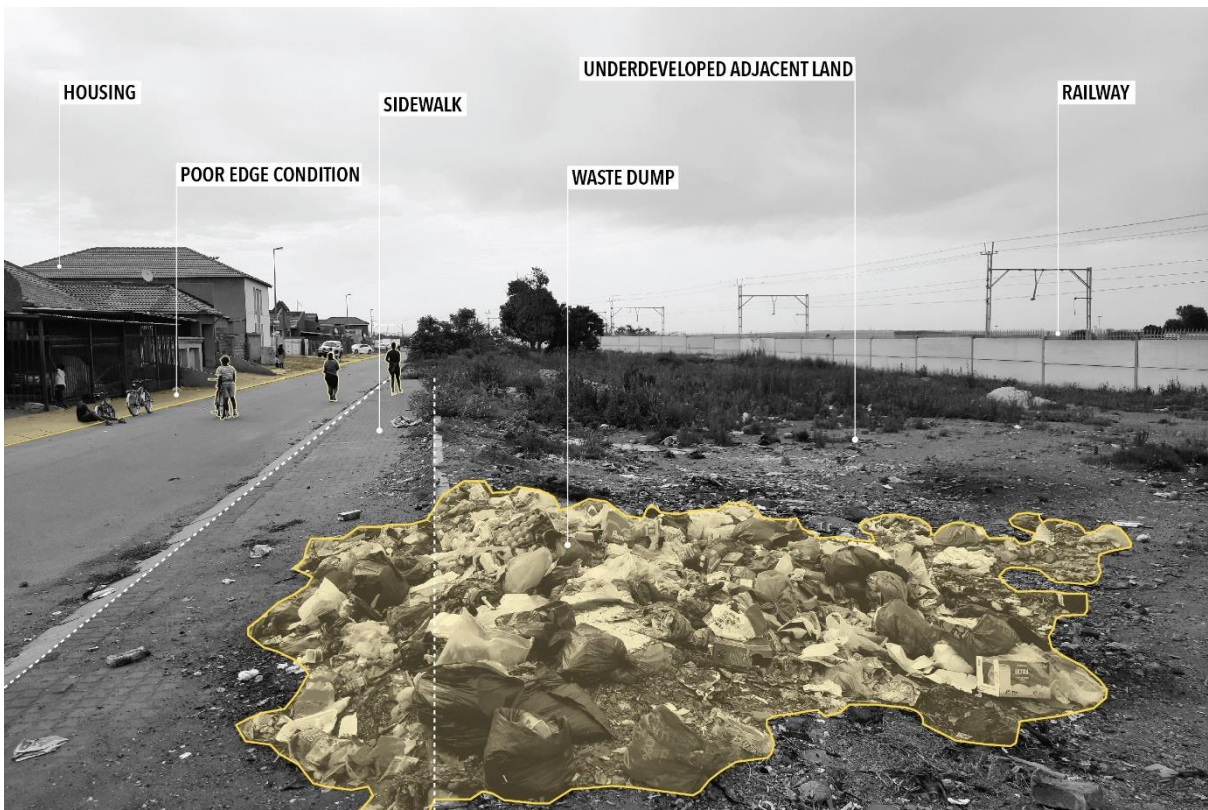


Figure 49: Poorly defined spaces, open tracts of land, poor community literacy and urban management allows for the exploitation of public space through littering/dumping and criminality. No enforcement of by-laws (building control and dumping) results in a harsh environment for public good.

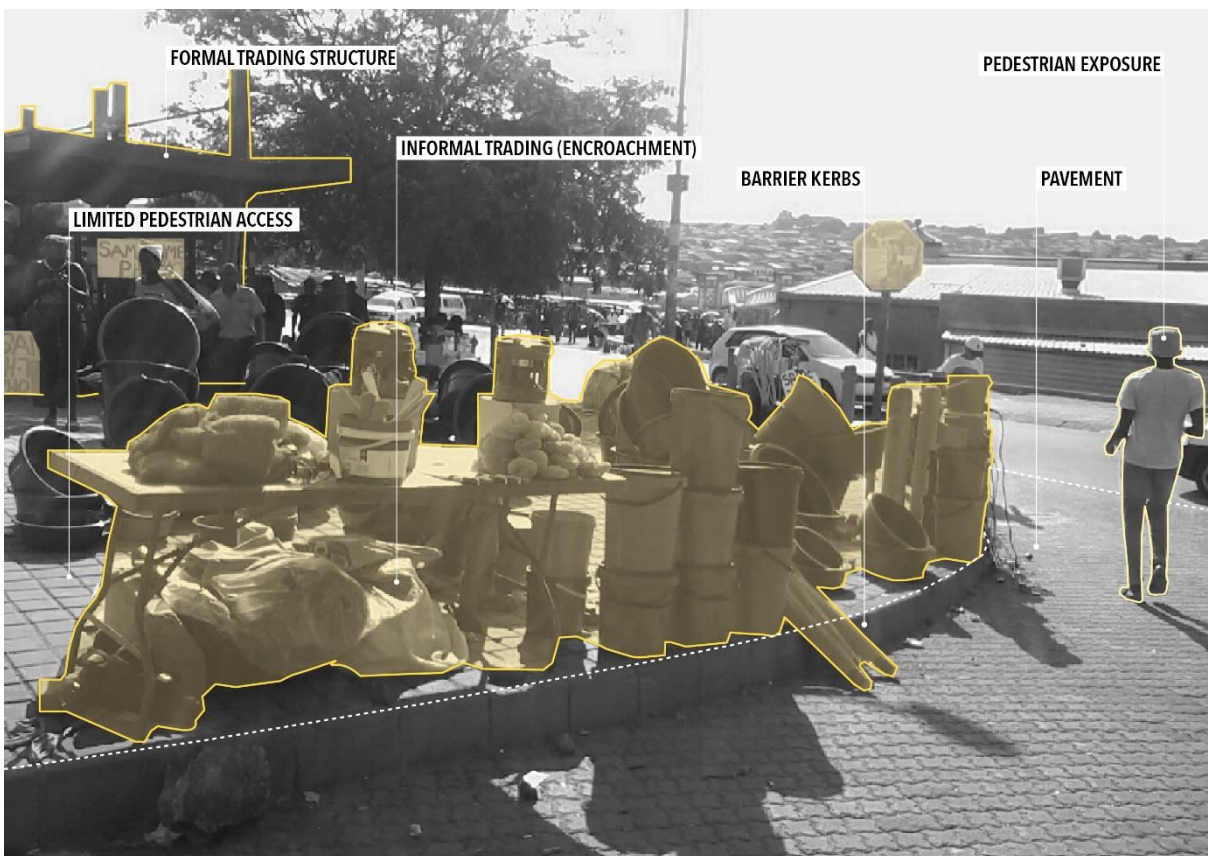


Figure 50: The intensity of street trading puts extreme pressure on the existing sidewalks, often creating hazardous pedestrian situations due to limited safe access. These spaces require management and better design to harness the contribution of street traders.



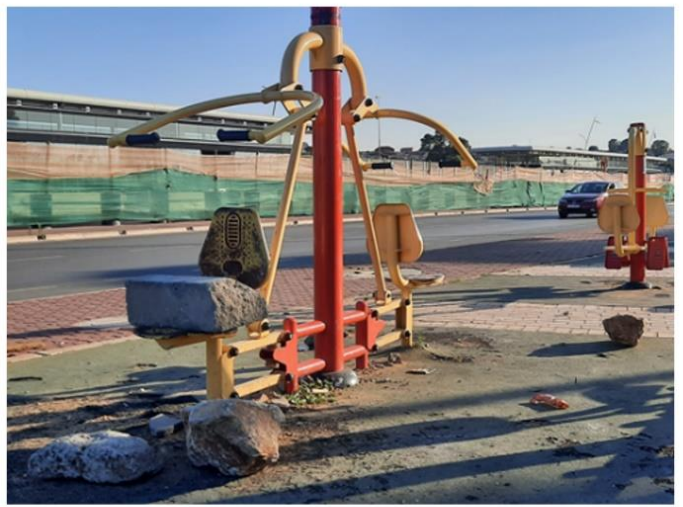
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Figure 51: Urban Management Issues

Description of figures 1 -6:

1. *Dumping on public sites, including open land and river systems.*
2. *Inappropriately designed and incomplete walkways / thoroughfares without lighting and security monitoring.*
3. *Removal of street paving.*
4. *Vandalism or sabotage of public and transport infrastructure, including streetlights and train cables.*
5. *Imbazelo Park trader infrastructure damaged / vandalised; toilets vandalised and non-operational, poor management of litter.*
6. *Thami Mnyele Cultural Park; park equipment has been vandalised / stolen. The development of the Park is incomplete (pathways and spring protection).*

In contrast to some of these urban management challenges, the Emfihlweni Cemetery is well maintained and guarded.

Unusually for a township, Thembisa has a five-hole municipal golf course (Ebhleni Golf Course), situated within the greenbelt at the source of the Kaalspruit riven. The course is in poor condition and portions of the area along the adjacent green belt (possibly once part of the course) has been lost for recreational use through the encroachment of informal settlements. The course is actively used under the supervision of a players committee. The committee has a fairly flexible approach to the use of the facility, which ensures that entry barriers are minimised and opportunities afforded to persons with minimum equipment and limited skill.

The Makhulong Stadium is soccer facility that is compliant with Premier Soccer League (PSL) standards. The stadium falls under the City management. The stadium is a key variable in the development of the Makhulong precinct. Unfortunately, the Makhulong Stadium has no home club since the sale and relocation of Highlands Park (as of September 2020). Reports indicate that Swallows FC are considering paying some of their games at the stadium in 2021. Furthermore, it is noted that there is no professional soccer team that provides a geographic identity / locality to the residents of Thembisa, which could for example, provide the kind of economic multipliers that Kaizer Chief / Orland Pirates engender in Soweto (Orlando Township). Yet Thembis is the home of multiple talented professional soccer players, including Themba Zwane, current PSL player of the year.

Opportunity: Public Employment Programmes introduced and utilised to address urban management challenges, including the maintenance of recreational and ecosystem resources.

Opportunity: A precinct management and development plan for Swazi Inn approved.

Opportunity: Facilities upgraded and precinct management instituted in public spaces (including parks).

15 Social and Cultural Considerations

Thembisa is a large-scale, long-established township (1957), with predominately formal housing. There are pockets of informal settlement and hostels. The project core area has largely been formally developed, apart from sizable informal settlements in Igqagqa and Isekelo neighbourhoods. Both these areas are closely situated to the civic node and therefore occupy areas with high property development potential.

The social tensions are reflected in the electoral results of the 2016 elections. Whilst the ANC was the majority party in all wards, the ANC share of the vote had declined since 2011. The main opposition was the EFF which acquired between 20-40% of the vote; in contrast, the DA attracted between 5-9%. In nearly all wards, only about 50% of the voters turn-out to cast their ballot. This would indicate a high level of voter dissatisfaction with electoral politics.

15.1 Urban Everyday

In our scan of newspaper articles and social media, the following stories and trends received attention. The review was conducted between May and July, but some of the newspaper articles accessed are from years preceding 2020.

Several news articles covered the topic of lockdown and changes it has wrought in peoples' behaviour. There were significant numbers of Covid-19 cases in Thembisa during the first wave. At an economic level, local businesses, such as entertainment venues and informal retailers have suffered financial losses. In the instance of informal retailers, this has been because people have favoured formal retailers over informal ones over the hard lockdown. Entertainment venues have suffered because people were unable to gather for socialisation. A number of police crackdowns have been undertaken, with a particular focus on micro-enterprises selling liquor.

Food prices have also risen significantly during the lockdown period, making food unaffordable to many households. This price increase, paired with loss of employment, has meant that there has been a drive to provide people with food parcels. These were distributed by various bodies, such as the Harambee bus service, actors from the movie Tsosti and various church organisations, among others. Relief grant recipients were able to access SASSA but ensuring social distancing among people accessing grants has been challenging. This has led the SASSA office to urge people to apply for grants via the online portal.

Various schools across Gauteng were targeted by vandals during the lockdown, some of which were in Thembisa.

The City initiated a programme to drain and clean chemical toilets more regularly in informal settlements. Additional water has also been supplied during lockdown, by means of additional water tanks and water trucks intended to distribute water to different informal settlements.

Thembisa has a rich cultural economy, we have found out about some artists, such as JasperHQ, who is a local DJ. Thembisa has also hosted various big events such as the “Phomolong Comes Alive” Festival in 2019. A magazine called RapType also covers the music scene in this area.

16 Potential Project Opportunities

Based on the extensive fieldwork evidence and consultation with City specialists, the TAT have identified a range of potential project interventions. These have been considered in view of the socio-economic, institutional and spatial situation. In highlighting the below opportunities, the TAT has been guided by the following variables:

- I. Alignment with City programmes and development priorities,
- II. The availability of funding within City budgets,
- III. The identification of project implementing lead departments and units within the City,
- IV. The potential for accessing external funding and partnerships,
- V. The role of the TAT in providing technical assistance and adding value to project implementation,
- VI. The potential for projects to have strong economic multipliers and result in a catalytic impact on development,
- VII. The potential for projects to leverage productivity enhancement,
- VIII. The potential for projects to strengthen social cohesion and enhance community well-being, including considerations of safety and security,
- IX. The potential of project to contribute towards environmental sustainability and reduce the risks from climate change,
- X. The reach of projects and targeting of specific beneficiaries, including women, youth, informal micro-enterprises and established SMEs,
- XI. The timeframe for project implementation, recognising the need for immediate, short-term and medium-term projects with varying levels of complexity,
- XII. And the potential for projects to be replicable in other township localities.

The scope of potential projects is wide; the proposed opportunities allow for discussion of the merits or otherwise of each intervention before final selection.



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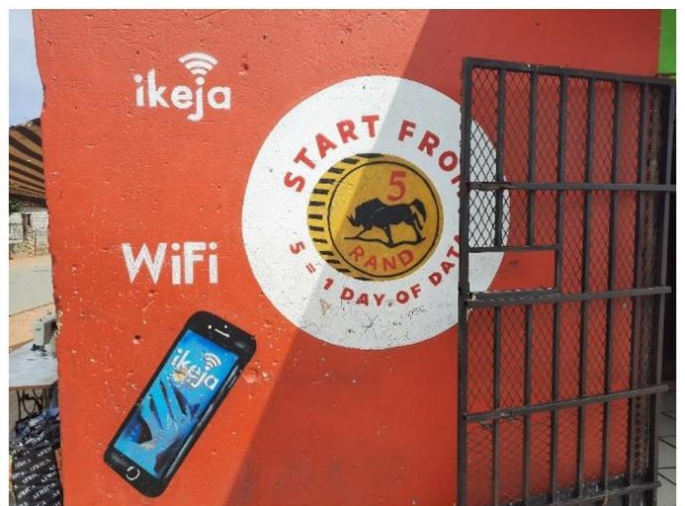
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Figure 52: Potential Development Opportunities

Description of figures 1 – 6:

The Thembisa Civic Hub Precinct is an important social and economic hub at the heart of the site.

The Makhulong Precinct is a sub-precinct in the Thembisa Civic Hub that contains some noteworthy social and recreational facilities, which can be built upon.

The Leralla precinct is a busy hub in Thembisa, a number of traders operate their businesses from this space, which is also a secondary node in this area.

An informal car mechanic operated on open ground.

Backyard rental accommodation represents a growing and important sector in Thembisa.

Digital connectivity (Wi-Fi) is provided by means of Ikeja and ThinkZones, which are linked to spaza shops.

The identified opportunities have been categorised within 7 headings: A) Policy and Strategy; B) Enterprise Development; C) Nodal Development; D) Spatial Integration; E) Housing and Property; F) Social and Community Infrastructure and G) Urban Management. The range of identified opportunities within these categories are:

Table 10: Opportunities identified for Thembisa

16.1 Policy and Strategy

Opportunity	Notes
Home based businesses formalised, enabling growth and reducing business externalities.	The City to revise and develop policies on enterprise formalisation (in respect to food retailing businesses and home-based businesses), with reference to Gauteng Prov. Gov. and National policies, supporting business owners to meet compliance.
Revenue collection from rates improved.	The City to develop a strategy and plan to generate rates revenue from commercial businesses, including home-based enterprises and businesses operating in retail nodes.
Commercial high streets activated in strategic sites / roads.	The City to identify sites with high potential for commercial development and implement measures to stimulate investment, including land-use, parking and infrastructure.
Shopping malls foster and enable opportunities for micro-enterprises.	The City to engage shopping mall owners to agree on strategies to integrate micro-enterprises into the mall precinct, through adherence to development planning agreements and proactive measures to support micro-enterprises.
TED evidence utilised in area-base strategic plans.	The City to incorporate the evidence from the TED situation analysis into strategic plans, including the IDP, SDF, and BEPP.
Regulated business sectors are formalised and able to access state-subsidies / industry programmes.	The City to facilitate transversal engagement and co-operation with the Gauteng Prov. Govt and National Government to address constrains on ECDC, taverns / restaurants, undertakers and other regulated sectors from attaining compliance with business licencing.

16.2 Enterprise Development

Opportunity	Notes
Opportunities in the creative and leisure economies provide youth a pathway to transition into jobs and livelihoods.	The City to conceptualise a strategy to promote creative activities focusing on youth interests, including hobbies, via social enterprises and community based programmes, use of City facilities, the staging of events, and linkages to BDS services.
Micro-enterprises have improved access to business development support services.	The City to promote the DSBD district information management system as part of its enterprise development support services, facilitating partnerships between the City and BDS providers (including SEDA /SEFA) to benefit Thembisa businesses.
Street signage / advertising extensively utilised to promote local businesses.	The City to develop and implement, via partnerships, a project to provide street signage / advertising boards to promote local enterprises.
Mechanics / panel beaters and associated businesses in the after-sales automotive sector have access to business development support services to grow and professionalise.	The City to facilitate partnership with private sector companies, the Gauteng Prov. Gov. and the DSBD to provide equipment / skills training / supply agreements / finance to township entrepreneurs.
Micro-enterprises have improved access to digital services to participate in the digital economy & 4IR technologies.	The City to facilitate partnerships, including SEDA and Gauteng Prov. Gov., to improve digital access in Thembisa, through (inter alia) digital hubs, free wi-fi, broadband roll-out and the promotion of marketing Apps.
An annual trade marketing event to be held in Thembisa to link the community producers and marketers to business opportunities.	The City to conceptualise and facilitate a trade promotion event in Thembisa to stimulate opportunities for direct marketing, supplier agreements and digital services. The event will aim to connect home based traders & producers to companies / markets.
The income and productivity of township recyclers improved.	The City to facilitating partnerships and strengthen cooperates to enable township waste recyclers to more effectively obtain and package waste material and improve access to markets.
Urban agriculture productivity enhanced.	The City to broaden extension services for urban producers and foster partnership with marketing platforms (including digital platforms such as Khula - https://khula.co.za/) and outlets.
Businesses have greater financial literacy and have access to services and technologies, including digital platforms.	The City to facilitate partnerships, including Gauteng Prov. Gov. & Finmark Trust, to provide businesses with financial literacy training and improve access to services and technologies.

16.3 Nodal Development

Opportunity	Notes
A precinct management plan instituted and upgrades completed for Leralla trader market.	The City to conceptualise and implement a plan with projects for the revitalisation of the Leralla trader market and institutionalisation of a precinct management.
Thembisa civic hub transformed into a business and service hub.	The City, in partnership with the NDPP and private investors, to advance projects and mobilise investment into the Thembisa hub precinct.

A street trader plan implemented within the Thembisa civic node.	The City to plan and implementing a street trader plan within the civic hub, identifying and implementing projects to improve the trading environment.
A financially sustainable business model formulated to develop and operationalise taxi ranks as business hubs.	The City, in partnership with the Gauteng Prov. Gov. and taxi associations, to conceptualise a PPP business model to develop the Esangweni Taxi Rank.
A precinct management and development plan for Swazi Inn approved.	In partnership with the City of Johannesburg, the City to undertake a study to propose a precinct management approach and projects for Swazi Inn to enhance opportunities for business, reduce urban management challenges and improve safety and security.

16.4 Spatial Integration

Opportunity	Notes
Train station nodes revitalised for mixed-use.	The City to identify opportunities for revitalising the station nodes (Tembisa, Limindlela, and Leralla) and conceptualise a development strategy.
A network of NMT and pedestrian lanes developed.	The City to conceptualise and implement projects to build a network of NMT lanes / routes, prioritising linkages to the civic hub.
An integrated public transport system achieved.	The City to develop a strategy and partnerships, including the Gauteng Prov. Gov., to improve integration between minibus taxis, train, BRT and bus systems, including the introduction of a single payment system.
Public transport networks and facilities are operational.	The City to execute planned projects, including BRT stations (including civic hub) and road upgrades. The City to engage National Government and PRASA to fast-track repairs to the railway line.
Motorcycle usage is expanded to provide township residents with more affordable transport and self-employment opportunities.	The City partners with private sector to increase access to motorcycle transport, through training schemes, marketing campaigns and working with local champions.
Infrastructure developed to provide and enable universal access to public transport.	The City to embrace and implement designs for universal access to ensure that people living with disabilities / mobility requirements have access to public transport infrastructure.
Purposeful cart & trolley designs utilised by traders and waste collectors.	The City to facilitate a design studio, with participation of technical training colleagues, traders and artisans, to design, develop and manufacture prototypes of appropriate trollies to enhance access to markets.

16.5 Housing and Property

Opportunity	Notes
Encourage private/household investment in backyard rental housing units and support a gradual process of upgrading and formalisation.	The City will develop an enabling framework, simplified regulations and active support mechanisms to upgrade and formalize backyard rental housing units, advancing a precinct-based approach.
Strengthen the capabilities of the local construction industry and improve the functioning of the housing market.	The City will establish a local housing support centre to encourage more investment in the housing stock, provide advice on title deeds and property transfers, and facilitate the growth of local builders, property developers, real estate agents and other housing-related enterprises.

Encourage housing investments by the public and private sectors in strategic sites to raise population densities, encourage mixed land uses and stimulate additional economic activity.

The City will introduce procedures to fast-track higher density housing investments, including PPPs, in strategic sites, including within the civic hub.

16.6 Social and Community Infrastructure

Opportunity	Notes
The Thembisa golf course is re-habilitated as a recreational facility, social space and conserved green belt.	The City to devise a plan with projects for the improvement of the Thembisa golf course as a strategic ecosystem resource, including the establishment of partnerships for implementation and management.

16.7 Urban Management

Opportunity	Notes
Facilities upgraded and precinct management instituted in public spaces (including parks).	The City to identify and implement projects to upgrade facilities and to develop and implement precinct management strategies for the upkeep of parks, including Thami Mnyele Cultural Park and Imbazelo Park.
Public Employment Programmes introduced and utilised to address urban management challenges, including the maintenance of recreational and ecosystem resources.	The City to repurpose PEP to improve urban management challenges, including dumping, through identifying partnerships and new approaches.
Public safety enhanced through the application of crime prevention through environmental design and precinct management.	The City to adopt CPTED strategies and precinct management to revitalise public spaces and support diverse social, economic and recreational functions across multiple users.

PART II: PROJECT CHARTERS



VI. Part II: Project Charters

17 Thembisa TED Project

17.1 Development Opportunity Evaluation

In Phase 2 of the CSP supported TED project, the TAT worked with the CoE teams to undertake an institutional assessment of the development opportunities arising from the Phase 1 Situational Analysis and to select 8 projects for implementation within the Thembisa TED project. The assessment required high-level transversal engagement with all affected line departments and units.

An evaluation matrix tool was utilised to guide an engagement process. The 8 projects were determined in consideration of the following criteria and weighting (minimum number of projects) to ensure that the range of project interventions could address economic, socio-spatial and institutional change necessary for transformative development, as required in the CSP theory of change. The criteria on which the selection was made were:

- aligns with identified City programme and project priorities.
- can be funded by the City.
- has an identified lead department / unit for implementation.
- can unlock new partnerships via the CSP and non-state actors.
- will benefit from CSP technical assistance.
- can enhance productivity and stimulate economic multipliers.
- will benefit emerging entrepreneurs and marginalised groups.
- will enhance social cohesion, improve safety and contribute to environmental sustainability.
- will strengthen spatial integration.
- will enhance the availability of decent housing and accommodation.
- will enable immediate wins (within a 24-month timeframe).
- will improve the township business environment and ecosystem of development services.
- is replicable in other townships.

The TAT provided a high-level indication of the 'value-add' from technical assistance in respect to the identified opportunities. The assessment process concluded with an agreement on the ranking and weighting of the identified opportunities. Through this process, the CoE transversal team scored each of the identified development opportunities, settling on 8 opportunities to be refined into detailed projects.

The 8 projects, subsequently developed from selected opportunities, for the Thembisa TED project were:

Project 1: Provide strategic direction regarding street signage and advertising used by township businesses

The Project goal is for township micro-enterprises to have access to a range of outdoor advertising opportunities, including City facilities, to promote their businesses within the township market. In support of this goal, the Project will provide strategic direction to the City on policy and amendments / concessions to the by-law to afford township micro-enterprises with more flexibility in the use of advertising signage in Tembisa.

Project 2: Improve business support services for micro-enterprises in the after-sales automotive sector

The Project goal is the advancement of the township automotive after-sales sector, with micro-enterprises formalised, supported to access to professional working spaces, and supported to join networks that provide business development support programmes.

The project will contribute towards this goal through supporting the City to identify and embed private sector partners who can contribute to the automotive aftersales sector development in Tembisa. The project scope would include training, development of facilities, and market access support.

Project 3: Plan and implement a revitalisation and urban management strategy for the Leralla Market

The project goal is to rehabilitate the Leralla Traders Market to operate as a highly functional economic unit whilst contributing to the overall functioning of the Leralla and Thiteng precincts. The optimal functioning of the market will contribute to the increased economic performance of the node as an important retail site for medium and low-income residents.

This project will contribute towards this goal by assisting the City to revitalise the market facility through refurbishment, improving the spatial configuration of the stalls and use of space, and enhancing the institutional set-up for precinct management.

Project 4: Improve financial literacy and access to digital services for businesses

The Project goal is to enable scaled inclusion of township micro-enterprises and residents in the digital economy.

The Tembisa TED project will support this goal through developing a strategy for the CoE to leverage digital inclusion through targeted spatial and enterprise development support in collaboration with strategic partners.

Project 5: Provide policy direction to enable small scale affordable rental development in City of Ekurhuleni townships

The project goal is to enable formal investment in the provision of affordable, small scale, rental units in townships and other residential areas in the City of Ekurhuleni at scale, specifically benefiting township homeowners and micro-developers.

In contributing towards this goal, the project will support the City to:

- Improve its understanding of the economic and social opportunities arising from developing small-scale, affordable rental units
- the barriers that currently prevent regularisation/formalisation and delivery at scale;
- identify a range of practical actions that may be taken to make progress towards developing City policies, regularise/formalise these developments and enable increased delivery.

The project will support the City to develop pilot interventions for the Thiteng Precinct that facilitate formalised and regularised SSAR units.

Project 6: Train Station node revitalised for mixed-use

The Project goal is to transform the Tembisa Station Node into an economically vibrant, mixed-use space for business, accommodation, transport and recreation, which is spatially integrated into the Tembisa Civic Hub.

The project will contribute towards this goal through developing a management strategy, with tactical urbanism interventions, to stop the decay of the node. The Project will provide guidance on short and long-term infrastructure investments that are required to achieve a vibrant and economically integrated public transport node. The strategy will detail actions to actively manage City-owned land and resources, whilst facilitating inter-governmental engagement in respect to the Intersite land holdings.

Project 7: Plan and implement an economic strategy to revitalise the Thembisa Civic Hub

The Project goal is to support the City to facilitate the emergence of an economically vibrant civic sub-precinct by attracting private investment to develop unutilised land while also accommodating micro-enterprises and street traders in an orderly, enhanced and sustainably managed manner.

Project 8: Rehabilitate the Ebuhleni golf course for recreational and conservation purposes

The project goal is to rehabilitate and sustainably manage the POS that forms the golf course around the Kaalspruit River, with community partnerships, to ensure that it provides the community with safe and beneficial leisure and sporting opportunities, whilst maximising the ecosystem role of the Kaalspruit river. In contributing towards this goal, the TED project will support the City to develop a strategy for community-based partnership to rehabilitate, develop and manage the Ebuhleni Golf Course

17.2 Participatory Workshops

In formulating projects and delineating implementation plans, the TAT facilitated several participatory engagements with target beneficiaries and Thembisa community members. Workshops were conducted in Thembisa in October with the following themes:

- Micro-enterprises engaged in signage and advertising
- Traders from the Leralla Market
- Micro-enterprises engaged in the automotive sector
- Micro-enterprises engaged in the digital economy
- Community members with an interest in the Tembisa Train Station Node
- Members of the management team for the Tembisa Golf Club

A total of 76 persons from Thembisa attended the workshops.

Stakeholders were mobilised via a process of community out-reach. The TAT designed flyers that were posted on the Thembisa Virtual Imbizo Page, including adverts intended to stimulate conversation about community needs in relation to nodal sites and precincts.

As part of the mobilisation process, the TAT utilised local community liaison persons, including some of the field researchers hired during the ecosystem survey in Phase 1. The CoE assisted with mobilisation of a trader group, namely the Leralla Traders Organisation.

In-person invitations, aided by invitation flyers indicating workshop details, were used to target specific cohorts. These flyers were used to mobilise participants for the automotive sector and digital economy workshop and residents around the Tembisa Train Station area. To support the engagement process at the workshops, the TAT secured the participation of the CoE including representatives from relevant line departments.

The methods used to facilitate the community engagements included:

- Site visits and community mapping, identifying urban management challenges and opportunities for acupuncture interventions and/or first fixes (stabilisation measures). In each site visit the TAT engaged with community members and local business owners to gain a breadth of perspective.
- Focus group discussions structured on key issues, including opportunities and obstacles for micro-enterprise growth and urban management,
- Spatial visioning, using aerial map and flip chart paper illustrations. The workshop beneficiaries indicated their development needs and desired changes on the maps with markers and plasticine modelling clay. The engagement process entailed a process of information exchange between cohorts, organised according to specific interests, gender and age and other factors as required in each case.

These community engagements enabled the project planning process to align with community needs / expectations, respond to social and organisational opportunities, and identify potential risks in project implementation. All such engagements were documented in community engagement reports, with a visual summary of the participation process included in the relevant charters.

17.3 Project Charter Development

The 8 TED projects are detailed in a project charter document (see below). The projects (as set out in the charters) are the implementing mechanism for the Thembisa TED strategy and are institutionally embedded in the relevant line departments. The project charters detailed individual projects, but should be viewed as a cohesive set, with some projects directly supporting others.

The charters provide an institutional commitment to project implementation. Each charter specifies the development opportunity that the project addresses, describes the project goal, and following a logical framework approach, the activities required to implement the project and means of verification to measure and monitor the attainment of the intervention. The charters specify the transversal departments / units to constitute the project team, with the departmental leads indicated. Furthermore, for each project, the TAT along with City counterparts assessed the risks that confront project implementation and the assumptions upon which the attainment of the project goals is reliant. Finally, the charters identify strategic partners to support the CoE in project implementation, specifying their roles and scope of support. The TAT has proposed a timeframe for project implementation.

To clarify the spatial focus in projects with a nodal development objective, the TAT has completed additional spatial studies and proposed conceptual designs. These are intended to illustrate the development opportunity and prioritise project activities, including acupuncture interventions, first fix (stabilising) infrastructural developments, and strategies of tactical urbanism to address crime, weak urban management and promote spatial orderliness. The project charters have been substantially reviewed with the transversal planning teams to ensure alignment with existing CoE spatial, sectoral and development plans and programmes.

The TAT has facilitated a series of engagements with project partners, as specified in the respective charters, to identify opportunities for direct technical support, programme alignment and leveraged funding.

The 8 Thembisa TED Project Charters have been submitted to CoE Exco for approval. It is anticipated that the approved charters will simultaneously provide a mandate to further embed the projects institutionally within City departments (and their alignment with programmes) and provide a framework to guide implementation. In the CSP Project Phase 3, the TAT will advise the City and provide technical support to advance project implementation. The range of CSP technical support towards the 8 projects will include:

- Partnership facilitation,
- Strategic and policy advice,
- Project conceptualisation and design,
- Business case development,

- Research support and knowledge sharing,
- Project monitoring and evaluation and impact assessment,
- Project submission within City and NT budgeting process,
- Project spatial and architectural design,
- Quick-win implementation,
- Enterprise development training support.

City of Ekurhuleni
Township Economic
Development Project

Project Charter

Thembisa

Provide strategic direction regarding
street signage and advertising used
by township businesses

Project Number: 1

Date: 22 May 2022

Version: 5

CTIES
SUPPORT PROGRAMME



18 Project 1: Provide Strategic Direction Regarding Street Signage and Advertising Used by Township Businesses

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Tembisa Township Economy Development (TED) project responds to an urgent need to facilitate impactful investments in township economies. In phase 1 of the TED project, the Situational Analysis highlighted development opportunities for local businesses linked to outdoor signage.</p> <p>Township micro-enterprises in Thembisa are heavily reliant on physical signage to advertise their businesses. These modes of signage commonly include painted adverts on walls, business signage at premises, posters and notes pasted on walls, electricity polls, directional signage and other suitably positioned infrastructure. Most of these forms of signage are not compliant with the City's by-law on outdoor advertising. Full compliance with the City's by-law presents a 'red-tape' challenge to township businesses, which characteristically have limited means and capacity to fulfil the compliance criteria.</p> <p>Most of Thembisa, in its geographic extent, falls within the category of 'areas of maximum control', thus requiring the City to exercise upmost caution towards the regulation of outdoor signage. To obtain authorisation to post signage, township businesses would need to conduct an advertising impact assessment, comply with restrictions on the position and size of the advertisement, and pay a licence fee. It is important to acknowledge that billboards situated in the township present an important revenue stream to the City.</p> <p>There is a potential opportunity for township businesses to utilise 'event advertising' to showcase their business for a limited time, 30 days, on street electricity polls. To unlock this opportunity, the TED Project will advise the City on how opportunities such as this could be made more accessible to township businesses. Other potential opportunities include the use of billboards, the introduction of electronic signboards, and linking revenue from advertising to area-based precinct management systems.</p> <p>Note: The Gauteng Township Economic Development Act requires appropriate guidelines and regulations for business signage and advertising in township contexts. These should reduce unnecessary red tape for local enterprises, whilst still promoting a regulatory environment that is</p>	<p><i>Indicate the main departments / divisions involved in the project.</i></p> <ol style="list-style-type: none"> 1. City Planning / Building Control and Outdoor Advertising 2. Real Estate / Property Management & Portfolio Advisory Services / Special Projects & Outdoor Advertising 3. Economic Development / Community Enterprise Development 4. Other as required. 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Phumla Tshiqi, Tshifhiwa Nkhumeleni 2. Rian Botes rian.botes@ekurhuleni.gov.za 3. Mpho Nche, Neville Govender 4. 4.TBC

responsive to the way space is used in townships. Policy should not undermine the important regulatory, environmental, aesthetic, and administrative reasons for the current regulation of outdoor advertising		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The Project goal is for township micro-enterprises to have access to a range of outdoor advertising opportunities, including City facilities, to promote their businesses within the township market. In support of this goal, the Project will provide strategic direction to the City on policy and amendments / concessions to the by-law to afford township micro-enterprises with more flexibility in the use of advertising signage in Thembisa.</p> <p>Furthermore, the project will support the City to enhance business support to township signwriters and enterprises engaged in advertising to advance the branding and marketing of township businesses. Finally, the Project will advise the City on the use of billboards / outdoor signage to generate revenue for precinct management in economic nodes in townships, including TED projects sites.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <p>1. City Planning / Building Control & Outdoor Advertising</p>	<p><i>Contact details of the lead / coordinator</i></p> <p>1. Phumla Tshiqi Phumla.Tshiqi@tshwane.gov.za Tel: 011 999 3667</p>
Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <p>From the time of Charter approval, the project will be undertaken in 18 months.</p> <ol style="list-style-type: none"> 1. A strategic review of the Outdoor Advertising By-law will be undertaken by September 2022. 2. A workshop with up to 30 Thembisa SMMEs that provide advertising services and/or utilise outdoor advertising conducted by September 2022. 3. Guidelines for accommodating township micro-enterprises in public and private spaces will be developed by October 2022. 4. A workshop with City officials will be facilitated to disseminate knowledge on outdoor advertising in Thembisa, advising of City concessions and red-tape reduction measures, by October 2022. 5. A pilot strategy will be conceptualised for unlocking access to outdoor advertising for township businesses for implementation in January-March 2023. 6. Up to 200 business will be informed of the City regulations and 30 local businesses involved in advertising will be engaged in a participatory process to support the pilot, with learning presented to the City in March 2023. 	<p><i>Provide a motivation for and indicate the roles of the partners.</i></p> <ol style="list-style-type: none"> 1. CSP TED Project: <ul style="list-style-type: none"> • Advise the City on the use of outdoor advertising in the township context. • Support the City to review of outdoor advertising by-law. • Propose guidelines suited to Thembisa township businesses in the use of signage. • Facilitate training support to beneficiaries. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Leif Petersen, Andrew Charman, Heather Kruger

7. High-level recommendations will be developed by March 2023 on strategic use of outdoor advertising in nodes, including local beneficiation, for co-financing precinct management.

Key Activities / Deliverables

Stakeholders / Roles

Members

Specify the main activities and deliverables.

Provide a motivation for and indicate the roles of the stakeholders.

Indicate the key persons responsible for stakeholder activities.

Key activities include:

1. Support the City to undertake a strategic review of the City's outdoor advertising by-law from the perspective of a) the township context, and b) the needs of micro-enterprises to promote their businesses.
2. Support the City to conduct an engagement with businesses to ascertain the most significant challenges / opportunities from marketing within Thembisa (including sign writing, painting, posters and correx or similar board advertising), and advise the City on actions to support the sector.
3. Support the City to draft guidelines for outdoor advertising in the Thembisa context, examining the issues of the need for maximum control, the 'red tape' obstacles on township micro-enterprises and the role of billboards / electronic signage.
4. Facilitate a City-wide engagement on the strategic review and draft guidelines.
5. Support the City to conceptualise a pilot initiative in Thembisa over a 6-month period to enable micro-enterprises to use 'event signage' on street light poles (or other forms of suitable advertising, in response to activities 2 and 3 above). The pilot will address red-tape obstacles, detail actions to build awareness of the regulatory requirements of outdoor signage and provide technical support to participating businesses on the standards and procedures for signage (including event marketing). The pilot will disseminate knowledge of the proposed guidelines and amendments to the City by-law.
6. Support the City to mobilise, engage with and secure the participation of local advertising businesses in the pilot. Monitor the response to the pilot opportunities and advise the City on further actions to institutionalise the learning from the pilot, including additional business support measures.
7. Engage with City departments to identify opportunities to broaden micro-enterprise access to billboards / and electronic advertising, including the possible use of billboard revenue / partnerships for precinct management.

City Beneficiaries

Risks

Target departments and programmes.

The Project will contribute towards the reduction in the law enforcement burden and associated costs on the City through the unauthorised and illegal use of street signage in Thembisa, and surrounding township economies.

Describe the main risks to the metro in project implementation and indicate how these can be mitigated.

1. Political instability disrupts the project progress.

<p>The Project will enhance the capacity of City departments to develop policies and support services that are suitable to the township context, benefiting micro-enterprises whilst still reducing negative consequences from unregulated activities.</p>	<ol style="list-style-type: none"> 2. The safety and security situation in the township context negatively influences the nature and commitment by beneficiaries. 3. Township business continue with informal signage practices and neglect opportunities to use formal advertising means through concerns with costs and procedures. Signage businesses choose not to operate in the spirit of the guidelines to be developed. 4. The City is unable or unwilling to uphold regulations against well-resourced companies whose actions set negative precedents. 	
<p>Community Beneficiaries</p>	<p>Assumptions</p>	
<p><i>Target groups and numbers.</i></p> <p>220 microenterprises from the broader Thembisa area will benefit from the development (20 businesses) and dissemination (200 businesses) of the guidelines and the project pilot.</p> <p>Better access to outdoor signage will enable township micro-enterprises to market their services to local businesses, thus stimulating a circular economy, whilst reducing the fear and costs of transgressing regulations.</p>	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 1. The City is sensitive to the needs for micro-enterprises and their capacity constraints to comply with existing advertising regulations and hence supports the need to review the by-law and pilot more appropriate measures. 2. The project will be supported by line departments with transversal interests in outdoor advertising, including law enforcement, real estate and economic development. 3. The project timeframe is sufficient to complete all identified engagements and consultative processes. 	
<p>Alignment with Programmes</p>	<p>Funding Requirement</p>	<p>Estimated Budget</p>
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The project aligns with the City Planning Department's review of the Outdoor Advertising By-Law.</p>	<p>Metro / City</p> <p>Capex</p> <p>Opex</p> <p>External Sources</p> <p>Total</p>	<p>Countervalue</p>
<p>Alignment with Policies</p>	<p>Status of external funding</p>	
<p><i>Indicate how project aligns with metro policies.</i></p> <ol style="list-style-type: none"> 1. City of Ekurhuleni Integrated Development Plan, 2022 - 2027 <ul style="list-style-type: none"> • the strategic pillar aimed at creating an enabling environment for inclusive growth and job creation. 	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>CSP TED has secure and committed resources to support the activities during the project lifespan.</p>	

2. **The Gauteng Township Economies Bill**
 - calls on Cities in Gauteng Province to address red-tape obstacles to micro-enterprise operation and formalisation. This project aligns with this intention by piloting and initiative to make advertising more accessible to micro-enterprises based in townships.
3. **City of Ekurhuleni Billboards and the Display of Outdoor Advertisements By-Law, 2017**
 - sets out the types of advertising that take place in the public realm and the regulation of advertising intended to create an orderly and safe public realm.

Endorsement

City Endorsement

Project Timeframe

Indicate the status of metro endorsement.

The Project charter was developed in consultation with the relevant departments and will be submitted to EXCO for approval.

Start Date April 2022

End Date

Total Time 18 Months

Partner's Endorsement

Indicate the status of partner endorsement.

The CSP TED technical assistance team has secure funding up until February 2023 (subject to a project extension to December 2023).

Additional notes and annexes

Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.

The project approach is informed by the Thembisa TED situational analysis, prepared by the Sustainable Livelihoods Foundation (SLF), the Technical Advisory Team.

Annexes

1. Situational Analysis report on Thembisa as prepared by SLF for the CSP-TED

https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/Thembisa%20Situational%20Analysis%20Report%20v_2.6.1.pdf

2. Stakeholder Engagement Workshop Visuals



01. Informal Signage seen on Site Visit



02. Wall signage seen on Site Visit



03. Focus Group Agenda and Project Setup



04. Focus Group Discussion



05. Focus Group Discussion



06. Focus Group Discussion

Figure 53: Visual Summary of Participatory Engagement Signage Focus Group

Charter Checklist

Have community needs been incorporated into project design?	Yes, a workshop was conducted with community businesses.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	No, but it aligns to the strategic objective to create an enabling environment for inclusive growth.
Have project partners agreed to their roles and commitments?	Yes.

City of Ekurhuleni
Township Economic
Development Project

Project Charter

Thembisa

Improve business support services for
micro-enterprises in the after-sales
automotive sector

Project Number: 3

Date: 30 May 2022

Version: 3

ctiEs
SUPPORT PROGRAMME



THEMBISA AUTO

WE SELL:

- * COMPUTER BOX
- * COIL PACKS
- * SENSORS
- * ENGINES AND MANY MORE

078 629 2742

078 302 4446

067 617 614



19 Project 2: Improve Business Development Support Services for Micro-Enterprises in the Aftersales Automotive Sector

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Tembisa Township Economy Development (TED) Project responds to an urgent need to facilitate impactful investments in township economies. In phase 1 of the TED project, the Situational Analysis highlighted development opportunities linked to businesses operating in automotive after-sales component.</p> <p>Micro-enterprises in this segment of the township economy include mechanics, panel beaters, tyre fitment and exhaust repair services, car washes, and auto-trimmers, to name some of the common sub-components. Most of these micro-enterprises operate from either residential locations (within private houses) or in public spaces.</p> <p>The City of Ekurhuleni (CoE) have requested support to identify partners that can implement enterprise development for the local automotive sector in Tembisa. An important opportunity lies in bringing together other aligned industry support stakeholders to advance the development and operationalisation of this sector. There is an important opportunity to align the needs of these businesses with opportunities from the formal sector, including considering business models that can allow for enhanced economic opportunity, improved function of value chains, or marketing.</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <p>1. Economic Development / Community Enterprise Development</p>	<p><i>Indicate the key persons responsible for implementation.</i></p> <p>1. Mpho Nche, Neville Govender</p>
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The Project goal is the advancement of the township automotive after-sales sector, with micro-enterprises formalised, supported to access to professional working spaces, and supported to join networks that provide business development support programmes.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <p>1. Economic Development / Community Enterprise Development</p>	<p><i>Contact details of the lead / coordinator</i></p> <p>1. Neville Govender Neville.govender@ekurhuleni.gov.za</p>

<p>The project will contribute towards this goal through supporting the City to identify and embed private sector partners who can contribute to the automotive aftersales sector development in Tembisa. The project scope would include training, development of facilities, and market access support.</p>		
<p>Quantifiable Indicators of Achievement</p>	<p>Partners / Roles</p>	<p>Members</p>
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. In principle agreement between the City and TED technical team to the nature of the project and expected outcomes by May 2022 2. A needs assessment of the township automotive after-sales sector conducted, with recommendations for partners and possible interventions completed by December 2022 3. Models for formal sector value chain links to be explored and considered – eg micro-franchising, outlet linkages, branding etc 4. In principle support commitments from partners by mid-2023. 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> 1. Gauteng Department of Economic Development (GDED) 2. CSP TED Project: development facilitation, strategic support, needs assessment, partner identification. 3. SEDA: Seda will align programme opportunities for business formalisation and partnerships. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Dalene Louw Dalene.Louw@gauteng.gov.za 2. Leif Petersen leif.petersen@livelihoods.org.za 3. Simon Shiya (sshiya@seda.org.za)
<p>Key Activities / Deliverables</p>	<p>Stakeholders / Roles</p>	<p>Members</p>
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> 1. Support the City via a needs assessment of local aftermarket automotive sector businesses in respect to the kinds of facilities, services, skills, and investments required to grow the sector. 2. Support the City with the prioritisation of needs for local aftermarket automotive sector and matrix for development opportunities and funders / partners including public, private and non-profit sector (including further engagement with the AIDC for plans on a Tembisa automotive hub) 3. Develop recommendations on models for micro-franchising, outlet linkages etc with motor industry sector that can support township microenterprise 4. Support the City to engage with potential partners for business development support opportunities. 	<p><i>Provide a motivation for and indicative the roles of the stakeholder.</i></p> <p>Stakeholders to be identified upon project commencement.</p>	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <ol style="list-style-type: none"> 1. Private sector partners to be identified by SLF

City Beneficiaries	Risks						
<p><i>Target departments and programmes.</i></p> <p>The project will enhance the capacity of the City Department of Economic Development to gain institutional support from public, private and non-profit sectors for project implementation in supporting Thembisa aftermarket automotive micro-enterprises.</p>	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> 1. Political instability disrupts the project development process. 2. Project partners fail to honour their chartered commitments throughout the project development cycle. 3. Informal businesses have competitive advantages over formalised micro-enterprises. 4. Formal sector businesses do not find it feasible to consider different or new operational models that can support township business 						
Community Beneficiaries	Assumptions						
<p><i>Target groups and numbers.</i></p> <p>Micro-enterprises in the township automotive after-sales sector. This high-level strategic support will benefit up to 500 township automotive businesses already operating in the Tembisa area.</p>	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 1. The City remains committed to its township aftermarket automotive sector. 2. The project timeframe is sufficient to complete all identified engagements and consultative processes, with engagements not unnecessarily impacted by disruptions internal to the project or external to the project. 						
Alignment with Programmes	Funding Requirement	Estimated Budget					
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>Bolsters City strategy to develop an automotive hub in Thembisa with AIDC</p>	<p>Metro / City</p> <p>Capex</p> <p>Opex</p> <p>External Sources</p> <p>Total</p>	<table border="1"> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> </table>					
Alignment with Policies	Status of external funding						
<p><i>Indicate how project aligns with metro policies.</i></p> <ul style="list-style-type: none"> • Integrated Development Plan, 2016 – 2021 (2019/20 Review) • Metropolitan Spatial Development Framework, 2015 	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p>						

Endorsement

City Endorsement

Project Timeframe

Indicate the status of metro endorsement.

Formal endorsement from the City for this initiative is contingent on the acceptance and adoption of this Charter

Start Date May 2022

End Date May 2023

Total Time 12 Months

Partner's Endorsement

Indicate the status of partner endorsement.

GDED are yet to respond but have indicated strategic value to supporting such projects
The CSP TED technical assistance team has secure funding up until February 2023 (subject to an extension to December 2023).

Additional notes and annexes

Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.

Annexes:

- Situational Analysis report on Thembisa townships as prepared by SLF for the CSP-TED:
https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/Thembisa%20Situational%20Analysis%20Report%20v_2.6.1.pdf

Annex 1. Stakeholder Engagement Workshop Visualisation



01. Workshop Invitation



02. Car Wash seen on Site Visit



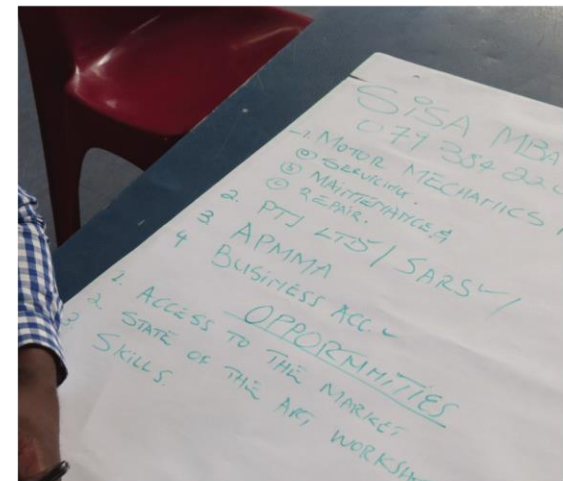
03. Workshop Introduction



04. Workshop Discussion



05. Workshop Discussion



06. Participant Poster

Figure 54: Visual Summary of Participatory Engagement, Automotive Sector

Charter Checklist

Have community needs been incorporated into project design?	Yes.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	No; but aligns to the focus area to create an enabling environment for inclusive growth and job creation.
Have project partners agreed to their roles and commitments?	Yes.

City of Ekurhuleni
Township Economic
Development Project

Project Charter

Thembisa

Plan and implement a revitalisation
and urban management strategy for
the Leralla Market

Project Number: 3

Date: 05 May 2022

Version: 6



20 Project 3: Plan and Implement a Revitalisation and Urban Management Strategy for the Leralla Market

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>Leralla Traders Market is part of a larger economic precinct that comprises a diverse cluster of civic and economic functions, including a municipal hall, public open space and shopping centre (Tembisa Plaza). The market is well supported by key mobility systems and infrastructure such as the bus rapid transit (BRT) route and station along Andrew Mapheto Drive, a taxi rank and railway station.</p> <p>Leralla Trader Market is well located relative to adjacent neighbourhoods, which allows for high levels of pedestrian access. Historically, the market benefited from its proximate location to the Leralla station and Plaza shopping mall as generators of activity. The disruption to the regular trains service has rendered the market vulnerable. Similarly, the July 2021 civil unrest resulted in extensive damage to the shopping centre, which has had to close, temporarily, for renovations. The planned revival of these economic generators will once again stimulate demand, to the benefit of the market traders.</p> <p>The project opportunity is to plan a strategic set of operational and spatial interventions to rehabilitate / refurbish the market. These interventions can enable the market to fulfil its role in this important secondary node as a complementary and synergistic economic asset. The project focuses on the rehabilitation of the market stalls and space, in support of the broader development visions set out in the Leralla and Thiteng precinct plans.</p> <p>The project outlines a course of immediate investment in the market to support its revival, strengthen synergies, and institutionalise a strategy for its management.</p> <p>Note: The approved TED Project shall not be used for the assessment of land development applications for changes to land use rights. For purposes of assessment of such land development applications, the provisions of the</p>	<p><i>Indicate the main departments / divisions involved in the project.</i></p> <ol style="list-style-type: none"> 1. Economic Development / Community Enterprise Development 2. City Planning / Metropolitan Spatial Planning and Precinct Plans. 3. Real Estate / Facilities Management. 4. Environmental Resource & Waste Management / Waste Management 5. Environmental Resource & Waste Management / Parks and Cemeteries 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Mpho Nche, Sthembiso Garane, Neville Govender 2. Andile Sitshaluza, Andile.Sitshaluza@ekurhuleni.gov.za 3. TBC 4. TBC 5. TBC

<p>Thiteng BRT Station and Leralla Precinct plan, supported by the Municipal Spatial Development Framework and Regional Spatial Development Framework, shall prevail.</p>		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The project goal is to rehabilitate the Leralla Traders Market to operate as a highly functional economic unit whilst contributing to the overall functioning of the Leralla and Thiteng precincts. The optimal functioning of the market will contribute to the increased economic performance of the node as an important retail site for medium and low-income residents. This project will contribute towards this goal by assisting the City to revitalise the market facility through refurbishment, improving the spatial configuration of the stalls and use of space, and enhancing the institutional set-up for precinct management.</p>	<p><i>Which department / division will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> 1. Community Enterprise Development 2. Metropolitan Spatial Planning and Precinct Plans 	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> 1. Mpho Nche ('Mpho Nche' Mpho.Nche@ekurhuleni.gov.za; Sthembiso Garane, Sthembiso.Garane@ekurhuleni.gov.za; Neville Govender, Neville.Govender@ekurhuleni.gov.za 2. Andile Sitshaluza, Andile.Sitshaluza@ekurhuleni.gov.za
Quantifiable Indicators of Achievement	Partner 1 / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. A project planning workshop conducted by August 2022 to review the outcome of the project charter development process and prioritise the project within the 2022-23 departmental budget. 2. Up to 2 stakeholder engagement workshops undertaken with Leralla nodal stakeholders (including Plaza Mall owners) to identify opportunities for stakeholder-driven precinct management, with roles and responsibilities for advancing these strategies agreed by December 2022. 3. A revitalisation plan for the market and surrounding public open space area developed by December 2022, specifying: <ol style="list-style-type: none"> a. Reorganised/redesigned trading stall layout (organised into types of trade) b. New or improved trader stall structures (secure with sufficient weather protection and electricity) c. Refurbishment of the ablution block d. Provision of storage facilities e. Perimeter control/fencing f. Upgrades to the park and recreation spaces. 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> 1. CSP TED Project. The project technical assistance team will support the project through research, facilitation and planning. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Thiresh Govender, Jessica Blumberg, Andrew Charman, Carol Masingi, Heather Kruger

<ol style="list-style-type: none"> 4. A high-level spatial development concept note produced by February 2023, specifying priority public environment upgrades (including surfaces, lighting, landscaping, water points, signage, and advertising). 5. Specified refurbishment work completed by December 2023. 6. By June 2022, PEP work opportunities integrated into the management strategy for the node. 7. A precinct management strategy, with commitments from the traders' organisation and other nodal stakeholders, instituted by February 2023. 8. An agreement between the CoE and PRASA reached by December 2023 for the immediate and long-term management of Intersite land to reduce risk to the trader market from crime, land encroachment and waste flows. 		
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Key Activities / Deliverables	Stakeholders/ Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> 1. Share the findings from the 2021 charter development (participatory planning) workshop with the Leralla Market Traders Committee with project departmental members and advise on project institutionalisation. 2. Support the City to conduct a series of engagement workshops with core stakeholders within the Leralla node to identify community-driven and private sector strategies that could contribute towards the enhancement and management of the traders' market. 3. Support the City to develop a revitalisation plan for market, prioritising facilities upgrades, refurbishment of structures and core maintenance on water, sewerage and electricity infrastructure. 4. Advise the City on supportive / synergistic upgrades to the public environment surrounding the market. 5. Support the City to develop ToRs for appointing appropriate service providers to undertake specified work in accordance with the revitalisation plan. 6. Support the City to develop an approach for integrating Public Employment Programme (PEP) opportunities within the management of the traders' market and surrounding public open space. 7. Advise the City on institutionalising a precinct management strategy that includes waste management, market trader registration, revenue generation and safety and security. 	<p><i>Provide a motivation for and indicative the roles of other stakeholders.</i></p> <ol style="list-style-type: none"> 1. Leralla Traders Organization: precinct management, including co-ordinating waste management and instituting measures to enhance safety and security. 2. PRAASA / Intersite: To explore approaches to engage with unmanaged and dysfunction railway land. 3. Tembisa Plaza: To mobilise their participation in precinct management. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Traders' Committee (TBC). 2. TBC. 3. TBC

<p>8. Support the City to secure an agreement with PRASA/Intersite for the urgent management of its land, advancing the need for: i) rehabilitation of infrastructure, ii) waste management and iii) safety and security.</p>		
City Beneficiaries		Risks
<p><i>Target departments and programmes.</i></p> <p>The TED project will enhance the capacity of City departments (Economic Development and Facilities and Real Estate) to manage trader infrastructure, through planning, transversal co-ordination for service delivery, and facilitation of partnership responsibilities in support of precinct management.</p>	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> 1. Absent and disengaged landowners (Intersite and Tembisa Plaza). These properties and their integrated functioning are critical to the success of the node and impact of any investment. 2. Political instability can be disruptive in following through with the long-term vision of the project. 3. Limited support by community stakeholder/end-users can compromise the performance and functionality of the project. Mitigate through meaningful stakeholder engagement and alignment of project towards these processes. 4. Poor and absent urban management will render infrastructure investment to be ineffective and prone to decay. This can be mitigated by ensuring that the investments are preceded by a strong management plan with active stakeholder engagement. 	
Community Beneficiaries		Assumptions
<p><i>Target groups and numbers.</i></p> <ol style="list-style-type: none"> 1. Leralla traders, 2. Leralla nodal businesses, including the Thembisa Plaza Shopping Centre, 3. Retail shoppers and visitors, 4. Hostel dwellers and residents of the surrounding area. 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 1. The project will be supported by line departments with transversal interests in this project, including Metropolitan Spatial Planning, Facilities and Real estates, and Environmental Recourse and Waste Management. 2. The project will be supported by an active and functional precinct management entity that is aligned and consent to the project's objectives. 3. Law enforcement will act against identified local businesses / individuals that dump rubble and domestic waste in the market or public park. 4. The trader association will work in a coordinated manner for the collective well-being and vision of the market and facilitate the registration of market users. 5. The City will endeavour to secure an agreement with the shopping centre (Tembisa Plaza) to participate in the precinct management of the node. 	

Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The project aligns with the departmental programme to facilitate the formalisation of township businesses and oversee their registration.</p>	<p>Metro / City</p> <p>Capex</p> <p>Opex</p> <p>External Sources</p> <p>Total</p>	<p>TBC R5 000,000</p> <p></p> <p></p> <p></p> <p>TBC 5 000,000</p>
Alignment with Policies	Status of external funding	
<p><i>Indicate how project aligns with metro policies.</i></p> <ol style="list-style-type: none"> Integrated Development Plan, 2016 – 2021 (2019/20 Review) This project supports the ‘pro-poor’ principle set out in the IDP, which highlights the need for the rollout of infrastructure to provide ‘quality municipal services to the poor’. Metropolitan Spatial Development Framework, 2015 This project upholds the following objectives set out in the MSDF: <ul style="list-style-type: none"> <i>Objective 2</i>, which seeks to ‘develop a well-defined system of activity nodes.’ This market forms part of a secondary node, which plays a role in the system of activity nodes in Tembisa. <i>Objective 3</i>, to ‘promote the development of a sustainable compact urban structure’, by seeking to regenerate a node by intensifying activity and using infrastructure and land more optimally. <i>Objective 5</i>, which seeks to ‘optimise job creation capacity of the formal economy’, with a specific focus on the retail sector in Tembisa. <i>Objective 7</i>, ‘actively promote sustainable public transport’ by encouraging a diverse range of land uses in an appropriate node close to the Andrew Mapheto Drive corridor. <i>Objective 10</i>, ‘promote sustainable livelihoods development’, through supporting informal enterprises with adequate infrastructure to operate from. 	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The CSP TED technical team is funded by National Treasury.</p>	

3. **Region B Regional Spatial Development Framework, 2015**
 - This project upholds the development strategy to promote sustainable housing/urban development in that it seeks to optimise the use and function of an existing neighbourhood node.
4. **Tembisa Strategic Development Framework**
 - Leralla is an activity node – promoting investment in this node that takes into existing users into account will enhance the function of the node and could have a catalytic impact on the achievement of a more cohesive and functional node.
5. **Thiteng BRT Station Precinct**
 - The node fulfils a supportive role in respect to the Thiteng BRT Station Precinct, with the Leralla station situated within walking distance of the Precinct.
6. **Informal And Street Trading Policy and Management Framework 2008**
 - Revitalising the Leralla Market upholds policy objective 3.3. (b) of the framework, which addresses the need to properly manage existing markets.

Endorsement

City Endorsement

Indicate the status of metro endorsement.

The Project charter was developed in consultation with the relevant departments and will be submitted to EXCO for approval.

Project Timeframe

Start Date April 2022

End Date

Total Time TBC Months

Partner's Endorsement

Indicate the status of partner endorsement.

The CSP TED technical assistance team has secure funding up until February 2023 (subject to a project extension to December 2023).

The Presidential Employment Stimulus has committed to support Metros roll-out PEP programmes from January to June 2022.

Additional notes and annexes

Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.

See Sections 11.5. and 11.6. of the Tembisa Situational Analysis report for spatial references for the Leralla Traders Market:

https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/Thembisa%20Situational%20Analysis%20Report%20v_2.6.1.pdf

Annexes:

1. **Thembisa Study Area:** Indicating where the Township Economic Development projects are located spatially, this applies to those projects that have specific locations.
 2. **Leralla Traders Markets Conceptual Development Proposal - Layout:** Informed by Situation Analysis and stakeholder engagement workshops.
 3. **Stakeholder Engagement Workshop Visualisation**
-

GENERAL STUDY AREA & PROJECTS

01. STREET SIGNAGE

Street signage / advertising extensively utilised to promote local businesses.

02. AUTOMOTIVE SECTOR

Improve business development support for micro-enterprises in the after-sales automotive sector.

03. LERALLA TRADER MARKET

A precinct management plan instituted and upgrades completed for Leralla trader market.

04. DIGITAL PLATFORMS

Businesses have greater financial literacy and have access to services and technologies, including digital platforms.

05. SMALL SCALE RENTAL ACCOMODATION

Private/household investment in backyard rental housing units encouraged, and a gradual process of upgrading and formalisation supported.

06. TRAIN STATION NODES

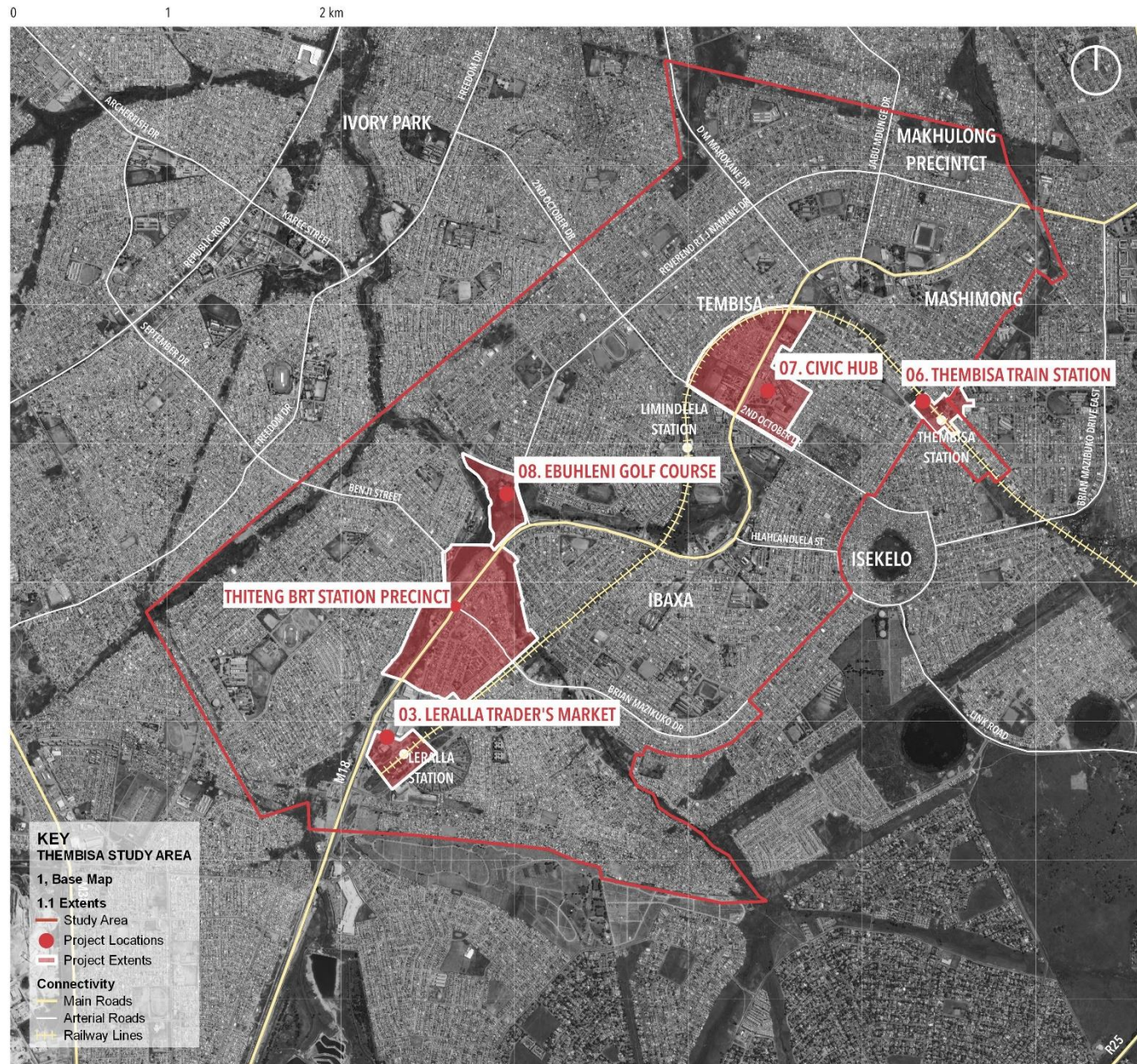
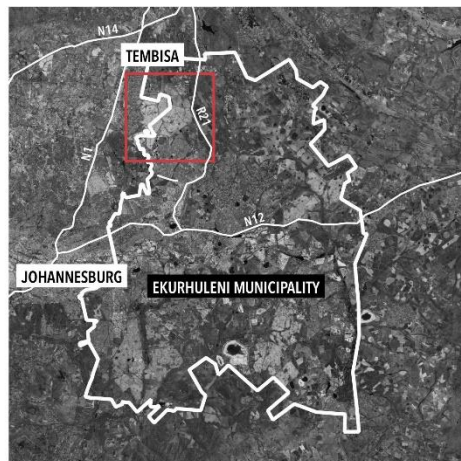
Train station nodes revitalised for mixed-use.

07. THEMBISA CIVIC HUB

Thembisa civic hub transformed into a business and service hub.

08. EBUHLENI GOLF COURSE

The Thembisa golf course is re-habilitated as a recreational facility, social space and conserved green belt.



Annex 1: Thembisa Study Area: Indicating where the Township Economic Development projects are located spatially, this applies to those projects that have specific locations.

Figure 55: Thembisa Study Area, location of spatially targeted projects

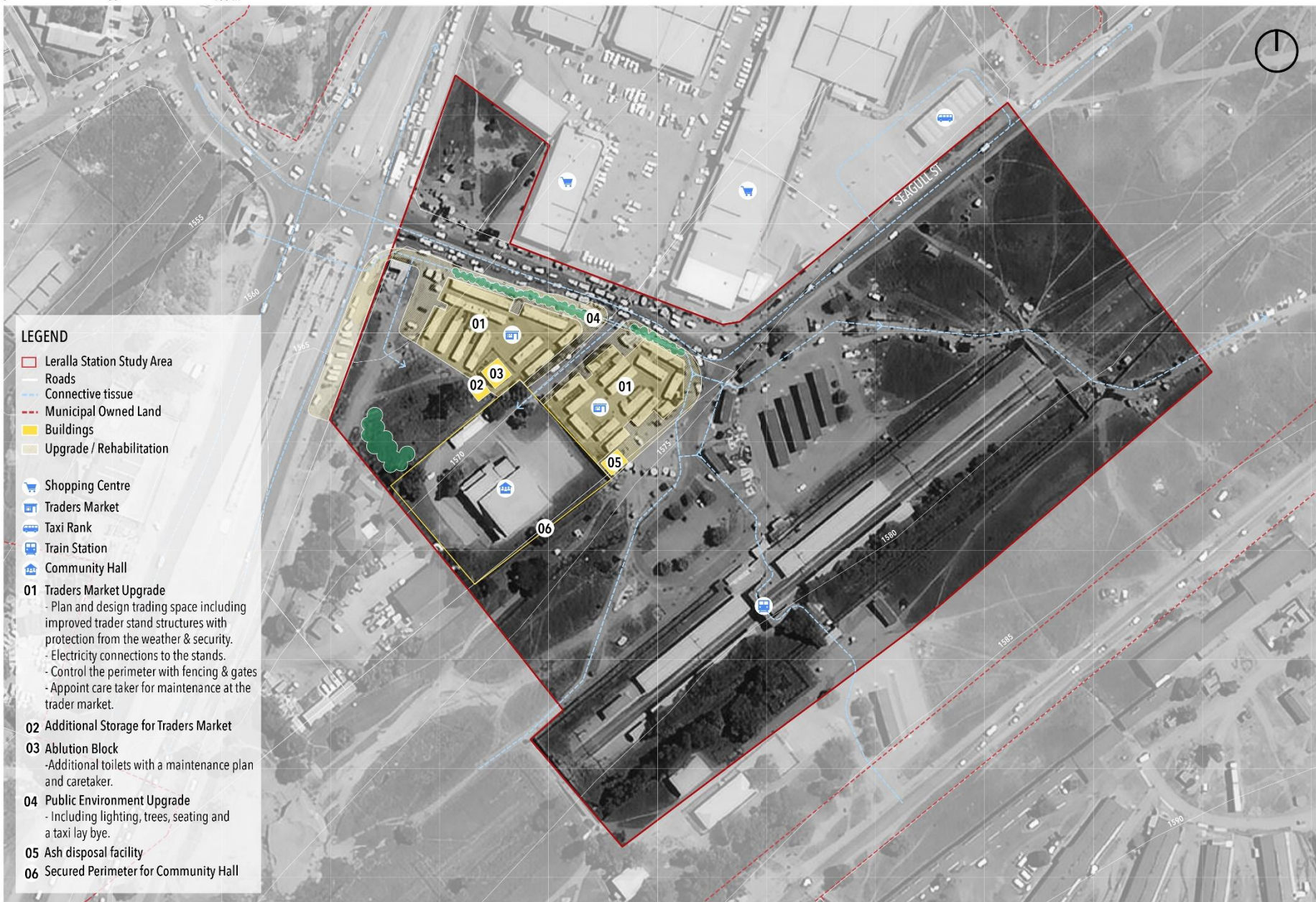


Figure 56: Preliminary Concept for Leralla Market Revitalisation

LERALLA MARKET WORKSHOP

What do you want to see
in the Leralla Market that
will help your business?

You are invited to a planning
workshop.

Date: 17 November 2021



01. Workshop Invitation



02. Site Visit



03. Workshop Introduction



04. Focus Group



05. Co-Produced Map



06. Workshop Feedback

Figure 57: Visual Summary of Participatory Engagement, Leralla Market

Charter Checklist

Have community needs been incorporated into project design?	Yes, a community engagement workshop was held with traders who operate in the market.
Has the project concept been internally reviewed?	Yes
Has the project been included in the IDP?	No, but aligned to strategic objectives set out in IDP
Have project partners agreed to their roles and commitments?	Yes

City of Ekurhuleni
Township Economic
Development Project

Project Charter

Thembisa

Improve financial literacy and access
to digital services for businesses

Project Number: 4

Date: 30 May 2022

Version: 4

ctiEs
SUPPORT PROGRAMME



21 Project 4: Improve Financial Literacy and Access to Digital Services for Businesses

Project Team		
Opportunity Statement	Department / Roles	Opportunity Statement
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Tembisa Township Economy Development (TED) project responds to an urgent need to facilitate impactful investments in township economies. In phase 1 of the TED project, the Situational Analysis highlighted development opportunities through improving access to and integration of micro-enterprises in the digital economy.</p> <p>As part of the Situational Analysis, the TED Project found that most township micro-enterprises are poorly integrated into the digital economy. Whilst there have been notable advances in adoption of communications technology and platforms (including smart phones and social engagement Apps), few businesses conduct or enable digital transactions. Furthermore, a low proportion of micro-enterprises utilise the range of digitally positioned business development support services accessible to SMMEs in the South African context, which include financial management tools, organisational tools, marketing tools and platforms, data management tools and training resources.</p> <p>Existing research highlights a range of obstacles to digital inclusion. These include technical barriers, such as the high costs of data, poor connectivity speeds, low quality cell phone handsets and low levels of usage / ownership of PCs, and social barriers, such as poor levels of education and technical skills, mistrust and uncertainty on data security, and a preference for cash-based trading.</p> <p>The City of Ekurhuleni (CoE), along with various private companies (including not-for-profits & development agencies) have initiated a number of programs to influence and enable digital inclusion. The CoE libraries provide free WiFi and access to computers, along with training on computer literacy and use of software. Other interventions include the partnership between the CoE and A2Pay which provides spaza shops (grocery) retailers with access to subsidized vending and stock management solutions, including credit. There are also a number of demand side initiatives that seek to encourage the recipients of state</p>	<p><i>Indicate the main departments / divisions involved in the project.</i></p> <ol style="list-style-type: none"> 1. Economic Development / Community Enterprise Development 2. Sports, Recreation, Arts and Culture / Library and Information Services (TBC) 	<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Tembisa Township Economy Development (TED) project responds to an urgent need to facilitate impactful investments in township economies. In phase 1 of the TED project, the Situational Analysis highlighted development opportunities through improving access to and integration of micro-enterprises in the digital economy.</p> <p>As part of the Situational Analysis, the TED Project found that most township micro-enterprises are poorly integrated into the digital economy. Whilst there have been notable advances in adoption of communications technology and platforms (including smart phones and social engagement Apps), few businesses conduct or enable digital transactions. Furthermore, a low proportion of micro-enterprises utilise the range of digitally positioned business development support services accessible to SMMEs in the South African context, which include financial management tools, organisational tools, marketing tools and platforms, data management tools and training resources.</p> <p>Existing research highlights a range of obstacles to digital inclusion. These include</p>

welfare grants to transition to cash-less transactions via technology platforms, such as those situated in spaza shops.

The Innovation Hub's eKasiLabs programme operates a micro innovation hub facility in Thembisa. The eKasiLab provides tech entrepreneurs with mentoring, access to finance and fabrication facilities.

A promising development in respect to digital inclusion in the township context is the emergence of micro-enterprises that provided digitally enabled goods and distribution services, with business conducted via digital platforms. Some of these businesses have developed a unique brand and offering. At the policy level, the enactment of the Gauteng Township Economic Development bill will create an enabling environment for the roll-out, by private companies, of last-mile broadband internet infrastructure.

technical barriers, such as the high costs of data, poor connectivity speeds, low quality cell phone handsets and low levels of usage / ownership of PCs, and social barriers, such as poor levels of education and technical skills, mistrust and uncertainty on data security, and a preference for cash-based trading.

The City of Ekurhuleni (CoE), along with various private companies (including not-for-profits & development agencies) have initiated a number of programs to influence and enable digital inclusion. The CoE libraries provide free WiFi and access to computers, along with training on computer literacy and use of software. Other interventions include the partnership between the CoE and A2Pay which provides spaza shops (grocery) retailers with access to subsidized vending and stock management solutions, including credit. There are also a number of demand side initiatives that seek to encourage the recipients of state welfare grants to transition to cash-less transactions via technology platforms, such as those situated in spaza shops.

The Innovation Hub's eKasiLabs programme operates a micro innovation hub facility in Thembisa. The eKasiLab provides tech entrepreneurs with mentoring, access to finance and fabrication facilities.

A promising development in respect to digital inclusion in the township context is the emergence of micro-enterprises that provided digitally enabled goods and distribution services, with business conducted via digital platforms. Some of these businesses have developed a unique

		brand and offering. At the policy level, the enactment of the Gauteng Township Economic Development bill will create an enabling environment for the roll-out, by private companies, of last-mile broadband internet infrastructure.
Project Goal	Lead / Coordinator	Project Goal
<p><i>Summarise the project goal.</i></p> <p>The Project goal is to enable scaled inclusion of township businesses and residents in the digital economy.</p> <p>The Thembisa TED project will support this goal through developing a strategy for the CoE to leverage digital inclusion through targeted spatial and enterprise development support in collaboration with strategic partners.</p>	<p><i>Which department / division will provide the lead / co-ordination?</i></p> <p>6. Economic Development / Community Enterprise Development</p>	<p><i>Summarise the project goal.</i></p> <p>The Project goal is to enable scaled inclusion of township businesses and residents in the digital economy.</p> <p>The Thembisa TED project will support this goal through developing a strategy for the CoE to leverage digital inclusion through targeted spatial and enterprise development support in collaboration with strategic partners.</p>
Quantifiable Indicators of Achievement	Partners / Roles	Quantifiable Indicators of Achievement
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. A digital inclusion strategy for the Ekurhuleni township economy developed by December 2022, with up to 3 strategic partnerships to support the City implement projects. The strategy is to integrate global experiences and learning, as facilitated by World Bank supported experts. 2. Through partnerships, the City provides township entrepreneurs with access to digital platforms and services at enabled facilities. At least 500 township entrepreneurs / community members utilize City facilities by December 2022, to access business development support platforms, including software. 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> 1. CSP TED Project: will provide technical support to advise the City on strategies, and facilitate partnerships and approaches to enhance the participation of township micro-enterprises in the digital economy. 2. World Bank Group: will provide specialist strategic advice on the City's digital inclusion strategy. 	<ol style="list-style-type: none"> 7. Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement. 8. 9. A digital inclusion strategy for the Ekurhuleni township economy developed by December 2022, with up to 3 strategic partnerships to support the City implement projects. The strategy is to integrate global experiences and learning, as facilitated by World Bank supported experts. 10. Through partnerships, the City provides township entrepreneurs

<ol style="list-style-type: none"> 3. A workshop with private sector companies and public stakeholders conducted by September 2022 to identify City actions to fast-track broad-band roll-out in Ekurhuleni townships, using Thembisa as a pilot. 4. A workshop with Thembisa digital entrepreneurs / programmers conducted by September 2022, including an investigation of data needs and mechanisms for data collection, resulting in recommendations for appropriate business development support (BDS) services. 5. A knowledge-sharing workshop to understand obstacles to digital financial inclusion, co-convened by the City and Finmark Trust, held by September 2022. 6. A minimum of 1 hackathon event, driven by partners, conducted by September 2022 with the participation of Tembisa township tech entrepreneurs / programmers. 	<ol style="list-style-type: none"> 3. Finmark Trust: will share knowledge from the FMT Digital Eco System Project and provide strategic advice on the City strategy. 4. SAion: will i) be the leader partner in enabling and conducting a workshop with Thembisa digital entrepreneurs / programmers, ii) be the leader partner in enabling and conducting a hackathon, iii) provide free access, via libraries and other City facilities, to the resources available within the SAion SMME Business Hub and the SAion Digital Skills Hub with various other offerings to be included, such as the SAion Knowledge Hub, as and when they are launched. 	<p>with access to digital platforms and services at enabled facilities. At least 500 township entrepreneurs / community members utilize City facilities by December 2022, to access business development support platforms, including software.</p> <ol style="list-style-type: none"> 11. A workshop with private sector companies and public stakeholders conducted by September 2022 to identify City actions to fast-track broad-band roll-out in Ekurhuleni townships, using Thembisa as a pilot. 12. A workshop with Thembisa digital entrepreneurs / programmers conducted by September 2022, including an investigation of data needs and mechanisms for data collection, resulting in recommendations for appropriate business development support (BDS) services. 13. A knowledge-sharing workshop to understand obstacles to digital financial inclusion, co-convened by the City and Finmark Trust, held by September 2022. 14. A minimum of 1 hackathon event, driven by partners, conducted by September 2022 with the participation of Tembisa township tech entrepreneurs / programmers.
Key Activities / Deliverables	Other Stakeholders / Roles	Key Activities / Deliverables
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> 1. Support the City develop a robust project for advancing digital economy inclusion in the township context, via i) an overarching strategy to guide 	<p><i>Provide a motivation for and indicative the roles of other stakeholders.</i></p>	<ol style="list-style-type: none"> 7. Specify the main activities and deliverables. 8.

<p>key interventions, ii) the facilitation of partnerships to strengthen collaboration and co-ordination on enhancing access to digital resources, and iii) the utilization of digital business development support applications / tools.</p> <ol style="list-style-type: none"> 2. Advise the City on utilizing of existing City facilities (including libraries, business hubs and markets), to better support township micro-enterprises and enable these businesses to benefit from digital products and services. 3. Engage with private sector broadband (fiber) infrastructure development companies to understand obstacles to broadband roll out in the townships and advise the City on actions to fast-tract this process, using Thembisa as a pilot. 4. Support the City and BDS ecosystem stakeholders to conduct a workshop with emerging township digitally integrated business (transport operators, distributors, marketers, influencers, gamers, investors, real estate agents etc.) to assess the constraints to digital growth among micro-enterprises and provide recommendations for programme responses. 5. Facilitate an engagement with the City and BDS ecosystem stakeholders to engage with the findings from the Finmark Trust's research on barriers, obstacles and attitudes to financial inclusion with a particular focus on digital payments. Integrate key learnings in the inclusion strategy (activity 1). 6. Facilitate opportunities for township programmers and tech micro-entrepreneurs to participate in solution exploration initiatives, including information gathering workshops and hackathon. These events will be partner led. 	<ol style="list-style-type: none"> 1. Yes4Youth: roles to be confirmed but might include access to facilities and training programmes. 2. The Innovation Hub / eKasi Labs 3. SEDA: partnership facilitation and alignment to national programme opportunities. 	<ol style="list-style-type: none"> 9. Support the City develop a robust project for advancing digital economy inclusion in the township context, via i) an overarching strategy to guide key interventions, ii) the facilitation of partnerships to strengthen collaboration and co-ordination on enhancing access to digital resources, and iii) the utilization of digital business development support applications / tools. 10. Advise the City on utilizing of existing City facilities (including libraries, business hubs and markets), to better support township micro-enterprises and enable these businesses to benefit from digital products and services. 11. Engage with private sector broadband (fiber) infrastructure development companies to understand obstacles to broadband roll out in the townships and advise the City on actions to fast-tract this process, using Thembisa as a pilot. 12. Support the City and BDS ecosystem stakeholders to conduct a workshop with emerging township digitally integrated business (transport operators, distributors, marketers, influencers, gamers, investors, real estate agents etc.) to assess the constraints to digital growth among micro-enterprises and provide recommendations for programme responses. 13. Facilitate an engagement with the City and BDS ecosystem
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		<p>stakeholders to engage with the findings from the Finmark Trust's research on barriers, obstacles and attitudes to financial inclusion with a particular focus on digital payments. Integrate key learnings in the inclusion strategy (activity 1).</p> <p>14. Facilitate opportunities for township programmers and tech micro-entrepreneurs to participate in solution exploration initiatives, including information gathering workshops and hackathon. These events will be partner led.</p>
City Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The City of Ekurhuleni broadly, and the Department of Economic Development specifically, will benefit from an overarching digital inclusion strategy to support township residents and businesses advance their inclusion within digital economy. The City will gain from the facilitation of partnerships with private sector stakeholders to advance its service delivery mandate.</p>	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ul style="list-style-type: none"> • Partners are unable to maintain their commitments due to financial, legal or technical obstacles. • Political interference in project goal and political instability, resulting in shifts in Department objectives and programmes. • Existing municipal by-laws may hamper broadband roll-out. • Limited or no technical, financial and institutional support from the Gauteng Provincial Government in assisting the City to realise the objectives of the Gauteng Township Economic Development Bill. 	

	Opex	
	External Sources	
	Total	

Alignment with Policies

Status of external funding

<i>Indicate how project aligns with metro policies.</i>	<i>Indicate what actions are required to access funding and the status of applications.</i>
The Project is in alignment with the City of Ekurhuleni Growth and Development Strategy (2055).	The CSP TED technical team is funded by National Treasury. Partners have capacity and financial means to implement project components.
The Project goal is aligned to the objectives of the Gauteng Township Economy Development Bill to roll-out last-mile broadband within townships.	The World Bank South Africa will provide technical expertise to advise the City on its township economy digital inclusion strategy.

Endorsement

City Endorsement

Project Timeframe

<i>Indicate the status of metro endorsement.</i>	Start Date	<i>Indicate the status of metro endorsement.</i>
The Project charter has been developed in consultation with the Departments of Economic Development and SRAC and will be submitted to EXCO for approval.		The Project charter has been developed in consultation with the Departments of Economic Development and SRAC and will be submitted to EXCO for approval.
	End Date	
	Total Time	TBC

Partner's Endorsement

<i>Indicate the status of partner endorsement.</i>
<ul style="list-style-type: none"> The CSP TED technical assistance team has secure funding up until February 2023 (subject to a project extension until December 2023).

- The World Bank Group, South African office, has committed the services of an international consultant to support the City draw on global best practices to enhance strategies for improving digital inclusion in the township context.
- Finmark Trust will provide access to the learning from its Community Digitization Project (drawing on research and pilot that will be undertaken in Thembisa).
 - SAion can provide township entrepreneurs and community members with free access to its SMME Business Hub (<https://sation.org.za/smme-hub/>) and Digital Skills Hub (<https://sation.org.za/digitalskills/>) with various additional offerings to be included, such as the SAion Knowledge Hub, as and when they are launched.

Additional notes and annexes

Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.

Annexes:

- 1 Situational Analysis report on Thembisa townships as prepared by SLF for the CSP-TED
2. Stakeholder Engagement Workshop Visualisation



01. Workshop Invitation



02. Free Wi-Fi seen on Site Visit



03. Workshop Introduction



04. Workshop Discussion



05. Workshop Discussion



06. Participant Poster

Figure 58: Visual Summary of Participatory Engagement, Digital Economy Sector

Charter Checklist

Have community needs been incorporated into project design?	Yes, a community engagement workshop was conducted with businesses in Thembisa.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	No, but aligns to various strategic objectives set out in policy.
Have project partners agreed to their roles and commitments?	No.

City of Ekurhuleni
Township Economic
Development Project

Project Charter

Thembisa

Provide policy direction to enable
small scale affordable rental
development in City of Ekurhuleni
townships

Project Number: 5

Date: 5 May 2022

Version: 6

CTIES
SUPPORT PROGRAMME



22 Project 5: Provide Policy Direction to Enable Small Scale Affordable Rental Development in City of Ekurhuleni townships

Proposed Project Team		
Opportunity Statement	Department / Role	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The development of small-scale, affordable rental (SSAR) units within Thembisa and other townships and residential areas in the City of Ekurhuleni (CoE) is helping to meet the very sizeable demand for better housing. It also contributes to urban densification and creates local economic development opportunities. This includes investment in LFTE areas to transform former subsidised housing into different types of rented rooms and micro-flats. There is growing interest among property owners and investors in these opportunities. However, most developments do not comply with land-use and building regulations, some are unsafe and unhealthy, and the owners pay little or nothing towards municipal rates and service charges. The Land Use Scheme (2021) does not recognise or account for SSAR and results in the majority of SSAR units in Thembisa and similar townships being non-compliant with the requirements of the Scheme.</p> <p>The CoE recognises these development opportunities and the need to regularise and formalise SSAR, beginning with a better understanding of the phenomenon and the obstacles to regularisation and formalization. The Thembisa Township Economic Development (TED) Project's Situational Analysis emphasized the strategic value of backyard housing in the township economy in terms of the sectors' potentially catalytic effects on local physical, economic and social conditions.</p> <p>The Gauteng Township Economic Development Bill presents an important opportunity to advance the process of regularising and formalising SSAR housing. Schedule 1 of the Bill stipulates that all municipalities in Gauteng should: i) introduce building standards applicable to the township context, ii) consider alternative technologies for expanding existing properties and for new buildings, and iii) in respect of taxi ranks, introduce a zoning overlay with confers commercial rights, as well as rights to build up to 5 stories within 1km radius of the rank, subject to bulk services availability.</p> <p>The current project will contribute towards advancing the principles of the Township Economic Development Bill in the Thiteng Precinct, Thembisa, as a pilot. The Thiteng BRT Station Precinct Plan has been approved by Council. The Thiteng Precinct includes the Esangweni taxi rank. The</p>	<p><i>Indicate the main departments / divisions involved in the project.</i></p> <ol style="list-style-type: none"> 1. Human Settlements / Strategy and Planning 2. City Planning / Metropolitan Spatial Planning and Precinct Plans 3. Economic Development / Community Enterprise Development 4. Others (TBC): Water and Sanitation, Roads and Storm Water, Transport Planning & Provision. 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Maneo Thelejane, Matlala Seshweni, Jack Mosehlane 2. Mpho Makgalemele, Bathabile Moabi, Martin Bekker 3. Mpho Nche 4. Other members to be engaged as project advances.

<p>Precinct plan recommends the development of high-density social housing rental units along the mobility corridor of Andrew Mapheto Drive. It also recommends the densification of housing throughout the precinct and in the adjacent Secondary Nodes of Leralla and the Tembisa Civic Hub.</p>		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The project goal is to enable formal investment in the provision of affordable, small scale, rental units in townships and other residential areas in the City of Ekurhuleni at scale, specifically benefiting township homeowners and micro-developers.</p> <p>In contributing towards this goal, the project will support the City to improve its understanding of the economic and social opportunities arising from developing small-scale, affordable rental units, in LFTE and non-LFTE township areas; the barriers that currently prevent regularisation/formalisation and delivery at scale; and to identify a range of practical actions that may be taken to make progress towards developing City policies, procedures and guidelines to regularise/formalise these developments and enable increased delivery. The project will support the City to develop pilot interventions for the Thiteng Precinct that facilitate formalised and regularised SSAR units.</p>	<p><i>Which department / division will provide the lead / co-ordination?</i></p> <p>1. Human Settlements / Strategy and Planning</p>	<p><i>Indicate the key persons responsible for partner activities.</i></p> <p>1. Maneo Thelejane</p>
Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. A body of evidence assembled in the form of a Case Study on SSAR in the Thiteng Precinct showing different types of SSAR and the opportunities and challenges they present for regularisation/formalisation, thereby contributing towards addressing the housing backlog. The evidence should include the needs of micro-developers and the views of neighbours and community organisations. Outputs for internal circulation by November 2022. 2. Draft SSAR policies/procedures/guidelines for the City of Ekurhuleni including: <ul style="list-style-type: none"> – Proposals as to appropriate building standards to be applied to SSAR, – A Decision Support Framework that sets out steps and decision points that will enable relevant City Departments to review and approve SSAR development proposals and applications within City processes, – SSAR generic building plans dataset. 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> 1. Cities Support Programme and Township Economic Development Project: Partner roles are research, strategic advice, knowledge exchange, facilitation of workshops and a national symposium. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <p>1. Seth Maqetuka, David Gardner, Ros Gordon. TED Team: Karen Harrison, Andrew Charman, Ivan Turok and Andreas Scheba</p>

<ul style="list-style-type: none"> – Proposed approach for reviewing infrastructure and service provision to enable SSAR development <p>Outputs for internal circulation by November 2022.</p> <ol style="list-style-type: none"> 3. A minimum of 2 workshops with stakeholders in Thiteng (owner developers, SME developers, neighbourhood committees and neighbouring property owners) conducted with outcomes documented by November 2022. 4. Engagements undertaken with key stakeholders to obtain input into the Draft SSAR policies/procedures/ guidelines and agreement on inputs into the National Symposium and CSIR, NHBRC and the SA Standards Bureau to obtain views on the basis by which standards can be revised and agree inputs to a national symposium. Outcomes to be documented by November 2022. 5. A national symposium to consider options for revising building regulations in support of SSAR and input into the SSAR policies/procedures/guidelines. To be completed by June 2023. 6. Proposed plan to implement the SSAR policies/procedures/guidelines by the City of Ekurhuleni. To be completed by June 2023. 		
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Key Activities	Other Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <p>SITUATIONAL ANALYSIS</p> <ol style="list-style-type: none"> 1. Support the City to undertake an analysis of existing SSAR properties in the Thiteng Precinct in to understand the extent to which they transgress building and land use management regulations and undermine neighbourhood liveability. This analysis will include: <ul style="list-style-type: none"> – Defining the different typologies of development and the categories of built form (from a quality, health and safety perspective); and – Defining the basis by which land use management and building control regulations have been transgressed (including for example encroachment, building lines, density, fire and health safety). <p>On the basis of the analysis undertaken, develop recommendations on how existing SSAR units can be regularised/formalised.</p> <p>Information will be required from the CoE in respect of aerial photos, information on cadastral boundaries and underground infrastructure.</p> 2. Assess the findings from the analysis undertaken in 1 above against a similar process undertaken in Delft, City of Cape Town. 3. Support the City to undertake a review of SSAR related policies and identify key policy gaps in respect of planning, infrastructure, provision of services and building regulations and make 	<p><i>Provide a motivation for and indicative the roles of other stakeholders.</i></p> <ol style="list-style-type: none"> 1. DAG (TBC) This stakeholder will be engaged in terms of determining opportunities and challenges for regularisation/formalisation and the needs of micro-developers. 2. CSIR, NHBRC, SA Standards Bureau. These partners will be engaged in respect to framing standards and guidelines for informal / backyard property development. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. TBC

recommendations as to how these can be addressed. This review will incorporate work already undertaken by the CoE and other stakeholders in respect of planning regulations, building controls, streamlined admin procedures, overlay zones and prototype plans

4. Support the City to undertake meetings with DAG, CSIR, NHBRC and the SA Standards Bureau to obtain views on how standards can be revised and agree inputs to the proposed national symposium.
5. Support the City to plan and undertake a workshop with owner developers and SME developers operating in the SSAR sub-market in Thiteng to obtain their views on the policy/procedures/guidelines being formulated.
6. Support the City to plan and undertake a workshop with neighbouring property owners and neighbourhood committees and community organisations in Thiteng, to understand their concerns about and role in backyard property developments in order to inform policy/regulatory reforms and provide recommendations for how these might be addressed.
7. Engage with relevant City Departments to determine how infrastructure capabilities in Thiteng can be assessed to determine implications for increased SSAR development and develop recommendations as to how this could be applied elsewhere in the City

DESIGN/DEVELOP

8. Support the City to develop proposed policy/procedures/guidelines for SSAR enablement in the City of Ekurhuleni including:
 - Proposals as to appropriate building standards to be applied to SSAR
 - A Decision Support Framework that sets out steps and decision points that will enable City Departments to review and approve SSAR development proposals and applications within city processes
 - SSAR generic building plans dataset
 - Proposed approach for reviewing infrastructure and service provision to enable SSAR development
9. Apply the Decision Support Framework to 5 project applications and 5 regularisation of building transgressions in Thiteng as a pilot to determine applicability.

ENGAGE

10. Support the City to present its learnings on SSAR regularisation / formalisation at a national symposium on SSAR. The symposium will provide input into the development of policy/procedures/guidelines to enable SSAR in South Africa's cities. This will include both the regularisation/ formalisation of existing units and the development of new units and will include addressing the development of appropriate building regulations, planning and land use processes and provision of basic services.
11. Support the City to make recommendations for amendments to i) the town planning scheme, ii) township precinct plans, including Thiteng, plus the two secondary nodes of Leralla and

<p>Thembisa Civic hub (if required), as well as develop a plan for implementing the policy/procedures/guidelines developed in (8) above.</p>		
<p>City Beneficiaries</p>	<p>Risks</p>	
<p><i>Target departments and programmes.</i></p> <p>The TED Project will enhance the capacity of City officials to comprehend the complexity of the development opportunity, including risks, and formulate suitable responses, both within the City's mandate and at the inter-governmental level.</p> <p>Formalised property development will enable the City to benefit from enhanced revenues from rates and service charges and will also help the City to address the growing housing backlog and need for affordable rental.</p>	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> 1. The main risk involves raised expectations that are not fulfilled because little or no action follows the research and engagements with developers, local residents and community organisations. <i>This will be mitigated by careful communication during the consultations that this is research only.</i> 2. Coordination across departments. <i>This will be mitigated through the establishment of a joint Steering Committee in respect of the project where all departments will be represented.</i> 	
<p>Community Beneficiaries</p>	<p>Assumptions</p>	
<p><i>Target groups and numbers.</i></p> <ul style="list-style-type: none"> • Households in the City of Ekurhuleni benefitting from more and better homes, more valuable properties, and higher rental incomes – potentially thousands. • Small scale developers operating in the City of Ekurhuleni • Neighbours in Thembisa benefitting from a more regulated built environment, and more jobs from higher investment - potentially tens of thousands 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 1. Participating departments engage and collaborate transversally in support of the achievement of the Project goal. 2. Key stakeholders (NGO, CSIR, NHBRC, SA Standards Bureau) make inputs to the National Symposium and that there is wide support to achieve national consensus on resolving these issues. 3. National government (including Human Settlements) will support efforts to improve the regulatory environment affecting small-scale property developers with appropriate technical and financial inputs. Particular areas requiring attention include title deeds registration, national building regulations and funding for additional infrastructure capacity. Further that National Treasury will support grant reforms in respect of SSAR 	

Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>TBC.</p>	<p>Metro / City</p> <p>Capex</p> <p>Opex</p> <p>External Sources</p> <p>Total</p>	
Alignment with Policies	Status of external funding	
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The development of SSAR housing is aligned to the Thiteng BRT Station Precinct Plan. SSAR similarly aligns with the principles of the Guateng Township Economic Development Bill.</p> <p>Currently, the CoE town planning scheme does not recognize the need for regularize and formalize SSAR. City Officials however would like to establish a policy framework within the City.</p> <p>The Project will contribute towards the City of Ekurhuleni Growth and Development Strategy (2055), and the Strategic Objective of the current (2022) IDP to “deliver reliable, affordable and sustainable services and insure improve infrastructure maintenance”, specifically focusing on 2022-2027 Key Focus Area: “collaborate for transparent sustainable housing by increasing the scale of housing delivery through private initiative, densifying housing options, and ensuring more people own their homes and receive valid title deeds’.</p> <p>The project will be in alignment with national policies as follows:</p> <ul style="list-style-type: none"> • The Draft White Paper (Towards a policy foundation for the development of human settlements legislation) (2015) • The Integrated Urban Development Framework (2016) • National Department of Human Settlements and Social Housing Regulatory Authority • National Department of Human Settlements: Land Assembly Policy for the Human Settlements Sector (2020) 	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>Funding from the National Treasury Cities Support Programme and TED have been mobilised in respect of the partners. The World Bank providing Technical Support.</p> <p>External funding will be required for the proposed National Symposium, and this will be motivated as part of the implementation of the Project Charter.</p>	

Endorsement

City Endorsement

Project Timeframe

Indicate the status of metro endorsement.

The Project charter has been developed in consultation with the Departments of Human Settlements and City Planning and will be submitted to EXCO for approval.

Start Date January 2022

End Date June 2023

Total Time 18 months.

Partner's Endorsement

The CSP TED team are mandated to support the City with implementation of the specified activities. The TED project is scheduled to conclude in February 2023, subject to a project extension until December 2023.

The CSP TED and Housing Programme have appointed consultants to support the implementation of the specified activities.

Additional notes and annexes

Annexes:

1: Project Site Map

GENERAL STUDY AREA & PROJECTS

01. STREET SIGNAGE

Street signage / advertising extensively utilised to promote local businesses.

02. AUTOMOTIVE SECTOR

Improve business development support for micro-enterprises in the after-sales automotive sector.

03. LERALLA TRADER MARKET

A precinct management plan instituted and upgrades completed for Leralla trader market.

04. DIGITAL PLATFORMS

Businesses have greater financial literacy and have access to services and technologies, including digital platforms.

05. SMALL SCALE RENTAL ACCOMODATION

Private/household investment in backyard rental housing units encouraged, and a gradual process of upgrading and formalisation supported.

06. TRAIN STATION NODES

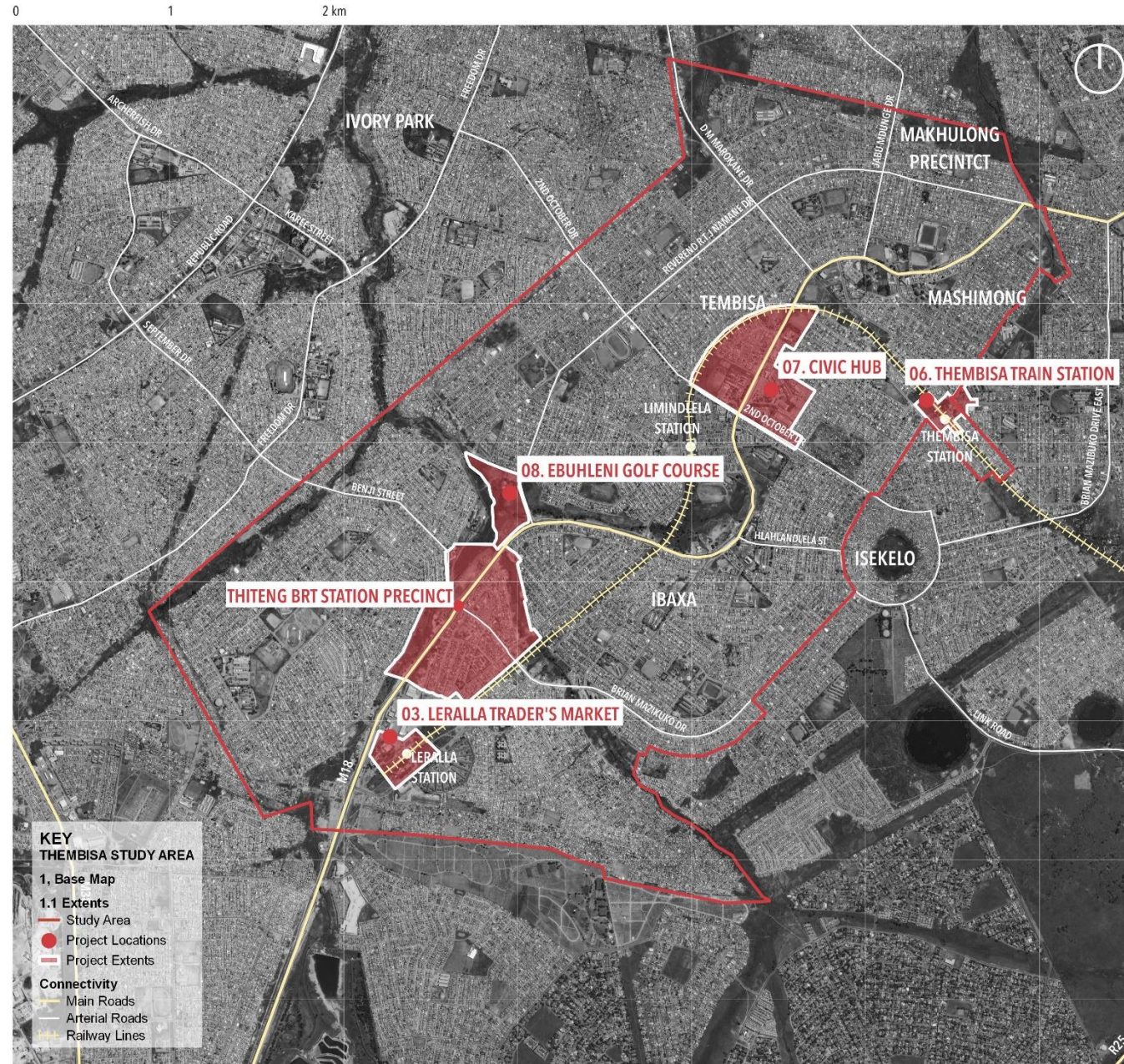
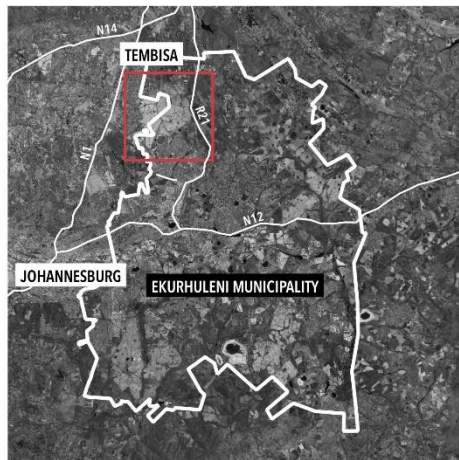
Train station nodes revitalised for mixed-use.

07. THEMBISA CIVIC HUB

Thembisa civic hub transformed into a business and service hub.

08. EBUHLENI GOLF COURSE

The Thembisa golf course is re-habilitated as a recreational facility, social space and conserved green belt.



Charter Checklist

Have community needs been incorporated into project design?	No, this is part of the project design.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	No, but SSAR development is recognised as a City objective.
Have project partners agreed to their roles and commitments?	No, this is being finalised.

Figure 59: Thembisa Study Area, Location of Spatially Targeted Projects

City of Ekurhuleni
Township Economic
Development Project

Project Charter

Thembisa

Train Station node revitalised for
mixed-use

Project Number: 6

Date: 5 May 2022

Version: 4

CTIES
SUPPORT PROGRAMME



23 Project 6: Train Station Node Revitalised for Mixed-Use Development

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Thembisa Township Economic Development (TED) project's Situational Analysis highlighted the need to fully develop station nodes.</p> <p>Tembisa Station is a strategically located site that forms part of a series of transit nodes within Tembisa. These nodes are well integrated into the adjacent urban fabric and ideally positioned to contribute to increased levels of economic activity and urban mobility. The development potential in the Tembisa Station node is tied to the railway system. At present the system is partially functional because of vandalism to the line that took place during the national stage 5 Covid-19 lockdown in 2020.</p> <p>The project focuses on optimising the City-owned land adjacent in the Tembisa Station node to bring about economic growth and intensification of mixed-uses. Optimising land use within the node would include effective management to reduce criminality, dumping and other effects of absent management of undeveloped land. The development of the site requires a multi-focal perspective that looks at immediate and long-term interventions. The project focus falls on the short-medium term; this timeframe is critical to ensure that public assets and the surrounding neighbourhood are not compromised.</p> <p>The node falls within the area designated by the Tembisa Hub Plan. This precinct plan is the primary policy to drive coordinated economic and spatial investment. The proposed project will enable immediate catalytic investment in support of the larger development ambitions of the precinct plan.</p> <p>Note: Intersite is the custodian of the majority of the land that forms part of the project and node. In order to truly achieve transit-oriented development around public transport interchanges, the Intersite land needs to be actively developed and managed over the long-term.</p>	<p><i>Indicate the main departments / divisions involved in the project.</i></p> <ol style="list-style-type: none"> 1. City Planning / Metropolitan Spatial Planning 2. Human Settlements / Strategy and Planning 3. Real Estate 4. Transport Planning and Provision 5. Economic Development Department 6. Roads and Stormwater Department 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Andile Sitshaluza <p>Andile.Sitshaluza@ekurhuleni.gov.za</p> <ol style="list-style-type: none"> 2. Musa Ndaba Musa.Ndaba@ekurhuleni.gov.za 3. TBC 4. TBC 5. Mpho Nche 6. TBC

Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The Project goal is to transform the Tembisa Station Node into an economically vibrant, mixed-use space for business, accommodation, transport and recreation, which is spatially integrated into the Tembisa Civic Hub.</p> <p>The project will contribute towards this goal through developing a management strategy, with tactical urbanism interventions, to stop the decay of the node. The Project will provide guidance on short and long-term infrastructure investments that are required to achieve a vibrant and economically integrated public transport node. The strategy will detail actions to actively manage City-owned land and resources, whilst facilitating inter-governmental engagement in respect to the Intersite land holdings.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> 1. City Planning 2. Human Settlements / Strategy and Planning 	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> 1. Andile Sitshaluza, Andile.Sitshaluza@ekurhuleni.gov.za 2. Maneo Thelejane, Maneo.Thelejane@ekurhuleni.gov.za
Quantifiable Indicators of Achievement	Partners / Roles	
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. A facilitated engagement with the City and NDPP conducted by August 2022. 2. A development and management strategy agreed by September 2022, with: <ol style="list-style-type: none"> a. A set of opportunities for stakeholder-driven nodal management, b. A high-level spatial development vision, focusing on City-owned land, c. A public employment programme instituted to enhance cleaning within the node. 3. A short-term nodal activation intervention, including tactical urbanism approaches, proposed by December 2022. 4. A nodal plan developed by December 2023, guided by the activation strategy, for infrastructure investments on City-owned land, providing: <ol style="list-style-type: none"> a. Public environment upgrade (including surfaces, lighting, landscaping, water points, signage, advertising) b. New or improved traders stall structures c. New public ablution block or access granted to the station ablutions d. Restore high mast lights e. Perimeter control/fencing 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> 2. Neighbourhood Development Partnership Programme (NDPP): technical support and project preparatory grant funding. The NT to support CoE engagements with Intersite. 3. CSP TED Project: The project technical assistance team will support the project through research, facilitation, and planning. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Eugenie Ninham Eugenie.Ninham@treasury.gov.za; Collins Sekele Collins.Sekele@treasury.gov.za 2. Thresh Govender, Jessica Blumberg, Heather Kruger & Karen Harrison

<ul style="list-style-type: none"> f. Taxi embayment areas developed g. Safe pedestrian and NMT routes (integrated with proposed/implemented routes) h. Activation and investment in the park to enable small business opportunity <p>5. Service providers appointed, within the current IDP (2022-2027), to prepare detailed designs for project implementation.</p> <p>6. An agreement between the CoE and PRASA reached by December 2023 for the immediate and long-term management of Intersite land, including:</p> <ul style="list-style-type: none"> a. Park, memorial and recreation spaces rehabilitated/redesigned b. Redevelopment of land parcels for mixed-use 		
Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> 1. Facilitate of an engagement with the City and NDPP on the outcome of the initial (2021) participatory engagement process with community members at which local development needs were articulated. Review identified development options and agree on a strategic plan of action through which the City could leverage development in the station node. 2. Support the facilitation of a station node development and management strategy that would include: <ol style="list-style-type: none"> a. conducting a series of participatory engagement workshops with core stakeholders to identify community, City and private sector driven strategies that could contribute towards the enhancement and management of this node. b. supporting the City to conceptualise a high-level precinct management plan, focusing on City owned land parcels and facilities to catalyse economic activity, enhance spatial connectivity and optimize synergies within the wider Thembisa Hub. c. advising the City on the effective use of public employment programmes to maintain, clear and enhance placemaking within the node. 3. Advise the City on short-term activation interventions, focusing on basic landscaping, fencing, waste management and security. 4. Advise the City to develop ToRs for appointing specialists to develop a public environment implementation plan, including a land release strategy for social housing. 	<p><i>Provide a motivation for and indicative the roles of the stakeholder.</i></p> <ol style="list-style-type: none"> 1. PRAASA / Intersite: To explore approaches to engage with unmanaged and dysfunction railway land. 2. National Department of Housing and social housing institutions / housing development companies: To facilitate opportunities for investment within the node and wider precinct. 3. Ekurhuleni Housing Company: development of social housing. 	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <ol style="list-style-type: none"> 1. TBC 2. TBC 3. TBC

<ol style="list-style-type: none"> 5. The City to commission detailed designs for the rehabilitation of the node, focusing on the public park, taxi stops, access NMT lanes, lighting, and infrastructure for traders. 6. Support the City to secure an agreement with PRASA / Intersite for the urgent management of its land, advancing the need for: i) rehabilitation of infrastructure, ii) release of land for social housing, iii) security of the site. 		
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City Beneficiaries

Risks

<p><i>Target departments and programmes.</i></p> <p>The project will enhance the capacity of City departments to advance strategic planning and instate precinct management with key strategic nodes. The project will contribute toward the operations of City Planning, Human Settlements, Real Estates and Transport Planning.</p> <p>Improvements in the Thembisa Station node will directly benefit the functionality of City enterprise development facilities within this node, including the skills training centre and FabLab.</p>	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> 1. The City does not have secure rights/ownership to key land within the precinct. The capacity of the City to develop the node is highly contingent on how Intersite can participate in the activation of its land. The absence of strategic will, capacity and resources to manage and develop the infrastructure and property of the Tembisa train station will compromise the economic and urban performance of the node. 2. Political instability can be disruptive in following through with the long-term vision of the project. 3. Limited support by community stakeholder/end-users can compromise the performance and functionality of the project. Mitigate through meaningful stakeholder engagement and alignment of project towards these processes. 4. The inability of the CoE to timeously release the land for development is a significant contributor to urban decay and lack of coordinated investment. 5. Weak urban management will render infrastructure investment to be ineffective and prone to decay. This can be mitigated by ensuring that the investments are preceded by a strong management plan with active stakeholder engagement. 6. Interference in procurement and selection of service provider teams.
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Community Beneficiaries

Assumptions

<p><i>Target groups and numbers.</i></p> <p>The project will benefit a range of community members and stakeholders, including the following:</p> <ol style="list-style-type: none"> 5. Informal street traders 6. Micro-enterprises operating within properties adjacent to the node, 7. Train commuters 8. Taxi operators 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 1. The PRASA train system will be full revitalised, and the stations will regain their full potential to generate economic, social and spatial development. The CoE will compel PRASA/Intersite to urgently activate the land or to render it secure and safe for the public, including commitments to maintenance, upgrading and
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<p>9. Property owners, whose properties may improve in value and who might benefit from development opportunities.</p> <p>The residents will benefit from enhancement to street lighting, pedestrian pathways, improvements to the local park, safe access to taxis and reduced crime risks from the improved management of the station.</p>	<p>security. These properties and their integrated functioning are critical to the success of the node and impact of any investment.</p> <ol style="list-style-type: none"> 2. The NDPP remains fully committed to support the development to the Tembisa station node as part of its commitment to the Civic Hub precinct. 3. The City fully utilises spatial planning and land use management capabilities to coordinate and activate property development within a node that aligns to the overall objectives of densification and economic intensification. 4. The project will be supported by line departments with transversal interests including law enforcement, transportation, spatial planning and land use management. 5. Infrastructure development would need to be supported by a robust urban management plan.
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Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>1. Ekurhuleni 10-point Economic Development Plan This project will contribute towards the following aspects of the economic development plan:</p> <ol style="list-style-type: none"> 1. Develop an enabling public transport system 2. Implement massive infrastructure investment 	<p>Metro / City</p> <p>Capex</p> <p>Opex</p> <p>External Sources</p> <p>Total</p>	<p>TBC</p>

Alignment with Policies	Status of external funding
<p><i>Indicate how project aligns with metro policies.</i></p> <p>7. Integrated Development Plan, 2016 – 2021 (2019/20 Review) This project supports the ‘pro-poor’ principle set out in the IDP, which highlights the need for the rollout of infrastructure to provide ‘quality municipal services to the poor’.</p> <p>8. Metropolitan Spatial Development Framework, 2015 This project upholds the following objectives set out in the MSDF:</p> <ul style="list-style-type: none"> • <i>Objective 2</i>, which seeks to ‘develop a well-defined system of activity nodes’. Especially noteworthy here is the subpoint to ‘improve and further develop existing nodes in the PDAs’, which specifically mentions the need to develop a primary node in Tembisa and provide intermodal transfer facilities. • <i>Objective 3</i>, to ‘promote the development of a sustainable compact urban structure’, by seeking to regenerate a node by 	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The CSP TED Project technical assistance team is funded by National Treasury to support the project development process up until February 2023 (with possible time extension).</p> <p>The CoE will engage the NDPP / NT on project funding as part of the Tembisa Hub Precinct implementation plan.</p>

<p>intensifying activity and using infrastructure and land more optimally.</p> <ul style="list-style-type: none"> • <i>Objective 6</i>, which seeks to ‘integrate the disadvantaged communities into the urban fabric’, specifically by focussing on promoting development around priority stations. • <i>Objective 7</i>, ‘actively promote sustainable public transport’ by encouraging a diverse range of land uses around transport infrastructure • <i>Objective 10</i>, ‘promote sustainable livelihoods development’, through supporting informal enterprises with adequate infrastructure to operate from. <p>9. Region B Regional Spatial Development Framework, 2015</p> <ul style="list-style-type: none"> • This project upholds the development strategy for an efficient movement system insofar as it seeks to enhance the functionality of the Tembisa Train Station node, which plays an important role in the transport system in Region B. <p>10. Tembisa Strategic Development Framework</p> <ul style="list-style-type: none"> • The Tembisa Station node is an activity node – this project seeks to strengthen the role of the station as an area that accommodates a concentration and mix of activities. <p>11. Tembisa Hub Plan, 2016</p> <ul style="list-style-type: none"> • This project will contribute towards the development of the Tembisa Train Station sub-precinct and give more detail to project T09, as indicated in the THP. <p>Note: The approved TED Project shall not be used for the assessment of land development applications for changes to land use rights. For purposes of assessment of such land development applications, the provisions of the Tembisa Civic Node Precinct plan, supported by the Municipal Spatial Development Framework and Regional Spatial Development Framework, shall prevail.</p>	
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Endorsement

City Endorsement	Project Timeframe	
<p><i>Indicate the status of metro endorsement.</i></p> <p>The charter was compiled in consultation with the relevant departments and will be submitted to EXCO for approval.</p>	Start Date	January 2022
	End Date	
	Total Time	Months

Partner's Endorsement

Indicate the status of partner endorsement.

The CSP TED technical assistance team has secure funding up until February 2023 (subject to an extension to December 2023). The Presidential Employment Stimulus has committed to support the CoE roll-out PEP programmes from January to June 2022. The charter was compiled in consultation with the NDPP.

Additional notes and annexes

Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.

Notes:

- See Sections 11.5. and 11.6. of the Tembisa Situational Analysis report for spatial references for the Tembisa Station Node:
https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/Thembisa%20Situational%20Analysis%20Report%20v_2.6.1.pdf

Annexes:

4. **Thembisa Study Area:** Indicating where the Township Economic Development projects are located spatially, this applies to those projects that have specific locations.
5. **Thembisa Station Node Conceptual Development Proposal - Layout:** Informed by Situation Analysis and stakeholder engagement workshops.
6. **Stakeholder Engagement Workshop Visualisation**

GENERAL STUDY AREA & PROJECTS

01. STREET SIGNAGE

Street signage / advertising extensively utilised to promote local businesses.

02. AUTOMOTIVE SECTOR

Improve business development support for micro-enterprises in the after-sales automotive sector.

03. LERALLA TRADER MARKET

A precinct management plan instituted and upgrades completed for Leralla trader market.

04. DIGITAL PLATFORMS

Businesses have greater financial literacy and have access to services and technologies, including digital platforms.

05. SMALL SCALE RENTAL ACCOMODATION

Private/household investment in backyard rental housing units encouraged, and a gradual process of upgrading and formalisation supported.

06. TRAIN STATION NODES

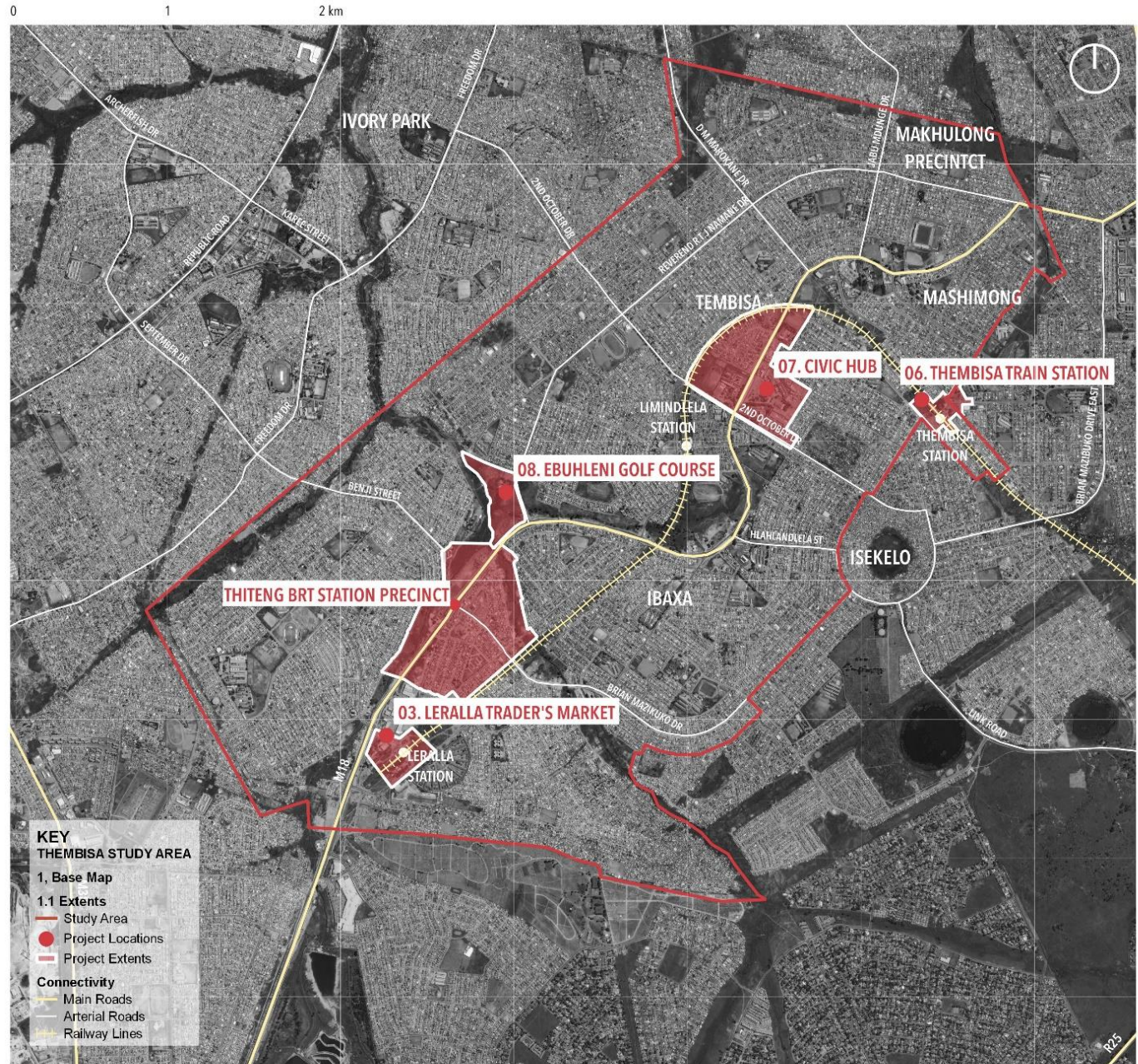
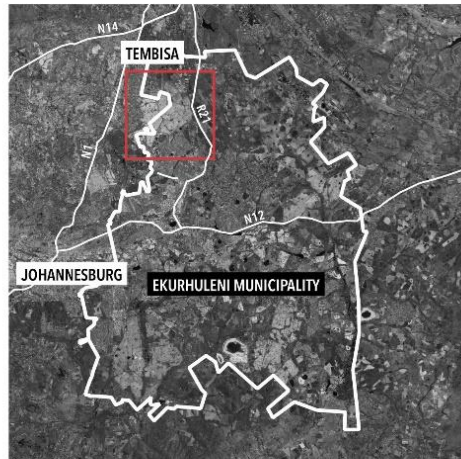
Train station nodes revitalised for mixed-use.

07. THEMBISA CIVIC HUB

Thembisa civic hub transformed into a business and service hub.

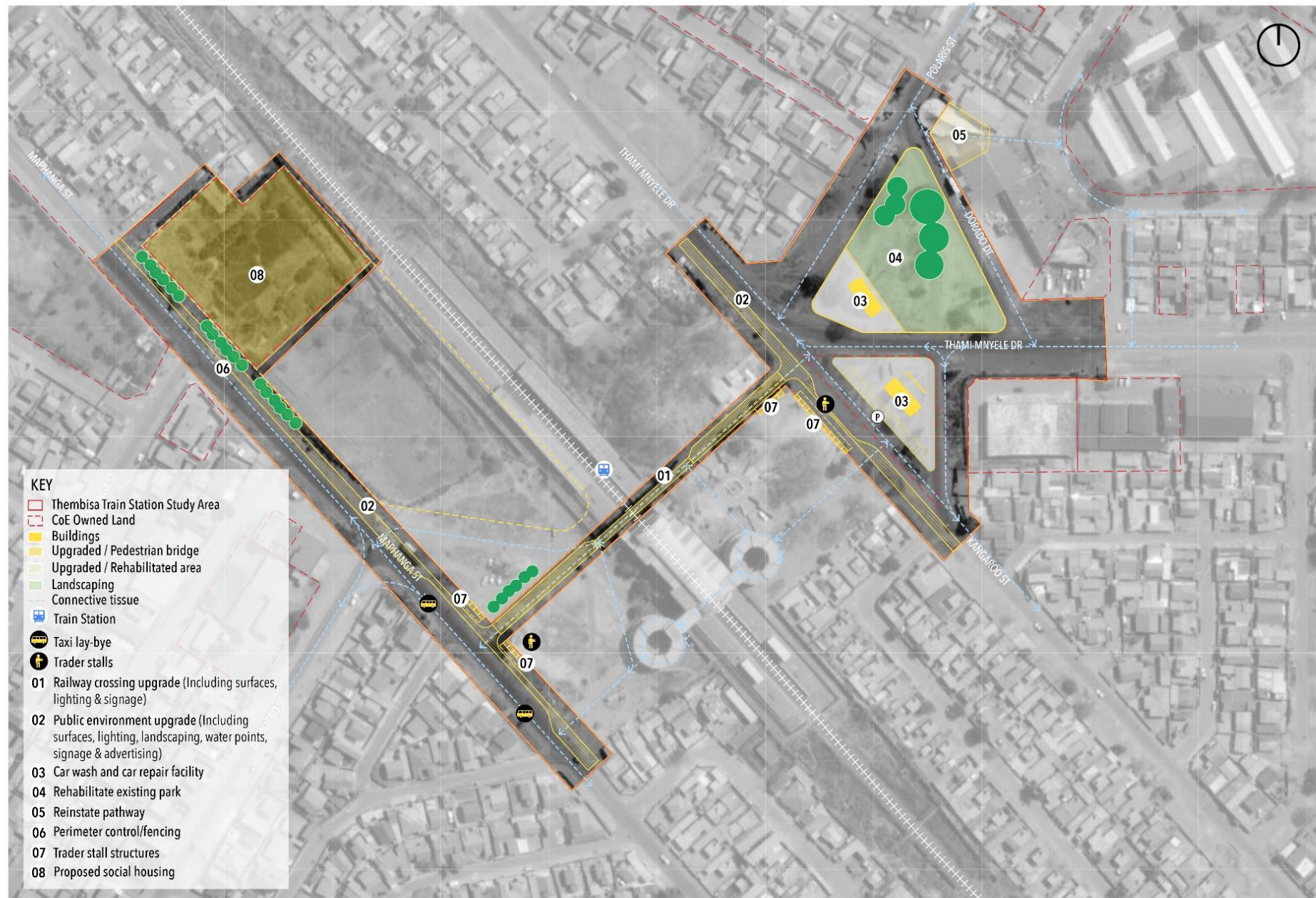
08. EBUHLENI GOLF COURSE

The Thembisa golf course is re-habilitated as a recreational facility, social space and conserved green belt.



Annex 1: Thembisa Study Area: Indicating where the Township Economic Development projects are located spatially, this applies to those projects that have specific locations.

Figure 60: Thembisa Study Area, Location of Spatially Targeted Projects



Annex 2: Thembisa Train Station Preliminary Concept Proposal: Informed by the Situation Analysis and stakeholder engagement workshops.

Figure 61: Preliminary Concept Proposal for Tembisa Train Station Revitalisation



01. Workshop Invitation



02. Site Visit



03. Workshop Introduction



04. Focus Group



05. Workshop Feedback



06. Workshop Participants

Figure 62: Visual Summary of Participatory Engagement, Tembisa Train Station

Charter Checklist

Have community needs been incorporated into project design?	Yes.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	No, but aligns to key focus areas within the 2022-2027 IDP.
Have project partners agreed to their roles and commitments?	Yes.

City of Ekurhuleni
Township Economic
Development Project

Project Charter

Thembisa

Plan and implement an economic
strategy to revitalise the Thembisa
Civic Hub

Project Number: 7

Date: 5 May 2022

Version: 5



24 Project 7: Plan and Implement an Economic Strategy to Revitalise the Thembisa Civic Hub

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Thembisa Civic Hub is recognised as a key spatial component (secondary node) in the City of Ekurhuleni’s (CoE) vision for socio-economic development in Tembisa. The hub comprises two station nodes and several sub-precincts, including the Civic and Makhulong sub-precincts. The Civic area is especially significant for township economic development as it contains a range of civic facilities (customer service centre, library and SAPS police station), a BRT station, public and private educational institutions, private retail shops, including a mall, high streets that accommodate numerous micro-enterprises and a large number of street traders. The City owns a number of strategically well positioned, yet undeveloped, parcels of land within the Thembisa Civic sub-precinct.</p> <p>In recognition of the importance of this node, the City – with support from National Treasury Neighbourhood Development Partnership Programme (NDPP), developed a Civic Hub spatial (precinct) plan, encompassing the station nodes and sub-precincts (2015). This plan has been refined in the Tembisa Civic Sub-Precinct Pre-Feasibility Report (2020). These plans recommend, inter alia, the densification of the node, via walk-up accommodation units, the establishment of a taxi rank, and investments in mixed-use retail and business units. The precinct plan provides policy direction in respect to economic and spatial investment in the Civic Hub.</p> <p>The proposed project, whilst aligned to the precinct plan, focuses on an activity street in the sub-precinct, namely the edge facing onto George Nyanga Drive, which accommodates many street traders and the Tembi Mall. The project has been conceptualised as an autonomous intervention to unlock immediate catalytic investment within the broader sub-precinct.</p> <p>The Township Economy Development (TED) Project undertook a situational analysis of economic opportunities within the hub (2020). The report highlights the need to accommodate micro-enterprises and street traders in development</p>	<p><i>Indicate the main departments / divisions involved in the project.</i></p> <ol style="list-style-type: none"> 7. City Planning / Metropolitan Spatial Planning 8. Human Settlements / Strategy and Planning 9. Transport Planning and Provision Department 10. Roads and Stormwater Department 11. Real Estate 12. Economic Development 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Andile Sitshaluza, Andile.Sitshaluza@ekurhuleni.gov.za 2. Musa Ndaba, Musa.Ndaba@ekurhuleni.gov.za 3. TBC 4. TBC 5. TBC 6. Mpho Nche

<p>plans, as these businesses provide significant community benefit and contribute towards the activation of the sub-precinct and inclusive growth.</p> <p>Fortress, a property developer that owns a mall within the sub-precinct, has approached the City to acquire adjacent sites, one of which is vacant, to expand the mall. The proposed development would present a substantial capital investment in the precinct and potentially provide public benefit via the establishment of a taxi rank. It is important that the City achieves the best outcome for the community and local micro-enterprises from such private investments within the civic sub-precinct.</p> <p>Note: The approved TED Project shall not be used for the assessment of land development applications for changes to land use rights. For purposes of assessment of such land development applications, the provisions of the Tembisa Civic Node Precinct plan, supported by the Municipal Spatial Development Framework and Regional Spatial Development Framework, shall prevail.</p>		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The Project goal is to support the City to facilitate the emergence of an economically vibrant civic sub-precinct by attracting private investment to develop unutilised land while also accommodating micro-enterprises and street traders in an orderly, enhanced and sustainably managed manner.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> Human Settlements City Planning 	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> Musa Ndaba Musa.Ndaba@ekurhuleni.gov.za Andile Sitshaluza, Andile.Sitshaluza@ekurhuleni.gov.za
Quantifiable Indicators of Achievement	Partners/ Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> Development principles for the civic sub-precinct established by December 2022. A strategic plan for development or disposal of vacant land portions in the civic sub-precinct developed by December 2022; the plan to contain options (with conceptual drawings) for micro-enterprise and street trader inclusion. An investment strategy concluded (based on the 5-case business model) with clear commitments from project partners and stakeholders by December 2022. 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> Neighbourhood Development Partnership Programme (NDPP): technical support and project preparatory grant funding. CSP TED Project. The project technical assistance team will support the project through research, facilitation, and planning. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> Eugenie Ninham; Collins Sekele Thresh Govender, Jessica Blumberg, Andrew Charman, Heather Kruger

<ol style="list-style-type: none"> 4. Service providers appointed to advance the investment strategy, resulting in a business plan, detailed designs, and a precinct management agreement by June 2023. 5. 30 people employed for the maintenance and upgrade of the sub-precinct by December 2022 as part of CoE led public employment programmes. 		
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Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> 1. Facilitate a transversal engagement within the City to secure a common position on the development principles for the sub-precinct. 2. Support the City to formulate a strategy, drawing on existing precinct plans, in respect to the use of vacant City land within the hub. The strategy should address the inclusion of micro-enterprises within future developments and precinct management of both public and private space. 3. Support the City in enabling immediate private investment potential to the precinct with regards to the expansion of the Tembi Mall. Facilitate engagements between the CoE, developer and NDPP to ensure the development supports the objectives of the strategy and enables inclusive growth. 4. Support the City to develop ToRs for a full feasibility study and detailed design for the development of specific land parcels, taking into consideration private investor plans and the operationalisation of the BRT system and taxi facilities. 5. Advise the City to plan and implement a public employment programme within the civic hub to focus on cleaning, greening and safety and security. 	<p><i>Provide a motivation for and indicative the roles of the stakeholder.</i></p> <ol style="list-style-type: none"> 1. Fortress Fund: Tembi Mall owner; capital investment to extend the mall. 2. Profica: consultant to Fortress Fund; land use development packaging and facilitation. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Donovan de Lange deLangeD@fortressfund.co.za 2. Alan Dinnie Alan@profica.com

City Beneficiaries	Risks
<p><i>Target departments and programmes.</i></p> <p>The project will enhance the capacity of the CoE to facilitate private investment and precinct management of one strategic node, thus contributing towards the objectives of creating an enabling environment for inclusive growth and job creation.</p> <ol style="list-style-type: none"> 1. City Planning 2. Transport Planning and Provision 	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> 7. Land irregularities that can impede an integrated development. This can be mitigated by either working within these constraints through the design and packaging of development or finding a means to expedite the regularisation of land.

<ol style="list-style-type: none"> 3. Human Settlements 4. Economic Development 5. Roads and Stormwater 6. Real Estate 7. Health and Social Development 	<ol style="list-style-type: none"> 8. Political instability can be disruptive in following through with the long-term vision of the project. This can be mitigated by creating institutional security through partnerships with the private sector and related stakeholders. 9. Lack of clarity in terms of public sector institutional partners creates uncertainty and developmental vulnerability. 10. Limited support by community stakeholders/end-users can compromise the performance and functionality of the project. Mitigate through meaningful stakeholder engagement and alignment of the project towards these processes. 11. Poor and absent urban management will render infrastructure investment ineffective and prone to decay. This can be mitigated by ensuring that the investments are preceded by a strong management plan with active stakeholder engagement. 12. Unregulated ranking and poor management of taxis. Rank marshals and local authorities to regulate and manage taxi logistics (stopping, ranking, parking, washing). Challenges in procurement process and selection service providers that meaningfully add value to the project. 										
Community Beneficiaries	Assumptions										
<p><i>Target groups and numbers.</i></p> <ol style="list-style-type: none"> 1. Residents accessing civic services 2. Residents accessing shopping facilities 3. Public transport users 4. Micro-enterprises and street traders operating in this area 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 6. The investment plan will be finalised and executed as per conceptual drawings to ensure development predictability. 7. Sufficient services and land uses will be afforded to all properties within the hub. 8. The project will be supported by line departments with transversal interests, including law enforcement, transportation, roads and stormwater, city planning, economic development, and any other relevant departments. 9. The project will be supported by an active and functional stakeholder steering committee that is aligned and consents to the project's objectives. 10. The stakeholders will be part of an active and functional precinct management vehicle to ensure impact of investments. 										
Alignment with Programmes	Funding Requirement	Estimated Budget									
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <ol style="list-style-type: none"> 1. Ekurhuleni 10-point Economic Development Plan This project will contribute towards the following aspects of the economic development plan: 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Metro / City</td> <td></td> </tr> <tr> <td style="text-align: center;">Capex</td> <td></td> </tr> <tr> <td style="text-align: center;">Opex</td> <td></td> </tr> </table>	Metro / City		Capex		Opex		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td></td> </tr> <tr> <td></td> </tr> <tr> <td></td> </tr> </table>			
Metro / City											
Capex											
Opex											

<ul style="list-style-type: none"> - Land availability for strategic development - Massive infrastructure investment - Skills and capacity development <p>2. Civic Hub spatial (precinct) plan (2015) 3. Tembisa Civic Sub-Precinct Pre-Feasibility Report (2020)</p>	External Sources Total	TBC
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Alignment with Policies

Status of external funding

<p><i>Indicate how project aligns with metro policies.</i></p> <p>The project will align with the following CoE policies:</p> <ol style="list-style-type: none"> 1. Integrated Development Plan, 2016 – 2021 (2019/20 Review) This project supports the ‘pro-poor’ principle set out in the IDP, which highlights the need for the rollout of infrastructure to provide ‘quality municipal services to the poor’. 2. Metropolitan Spatial Development Framework, 2015 This project upholds the following objectives set out in the MSDF: <ul style="list-style-type: none"> • <i>Objective 2</i>, which seeks to ‘develop a well-defined system of activity nodes’. Especially noteworthy here is the subpoint to ‘improve and further develop existing nodes in the PDAs’, which specifically mentions the need to develop a primary node in Tembisa. • <i>Objective 3</i>, to ‘promote the development of a sustainable compact urban structure’, by seeking to regenerate a node by intensifying activity and using infrastructure and land more optimally. • <i>Objective 5</i>, which seeks to ‘optimise job creation capacity of the formal economy’, with a specific focus on the retail sector in Tembisa. • <i>Objective 7</i>, ‘actively promote sustainable public transport’ by encouraging a diverse range of land uses in an appropriate node. • <i>Objective 10</i>, ‘promote sustainable livelihoods development’, through supporting informal enterprises with adequate infrastructure to operate from. 3. Region B Regional Spatial Development Framework, 2015 <ul style="list-style-type: none"> • This project upholds the development strategy to promote sustainable housing/urban development in that it seeks to optimise the use and function of an existing neighbourhood node. 	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The CoE will engage the NDPP / NT on project funding as part of the Tembisa Civic Hub Precinct plan.</p>
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4. Tembisa Strategic Development Framework

- George Nyanga is an activity street in Thembisa. The recommendations that emerge from the proposed process will take into account the current users of this space and seek to accommodate these users appropriately.
- Iqqaqqa Civic Hub is an activity node – promoting investment in this node that takes into existing users into account will enhance the function of the node and could have a catalytic impact on the achievement of a more cohesive civic precinct.

5. Tembisa Hub Plan, 2016

- This project will contribute towards the development of the Civic Block sub-precinct.

Endorsement

City Endorsement

Indicate the status of metro endorsement.

The charter was compiled in consultation with the relevant departments and will be submitted to EXCO for approval.

Project Timeframe

Start Date April 2022

End Date

Total Time TBC Months

Partner's Endorsement

Indicate the status of partner endorsement.

The CSP TED technical assistance team has secure funding up until February 2023.

The Presidential Employment Stimulus has committed to support the CoE roll-out PEP programmes from January to June 2022.

The charter was compiled in consultation with the NDPP.

Additional notes and annexes

Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.

Notes:

- See Sections 11.5. and 11.6. of the Tembisa Situational Analysis report for spatial references for the Tembisa Station Node:
https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/Thembisa%20Situational%20Analysis%20Report%20v_2.6.1.pdf

Annexes:

1. **Tembisa Study Area:** Tembisa Study Area indicating location of project sites.
2. **Thembisa Civic Hub Concept Proposal** - Preliminary sketch illustrating workshop outcome with private developer for economic investment in the Civic Hub
3. **Thembisa Civic Hub Preliminary Concept Proposal** - Axo

GENERAL STUDY AREA & PROJECTS

01. STREET SIGNAGE

Street signage / advertising extensively utilised to promote local businesses.

02. AUTOMOTIVE SECTOR

Improve business development support for micro-enterprises in the after-sales automotive sector.

03. LERALLA TRADER MARKET

A precinct management plan instituted and upgrades completed for Leralla trader market.

04. DIGITAL PLATFORMS

Businesses have greater financial literacy and have access to services and technologies, including digital platforms.

05. SMALL SCALE RENTAL ACCOMODATION

Private/household investment in backyard rental housing units encouraged, and a gradual process of upgrading and formalisation supported.

06. TRAIN STATION NODES

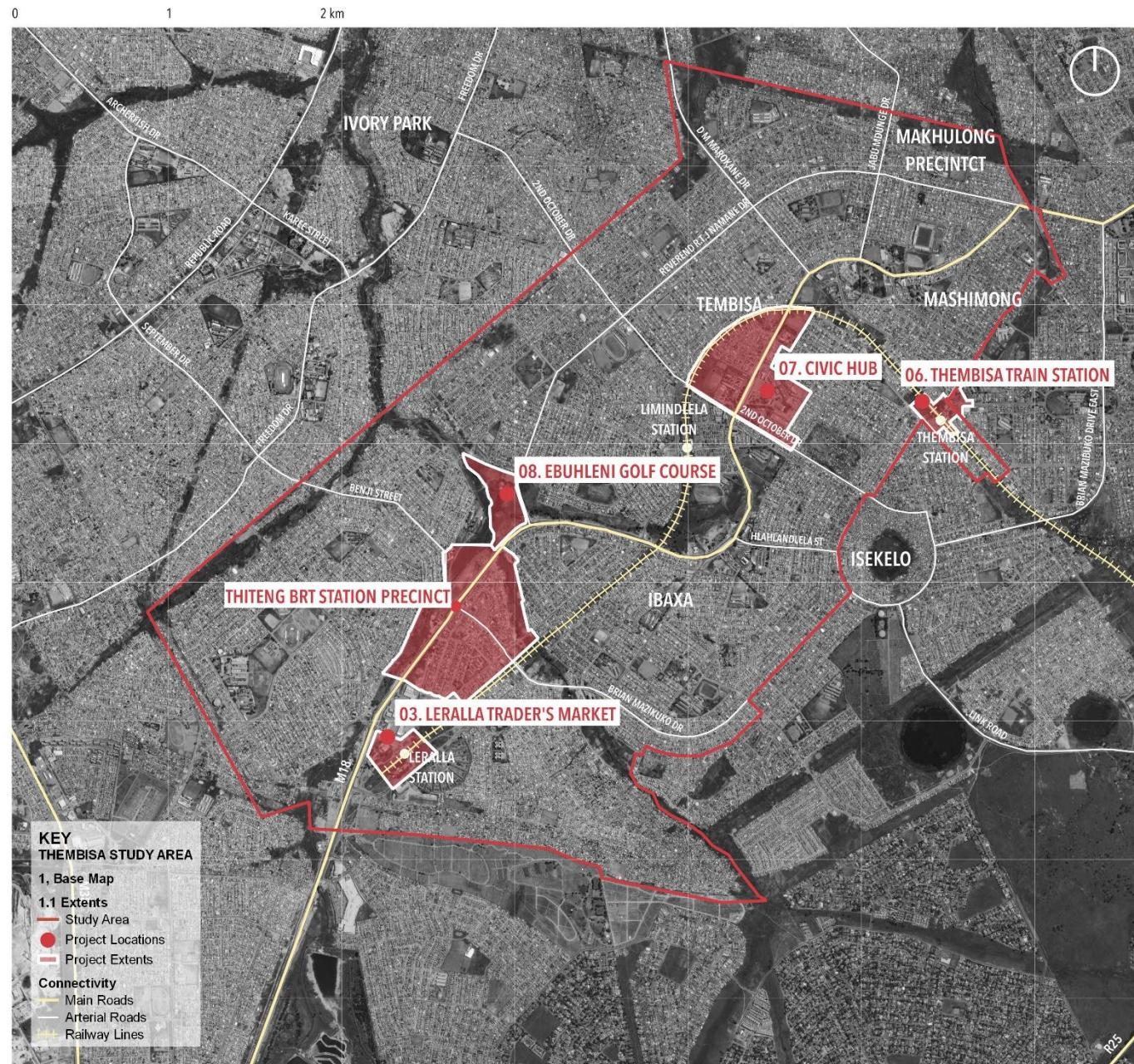
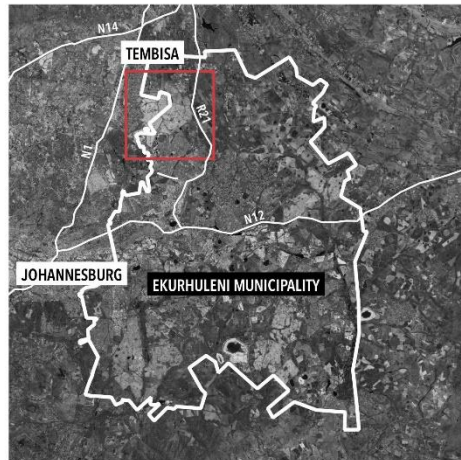
Train station nodes revitalised for mixed-use.

07. THEMBISA CIVIC HUB

Thembisa civic hub transformed into a business and service hub.

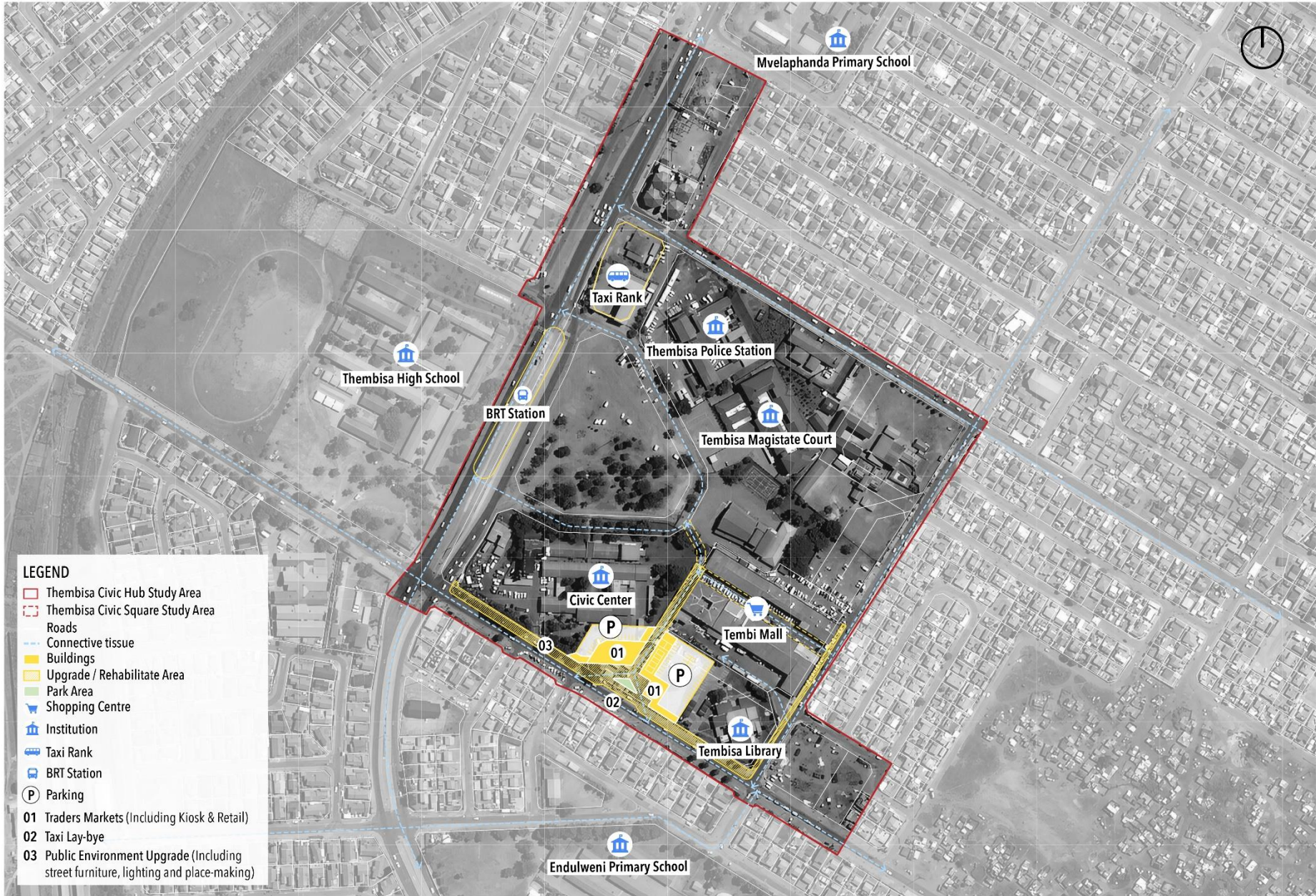
08. EBUHLENI GOLF COURSE

The Thembisa golf course is re-habilitated as a recreational facility, social space and conserved green belt.



Annex 1: Thembisa Study Area: Indicating where the Township Economic Development projects are located spatially, this applies to those projects that have specific locations.

Figure 63: Thembisa Study Area, Location of Spatially Targeted Projects



Annex 2: Thembisa Civic Hub Preliminary Concept Proposal : Informed by the Situation Analysis and stakeholder engagement workshops

Figure 64: Preliminary Concept Proposal for Thembisa Civic Hub Revitalisation

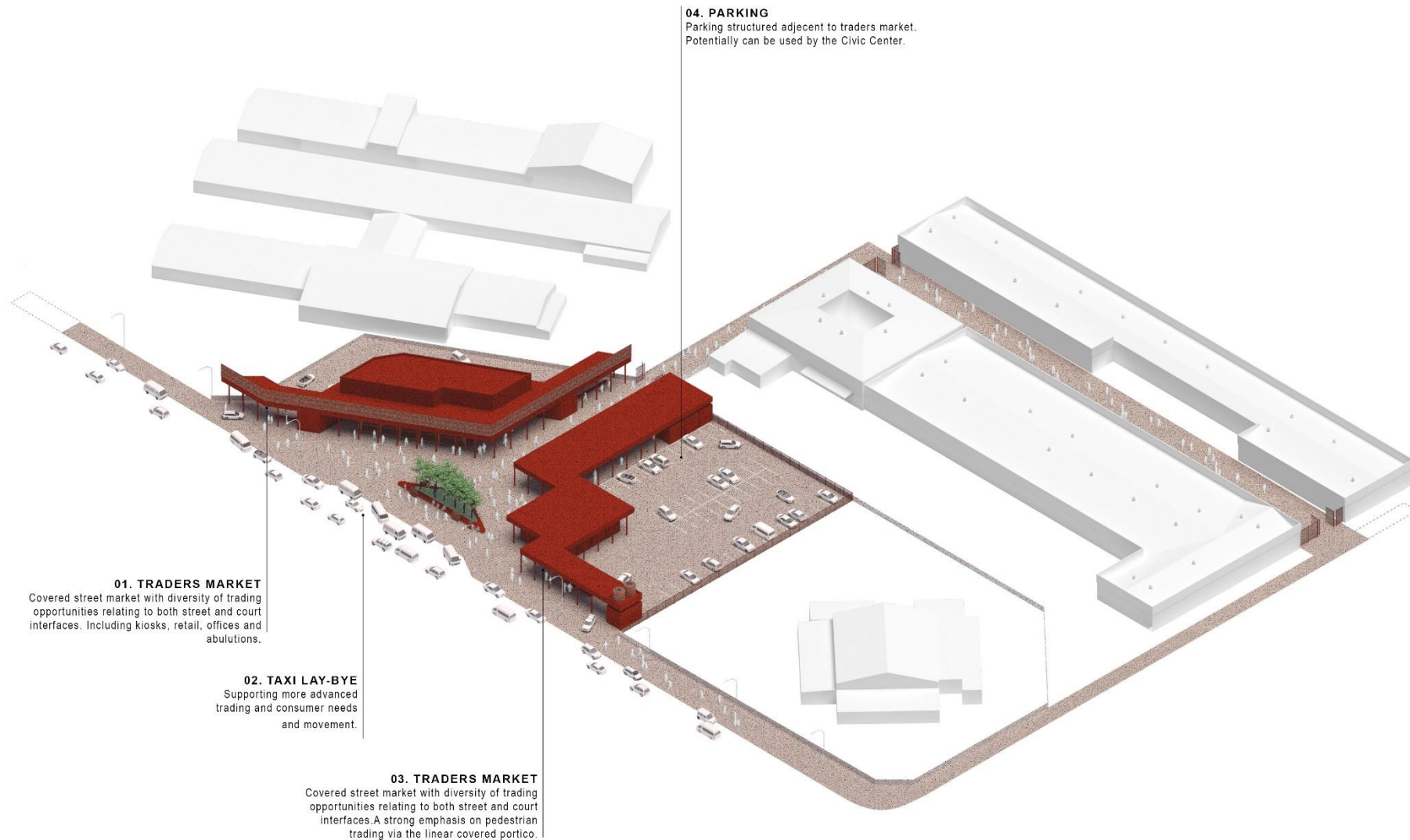


Figure 65: Axonometric Drawing of Preliminary Concept for Thembisa Civic Hub

Charter Checklist

Have community needs been incorporated into project design?	Yes.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	No, though project is aligned to IDP objective to create an enabling environment for inclusive growth and job creation.
Have project partners agreed to their roles and commitments?	Yes.

City of Ekurhuleni
Township Economic
Development Project

Project Charter

Thembisa

Rehabilitate the Ebuheni golf course
for recreational and conservation
purposes

Project Number: 8

Date: 4 May 2022

Version: 5



25 Project 8: Rehabilitate the Ebuhleni Golf Course for Recreational and Conservation Purposes

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Thembisa Township Economy Development (TED) project responds to an urgent need to facilitate impactful investments in township economies. In phase 1 of the TED project, the Situational Analysis highlighted development opportunities linked to placemaking, recreational facilities and the conservation of ecosystem resources.</p> <p>The Ebuhleni Golf Course is the home of the Tembisa Golf Club, a community organisation that provides recreational, social and youth development opportunities to a large catchment of residents of Tembisa. The Ebuhleni golf course provides an important and well utilised leisure facility. It also forms part of the greenbelt of the Kaalspruit River. In the context of densifying settlements, public open space (POS) is a key priority for providing recreational and ecosystem services.</p> <p>Despite the well-used nature of Ebuhleni, the golf course is currently in a poor state of maintenance and functionality. The perimeter fence has been stolen, the green is not well maintained, and the grass is cut infrequently, especially in the rainy season. Key infrastructure such as bridges and a facility for the club to use are not available and the green space is traversed by pedestrians. At night the golf course is an unsafe space. In the context of a growing population and the good location of this area, there is an important development imperative to preserve, maintain, and sustain POS around the Kaalspruit River and to rehabilitate the well-used golf-course.</p> <p>The Tembisa Golf Club presents the City of Ekurhuleni (CoE) with an opportunity to forge a community-based partnership to manage and maintain these resources.</p> <p>Note: The approved TED Project shall not be used for the assessment of land development applications for changes to land use rights. For purposes of assessment of such land development applications, the provisions of the Thiteng</p>	<p><i>Indicate the main departments / divisions involved in the project.</i></p> <ol style="list-style-type: none"> 1. Sports Recreation Arts and Culture Department / Sports and Recreation 2. Environmental Resource and Waste Management Department / Strategic Planning 3. City Planning / Metropolitan Spatial Planning and Precinct Plans 4. Real Estate / Facilities Management 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Zanele Katembo Zanele.katembo@ekurhuleni.gov.za, Enock Tompa Enock.Tompa@ekurhuleni.gov.za, Matshidiso Mohlabane Matshidiso.Mohlabane@ekurhuleni.gov.za (and Danie Wessels) 2. Elisabeth van der Merwe Elisabeth.vanderMerwe@ekurhuleni.gov.za; Walter.Maluleke@ekurhuleni.gov.za; Cyril.Mokgoppe@ekurhuleni.gov.za 3. Andile Sitshaluza Andile.Sitshaluza@ekurhuleni.gov.za 4. TBC

BRT Station plan, supported by the Municipal Spatial Development Framework and Regional Spatial Development Framework, shall prevail.		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The project goal is to rehabilitate and sustainably manage the POS that forms the golf course around the Kaalspruit River, with community partnerships, to ensure that it provides the community with safe and beneficial leisure and sporting opportunities, whilst maximising the ecosystem role of the Kaalspruit river. In contributing towards this goal, the TED project will support the City to develop a strategy for community-based partnership to rehabilitate, develop and manage the Ebuhleni Golf Course.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <p>1. Sports Recreation Arts and Culture Department</p>	<p><i>Contact details of the lead / coordinator</i></p> <p>1. Enock Tompa (Enock.Tompa@ekurhuleni.gov.za)</p>
Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. A facilitated transversal engagement on the outcome of the participatory engagement process conducted by July 2022. 2. An engagement relating to the removal of the unauthorised billboard on the POS held by July 2022 3. Up to three community engagement workshops undertaken to explore options for community-driven management of this space, with roles and responsibilities for advancing these options agreed by December 2022. 4. An agreement between the City and the Tembisa Golf Club secured to provide the club with custodianship of golf course with clearly defined roles and responsibilities for the POS management by December 2023. 5. A spatial development, investment, management and maintenance strategy developed by February 2023. 6. An Environmental Impact Assessment of the proposed bridges for Ebuhleni Golf Course conducted by February 2023. 7. Authorisation secured from the PG Dept. of Agriculture and Rural Development to construct supporting infrastructure for the golf course. 8. The complete implementation of the following key infrastructure investments by December 2024: <ol style="list-style-type: none"> a. Sports facilities including a new clubhouse, lighting, fences, ablutions, signage, landscaping. b. Pedestrian Bridge c. Advertising billboard 	<p><i>Provide a motivation for and indicate the roles of the partners.</i></p> <ol style="list-style-type: none"> 1. CSP TED Project: development facilitation, spatial planning and design, strategic advice. 2. Tembisa Golf Club: community-based partner and key beneficiary with over 300 members in good standing. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Andrew Charman; Thiresh Govender; Carol Masingi, & Heather Kruger. 2. Benjamin Monyanyedi (Organising Secretary General). (benjy.monyanyedi@gmail.com)

9. Suitable public employment programme opportunities implemented by July 2022 to enhance POS maintenance.		
Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> Facilitate an engagement with the City on the outcome of the initial participatory engagement process with the Thembisa Golf Club committee and representatives to share their development needs and vision. Facilitate an engagement with the City (Outdoor Advertising) in respect to the unauthorised billboards established on the POS. Facilitate engagement workshops with the Tembisa Golf Club and community representatives to explore the feasibility of community-driven management of this space, including access to revenue from billboards, with roles and responsibilities for advancing the strategies agreed by December 2022. Support the City to investigate the feasibility of a long-term lease of the Ebuhleni Golf Course to the Thembisa Golf Club, or alternative forms of community custodianship, by June 2022. Support the City and Thembisa Golf Club to undertake a conceptual spatial proposal for the rehabilitation of the course and provision of additional infrastructure and facilities. Support the City to commission an Environmental Impact Assessment of the golf course with the objective to secure authorisation for infrastructure improvements including pedestrian bridges. Support the City to engage with the PG Dept. of Agriculture and Rural Development in respect to infrastructure for the Ebuhleni Golf Course. Support the City to develop ToRs for appointing specialists to develop a POS investment strategy, including partnership opportunities, for the rehabilitation and maintenance of the Ebuhleni Golf Course. Advise the City on integrating public employment working opportunities into POS maintenance strategies. 	<p><i>Provide a motivation for and indicative the roles of the partner.</i></p> <ol style="list-style-type: none"> Provincial Department of Agriculture and Rural Development – engagement required for approval for activities along natural watercourse Ekurhuleni Golf Union (TBC) 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> TBC TBC
City Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The project will enhance the capacity of the City to develop a sustainable management strategy for an important POS through a community-based partnership. The benefiting departments are:</p> <ol style="list-style-type: none"> Sports Recreation Arts and Culture 	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> Political interference in the development process. Illegal land occupation within the POS, dumping and future damage (vandalism and neglect) to the golf course infrastructure. 	

<ul style="list-style-type: none"> 2. Environmental Resource and Waste Management 3. City Planning 4. Real Estate 5. Health and Social Development <p>The project will help to reduce the financial and service provision pressure of maintaining the Ebuhleni Golf Course.</p>	<ul style="list-style-type: none"> 3. The City and community, including the Tembisa Golf Club, are unable to negotiate a workable agreement for the development, management and maintenance of the golf course. 4. Tembisa Golf Club fail to honour their commitments. 5. Infrastructure damage by flooding and changes to the river course. 											
Community Beneficiaries	Assumptions											
<p><i>Target groups and numbers.</i></p> <p>The main Project beneficiaries are:</p> <ul style="list-style-type: none"> 1. The Tembisa Golf Club, comprising 300 members. 2. Youth in Tembisa, will benefit via on-going programmes run by Tembisa Golf Club to promote the game of golf. <p>The broader community of Thembisa will also benefit from the improvement to the management of the POS, which will result in reduce crime risks, safer pedestrian routes, and reduce dumping of wates in the river system.</p>	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ul style="list-style-type: none"> 1. The City recognises the importance of community partnerships as part of a sustainable management approach to ensuring the public facilities continue to offer public benefit to the Thembisa community. 2. The Project will be supported by line departments with transversal interests in POS, including law enforcement, city planning, real estates, environmental resources and waste management, among others. 3. Law enforcement will act against identified local businesses / individuals that dump rubble and domestic waste in POS, or people who illegally occupy property. 4. Custodianship of the golf course will enable the Tembisa Golf Club to secure sponsors to support the maintenance of the course and operationalisation of programmes. 											
Alignment with Programmes	Funding Requirement	Estimated Budget										
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The Project aligns with the Growth and Development Strategy (GDS 2055), as set out in the 2022 IDP strategic objective Re-Generate: 'to protect the natural environment and promote resource sustainability' with the aim to 'reclaim public spaces currently taken over by lawlessness, litter and neglect so that they may be places for all residents to enjoy once again'.</p>	<table border="1"> <tr> <td data-bbox="1095 979 1480 1043">Metro / City</td> <td data-bbox="1480 979 2042 1043"></td> </tr> <tr> <td data-bbox="1095 1043 1480 1091">Capex</td> <td data-bbox="1480 1043 2042 1091"></td> </tr> <tr> <td data-bbox="1095 1091 1480 1139">Opex</td> <td data-bbox="1480 1091 2042 1139"></td> </tr> <tr> <td data-bbox="1095 1139 1480 1203">External Sources</td> <td data-bbox="1480 1139 2042 1203"></td> </tr> <tr> <td data-bbox="1095 1203 1480 1334">Total</td> <td data-bbox="1480 1203 2042 1334"></td> </tr> </table>	Metro / City		Capex		Opex		External Sources		Total		
Metro / City												
Capex												
Opex												
External Sources												
Total												

Alignment with Policies	Status of external funding
<p><i>Indicate how project aligns with metro policies.</i></p> <p>Furthermore, the project aligns with:</p> <ol style="list-style-type: none"> 1. Metropolitan Spatial Development Framework, 2015 <ul style="list-style-type: none"> • This project aligns with the SDF in that it enhances and maintains the function of a public open space in an urban area 2. Region B Regional Spatial Development Framework, 2015 <ul style="list-style-type: none"> • This project upholds the objective to maintain this open space and will enhance the integrity of the open space network in Thembisa. 3. Grand Open Space Plan Ekurhuleni, 2013 <ul style="list-style-type: none"> • The Ebuhleni golf course provides a range of recreational functions, including sporting, social development and spiritual. Rehabilitating this POS will enhance the recreational uses on this site. 4. Bioregional Plan for the Ekurhuleni Metropolitan Municipality, 2014 <ul style="list-style-type: none"> • The Kaalspruit river forms part of the hydrology network for the City of Ekurhuleni, rehabilitating the Ebuhleni Golf Course will include a clean-up of the river, contributing to the overall health of this river ecosystem. 5. Climate Change Resilience Strategy, 2015 <ul style="list-style-type: none"> • Preserving the open space around the Kaalspruit river will help mitigate some of the adverse impacts of climate change, including flooding. 6. Thiteng BRT Urban Design Precinct Plan, 2019 <ul style="list-style-type: none"> • The Ebuhleni Golf Course provides vital POS in support of an accessible precinct that is intended for densification and intensification. 	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The CSP TED technical team is funded by National Treasury.</p>

Endorsement

City Endorsement	Project Timeframe	
<p><i>Indicate the status of metro endorsement.</i></p> <p>The charter was compiled in consultation with the relevant departments and will be submitted to EXCO for approval.</p>	Start Date	April 2022
	End Date	
	Total Time	Months

Partner's Endorsement

Indicate the status of partner endorsement.

The CSP TED project is committed to provide technical support to the City until February 2023 (subject to a project extension until December 2023).

Additional notes and annexes

Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.

Notes:

See Section 15.3. of the Tembisa Situational Analysis report for reference to the Ebuhleni Golf Course:

https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/Thembisa%20Situational%20Analysis%20Report%20v_2.6.1.pdf

Annexes:

1. **Thembisa Study Area:** Indicating where the Township Economic Development projects are located spatially, this applies to those projects that have specific locations.
 2. **Ebuhleni Golf Course Conceptual Development Proposal - Layout:** Informed by Situation Analysis and stakeholder engagement workshops.
 3. **Stakeholder Engagement Workshop Visualisation**
-

GENERAL STUDY AREA & PROJECTS

01. STREET SIGNAGE

Street signage / advertising extensively utilised to promote local businesses.

02. AUTOMOTIVE SECTOR

Improve business development support for micro-enterprises in the after-sales automotive sector.

03. LERALLA TRADER MARKET

A precinct management plan instituted and upgrades completed for Leralla trader market.

04. DIGITAL PLATFORMS

Businesses have greater financial literacy and have access to services and technologies, including digital platforms.

05. SMALL SCALE RENTAL ACCOMODATION

Private/household investment in backyard rental housing units encouraged, and a gradual process of upgrading and formalisation supported.

06. TRAIN STATION NODES

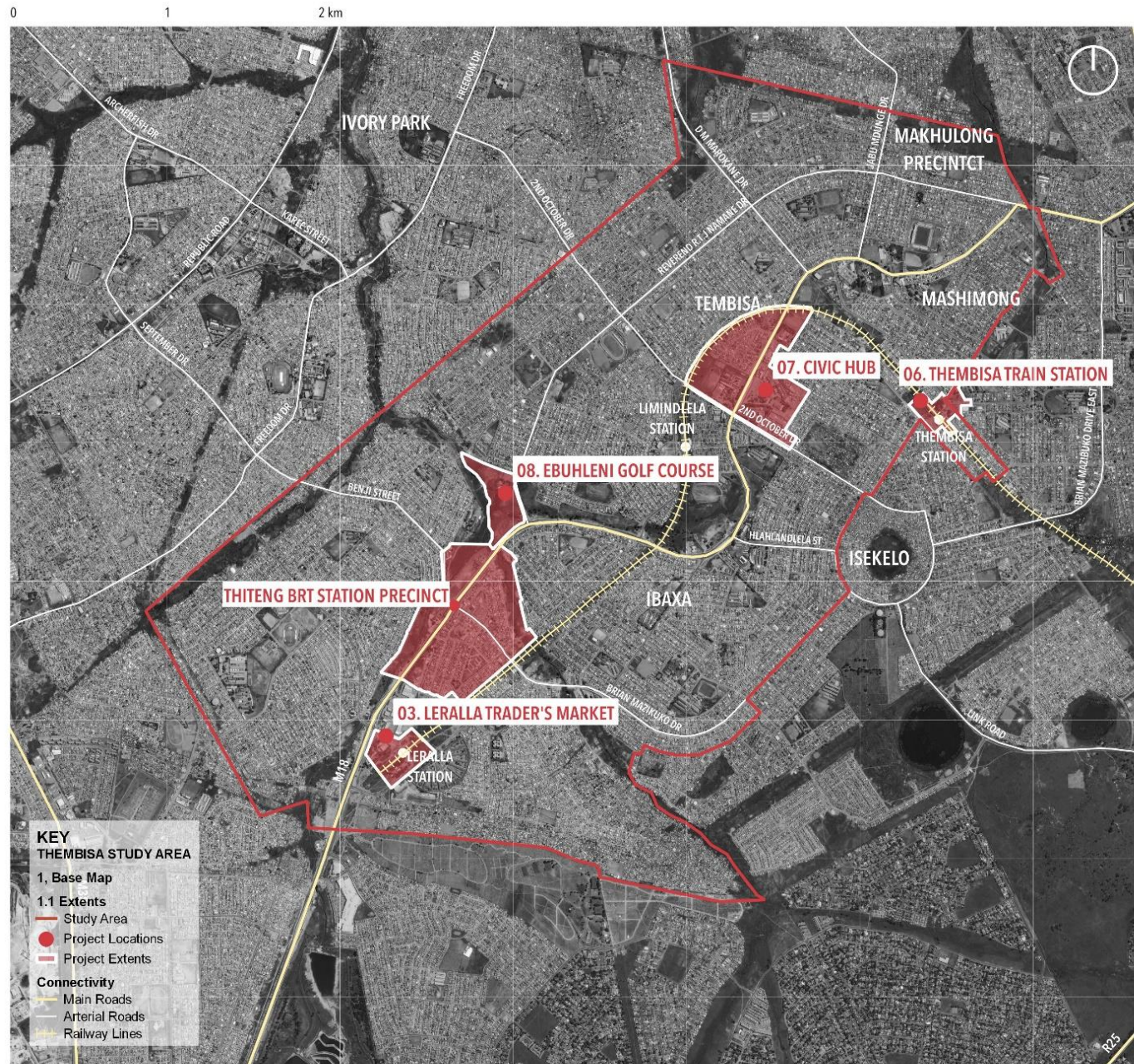
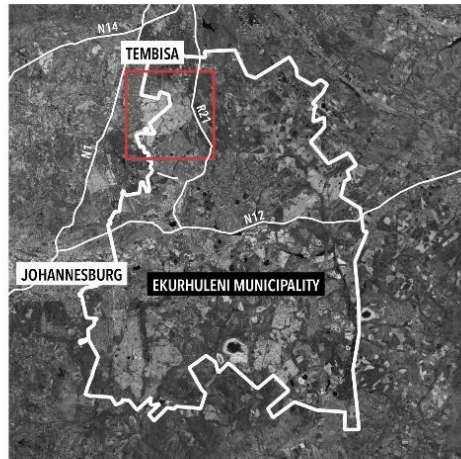
Train station nodes revitalised for mixed-use.

07. THEMBSA CIVIC HUB

Thembsa civic hub transformed into a business and service hub.

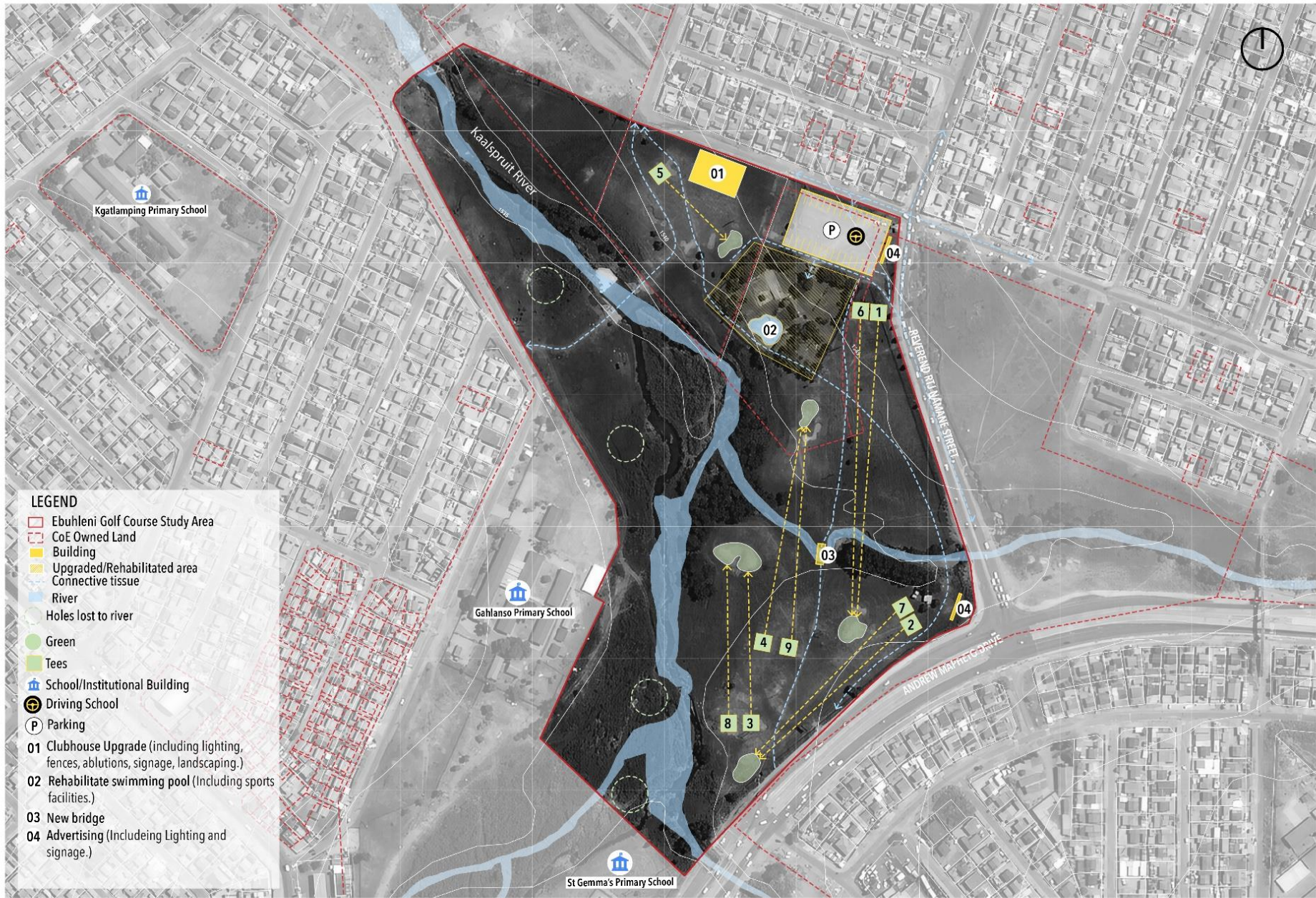
08. EBUHLENI GOLF COURSE

The Thembsa golf course is re-habilitated as a recreational facility, social space and conserved green belt.



Annex 1: Thembisa Study Area: Indicating where the Township Economic Development projects are located spatially, this applies to those projects that have specific locations.

Figure 66: Thembisa Study Area, Location of Spatially Targeted Projects



Annex 2: Ebuhleni Golf Course Preliminary Concept Proposal: Informed by the Situation Analysis and stakeholder engagement workshops.

Figure 67: Preliminary Concept Project for Ebuhleni Golf Course Rehabilitation



01. Site Visit



02. Focus Group Discussion



03. Mapping Golf Course



04. Mapping Golf Course



05. Discussion Notes



06. Focus Group Participants

Figure 68: Visual Summary of Participatory Engagement, Tembisa Golf Club

Charter Checklist

Have community needs been incorporated into project design?	Yes, workshops were conducted with the Golf Committee.
Has the project concept been internally reviewed?	Yes
Has the project been included in the IDP?	No, but it aligns with the strategic objective to Re-Generate.
Have project partners agreed to their roles and commitments?	Yes

26 Annexures

26.1 References

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26.2 Persons Consulted

Surname	Name	Unit / Department
Appel	Craig	DSBD
Bekker	Martin	CoE, Metropolitan Spatial Planning Division, City Planning Department
Botes	Rian	CoE Real Estate / Property Management & Portfolio Advisory Services / Special Projects & Outdoor Advertising
Chauke	Caiphus	CoE, HOD, Economic Development Department
De Beer	Madelein	CoE, Roads and Stormwater Department
De Lange	Donovan	Fortress Fund
Dinnie	Alan	Profica
Garane	Sthembiso	CoE, Community Enterprise Development
Govender	Neville	CoE, Economic Development
Grimmer	Justine	SAtion
Hadebe	Maggy	CoE, Metropolitan Spatial Planning Division, City Planning Department
Hiliza	Godfrey	CoE, Housing Department
Hlatshwayo	Simphiwe	CoE, Economic Infrastructure, Job Creation and Skills Development
Hughes	Holly	Yes4Youth
Ismail-Saville	Tashmia	Youth Employment Service, CEO
Jamile	Ndimphiwe	NT, NDPP
Katambo	Zanele	CoE Sports Recreation Arts and Culture/Sports and Recreation
Kelly	Vaunn	Yes4Youth
Kettles	Nikki	Finmark Trust
Koseff	Jak	SA Presidency Unit and GPG
Kruger	Werner	Indlu Housing
Leponesa	Mphepelo Mabesa	Waste Management Department, CoE
Lesole	Isaac	Buddibox CEO
Louw	Dalene	Gauteng Department of Economic Development
MacCarron	Gerard	CoE, Metropolitan Spatial Planning Division, City Planning Department
Makgalemele	Mpho	CoE City Planning/ Metropolitan Spatial Planning and Precinct Plans
Makhanya	Pamela	Sports, Recreation, Arts & Culture
Maharaj	Kosheek	AIDC
Maluleke	Walter	Environmental Resource and Waste Management/Strategic Planning
Masango	Collen	World Bank Group
Mashela	Thabo	Youth Employment Service, Hub Manager
Mashigo	Lesego	Finmark Trust
Matshoga	Dimakatso	SAtion
Maqetuka	Seth	CSP Housing Advisor
Mokgope	Cyril	Environmental Resource and Waste Management/Strategic Planning
Mokhethi	Charlotta	CoE, Human Settlements
Monyanyedi	Benjamin	Tembisa Golf Club/Organising Secretary General
Mosehlane	Jack	CoE Human Settlements/Strategy and Planning
Mbangxa	Sisa	African Panel beaters and Motor Mechanics Association
Mnguni	Moses	Tembisa Chamber of Commerce and Industry
Mohlabane	Matshidiso	CoE Sports Recreation Arts and Culture/Sports and Recreation
Mokemane	Palesa	CoE, Energy Department
Mokgolo	Ayanda	World Bank Group
Mtshali	Thabi	DSBD

Moabi	Bathabile	CoE City Planning/ Metropolitan Spatial Planning and Precinct Plans
Mokoena	Baleseng	Human Settlements Department, CoE
Muller	Karin	CoE Sports, Recreation, Arts and Culture/Library and Information Services
Nche	Mpho	CoE, Divisional Head Community Enterprise Development
Ndaba	Musa	CoE, Housing Department
Nkoane	Salphy	CoE, Co-Operative Co-ordinator, Economic Development Department
Ninham	Eugenie	NT, NDPP
Prinsloo	Henry	CoE, Economic Development Department
Sekele	Collins	CoE, NDPP
Seshweni	Matlala	CoE Human Settlements/Strategy and Planning
Shiya	Simon	Seda
Simelane	Busi	CoE, Sports, Recreation, Arts & Culture
Sitshaluza	Andile	CoE, Metropolitan Spatial Planning Division, City Planning Department
Swart	Hannelie	CoE, Sports, Recreation, Arts and Culture
Thelejane	Maneo	CoE Human Settlements/Strategy and Planning
Tjia	Dinao	CoE, Human Settlements Department
Tompa	Enock	CoE Sports Recreation Arts and Culture/Sports and Recreation
Trader's Committee		Leralla Traders Organisation
Tshiqi	Phumla	CoE City Planning / Building Control and Outdoor Advertising
Tshuwa	Lesego	World Bank Group
Tsoka	Kgaugelo	The Innovation Hub, Area Innovation Manager
Umlaw	Stephen	DSBD
Van der Merwe	Elsabeth	Environmental Resource and Waste Management/Strategic Planning
Viljoen	Philip	CoE, Geo Informatic Systems Services
Wessels	Danie	CoE Sports Recreation Arts and Culture/Sports and Recreation
Zulu	Wiseman	CoE, Water and Sanitation Department

26.3 Business Development Services

Name of Organisation	Services Provided	National/Provincial/ Local
NATIONAL		
Dept. of Small Business Development -	<ul style="list-style-type: none"> - Debt Relief Fund - Business Growth /Resilience Fund - Township & Rural Entrepreneurship Programme (TREP) * Autobody Repairers & Mechanics * Bakeries & Confectioneries * Butcheries support * Shisanyamas & Cooked Food support 	
Dept. of Science & Innovation * Mmamose Seloane – Director Technology Localisation Unit	<ul style="list-style-type: none"> - Technology Stations programme) https://www.tia.org.za/blog/20202/06/15tia-partners-with-black-vc-partner-wz-capital 	
Department of Trade, Industries & Competition – dtic www.thedtic.gov.za > incentives > black-industrialists-scheme	<ul style="list-style-type: none"> - Black Industrialists Programme (seeks to increase the level of participation of black South Africans in ownership & control of productive enterprises in key sectors & value chains) - SMEs & township & rural - SEZ & Industrial Parks Various including: <ul style="list-style-type: none"> - Supplier Development Programme - Hubs & Incubators (Seda Technology Programme) - Fem_In-Tech Development Programme:https://youtube.be/_-M1Oxgdn4 - COVID-19 One-Stop Information Portal 	
Small Enterprise Development Agency- SEDA http://www.seda.org/MYBUSINESS/STP/Pages/Incubation.aspx	<ul style="list-style-type: none"> - www.seda.org.za - https://pmg.org.za/cpmmitee-meeting/305221/ &30616/ & 30665/ - South African Furniture Industry – SAFI - District Development Model – https://www.cogta.gov.za/ddm/ SEDA Automotive Technology Centre http://www.satec.co.za/ 	
National Youth Development Agency – NYDA http://www.nyda.gov.za/	<ul style="list-style-type: none"> Youth Development Agency - Various youth-focused services both financial and non-financial - Youth Micro Enterprise Relief Fund (YMETF) 	National and Provincial

Little Fish – [www.itweb
https://www.itweb.co.za/content/RgeVDqPYGegvKJN3](http://www.itweb.co.za/content/RgeVDqPYGegvKJN3)

PILLAR 5 GROUP
Address: Baruch Regent House (3rd Floor), Cnr Voortrekker &, Durban Rd, Bellville, 7530
Phone: 074 932 4911

Fetola
www.fetola.co.za
<https://fetola.co.za/mentor-hotline/>

The Awethu Project
www.awethuprojects.co.za

Red Bull Amaphiko Academy
www.redbull.com

BizQube
www.abbc.co.za/index.php/incubator

Smorgasbord
<https://smorgasbord.co.za/>

Raizcorp
<https://raizcorp.com>

The Thomson Reuters Labs
<https://innovation.thomsonreuters.com/abs/labs/incubator.html>

Platform for 600 SMMEs two-way communication consumes & businesses, geo-location services connecting consumers to SMMEs in their vicinity & in-app stock orders. Also provides access to finance through its alternative credit scoring Business development service

The PILLAR 5 GROUP is a leading Business Development Group with a strong focus on entrepreneurial support. Our aim is to deliver superior strategic content and provide brand support to aspiring entrepreneurs and young innovators seeking to expand into international markets and rise to the top echelons of their respective industries.

Tailor-made enterprise & supplier development programmes

- Mentorship
- Business Incubation
- Reputation & brand building
- Youth, Women & People with disabilities enterprises

- Green/Sustainable sector, food security, & farming, local manufacturing & technology

The Awethu Project Launch Pad Incubator aims to grow businesses focusing on micro businesses throughout South Africa

- A launch pad for start-up social entrepreneurs
- 10 day of connection & collaboration with leading innovators, entrepreneurs & storytellers

- One-on-one mentor who will assist you to develop business, personal & strategic development plans that will take 18 months
- Offers accredited business training

- Customised mentoring
- Enterprise supplier development opportunities in food, beverage, cosmetic & pharmaceutical manufacturing

An organisation dedicated to supporting & incubating food start-ups (food & beverage related)

Focus on building & sustaining food & beverage sector in South Africa

- Invest in & create market opportunities for early stage food od business

Works with entrepreneurs at stages of their life cycle

- Incubation services
- Business acceleration for entrepreneurs
- Execute enterprise & Supplier development on behalf of corporates

The incubator is a 6 - 12 month programme
Diverse group of mentors

Free office space

Access to data & tools

Customers Networks Investor circle

Focussing on:

- RegTech
- LegalTech
- Taxtech

<p>The Furniture Technology Centre Trust – Furntech furntech.org.za</p> <p>French Tech capetown.lafrenchtech.com</p> <p>The Cape Innovation & Technology Initiative www.citi.org.za Private Sector</p>	<p>Newstech amongst other things provides affordable business opportunities & workshop to empower entrepreneurs</p> <p>Practical workshops including manufacturing</p> <p>Support to existing & start-up businesses providing incubation to entrepreneurs with skills in the furniture manufacturing industry</p> <p>A global incubator that aims to connect entrepreneurs from France & South Africa & also find funding for these start-ups in Africa</p> <p>The incubator offers several enterprise development programmes:</p>	<p>Cape Town Johannesburg</p>
<p>SAB Foundation Tholoane Enterprise Programme – www.sabfoundation.co.za/tholoana-enterprise-programme Kick-Start SABInbev</p>	<p>R157 million invested in supporting 473 entrepreneurs</p> <p>Youth Enterprise Programme Women Owned Taverns Programme</p>	<p>SAB Tholoana First Floor, Block C Plum Park 25 Gabriel Road Plumstead, Cape Town</p>
<p>Kuba</p>	<p>Online ecosystem for small business development. Job Booster programme aimed at accelerating job creation through supporting & empowering micro-enterprises (https://www.iol.co.za/business-report/careers/50-entrepreneurs-set-to-benefit-from-job-booster-programme-8e4e6fc9-0e32-4b9e-9f3e-2e08b01abc63)</p> <p>An online market place which focuses on providing home services with 10 000 vetted SMME and independent individuals in 100 service categories. https://ventureburn.com/2020/09/sa-tech-startup-partners-with-french-development-agency</p>	<p>Cape Town based with a national footprint</p>
<p>Kandua</p>	<p>An online market place which focuses on providing home services with 10 000 vetted SMME and independent individuals in 100 service categories. https://ventureburn.com/2020/09/sa-tech-startup-partners-with-french-development-agency</p>	<p>Johannesburg base with a national footprint</p>
<p>Transnet Hub http://www.transnet.net/BusinessWith/Pages/EnterpriseDevelopment-HUB.aspx</p>	<p>- This is an enterprise development hub - Aimed at expanding business opportunities for smaller enterprises & new business entrants</p>	<p>National</p>
<p>SA Business Hub http://www.sabusinesshub.co.za/</p>	<p>- A website based hub that offers affordable & on demand business training, knowledge and information, coaching, an online marketplace for goods & services</p>	
<p>Pick “n Pay Small Business – Enterprise Foundation http://www.picknpay.co.za/foundation-our-projects/small-business-incubation</p>	<p>- Financial & non-financial support for enterprises _ Committed to enterprises currently receiving their support - Opportunities for new BEE suppliers Emerging businesses support infrastructure mentorship and collaboration to assist their transition from incubation to viable independent businesses</p>	<p>National</p>
<p>Shanduka Black Umbrellas www.shandukablackumbrellas.org/</p>	<p>office space & facilities business software & database of business tools bookkeeping drivers and vehicles</p>	<p>National</p>



THEMBISA TOWNSHIP ECONOMIC DEVELOPMENT STRATEGY

City of Ekurhuleni

Metropolitan Municipality

NATIONAL TREASURY

Private Bag | Pretoria, 0001 | South Africa

Tel: + 27 12 315 5944 | **Fax:** +27 12 406 9055

www.treasury.gov.za



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Department:
National Treasury
REPUBLIC OF SOUTH AFRICA