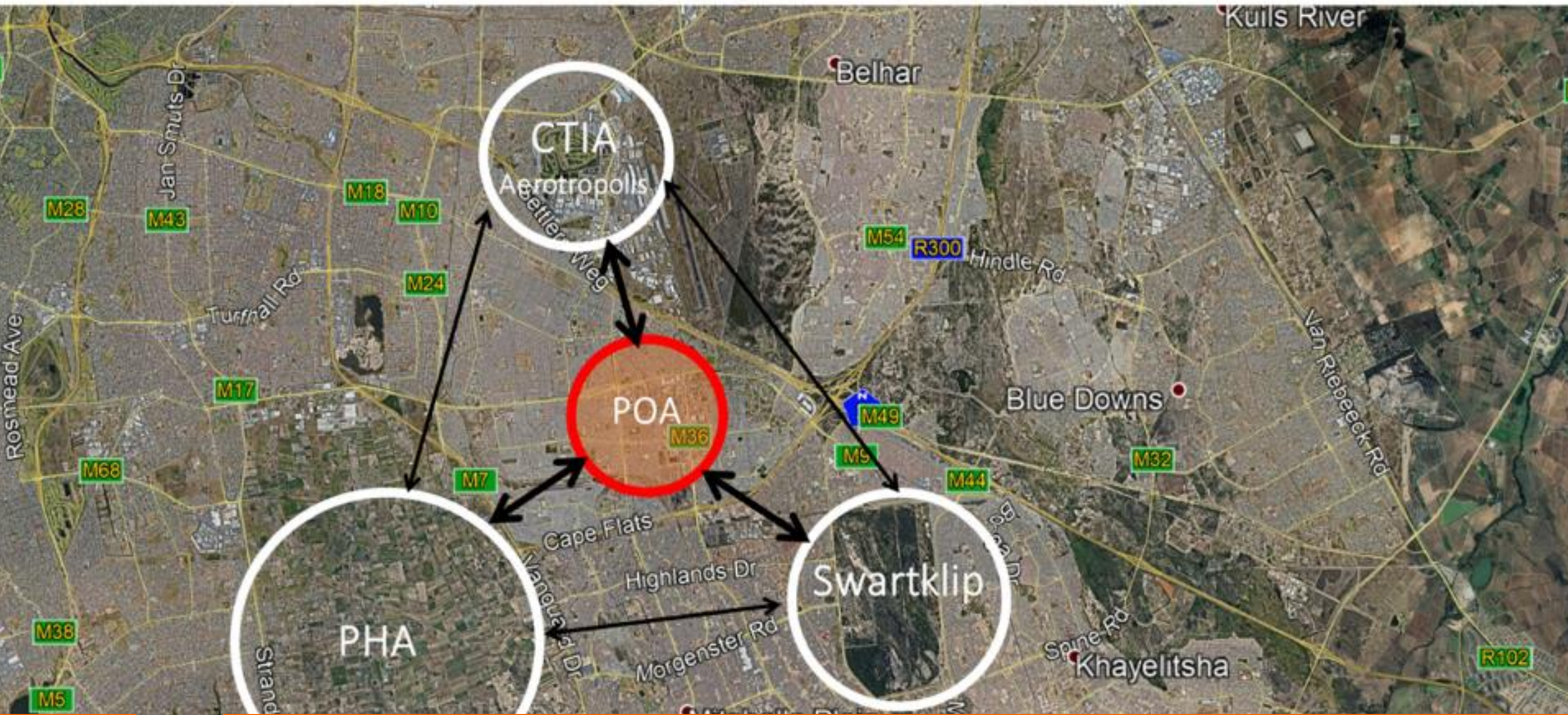
POA Economic Strategy



The Philippi Opportunity Area (POA) Economic Strategy

30 June 2021

CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Making progress possible. Together.

EXECUTIVE SUMMARY

The Philippi Opportunity Area (POA) is one of three catalytic Transit Oriented Development (TOD) precincts forming part of the Council-endorsed Catalytic Land Development Programme (CLDP). This document contains the Economic Strategy for the POA, in line with the wider planning and coordination process for the CLDP led by the Urban Catalytic Investment (UCI) Department.

The POA Economic Strategy guides the development and investment logic for the precinct and aims to guide the unlocking of investment opportunities that the City of Cape Town (CoCT) can coordinate and implement together with other stakeholders and partners.

The POA Economic Strategy and its investment rationale is the culmination of a first phase of work to unlock the investment opportunities for the POA. The investment rationale is tied to the '3-2-1' spatial concept of three local nodes, in two clusters and one accelerator to drive infrastructure investment and economic development in the area. The rationale also considers the strategic assets and opportunities in the surrounding area including the Philippi Horticultural Area (PHA), the Cape Town International Airport (CTIA) and Swartklip. In addition, the vision of this Economic Strategy is rooted in an rationale that to truly drive economic development in the area, investment is needed to shift the POA from a "**no-go" zone to a "lets-go" zone.**

Strategic economic interventions for the POA are presented for five economic drivers, including urban management, agriculture, informal enterprise, waste and recycling, as well as manufacturing and linked logistic industries. The drivers have been identified by the CoCT in partnership with stakeholders and supported by status quo assessments. Given urgent area transformation priorities, the Economic Strategy will give way to Strategic Action Plans (SAPS) for urban management, urban agriculture, and informal enterprise in an effort to stimulate the opportunities for catalytic investment for these three areas.

The POA economic Strategy therefore reaches beyond traditional sector-based economic investment to underscore the importance of addressing the area's social challenges. While the proposed interventions are tools towards addressing social challenges facing the area, specific focus and resources are needed for urban management, uplifting communities, and creating safe and productive environments for businesses, which may be outside the ambit of the strategy.

In keeping with the investment rationale, roadmaps for key economic drivers have been developed with a phased approach. In the first phase of implementation, attention needs to be on immediate interventions that are investment priorities needed to stabilise the area, secure current economic activity, and support existing informal enterprises and SMMEs. The medium- and long-term interventions build upon the foundations of stabilising the area to grow the economy further and attract new investment. Attention has been on how supporting activities, targets, and indicators can guide implementation of the POA Economic Strategy, and the key internal and external partners. It is crucial that the roadmaps are continually assessed against the principles identified in this Economic Strategy to ensure targets are met with impact in line with the overarching vision of creating a “let’s go zone” and the three overall strategic objectives:

1) Retain Existing Investments, Businesses & Jobs.

2) Support & Grow Informal Enterprises & SMMEs.

3) Attract New Investment.

As the UCI Department focuses the POA for implementing its wider catalytic precinct development programme, the strategic regeneration and spatial framework for the area will provide important alignment checks. The POA Regeneration Framework and the finalisation of the Integrated District Spatial Development and Environmental Frameworks reiterate the challenges faced by the area, particularly around the need for improved access, supporting land use for both formal and informal sectors and community-centred solutions. To capitalise on efforts to date, the UCI Department will need to continue working with its partners and be supported by an enabling environment with supportive regulations, appropriate infrastructure, funding and financing arrangements, and a supportive spatial framework.

____

Frank Cummings | Date:

Director: Urban Catalytic Investment.

____

Gideon Brand | Date:

Manager: Programme Coordination and Partnerships

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

ACSA	Airports Company South Africa
AED	Area Economic Development
BR&E	Business Retention & Expansion
BRT	Bus Rapid Transport
CBD	Central Business District
CoCT	City of Cape Town
CSIR	Council for Scientific and Industrial Research
CLDP	Catalytic Land Development Programme
CTIA	Cape Town International Airport
DFA	Dark Fibre Africa
ECAMP	Economic Areas Management Programme
EDP	Economic Development Partnership
ha	Hectare
IRT	Integrated Rapid Transport
LWC	Lansdowne Wetton Corridor
NGO	Non-Governmental Organisation
NMT	Non-Motorised Transport
PEDI	Philippi Economic Development Initiative
PFPM	Philippi Fresh Produce Market
PGS	Participatory Guarantee System
PHA	Philippi Horticultural Area
PMU	Precinct Management Unit
POA	Philippi Opportunity Area
PTI	Public Transport Interchange
SAPs	Strategic Action Plans
SEZ	Special Economic Zone
SMME	Small, Medium and Micro Enterprises
SUDS	Sustainable Urban Drainage Systems
TOD	Transport Oriented Development
UCI	Urban Catalytic Investment Department
WCDMA	Wideband Code Division Multiple Access
WCG	Western Cape Government
WCDEADP	Western Cape Department of Environment and Development Planning

1 Introduction

The development of the Philippi Opportunity Area (POA) is part of the Urban Catalytic Investment Programme (UCIP) underway in the City of Cape Town (CoCT). The UCIP aims to optimize precinct-level integration to unlock economic activity as well as infrastructure investment through supporting partnerships.[1]. This strategy lays out the economic development vision and objectives for the POA, and the strategic interventions linked to focused, workable activities with supporting targets to drive implementation. The location of the POA is its greatest strategic economic advantage. Realizing this advantage will not only be a game-changing intervention for the residents and businesses of the area, but for the City as a whole.

The POA's economic development future rests on the area's transformation into **a viable and livable environment.** Given the challenges facing the area currently, an **Economic Strategy for the POA is required to provide direction at various levels**. Investment is primarily needed in urban management and related interventions to transform the area from a "**no-go" zone** to a **"let's-go" zone.** Getting urban management right is essential to enabling existing small, informal businesses and local entrepreneurs – the most direct drivers of economic activity – to function in a safe and cohesive environment. Creating a safe and productive POA, underpinned by functioning basic services and accessible transport routes, are imperatives for attracting and retaining new investment, as well as rebuilding confidence in the precinct's economic future.

Retaining and supporting established investments, businesses and jobs is therefore also an obvious priority. While the POA is recognised as having social and economic capital, interventions are needed that are tailored to support existing informal enterprises, entrepreneurs and SMMEs practices. Taking forward previous recommendations to work with informal traders and micro-enterprises need to be central to the strategy.

To support and grow existing economic activity, **attracting new investment and stimulating job creation hinges on regaining investor and market confidence.** Improved urban management and targeted public infrastructure and facilities that attract productive economic activity are stepping-stones to encouraging investor confidence and crowding in investment from both private and public arenas. Similarly, growing consumer demand for goods and services produced in the POA hinges first on providing solid foundations from which local traders can participate in wider markets to in-turn improve consumer sentiment and demand responsiveness.

The Strategic Interventions mapped out in this strategy focus on the **development drivers** in the POA, informed by analys of the context, and identification of the basics required to transform POA into "let's go" zone. The drivers are nested within a complex environment where concerns about safety, economic deprivation and the overall community well-being are urgent challenges. Although the POA Economic Strategy

[1] Catalytic Land Development Guideline. Cities Support Programme, National Treasury. August 2018.

prioritises interventions to improve the area's viability and liveability, targeted support is needed to realistically address social challenges that are beyond the scope of this Strategy. In a similar vein, while the strategic interventions covered herein speak to specific actions and activities, efforts are needed across sectors given that many interventions are mutually reinforcing. As the custodian of this strategy, the UCI Department within the CoCT will need to work closely with identified partners and other groups working in the POA to ensure implementation not only takes off but is also sustained over time.

In addition to the national UCIP, various processes are underway within the CoCT to support the POA's transformation. Precinct-level planning in line with the Regeneration Framework outlines important actions that need to align with the Economic Strategy, and close attention has been paid here to how the Economic Objectives support the wider precinct vision. To this end, the wider development context, including the Cape Town International Airport (CTIA), the Philippi Horticultural Area (PHA) and the Swartklip Site are key alignment contexts.

The POA Economic Strategy includes key principles for Strategic Interventions that speak to the strategic focus areas of the CoCT in line with the Integrated Development Plan (IDP) 2017-2022, as outlined in Chapter 2. Implementation of this Strategy needs to be assessed against the outlined principles and the Strategy Objective so that once the Strategy is approved, targets are used to ensure implementation is effective and impactful. The finalisation of other CoCT processes must be monitored. In particular, the final sub-district plans will provide important spatial context, by specifying the supporting spatial and environmental guidelines for Strategic Interventions and Spatial Development Objectives. The final Community Action Plans (CAS), currently in draft, will cast light on the efforts underway by the Mayoral Urban Regeneration Programme (MURP) to address urgent social issues in the metro.

1.1 PROJECT HISTORY

The POA concept was developed during a multistakeholder workshop, hosted by the Philippi Economic Development Initiative (PEDI) in 1999, to develop a strategic planning framework for the area and a capital implementation pipeline and infrastructure investment programme. The POA was then further defined in a second workshop held by the COCT in 2017, resulting in a conceptual approach that outlines the guiding development principles for the area, as well as the presentation of the **'3 Nodes, 2 Clusters, 1 accelerator approach'** which refers to the integration of the catalytic sites – Philippi East, Joe Ggabi (Stock Road) and Nolungile as the three nodes in conjunction with Swartklip and Philippi East/Stock Road and Nolungile/Swartklip as the two clusters, and the Swartklip site as the accelerator[2][3] - to drive infrastructure investment and development in the area (Figure 1).

[2] CLDP Philippi Catalytic Precinct Baseline Work and Other Progress. Urban Catalytic Investment. 6 February 2020.
[3] Philippi Opportunity Area Regeneration Strategy Key Analysis Findings and Conceptual Approach 21 January 2020.

The wider spatial and economic context of the POA relates to the Cape Town International Airport (CTIA), the Philippi Horticultural Area (PHA) and includes the Philippi Industrial Area (**Error! Reference source not found.**). As a result, a variety of commercial, residential, industrial, retail, wholesale, agricultural and informal trade coexist within a relatively compact geography (approximately 817 hectares).

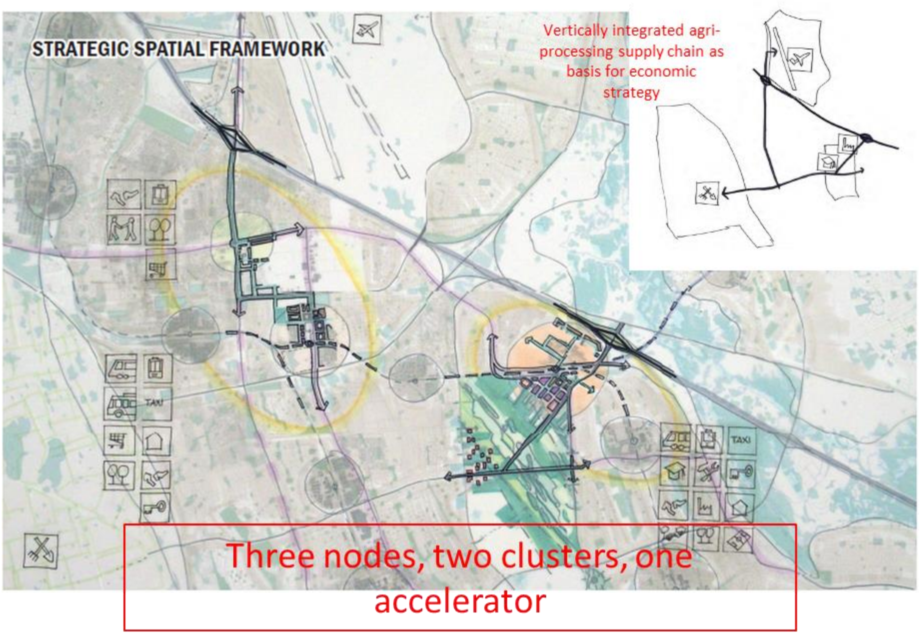


Figure 1 3 Nodes, 2 Clusters, 1 accelerator approach, COCT, 2017[4]

The POA has been adopted as part of the national Catalytic Land Development Programme (CLDP), which seeks to enable inclusive integration, unlock economic activity and infrastructure investment with supporting partnerships within a priority precinct of a specific spatial targeted area[5]. Application of the catalytic

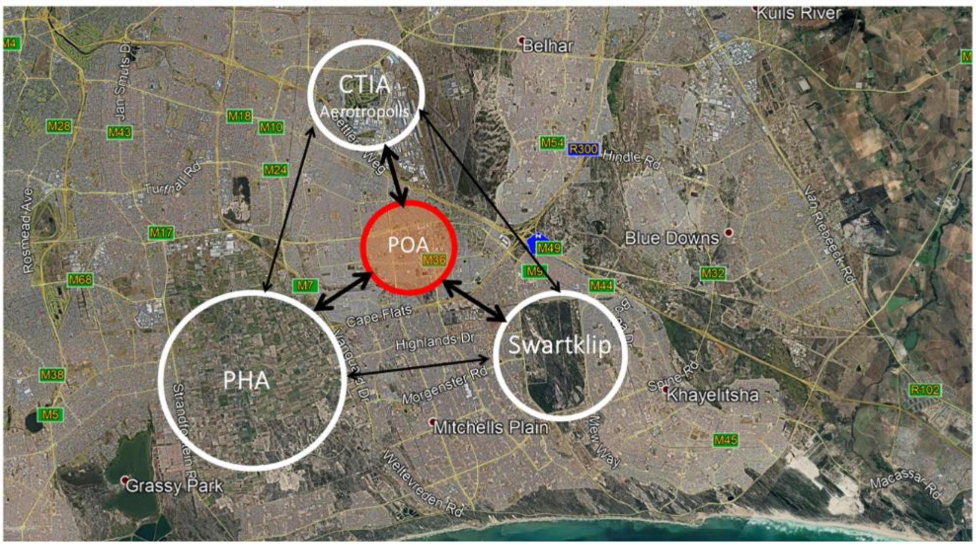


Figure 2: The POA in relation to key sites

4 Urban Accelerator in Metro South East Opportunity Area Nolungile/Swartklip, Workshop Minutes Report, 2017

5 Catalytic Land Development Guideline. Cities Support Programme, National Treasury. August 2018.

development model to the POA requires an overarching Economic Strategy that is guided by tailoring the principles of the catalytic land development vision to the local context.

The precinct development planning processes led by the Urban Catalytic Investment (UCI) Department at the City of Cape Town (CoCT) has developed a **Regeneration Strategy for the POA that identifies eight regeneration themes to set the POA on a path for a more inclusive, thriving, and resilient future** (Figure 3). **The Regeneration Strategy also identifies Priority Zones for clustering and grouping projects to achieve integrated and catalytic outcomes.**

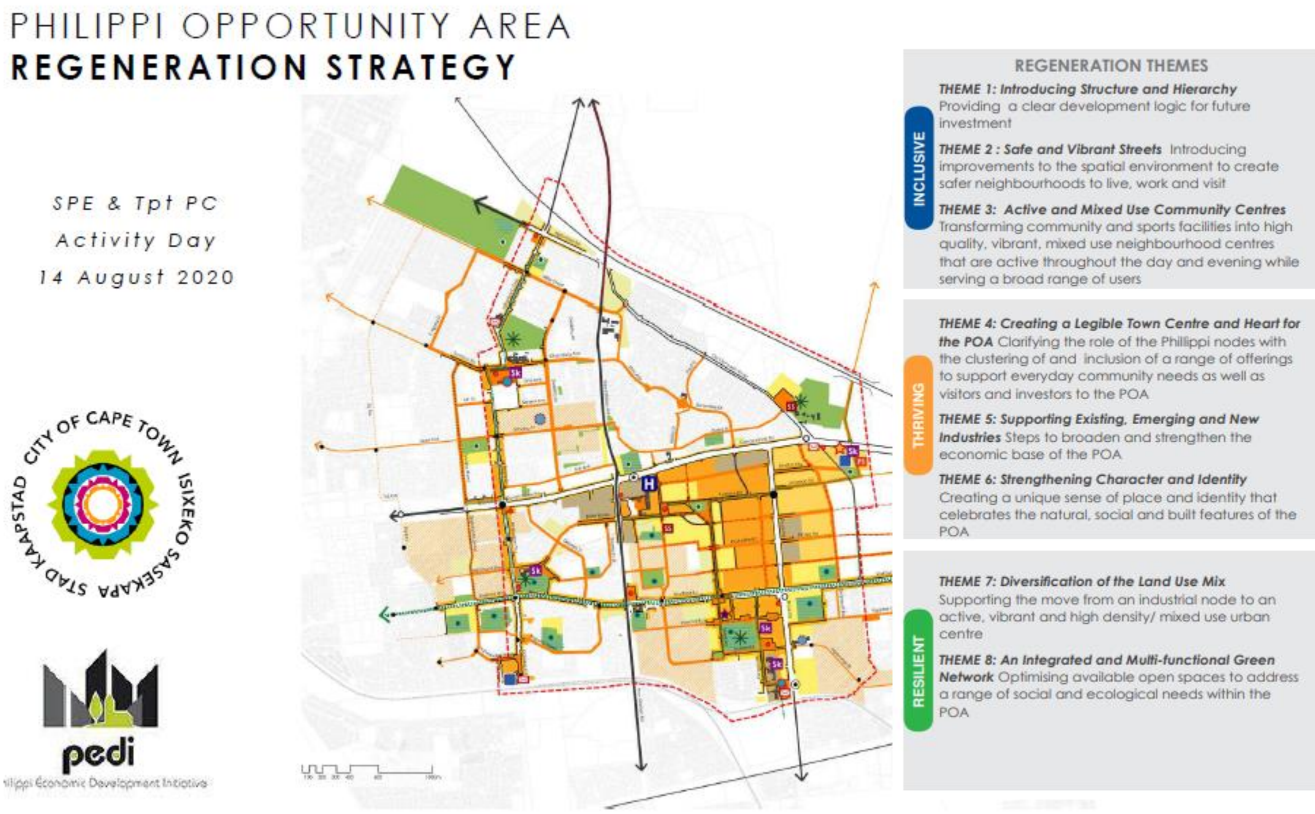


Figure 3 Key Themes from the Philippi Regeneration Strategy, COCT, 2020[6]

1.2 PROCESS AND METHODOLOGY

The development of the Economic Strategy concludes the first of two phases for the UCI POA catalytic investment initiative relating to economic investment and development. Figure 4 shows the high-level process that is further unpacked in this section.

[6] Philippi Opportunity Area Regeneration Strategy Key Analysis Findings and Conceptual Approach 21 January 2020.

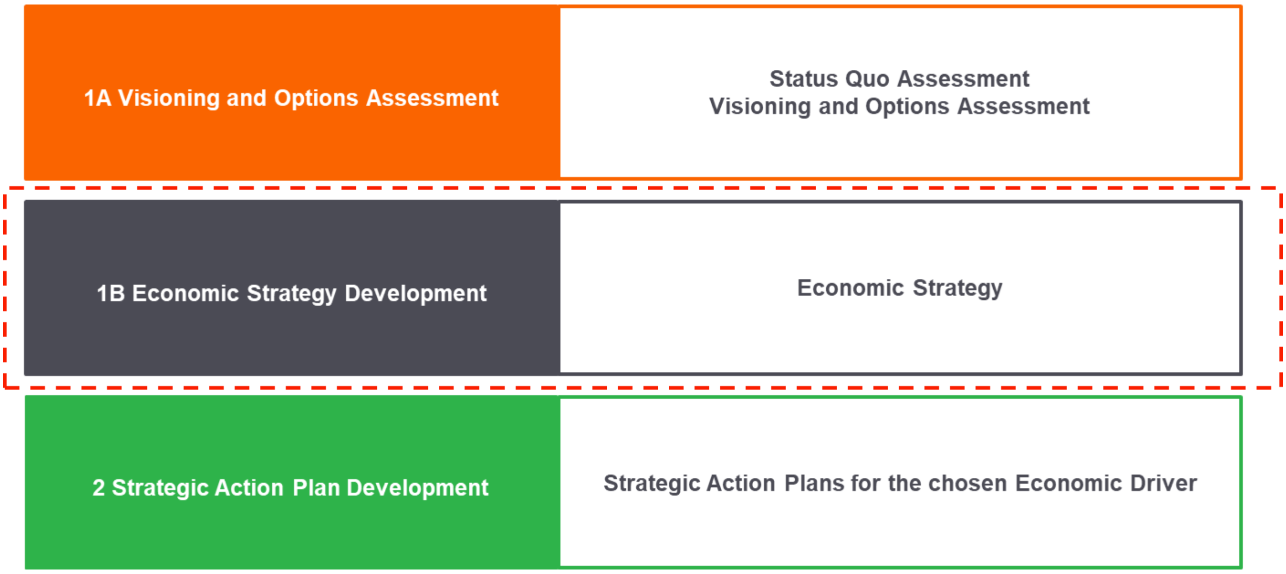


Figure 4 High-level UCI POA project process

There are two key informants to the Economic Strategy process, namely the *Visioning and Options Assessment* and the *POA Regeneration Framework*, as shown in Figure 4The Rapid Urban Assessment carried out during the Visioning and Options Assessment in Phase 1A informed the objectives and interventions of the Economic Strategy in Phase 1B. A series of stakeholder-workshops[7] were carried out to ensure the interventions made sense, and are workable for, the POA context. A key finding from the stakeholder information related to the dependency of economic development and investment on transforming the POA from an “no-go” into a “let’s go’” zone, which was to become the “POA, Let’s Go” Economic Strategy Vision, underscoring urban management as a cross-cutting strategic action.

The POA Regeneration Framework provided useful precinct-level planning context and overall concept guidance in line with setting the POA on a more “Resilient”, “Thriving” and “Inclusive” path. The Economic Strategy Objectives (see Section 2) were categorised in terms of the three Regeneration concepts, landing the Strategy with three objectives:

1) Retain Existing Investments, Businesses & Jobs.

2) Support & Grow Informal Enterprises & SMMEs.

3) Attract New Investment.

The Strategic Interventions selected to achieve the three objectives are filtered in terms of five key economic drivers in the POA and tested against stakeholder-informed principles (Section 4) that have been identified for guiding any investment in the area. Strategic Interventions have been aligned with the Regeneration Framework as far as possible, as well as other efforts towards area upgrading and improvement efforts.

[7] Four workshops were held in conjunction with the Urban Catalytic Investment Department of the City of Cape Town.

Ongoing attention needs to be on how other efforts and project for the area unfold, not only to maximise investment resources, but also to ensure the catalytic investment initiative for the POA continually enables wider transformation of the area. Noting that significant resources are needed to address broader social issues, the POA Economic Strategy has developed roadmaps for implementation of the core economic objectives for the area. The roadmaps in Section 5 outline phases of investment over short (i.e., immediate need), medium- and long- term horizons where the later targets are seen as enabled by immediate priorities for investment.

Section 6 describes the implementation considerations affecting the execution of the Economic Strategy and its interventions. A key consideration relates to how the policy and regulatory environment can be supportive of local economic development and job creation within the specific Philippi context. Other enabling factors relate to how demand and investment in the POA can be regained, such as through functional infrastructure and improved urban management, functional infrastructure and improved urban management. The Economic Strategy will also need to consider the institutional and partnering arrangements for delivery of the strategy noting community, public and private sector actors in the precinct. While the strategy also needs to consider available funding and financing options, urban management is a precondition for any investment to be successfully seeded and sustained. The Strategic Interventions for the three key drivers of Urban Management, Informal Enterprise and Urban Agriculture will to be taken forward in three Strategic Action Plans (SAP).

1.2.1 STAKEHOLDERS CONSULTED

Stakeholder engagement has been a central informant to the development of the POA Economic Strategy and associated interventions. This has taken place at two levels, namely at a forum level, supported by one-on-one engagements with key stakeholders such as PEDI, the EDP, ACSA and GreenCape. Two forums were established including an internal CoCT PMT with representation from CoCT line departments and an External Stakeholder Forum that included representation from key external stakeholders in the POA. The PMT met on three occasions through the course of the project to inform the status quo, the development of the strategy and to review proposed interventions. Two external stakeholder workshops were held to inform the Vision and Options Assessment and the Economic Strategy interventions. Further focussed engagements were convened with key stakeholders as part of the development of the strategic actions plans including discussions with informal enterprise, urban management and agriculture stakeholders. PMT and Stakeholder workshop invitees as well as records of relevant PMT meetings, Stakeholder workshops and one-on-one engagements are included in APPENDIX A and APPENDIX B.

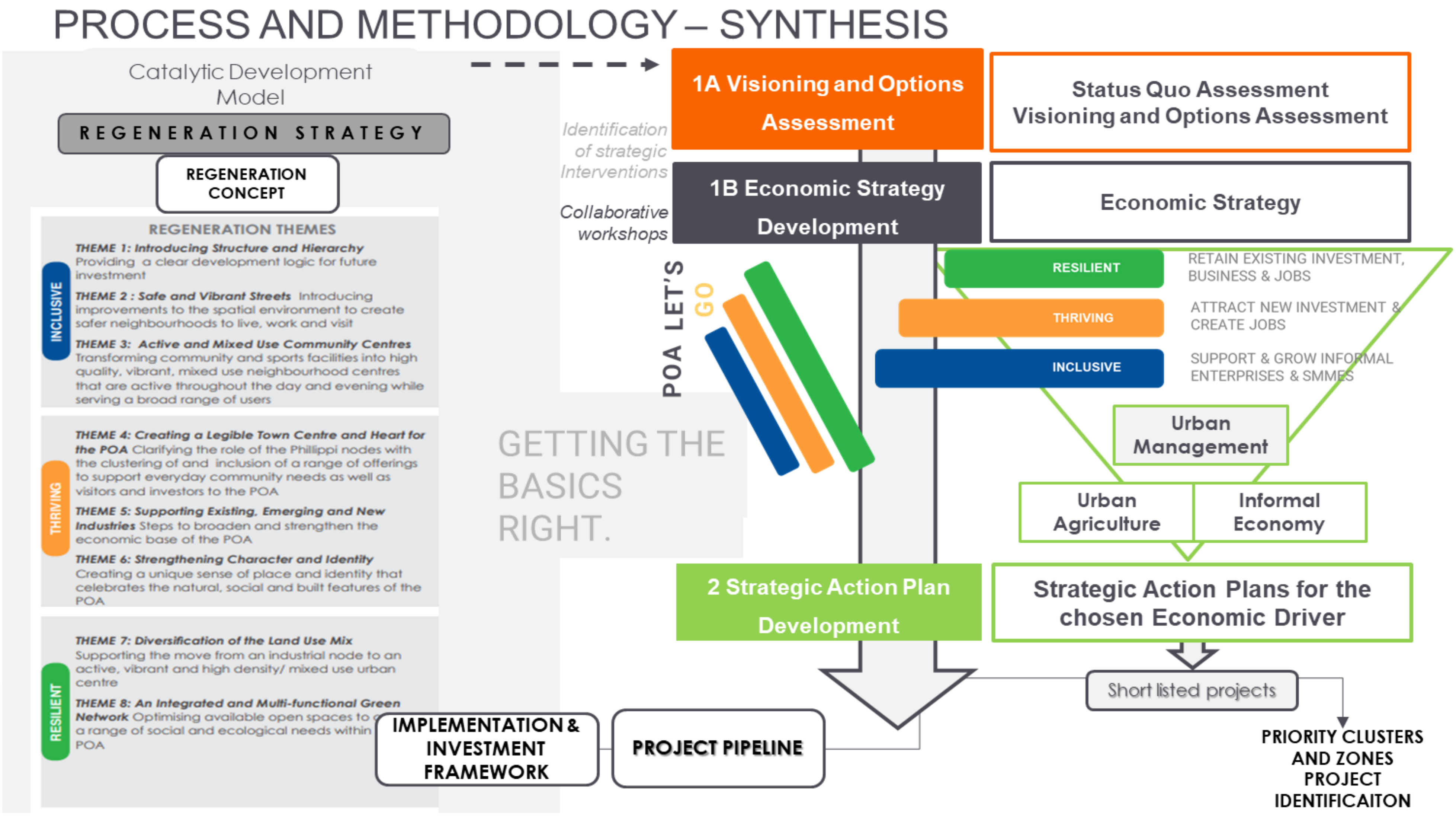


Figure 5 Economic Strategy process and methodology

2 Economic Vision and Objectives for the POA

Sustainable regeneration is a key overarching vision for the overall POA precinct, in line with the City's Regeneration Framework and its focus on **inclusive, thriving and resilient** outcomes for the precinct. The Vision of the Economic Strategy is aligned to these outcomes and sets out to transform the POA from a "**no-go" zone to a "lets-go" zone.** The principles guiding the Economic Strategy emphasise that basic urban management and locally rooted interventions to create a safe and productive environment are the immediate investment priorities.

Getting urban management right is central to delivering a "Well-Run", ''Safe'' and "Caring" City in line with the five-year IDP priorities for 2017-2022. In the short-term, attention needs to be on safety enhancement and functioning basic services as prerequisites to making the area desirable for investment by investors large and small, formal and informal. While the Economic Strategy naturally looks to unlocking wider market opportunities and positioning the POA in the "Opportunity'' City, it is pivotal to focus on the pressing concerns of safety and weak urban management. In the absence of a productive and safe environment, the potential for promoting local job creation and achieving better access to economic opportunities is at risk.

Equally, the POA is a spotlight on the need for creating an "Inclusive City". The Economic Strategy will prioritise interventions prepared in partnership with local communities, addressing unemployment and livelihood insecurities. Successfully addressing the punctures in the POA economy will require a sharp reduction in unemployment and attention will need to be on alternate approaches such as shifts out of unemployed status through temporary jobs, small business development and informal skills targeting.

The objectives of the POA Economic Strategy have thus been selected in response to the urgent economic priorities in the precinct, acknowledging that there is much to be done in other associated processes. The wider precinct Regeneration Framework is a key parallel process and where it is helpful for alignment and resource maximisation, interventions have been aligned with the Regeneration actions. The draft Integrated District Spatial Development and Environment Management Frameworks are also key areas of alignment. The Strategic interventions of the Economic Strategy are generally aligned with the spatial recommendations of the Philippi sub-district guidelines in the District Plan to support promoting mixed land use for wider regeneration and supporting access such as through the spatial integration of local of street vendors and microenterprises within pedestrian range. If implemented, the sub-district guidelines will assist to prioritise improved access, the wider precinct regeneration and land use responses that support economic development. The implementation of the District Plan proposals will however require an engagement with road classification and transport engineering guidelines as these do not currently facilitate the implementation of the District Plan proposals in practical terms. This particularly relates to finding a balance between transport operational needs and accommodating economic opportunities that respond to the access provided by transport investments.

The POA Regeneration Framework and the finalisation of the Integrated District Spatial Development and Environmental Frameworks reiterate the challenges faced by the area, particularly around the need for improved access, supporting land use for both formal and informal sectors and community-centred solutions

The Economic Strategy objectives are also tied to interventions with activities, targets and indicators to assess progress over time and provide a roadmap for sequencing an admittedly complex implementation. Implementing the POA Economic Strategy Vision will be a long-term mission, together with various stakeholders and partners, and it is critical that a sustainable view of economic development is adopted by planners and developers.

ECONOMIC VISION: POA LET'S GO!

Transforming the POA from a "no-go" into a "let's go" zone to ensure existing social and economic capital can operate in a safe and productive environment, to stimulate local businesses and crowd-in investment.

2.1 OBJECTIVES OF THE POA ECONOMIC STRATEGY

RETAIN EXISTING INVESTMENTS, BUSINESSES & JOBS

Existing businesses, entrepreneurs, and traders in the POA face unsustainable burdens arising from poor urban management, high crime levels and basic services delivery challenges. The risk of further capital and entrepreneurial flight needs to be mitigated. A starting point of the POA strategy is to retain existing investment, businesses, and jobs to stabilise the local economy and provide productive environments for informal enterprises and SMMEs, and thereby securing future new investment in the medium-term.

SUPPORT & GROW INFORMAL ENTERPRISES & SMMES

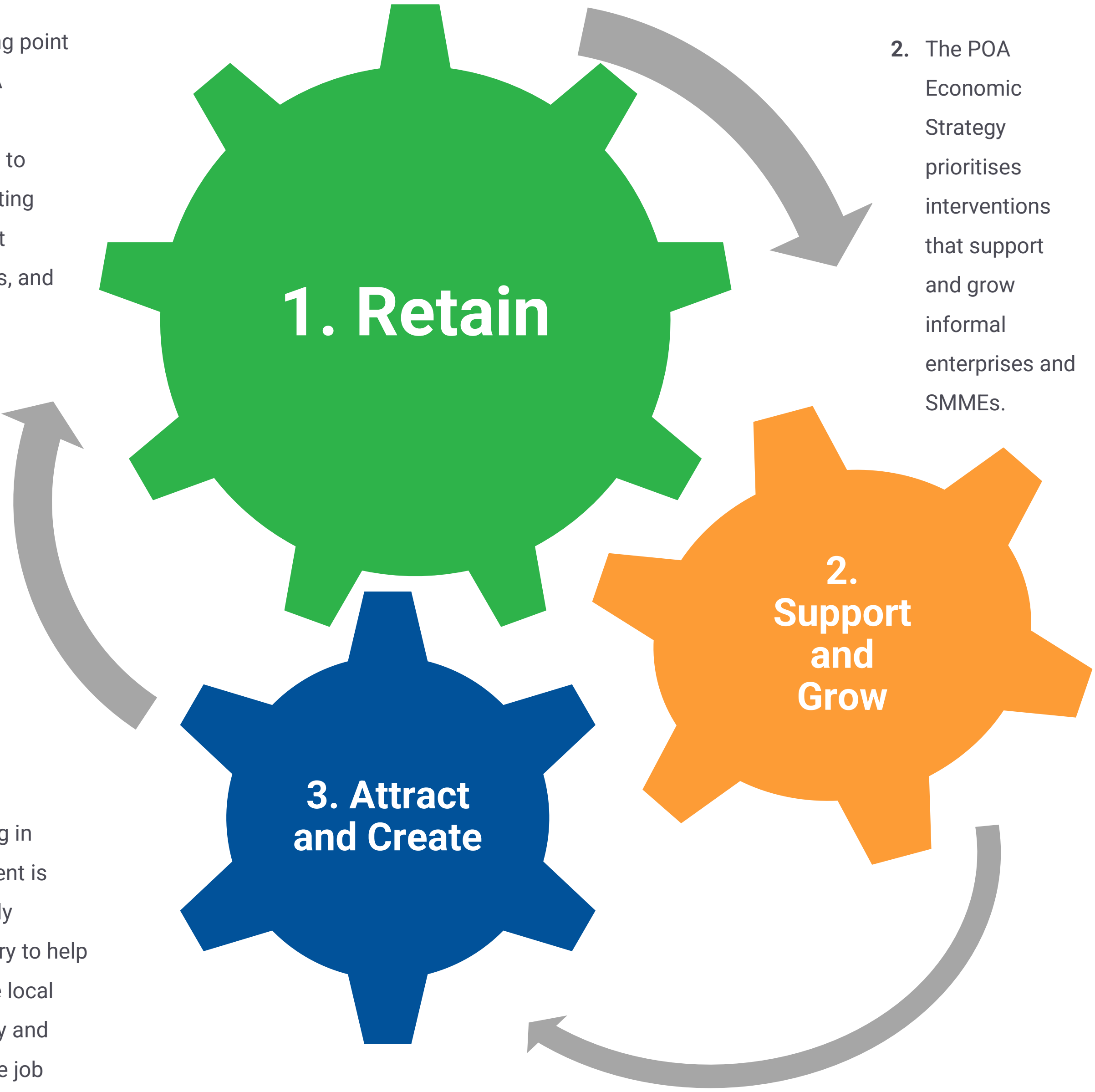
Informal enterprises are key contributors to the POA economy and to the livelihoods of local and surrounding communities. It is critical that economic development in the POA supports the local community and its businesses. The POA Economic Strategy prioritises interventions that support and grow informal enterprises and SMMEs. As informal businesses are legitimate, but often operate on the margins – with limited security, substandard infrastructure and limited to no government support – their businesses are often short-lived. The interventions of the POA Economic Strategy seek to support and grow existing informal enterprises and SMMEs to positively impact local livelihoods and further contribute to the local economy.

ATTRACTING NEW INVESTMENT AND CREATING JOBS

Stabilising and developing productive existing economic activity are prerequisites for attracting new investment and job creation. Achieving these objectives will lay the foundations for attracting new investment to the POA, which is ultimately necessary to help grow the local economy and stimulate job creation. Crowding in new investment will require interventions aimed at rebuilding public, social and industry confidence in the POA to anchor catalytic and implementable projects.

1. The starting point of the POA Economic Strategy is to retain existing investment businesses, and jobs.

2. The POA Economic Strategy prioritises interventions that support and grow informal enterprises and SMMEs.



3. Crowding in investment is ultimately necessary to help grow the local economy and stimulate job creation.

Figure 6 Linkages between the POA Economic Strategy Objectives

3 Status Quo synthesis

Philippi is characterised by both formal and informal development and high population densities across residential, industrial, and commercial land uses. The Philippi community experiences high levels of unemployment and low household income levels. The mark of deep social challenges including persistent poverty, high crime rates, gender-based violence and food insecurity, make a clear case for improving the basic living environment of the Philippi communities and the local economy, it's traders and business.

Despite its social challenges, the POA is also viewed as an area of potential opportunity – being strategically located in the centre of Cape Town in proximity of the PHA, CTIA and key access routes including the N2, R300, Sheffield Road and Govan Mbeki Road. The Philippi East industrial node includes vacant, zoned land at relatively affordable prices. Numerous previous policies and studies[8] highlight this potential. On the surface, the key preconditions for economic activity and attracting investment are there (location, access, and zoned land), however, in reality, these locational advantages are undermined by poor urban management. Urban management issues include safety and security, land, and public space management as well as the provision of basic services.

Crime rates experienced in the area are some of the highest in Cape Town as well as nationally and affect both businesses and communities. Visual evidence shows striking infrastructure and urban management shortcomings that have historically led to Philippi's reputation as a "no-go area" for investors: Cleansing and waste management are insufficient and illegal dumping is common, with pervasive accumulation of uncollected waste on public streets and open spaces. In some areas, such as Marikana informal settlement area, municipal refuse collection is insufficient and limited to the periphery of the settlement.

There are area issues with water pressure and quality issues, affecting farmers in the nearby PHA, while future bulk electricity supply by Eskom was at capacity in 2015. Illegal electrical connections associated within informal settlements threaten supply to businesses. While stormwater management capacity is currently adequate for a 10-year storm interval, the area is ill-equipped to handle larger storm events. Flooding is experienced annually due to poor management of litter and pollutants (these reduce infrastructure efficiency), and the high water table.

The local road network is impacted by potholes, degraded curb side environments along key arterials (particularly those with wide road reserves), and limited traffic management and public transport ranking infrastructure resulting in congestion along key access routes such as Govan Mbeki Road and New Eisleben Road. This impacts the movement of both local and freight traffic, negatively impacting economic activities linked to freight and logistics which require ease of movement.

[8] See for example, CTSDF, District Plan, DASUDA, POA Regeneration Framework.

A significant issue is the occurrence of large-scale land invasions that have taken place in the recent past and remain a threat to undeveloped vacant land in the area affecting investment. Many of these settlements remain underserved with basic infrastructure. Cumulative infrastructural and land management issues, underpinned by safety issues, have discouraged investment by the private sector, making Philippi a “no-go” zone. Crime is cited as a significant challenge for business, residents and especially, informal settlements (Marikana settlement in particular) where densities are high and there is limited lighting or policing.

Poor urban management continues to place a cost burden on both formal and informal economic activity in the POA. The current situation is not sustainable and without stabilisation of the area from an urban management perspective, existing businesses may eventually choose to relocate if the costs of doing business out way the cost of relocating. Retail and informal enterprises are likely to remain because of the market demand created by the residential population, however the cost of doing business will continue to be high, threatening the sustainability particularly of low margin, livelihood focussed enterprises.

Despite the current poor state of urban management, some industrial and manufacturing businesses continue to operate in the area. New private sector retail investments, together with existing and new informal enterprises, continue to respond to, and service, the growing residential population. The highest number of businesses active in the POA are informal businesses, which are generally responsive to footfall, and often cluster around the formal retail developments, and transportation services such as the MBT and Amaphela[9]. There are currently three major retail nodes, namely GOAL, the Philippi Plaza, and the Philippi Centre (Shoprite) / Junxion Mall, around which informal and transport businesses cluster. There are strong linkages between the PHA and informal traders evident in the supply and sale of fresh produce. PEDI also has ongoing several agricultural initiatives, which invest in value chain activities and training programmes. Integration of the informal sector, such as connections to local farmers, has been identified as a key area needing support.

The spatial dimensions of economic activity are a key determinant of development potential in the POA. In addition to urban management, access has been identified by stakeholder groups as a key economic enabler for the POA and includes both improved road access and improved public transport services. The area is currently serviced by Mini-Bus Taxis, Golden Arrow Bus and Rail Services, with proposals to extend the rail network and implement Phase 2 of the MyCiTi that will substantially improve integration with the Greater Metro. Proposed road upgrades will significantly improve both north-south and east-west access to the POA and include the Borcherd’s Quarry upgrade, Symphony Way upgrade, Sheffield Road extension and R300 extension. Consideration needs to be given to the prioritisation and fast tracking of road upgrades that will have the greatest economic impact for the POA.

[9] Amaphela are a form of paratransit that provide township dwellers in Cape Town, South Africa with flexible, inexpensive and relatively comfortable transportation in combination with other formalised and semi-formalised service. See Rink, B. 2020. *Capturing amaphela: Negotiating township politics through shared mobility, GeoForum.*

In particular, upgrades related to the MyCiTi will impact on informal trading taking place in affected road reserves if current design approaches proceed[10]. Stakeholders have indicated that consideration needs to on balancing transport upgrades with informal trading needs. Designs need to be responsive to the access provided by roads and public transport services so to mitigate the potential negative impacts on economic activity and existing traders.

Previous estimates[11] indicate that the POA could be missing out on new capital investment to the extent of nearly R 2.1 billion due to poor urban management practices and the absence of major turnkey interventions, including improving access and site visibility to the N2 highway and R300 motorway, general infrastructure capacity, safety and security. There is clearly an urgent need to address urban management in the POA as the first action to securing existing investment and economic activity in the area. The focus needs to be on getting the basics right to catalyse further investment in the area.

Once the area is stabilised for existing businesses, new investments are more likely to respond to the locational advantages of the Philippi East industrial area, including industry and manufacturing businesses needing affordable large land parcels and good access, and freight and logistics businesses needing proximity to the CTIA and broader transport network. If improvements are not achieved in the short term, the area will continue to be overlooked by new investors looking to take advantage of, and respond to, investments and developments associated with CTIA developments and its future expansion. Irreversible capital flight of existing businesses will also be increasingly likely if the “no go” status quo continues, while informal businesses will continue a struggle to thrive.

The need for a targeted investment strategy and proper urban management will become more urgent given high population growth. The Draft Khayelitsha, Mitchells Plain, Greater Blue Downs District Baseline and Analysis Report 2019: State of the Population (28 November 2019) provides the most up-to-date socio-economic data albeit at the scale of the Philippi Sub-District. Philippi East, which partially falls in the POA, experienced very high population growth between 2011 and 2018 of 427.6%. Comparatively, the overall District population growth rate was 18.32% for the same period.

The Visioning and Options report noted that prioritised investment should focus on transformation of the area into a viable and liveable environment, supporting the sectors key to the POA economy and balancing this with investment into addressing urban management. This could be achieved by investing in interventions that can transform the area from a “**no-go” zone to a “lets-go” zone**.

3.1.1 SWOT ANALYSIS AND IMPLICATIONS FOR THE POA ECONOMIC STRATEGY

The economic opportunities presented by the POA should be considered in relation to the interplay between its competitive and comparative advantages, as well as its strengths, weaknesses, opportunities and threats.

---

[10] Large scale road infrastructure proposed to be implemented on Govan Mbeki (Class 3), New Eisleben (Class 2), Sheffield Road (Class 2) and Stock Road (Class 3), will result in a large portion of the road reserve cross section being cleared and allocated for road purpose.

[11] Demacon. 2013. Philippi Highest and Best Use Market Study: Market Research and Recommendations.

Essentially, the competitive and comparative advantages of the POA rests in the economic developmental and structural attributes that permit it to produce, or attract the production of, goods and services at a lower cost and/or higher quality than competitor regions, while securing a market for the efficient consumption or use of such goods and services. These advantages affect investment and trade potential in the POA and can be supported by drawing on demand and supply attributes of other areas, including for those in close proximity, such as the PHA, CTIA and surrounding industrial nodes.

Figure 7 summarises the strengths, weaknesses, opportunities and threats (SWOT) of the POA emanating from the status quo analysis, visioning and options assessment, and stakeholder workshops and engagements.

STRENGTHS

- Strategic location in metro with access to main mobility corridors (incl. R300 and N2) and public transport (current and future).
- Proximity to CTIA, PHA, and Swartklip.
- Established agriculture, manufacturing, retail, wholesale, transport, storage and waste sectors.
- Planned public sector investment (agriculture, housing, transport, roads, etc.).
- Existing infrastructure (incl. road and rail), land and buildings.
- PFPM, Philippi Hub and community facilities

WEAKNESSES

- High crime levels.
- Poor urban management & infrastructure maintenance.
- Low product diversification, high existing sector concentration.
- Poor progress and certainty of key planned public sector projects.
- Constrained logistics & public access routes and poor road conditions.
- Inadequate public facilities and services.
- Unstructured informal trader activity, infrastructure and equipment/storage.
- Unreliable access to bulk services.
- Lack of small-scale farmer quality certification.
- Unskilled labour.

THREATS

- High crime levels.
- Land invasions
- Illegal dumping and electrical connections.
- Overloaded infrastructure
- Changing urban edge and encroachment of PHA due to informal settlements and rezoning of agricultural land to mixed use.

OPPORTUNITIES

- Proximity to CTIA, PHA, Swartklip and surrounding industrial nodes.
- Completion of Borcherd's Quarry Road will improve north-south access to N2 and CTIA
- Improving access to Sheffield Road and R300.
- Circular economy organic & industrial waste management.
- Land zoned and affordable for further industrial activity.
- Thriving informal trade sector.
- Skills development potential for labour absorption and improved small-scale farmers

Figure 7 POA SWOT Analysis

The strengths, weaknesses, opportunities, and threats identified in **Error! Reference source not found.** are interrelated and mutually reinforcing. This implies that if proactive measures are not implemented to overcome the weaknesses and threats, then the POA is likely to increasingly diminish in the attractiveness of its existing strengths and lose the prospects of taking advantage of prevailing opportunities. The SWOT analysis therefore suggests that the competitive advantage and economic opportunities of the POA can be enhanced by building on its strengths, taking advantage of the opportunities and actively overcoming its weaknesses and related threats. Once substantial progress has been made in eliminating many of the weaknesses and threats, particularly those within the ambit of the public sector and thereby rectifying the basics (refer to section 4.1 for more information), the POA will be in a position to achieve the strategic objectives of retaining existing and attracting new investment, businesses and jobs, as well as supporting the growth of informal businesses and SMMEs. This mutually reinforcing process towards attaining the strategic objectives for the POA is illustrated in Figure 8.

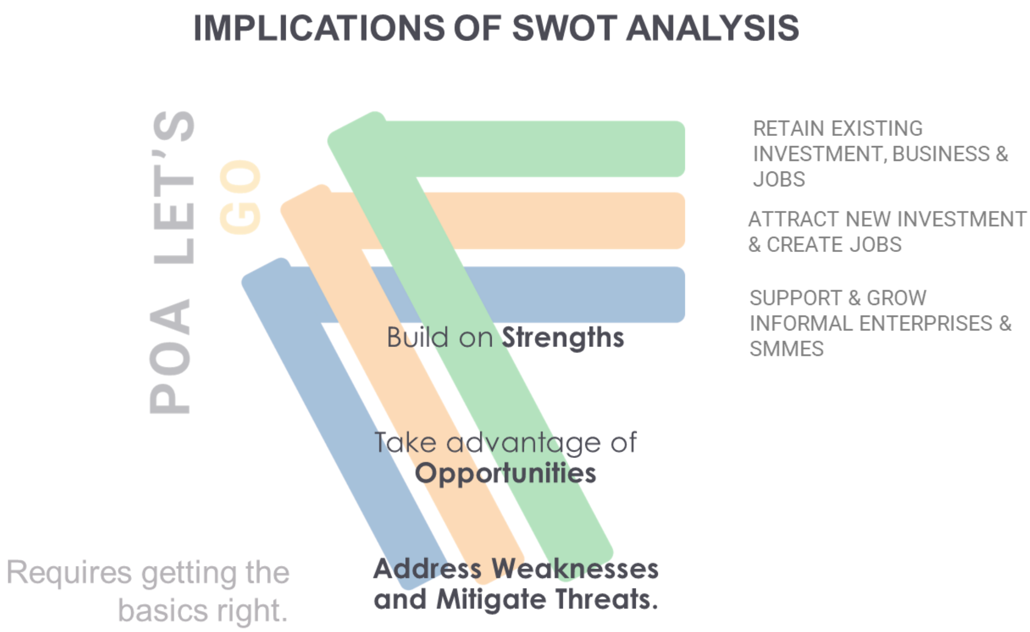


Figure 8: Implications of SWOT in terms of Economic Strategy Objectives

The primary comparative advantage presented to the POA is its proximity to key consumer, agricultural, transport and industrial nodes. This is complemented by the POA's existing light industrial activity base in Philippi East, wholesale and retail trade activity and current and planned agricultural initiatives concerning the PFPM and associated Agri Hub. The informal sector, including trade, motor and recycling activities, further plays an important role in the local economy as a means to sustain socio-economic subsistence.

If the weaknesses and threats are rectified, the POA can take advantage of the economic opportunity to produce goods and services at a lower opportunity cost in comparison to neighbouring areas and/or complement the existing productive activities taking place in those areas. This areal advantage can be transformed into a competitive advantage if it will enable existing and new industries or agricultural practices in the POA to offer goods and services at a lower cost and/or higher quality in relation to productive sectors in close proximity, and/or integrate into the value-chains of such nearby productive economic activity in a manner that enhances overall sectoral cost competitiveness.

Overcoming the weaknesses and threats summarised in Figure 8 can be achieved through measures such as the following:

- Active public investment and infrastructure delivery (including in roads, safety and security, housing, trade structures and bulk services).
- Improved urban management practices and quality of the public environment.
- Significantly strengthened safety and security measures.
- Reduced congestion and improved access to key transit nodes and road links.
- Safeguarding the PHA from land invasions and development threats.
- Active and broad community consultation, participation and representation in the planning and execution of local socio-economic and developmental interventions.
- Improving wider community agricultural programmes and projects in the PFPM.
- Focussed sectoral skills development and training initiatives for the population residing in and nearby the POA for enhanced employability, business sustainability and emerging farmer prospects.
- Supporting informal trade activity, including through the provision of dedicated trader areas and structures with access to basic services.

In combination, the above interventions will enable the POA to support the strategic objectives of retaining and attracting commercial investment, employment creation and supporting the growth of informal businesses and formal SMMEs.

Due to the proximity of the PHA and the existence of ongoing projects related to the PFPM, the agriculture sector and employment in the POA stands to benefit over the medium term from moving beyond primary agricultural and related product (e.g., fresh produce) cultivation to increased value addition in the secondary sector, such as packaging, agro-processing or manufacturing, warehousing, storage and distribution. Such value-adding initiatives would enhance the POA's agricultural supply prospects to the tertiary sector involving warehousing and distribution services, wholesale and retail trade to final consumer markets.

It was further identified that manufacturing activity in the POA is less diversified in relation to Philippi North and other industrial areas in relative close proximity, since it is largely concentrated in the recycling of scrap metal, production of veneer sheets, plywood, boards and insulated panels, manufacture of special purpose machinery and fabrication of steel. While the POA is distinguished by light industrial activity of largely low capital intensity, land that has been zoned for productive activity provides an opportunity to accommodate further investment and development in industrial undertakings, including in larger manufacturing enterprises.

The transport sector in the POA is situated within a key transport node consisting of important air and road transport networks and related infrastructure. Strategic investments are required in critical transport infrastructure links and services to improve access to and from the POA, including for the safe movement of freight and public mobility, as well as bulk, cold and containerised goods storage facilities. Given its adjacent location to CTIA, there are natural linkages with the development of the airport economy and the broader economic development of the POA if access, logistics and storage services can be strengthened.

The waste sector in the POA is concentrated in the recycling of scrap metal in scrap yards and subsistence recycling activity in the informal sector through the collection, sorting and trade of other recyclable materials. Given the prevalence of the PHA, PFPM, light industrial activity in the steel industry and widespread litter, the potential exists for the POA economy to benefit from further investment in the waste management sector, in addition to existing initiatives underway, including to demonstrate a commitment to a circular economy. This would involve a systemic approach to economic development that decouples economic growth from the 'take-make-dispose' model of finite resources and polluting materials through a process that is restorative and regenerative by design, including through sharing, reusing and recycling materials and products that would otherwise be discarded.

The status quo analysis, visioning and options assessment, stakeholder workshops, SWOT analysis and consideration of the current and prospective comparative and competitive advantages has informed the identification of economic opportunities for the POA that require focussed attention. These economic opportunities include the following:

- **Enhancing existing agricultural value chains.**
- **Improving existing informal markets and prospects for SMMEs.**
- **Proximity to the CTIA and linkages to the development of the aerotropolis; and**
- **Leveraging the existing manufacturing activity in the area that can be used as a base for further expansion.**

It is critical to involve the local community first and foremost in all stages of economic initiatives and interventions undertaken to enhance the POA's developmental prospects, regardless of whether such initiatives are driven by the public or private sector. An inclusive approach to economic development through active community involvement in the design, management and implementation of projects and programmes will progressively support initiatives to overcome the POA's weaknesses and threats as a means to improve the area's competitive advantage and will further improve the POA's ability to realise identified economic opportunities, ensure the success of strategic interventions (as outlined in section 5) and achieve the strategic objectives of the POA Economic Strategy.

3.1.2 COVID-19 IMPACT

In 2020, the Philippi sub district was identified as a COVID-19 hotspot where the coronavirus has spread rapidly, and infection rates accelerated during the 'second wave' in South Africa. Densely populated and impoverished areas of Gugulethu, Nyanga and Philippi, parts of which fall within the POA perimeter, have also been identified as COVID-19 hotspots. The connection between space constraints, infrastructure deficiencies and the reliance of many hotspot communities on informal trade for livelihoods renders the COVID-19 impact and its management immensely complex the POA and neighbouring communities[12].

[12] Corburn J. et al. 2020. Slum Health: Arresting COVID-19 and Improving Well-Being in Urban Informal Settlements., Journal of Urban Health, 97 (3) 348-357.

The government 'lockdown' regulations intended to contain the spread of the coronavirus have significantly impacted economic productivity due to the restriction of movement, closure of educational institutions and overburdening of healthcare facilities. While all economic activity is affected, informal traders and small businesses are most directly impacted due to their reliance on cash, footfall traffic, and pedestrian consumer movement. Many informal traders in the POA wholly lost their markets during the lockdowns, while others choose to operate illegal to sustain their livelihoods[13]. The oscillating nature of lockdown restrictions additionally means informal businesses need to resuscitate their operations before any formative growth and business expansion can occur.

Informal food traders and farmer networks linked to the POA have been particularly affected by the lockdown limitations on restaurants, public gatherings, and the closure of fresh produce markets[14]. Informal food traders in the area both source and trade produce from farmers, and farmer livelihoods have been severely impacted by restaurant and trade closures[15]. The intertwined economic and food security repercussions have triggered a local food security response effort led by PEDI in partnership with meal delivery service, UCook Food Fund and Ladles of Love (see Figure 9). Responses such as PEDI's three-pronged food security solution highlight the need for innovations to adapt to the market and demand changes from COVID-19 impacts. A key lesson is how interventions can cater for the needs of individual residents and households and innovate in terms of seasonal sowing requirements, the utilisation of seedlings that were in limited supply, farming techniques and investment in new technologies (including social media, messaging applications and websites)[16].

[13] Evidence of policy harassment of traders as well as informal waste pickers, goods confiscation, highlight the issues with the management of stringent lockdown measures in subsistence markets, and which are especially pronounced for the women typically comprising the majority of informal traders. See: Skinner, C., Barret, J., Alfers, L. & Rogan, M. 2021. Informal Work in South Africa and COVID-19: Gendered Impacts and Priority Interventions. WIEGO: Manchester; Essa, Z., Rutsch, K., Torrington, C., Borros, G., Anderson, R. & Pillay, N. 2020. Covid-19: The Impact on Small Businesses and Gaps in Current Solutions. The Centre for Development and Enterprise (CDE): Johannesburg

14 HSRC. (2021) The Impact of Coid-19 on Informal Food Traders in SA. http://www.hsrc.ac.za/en/review/hsrc-review-march-2021/impact-of-covid19-on-informal-food-traders.

15 HSRC. (2021) The Impact of Coid-19 on Informal Food Traders in SA. http://www.hsrc.ac.za/en/review/hsrc-review-march-2021/impact-of-covid19-on-informal-food-traders.

16 Hudson, P (Cape Talk). 2020. Philippi Lettuce Farm and Impact of Covid-19 on Oranjezicht Farm Market. https://www.702.co.za/podcasts/127/afternoons-with-pippa-hudson/305229/philippi-lettuce-farm-and-and-impact-of-covid-19-on-oranjezicht-farm-market

Covid-19 local food security response in Philippi

PEDI is organising fruit and vegetable packs and distributing them with a special focus on the Philippi area in an effort to help fight hunger resulting from the Covid-19 outbreak. This work is supported by funding that has been mobilised specifically to respond to the Covid-19 crises, though UCook's Food Fund. The response is three-pronged:

1. **Securing market access and income for micro-farmers at risk of losing their income during the Covid-19 lockdown**. PEDI is buying surplus supply from these micro-farmers and redistributing the produce into the fresh packs being given out. This has secured the livelihood of 29 farms over the period of March to May 2020.
2. **Tapping into and strengthening relational networks with community leadership structures**. By implementing a community-led distribution model for food parcels, PEDI taps into the relational capital of the formal and informal community leadership networks through relationships with local ward councillors and street committees. These networks not only help to identify the most vulnerable families in need of support, but they also assist in securing the acceptance of the teams working in the area.
3. **Aiding in ensuring food security during an acute shock for vulnerable community members**. Between March and May 2020, more than 2 800 food parcels have been distributed to Philippi, Khayelitsha, Nynaga, Manenberg, Grassy Park, Lavender Hill, and Vrygrond, to help fight hunger resulting from the economic repercussions of the Covid-19 outbreak.

Figure 9: Covid-19 food security response in Philippi

Initial lockdown halts on air travel, cargo and logistic chains have compounded the investment stagnation relating to the ACSA Aerotropolis initiatives delaying the construction of the second CTIA runway and Swartklip development. Impacts on passenger travel continue, however feedback from ACSA indicates that cargo demand has increased significantly, partly as a result of increases in online shopping stimulated during lockdown.

As South Africa looks to its economic recovery, there is also a real risk of further coronavirus infections, particularly as the third wave mounts in the Western Cape in 2021. If traders in the POA are unable to operate due to health or lockdown reasons, the economic vulnerabilities already facing the area will be compounded. Many informal traders and small businesses have no option but to continue operating, despite lockdown measures, to sustain their livelihoods. Evidence from neighbouring Nyanya Mall, where the extent of social grant beneficiaries and collections means that social distancing is often difficult, is telling of the issues with lockdown enforcements in densely populated areas[17].

The impact and aftermath of COVID-19 and the lockdown measures therefore underline the significance of community-centred solutions. Economic and COVID-19 recovery in the POA needs to be driven through a partnership approach involving community development initiatives[18] and agencies, government departments, public institutions, commercial private sector participants, non-governmental organisations (NGOs) and/or

[17] It has been estimated that around 46% of informal food traders in South Africa suffered a huge drop in customer numbers between March and October 2020, while overall approximately 79% of informal food traders experienced an noteworthy decrease in customer numbers. See https://www.groundup.org.za/article/covid-19-if-we-continue-virus-going-kill-us-says-worried-shopper/

[18] E.g. PEDI, Alliance for a Green Revolution in Africa (AGRA), African Reclaimers Organisation (ARO), Dhladhla Foundation, Waste to Food, Sakhulwazi Women's Agricultural Cooperative, Home of Compassion, Ithemba Labantu, Abalimi Bezekhaya, etc.

other development institutions. Table 1 provides a summary of measures that can be undertaken collectively at the level of the POA to improve resilience against COVID-19[19].

Measure	Description
Funding, financial and/or debt relief support programmes	Focussed provision of financial grants, credit support, soft-loans, interest free loans, debt relief and/or debt repayment deferral for informal traders, SMMEs and/or small-scale farmers to support the viability of their commercial undertakings. Financial support and debt relief for informal traders, SMMEs and small-scale farmers in the POA should ideally be linked to business and farmer support programmes described below, the related compliance requirements to access financial support and the implications of related terms and conditions for businesses should be explicitly explained, red tape should be reduced and funding access should be accelerated. In the event of a resumption of stringent lockdown restrictions, financial support measures or programmes could also involve the following: • Financial assistance or temporary wage relief subsidies for qualifying employers to pay employee salaries to mitigate against worker retrenchment; and/or • Financial assistance to SMMEs in the tourism and hospitality sector under stress as a result of travel restrictions.
Business support programmes	Assist vulnerable formal and/or informal SMMEs an entrepreneurs that have been or are exposed to COVID-19 and the adverse effects of regulations thereto as a means to rejuvenate the growth of their commercial undertakings. Assistance measures could include a package of skills development and training, coaching and mentoring, advisory on operational adaptation to changing circumstances, network or bulk purchasing, marketing support, working capital, loans, access to business support tools (e.g. information on available support measures and access requirements thereto, resiliency guide books/toolkits, bookkeeping and financial management) and compliance support with health and safety standards, as well as any eligibility requirements to access available support measures (which should ideally be relaxed and streamlined as far as practically possible) and the related terms and conditions implications for businesses.
Agricultural and small scale farmer support programmes	Assist small-scale farmers that have been or are exposed to COVID-19 and the adverse effects of regulations thereto as a means to rejuvenate the growth of their agricultural undertakings. Assistance measures could include a package of skills development and training, coaching and mentoring, advisory on operational adaptation to changing circumstances, network or bulk purchasing, market access identification and engagement, marketing support, working capital, loans and access to business support tools (e.g. information on available support measures and access requirements thereto, resiliency guide books/toolkits, bookkeeping and financial management) and compliance support with health and safety standards, as well as any eligibility requirements to access available support measures (which should ideally be relaxed and streamlined as far as practically possible) and the related terms and conditions implications for businesses.
Focussed skills development and formal employment support programmes	Focussed training and skills development programmes for community members of economically active population (i.e. people from 15 to 64 years of age who are either employed or unemployed and seeking employment) to enhance prospects of career advancement and/or employability. Skills development initiatives should include a structured work learning component of occupational or professional learning,

[19] Essa, Z., Rutsch, K., Torrington, C., Borros, G., Anderson, R. & Pillay, N. 2020. Covid-19: The Impact on Small Businesses and Gaps in Current Solutions. The Centre for Development and Enterprise (CDE): Johannesburg; National Youth Development Agency (NYDA). 2020. Impact of COVID-19 on Small, Medium and Micro Enterprises since Lockdown. NYDA: Johannesburg.

Measure	Description
	which enables participants to make measurable progress towards the attainment of any one or more of the following: • Part-time or full occupational qualification registered on the National Qualification Framework; • Trade qualification leading to a listed trade, as indicated in Government Gazette No. 35625 published on 31 August 2012; • National diploma registered on the National Qualification Framework; • Registration in a professional category by a recognised professional body or statutory council; • Occupations as identified by the most current version of the "National List of Occupations in High Demand" or "National Scarce Skills List: Top 100 Occupations in Demand" published by the Department of Higher Education and Training; and • Work integrated learning and informal training.
Food security and other necessities support initiatives	Donations and provision of food parcels or baskets, clothing, toiletries, PEE equipment and health products to community members.
Health initiatives	Provision of personal protective equipment (PPE) and sanitation access, commination and training on COVID-19 health risks and infection mitigation measures, and voluntary vaccination campaigns. Health initiatives can also be linked to business support programmes described above as part of providing targeted assistance to businesses that locally manufacture or supply hygiene, PPE, medical and/or related products intended for protection against coronavirus infections.
Information and compliance campaigns	Community wide communication and awareness creation of available support measures and access requirements thereto. Information and communication should be centralised, well-advertised and include financial and other support for individuals or families, as well as all grants and loans available to formal and informal businesses, the related compliance requirements to access business support (e.g. health and safety standards and other eligibility requirements, which should ideally be relaxed and streamlined as far as practically possible) and terms and conditions implications for businesses. Awareness creation of available support measures and access requirements thereto should further be made available widely and in all official South African languages.
Waste Programmes	Financial, food and PPE support to solid waste pickers, collectors or reclaimers (e.g. savings to local government as a result of waste collection by informal waste reclaimers could be provided to waste pickers as a service fee)[20]

Table 1: COVID-19 impact mitigation measures

The measures outlined in Table 1 are also applicable in the absence of COVID-19, since they can promote the broader development and support of informal and formal businesses, small-scale farming and improved job prospects throughout the POA. By involving the POA community in the design, management and implementation of measures, projects and programmes such as those indicated in Table 1, the area would improve its prospects for inclusive and sustainable economic development. In order to realise the POA's economic opportunities and attain the objectives of this study, however, it is necessary to describe fundamental principles to guide the strategic sectoral interventions. These guiding principles for ensuring the success of the strategic interventions is the focus of the next section.

[20] The African Reclaimers Organisation (ARO) has piloted such food and funding campaigns for informal waste collectors.

4 Principles for Strategic Interventions

Five principles have been identified for implementing the POA Economic Strategy and against which investment and interventions need to be continually tested. The principles have been developed following in-depth status quo assessments and status stakeholder consultations, which together highlight the critical success elements for both realising and sustaining economic transformation in the area.

4.1 GETTING THE BASICS RIGHT

Urban Management is a key issue for the POA where the following prevalent, ongoing, and pressing issues need to be addressed if any fundamental economic transformation is to be realised:

- High crime rate and the ineffectiveness of attempts to make the area safe.
- Waste accumulation due to inadequate cleansing and solid waste management.
- Road degradation, resulting from poor maintenance, making access between areas difficult.
- Illegal land occupation, with related need and pressure on existing basic services

As a result, there are cumulative pressures on existing infrastructure and a cycle of systemic failure of urban and land management, low public investment, and safety issues that discourage investment by the private sector, making Philippi a "no-go" zone. To transform the area and incentivise investment, the POA needs to be transformed into a viable and liveable environment. Bolstering safety and security and ensuring effective urban management is fundamental to attracting investment in urban development to enforce the transformation of the POA into a "let's go zone".

Urban management difficulties are underpinned by the complexity of challenges facing the POA. The high rate at which informal settlements are emerging escalates existing bulk service issues, with existing infrastructure already insufficient to support community service needs. As community survey and population data are outdated, it is also likely that the service needs are underestimated and misaligned to current planning infrastructure and urban management planning.

Poor urban management prevents investment from important existing businesses that could provide increased job opportunities and help develop Philippi into a functional economic and social node. To encourage anchor tenants, industry, and private investment in Philippi, there is first a need to improve **urban management basics**. There are a suite critical urban management issues that need to be addressed before dedicated investment can take place in the POA:

- Making the area safer for both people, transport, commerce and industrial activity.
- Improving the quality of the roads to reduce congestion.
- Improving bulk service provision, including such as solid waste management, sewerage, water and sanitation, electricity, and internet connectivity.

- Upgrading informal settlements and preventing land invasions.
- Accelerating public investment and infrastructure delivery (roads, safety, housing, trade structures, bulk services).
- Improving access to key transit links (e.g., N2 and R300).
- Safeguarding the PHA.
- Enhancing the natural and public environment to foster aesthetic experience, attractive business environments, and consumer attraction.

Unless these key issues are addressed, investment in the area will be difficult if not impossible, and the existing businesses will not grow as effectively. Further degradation of the area will cause significant issues for existing business and may lead to capital flight.

4.2 CONSIDER THE INFORMAL AND THE FORMAL

Critical to the development of the Economic Strategy is an understanding of the formal and informal markets in Philippi, and how the two are interlinked. The largest amount of economic activity in terms of number and variety of trade is within what is considered the informal market. This is true for both Philippi itself but also the PHA. Informal traders make up a crucial backbone of the economy in the POA and serve the local communities in the area.

It is therefore important to protect informal traders and wherever possible, allow them room to grow, adapt or formalise. Much is known about the location and needs of these informal traders, which allows for informed responses to be made for their needs, however, due to their informal nature, they are also at risk of decimation through urban planning and onerous regulations. Critical to these informal traders are the roadsides on which they trade, and unfortunately planned road, zoning, and public transport projects for the area will remove many areas in which they can trade. Furthermore, they face uncertainty in their day-to-day business as they can be moved on by law enforcement at any time. This presents unique challenges for the economic strategy. One consideration to safeguard informal traders is to provide dedicated, safe trader areas and structures with access to bulk services (i.e. access to water, sanitation and prepaid electricity services) and the local consumer populace.

4.3 THINK CIRCULAR

Thinking circular is about designing waste out of the economy, so that resources, products, and materials that would otherwise be wasted are kept in use in the economy. This is increasingly known as the "Circular Economy" where business and job opportunities are created through exchanges of previously underutilised resources and waste materials. The principle of thinking circular thus not only focusing on reducing waste and the associated environmental impacts, but also on the job creation and revenue generation opportunities from circular designing for circularity. For the POA, a key application of thinking circular to **promoting resource security and economic benefits within the local community.** The stimulation of circular and informal economic builds resilience and self-sufficiency in communities where vulnerability, poverty, joblessness are major challenges

4.4 CLUSTERING AS A SOLUTION TO SCALE

Clustering refers to the agglomeration of interconnected productive economic activity in which firms that supply similar or related goods and services work together to foster inclusive economic growth[21]. A cluster represents a geographic concentration of industries that face collective challenges and opportunities, and which thus also share knowledge, experiences, complementary skills, technologies, inputs, demand and or supply attributes[22]. Clusters are usually established to build competitive advantage, which in turn can attract similar industries and related suppliers[23].

There is an existing concentration of diverse economic activity within the POA where commercial, residential, industrial, retail, wholesale, agricultural, and informal trade activity coexist within approximately 817 hectares. Parts of Philippi East, the Philippi Industrial Area, Gugulethu, Crossroads, Nyanga and Heinz Park also play into the economic activity of the area, highlighting latent complementary linkage to value chains.

The principle of a cluster-based approach is therefore to maximise inter-industry linkages where viable, particularly between industries within close proximity to each other. POA-specific clustering provides an opportunity for similar firms in the POA to reduce costs, increase productivity, improve profitability, and support efforts toward firm-level growth, expansion, and greater diversification[24] in their product offerings.

Firms in the POA could realise the benefits of clustering and increase economies of scale by cooperating in the joint procurement of material and input supplies (i.e. supply chain collaboration), marketing efforts, information exchange, skills development and training activities, and infrastructure and service utilisation. The success of a clustered-based approach is further enhanced by, and often dependent on, the active promotion and participation by support institutions such as business associations, government (local, provincial and national), regulatory agencies, standard bodies, financial service providers, skills development and training institutions and business development service providers.

In line with the rationale of the POA Economic Strategy, the weaknesses and threats facing the area need to be addressed to improve the competitive and comparative advantages of the precinct and achieve future economic development. Improving inter-industry growth and competitiveness could further be stymied by factors such as the utilisation of unsafe or outdated technologies, infrastructure limitations, poor service delivery and an unresponsive institutional environment. These factors could, however, to a large extent be

[21] United Nations Industrial Development Organization (UNIDO). 2020. The UNIDO Approach to Cluster Development: Key Principles and Project Experiences.
[22] Delgado, M. & Porter, E. 2014. Defining Clusters of Related Industries. National Bureau of Economic Research: Cambridge.
[23] Slaper, T. & Ortuzar, G. 2015. Industry Clusters and Economic Development. Indiana University Bloomington: Bloomington.
[24] In the POA, the agriculture, manufacturing, wholesale and retail trade, transport, logistics and storage, and waste management sectors are relatively undiversified economic concentrations.

mitigated by taking a targeted approach to getting urban management basics right and proactive inclusion of the existing POA economic and business communities.

- A clustered-based approach can be used to foster inclusive economic development and areal growth by improving commercial relationships and interdependencies between industries that are in close proximity.
- Enhancing interconnectedness is a means to support inter-industry productivity, cost competitiveness, economies of scale, innovation and/or economic diversification. This can be brought about by factors such as knowledge spill overs, labour-pooling, infrastructure sharing, joint procurement from suppliers, input-output linkages, skills development and training initiatives, collective marketing efforts, network sharing and institutional support measures e.g., business associations, government, regulatory agencies, standard bodies, education, research, and training authorities.
- Interconnectedness in terms of improving/aggregating complementary activities (e.g. info sharing, similar labour/skills) and/or similar value chains and input materials utilisation (e.g. to take advantage of economies of scale through joint procurement practices and thereby improve mutual cost-competitiveness in relation to similar but non-cluster firms). Firm proximity makes it easier for clusters to be a success (e.g. low logistics and travel requirements), while locational advantages help to bolster the success of clusters.
- Industry clusters can further be arranged at both the levels of horizontal (i.e., within the same sector) and vertical (i.e., across different sectors) cooperation, depending on the existence of complementary value-chain characteristics and opportunities.

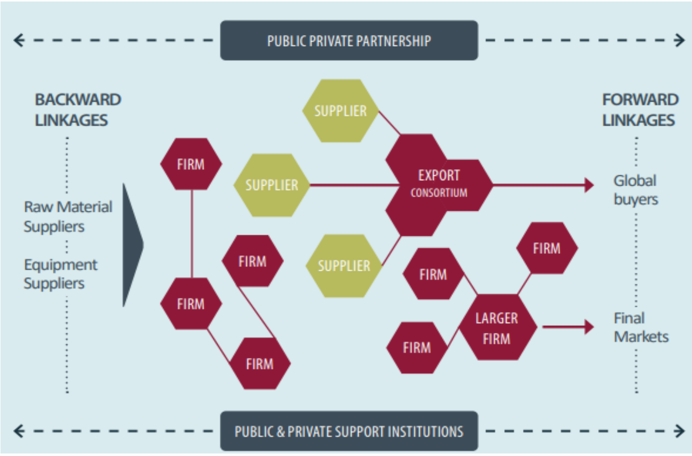


Figure 10 The potential of linking clusters and interconnectedness.

4.5 PARTNERING FOR SOLUTIONS

The scale and complex nature of the challenges facing the POA will require action from a multitude of actors in the public sector, private sector and the community. This will require coordinated action around a common set of objectives that reaches beyond siloed mandates, which can be particularly prevalent in the public sector across line departments. The establishment of an area based partnership with representation from the various POA stakeholders would provide the necessary platform to facilitate the coordination and implementation of the economic strategy. The POA is politically and socially fractured and a partnering approach will need to ensure that all relevant stakeholders are represented equally.

It is important to note that developing relationships and partnering, particularly in place such as the POA, requires time and incremental building of trust. It does not happen overnight and requires effort to maintain. Likewise forming a partnership vehicle in the POA will take time and may mature and evolve along a partnering continuum, from a simple forum to a formalised public-private partnership.

The incremental nature of trust building, core to effective partnering, means that where traction has been established it is critical to build on this. Currently it appears that PEDI and the PMU have managed to achieve some traction in this regard which needs to be leveraged and momentum sustained (including CoCT support and commitment) to translate this into a broader sustainable long term partnering solution in the POA.

Also important to the achievement of improved urban functioning and management in the POA is the ability of the CoCT to partner internally. This is a role that Urban Management is a custodian of in terms of place based management and should be driving in the POA. In order to improve internal partnering there are however institutional issues that require addressing first. Ultimately the CoCT needs to be able to partner internally effectively so as to allow it to partner externally effectively.

4.6 COMMUNITY CENTRED SOLUTIONS

The POA has a several socio-economic challenges, including high levels of unemployment, generally low household income levels and high crime rates. Within this context, the economic strategy needs to place the local community at the heart of the strategy to ensure jobs are created within the POA community and local livelihoods are materially improved as an outcome of the strategy. This is embodied in the strategic objectives of retaining existing investment, business and jobs and supporting and growing informal enterprises and SMMEs. Similar consideration needs to be given with regard to interventions for attracting new investment to ensure that future investment does not undermine existing economical capital and local business operators, informal enterprises or SMMEs.

5 Strategic Interventions

The primary purpose of the economic strategy is to define and present interventions that can be undertaken to transform the POA from a **"no-go"** area to a **"let's go"** area. These interventions have been developed through a process of research, expert input, and a series of workshops with key stakeholders. This Chapter outlines the interventions across each driver and presents a roadmap of key targets and indicators defined to assess progress against the key objectives of the POA Economic Strategy.

The selection of interventions has also been informed by the Visioning and Options Report, undertaken in Phase 1A. Together with the stakeholder and expert inputs, the Vision and Options findings resulted in the selection of key sectors that represent for the POA importance existing sources of existing economic activity and potential economic growth and diversification. These drivers are outlined below. Identified interventions speak to the three strategy objectives namely, **retaining existing investments, businesses, and jobs**; **supporting and growing informal enterprises and SMMEs**; and **attracting new investment and creating jobs.**

DRIVERS

- **Urban Management**
- **Agriculture**
- **Informal Enterprise**
- **Waste and Recycling**
- **Industry, Manufacturing, Logistics & Storage**

Section 5.1 offers a tabular overview of interventions organised by driver and colour coded according to objective noting that many interventions connect across objectives as further unpacked below. The write-ups of each driver (covered in Section 5.2 to 5.6) offer explanatory overviews and describe the supporting intervention and the supporting activities for implementation. Each driver roadmap includes targets, indicators, and identified responsible entities, and partners. An overall roadmap combining the individual driver roadmaps is for all identified drivers accompanies this Strategy as a separate document.

The Economic Strategy is accompanied by three further Strategic Action Plans (SAPS) for Agriculture, Informal Enterprise Sector and Improved Urban Management. The SAPs lay out in further detail the suite of focused interventions are included in the driver roadmaps below for completeness.

5.1 OVERVIEW OF STRATEGIC INTERVENTIONS

Table 2 Drivers of the Strategic Interventions

OBJECTIVES		
1. Retain existing investment, businesses and jobs	2. Support / Grow informal and SMMEs	3.Attract new investment and create jobs

DRIVERS				
URBAN MANAGEMENT	**AGRICULTURE**	**INFORMAL ENTERPRISE**	**WASTE & RECYCLING**	**INDUSTRY & MANUFACTURING AND TRANSPORT & LOGISTICS**
U1 INSTITUTIONALISING URBAN MANAGEMENT	**A1 MARKETING SUPPORT**	**I1 PROMOTING TRADE FACILITIES**	**R1 MATERIALS AND WASTE RECOVERY**	**M1 PROVIDE STRATEGIC INPUT INTO THE AEROTROPOLIS MASTERPLAN**
U1.1 Clarify mandates of Urban Management Directorate and sub Departments	A1.1 Market and feasibility study to be Conducted to Identify Best Markets	I1.1 Wholesale	R1.1. Conduct a Feasibility Study for the Establishment of a Materials Recovery and Processing Facility (MRF)	M1.1 Create alignment between the POA Economic Strategy and the Aerotropolis development plans
U.1.2 Urban Management in CoCT must be situated at a transversal level	A1.2 Promote the Production of Nursery plants/Ornamentals	I1.2 Retail	**R2 PROMOTION OF ORGANIC MATERIALS AND RECOVERY INITIATIVES**	**M2 IMPLEMENT MEASURES TO ENABLE AVIATION-RELATED AND OTHER BUSINESSES TO LOCATE IN THE POA**
U1.3 Prioritise sub-council 13 attendance and efficacy	A1.3 Logistics - Linking Small Farmers to Markets	I1.3 Motor	R 2.1 Promotion of organic materials and recovery initiatives	M2.1 Implement measures to create an attractive destination for aviation-specific and other related business
U2 PRECINCT MANAGEMENT UNIT COMMITMENT	A1.4 Logistics - Value Adding and Processing	I1.4 New World at Work	**R3 COMMUNITY BASED WASTE AND RECYCLING**	**M3 PROVIDE STRATEGIC INPUT TO ADDRESS CHALLENGES WITH RESPECT TO ROAD ACCESS**
U2.1 COCT needs to make a long term decision on the future and funding of the PMU and commit to it	**A2 MARKET ACCESS**	**I2 VALUE CHAIN INTEGRATON**	R3.1 Scaling waste collection and recycling programmes for the POA community, by the POA community	M3.1 Facilitate efficient and safe road access between the POA, the surrounding mobility network and the airport.
U2.2 Development of clearer responsibilities and accountability measures for both the COCT and PEDI-PMU.	A2.1 Quality assurance certifications (GlobalGAP & LocalGAP) support a commercial value chain.	I2.1 Wholesale	R3.1.1 Prioritise informal sector waste pickers in the collection and delivery of inorganic and organic recyclable materials. R3.1.2 Include the requirement to utilise appropriate builders' rubble in municipal construction tenders R3.1.3 Introduce recyclable waste 'swap shops' to the POA. R3.1.4 Introduce reverse vending machines at retail outlets in the POA to reduce the prevalence litter. R3.1.5 Support Programmes to Enable Effective Community Recycling Activities and Projects	
U2.3 Develop M0U's for cooperation between PMU and line departments	A2.2 Conduct a situation analysis and roadmap to implement regenerative agriculture.	I2.2 Retail		
U2.4 Consider where PEDI-PMU oversight would be best placed within urban management in the longer term	A2.3 . Diversify markets to supply "food kitchens" (Parliament, government departments, hospitals and school programs).	I2.3 Motor		
U2.5 Engage national treasury on precinct management funding model	A2.4 . Linking Farmers to Wholesalers/Retailors and other - Export	**I3 PROMOTE ACCESS TO FINANCE**		
		I3.1 Wholesale		

Drivers of Strategic Interventions cont.

DRIVERS		
URBAN MANAGEMENT	**AGRICULTURE**	**INFORMAL ENTERPRISE**
U3 POA COMMUNITY PARTNERING	**A4 INFRASTRUCTURE DEVELOPMENT**	**I3 PROMOTE ACCESS TO FINANCE**
U3.1 Drive the establishment of a partnership to bring together the community, businesses, City and CBO's This would serve as a platform for negotiation and facilitation of the development of the POA between all stakeholders	A3.1 Smaller facilities and Cold-rooms	I3.2 Retail
U3.2 Improve relationship with Marikana through basic services upgrading	A3.2 Urban management- Stabilise the electricity supply by managing illegal connections and use of electricity	**I4 PROMOTING MARKET ACCESS**
U4 CRIME AND SAFETY PARTNERSHIPS AND PLANNING	A3.3 Urban management - Security and the need for a satellite police station in PHA. Needs to patrol at night From 5pm 7am.	I4.1 Wholesale
U4.1 Consider the establishment of a Sub-Council 13 linked Community Safety Forum	A3.4 Urban management - Maintenance of existing infrastructure in terms of roads, water and sanitation.	I4.2 Retail
U4.2 Provide active support for formalisation and coordination of neighbourhood watches	A3.5 COCT to provide "afdakkies" / hawker stalls for informal traders in the area	I4.3 Motor
U4.3 Improve service delivery though safety coordination.	Intervention A3.6 Needs driven Agri-Hub (PEDI).	**I5 CAPACITY BUILDING**
U4.4 Sub-council 13 lobby for Additional Law Enforcement Officer Deployment	**A4 INSTITUTIONAL AND HUMAN RESOURCES DEVELOPMENT**	I5.1 Wholesale
U4.1 Consider the establishment of a Sub-Council 13 linked Community Safety Forum	A4.1 Establishment of a new PHA/CoCT forum	I5.2 Retail
U5 SOLID WASTE SOLUTIONS	A4.2. Deliver Training and Capacity Building Programmes	I5.3 Motor
U5.1 Undertake solid waste cleansing rationalisation process		**I6 SKILLS DEVELOPMENT AND TRAINING**
U5.2 Increase community engagement and improve dispute resolution		I5.1 Wholesale
U5.3 Joint operation and funding of annual clean-up blitz		I6.2 Retail
		I6.3 Motor

OBJECTIVES		
1. Retain existing investment, businesses and jobs	2. Support / Grow informal and SMMEs	3.Attract new investment and create jobs

DRIVERS
URBAN MANAGEMENT
U6 DEVELOP CONTEXT RELEVANT INFRASTRUCTURE AND LAND USE REGULATORY RESPONSES TO SUPPORT INFORMAL ENTERPRISES
U6.1 Extend the existing local road network
U6.2 Initiate process to align transportation and spatial planning policy with regards to public transport infrastructure design and implementation
U6.3 Develop a Local Area Overlay (LOA) supported by Small and Micro Enterprise Incentive Scheme/s

5.2 URBAN MANAGEMENT

The lack of adequate urban management is critical factor inhibiting the realisation of the Philippi Opportunity Area (POA) locational and land potential. The result is an urban environment in the POA that has been in serious decline over the past decade and unless this trend is arrested, with the provision of a stable environment with adequately functioning infrastructure is provided it is unlikely that this potential will be fulfilled in the future. It is therefore considered that getting the basics of urban management in place a first step towards the regeneration of the POA and building investor confidence in the node. To do this, interventions are identified at both the macro institutional level of urban management in the CoCT and basic on the ground intervention in the POA.

This section presents high-level interventions, as further detailed in the SAPS accompanying this document.

INTERVENTION U1 INSITUTIONALISING URBAN MANAGEMENT

Adequate urban management is not currently being provided in the POA, as service delivery failures make visually evident, and which are well-documented through several previous reports. The basic basket of municipal service provision in the node is not being met and existing ratepaying businesses have been considering relocating, while potential investors have been discouraged by the state of urban management.

While there are numerous contributing factors including unplanned growth, land invasions and informality, these should not prevent the CoCT from being able to provide its core basic service levels in an area. The inability to delivery on service delivery mandates is at least partially driven by the inadequacy of institutional systems that are needed to achieve urban management in a challenging environment such as the POA.

U1.1 Clarify mandates of Urban Management Directorate and sub-departments.

Currently a structure is in place for driving urban management, the Urban Management directorate. However, the mandates for delivering urban management at a sub-directorate departmental level are not adequately clear. For example, there is a lack of certainty regarding what department is ultimately responsible for coordinating and integrating urban management service delivery in the POA. The Urban Management directorate has recognised this as a key priority itself and it is understood an institutional review process is underway. The activity of this intervention therefore relates to the Urban Management Directorate, in partnership with the Office of the City Manager, to identify and clearly articulate the roles and responsibilities of departments within the Urban Management directorate, specifically those responsible for ensuring particular aspects of urban management service delivery.

U1.2 Urban Management in CoCT must be situated at a transversal level.

Linked to the lack of role clarity regarding the Urban Management directorate, is an inability to coordinate and integrate urban management transversally across the line departments within which services cumulatively constitute urban management. Additionally, it is not clear how: (a) line departments are accountable to Urban

Management; and (b) how Urban Management drives the transversal coordinative function it is intended to do without the adequate resources to achieve this. This is what area-based management initiatives commonly seek to achieve and need to be considered during the institutional review above. In response the Urban Management SAP identified three options that should be considered to assist in achieving transversal Urban Management in the CoCT:

- Institutional design situating the Urban Management function at a transversal level within the broader organisation such as within the Office of the City Manager or similar.
- The use of increasingly formalised set of relationships between the Urban Management directorate and line departments through MoU's and SLA's. This would also be used to introduce KPA's for urban management in line department reporting.
- The Directorate could manage and prioritise a transversal framework contract that provides access to a variety of service providers to efficiently deploy contracted services as needed in priority areas. Such service providers could include solid waste cleansing teams, roads maintenance and security provision. This would place the Directorate well to both centrally coordinate initiatives, prioritise resources and speed delivery of services.

U1.3 Prioritise sub-council 13 attendance and efficacy.

Sub-council 13, under the current institutional arrangements, should be the key area-based platform for driving service delivery and integration in the POA from a CoCT perspective. However, questions around the efficacy of the ACT as currently being implemented have been flagged and note a relatively poor attendance record impacting on the ability for decisions to be made in the forum. Attendance at the Sub-council 13 ACT was significant enough that a directive was issued by the CoCT Manager for necessary persons to attend.

In order to adequately institutionalise the importance of this forum and affirm the strategic priority of the POA, it is proposed that SC13 needs to determine which departments should be represented at the forum and then the respective Executive Directors of directorates should identify officials who must attend SC13 ACT, and a specific attendance record would be added to their respective IPM KPI's.

INTERVENTION U2 PRECINCT MANAGEMENT UNIT COMMITMENT

A key learning from the review of previous urban management initiatives in Philippi and more broadly is that central to urban management successes is the building and progressing of an urban management programme over numerous years, which requires programme continuity and resilience to leadership changes within the Government.

Currently the CoCT funded, PEDI implemented precinct management unit (PMU) pilot in Philippi East has been running for two years. The pilot focusses primarily on the provision of additional security and cleansing services in the industrial node. Much has been learned during the pilot and the PMU has been made significant achievements in improving urban management within the precinct. Positive outcomes include the relationship development between the PMU AND CoCT departments operating in the POA, the community and sub-council 13. However, the PMU is currently in a state of uncertainty going into its final year of the agreed trial period without clear direction on the future of the unit going forward beyond this. It therefore it not clear whether it should be aiming to build up or wind down its operations in the precinct.

U2.1 COCT needs to make a long-term decision on the future and funding of the PMU and commit to to it.

It is therefore proposed that the CoCT seize on the progress made by the PMU and the inroads it has made with line departments, communities and the CBO’s of the POA. The implication is a commitment to a longer term more structured programme and approach to funding the PMU, and at a minimum, maintaining the current service levels being provided. It is suggested that the three-year pilot be followed by a six-year committed programme. This may require a section 33 process to be undertaken and should be undertaken within the 2021/22 financial year given that the PMU is entering the final year of its current agreement. The longer-term agreement should be based on a six-year business plan outlining the longer-term strategy and funding requirements for the period, based on learnings during the trial period.

U2.2 Development of clearer responsibilities and accountability measures for both the CoCT and PEDI-PMU

While most outcomes from the PMU trial are of a positive nature, it also clear that the relationship management approach between the CoCT and PEDI has been ad-hoc and that there are lessons that have been learnt in terms of improving this approach. Therefore, going forward the relationship between the CoCT and the PEDI-PMU requires clearer responsibilities and accountability measures for both parties through the development of a new SLA. This must clarify responsibilities to adequately hold both the CoCT and PEDI-PMU to account.

U2.3 Develop MoU’s for cooperation between PMU and Line Departments

With the long-term commitment to funding and implementing the PMU, the relationships between line CoCT line Departments and the PMU should be formalised, in line with operations identified in the long-term business plan. This should be done through the development of MoU’s between the PMU and the relevant departments where cooperation is required as is currently being done between the PMU and Solid Waste. This should be driven by the Urban Management directorate, in consultation with the PMU (PEDI) and the various departments in the Water and Waste, Safety and Security and Transport Directorates. This will assist in relationship development as well as coordinated urban management in the POA.

U2.4 Consideration of where PEDI-PMU oversight would be best placed in within Urban Management in the longer term.

Currently PEDI falls under the oversight of Area Economic Development in the Urban Management Directorate. The dual nature of PEDI’s current role, as a strategic economic development agency for Philippi versus the basic service delivery function of the PMU creates an awkward institutional fit. However, the duality of PEDI's role is not necessarily an issue, as it parallels the development and evolution of this economic strategy for Philippi: to promote economic development in the POA urban management must first be resolved and therefore PEDI is arguably very much within its mandate. However, the mandate and KPA's of AED do not necessarily present the best alignment with the goals of PEDI and the PMU. While oversight of PMU function should be institutionally housed in Urban Management, any institutional review process undertaken of the directorate should include deliberate consideration of PEDI's institutional oversight location. The intention of this would be to ensure alignment of PEDI-PMU goals to Departmental KPA's and mandates.

U2.5 Engagement with National Treasury on precinct management funding model

The Partnering Solutions for Philippi work undertaken by the Western Cape Economic Development Partnership in 2016 identified the need for the CoCT to engage with National Treasury around the development of precinct management funding model that could be utilised in areas like Philippi, that are of strategic importance, but don't have the adequate rates base to fund a CID. There is no evidence that this engagement process was done in the years since. Therefore, the CoCT should lobby National Treasury via the Cities Support Programme for a precinct management funding model to be developed. Ultimately what is required would be primarily an operating grant, although could be linked to capital investment, and would be tied to a business plan. This should be aligned to spatial targeting requirements as are currently captured under BEPP linked grants. This could be in the form of a new grant, or the additional allowance attached to an existing spatial based grant such as the previous NDPG or ICDG grants and instituted via DoRA.

INTERVENTION U3 POA COMMUNITY PARTNERING

Findings from engagements and best practice both point to the fact that sustainably addressing the major issues of urban management in the POA require support and buy in from the community of the POA itself. This is a finding across the spectrum from improving safety to reducing solid waste and vandalism, working with residents and in the POA is key. However, the POA presents a particularly difficult area to achieve this, due to various factors, and so requires a new approach to partnerships.

U3.1 Drive the establishment of a partnership vehicle to bring together the community.

One of the key reasons establishing a partnership in the POA is considered challenging is that that its key stakeholders have differing, and often competing, priorities. These require trade-offs and dialogue to negotiate and cocreated solutions to solve. Therefore, a vehicle to facilitate this is required for to unlock the developmental potential of the POA. The exact form of this vehicle is not yet known and should be determined through dialogue with the key partners: residents, businesses, CBO's and the CoCT.

It is important to note that developing relationships and partnering, particularly in contexts such as the POA, requires time and building of trust. It does not happen overnight and requires effort to maintain. Similarly, forming a partnership vehicle in the POA will take time and may mature and evolve along a partnering continuum, from a simple forum to a formalised public-private partnership (e.g., Cape Town Partnership or the proposed Central Metro Partnership).

To guide the direction of such vehicle and build on the momentum of community trust it has established, PEDI, will be running a visioning exercise as part of its 2021/22 business plan. This will aim to bring together stakeholders and elicit their inputs into a partnering model. The CoCT should support and guide this process for partners as a first step towards future partnering in the POA.

U3.2 Improve relationship with Marikana through basic services upgrading.

Marikana is by far the largest informal settlement in the POA with an estimated 12 000 households residing there. It is almost entirely neglected community, largely stemming from its origins and protracted land disputes. Currently not even emergency vehicles can access the settlement and access to basic services falls exponentially short of norms and standards. This lack of service provision is large contributor to urban management issues (solid waste and illegal electrical connections). The CoCT will, by order of the SCA, be taking ownership of the land the community is located on in the short term, but as it currently stands has no tangible plans in place for upgrading.

Taking ownership of the land the settlement is located on means the City will no longer be encumbered in terms of capital investment of service provision to the households residing there. This should be viewed as an opportunity to repair and build relationships with the residents of Marikana while providing much needed basic relief to residents.

The CoCT should therefore, in line with the new draft Human Settlements Strategy prioritisation of upgrading informal settlements, begin planning processes for at least minimum re-blocking and basic service provision on the Marikana site. Developing community relationship through collaborative planning for re-blocking and the provision of improved basic services would be a first step to work towards. This requires starting with engaging community facilitators and undertaking enumeration and mapping to start. The CoCT should also consider undertaking an updated enumeration early in this process in Marikana to foster a sense of area ownership. Ultimately this sense of ownership is vital if the CoCT expects residents to take ownership pf solutions in the POA.

INTERVENTION U4 CRIME AND SAFETY PARTNERSHIPS AND PLANNING

Crime in the POA is a key issue and priority to address to unlock the potential of the POA. The impacts of significantly high crime rates are not only felt directly by residents and businesses residing in the POA, but crime and intimidation is currently or having a material impact on the ability and rate at which services are provided in the area. Engagements with Departments repeatedly indicated this as a key challenge and that work operational and contractor teams commonly request Metro police or PMU security escorts when entering the area. However, safety resources are limited and so there is a general reluctance for officials and contractors to enter the area due to the prevalence of crime and intimidation experienced. The key to addressing this is and stabilising rampant crime issues is to get community buy in and active participation in anti-crime solutions.

U4.1 Consider the establishment of a Sub-Council 13 Community Safety Forum

Several officials related to safety and security in the POA believe that the community policing forum CPF is ineffective or could be improved, however this is not the mandate of local government. This ineffectiveness is problematic given the potential of such forums to effect change in the area. Further given the international and domestic best practice understanding of the importance of community involvement in safety planning and that a participatory approach is recognised as paramount to success in a crime reduction strategy this seems to be a missed opportunity.

Although MURP is operating in the node, it does not appear to have made progress towards crime prevention and community mobilisation. The PMU top up security services are making an impact in the industrial node however it is clear that a broader coalition that brings together the community and line departments and the full cluster of the Justice, Crime Prevention and Security (JCPS) cluster is needed. Such a vehicle, which is

falls under the ambit of a municipal mandate, in terms of the 2016 White Paper on Safety and Security, is the Community Safety Forum (CSF).

Community Safety Forum[25]

A CSF is meant to bridge safety issues affecting a particular community and harnesses the energies of most, if not all the department in the JCPS cluster. It includes any safety matters within a community that makes people unsafe in their streets, homes and places of work. A CSF was originally designed to deal with those matters traditional policing could not and does not deal with. This could be anything from clearing a bush that people are robbed in to street lighting in areas where there are regular accidents. Departments involved in the JCPS cluster are integrally involved in providing safety and security through a range of services to the community. The departments of Police, Justice and Constitutional Development, Correctional Services, Defence, Co-operative Governance and Traditional Affairs (COGTA), Home Affairs, Social Development, as well as other relevant Social Cluster Departments, have a role to play within the CSF.

It is therefore proposed that the CoCT evaluate the potential for establishing a CSF linked geographically to SC13. In addition, the forum would serve as a vehicle for the development of a community safety plan, used as much for the purposes of catalysing community and other key stakeholders' involvement in crime reduction in the POA, developing partnerships between these stakeholders, as it for the purposes of developing a robust plan that tackles local crime issues in a multifaceted approach. This evaluation would be led by the Safety and Security Directorate.

[25] SALGA & Civilian Secretariat for Police Service (undated). Developing Community Safety Plans Guidebook for Provincial and Municipal Officials. https://www.saferspaces.org.za/learn-how/entry/a-guideook-for-provincial-and-municipal-officials

U4.2 Provide active support for formalisation and coordination of neighbourhood watches'.

Neighbourhood watches (NHW's) and community structures can play a critical role in managing crime and infrastructure safety in the POA and the City should actively support the development and formalisation of these as well as coordination and partnership with such organisations through a CSF structure.

For example, in Browns Farm a NHW has approximately 500 hundred volunteers which patrol from 5-9 am and 5-9 pm daily. This NHW is unaccredited and therefore cannot access the financial resources and training provided by the WCG Department of Community Safety to accredited NHW's. Clearly support and coordination between official public structures and such active community initiatives should be initiated and the momentum leveraged.

In the POA currently there are no NHW's active in Philippi East sector 1 and 2 where such structures should be supported to form. The first step in this process is the identification of, and engagement with, existing community organisations, or representative groupings (e.g., CBO's or settlement committees) in Sector's 1 & 2 that could form the backbone of a NHW initiative. Where NHW's are active in the POA these should be supported to formalise and access resources from the WCG as well as ward allocations where applicable.

U4.3 Improved service delivery though safety coordination.

It is proposed that a working group be established to coordinate scheduling of line departments together with availability of the Metro Police, PMU & SAPS resources. It is proposed that this group would serve multiple purposes. Teams from differing departments could try and schedule routine operations in the same area at the times and therefore requiring less safety resources to assist and provide security. In turn safety and security could provide the common cause to improve integrated coordinated delivery in the POA. Lastly teams operating in the area and forming improved working relationships with safety officials may reduce the perception of threat and thereby reduce reluctance to enter the POA. It is proposed that this working group would be initiated through and linked to sub-council 13.

U4.4 Sub-council 13 to lobby for additional Law Enforcement Officer deployment in POA

Sub-council 13 should lobby for increased commitment and participation of new Law Enforcement officers (LEO's) via LEAP, which would be linked to the working group above. Five hundred additional LEO's have been deployed and were supposed to be prioritized based on crime statistics to Delft, Khayelitsha Site C and Philippi, including Hanover Park. However additional it has been raised that these additional LEO's have not been visible in the POA which reportedly suffers from a dearth of Law Enforcement presence. Therefore, Sub-council 13 and Law Enforcement must agree on supplemental LEO's for the POA which could provide much needed relief in terms of increased enforcement of by-laws and traffic management around the node.

INTERVENTION U5 SOLID WASTE SOLUTIONS

Solid waste management is a key issue in the POA and considered a priority that urban management must address immediately. It poses serious health hazards to residents of informal settlements, impacts on stormwater management leading to road flooding, ground water pollution through detention ponds filled with waste, contributes to blocked and leaking sewers in the POA and has significant negative aesthetic impacts which reduces investor appetite in the node. Generally a failure to manage solid waste adequately, a most basic urban management function, gives the distinct appearance that urban management in its entirety has failed in the node. Addressing this is a minimum prerequisite for building investment confidence in the POA.

It is important to note that a separate Waste and Recycling strategic intervention has been developed as part of the broader POA Economic Strategy. While it and this Action Plan stem from the same issues, and there are clear synergies between them, they have differing strategic areas of focus. This Action Plan is focussed on improving the traditional basics of solid waste and cleansing service provision in the POA. The Waste and Recycling Strategic Intervention proposes solutions to addressing the acute waste and pollution issues facing the POA by prioritising the local business and employment opportunities for recycling and reuse.

U5.1 Undertaking solid waste cleansing rationalisation process.

Issues such as the availability and inappropriate placement of public waste bins and skips continues to be an issue the POA. This can be resolved by identifying waste hotspots and providing adequate disposal infrastructure along desire lines to cater for residents and commuters on the routes most frequented.

Action U5.1.1, solid waste issue hot spots mapping and problem identification, should be led by Solid Waste Cleansing, in partnership with Urban Management and the PMU. The results of this exercise should inform action U5.1.2, which is undertaking a rationalisation process of municipal bins and skip placement to better reflect movement and disposal patterns.

U5.2 Increased community engagement and improved dispute resolution.

The above physical interventions can only go so far. Solving solid waste issues in the POA requires community awareness and buy in. There is not a purely infrastructural or operational issue. The communities of the POA also need to be adequately communicate their needs to improve solid waste in the POA. This ranges from infrastructural and operational service provision to the management and negotiation of serious disputes around service provision. In the case of the latter, at any given time, at least one informal settlement in the POA, will be in dispute with the CoCT over solid waste service provision and the employment of local labour versus others from the CoCT jobs database. In such cases no collections or cleansing occur and waste is piled on the edges of settlements. These protracted stand-offs between the CoCT and informal settlement communities can last years and are highly detrimental for all involved and impact on the node more broadly.

In response it is proposed that, under action U5.2.1, that Solid Waste appoint a dedicated community liaison officer for POA. The function would be to develop relationships, promote awareness and solve issues with communities in the POA around solid service provision and transparency of labour practices. This role would also serve to work with the PMU and adopt a similar model to that where the PMU cleansing team have been trained as waste ambassadors and are playing a much-needed role in driving waste awareness and education in the POA.

The community liaison would also be instrumental in the implementation of action U5.2.2, which is the prioritisation of resolving disputed solid waste provision in informal settlements in the POA. These need to be resolved urgently and the status quo approach of protracted standoffs must be amended. Therefore, the Sub-council 13 ACT should prioritise the resolution of current disputes and flag for urgent resolution any future disputes that arise. The councillors that make up sub-council 13 have a role, along with a community liaison officer and Contract Management in resolving these disputes. A key to the prevention of these disputes appears to be upfront, open, and transparent communication of processes with communities.

U5.3 Joint operation and funding annual clean-up blitz

Lack of interdepartmental cooperation in cleansing between public realm, storm water and storm water catchment has been flagged as an issue in the POA that proper urban management should adequately address. An example was given that Solid Waste cleansing will only clean around a detention pond and Storm Water catchment will only cleans with the pond. There is even anecdotal evidence that on occasion waste may be just shifted from one area to another, which is outside of a departments mandate to clean. It was found that priori efforts undertaken to pursue joint solutions such working with a singular contractor, which would improve efficiencies and prevent coverage issues have not been taken forward.

Therefore, it is proposed that a jointly funded and managed EPWP annual POA clean-up blitz be undertaken. While this will serve the primary purpose of much needed cleansing of the POA the secondary intention is to promote interdepartmental cooperation more broadly which this may provide a foundation upon which to build in future. This joint operation should be initiated via the Sub-council 13 ACT and led by Solid Waste Cleaning. The partnership should include Roads and Storm Water, Water and Sanitation, Urban Management and the PMU.

INTERVENTION U6 DEVELOP CONTEXT RELEVANT TRANSPORT INFRASTRUCTURE AND LAND USE REGULATORY RESPONSES TO SUPPORT INFORMAL ENTERPRISES

The largest amount of economic activity in terms of number and variety of trade in the POA is within what is considered the informal market with most informal trading located in the most 'trafficked' spaces having intensified over the years. The street traders and other informal micro enterprises play a critical role in sustaining livelihoods. Most of informal enterprises are located within road reserves, which are planned to be utilised as part of road and public transport infrastructure upgrades in the area.

The POA road access network is that of a legacy industrial township in the form of a road-based access network forming over scaled urban superblocks. The finer grained network within these superblocks is comprised of a series of cul-de-sacs. This system of high order road linkages and cul-de-sacs does not serve the new resident population who move predominantly on foot. It has also resulted in the higher order road network that was designed for vehicular mobility now accommodating large volumes of pedestrian movement, public transport, and informal operators. Informal enterprises respond to this footfall.

When the new MyCiTi infrastructure is constructed on the higher order road network comprising Govan Mbeki, New Eisleben, Stock and Sheffield Roads, it could potentially result in approximately three hundred street traders having to be relocated[26]. It will also potentially impact on the informal taxi services and the formal business owners due to the limitation on access and parking that comes with the upgrading of these roads. Transportation systems and road infrastructure is certainly required to link the POA to the formal and centralised economy, however equal attention needs to be given to the needs of the local economy.

In addition to the above, there are several land-related, land use and land use management issues affecting informal economic activity that require consideration. Land use management currently follows a control-based approach that seeks to limit all potentially conflictive land use scenarios and non-conforming land uses on private and public land. This is often in conflict with the needs of informal enterprises to be adaptive and flexible, to take advantage of changing development patterns and resultant footfall. This current approach to land use management combined with the limited income of some of these businesses and lack of tenure security, results in most informal activity not complying with current land use regulations. In addition, the location of informal enterprises along main mobility routes often conflicts with the needs of traffic management and public transport operations to limit access along these routes in terms of transport regulations. This situation points to a need to understand where and how land use management interventions could be most facilitative of a slow incremental formalisation of economic activity in the area. In essence, there is a need to strike a balance between top down and bottom-up planning processes.

Within this context, the following provides a summary of recommended land use and spatial planning actions to support and facilitate the growth and development of the local informal economy. The identified actions should be attended to simultaneously as some actions will require extensive lead in times.

U6.1 Extend the existing local road network.

Extend the existing local road network to address congestion of higher order roads and provide space and pre-conditions necessary to support additional trading activity. An extended road network (See Figure 11) that links local nodes and addresses the permeability of the industrial superblock, could provide additional locations for the informal sector, including opportunities for operators currently located on New Eisleben, Sheffield and Govan Mbeki Road and in so doing offer relief to the pressurised system described above. Extension of the road network will shift movement patterns which the informal operators are likely to follow.

[26] NM & Associates (2021), Informal Economy: Strategies for Consideration

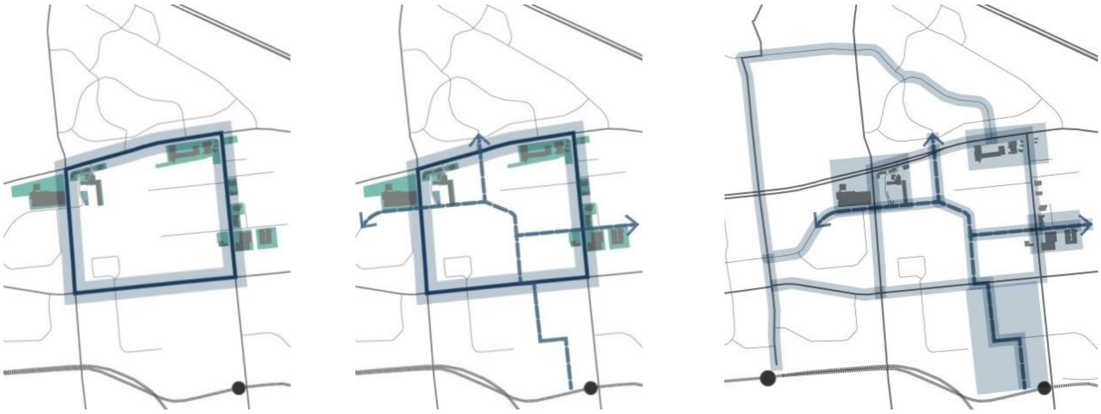


Figure 11: From Super Block to integrated urban block and Integrated neighbourhood.

U6.2 Initiate process to align transportation and spatial planning policy with regards to public transport infrastructure design and implementation

Discussions between the Transportation Directorate, Spatial Planning, AED, PEDI, and consultants involved with planning of road reserve interventions in the POA is needed as a matter of priority, to facilitate a negotiated design solution for New Eisleben Road and if not, at least confirmation of the design concept for the future IRT roadway cross section. The latter will provide sufficient certainty with respect to the land available for immediate investment in infrastructure within the road reserve. This discussion should form the basis of further discussions to facilitate alignment between spatial and transportation policy objectives particularly those impacting on design within the higher order road reserves and future IRT station precincts with a focus on the need for incorporating the informal economic operators in the future transit environments. These should be followed with discussions around appropriate road standards and IRT operational requirements. This intervention is needed to facilitate reconsideration of the existing design solutions for the higher order road infrastructure upgrades so as to allow a better balance between transportation and local economic objectives to be achieved within road reserves.

U6.3 Develop a Local Area Overlay (LOA) supported by Small and Micro Enterprise Incentive Scheme/s

There is a need to develop a LAO supported by appropriate small and micro enterprise incentive schemes to underscore the proposed LASDF for the POA. The aim of the LAO is to promote and support the move from incrementalism to formalisation of the local informal economy. The CoCT Spatial Planning Department and the District Development Management Department should be tasked to develop an LAO with dedicated professional resources to enable implementation of the LAO on the ground. Once the LAO has been approved, the CoCT must establish a communication strategy to engage and empower traders, landowners and public officials to understand the intent of the LAO to move the POA informal economy from incrementalism towards formalisation, over time.

An LAO zoning for the POA could take the form of a simple public spatial structuring diagram highlighting the routes and spaces that will form the backbone of a future integrated local economic network. The focus of the LAO should be on mitigating conflicts between traders and traffic within road reserves and encouraging landowners to use their land as an economic asset. This could be combined with accommodating several other land use management instruments such as informal trader plans and incentive schemes that provide for additional development rules and use rights where relevant and applicable. An example of locations where more permissive rights could be considered would be properties fronting onto the road reserves. Initiatives in this regard have been explored by the Khayelitsha Mitchells Plain Land Use Management District Office through the establishment of a proposed 'Small and Micro Enterprise Overlay Zoning' (SMEO) for the district and should be used as a reference.

Table 3 Urban Management Roadmap

URBAN MANAGEMENT						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
Intervention U1 Institutionalising Urban Management						
U.1.1 CLARIFY MANDATES OF URBAN MANAGEMENT DIRECTORATE AND SUB DEPARTMENTS WITH REGARD TO INSTITUTIONALLY COORDINATING AND INTEGRATING URBAN MANAGEMENT FUNCTION	U.1.1 Identify Departments in UM directorate specifically responsible for ensuring particular aspects of urban management service delivery.	**Target:** Directorate review process undertaken	**Target**: Revised, improved Urban Management approach implemented	N/A	Urban Management Directorate.	Office of the City Manager
		Indicator: Departmental organogram linked to responsibilities	N/A	N/A		
U.1.2 URBAN MANAGEMENT IN COCT TO BE SITUATED AT A TRANSVERSAL LEVEL	U1.2.1Urban Management to consider transversal options: • Institutional design situating the department at a transversal level. • Formalisation of MoU's and SLAs with line Departments and the inclusion of KPA's around urban management • Managing and prioritising a	**Target:** Dependant on Directorate decision at CoCT institutional level.	N/A	N/A	Urban Management Directorate	Office of the City Manager
		N/A	N/A	N/A		

URBAN MANAGEMENT						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
	transversal framework contract that provides access to a variety of service providers for line Departments and the Urban Management department to efficiently deploy contracted services (such as cleansing, security, road maintenance) as needed in priority areas.					
U1.3 PRIORITISING SUB-COUNCIL 13 ATTENDANCE AND EFFICACY	U1.3.1 Executive Directors of Directorates should identify officials who must attend SC13 ACT and add to IPM KPI's.	**Target:** officials identified in each Directorate	**Target:** 90% achievement of attendance by designated officials	**Target:** 90% achievement of attendance by designated officials	Urban Management & Sub-council 13	Line Departments identified by SC13 for attendance
		Indicator: IPM KPI's	**Indicator**: SC13 attendance record	**Indicator:** SC13 attendance record		
Intervention U2 precinct management unit commitment						
U2.1 COCT NEEDS TO MAKE A LONG-TERM DECISION ON THE FUTURE AND FUNDING OF THE PMU AND COMMIT TO IT	U2.1.1Long term (6-year) council approval to fund at	**Target:** Council approval and section 33	**Target:** Initiate review of funding and service level needs	**Target**: Review funding model based on rates base and NT	Urban Management Directorate	PEDI

URBAN MANAGEMENT						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
	least the current PMU service level.	approval in 2021/22				
	U2.1.2 Long term business plan should be developed and approved	**Indicator:** Council decision / contract signing	**Indicator:** Review process	**Indicator:** Evaluation role and development interest		
U2.2 DEVELOPMENT OF CLEARER RESPONSIBILITIES AND ACCOUNTABILITY MEASURES ON BOTH THE COCT AND PEDI-PMU.	U2.2.1 Formalisation of cooperation, mandates and requirements of both parties required. Based on three-year pilot learnings.	**Target**: SLA finalised and agreed.	**Target**: SLA review process initiated.	N/A	Urban Management Directorate	PEDI
		Indicator: Service level agreement	Indicator: Review process included in Departmental plan.	N/A		
U2.3 DEVELOP MOU'S FOR COOPERATION BETWEEN PMU AND LINE DEPARTMENTS	U2.3.1 Development of line department MoU's in line with business plan.	**Target:** MoU's in place for all necessary line departments	**Target**: Ongoing	**Target:** Ongoing	Urban Management (in consultation with PEDI)	Directorates: • Water and Waste • Safety and Security • Transport
		Indicator: Department MoU's	**Indicator**: Ongoing	**Indicator:** Ongoing		
U2.4 CONSIDERATION OF WHERE PEDI-PMU OVERSIGHT WOULD BE BEST PLACED IN WITHIN URBAN MANAGEMENT IN THE LONGER TERM	U2.4.1 During any Directorate structuring review process deliberate consideration of PEDI's institutional oversight location included	**Target:** Ensure PEDI-PMU goals align to Departmental KPI's	N/A	N/A	Urban Management Directorate	PEDI
		Indicator:	N/A	N/A		

URBAN MANAGEMENT						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
		Organogram with responsibilities				
U2.5 ENGAGEMENT WITH NATIONAL TREASURY ON PRECINCT MANAGEMENT FUNDING MODEL	U2.5.1 Lobby National Treasury via City Support Programme for precinct management grant development and PMU funding model	**Target:** CSP engagement and workshop completed	**Target:** NT funding model finalised	**Target:** Blended funding for PMU utilised	Urban Management; Economic Opportunities and Asset Management; UCI	National Treasury Cities Support Programme; CoCT Finance
		Indicator: Engagement concluded	**Indicator:** NT precinct management as grant allowance included in DoRA.	**Indicator:** Non-CoCT revenue as a proportion of PMU funding		
Intervention U3 POA community partnering						
U3.1 DRIVE THE ESTABLISHMENT OF A PARTNERSHIP VEHICLE TO BRING TOGETHER THE COMMUNITY, BUSINESSES, CITY AND CBO'S. THIS WOULD SERVE AS A PLATFORM FOR NEGOTIATION AND FACILITATION OF THE DEVELOPMENT OF THE POA BETWEEN ALL STAKEHOLDERS	U3.1.1 PEDI visioning exercise, building on current community relationship momentum, to guide direction of vehicle and partnership model in terms of partnering continuum (communication forum → formal partnership model)	**Target**: PEDI Visioning process completed and ay forward determined	**Target**: New partnership model in operation	**Target**: Ongoing	PEDI	AED; UCI; E&I; Businesses; CBO's; community representative structures.
		Indicator: Workshop(s) held, and report submitted to CoCT	**Indicator:** CoCT Partnership MoU	**Indicator:** Ongoing		
U3.2 IMPROVE RELATIONSHIP WITH MARIKANA THROUGH BASIC SERVICES UPGRADING	U3.2.1 Facilitated co-planning, reblocking	**Target:** 1.Community engagement/f	**Target:** 1.Reblocking completed	**Target**: Tenureship of residents secured, basic	CoCT Human Settlements	WCG Human Settlements;

URBAN MANAGEMENT						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
	U3.2.2 Incremental upgrading of Marikana to build trust and create working relationship	acilitation specialists appointed, co-planning process initiated and enumeration undertaken. 2. Marikana upgrade listed as a priority project on informal settlement pipeline.	2.UISP (or alternative) funding allocated for incremental upgrading of services	service provision in line with norms and standards in place		Waste and Water; Transport; Marikana community structures.
		Indicator: 1.Contract issued 2. Informal Settlements upgrade pipeline.	**Indicator:** 1.Contract issued 2. Informal Settlements upgrade pipeline	**Indicator**: Tenureship profile and Service levels in Marikana		
Intervention U4 Crime and safety partnerships and planning.						
U4.1 CONSIDER THE ESTABLISHMENT OF A SUB-COUNCIL 13 COMMUNITY SAFETY FORUM	U4.1.1Evaluation of Sub-council 13 Community Safety Forum U4.1.2 Development of SC13 community	**Target:** Internal and external engagement (with SAPS and WCG DoCS). Safety and	**Target:** Pending engagement decision - established CPS	N/A	Safety & Security (in consultation with Urban Management)	SAPS & WCG DoCS

URBAN MANAGEMENT						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
	safety plan via this forum.	Security decision on way forward.				
		Indicator: Report to SC13.	N/A	N/A		
U4.2 PROVIDE ACTIVE SUPPORT FOR FORMALISATION AND COORDINATION OF NEIGHBOURHOOD WATCHES	U4.2.1 Identification of and engagement with existing community organisations, or representative groupings (e.g. CBO's or settlement committees) in Sector's 1 & 2 that could form backbone of NHW initiation U4.2.2 Support existing NHW's towards accreditation and formalisation	**Target:** 1. NHW structure in place for sectors 1 & 2. 2. Existing NHW's formalised and registered.	**Target:** 1. Sectors 1& 2 formalised and registered NHW.	**Target:** Ongoing	Safety and security (in partnership with PMU)	Neighbourhood watches, Urban Management, Western Cape Department of Community Safety
		Indicator: NHW Accreditation with WCG DoCS Report to SC13	**Indicator:** NHW Accreditation with WCG DoCS	**Indicator:** Ongoing		
U4.3 IMPROVED SERVICE DELIVERY THOUGH SAFETY COORDINATION	U4.3.1Working group formed including line departments, Eskom, PMU, Metro Police & SAPS. Linked to SC13.	**Target:** Established working group meeting monthly/bi-weekly.	**Target:** Established working group meeting monthly/bi-weekly.	**Target**: Revised as necessary	Urban management	Safety and security; SAPS; Eskom; PMU.

URBAN MANAGEMENT						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
		Indicator: SC13 feedback reporting	**Indicator:** SC13 feedback reporting	**Indicator:** SC13 feedback reporting		
U4.4 SUB-COUNCIL 13 LOBBY FOR ADDITIONAL LAW ENFORCEMENT OFFICER DEPLOYMENT	U4.4.1Sub-council 13 must lobby for increased commitment from 500 new Law Enforcement Officers (LEO) via LEAP, which would be linked to working group above.	**Target:** Additional SC13 dedicated LEO's deployed	**Target:** Ongoing	**Target:** Ongoing	Sub-council 13 & Law Enforcement	WCG DoCS
		Indicator: SLA or formal commitment to SC13 in place	**Indicator:** Ongoing	**Indicator:** Ongoing		
Intervention U5 Solid waste solutions						
U5.1 UNDERTAKING SOLID WASTE CLEANSING RATIONALISATION PROCESS	U5.1.1 Solid waste issue hot spots mapping and problem identification. U5.1.2 Rationalising of municipal bins and skip placement to better reflect movement and disposal patterns	**Target:** 1.hotspot identification completed 2. rationalisation and additional provision of infrastructure completed as necessary	**Target:** Review progress and improvement as needed	N/A	Solid Waste	Urban manageme nt; PEDI-PMU
		N/A	N/A	N/A		

URBAN MANAGEMENT						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
U5.2 INCREASED COMMUNITY ENGAGEMENT AND IMPROVED DISPUTE RESOLUTION	U5.2.1 Solid waste appoint a community liaison officer for POA. U5.2.2 Stalled and disputed solid waste provision in informal settlements needs to be prioritised for resolution through SC13.	**Target:** All informal settlements in POA receiving Solid Waste services **Indicator:** SC13 Report	**Target:** All informal settlements in POA receiving Solid Waste services **Indicator:** SC13 Report	**Target:** All informal settlements in POA receiving Solid Waste services **Indicator:** SC13 Report	Solid waste (Contact Management) and Sub-council 13	
U5.3 JOINT OPERATION AND FUNDING ANNUAL CLEAN-UP BLITZ	U5.1.1 Establishment of jointly managed and funded EPWP clean up blitz initiated and coordinated via SC13	**Target:** Contract in place with funding allocated joint annual clean-up blitz. **Indicator:** SC13 report on progress.	**Target:** Contract in place with funding allocated joint annual clean-up blitz. **Indicator:** SC13 report on progress.	**Target:** Contract in place with funding allocated joint annual clean-up blitz. **Indicator:** SC13 report on progress.	Solid Waste cleansing and SC13	Roads and Storm Water, Water and Sanitation
Intervention U6 Develop Context Relevant Infrastructure and Land Use Regulatory Responses to Support Informal Enterprises						
U6.1 EXTEND THE EXISTING LOCAL ROAD NETWORK	U6.1.1 Include extended road network layout in	**Target:** POA LSDF approved with road	N/A	N/A	CoCT UCI	CoCT Spatial Planning

URBAN MANAGEMENT						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
	POA LSDF currently under development	network included				CoCT Transport - Roads
		Indicator: Approved POA LSDF	N/A	N/A		
	U6.1.2 Implement road network in parallel with implementation of public transport infrastructure upgrades	**Target**: Inclusion of local road network in transport plans	**Target**: Implementation of local road network	N/A		
		Indicator: Approved transport network plans including local road network	**Indicator**: Local Road network constructed	N/A		
U6.2 INITIATE PROCESS TO ALIGN TRANSPORTATION AND SPATIAL PLANNING POLICY WITH REGARDS TO PUBLIC TRANSPORT INFRASTRUCTURE DESIGN AND IMPLEMENTATION	U6.2.1 Resolve alignment between spatial and transportation policy objectives to accommodate informal trading where possible in road cross sections	**Target**: Convene series of workshops to align policy positions	**Target**: Improved alignment between spatial and transportation policy	N/A	CoCT UCI	CoCT Spatial Planning CoCT Transport CoCT AED South
		Indicator: Workshop minutes and aligned policy positions	**Indicator**: Revised infrastructure design approaches	N/A		

URBAN MANAGEMENT						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
			and implementation			
	U6.2.2 Review appropriate road access standards and IRT operational requirements for the POA environment to facilitate local economic activity.	**Target**: Convene series of workshops to discuss road access standards and IRT operational requirements impacts	**Target**: Implementation of adjusted road standards and IRT designs	N/A		
		Indicator: Workshop minutes and aligned policy positions	**Indicator**: Aligned & adjusted land use approval assessments and IRT infrastructure design & implementation	N/A		
U6.3 DEVELOP A LOCAL AREA OVERLAY (LOA) SUPPORTED BY SMALL AND MICRO ENTERPRISE INCENTIVE SCHEME/S	U6.3.1 Develop LAO that includes a spatial structuring diagram, trading plans and additional development rules and use rights in	**Target**: Develop and implement LAO for the POA	**Target**: Increase in development applications and regularisation of small and micro businesses	**Target**: Increase in rates base over time	CoCT Spatial Planning CoCT Development Management	CoCT AED

URBAN MANAGEMENT						
Intervention	Activity	2023 target	2025 target	2030 target	Responsible entity	Partners
	targeted locations using the Khayelitsha Mitchells Plain 'Small and Micro Enterprise Overlay Zoning' (SMEO) as an example	**Indicator**: Approved LAO for the POA	**Indicator**: Increase in number of development applications approved	**Indicator**: Increased rates income		
	U6.3.2 Establish a communication strategy to engage and empower stakeholders to understand the intent of the LAO	**Target**: Communication strategy developed post LAO approval	**Target**: Implementation of communication strategy	N/A		
		Indicator: Approved communication strategy	**Indicator**: Awareness of LAO amongst stakeholders reflected	N/A		

5.3 AGRICULTURE

During the strategic workshops that were held in Philippi on the 15th of June 2021 and confirmed on the 17th of June 2021 a broad strategic framework with key interventions were identified.

The proposed interventions were grouped into the 4 key intervention areas. The reader will note that all the specific required interventions identified by the stakeholders during the workshops are linked to the constraints which were identified. The end result of this process is presented in Chapter 7.

INTERVENTION A1 MARKETING SUPPORT

The PHA is comprised of a variety of producers producing for varied markets. Interventions have been identified to allow producers at varying levels to access new and niche markets. The proposed strategy should create sustainable and efficient mechanisms by means of proactive actions that will address inefficiencies that exist in the marketing chain, enhance competitiveness, improve and sustain profitability and improve the industry's ability to take advantage of new market opportunities on the domestic and international frontiers. In short, strategies and interventions will be proposed to convert bold ideas into bankable equity for all partners.

A1.1 Market and feasibility study to be Conducted to Identify Best Markets

Proposed intervention 1: Market and feasibility study to be conducted by a consultant to identify current and future market trends to guide agricultural development opportunities in the PHA (including produce of African market products, parliament, government departments). Agriculture includes the businesses that "move" agricultural commodities to consumers; these include food processors that transform agricultural commodities into food products, the transportation sector within agriculture, rural elevators, the retail sector that sells food to consumers for final preparation and consumption at home, as well as the food service sector that prepares food for consumption away from home. Thus, it is critical for farmers to know what the current and future trends in agricultural markets and the value chains that support them to guide future agricultural opportunities and activities. Farmers indicated that they would produce products complying with the specifications of consumers (market demand) but they don't have adequate information.

A1.2 Promote the Production of Nursery plants/Ornamentals

Proposed intervention 2: Possible opportunity to look at producing nursery plants/ornamentals. Feasibility study to be conducted. Farmers indicated that there is a opportunity for an ornamental nursery focussing on nursery flowers and others. Modern-day consumers usually expect the new plant acquisitions to offer rapid results after planting, require low maintenance and complement their lifestyles. Consumers are often in search of new plant varieties and require more detailed information about the purchased plants. Further key plant attributes include attractive appearance, plant shape and size suitable to the intended surroundings, decent leafing and attractive flowering properties, and plants that attract wildlife. Consumers also value plants' performance attributes such as longevity, a visual statement of good quality, good garden performance, and robust resistance to pests and diseases. However, it is necessary to establish the viability of such a nursery in the PHA or Philippi East.

A1.3 Logistics - Linking Small Farmers to Markets

Proposed intervention 3: Logistics - linking small farmers to markets**.** Feasibility study to identify appropriate technologies and infrastructure (such as mobile cold storage units, toilets on site, cashless card machines etc). for the region (low maintenance etc.) and the feasibility to implement – the first step of which is to undertake a needs assessment, and to identify possible locations based on the needs (e.g., smaller facilities, and smaller cold storage, cashless from the trader to the farmer). The horticultural sector is the ground for high value crop enterprises that can propel smallholder farmers from subsistence to commercial farming within short periods of time. Demand for good quality horticultural produce is increasing globally, but the small holder farming system is constrained by opaque trading and transport chains that run from farm level to markets. The challenge is how to get the perishable produce to the market in good quality and on time. Typically, large scale producers are located in areas with good road access, apply high-capacity refrigerated vehicles, and are able to operate at lower transport costs. Additionally, they are able to invest in high quality grading and cooling sheds and apply relevant phyto-sanitary standards that allow for access to high value markets. Thus, there is a need to investigate appropriate technologies for the Philippi area to make it easier for small scale farmers to access these markets.

A1.4 Logistics - Value Adding and Processing

Proposed intervention 4: Value adding and processing. Commercial Philippi farmers, through the use of on-site processing facilities, cold rooms and refrigerated vehicles, pick produce early in the morning, process this and it is generally delivered directly to the retailers by that evening, with the cold chain having been maintained for the entire period. However, smaller farmers do not necessarily have access to value adding / processing facilities. Some of them supply their products currently to commercial farmers for processing and access to markets resulting in a dependence relationship. It is therefore proposed to undertake an assessment to establish if there is a need to support smallholder and/or smaller commercial farmers in the PHA with value adding / processing activities. If there is a need identified, develop a business and implementation plan and consider existing infrastructure in the PHA. This intervention is directly linked to the infrastructure intervention area since the needs (if any) will determine the infrastructure requirement.

INTERVENTION A2 MARKET ACCESS

In the context of the value chain analysis a future strategy for end-markets and trade is provided.

The proposed strategy should create sustainable and efficient mechanisms by means of proactive actions that will address inefficiencies that exist in the marketing chain, enhance competitiveness, and improve overall market access through enabling access to more, more diverse and larger markets.

A2.1 Quality assurance certifications (GlobalGAP & LocalGAP) support a commercial value chain.

Proposed intervention 1: The food retail and food service environment are continually being placed under additional pressure to comply with stringent food quality assurance programmes and accreditations. Broadly speaking these accreditations speak to infrastructural requirements, record keeping, Health and Safety and process requirements. These accreditations are seen as prohibitive to small scale producers not only as the infrastructural requirements are perceived to be expensive but also as they require constant and diligent record keeping etc. The mainstream retailers require such accreditations in order to procure products from small scale producers. It is proposed that a programme be established to assist small scale farmers with local GAP certification to facilitate access to this market. Such a programme should select a host of small scale producers in the PHA, conduct a pre-audit on their operations and develop the businesses to such an extent that the producers can be audited for accreditation. The programme should include funding for containers with toilets and chemical storage to be installed in safe / protected locations (a key requirement of GAP requirements which are often non-existent on small farms) – electrical fencing. Global GAP & Local GAP certifications, quality assurance certifications support a commercial value chain. A strong focus on Monitoring and Evaluation of such a programme is vital.

A2.2 Conduct a situation analysis and roadmap to implement regenerative agriculture.

Proposed intervention 2: Agriculture and particularly vegetable production is heavy on resources (Soil and Water). In order to sustain production, the protection of soil & water health is key. Regenerative agriculture looks at ways in which soil and water health is improved through the correct use thereof. By increasing the productive capacity of the soils, sustainability of the producer is increased. It is therefore proposed to conduct a situation analysis and roadmap to implement regenerative agriculture considering current resources in the area and availability of technical support. Awareness raising amongst farmers should also be a key element.

A2.3 . Diversify markets to supply "food kitchens" (Parliament, government departments, hospitals and school programs).

Proposed intervention 3: The food service industry (delis, canteens hospitals and schools provide an opportunity for small scale producer to "move closer" to the end user i.e., the food service patron. Typically, the volume requirements of food service outlets are less than those of retail outlets and whilst a certain level of centralised aggregation (slice and dice) is needed direct growing programmes can be developed to procure directly from small scale producers directly into the Kitchens of corporate business and public institutions. A market access programme linking small scale producers to enable further diversification and profitability of their products, should be developed. These programmes should include "food kitchens" (Parliament, government departments, hospitals, and school programs).

A2.4 . Linking Farmers to Wholesalers/Retailors and other - Export

Proposed intervention 4: Initiatives to link farmers to wholesalers/retailers and other markets including exports. The nature of the retail chains is such that they require consistent supply and consistent quality. Most of the commercial farmers in the Philippi area already value add their primary production to a certain degree in order to maintain supply relationships (Quality and Quantity with retailers etc), however there is a view that this could be further developed in order to shorten the supply chains to the consumer with the objective of securing more of the consumers spend back to primary production.

INTERVENTION A3 INFRASTRUCTURE DEVELOPMENT

The objective of this section is to propose a strategic objective, interventions and actions to ensure the maintenance and improvement of infrastructure for compliance, to market PHA produce optimally and to enhance the efficiency of the logistic chain. The proposed intervention supports the maintenance and improvement of logistical systems and infrastructure, to ensure sustained development, growth, competitiveness and profitability. The objective is thus to improve capacity for value added produce from PHA through more favourable access to a safe and efficient agricultural environment and the efficient coordination of all current and forthcoming logistic and infrastructure interventions.

A3.1 Smaller facilities and Coldrooms

Proposed intervention 1: Feasibility to be conducted on smaller facilities and cold rooms under intervention area Marketing Support – outcome of the report under intervention area Marketing Support will dictate way forward. If deemed feasible actions could be:

1. Providing advisory services to farmers and industry to facilitate proper planning of value adding opportunities.
2. Program to assist farmers to increase existing yields (this is significant value adding).
3. Establish **collection points and cold storage facilities** and invest in more centrally located cold storage. **Could convert existing facilities to Agri-services hubs**.
4. Invest in post-harvest handling before transport.
5. Identify critical points in the value chain where transaction costs can be reduced taking into account demand and supply patterns, available and needed logistical infrastructure, transport modes, level of training and relationships between role-players.
6. Smaller Cold storage facilities at strategic locations where vendors can store their merchandise.

A3.2 Urban management- Stabilise the electricity supply by managing illegal connections and use of electricity

Proposed intervention 2: Urban management- Stabilise the electricity supply by managing illegal connections and use of electricity. Due to the "mushrooming" of informal settlements on the perimeter of the

PHA agricultural land there is constant electricity outages due to illegal connections and theft. Service delivery to these informal settlements is one of the main challenges faced by COCT. Dwellers are therefore making use of own initiatives to “source” electricity from nearby electricity lines servicing the PHA. All farmers reported problems with electricity interruptions and cut-offs that have major implications for irrigation and dealing with the inclement weather. Where electric cables are still open and overhead, farmers report regular electricity cuts due to cable theft, which take hours for the municipality to repair.

A3.3 Urban management - Security and the need for a satellite police station in PHA. Needs to patrol at night From 5pm 7am.

Proposed intervention 3: Urban management - Security and the need for a satellite police station in PHA, including patrols at night from 5pm to 7am. The closest police station to PHA is in Klip Road which predominantly services the Lotus River area. All farmers report extreme neglect of the PHA by the SAPS, owing to competing priorities from neighbouring communities. Farmers allocate substantial budgets for private security. Crime and vandalism have clearly emerged as the number one threat to farming in the PHA as it currently exists.

A3.4 Urban management - Maintenance of existing infrastructure in terms of roads, water and sanitation.

Proposed intervention 4: Urban management - Maintenance of existing infrastructure in terms of roads, water, and sanitation. The CoCT needs to provide more favourable access to a safe and efficient agricultural environment and provide the efficient coordination of all current and forthcoming logistic and infrastructure interventions in terms of bulk infrastructure within the PHA.

A3.5 COCT to provide “afdakkies” / hawker stalls for informal traders in the area

Proposed intervention intervention 5: COCT to provide “afdakkies” / hawker stalls for informal traders in the area

The solution would be for the COCT to construct more safe and clean, efficient and compliant upgraded hawker stalls – “afdakkies” in the areas where they are currently operating. All stall owners want better facilities but don’t want to move to other areas or be within confined spaces as they feel that they would lose their customer base at the spots from which they are currently operating. In this regard, one of the commercial farmers has constructed “afdakkies” on his farm right next to the road where informal stalls sold their produce. The informal traders now operate form the more secure and safe “afdakkies” because they did not lose their trading location and customer base.

Intervention A3.6 Needs driven Agri-Hub (PEDI).

Proposed intervention 6: Needs driven Agri-Hub (PEDI).

PEDI is ideally positioned to create value for stakeholders in Philippi in terms of economic multipliers, community development and social cohesion. Through human capital development and bringing commercial opportunities closer to the Philippi community, PEDI can stimulate economic growth, improve the livelihoods and strengthened food security of the people in the region. This will require targeted and structured interventions through the use of the current facility and aligned with other interventions and programmes of the City of Cape Town and broader government in the Western Cape. The current ongoing process by PEDI to design a Agri-hub should be informed by extensive engagement with PHA farmers to inform the design of the facility to ensure it meets the needs of the local farmers.

INTERVENTION A4 INSTITUTIONAL AND HUMAN RESOURCES DEVELOPMENT

The objective of this section is to propose interventions and actions to:

- Ensure efficient and effective communication between the PHA farming community to communicate needs and gaps to the City of Cape Town and for farmers to actively participate in finding sustainable solutions to address their needs. In addition, to create a climate of cooperation in which the PHA agricultural industry can contribute towards policy formulation and other government initiatives. Farming representatives do engage in City forums, however these are not focussed on the PHA and farmer needs.
- Facilitate a skills development program for on-farm training. Little technical knowledge exists outside the value chain. By giving vocational training to potential actors to enter the value chain, overall development in the value chain can be enhanced.

A4.1 Establishment of a new PHA/CoCT forum

Proposed intervention 1: Relationships with Government (PHA / CoCT forum). Establish the proposed forum and demarcate the key objectives and engagement plan. Such a strategy for relationship-building would serve a number of objectives, including the following:

- Ensuring that specific issues and requirements of the PHA and its constituent groupings are effectively brought to the attention of CoCT.
- Creating a climate of cooperation in which the PHA farmers can contribute towards policy formulation and other initiatives of the CoCT.
- Creating a climate in which the PHA farmers can become an effective partner in the implementation of initiatives.

A4.2. Deliver Training and Capacity Building Programmes

Proposed intervention 2: Training and capacity building **-** Needs assessment required to establish the critical skills required in the region to support the PHA. The objective of this intervention is to address the development and management of human resources in the agricultural sector in Philippi. It should be noted that virtually all the other interventions require the further development of human resources (including high-level resources at technical and managerial level). The core focus of a training and capacity building intervention is to enable the horticultural industry in Philippi to move towards a situation where not only the basic requirements of Human Resource Development are met, but one of “creating opportunities beyond expectations”. This should include, but should not be restricted to, Adult Basic Education and Training, Secondary and Tertiary education, Skills

Development, and a Facilitated Mentoring programme. The capacity training programme should be open to a broad range of people including farmers, local processors, and key staff from other Government Departments and Agencies, and others with a key focus should be on extension officers. It is impossible to develop competitive, profitable, and sustainable horticultural value chains if there is a lack of human capital to support theses value chains. Training and Capacity building could run in tandem with the PEDI Agri – Academy, with the Agric Academy offering short targeted courses, with a separate longer capacity building course run by a n agricultural training service provider as well as the Western Cape Provincial Department of Agriculture.

Table 4 Agriculture Roadmap

AGRICULTURE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
Intervention A1 Marketing support						
A1.1 MARKET AND FEASIBILITY STUDY TO BE CONDUCTED	A1.1.1 Develop a Terms of Reference for a market and feasibility study for the PHA	**Target:** TOR developed	**Target:** N/A	**Target:** N/A	Western Cape Provincial Dept of Agriculture	Local farming organisations, DEDAT, PEDI
		Indicator: TOR	**Indicator:** N/A	**Indicator:** N/A		
	A1.1.2 Tender process - Identify and appoint a qualified service provider with relevant experience to conduct the study.	**Target:** Tender processes concluded	**Target:** Study completed.	**Target:** N/A	Western Cape Provincial Dept of Agriculture	Local farming orgs, DEDAT, PEDI.
		Indicator: SLA signed with service provider	**Indicator:** Report	**Indicator:** N/A		
	A1.1.3 Disseminate the recommendations of the study to the farming community and other relevant stakeholders	N/A	**Target:** Identify and invite key stakeholders to disseminate study recommendations	**Target:** At least 2-3 identified opportunities implementation plans	Western Cape Provincial Dept of Agriculture	Local farming orgs, DEDAT and implementation agencies, PEDI.
		N/A	**Indicator:** 3 dissemination sessions	**Indicator:** 3 implementation plans		
	A1.2.1 Develop a Terms of Reference	**Target:** TOR developed	N/A	N/A	Western Cape Provincial	

AGRICULTURE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
A1.2 PRODUCING NURSERY PLANTS/ORNAMENTALS	for a nursery feasibility study in the PHA	**Indicator:** TOR	N/A	N/A	Dept of Agriculture	Local farming organisations, DEDAT, PEDI.
	A1.2.2 Tender process - Identify and appoint a qualified service provider with relevant experience to conduct the study.	**Target:** Tender processes concluded	**Target:** Study completed.	**Target:** N/A	Western Cape Provincial Dept of Agriculture	Local farming orgs, DEDAT, PEDI.
		Indicator: SLA signed with service provider	**Indicator:** Feasibility report	**Indicator:** N/A		
	A1.2.3 If the project is feasible – develop a business and implementation plan	N/A	**Target:** Appoint service provider to develop a business plan	**Target:** Establish the nursery	Western Cape Provincial Dept of Agriculture	Local implementation partner / entrepreneur
		N/A	**Indicator:** Business and implantation plan concluded	**Indicator:** Nursery completed and operational		
A1.3 LOGISTICS - LINKING SMALL FARMERS TO MARKETS	A1.3.1 Develop a Terms of Reference for a needs assessment and feasibility study for appropriate technology for PHA	**Target:** TOR developed	**Target:**	**Target:**	Western Cape Provincial Dept of Agriculture	Local farming organisations, DEDAT, PEDI.
		N/A	N/A	N/A		

AGRICULTURE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
	A1.3.2 Tender process - Identify and appoint a qualified service provider with relevant experience to conduct the study.	**Target:** Tender processes concluded	**Target:** Study completed.	N/A	Western Cape Provincial Dept of Agriculture	Local farming orgs, DEDAT, PEDI.
		Indicator: SLA signed with service provider	**Indicator:** Report	N/A		
	A1.3.3 Disseminate recommendations of the study to the farming community and other relevant stakeholders	N/A	**Target:** Identify and invite key stakeholders to disseminate study recommendations	**Target:** At least 2 identified technology opportunities with implementation plans	Western Cape Provincial Dept of Agriculture	Local farming organisations, DEDAT, PEDI.
		N/A	**Indicator:** 3 dissemination sessions	**Indicator:** 2 implementation plans		
A1.4 VALUE ADDING AND PROCESSING	A1.4.1 Develop a Terms of Reference for a needs' assessment and feasibility study for value adding and processing in PHA	**Target:** TOR developed	N/A	N/A	Western Cape Provincial Dept of Agriculture	Local farming organisations, DEDAT, PEDI.
		Indicator: TOR	N/A	N/A		
	A1.4.2 Tender process - Identify and appoint a qualified service provider with	**Target:** Tender processes concluded	**Target:** Study completed.	N/A	Western Cape Provincial Dept of Agriculture	Local farming orgs, DEDAT, PEDI.
		Indicator: SLA signed with service provider	**Indicator:** Needs identified and feasibility report	N/A		

AGRICULTURE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
	relevant experience to conduct the study					
	A1.4.3 If there is a need and if the project is feasible – develop business and implementation plan	N/A	**Target:** Appoint service provider to develop a business plan	**Target**: Establish value adding / processing facility based on the needs	Western Cape Provincial Dept of Agriculture	Local implementation partners / entrepreneurs
		N/A	**Indicator:** Business and implantation plan concluded	**Indicator:** Facility completed and operational		
A2 Promoting Market Access						
A2.1 QUALITY ASSURANCE CERTIFICATIONS (GLOBALGAP & LOCALGAP) SUPPORT A COMMERCIAL VALUE CHAIN.	A2.1.1 Identify Service provider to assist with compliance and certification	**Target**: Service provider identified.	N/A	N/A	Western Cape Provincial Dept of Agriculture, PPECB	Local farming orgs, Certification Agencies, PEDI.
		Indicator: Service provider contracted and SLA signed.	N/A	N/A		
		Target: 5 farmers	**Target:** 5 New farmers	**Target:** 5 New farmers	Western Cape Provincial Dept	

AGRICULTURE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
	A2.1.2 Identify potential candidates to be certified	**Indicator:** MOU signed between farmer and Service provider	**Indicator:** 5 original farmers certified and MOU signed between new farmers and Service provider	**Indicator:** 10 Farmers certified MOU signed between new farmer and Service provider	of Agriculture, PPECB	Local farming orgs, Certification Agencies, PEDI.
A2.2. CONDUCT A SITUATION ANALYSIS AND ROADMAP TO IMPLEMENT REGENERATIVE AGRICULTURE	A2.2.1 Develop a Terms of Reference for a situation analysis and roadmap for regenerative agriculture in PHA.	**Target:** TOR developed	N/A	N/A	Western Cape Provincial Dept of Agriculture	Local farming organisations, CoCT, PEDI, WCDoA
		Indicator: TOR	N/A	N/A		
	A2.2.2 Tender process - Identify and appoint a qualified service provider with relevant experience to conduct the study.	**Target:** Tender process concluded	**Target:** Study completed	**Target:** 10 Farmers to implement roadmap	City of Cape Town, WCDoA and Cape Flats Farmers Association	Local farming organisations, CoCT, PEDI, WCDoA
		Indicator: SLA signed with service provider	**Indicator:** Roadmap report to implement	**Indicator:** M & E reports		
A2.3. DIVERSIFY MARKETS TO SUPPLY "FOOD KITCHENS" (PARLIAMENT, GOVERNMENT DEPARTMENTS,	A2.3.1 Identify plausible market diversification options.	**Target:** Marketing options identified	N/A	N/A	Western Cape Department of Agriculture	Local farming organisations, PEDI, WCDoA
		Indicator: Scoping Reports for identified options	N/A	N/A		

AGRICULTURE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
HOSPITALS AND SCHOOL PROGRAMS)	A2.3.2 Negotiate offtake agreements with identified options	**Target:** 2 New offtakes	**Target:** 2 New Offtakes	**Target:** 4 New Offtakes	City of Cape Town and WCDoA	Local farming organisations, CoCT, PEDI, WCDoA
		Indicator: 2 Letter of intents from new offtakes	**Indicator:** 2 Letter of intents from new offtakes	**Indicator:** 4 Letter of intents from new offtakes		
A2.4. LINKING FARMERS TO WHOLESALERS / RETAILORS AND OTHER - EXPORT	A2.4.1 Identify potential wholesalers & retailors to approach for offtake agreements with small scale farmers.	**Target:** 6 New offtake opportunities	**Target:** 4 New offtake opportunities	**Target:** 2 New offtake opportunities	Western Cape Department of Agriculture	Local farming organisations, PEDI, WCDoA
		Indicator: Letter of intent	**Indicator:** Letter of intent	**Indicator:** Letter of intent		
	A2.4.2 Identify potential farmer beneficiaries that already comply and or in the program for Local GAP (see intervention A2.1.2)	**Target:** 5 Farmers identified	**Target:** 5 New farmers identified	**Target:** 5 New farmers identified	City of Cape Town and WCDoA	Local farming organisations, CoCT, PEDI, WCDoA
		Indicator: Letter of intent linked to growing program	**Indicator:** Letter of intent linked to growing program	**Indicator:** Letter of intent linked to growing program		
Intervention A3 Infrastructure						
A3.1 SMALLER FACILITIES AND COLDROOMS	Feasibility under Marketing support will dictate way forward	**Target:** 5 Facilities (if found to be feasible)	**Target:** Another 5 facilities	**Target:** Will depend on the need	Western Cape Provincial Dept of Agriculture	Local farming organisations, DEDAT, PEDI.
		Indicator: 5 Facilities constructed	**Indicator:** another 5 facilities constructed	**Indicator:** Facilities constructed depending on need		

AGRICULTURE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
A3.2 URBAN MANAGEMENT- STABILISE THE ELECTRICITY SUPPLY BY MANAGING ILLEGAL CONNECTIONS AND USE OF ELECTRICITY	To be aligned with Urban management Action Plan	**Target:** Improved electrical supply stability	N/A	N/A	City of Cape Town and Western Cape Provincial Dept of Agriculture	Architects, Services experts, Alternative energy suppliers,
		Indicator: Reduction in number of outages experienced by farmers	N/A	N/A		
A3.3 URBAN MANAGEMENT - SECURITY AND THE NEED FOR A SATELLITE POLICE STATION IN PHA. NEEDS TO PATROL AT NIGHT FROM 5PM 7AM.	Negotiate with SAPS and the City of Cape Town to establish a satellite police station in PHA	**Target:** Satellite police station in PHA	**Target:** Monitor effectiveness of police station to reduce crime	**Target:** Monitor effectiveness of police station to reduce crime	City of Cape Town and Western Cape Provincial Dept of Agriculture	SAPS and community safety forums (Plaaswag etc)
		Indicator: Police station established	**Indicator:** Crime statistics	**Indicator:** Crime statistics		
A3.4 URBAN MANAGEMENT - MAINTENANCE OF EXISTING INFRASTRUCTURE IN TERMS OF ROADS, WATER AND SANITATION.	To be aligned with Urban management Action Plan	**Target:** Reduce number of maintenance complaints received	N/A	N/A	City of Cape Town and Western Cape Provincial Dept of Agriculture	Architects, Services experts, Water experts.
		Indicator: Reduction in number of C3 notifications received	N/A	N/A		
A3.5 COCT TO PROVIDE "AFDAKKIES" / HAWKER STALLS FOR INFORMAL TRADERS IN THE AREA	Identify potential sites for construction of hawker stalls based on the need of informal traders	**Target:** 15% of roadside hawkers assisted	**Target:** 30% of roadside hawkers assisted	**Target:** 40% of roadside hawkers assisted	City of Cape Town and Western Cape Provincial Dept of Agriculture	Local Farmers Organisations and Agribusinesses, Informal Traders Association.

AGRICULTURE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
		N/A	N/A	N/A		
Intervention A3.6 Needs driven Agri-Hub (PEDI).						
BUSINESS MODEL AND OPERATIONAL PLAN.	Sourcing strategy	**Target**: Identification of emerging and commercial producers to supply facility/production volumes estimation/partners.	**Target**: Expand number of producers/sources of supply.	**Target**: Expand number of producers/sources of supply.	City of Cape Town and Western Cape Provincial Dept of Agriculture	Implementation Agent: PEDI Others: Local Farmers Organisations and Agribusinesses
		Indicator: Production plans/Sourcing windows/Quality assurance criteria.	**Indicator**: Increased volumes and throughput.	**Indicator**: Increased volumes and throughput.		
	Demand strategy	**Target**: Demand and off-take planning (formal, informal and contract).	**Target**: Expand marketing channels / development of new markets for emerging and commercial producers.	**Target**: Expand marketing channels / development of new markets for emerging and commercial producers.	City of Cape Town and Western Cape Provincial Dept of Agriculture	Implementation Agent: PEDI Others: Local Farmers Organisations and Agribusinesses, Retailers, Informal Traders Association, Restaurants.
		Indicator: Off-take agreements/Number of buyers at the facility.	**Indicator**: Increase in volumes sold.	**Indicator**: Increase in volumes sold.		

AGRICULTURE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
	Support strategy	**Target**: Develop support strategy for emerging producers (reference to training academy/partnerships of input suppliers, research institutions).	**Target**: Expand support services to include support services to include, for example, production finance.	**Target**: Move towards certification of products.	City of Cape Town and Western Cape Provincial Dept of Agriculture	Implementation Agent: PEDI Others: Local Farmers Organisations and Agribusinesses, Retailers, Input Suppliers
		Indicator: Plan developed.	**Indicator**: Increased level of support services provided.	**Indicator**: Products recognised as "Product of Origin: Philippi".		
	Training Academy	**Target**: Develop training strategy that can be accredited by the QCTA, get AgriSeta accreditation and development of experimental farm.	**Target**: Curriculum / Learning materials / trainers / recruitment of students and learners / training of farm workers.	**Target**: Update / revise curriculum and learning materials / increase throughput of students and learners / training of farm workers.	City of Cape Town and Western Cape Provincial Dept of Agriculture	Implementation Agent: PEDI Others: Academic Institutions, Different Seta's; QCTA, Elsenburg College,
		Indicator: Strategy developed, accreditation obtained and demarcation of experimental farm.	**Indicator**: Training commence/number of students.	**Indicator**: Better aligned curriculum/training materials and increase in		

AGRICULTURE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
				students/learners that graduate.		
INFRASTRUCTURE	Conceptual urban design	**Target**: Architecture design	N/A	N/A	City of Cape Town and Western Cape Provincial Dept of Agriculture	Implementation Agent: PEDI Others: Agribusinesses, Construction Experts.
		Indicator: Site plan completed in line with zoning and lease agreements of CoT.	N/A	N/A		
	Site Rejuvenation and asset management	**Target**: Infrastructure update and maintenance strategy. Property Master Plan for use of infrastructure. Asset management Plan.	**Target**: Update infrastructure maintenance and asset management Plan.	**Target**: Update infrastructure maintenance and asset management Plan.	City of Cape Town and Western Cape Provincial Dept of Agriculture	Implementation Agent: PEDI Others: Architects, Services experts, Alternative energy suppliers, Water experts.
		Indicator: Detail architectural design and procurement strategy completed. Property Master plan completed. Asset management Plan.	**Indicator**: Updated infrastructure maintenance and asset management plan.	**Indicator**: Updated infrastructure maintenance and asset management plan.		
	Experimental farm	**Target**: Determine infrastructure requirements and	**Target**: Expansion and diversification plan with	**Target**: Expansion and diversification plan with	City of Cape Town and Western Cape	Implementation Agent: PEDI

AGRICULTURE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
		production plans/facilities. Develop maintenance plan.	amendments as required. Continues maintenance.	amendments as required. Continues maintenance.	Provincial Dept of Agriculture	Others: Elsenburg College, Academic and Education Institutions, Local producers.
		Indicator: Operational plan.	**Indicator**: Operationalisation.	**Indicator**: Operationalisation.		
	Value addition facilities	**Target**: Develop value adding strategy inclusive of non-food products.	**Target**: Expand range of value adding facilities.	**Target**: Develop specialised range of value addition offerings.	City of Cape Town and Western Cape Provincial Dept of Agriculture	Implementation Agent: PEDI Others: Food and Packaging experts, Retailers, Storage suppliers.
		Indicator: Value adding value plan completed and procurement process commence.	**Indicator**: Increase range of value adding facilities.	**Indicator**: Number of specialised value addition offerings.		
MARKETING AND COMMUNICATION (PR)	Marketing and Communication strategy	**Target**: Development of Marketing and Communication strategy	N/A	N/A	City of Cape Town and Western Cape Provincial Dept of Agriculture	Implementation Agent: PEDI Others: Academic Institutions, Communication and PR experts.
		Indicator: Plan developed	N/A	N/A		

AGRICULTURE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
	Community and stakeholder engagement	**Target**: Community and stakeholders analysis and grid	**Target**: Segmented marketing and PR plans for outreach.	**Target**: Continuous community engagement.	City of Cape Town and Western Cape Provincial Dept of Agriculture	Implementation Agent: PEDI Others: Community organisations/structures, Social Media organisations, local media (radio, print, broadcasting).
		N/A	N/A	N/A		
A4 Institutional and human resources development						
A4.1. PHA / COCT FORUM	A4.1.1 Exploratory meeting between the PHA farmers and the CoCT to discuss the proposed forum	**Target**: Meeting.	N/A	N/A	City of Cape Town and Cape Flats Farmers Association	Local farming organisations, CoCT, PEDI, WCDoA
		Indicator: Minutes of the meeting and interim SC appointed.	N/A	N/A		
	A4.1.2 Appoint PHA and City of Cape Town Representatives	**Target**: To draft a MOA on the objectives and operational procedures and responsibilities of the proposed forum.	**Target**: At least 4 meetings per annum	N/A	City of Cape Town and Cape Flats Farmers Association	Local farming organisations, CoCT, PEDI, WCDoA

AGRICULTURE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
		Indicator: MOA signed with between the relevant stakeholders.	**Indicator**: Minutes of the meetings.	N/A		
A4.2. TRAINING AND CAPACITY BUILDING	A4.2.1 Needs assessment by the Department of Agriculture	**Target**: Needs and gaps identified.	N/A	N/A	Western Cape Department of Agriculture	Local farming organisations, PEDI, WCDoA
		Indicator: Report	N/A	N/A		
	A4.2.2 Identify suitable training organisations and implement training program .	**Target**: At least 1 training organisation identified	**Target**: At least 50 farmers / farm workers trained	**Target**: At least 150 farmers / farm workers trained	City of Cape Town and WCDoA	Local farming organisations, CoCT, PEDI, WCDoA
		N/A	N/A	N/A		

5.4 INFORMAL ENTERPRISE

Informal enterprise by definition operates at a very micro level, but are dependent on macro factors for their existence. In drafting the specific action plans, we are mindful of:

i. the area specific development dynamics within the POA;
ii. the conceptual framework as developed within the phase 1a and 1b of the POA Economic assessment and Strategy Development exercise for the POA;
iii. the impact of Local Economic Development (LED) drivers on the POA;
iv. the impact of Enterprise Development drivers on the POA.

The CoCT, in application of the proposed strategic action plans, would have to build the necessary transversal platform to move from Enablement – stimulating and facilitating in nature, to Interventionist – direct application of CoCT resources to specific interventions for maximum effect.

The ***LED drivers*** are Macro in outlook, and aimed at enabling horizontal and vertical integration within the Wholesale, Retail and Motor sectors by focusing on;

A. ***Spatial Economic Development*** which addresses:
   i. spatial clustering in the form of addressing road and traffic networks, movement lines and areas of congregation;
   ii. identification of trading platforms to promote integrated value chain trade;
   iii. align transportation and spatial development;
   iv. identification of Infrastructure requirements necessary to advance the new world at work.
B. ***Sector Growth and Development*** which addresses:
   i. sectoral clustering for increased purchasing power, supply management and least cost routing;
   ii. facilitation of the establishment of a sector specific body promoting groundswell interest via advocacy and lobbying.

The ***ED drivers*** are Micro in application and focussed on addressing the market failures as indicated by various studies within the POA. In particular the market failures addressed will be:

A. Access to finance – both at a wholesale and retail level via a combination of direct assistance by development finance institutions and ED finance;
B. Access to Markets – by building platforms for supply side integration in to value chains, platforms for advocacy and lobbying and micro network and peer group learning experiences;
C. Capacity Building – at an individual entity level and post the application of a diagnostic analysis as a baseline towards addressing priority ranked interventions to address enterprise deficiencies;

D. Value Chain Integration – to advance the spatial and sectoral clustering through identification of specific infrastructure requirements, trade partners and commercial trading entities necessary for marrying demand to supply for economic rotation in the POA;
E. Training and Skills Development – at an individual entity level to address soft and technical skills gaps and the promotion of certifications aimed at accelerating access to markets;
F. Advancement of the New World at Work – flagging the need for a network capable of providing the infrastructure delivering broadband connectivity leading to a cashless trading arena within the POA to combat crime.

INTERVENTION I1 PROMOTING TRADE FACILITIES

This intervention seeks to address the spatial economic development by stimulating trade through the provision of an improved regulatory environment in recognisable trade zones and corridors servicing precinct by precinct.

I1.1 Promotion of Integrated Precincts - Unlock the ability to accommodate traders via an overlay zone precinct by precinct (across sectors)

I1.1.1 From "Super blocks to integrated Precincts": Space structuring

The intervention as driven by the urban management action plan, will lead to the dissipation of a "Super block" and open up informal trade ability to move, procure and display produce. In addition, consumers will have better market access.

I1.1.2 Movement Lines and Clustering of Services: Alignment of transportation and space

In seeking the necessary alignment as driven by the urban management action plans, reduced roadway crossings will lead to increased kerbside trade. Mapping such increased trade will indicate concentrated movement lines and resultant increased foot traffic for consumption uptake of informal trader produce by consumers.

I1.2 Upscale developments to make active corridors with mixed use dominant (across sectors)

I1.2.1 Access to cold storage

Specific action plans have identified the need for cold storage facilities at a wholesale level for:

- Meat and Chicken
- Fruit and Vegetables

Attention needs to be paid to the identification of available land to build such facilities, the adoption of the correct partners operates and manage such facilities and the tie in to create critical mass to ensure sustainability of the facilities.

I1.2.2 Access to storage

One of the greatest challenge's informal traders face in the POA is the absence of storage / overnight locking facilities. This impacts on the ability to protect produce overnight, increases handling which compromises quality, and absorbs time in terms of set up and break down. It also leads to increased waste disposal which in turn compromises the aesthetic appeal of the POA. This intervention seeks to unlock precinct based overnight facilities for storage of customised trolleys.

I1.2.3 Access to sector specific mini malls / hive

A further need exists for a motor specific mini mall which services the growing after sales used vehicular market. Such facility will ensure constant supply of parts, consumables, tools and equipment for usage in the various sub categories of the motor trade and make provision for specialised services such as diagnostics etc, and facilities for hard skills development and training.

I1.3 Attend to Infrastructure

To foster the aesthetic appeal of the POA, improve waste management and tacitly ensure adherence to basic services a need exists to look at upgrading the present temporary facilities informal traders utilise. Solutions in this regard should not compromise existing trade cluster areas or direct trade away from current movement lines.

INTERVENTION I2 VALUE CHAIN INTEGRATION

This intervention fosters sector clustering, as it embodies the necessary sector growth and development dynamics to facilitate integration both vertically and horizontally per sector.

I.21 Wholesale sector demand side - vertical integration across sector.

I2.1.1 Promote Commercial Platforms

The specific action plan dictates that the necessary commercial structures be in place to private sector led development for value chain integration. Such commercial structures are to embody, operational expertise, technical skill, financial ability and access to critical mass for market making.

I2.1.2 Demand Management

The commercial platforms will on their trade specific data be able to manage anticipated demand and forecast trade cycles for improved quality of goods, eradicating supply gaps and stabilising prices relative to trade outside of the POA. The clustered concept will also allow for forecast management.

I2.2 Retail sector supply side – horizontal integration across sector.

I2.2.1 Promote clustered trade bodies

Organising the informal traders in to specific clustered chapters will allow for grass roots issues relating to everyday activities be ventilated and addressed. Such bodies will tie in the informal traders to supply and ensure consistency of supply, quality supply and best price.

I2.2.2 *Last Mile concept*

Usage of POA residents operating in the transport and logistics space as couriers, transporters and logistics partners will ensure that delivery safety, time lapses and incidents of crime are minimised and costs reduced.

INTERVENTION I3 PROMOTE ACCESS TO FINANCE

Access to finance is the key challenge in the informal market and leads to the inability to scale up, expand, improve trade facilities and quality of produce.

I3.1 Development Finance Assistance

The complexion of the POA informal traders has narrowed the possible finance routes to the development finance institutions. The structure and mandates of the institutions operating in this sphere point to SEFA as the major player. The SEFA THREP fund credit ethic bodes well for the POA informal traders. SEFSA has been canvassed in this regard and have displayed great appetite to launch a specific intervention in the POA.

I3.2 Enterprise Development Funding

The specific action plans indicate a real need for Wholesale intervention. The correct partner should be canvased to not only bring operational and management expertise, but also enter any commercial arrangement with the understanding that they would via their ED fund make a direct financial contribution to the scaling and sustainability of trade in the POA.

INTERVENTION I4 PROMOTING MARKET ACCESS

Market access at a micro level is always one of the biggest challenges. For informal traders market access relate to the sourcing and supply of produce, goods and services on the one side, and the offloading of finished product on the other hand.

I4.1 POA Body

I4.1.1 *Area specific body*

A need exists for a representative body to be constituted within the POA. Such body needs to be representative of the business interests within the POA, be driven on business principles and attend to the advocacy and lobbying on behalf of the POA. As a business intermediary the mandate should be clear and finite.

I4.1.2 *Body chapters*

Such POA body needs to be representative of the various sectors and sub sectors within the POA, thus it would have to establish various chapters representing them within the broader structure.

I4.2 Business Linkages

Based on the specific action plans, the establishment of a Business Development Programme would as a central pillar drive the need for a formal business linkages programme. Such programme will seek to open up the market for the POA enterprises for entering value chains for selling product, ensuring that enterprises are supply side ready, and that all the other market failures are attended to.

(Attention is to be paid to approaching specific industry players so as to activate the specific action plans.)

INTERVENTION I5 CAPACITY BUILDING

Capacity building relates to the strengthening of the specific enterprise. In particular it looks at the moving parts within the business and aims to improve on the current ways of doing business.

I5.1 Diagnostic Assessment

I5.1.1 Rapid Assessment

One of the biggest failing in the area of ED is the mismatch of solution to the target enterprise. It is thus imperative that each participant enterprise undergoes a diagnostic or rapid assessment to provide a baseline as to its trade level as well as current development indicators to be used as a measurement in M & E of any project.

I5.1.2 Intervention matching

Based on the rapid assessment, the necessary framework for solutions matching needs to be built, and the interventions tailor made to match deficiencies in the enterprise.

I5.2 Strengthening

Upon completion of the above, the necessary solutions are to applied to combat the enterprise deficiencies. Here solutions are to cover compliance and governance, systems, financial ability, marketing and sales and mentorship.

INTERVENTION I6 SKILLS DEVELOPMENT AND TRAINING

Given the literacy levels in the POA, post schooling skills development and training are important to build competency and capacity in the POA. Entrepreneurial activity, albeit in informal format has crossed the divide from being subsistence provision at a primary level to participation in tertiary and secondary markets. Consequently, effective participation in value chains and effective discharge of consumer interaction dictates a certain level of competence and capacity.

I6.1 Promote skills development

I6.1.1 Sector based skills development

SETA accredited skills development projects needs to be activated and driven through the POA as special projects in conjunction with the relevant training authority. The POA representative sector specific body needs to adopt this initiative and run it in conjunction with the training authority.

I6.2.2 Sector body-based skills development

The Area Economic Development management should drive the process to establish linkages with the various sector bodies e.g., panel beating sector to place the POA on their agenda for specific skills development initiatives as regards upskilling of spray painting, mixing, chassis straightening etc.

I6.2 Training

I6.2.1 Business School based Training

Area Economic Development management should engage business schools and philanthropic academies with a view to securing training steeped in:

- On site learning;
- Coupled with practical classroom-based training;
- Interspersed with peer group learning

Such training often are the products of ED initiatives resulting in leveraged partnering between Corporates and Business Schools. This brings with it the further advantage of the cultivation of linkages for entry in to new markets.

INTERVENTION I7 NEW WORLD AT WORK

The action plan recognises the disconnect between the POA and market forces as regards connectivity to the rest of the Western Cape, greater South Africa and the World at large. This creates a barrier to entry for job opportunities, work streaming, growth of the services sector and business integration. In addition, it reduces the data driven impact of digital money and payment systems, a major enabler for the reduction of crime through the eradication of cash in the township. The following considerations are thus advanced:

I7.1 Promote and support connectivity and the use digital money and virtual payment systems (digital infrastructure needed to support this)

Connectivity will ensure the increased usage of digital money and virtual payment systems within the POA. The average consumer or business enterprise owner in the POA is tech savvy and has the necessary hardware in the form of a smart phone to participate in the "New World at Work". This essentially as the rotation of the economy presently operates outside of the POA, and the consumers and enterprise owners have had to evolve to stay relevant in the new world.

I7.1.1 Digital Infrastructure

The design of the strategic network infrastructure necessary to drive transformation of the POA to a data enabled area. Such infrastructure needs to fit in to the CoCT broader IT infrastructure plans.

I7.1.2 Connectivity

Access at both a business and individual level needs to be promoted to within the POA. Package's custom designed for township consumption patterns are to be introduced and endorsed for consumer uptake. Tie in to job opportunities, business opportunities and information dissemination relevant to the POA through trade portals, job boards and community area and road chat groups would go a long way to eradicating crime, rotating the economy and positioning local supply.

I7.1.3 Digital Money and Virtual Payment Systems

Given that crime serves as one of the biggest challenges in the POA, the stacked advancement of digital money and virtual payment systems will eradicate one of the major crime drives – cash. Aside from the technological ease of doing business, consumers would be able to transact assured that the threat of robberies are reduced substantially.

Table 5 Informal Enterprise Roadmap

INFORMAL ENTERPRISE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**CoCT Responsible Departments / Framework**	**Partners**
Intervention I1 Promoting Trade Facilities						
I1.1 PROMOTION OF INTEGRATED PRECINCTS - UNLOCK THE ABILITY TO ACCOMMODATE TRADERS VIA AN OVERLAY ZONE PRECINCT BY PRECINCT (ACROSS SECTORS)	I1.1.1 From "Super blocks to integrated Precincts": Space structuring.	**Target**: Super blocks deconstructed	**Target**: Increased kerbside trade	N/A	***Directorates*** Urban Management - Planning Development Management - Land Management - Manager Land Development South & East Economic and Human Development - Urban Catalytic Investment - Area Economic Development South	CoCT Informal Traders POA Sector Body
	I1.1.2 Movement Lines and Clustering of Services: Alignment of transportation and space.	**Indicator**: Precincts mapped	***Indicator:*** Reduced roadway crossings	N/A		
I1.2 UPSCALE DEVELOPMENTS TO MAKE ACTIVE CORRIDORS WITH MIXED USE DOMINANT (ACROSS SECTORS)	I1.2.1 Establishment of 2 Customised Cold Rooms - Fruit & Vegetable - Meat & Chicken	***Target***: Institutional Arrangements	**Target**: Cold Rooms built & operational	N/A	***Directorates*** Urban Management - Planning Development Management - Land Management - Manager Land Development South & East Economic and Human Development - Urban Catalytic Investment - Area Economic Development South	CoCT POA Sector Body Cape Town Fresh Produce Market Abattoir
		Indicator: MOI Signed	**Indicator**: Cold Rooms in use	N/A		
	I1.2.2 Establishment of Overnight Locking	**Target**: Institutional Arrangements Planning	**Target**: Facilities built & operational	N/A		CoCT POA Sector Body

INFORMAL ENTERPRISE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**CoCT Responsible Departments / Framework**	**Partners**
	Hives for Informal Traders	**Indicator**: MOI Signed Plans Drawn	**Indicator**: Facilities in Use	N/A		
	I1.2.3. Establishment of Distribution Centres - Meat & Chicken - Motor Mini Mall	**Target:** Institutional Arrangements Planning	**Target**: Facilities built & operational	N/A		CoCT POA Sector Body Private Sector
		Indicator: MOI Signed Plans Draw	N/A	N/A		
I1.3 ATTEND TO INFRASTRUCTURE	I1.3.1 Design Network Infrastructure for relaying broadband connectivity	**Target:** IT Partner procured Strategic Architecture Completed	**Target:** IT Infrastructure in place	N/A	***Directorates*** Urban Management - Planning Development Management - Land Management - Manager Land Development South & East Economic and Human Development - Urban Catalytic Investment - Area Economic Development South	CoCTIT Partner POA Sector Body
		Indicator: SLA signed Network mapped and signed off	**Indicator**: Connectivity Available	N/A		
Intervention I2 Value Chain Integration						
I.2.1 WHOLESALE SECTOR DEMAND SIDE - VERTICAL	I2.1.1 Business Development Services aimed at	**Target:** Programme Implemented	**Target:** On Going	N/A	***Directorates*** Urban Management **-** Planning	CoCT BDS Service Provider

INFORMAL ENTERPRISE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**CoCT Responsible Departments / Framework**	**Partners**
INTEGRATION ACROSS SECTOR.	Private Sector Development	**Indicator:** Monthly Reports	**Indicator:** On going	N/A	Development Management - Land Management - Manager Land Development South & East Economic and Human Development - Urban Catalytic Investment - Area Economic Development South - Urban Agricultural Unit	
I2.2 RETAIL SECTOR SUPPLY SIDE – HORIZONTAL INTEGRATION ACROSS SECTOR.	I2.2.2 Business Development Services aimed at Private Sector Development	**Target:** Programme Implemented	**Target:** On Going	N/A		CoCT BDS Service Provider
		Indicator: Monthly Reports	**Indicator:** On Going	N/A		
Intervention I3 Promote Access to Finance						
I3.1 DEVELOPMENT FINANCE ASSISTANCE	I3.1.1 Business Development Services aimed at Private Sector Development	**Target:** Programme Implemented	**Target:** On Going	N/A	***Directorates*** Economic and Human Development - Urban Catalytic Investment - Area Economic Development South - Urban Agricultural Unit	CoCT BDS Service Provider
		Indicator: Monthly Reports	**Indicator:** On going	N/A		
I3.2 ENTERPRISE DEVELOPMENT FINANCE	I3.2.1 Business Development Services aimed at Private Sector Development	**Target:** Programme Implemented	**Target:** On Going	N/A		CoCT BDS Service Provider
		Indicator: Monthly Reports	**Indicator:** On Going	N/A		
Intervention I4 Promoting Market Access						
I4.1 POA BODY	Business Development	**Target:** Programme	**Target:** On Going	**Target:**	***Directorates*** Economic and Human Development	CoCT

INFORMAL ENTERPRISE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**CoCT Responsible Departments / Framework**	**Partners**
	Services aimed at Private Sector Development	Implemented			- Urban Catalytic Investment - Area Economic Development South - Urban Agricultural Unit	BDS Service Provider
		Indicator: Monthly Reports	**Indicator:** On going	**Indicator:**		
I4.2 BUSINESS LINKAGES	Business Development Services aimed at Private Sector Development	**Target:** Programme Implemented	**Target:** On Going	N/A		
		Indicator: Monthly Reports	**Indicator:** On Going	N/A		
Intervention I5 Capacity Building						
I5.1 DIAGNOSTIC ASSESSMENT	Business Development Services aimed at Private Sector Development	**Target:** Programme Implemented	**Target:** On Going	N/A	***Directorates*** Economic and Human Development - Urban Catalytic Investment - Area Economic Development South - Urban Agricultural Unit	CoCT
		Indicator: Monthly Reports	**Indicator:** On going	N/A		
I5.2 STRENGTHENING	Business Development Services aimed at Private Sector Development	**Target:** Programme Implemented	**Target:** On Going	N/A		CoCT BDS Service Provider
		Indicator: Monthly Reports	**Indicator:** On Going	N/A		
Intervention I6 Skills Development and Training						
I6.1 PROMOTE SKILLS DEVELOPMENT		**Target:** SETA based Training	**Target:** On Going	N/A	***Directorates*** Economic and Human Development	CoCT

INFORMAL ENTERPRISE						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**CoCT Responsible Departments / Framework**	**Partners**
	Business Development Services Soft & Technical Skills Development	**Indicator:** MOU signed and Training Started	**Indicator:** On going	N/A	- Urban Catalytic Investment - Area Economic Development South - Urban Agricultural Unit	BDS Service Provider Training Partner
I6.2 TRAINING	Business Development Services Soft & Technical Skills Development	**Target:** SETA based Training	**Target:** On Going	N/A		CoCT BDS Service Provider Training Partner
		Indicator: MOU signed and Training Started	**Indicator:** On Going	N/A		
Intervention I7 New World at Work						
I7.1 PROMOTE AND SUPPORT CONNECTIVITY AND THE USE DIGITAL MONEY AND VIRTUAL PAYMENT SYSTEMS (DIGITAL INFRASTRUCTURE NEEDED TO SUPPORT THIS)	I7.1.1 Broadband Connectivity towards cashless transactions	**Target:** Connectivity	**Target:** Connectivity	**Target:** Card Based Transactions	***Directorates*** Urban Management - Planning Development Management - Land Management - Manager Land Development South & East Economic and Human Development - Urban Catalytic Investment - Area Economic Development South	CoCT BDS Service Provider Service Providers
		Indicator: Internet accessible in POA	**Indicator:** Internet accessible in POA	**Indicator:** Cashless Trading		

5.5 WASTE AND RECYCLING

The POA is facing a combination of waste and related infrastructure challenges. The efficacy of municipal waste collection and cleansing is severely compromised by safety issues, bin theft and illegal dumping, particularly unlawful waste disposal in sensitive areas such as retention ponds and farmland. At the same time, bin provision, bin replacements and general cleansing are vastly inadequate for community and business needs. The cumulative effect of polluted formal and informal trading areas, and environmental vulnerabilities, is detrimental to creating a safe and productive environment for business and development anchors.

The Waste and Recycling interventions have been identified to address the acute waste and pollution issues facing the POA by prioritising the local business and employment opportunities for recycling and reuse. The sections below describe in detail the identified interventions, which Table 2 collectively outlines as:

- Identify and promote waste minimisation projects that benefit residents and SMMEs of the POA.
- Support, enable and grow organic waste recycling and beneficiation (e.g., at the PFPM).
- Promote the certification and processing of organic fertiliser from waste.
- Involve the informal sector to support recycling efforts and confront illegal dumping.
- Reuse of builders' rubble prevalent throughout the POA.
- Introduce recyclable waste 'swop shops' to promote community recycling and SMMEs.
- Introduce reverse vending machines at retail outlets to promote waste recycling.
- Implement ongoing support programmes to enable effective community participation, recycling, and reuse.

The interventions have been closely aligned to the recommendations of the POA Regeneration Framework for community-run waste collection, recycling and closed loop initiatives to drive change. Attention has specifically been on how the interventions can contribute to the *Emerging Green Economy*[27] proposals of Action 5.1 in the Regeneration framework:

- *Support the development of emerging green economy industries in the POA by clustering similar activities such as* ***in-situ waste recycling and processing****, agri-processing and the expansion of [the] Fresh produce market on the Erf 5267 site*".
- *"Support sustainable livelihoods with the development of* ***local community waste collection initiatives*** *including a 'food for waste' programme"* and increased **waste collection/recycling sites**[28].

[27] CoCT UCI, PEDI, GAPP Architects, & Urban Designers and Built Environment Partnership (BEP). 2020. Philippi Opportunity Area Regeneration Strategy: Summary Report.
[28] The Urban Catalytic Investment (UCI) Department of COCT provided a progress update on the POA Regeneration Strategy in February 2020, which included Action 5.1. of the Regeneration Strategy as Focus Area 6 with the addition of "increased waste/collection sites" to bolster local community waste collection initiatives.

There are important policy levers for realising the recommended Waste and Recycling interventions. The process to respond to provincial landfill targets for diverting 50% of organic waste from landfill sites by 2022, and 100% by 2027, provides an immediate incentive for local waste and recycling interventions. From 23 August 2021, waste streams that will further be banned from landfills include persistent organic pollutant pesticides, batteries (excluding lead acid batteries), hazardous e-waste (excluding lamps), macro-encapsulation of waste and brine as defined[29]. These policies provide opportunities for new investments, SMMEs and jobs in the POA's waste value chain.

The Integrated Waste Management Policy (IWMP), approved by Council in 2020, reiterates national calls for waste minimisation and the proactive pursuit of partnerships in separation at source, re-use, recycling, and recovery to divert waste from landfills. The full list of directives of the IWM Policy have provided important insight into the Waste and Recycling activities to support implementation of the POA Economic Strategy. The finalisation of the CoCT 20-year waste strategy (currently in draft) will provide a further tool for alignment and ongoing efforts are needed to consider mutually reinforcing outcomes.

The opportunities in the provincial and municipal policy environments will take continuing planning effort and monitoring to ensure investors enter the waste value chain in anticipation of the increased demand in recycling and reuse activities, driven by policy restrictions for the disposal of waste products in landfills. The interventions outlined herein thus need to be continually assessed against in the guiding principles of this Strategy and the priority needs to be on ensuring the benefits circle back locally to communities, traders, and existing businesses in the POA.

INTERVENTION R1 PROMOTE MATERIALS AND WASTE RECOVERY

R 1.1 DEVELOPMENT OF FACILITIES FOR MATERIALS AND WASTE RECOVERY

R1.1.1 Conduct a Feasibility Study for the Establishment of a Materials Recovery and Processing Facility (MRF)

Intervention R1.1 is the development of facilities for materials and waste recovery to assist with waste minimisation and local resource recycling and upcycling. The supporting activity requires conducting a feasibility study for the establishment and operationalisation of a fully licensed and legally compliant Materials Recovery Facility (MRF) for the collection, sorting, decontamination, separation, recycling, and onward processing of recyclable materials for resale. The potential recyclable waste materials for recovery and processing can include paper[30], plastic[31], glass, building waste and electronic (i.e., e-waste) products.

[29] GreenCape. 2018. Waste Market Intelligence Report. Cape Town: GreenCape.
[30] Brown, white and mixed grades, newsprint and magazines.
[31] Plastic: PET, PVC, LPDE, PP, PS and other.

The scope of the feasibility study is to outline the extent of waste minimisation and resource recovery enabled by the MRF, local job creation benefits, any outline any environmental externalities and associated mitigation requirements. The feasibility study should also identify opportunities for clustering and locational advantages (such as materials recovery for artisan goods) to realise economies of scale and support local job creation. Existing local waste recycling initiatives, such as informal waste collectors, and programmes run by PEDI, could therefore be connected to the proposed MRF.

The potential of Materials Recycling Facilities (MRFs) in the City of Cape Town

MRFs are centres for the reception and transfer of materials recovered from the waste stream for recycling. Recyclable materials can be sourced from formal or informal channels, drop-off and buy-back centres. There are emerging opportunities in Woodstock, De Grendel, Killarney and Prince eroge Drive to reimagine drop-off facilities as small MRFs to address waste diversion and landfill. The learnings from pilots around the metro can assist in testing and scaling the interventions such as pre-processing of organic food waste for potential off-takers and the means necessary for pre-treatment and separation.

Figure 12: The potential of MRFs in the City of Cape Town

Note: There are mutually reinforcing links between the proposed feasibility study and the following interventions:

- Waste collection programmes for the POA community, by the POA community and particularly by prioritising the informal sector in the collection and delivery of recyclable materials in order to improve community-based employment, reduce illegal dumping and realise benefits of an inclusive circular economy (see Intervention R3.).
- Use builders' rubble in the construction of the MR&PF where appropriate (see Activity R3.1.2.).
- Accept waste emanating from swop shops (see Intervention R3.1.3), reverse vending machines (see Intervention R3.1.4.), builders' rubble, waste pickers, buy-back centres and other sources in the POA.
- Possible integration and co-location of the materials recycling and processing facility with the proposed organic waste recycling and processing facility (see Intervention R2).

INTERVENTION R2 ORGANIC MATERIALS AND RECOVERY INITIATIVES

R 2.1 Promote Organic Materials and recovery initiatives.

Rising landfill gate fees, the landfill ban on abattoir waste, forthcoming landfill restrictions and organic waste diversion targets, and waste beneficiation opportunities are among the key drivers for business and investment opportunities in organic waste treatment. Two activities are recommended to support the diversion of organic waste from landfills, contribute to food security and promote the local economic upliftment.

R2.1.1. Conduct a Detailed Feasibility Study for the Establishment of a Community-Based Organic Waste Recovery Facility

Activity R 2.1.1 is to undertake a **detailed feasibility study for the establishment and operationalisation of a fully licensed and legally compliant organic waste management and recovery facility** for the collection, sorting, recycling, and processing of organic material for resale and/or in-house production of fertiliser or compost. The intervention stems from the 2019 PEDI development concept and pre-feasibility study identifying potential future uses of ERF 5268, a 31.5 ha CoCT-owned vacant land parcel on the corner of Stock and Sheffield Roads, adjacent to the Philippi Fresh Produce Market (PFPM) land portion of 8.6 ha.

PEDI recommended that ERF 5268 can be a mixed-use precinct with the potential to accommodate a recycling depot and agri-processing hub within an industrial zone of mixed typologies to support the expansion of the PFPM[32]. The recycling depot was not prioritised or explicitly costed as an isolated intervention, but rather grouped as part of broader industrial and agri-processing initiatives relating to the existing PFPM[33]. The proposed detailed feasibility study progresses the organic waste recycling depot concept by assessing the viability of linking organic waste recycling and the agricultural sector in terms of the PFPM and existing agri-processing facilities. It should be noted that an organic recycling depot could be developed as part of a local MRF (See Intervention 4.1).

The scope of the feasibility study is to understand the recovery potential of sourcing recyclable organics for onward use by the PFPM and agri-processing facilities. The study will need to investigate organic materials sourcing from both formal and informal channels and a potential internal drop-off and buy-back centre. A key focus of the detailed feasibility study is also to assess how local communities can be included in linking organic recycling interventions to onward value chains. The services of waste reclaimers in the informal sector and small-scale farmers should therefore be prioritised (e.g., collection and delivery of organic materials). The study will need to understand the requirements for organic material recovery such as equipment, infrastructure, de-packaging, pre-treatment, sorting and storage, and the resale into downstream markets.

Note: There are mutually reinforcing links between the proposed feasibility study and the following interventions:

- Waste collection programmes for the POA community, by the POA community and particularly by prioritising the informal sector and small-scale farmers in the collection and delivery of organic recyclable materials in order to improve community-based employment, reduce illegal dumping and realise benefits of an inclusive circular economy (see Intervention R3.1).

[32] CoCT UCI, PEDI, GAPP Architects & Urban Designers and Built Environment Partnership (BEP). 2020. Philippi Opportunity Area Regeneration Strategy: Summary Report.

[33] The ERF 5268 Pre-Feasibility Report (2019) included the recycling depot as part of broader proposed development options in Portion C (i.e., the PFPM land parcel) of ERF 5268, which include development options concerning industrial, commercial, micro retail, agri-mixed use related to the existing PFPM, retention of existing agri-processing at the PFPM, green open space, retention of existing commerce and retention and expansion of existing urban agriculture.

- Use builders' rubble in the construction of the Organic Waste Recycling and Processing Facility where appropriate (see Intervention R4.2).
- Accept organic waste emanating from swop shops (see Intervention R4.3), waste pickers, small-scale farmers, buy-back centres and other sources in the POA.
- Establishment of a fully licenced and certified organic waste-to-fertiliser project at the waste collection and recycling depot (see Intervention R3.1).
- Possible integration and co-location of the organic waste recycling and processing facility with the proposed materials recycling and processing facility (see Intervention R1).

R2.1.2 Establish a structured organic waste-to-fertiliser licensing, certification, and project implementation programme.

This activity is the **establishment of a structured waste-to-fertiliser licensing, certification, and project implementation programme** to assist existing and future organic wate-to-fertiliser producers in the POA to obtain the legally required[34] and regulatory compliant registration, licensing (if needed) and certification for the processing of high-quality organic compost and organic fertiliser. The intervention seeks to assist with the onerous organic composting licensing process, which is particularly costly for small scale entrepreneurs.

The Draft National Norms and Standards for Organic Waste Composting[35] suggest that the regulatory barriers for composting will be reduced by removing the requirement that composters processing more than 10 tonnes a day need to have a waste management licence in place. The anticipated relaxation these requirements present an opportunity for new smaller organic waste-to-fertiliser producers in the POA to increase their composting processing capacity to below the no-licensing threshold of 10 tonnes per day. However, the certification of compost and digestate remains highly regulated through the Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act (Act 36 of 1947), as amended. Waste-to-fertiliser producers need to undergo a complicated and highly demanding process to consistently produce compost at a suitable quality to sell the final by-product on to commercial customers. Certified organic fertiliser and compost can nonetheless be sold at higher prices and to a greater number of commercial outlets than non-certified organic fertiliser or compost.

The recommended programme seeks to assist prospective organic composting license applicants become certified and tap into a variety of viable end-markets. Prospective applicants may include existing businesses, new entrants and small-scale farmers. The programme should involve, but not be limited to:

- Awareness and advertising campaigns.

---

[34] In alignment with the National Environmental Management Waste Act (Act No. 59 of 2008), including the Draft National Norms and Standards for Organic Waste Composting and the Draft National Norms and Standards for the Treatment of Organic Waste, as well as the Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act (Act 36 of 1947), as amended.

[35] Department of Environment, Forestry and Fisheries (DEFF). 2021. National Environmental Management: Waste Act, 2008 (Act No.59 of 2008): Consultation on the Draft National Norms and Standards for the Treatment of Organic Waste. DEFF: Pretoria.

- Skills development and training (e.g., ongoing mentoring and capacity development for operating waste-to-fertiliser facilities, different waste processing techniques, additional value streams, product marketing approaches, health, safety and legal compliance, and superior separation and decontamination practices.
- Equipment and financial support should involve the leveraging of available funding mechanisms, grants and/or donations to enable waste-to-fertiliser producers to purchase appropriate equipment and technologies. Intervention R3.5 below outlines support programmes for implementation that can also be utilised to enable successful waste-to-fertiliser projects.

To ensure the effectiveness and reach of the recommended programme in the POA, it is recommended that the CoCT partners with PEDI and the PEDI Urban Agricultural Academy, and other existing organisations involved in organic waste beneficiation (such as Closing the Loop[36] and Waste to Food (refer to footnote)[37] to understand the operational success factors.

Large compost retail outlets can also be solicited for potential markets, piloting, and support. The processes larger processes use (de-packaging, decontamination, de-watering) can improve the cost-competitiveness of waste-to-compost facilities and ensure that the value of end-products is not compromised as a result of contamination, resulting in the processing of higher quality compost. Certified and operational organic waste-to-fertiliser producers can source organic feedstock and waste from informal waste pickers and small-scale farmers (see Intervention R3.1), commercial farmers, including in the PHA, and retail chains in the POA and broader CoCT, as well as future swop shops accepting organic waste (see Intervention R3.1.2)

[36] Closing the Loop assisted the formation of Waste to Food (refer to the footnote below). For more information see http://www.closingtheloop.co.za/ and http://pedi.org.za/waste-to-food/.

[37] Waste to Food is an existing entity, founded in 2012, located within the PFPM that produces high-quality composting through a vermiculture process. Vermiculture involves a worm-farming process for the production of high-quality compost by way earthworms. The facility employs 20 permanent staff and represents an investment of over R 10 million. The project entails a combination of in-house composting and vermiculture, processes around 3 tons of food waste on a daily basis to produce around 2m^3 of vermicompost per day. As a by-product from the composting process, the liquid collected from earthworms and groundwater that is filtered over the compost produces a ”vermi-tea” that is high in organic nutrients and serves as a natural herbicide and pesticide. Waste to Food sources food waste from select retail chains in the CoCT, while the final compost product is sold to various customers, including bulk agricultural and horticultural clients. Waste to food endeavours to expand their operations and infrastructure to process more food waste and enter the retail market for the sale of vermicompost. Waste to Food is awaiting a formal letter to confirm the registration of their fertiliser products, as mandated by the Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act (Act 36 of 1947). The official confirmation letter would enable them to sell the compost at Pick n Pay stores.

Understanding Organic Waste and its Recovery in South Africa

National Waste Information Regulations[1] define organic waste as garden waste, food waste and wood waste. The national Draft National Norms and Standards for the Treatment of Organic Waste further define organics, composting, compost, fertiliser, and organic fertiliser as follows:

- Organics: "both processed and unprocessed compostable organic waste".
- Composting: "a controlled biological process in which organic materials are broken down by micro-organisms".
- Compost "a stabilised, homogenous, fully decomposed substance of animal or plant origin to which no plant nutrients have been added and that is free of substances or elements that could be harmful to man, animal, plant or the environment".
- Fertiliser: "any substance which is intended or offered to be used for improving or maintaining the growth of plants or the productivity of the soil".
- Organic fertiliser: "fertiliser manufactured from substances of animal or plant origin, or a mixture of such substances, and that is free of any substances that can be harmful to man, animal, plant or the environment containing at least 40g/kg prescribed nutrients".

The recycling of organics entails extracting energy and recovering nutrients from previously discarded materials. Discarded organics can be used, processed and recycled into useful fertiliser though the following means[1]:

- Composting: Involves an aerobic process, through open or in-vessel procedures, with the correct balance of nitrogen and carbon which forms a stable nutrient compost.
- Vermicomposting: Involves the breakdown of organic material by earthworms into nutrient-rich compost; and
- Black soldier flies: Involves the processing of organic material with the larvae of the black soldier fly into compost and/or feed for fish and chickens.

Sources:

Department of Environmental Affairs (DEA). 2012. National Waste Information Regulations. National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008). DEA: Pretoria.

Department of Environment, Forestry and Fisheries (DEFF). 2021. National Environmental Management: Waste Act, 2008 (Act No.59 of 2008): Consultation on the Draft National Norms and Standards for the Treatment of Organic Waste. DEFF: Pretoria

Organics Recycling Association of South Africa (ORASA). 2020. Organics Recycling Solutions, Link: https://orasa.org.za/ [date of access: 11/06/2021).

Figure 13: Understanding organic waste and its recovery in South Africa

INTERVENTION R3 COMMUNITY BASED WASTE AND RECYCLING

R3.1 Scaling Waste Collection and Recycling Programmes for the POA Community, by the POA Community

Community involvement in the waste economy not only supports the realisation of environmentally sustainable development, but also the livelihoods for the most vulnerable people. Intervention 3 is intended to be cross-cutting by engaging local communities in the implementation of the other interventions and ensuring the associated job creation and economic benefits are locally realised.

R3.1.1 Prioritise informal sector waste pickers in the collection and delivery of inorganic and organic recyclable materials.

The informal sector is already involved in the collection and delivery of recyclable materials and priority needs to be given to the inclusion of informal waste pickers in future waste and recycling value chains. **Activity 3.1.1 is a cross-cutting recommendation to prioritise informal waste collectors** in the recovery of recyclable solid waste, metals, e-waste and building waste for on-sale to existing buy-back centres and waste processing businesses in and around the POA, and the proposed MR&PF (Intervention 1.1.) and in organic waste recovery (Intervention R2.1.). Existing groups such as the Philippi Women's Recycling Cooperative need to be identified and engaged for inclusion into the proposed Waste and Recycling Value Chains in this Strategy[38].

Activity 3.1.1 is closely linked to the dedicated support projects of Intervention 3.1 to enable effective community-based recycling activities and projects, and support creating a positive perception of informal waste reclaimers. Dedicated areas, for instance, for waste pickers and micro waste collectors to leave their trolleys, sort and store recycled goods, address safety and security, overcome street-side sleeping and provide shelter from adverse weather conditions (see Activity R3.1.5.4).

Notes:

While significant job creation potential exists in the informal waste collection industry, the foreseen increase in demand for recyclables could likely affect the prices being paid by buy-back centres and waste recovery and processing businesses for recyclable materials, which in turn could have an impact on the sustainable income generation potential for survivalist waste micro-collectors.

R3.1.2 Include the requirement to utilise appropriate builders' rubble in municipal construction tenders.

The POA and its surrounds are characterised by widespread builders' rubble, which is contributing to illegal dumping on farmland and retention ponds. Builders' rubble generally comprises construction and demolition waste, such as fired clay bricks, concrete, mortar, and steel, which can be recycled and utilised as recovered aggregate or secondary construction material in various construction applications, including for foundations and roads. Foraged builders' rubble is generally offered at a lower price in comparison to new commercially available construction materials, which offers cost advantages for procurement in addition to promoting environmental sustainability. In addition to the rising costs of virgin construction material, decreasing landfill airspace, material availability (e.g., sand), lower logistics costs for secondary material supply[39], the draft national roads policy and increasing confidence in the performance and quality of recovered aggregate highlight the potential of upcycling builders' rubble.

This activity aims to build on the successes of the construction of the new materials recovery facility at Coastal Park landfill (Figure 13) by **including the requirement or preference scoring for the utilisation of builders' rubble in municipal construction tenders**. This recommendation is aligned to the principles and objectives enshrined in the CoCT's Green Procurement Action Plan[40], which prioritises the use of recycled or recovered building materials in capital projects, as well as the focus areas of Operation Phakisa. Pending the outcomes of the feasibility studies, builders' rubble can also be utilised in the construction of the proposed MR&PF (i.e.,

[38] A gender dimension also exists where male waste pickers are aften reimbursed more for recyclables than their female counterparts.
[39] Recovered aggregate can be produced closer to the point of supply.
[40] CoCT. 2020. City of Cape Town Green Procurement Action Plan.

Intervention R1.1.) and potential organic waste recycling and processing facility (i.e., Intervention R2.1.) to further localise resource use the POA.

Builders' rubble is already being foraged, sorted, cleaned and sold on by informal waste pickers or collectors in the POA. An exercise to proactively include waste pickers and small-scale waste collectors in the collection, cleaning, and on-sale of builders' rubble is suggested This may be complemented by training and equipment programmes to enhance the capabilities of informal rubble waste collectors to sort, decontaminate and transport builders' rubble materials that are appropriate to be used as secondary construction materials for infrastructure reconstruction purposes, and to improve prospects that such materials will be bought by rubble traders and construction contractors.

City of Cape Town paving the way for upcycling builders 'rubble'.

The Solid Waste Management Department of the CoCT recognised the value of decontaminated or cleaned builders' rubble and it consequently prioritised the utilisation of this waste source in an earthworks contract for the construction of a new materials recovery facility at Coastal Park landfill. The builders' rubble was appropriate for the production of aggregate, natural gravel, gravel-soil materials, sub-base and base materials for undertaking the bulk earthworks, the construction of detention ponds and bioswale, as well as for the layering works of access roads. These use-specifications were consequently included in a tailored tender document that required the inclusion of builders' rubble in the construction of the new materials recovery facility, which resulted in around 60 000 m^3 of recyclable rubble being used in the earthworks and bulk services contract at a lower price than commercially available virgin material.

A limiting factor to the recycling and re-use of builders' rubble is the perception that such rubble can be a liability in construction. These limitations can often, however, be overcome through screening, crushing and/or blending practices to ensure that suitable materials are produced that meet technical specifications and the required grading, whilst ensuring the improved relative affordability of reused construction materials. Quality operations of firms involved in the rubble crushing and handling/processing industry also has to be ensured. Builders' rubble can therefore be valuable construction material if the quality and performance thereof can be ensured and aligned to the necessary construction application requirements.

Sources: ReSource. 2021. Innovations in Cape Town: Increase Waste Diversion. Link: https://issuu.com/glen.t/docs/resource_feb_2021 [date of access: 16 June 2021].

Figure 14:City of Cape Town upcycling of builders rubble

R3.1.3 Introduce recyclable waste 'swop shops' to the POA

The Solid Waste Management Department of the CoCT ran a number of successful trials in 2020 to divert waste from landfills through the deployment of mobile 'Swop Shops' in five underdeveloped areas, including Khayelitsha, Delft and Gugulethu in close proximity to the POA (Figure 14). It is consequently recommended to reinvigorate and expand the Swop Shop programme to the POA in partnership is created with the CoCT SWM.

Mobile Shops for community based waste exchange

Mobile swop shops entail the involvement of community members to exchange recyclable waste (e.g., plastic, aluminium, paper and carboard products) for tokens that can be used to buy available items (e.g., food, clothing, toys and books) from the swop shops, while their mobile nature means that the swop shops can be redeployed to benefit more people. Following collection, the swop shops sold the recyclable materials to a recycling processing facility for supply for remanufacturing purposes to the manufacturing industry. The trial was a resounding success with around 66 tonnes of recyclable items exchanged and collected from community members in less than four months, while the interest from the local communities they served suggest the long-term viability of such programmes.

Sources: ReSource. 2021. Innovations in Cape Town: Increase Waste Diversion. Link: https://issuu.com/glen.t/docs/resource_feb_2021 [date of access: 15 June 2021].

Figure 15: Mobile shops for community based waste exchange

It is recommended that enterprises and SMMEs are engaged to run the mobile swop shops through the collection of recyclable waste from POA community members and waste pickers in return for usable goods and food products. The value of tokens or coupons that are provided in return for recyclable waste can be based on a set mass-to-coupon ratio, where a specific coupon value is provided in return for a specified mass of waste (e.g., per kilogram) that suppliers of waste can in turn use to purchase food and non-food items from the swop shop. Following collection, the recyclable waste can be sorted and on-sold to existing buy-back centres and waste processing facilities for an income such as the proposed MR&PF (Activity 1.1.1.). The usable goods and food products that can be swopped for tokens or coupons, in return, could be supplied through direct and indirect donations, as well as through the income generated from the sale of recyclable waste materials.

R3.1.4 Introduce reverse vending machines at retail outlets in the POA to reduce the prevalence litter.

It is recommended that a partnership is formed with reverse vending machine suppliers and large retail stores in the POA to introduce reverse vending machines for the POA community. This activity aims to reduce the prevalence of litter throughout the POA, support customers with waste reduction and promote a culture of recycling, while assisting retail stores to achieve their environmental sustainability targets and retain customers through the provision of store-specific coupons. The potential further exists to partner and pilot reverse vending machines at the convenience stores of fuel stations in the POA. The recycled materials in reverse vending machines can in turn be sold to existing buy-back centres and waste processing businesses in and around the POA, as well as the proposed MR&PF (i.e., intervention 1.1.).

Notes:

Retailers to be approached include Philippi Spare (corner Sheffield and Inglube Street) and Junxion Mall retailers such as Pick ‘n Pay and Ackerman’s.

Reverse Vending Machines – partnering for solutions

While reverse vending machines have become a common recycling feature in many industrialised countries, a few select well known supermarkets in the broader CoCT metropolitan area have started to trial these machines in which customers can dispose of their recyclable items that are accepted by the machines, such as plastic bottles, glass containers, coffee cups, tin cans and juice cartons. A requirement for the machine to function is that the items should still have their original barcodes on and be of a recyclable nature. The mechanism is easy to manage, conveniently placed and efficient for community-based recycling.

The reverse vending machines functions by scanning the barcode of an item that customers insert into the machine in order to identify the product, determining their recyclability and thereafter either accepting or rejecting the items based on their recyclability. Non-barcoded items are placed in an adjacent waste bin. The recyclable items are mechanically separated, crushed and stored in the machine and once a machine has reached its capacity, waste management providers are automatically notified to collect the recyclable materials from the machine for sorting and transfer for further processing. Consumers, in return, are incentivised to use the reverse vending machines to recycle items through the provision of store-specific incentives, such as coupons or 'lucky-draws' based on the quantity of items recycled by the retail stores. The business model for reverse vending machines is similar to that of the automated teller machine (ATM) by collecting an amount per product recycled, reimbursed by the supermarket.

The main difference between reverse vending machines and swop shops is that swop shops can be found in consumer choice, although both options have distinct advantages. While both interventions offer coupons in return for recyclables, given their size limitations swop shops generally offer a lower variety of products that recyclers can purchase with the coupons in comparison to retail or convenience stores. On the other hand, swop shops accept a greater variety of recyclable materials that improve the coupon generation possibilities for recyclers, while reverse vending machines mainly receive beverage containers that have identifiable barcodes. Swop shops further have the prospect of being run as micro-enterprises, while the operations of reverse vending machines are retained for larger retailers.

Figure 16 Reverse Vending Machines

R3.1.5 Support Programmes to Enable Effective Community Recycling Activities and Projects

Effective and ongoing support programmes are imperative to ensure the success of the interventions outlined above, particularly the sub-interventions under intervention R3, regarding organic waste-to-fertiliser processing, and R4, pertaining to informal sector organic and inorganic waste pickers and the growth of SMMEs. Such programmes will stimulate the constructive involvement of the community in recycling activities and projects, as well as promote inclusive socio-economic development throughout the POA. In that regard, it is vital for the following support programmes described below to be implemented concurrently and collectively with the interventions outlined above:

- Awareness and advertising campaigns.
- Skills development, training, and equipment programmes.
- Accreditation programme.
- Sheltering programme.
- Financial support programmes.

R3.1.5.1. Awareness and advertising campaigns

The POA community needs to be widely informed about the rationale and goals of each intervention and how those interventions will benefit the inclusive social and economic development of the POA. Multilingual communication and advertising campaigns can be implemented to inform the POA community of the services available to them and the schedules and requirements of each service in order to support the efficient use of those services. This would improve the likelihood to obtain community buy-in, invigorate waste sorting and separation at the source of generation and support for recycling activities when members of the POA are aware of the recycling processes, value addition possibilities and the associated community, health, and environmental benefits. Awareness campaigns can be delivered by CoCT waste management organisations themselves with a presence in the POA, partner organisations such as PEDI or professional agencies, as well as using social media and advertising.

Ongoing awareness and advertising campaigns are efficient and effective measures that can be taken to achieve community-wide communication and awareness of the interventions undertaken and opportunities that prevail in the organic and inorganic waste and recycling sector. Particularly, such campaigns should focus on the following:

- Communicating the social and environmental benefits of informal sector recycling and waste separation at source to POA community members, as well as the consequences of inferior waste disposal.
- Convey the positive implications and community gains emanating from the waste sector interventions, waste-to-fertiliser practices, waste pickers, reuse of appropriate builders' rubble, solid and organic waste recycling, reverse vending machines and swop shops, including opportunities for SMMEs, to promote effective participation and encourage community involvement.
- Be used to recruit participants, including informal waste pickers for enhanced supply of organic and inorganic waste, and candidates to run SMMEs in the waste and recycling industry.
- Influence and change community and business perceptions of informal waste pickers, from a general disregard of, and often animosity toward, waste pickers to a perception that waste reclaimers are active contributors to a circular and environmentally sustainable economy.
- Advertising campaigns, brochures and slogans emphasising reduce, reuse and recycle initiatives to encourage the POA community, informal traders and businesses to sort and separate their waste into distinct organic and inorganic categories as a means to optimise further value chain participation by waste pickers, buy-back centres, organic and inorganic waste recovery and processing businesses, and secondary product producers in and around the POA, as well as the proposed MR&PF (i.e., intervention R1.1.), organic waste recycling and processing facility for the vacant ERF 5268 adjacent to the PFPM (i.e., intervention R2.1.) and organic waste-to-fertiliser businesses (i.e., intervention R3.1.).

- Dissemination of information to POA community members on available support organisations, training programmes, funding mechanisms available to waste pickers and SMMEs, measures and streamlined access requirements thereto.

R3.1.5.2 Skills development, training, and equipment programmes

As indicated above, awareness and advertising campaigns are effective tools to recruit likely candidates from the POA who want to be involved in the waste and recycling industry and can consequently benefit from skills development and training programmes, especially informal waste pickers and prospective SMMEs. Focussed, structured, and centralised skills development, capacity support and training programmes will go a long way to educate waste pickers, informal traders and SMMEs in the waste and recycling sector about how to perform their trades and meet the requirements of organic and inorganic waste processing businesses. Following the completion of such programmes by dedicated participants, however, the successful candidates need to be provided with the necessary operating equipment to physically conduct their trade in practice, apply the correct recycling techniques and avoid health and safety risks. Skills development and training programmes should therefore ideally be complemented by equipment provision programmes for successful participants.

The focus areas of the skills development and training programme component can include the following:

- Focussed training and skills development programmes for POA community members that fall within the economically active population (i.e., people from 15 to 64 years of age who are either employed or unemployed and seeking employment) to enhance prospects for productive participation in the waste and recycling industry.
- Skills development initiatives should incorporate an accredited and recognised training programme involving a structured work learning component of occupational or professional learning, which enables participants to make measurable progress towards participating in the organic and/or inorganic waste value chain, particularly informal waste pickers or prospective SMMEs.
- Course development, material, structuring and provision should cover the entire waste value chain, while emphasising the circular economy principles of reducing, reusing and recycling activities, from the generation source through to the final processing and on sale for remanufacturing purposes. This will give participants an opportunity to identify the segments in the waste and recycling value chain where they can participate.
- Course material should also include, but not be limited to, broad sectoral waste and recycling overviews, case studies and be catered for the specific interventions proposed under section 5.5. within the context of the POA.
- Programmes can further focus on the practical requirements for waste pickers to appropriately collect, sort, separate, clean, deliver and sell recyclables to existing buy-back centres and waste processing facilities (as well as to civil works, crushing and demolition facilities in the case of builders' rubble), including to the proposed MR&PF (i.e., intervention R 1.1.), organic waste recycling and processing facility (i.e., intervention R2.1) and swop shops. Such programmes can further mentor micro-

entrepreneurs to establish, operate and manage SMMEs in the waste and recycling industry (e.g., swop shops, small-scale waste collection and buy-back centres). An important component of the programmes should involve lessons on financial management to improve income generation, budgeting and administration to improve the financial sustainability of informal entrepreneurial waste picking practices and SMMEs, as well as on compliance with environmental laws, by-laws and regulations, and ensuring health and safety.

- Overview of available funding mechanisms, organisations and support institutions that could be interacted with to assist with the necessary means to apply the acquired knowledge and skills into practice in order to generate employment, income and contribute to the environmental sustainability of the POA.
- Skills development programmes should also focus on developing the literacy of waste pickers to improve their resilience against marginalisation and exploitation, as well as to enhance employment prospects toward the improved management of micro-waste collection enterprises.

Following the successful completion of the skills development and training programme, dedicated waste pickers can advance to the equipment provision programme in order to be equipped with the necessary tools to conduct their trade in practice. The focus areas of the equipment provision programme component can include the following:

- Provision of operating equipment required for the undertaking of waste collection, cleaning, sorting and separation, such as trolleys, push carts, bicycle carts and waterproof covers to safeguard collected recyclables from adverse weather conditions.
- Provision of health and safety equipment to safeguard informal traders from injury and exposure to germs, such as personal protective equipment, including protective clothing (i.e., reflector vests, overalls and rain suits), dust masks, hand gloves, eye goggles, footgear, hard-hats, arm and leg safety equipment.

Skills development, training and equipment provision programmes can be supported by securing the buy-in of the CoCT Solid Waste Management Department, PEDI (including the PEDI Urban Agricultural Academy), buy-back centres and larger existing waste processing businesses in the area. An further opportunity exists to involve the Trolley and Recycling Project as an additional partner.

The Trolley and Recycling Project was launched in Bellville in 2017 and managed under The Greater Tygerberg Partnership. It involves a structured programme that provides personal and economic development opportunities for waste pickers. The Project involves a social, environmental and economic development programme that offers skills development to empower waste pickers to become active recycling entrepreneurs, promotes their visibility, connects them to businesses and buy-back centres to sell collected recyclables, and provides informal waste collectors with trolleys to conduct their trade and improve prospects of securing a sustainable income[41]. The Trolley and Recycling Project offers a potential partnership opportunity to be expanded to the POA as it can streamline the implementation of the skills development, training and equipment provision programmes by building on existing initiatives. The programme should, however, be expanded to additionally accommodate for the recommended skills development and training programme, and equipment provision programme focus areas outlined above.

R3.1.5.3 Accreditation programme

The CoCT's waste policy and integrated waste management by-law (2009)[42] requires anyone involved in the waste management supply chain to be formally accredited. The by-law provides the CoCT with the authority to regulate, control and monitor the generation, management and disposal of solid waste, which includes waste cleaning, separation, storage, collection, processing, treatment, recycling reuse and disposal. As waste service providers, the by-law also applies to waste pickers in the informal sector and SMMEs involved in the waste value chain to register on the waste information management system and obtain a permit.

A support programme is therefore required to assist waste pickers and SMMEs in the POA involved in the waste value chain to apply for, register and obtain the required accreditation in terms of the by-law in order to be provided with the necessary permit. This service can be provided as part of the identified skills development, training and equipment programmes, albeit a separate initiative, or alternatively by partnering with existing waste buy-back centres.

R3.1.5.4. Dedicated areas for informal waste collectors

Informal waste pickers are frequently faced with adverse weather conditions that prevent them from collecting and delivering waste to buy-back centres or are forced to receive lower payment for wet recyclables. They also operate during periods in the day of excessive heat, thereby risking dehydration, as well as hunger from walking long distances without sufficient income to buy food. Moreover, waste pickers experience crime and theft of collected recyclables, generally have no other option than to sleep on curb sides and often do not have adequate space to sort, clean and separate collected recyclables.

In that regard, the CoCT can implement interventions to provide secure and structured dedicated areas for informal waste collectors for safe housing of trolleys, sorting and storing of recycled goods, address safety and security, overcome street-side sleeping and provide shelter from adverse weather conditions and thereby prevent the ruin of recyclable materials. Dedicated areas for informal waste collectors will furthermore contribute to environmental cleanliness by proving designated spaces for waste pickers to sort collected recyclables, while storage spaces would provide waste pickers with the option to store certain recyclable materials until prices for the recyclables are more favourable.

[41] Trolley and Recycling Project. Link: https://gtp.org.za/trolley-and-recycling-project/ [date of access: 16/06/2021].
[42] CoCT. 2009. Integrated Waste Management By-Law, 2009. CoCT.

R3.1.5.5. Financial support programmes

Waste pickers are characterised by poverty and poor living conditions, despite providing an essential waste management service for local municipalities, reducing the expenditure local governments pay for formal waste collection services in rural areas and contributing to environmental cleanliness and improved health for communities. Additional consideration could be given by the CoCT and partner organisations to provide financial support to waste pickers (i.e., in the form of grants or donations) operating in the POA through the provision of a service fee due to savings to local government (e.g., by reducing expenditure related to sub-contractors) as a result of waste collection by informal waste reclaimers.

Table 6 Waste and Recycling Roadmap

WASTE & RECYCLING						
Intervention	**Activity**	**Immediate 2021 target**	**Short Term 2025 target**	**Long Term 2030 target**	**Responsible entity**	**Partners**
INTERVENTION 1 MATERIALS AND WASTE RECOVERY						
R1.1 DEVELOPMENT OF FACILITIES FOR MATERIALS AND WASTE RECOVERY	R 1.1.2 Conduct a Feasibility Study for the Establishment of a Materials Recovery and Processing Facility (MRF)	**Target:** Finalise MRF Feasibility Study Scope of Work	**Target:** MRF Feasibility Study Completed	**Target:** Final recommendations for MRF Feasibility published.	CoCT UCI CoCT SWM	Western Cape Department of Environmental Affairs and Development Planning, GreenCape PEDI,
		Indicator: Scope of Work published.	**Indicator:** Draft MRF Feasibility Study reviewed.	**Indicator:** MRF Feasibility Study recommendations reviewed.		
INTERVENTION 2 ORGANIC WASTE RECOVERY						
R 2.1 PROMOTION OF ORGANIC MATERIALS AND WASTE RECOVERY INITIATIVES	R 2.1.1 Conduct a Detailed Feasibility Study for the Establishment of a Community-Based Organic Waste Recovery Facility	**Target:** Finalise Detailed Feasibility Study Scope of Work	**Target:** Detailed Feasibility Study Completed	**Target:** Detailed Feasibility Study recommendations published.	CoCT UCI CoCT SWM	Western Cape Department of Environmental Affairs and Development Planning, GreenCape, PEDI, Blue Sky Recycling, informal
		Indicator: Scope of Work published.	**Indicator:** Draft Detailed Feasibility Study reviewed.	**Indicator:** Feasibility Study recommendations reviewed.		

WASTE & RECYCLING						
Intervention	**Activity**	**Immediate 2021 target**	**Short Term 2025 target**	**Long Term 2030 target**	**Responsible entity**	**Partners**
						waste pickers, PFPM
	R 2.1.2 Establish a structured organic waste-to-fertiliser licensing, certification, and project implementation programme	**Target:** Formal establishment of waste-to-fertiliser licensing, certification, and implementation programme	**Target:** Organic waste-fertiliser certification programme operational	**Target:** Certified and operational organic waste-to-fertiliser producers	CoCT UCI CoCT SWM	Western Cape Department of Environmental Affairs and Development Planning, GreenCape PEDI, PEDI Urban Agricultural Academy, existing organic waste beneficiation actors, large compost, and retail outlets.
		Indicator: Programme owners, partners and applicants identified.	**Indicator:** Number of organic waste-to-fertiliser programme applicants	**Indicator:** Number of certified and operational organic waste-to-fertilizer producers tracked and monitored.		
INTERVENTION 3 COMMUNITY BASED WASTE AND RECYCLING						
R 3.1 SCALING UP WASTE COLLECTION AND RECYCLING PROGRAMMES FOR THE POA COMMUNITY, BY THE POA COMMUNITY	R 3.1.1 Prioritise informal sector waste pickers in the collection and delivery of inorganic and	**Target:** Identification of informal waste pickers opportunities in POA recycling value chain.	**Target:** Waste pickers identified and participating in Support Programmes (linked to activity R3.5) and collection	**Target:** Waste pickers prioritised in collection and delivery of recyclables to and from businesses in the recycling value chain.	CoCT UCI CoCT SWM	Western Cape Department of Environmental Affairs and

WASTE & RECYCLING						
Intervention	**Activity**	**Immediate 2021 target**	**Short Term 2025 target**	**Long Term 2030 target**	**Responsible entity**	**Partners**
	organic recyclable materials		and delivery of recyclables to and from businesses in the recycling value chain.			Development Planning, GreenCape, PEDI, local waste pickers or community recycling organisations E.G. Blue Sky Recycling.
		Indicator: Baseline assessment of informal sector waste pickers and related opportunities in POA recycling value chain completed.	**Indicator:** Number of Waste pickers and partners identified, consulted and participating in Support Programmes (linked to activity R3.5). Number of waste pickers participating in collection and delivery of recyclables to and from businesses.	**Indicator:** Number of waste pickers supported and participating in collection and delivery of recyclables tracked and monitored.		
	R 3.1.2 Include the requirement to utilise appropriate builders' rubble in municipal construction tenders	**Target:** SCM consulted for included builders' rubble in municipal construction tenders	**Target:** Draft amendment to Municipal Construction Tenders published and finalised.	**Target:** Builders 'rubble incorporated in evaluation criteria of Municipal Construction Tenders.	CoCT UCI CoCT SCM	Western Cape Department of Environmental Affairs and Development Planning, GreenCape GreenCape, PEDI, construction firms, local waste
		Indicator: Task group set up to consult SCM on Green Procurement and tender amendment.	**Indicator:** Amendment to Municipal Construction Tenders	**Indicator:** Municipal Construction Tenders with requirement to utilise builders' rubble awarded .		

WASTE & RECYCLING						
Intervention	**Activity**	**Immediate 2021 target**	**Short Term 2025 target**	**Long Term 2030 target**	**Responsible entity**	**Partners**
			drafted and reviewed.			pickers or community recycling organisations E.G. Blue Sky Recycling.
	R3.1.3 Introduce recyclable waste 'swop shops' to the POA.	**Target:** SWM consulted on Swop Shops for POA.	**Target:** Swop Shop requirements, participants and partners identified.	**Target:** Swop Shops implemented.	CoCT UCI CoCT SWM	Western Cape Department of Environmental Affairs and Development Planning, GreenCape PEDI, local waste pickers or community recycling organisations E.G. Blue Sky Recycling.
		Indicator: Preliminary meetings with SWM to brainstorm Swop Shop expansion to POA.	**Indicator:** Concept paper or feasibility study on POA Swop Shops.	**Indicator:** Swop shops site for POA operational.		
	R3.1.4. Introduce reverse vending machines at retail outlets in the POA to reduce the prevalence litter.	**Target:** Retail partners for vending machines consulted.	**Target:** Reverse vending machines operational.	**Target:** Reverse vending machines contributing to litter reduction.	CoCT UCI CoCT SWM	Western Cape Department of Environmental Affairs and Development Planning, Department of Economic Development
		Indicator: Retail partners identified.	**Indicator:** Reverse vending machines placed in partner retail outlets.	**Indicator:** Quantity of waste volumes reduced since implementation.		

WASTE & RECYCLING						
Intervention	**Activity**	**Immediate 2021 target**	**Short Term 2025 target**	**Long Term 2030 target**	**Responsible entity**	**Partners**
						and Tourism, GreenCape Local retailers, PEDI, local waste pickers or community recycling organisations E.G. Blue Sky Recycling.
	R 3.1.5 Support Programmes to Enable Effective Community Recycling Activities and Projects (Note sub-activities exist for this item)	**Target:** Design and formal establishment of Support Programmes and awareness campaigns.	**Target:** Accredited support Programmes and awareness campaigns operational.	**Target:** Accredited support programmes operational.	CoCT UCI CoCT SWM	Western Cape Department of Environmental Affairs and Development Planning, GreenCape, PEDI, local waste pickers or community recycling organisations E.G. Blue Sky Recycling.
		Indicator: Support programme owners, partners and applicants identified and consulted. Support programmes and awareness campaigns developed and established.	**Indicator:** Number of programme applicants and accredited graduates. Number of awareness campaigns launched.	**Indicator:** Number of programme applicants and accredited graduates.		

5.6 INDUSTRY, MANUFACTURING, LOGISTICS & STORAGE

The POA is situated in a key transport node consisting of strategic air and road transport networks and infrastructure. The close proximity of the CTIA is a significant spatial feature within the POA. Expanding on the CTIA vision involving the development of an aerotropolis (i.e., the airport city concept) translates into the POA being in an even more opportune location for economic development. Building on the aerotropolis concept, the co-location of economic activity that can leverage off economic activity within the CTIA is important. Given its adjacent location to the airport, there are natural linkages with the development of the airport economy and the economic development of the area.

There is an established base of economic activity within the industrial, manufacturing, logistics and storage sectors. Due to the proximity to the airport, and the future development of the aerotropolis, there are natural linkages between these existing sectors and the aviation-related businesses that need to be located in close proximity to the airport.

Manufacturing is an important sector within the POA economy, both as an economic driver and labour-intensive sector, which can be leveraged through strategic interventions to optimise productive interrelationships with the CTIA. The industrial survey conducted by the CoCT in 2014 found that the manufacturing sector accounted for 27% of economic activity in the Philippi East industrial area. Specifically, 12 manufacturing firms were identified in Philippi East with a concentration of businesses in the recycling of scrap metal (33%, four firms), manufacture of veneer sheets, plywood, boards and insulated panels (17%, two firms), manufacture of special purpose machinery[43] (17%, two firms) and manufacture of metal structures or parts thereof[44] (17%, two firms). The manufacture of fish products[45] (8%, one firm) and metal products[46] (8%, one firm) accounted for the remainder of manufacturing firms. The POA is presently distinguished by light industrial activity of low capital intensity, which is less diversified in comparison to the Philippi North Industrial area on the periphery of the POA. Philippi East does, however, have vacant land zoned for new industrial activity, which provides an opportunity to accommodate further investment and development within this sector.

The transport, logistics and storage sector, on the other hand, accounted for a mere 2% of economic activity in Philippi East in 2014. This contribution was primarily brought about by transport services from the operations of the Golden Arrow Bus Depot, which was also the only transport related business identified through the Philippi East industrial survey conducted in 2014. Given its proximity to the CTIA, a significant opportunity exists to develop the POA's transport, logistics and storage industries, especially in aviation-related businesses such as warehousing, distribution and storage. These opportunities can be supported through the strategic interventions outlined below to take advantage of natural linkages with the airport economy and benefit the broader economic development of the POA.

[43] Manufacture of heat transfer and ice thermal storage products, and manufacture of high temperature insulation and protection products.
[44] Steel fabrication.
[45] Manufacture of fish portions and fillets and storage of finished product and raw materials.
[46] Manufacturing and reconditioning of 210 litre drums.

INTERVENTION M1 - PROVIDE STRATEGIC INPUT INTO THE AEROTROPOLIS MASTERPLAN

Building on the aerotropolis concept, the co-location of economic activity in the POA that can leverage off economic activity within the CTIA is important. The clearest linkages are with respect to the airport activities relating to the movement of cargo and other aviation-related businesses. Although the CTIA is currently linked to the movement of airport passenger traffic, predominately through tourism passenger movement, the CTIA also represents a significant domestic node for the movement of cargo between Cape Town and Johannesburg.

Existing manufacturing activity within the POA, as well as the land zoned for industrial activity provides an opportunity to explore the linkages between this activity and the economic activity that already occurs within the POA.

M1.1 Create alignment between the POA Economic Strategy and the aerotropolis development plans.

South Africa currently has two operational aerotropoli, located in the Ekurhuleni Metropolitan Municipality and the eThekwini Metropolitan Municipality. The CoCT has committed to the development of an Aerotropolis Masterplan, which will entail detailed spatial and economic planning with respect to development in and around the CTIA. The process will take approximately 12 to 18 months.

The implementation of aerotropoli is typically undertaken as a multi-stakeholder process. This process would typically be championed by the municipal authority supported by a Steering Committee comprised of key stakeholders, including other government and private sector stakeholders. The airport operator, in this case, the Airports Company of South Africa, would play a crucial role as a key implementation partner.

M 1.1.1 Create institutional mechanism for formal participation in Aerotropolis Masterplan Steering Committee

Given that the Aerotropolis Masterplan is currently at an early stage of development, a means to assist with aligning the development of the Aerotropolis Masterplan and the Economic Strategy for Philippi can be impactful. An institutional mechanism is recommended for formal participation in Aerotropolis Masterplan Steering Committee for a CoCT representative to ensure alignment with the POA Economic Strategy. This would essentially be an earmarked position on the Steering Committee for a CoCT representative responsible for ensuring alignment between the POA Economic Strategy and ensure ongoing communication between the two processes.

INTERVENTION M2 IMPLEMENT MEASURES TO ENABLE AVIATION-RELATED AND OTHER BUSINESSES TO LOCATE IN THE POA

There are a range of aviation-related businesses that do not need air-side access but that would benefit from a competitive advantage by locating within close proximity to the airport. Some aviation-related businesses that could benefit from co-location include logistics, cargo, storage, parking, food production and specialised aviation training centres. Close proximity to the CTIA results in some areas being subject to specific development restrictions with respect to noise levels and building height that need to be taken into consideration.

Understanding development conditions for aviation and related industries

Airports and development in and around the airport are subject to a number of regulatory restrictions. These restrictions need to be identified and considered when designing measures to incentivise location within the POA. Specifically, regulations relating to building height and noise levels have been identified as important considerations as economic development interventions are implemented in the POA.

Building Height Restrictions

The Obstacle Limitation Surfaces limit building heights of developments located in proximity to the airport flight paths. These developments are subject to comment from the South African Civil Aviation Authority and ACSA where developments proposed close to CTIA (within a 15km radius).

Height restrictions to guarantee obstacle clearance are determined by a series of obstacle limitation surfaces for approach, departure and circling procedures. Any communications structure, building or other structure, whether temporary or permanent, which has the potential to endanger aviation in navigable airspace, or has the potential to interfere with the operation of navigation or surveillance systems or Instrument Landing Systems, including meteorological systems for aeronautical purposes, is considered an obstacle and shall be submitted to the Commissioner for Civil Aviation for evaluation.

Noise Restrictions

In terms of the South African National Standard, SANS 10103, the following land use development restrictions apply within the vicinity of an airport with respect to aircraft noise (measured as the value of sound pressure in decibels i.e. dBA):

- 55dBA – residential developments and other noise sensitive developments (i.e. hospitals, educational facilities, conference facilities and places of worship) are not permitted
- 60 dBA – commercial districts including, retail shopping, offices and consulting rooms
- 65 dBA – commercial/industrial districts including, Central Business Districts (CBDs), motor trade, warehousing and agricultural livestock and breeding
- 70 dBA – industrial activities including, manufacturing, assembly, repairing, packaging, bus depots, builder's yards
- 75 dBA – agricultural activity without livestock and open spaces (vacant land)
- 80 dBA – forbidden area i.e. no development of land is permitted

It is recommended that consideration is given to the impact of height and noise restrictions applicable within the radius of the airport.

Figure 17: Understanding development conditions for aviation and related industries

M2.1 Implement measures to create an attractive destination for aviation-specific and other related business.

Error! Reference source not found. below provides an overview of types of businesses and their requirements with respect to location in proximity to the airport. Businesses that benefit from co-location include logistics, cargo, storage, parking, food production, and specialised aviation training centres. Aviation-related businesses are typically time sensitive businesses that often entail the transportation of high value goods. Therefore, efficient, safe, and secure passage between the business and the airport are crucial factors for viability. Understanding the relationship between the height and noise restrictions of the airport activity and the needs of businesses will assist enabling investment and locational attractiveness. Both activities should logically be driven by the responsible Steering Committee member identified in M 1.1.1.

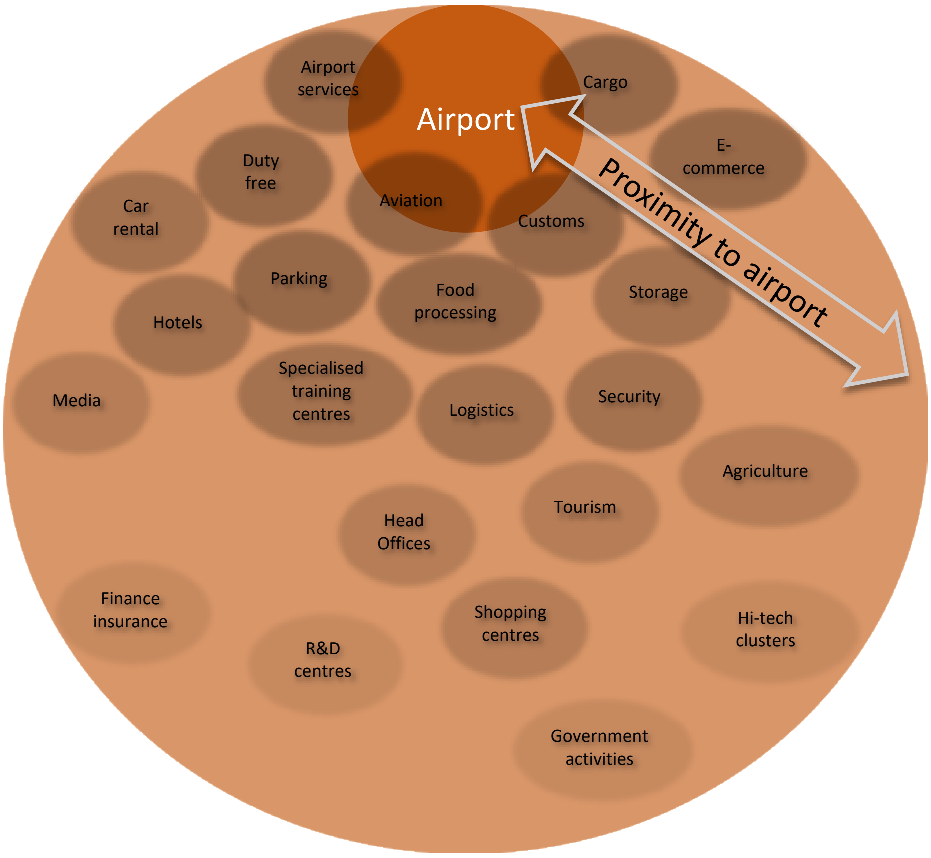


Figure 18 Business airport proximity requirements

M 2.1.1 Identify the impact of height and noise restrictions applicable within the airport radius.

M 2.1.1 Identify the impact of height and noise restrictions applicable within the airport radius.

It is recommended that an exercise be undertaken to identify the impact of height and noise restrictions applicable within the airport radius and potential businesses. A first step would be engagement with potential aviation-related businesses to validate their detailed requirements, followed by the incorporation of these requirements into urban management actions.

M 2.1.2 Identify and understand the aviation and related industry development constraints and needs.

This activity stems from stakeholder reflections that the challenges of safety, security and access to bulk infrastructure services are undermining development attractiveness of the POA. The recommendation is for a mapping of urban development constraints for aviation and related industry development constraints.

INTERVENTION M 3 Provide strategic input to address challenges with respect to road access.

M3.1 Facilitate efficient and safe road access between the POA, the surrounding mobility network and airport.

Road access between the POA, surrounding mobility network and airport is currently constrained. This is largely due to inefficient traffic management on the local POA road network and sub-optimal road connections to the N2 and CTIA. Improvements to the road network and traffic management in this regard, would facilitate safe and efficient access required to create the enabling environment for aviation-related and other businesses to consider locating in the POA. Importantly, the proposed Borcherd's Quarry upgrade would provide critical north-south linkage between the CTIA and POA for efficient freight and logistics movement. There are several proposed transport infrastructure upgrades that will positively impact the POA, including the Blue Downs rail link, MyCiTi Phase 2A, Borcherd's Quarry upgrade, R300 extension, Sheffield Road extension, Symphony Way upgrade.

M 3.1.1 Identify and understand the aviation and related industry access constraints and needs using a multi-criteria investment prioritising process.

It is recommended that a multi-criteria investment prioritization process be undertaken with relevant road authorities regarding the sequencing of planned road upgrade investments to prioritize those investments that will have the biggest economic impact for the POA. The focus should also be on prioritizing effective and sustainable traffic management interventions on key routes within the local POA road network to manage congestion and improve ease of movement of freight and logistics vehicles.

Table 7: Manufacturing, Trade, Logistics and Transport Roadmap

Manufacturing, Trade, Logistics and Transport						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
Intervention M1 Provide strategic input into the Aerotropolis Masterplan						
M 1.1 CREATE ALIGNMENT BETWEEN THE POA ECONOMIC STRATEGY AND THE AEROTROPOLIS DEVELOPMENT PLANS	M 1.1.1 Create institutional mechanism for formal participation in Aerotropolis Masterplan Steering Committee	**Target:** Earmarked position on Aerotropolis Steering Committee with responsibility to ensure alignment between Philippi's economic development strategy	**Target:** ongoing participation in Steering Committee	**Target:** ongoing participation in Steering Committee	CoCT UCI	Airports Company of South Africa Aerotropolis Steering Committee
		Indicator: Established institutional mechanism & position on Steering Committee	**Indicator:** attendance at Steering Committee meetings & feedback to be provided to CoCT regarding implementation of Masterplan initiatives that are specific to Philippi	**Indicator:** attendance at Steering Committee meetings & feedback to be provided to CoCT regarding implementation of Masterplan initiatives that are specific to Philippi		
Intervention M2 Implement Measures to Enable Aviation-related and other Businesses to Locate in the POA						
M 2.1 IMPLEMENT MEASURES TO CREATE	M 2.2.1 Identity the impact of	**Target:** mapped development	**Target:** incorporation of	NA	CoCT UCI (Responsible	Airports Company of South Africa

Manufacturing, Trade, Logistics and Transport						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
AN ATTRACTIVE DESTINATION FOR AVIATION-SPECIFIC AND OTHER RELATED BUSINESS	height and noise restrictions applicable within the radius of the airport.	constraints for Philippi arising from regulatory restrictions	development constraints into Philippi Economic Strategy (if necessary)		Steering Committee member identified in M 1.1.1.)	
		Indicator: completed map of development constraints	**Indicator:** updated Philippi Economic Development Strategy (if necessary)	NA		
	M 2.1.2 Identify and understand the aviation and related industry development constraints and needs	**Target:** Engagement with potential aviation-related businesses to validate their detailed requirements. Incorporation of requirements into urban management action plan.	**Target:** Identify actions to address aviation-business specific urban management requirements (if applicable)	**Target:** Implementation updated aviation-business specific urban management requirements (if applicable)	CoCT UCI (Responsible Steering Committee member identified in M 1.1.1)	CoCT
		Indicator: Report documenting specific requirements for aviation-related businesses &	**Indicator:** Updated report on actions to address aviation and related industry needs.	**Indicator:** Report back on action status and progress.		

Manufacturing, Trade, Logistics and Transport						
Intervention	**Activity**	**2023 target**	**2025 target**	**2030 target**	**Responsible entity**	**Partners**
		updated urban management action				
Intervention M3 Provide Strategic Input to Address Challenges with Respect to Road Access						
M 3.1 FACILITATE EFFICIENT AND SAFE ROAD ACCESS BETWEEN THE POA, THE SURROUNDING MOBILITY NETWORK AND AIRPORT	M 3.1.1 Identify and understand the aviation and related industry access constraints and needs using a multi-criteria investment prioritising process.	**Target:** identify access requirements for aviation-related businesses and engage with the CoCT to provide input into sequencing and prioritisation	**Target:** providing ongoing input as required with respect to transport planning (if necessary)	**Target**: providing ongoing input as required with respect to transport planning (if necessary)	CoCT Roads & Congestion Relief Programme	Aerotropolis Steering Committee ACSA
		Indicator: report detailing access requirements & engagement with CoCT	**Indicator:** providing ongoing input as required with respect to transport planning (if necessary)	**Indicator:** providing ongoing input as required with respect to transport planning (if necessary)		

6 Implementation Considerations

There are a number of implementation considerations that should be considered when taking forward the identified strategic interventions. These considerations are considered below, some of which are further expanded on in the relevant Strategic Action Plans and associated interventions.

6.1 REGULATIONS THAT SUPPORT LOCAL ECONOMIC ACTIVITY

Economic activity is impacted on by various forms of regulation including amongst others Municipal Trading By-Laws and Land Use Regulation. Particular to the POA context is the impact of zoning on informal enterprises and the ability of residential properties to operate businesses in response to locational advantages such as location along routes with high levels of pedestrian activity. Complying with zoning requirements is often cost prohibitive for informal enterprises and SMMEs who operate with tight margins. Zoning regulations are applied consistently across the Metro, however these often do not take the specific local context into account. However, in this regard provisions within the Municipal Planning By-Law for the development of overlay zones which may translate into incentives for businesses and create overlays zones that take the specific local context into account should be explored. A review of these regulations should focus on supporting and growing informal enterprises and SMMEs into account.

The way in which road infrastructure is designed and built is a fundamental factor for economic activity and township economies. In the POA, informal economic activity has historically occurred in the road reserve, allowing traders and consumers ease of access and interaction. The design of forthcoming public transport has excluded informal economic activity, thus eliminating the space for traders and informal businesses. The median for public transport also impacts property access as a result of eliminating trader access points and overlooking the movement of, taxis and amaphela's.

6.2 CONTEXT RELEVANT TRANSPORT INFRASTRUCTURE DESIGN

Transport infrastructure (public transport and roads) within the context of Philippi plays an important economic function. In addition to providing access to and from the metro for formal businesses and people accessing job opportunities or services, roads and the associated reserves function as important spaces for informal enterprises to respond to opportunities provided by increased activity and footfall along these access routes. This dual function (economic and movement) of transport infrastructure is not currently embedded in approaches to transport infrastructure design, which is primarily informed by transport planning considerations and engineering design standards. This design approach is generally suited to formal urban contexts, but often has unintended consequences in a context in which informal economic activity is prevalent such as Philippi. Road and public transport infrastructure upgrades often displace informal enterprises as road reserves are used for road widening/right-of-way PT routes, and accesses are rationalised in the interests of public transport priority and road classification standards. In the context of the POA where informal trade constitutes the largest amount of economic activity, transport infrastructure design needs to shift its approach and consider this sector as integral to designs so that the informal economy and local community is considered an informant to design interventions and so that unintended consequences of displacement are avoided.

6.3 INSTITUTIONAL ARRANGEMENTS AND PARTNERING

The successful implementation of this strategy will depend on the buy-in and cooperation of a number of City Line Departments, Provincial Line Departments, key stakeholders and the community. This will require coordinated, multiple role-player delivery. Not only will it require coordination between different departments in the CoCT and between different Provincial departments, but also between the City and the Province, and between public and private actors. Whilst the respective intervention roadmaps identify lead responsibilities and supporting partners, traction in this regard will require active engagement, coordination and driving of the overall strategy by UCI to ensure ownership across multiple partners. In addition to UCI being the champion of the strategy, it is suggested that leads be identified for each of the drivers to further coordinate the implementation of driver specific interventions. The intergovernmental dimension requires that a high level of political commitment from the CoCT will be required in order to ensure alignment between the City's and the Province's interventions. Table 8 below includes a summary of the various role-players across the drivers.

Cross-sectoral cooperation and implementation is particularly critical to getting the basics right in order to resolve identified urban management challenges and retain existing businesses and investment. In this regard, the Urban Management Action Plan recommends a number of actions needed to clarify the institutional mandates and arrangements with regards to urban management to facilitate the transversal delivery required to resolve the identified challenges. Included in these recommendations is a suggested partnering approach, which if successfully implemented could lay the platform for further coordination beyond the initial urban management focus.

Table 8: Implementing Stakeholders

Driver	Responsible Entity	Partners
Urban Management	CocT Urban Management Subcouncil 13 and 23 PEDI CoCT Economic Opportunities and Asset Management CoCT UCI Safety and Security CoCT Human Settlements Law Enforcement CoCT Solid Waste CocT Spatial Planning CoCT Development Management	Office of City Manager PEDI CoCT Water and Sanitation CoCT Solid Waste CoCT Safety and Security CoCT Transport, Roads CoCT UCI National Treasury CSP CoCT Finance Business CBOs Community representative structures

		WCG human Settlements SAPS WC Dept of Community Safety Neighbourhood watches Eskom PEDI-PMU CoCT AED CoCT Spatial Planning
Agriculture	Western Cape Provincial Dept of Agriculture CoCT AED	Local farming organisations DEDAT, PEDI, Certification Agencies, WCDoA, Agribusinesses, Informal Traders Association, Retailers, Academic Institutions, Different Seta's; QCTA, Elsenburg College,
Informal Enterprise	CoCT UCI CoCT AED POA Sector Body Informal Traders	CoCT Urban Management CocT Development Management CoCT UCI CoCT AED CoCT Property Management Various CoCT Infrastructure Depts CoCT Urban Agriculture lead BDS Service Providers Informal Traders IT Partner
Waste and Recycling	CoCT UCI CoCT Solid Waste	WCDEADP Greencape PEDI PFPM Informal waste pickers Community recycling organisations Organic waste beneficiation actors Large compost & retail outlets
Industry, Manufacturing, Logistics and Storage	CoCT Transport CoCT Traffic WCDTPW – Roads CoCT UCI CoCT Enterprise and Investment	ACSA Aerotropolis Steering Committee DTPW Traffic CoCT Law Enforcement CoCT Metro Police

6.4 FUNDING & FINANCING OPTIONS

Funding and financing options have been identified within the context of the CoCT's Incentive Investment Policy of 2018. This policy framework identifies a range of incentives that could be leveraged to finance economic development in Philippi. The relevant incentives contained in this policy are included in the table below.

A comprehensive review of potential funders/financiers as well as funding instruments has been undertaken. The table below provides a summary of the relevant instruments, as well as details on the implementing instructions and the sectors that are funded. Detailed information on the funding instruments listed below, is contained in 0. As interventions get prioritised and implemented, a closer assessment of the funding and financing landscape and associated options will be needed. Table 9 provides an indicative list of potential instruments for further analysis.

Table 9: Potential Funding Instruments for Interventions in Philippi

Funding instrument	Implementing institutions	Sectors funded	Collateral required for funding (Yes/No)
Township & Rural Entrepreneurship Programme (TREP)	SEFA SEDA DSBD	Small-Scale Bakeries and confectioneries, autobody repairers and mechanics, butcheries, clothing, leather and textiles, fruits and vegetable vendors, personal care services, spaza shops, tshisanyama and cooked food	No
Neighbourhood Development Partnership Grant (NDPG)	National Treasury	Urban management	NA
Programme and project preparation support grant	National Treasury	Urban management	NA
Loans, asset finance, revolving credit facility, guarantees & value chain finance	Land Bank	Agriculture	Yes
Youth Entrepreneurship Programme	Umsobomvu Youth Fund	All sectors	No
Tholoana Enterprise Programme	SAB Foundation	Water, energy, waste, education, technology, agro-processing	No
I12 Tax Allowance	dtic	All sectors	Yes
Agro-Processing Support Scheme (APSS)	dtic	Agro-processing	Yes
Manufacturing Competitiveness Enhancement Programme (MCEP)	dtic	Manufacturing	Yes

Sector Specific Assistance Scheme (SSAS)	dtic	Agro-processing, automotive, creative industries, chemicals, metals, capital equipment, clothing & textiles, business process outsourcing, electro-technical, ICT	Yes
Production finance, revolving credit facilities, term loans, instalment sale agreements, grain input finance, winter/summer facilities	Capital Harvest	Agriculture	Yes
Micro-Agricultural Financial Institutions of South Africa (MAFISA)	Department of Agriculture, Land Reform & Rural Development (DALRRD)	Agriculture	Unknown
Urban Agriculture Programme	CoCT	Agriculture	No
Value chain financing, Integrated Farmer Development Programme, revolving loan funding	Agriculture Development Agency (AGDA)	Agriculture	Yes
Land Redistribution for Agricultural Development (LRAD)	Department of Agriculture, Land Reform & Rural Development (DALRRD)	Agriculture	Yes
Entrepreneur Support Fund	Cape Agency for Sustainable Integrated Development in Rural Areas (CASIDRA)	Agriculture	Yes
Farmer Support Programme	LIMA Rural Development Foundation	Agriculture	No
Agri-BEE Fund	Department of Agriculture, Land Reform & Rural Development (DALRRD)	Agriculture	Yes
Inclusive finance for smallholder farmers	Alliance for Green Revolution in Africa (AGRA)	Agriculture	Yes

7 Strategic Action Plans

This Economic Strategy for the POA is accompanied by three Strategic Action Plans (SAPs) that describe specific actions and implementation plans for urban management, urban agriculture, and informal enterprise. The SAPs have been developed separately employing specific methodologies for the area of focus and provide additional levels of implementation detail to accompany the driver roadmaps.

7.1 URBAN MANAGEMENT

As outlined in chapter 4.1 of this strategy, improved urban management is vital to sustain the existing economic activity and to enable any future economic investment or growth in the area. The issue of urban management is complex and multi-level, and is therefore explored in its separate Action Plan. This Plan outlines past and current initiatives at driving urban management in the POA, explores the shortcomings, gaps and constraints of these, and in response proposes a range of interventions to improving urban management in the short term and sustainably into the future.

The methodology for development of these interventions was based heavily on engagement with line officials and CoCT partners working in the POA area. It also included a desktop review of several key initiatives and previous proposals around urban management in Philippi as well as urban management contextual reports.

The findings if these identified necessary interventions at both the broader institutional level, particularly in terms of the ability of the CoCT to drive integrated transversal, urban management, and in terms of operational on the ground priority sector interventions in the POA.

In this regard 6 clusters of interventions have been proposed to improve urban management in the POA:

- Institutionalising urban management.
- Precinct management unit.
- POA community partnering.
- Crime and safety partnerships and planning.
- Solid waste management solutions.
- Development of land use regulatory responses to support informal enterprises.

A key theme across these interventions is partnering, both internally within the CoCT and externally with the communities and stakeholders of the POA, is considered a key aspect to the provision of improved urban management node.

7.2 URBAN AGRICULTURE

The POA has the benefit of being an area with high value soils that are uniquely suitable for vegetable production cycles of three to four crop cycles a year. The area currently contributes to local food security and the farmers dependent on supplying fresh produce. The well-established agricultural activity in the area is also a good foundation for developing value-added production through the agricultural value chain i.e., packaging; storage; processing; transportation; and recycling of organic waste. The implementation of Philippi Agri-hub Project that includes agro-processing and storage facilities represents an important opportunity for the POA.

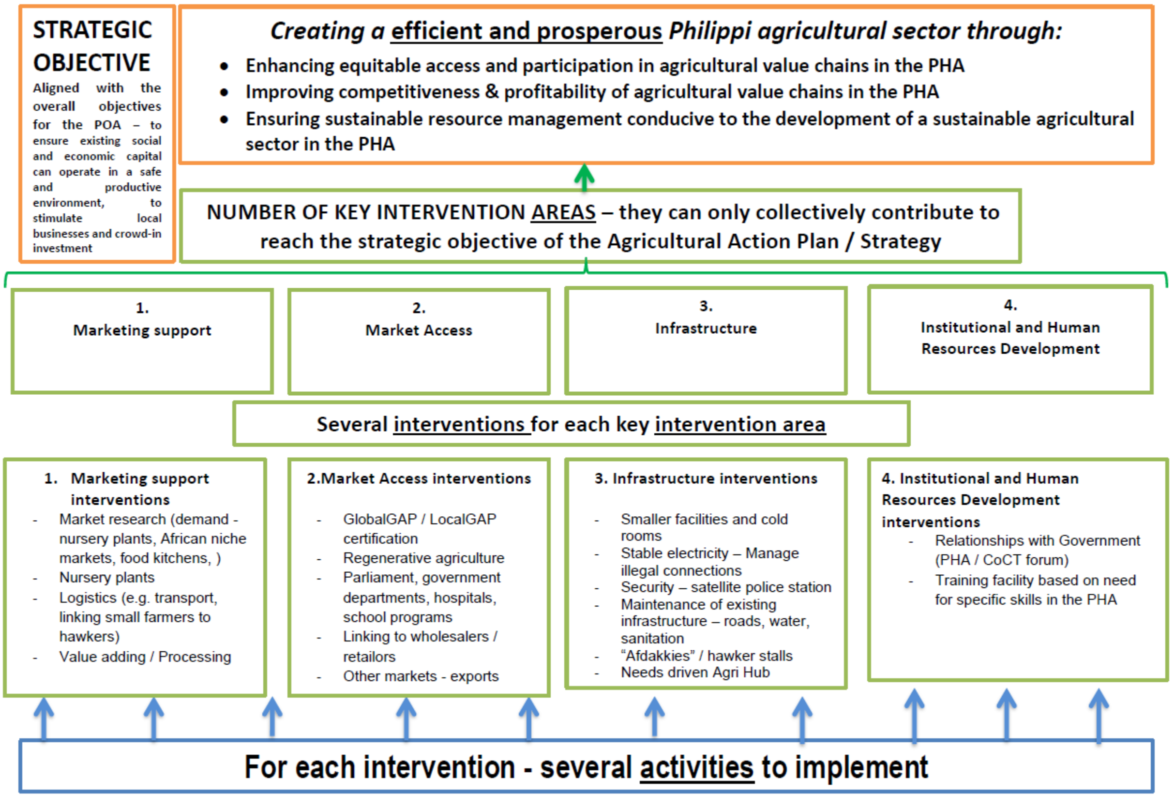


Figure 19: Agricultural Action Plan outline and formulation

The POA has the locational advantages to the CTIA, with the potential establishment of a SEZ. The incentives from the SEZ could potentially be leveraged to enhance agro-processing capacity. There are natural linkages between existing agricultural activity and organic waste management i.e., waste-to-fertiliser initiatives which could unlock environmental benefits by reducing the volume of solid waste. In addition, there are also opportunities for training and job creation through the implementation of new and existing initiatives for farming and agro-processing.

The Urban Agriculture SAP identifies four key intervention areas. The interventions identified by the stakeholders during the workshops are linked to identified constraints and there are several activities to implement for each intervention area. Figure 19 is a condensed description of the proposes agricultural action plan. The detail is unpacked in the sections below.

7.3 INFORMAL ENTERPRISE

Informal enterprises are key contributors to the POA economy and to the livelihoods of local and surrounding communities. It is critical that economic development in the POA supports the local community and its businesses. The POA Economic Strategy prioritises interventions that support and grow informal enterprises and SMMEs. As informal businesses are legitimate, but often operate on the margins – with limited security, substandard infrastructure and limited to no government support – their businesses are often short-lived. The interventions of the POA Economic Strategy seek to support and grow existing informal enterprises and SMMEs to positively impact local livelihoods and further contribute to the local economy.

The predominant economic activity in the POA is that of informal trade. There are almost 10 informal traders to 1 formal trader in the area, and it is where the majority of the populous buy their goods. Past studies clearly identify what the needs of these informal retailers are in order to grow their trade, and these needs can be met through the provisioning of secure spaces to store goods, access to cold storage and a plethora of other interventions.The informal traders of primary produce can also capture the stock from the PHA that is not certified to a formal standard, therefore taking advantage of the proximity of the PHA.

The Informal Enterprise SAP identifies 8 existing informal trade activities in Wholesale and Retail which could, with the correct concentrated interventions, serve as catalysts leading to economic growth, community stability and job creation. We have considered each of these and introduced our modelling in the form of trade specific boxed detailing Level 1 activities – Wholesale and Level 2 activities – Retail.

The chosen areas of catalytic projects are referenced to movement lines within precinct existence. Current trade and entrepreneurial activity service these movement lines, but with targeted interventions aimed at strengthening them, perceived shortcomings of adequate supply, quality of goods, quality of service and most importantly in a price sensitive market – realistic and favourable pricing will result in not only economic stimulus for trade but also real household monetary gains.

The chosen projects are in the sectors depicted in **Error! Reference source not found.**Table 1 below:

Table 10 High level view of interventions

Subsistence Level	Sub Sector	Activity
Basic Level	Food and Nutrition	Meat & Tshyishama
		Agriculture / Fruit and Vegetables
Co-existence level	Retail Goods	Fast Moving Consumable Goods
Individual Level	Health and Beauty	Hairdressing & Beauty
	Motor	Car Wash
		Motor & Exhaust Repairs
		Panel Beaters
	New World at Work	Connectivity

The SAPs are presented alongside this Economic Strategy as three standalone documents.

8 Conclusion and next steps

This Economic Strategy for the POA has been informed by an understanding that Philippi is a complex context where multiple stakeholders and economic activities intersect. Many of the foundations to proactively support different groups and economic functions are not functioning. There is a clear need to "get the basics right", particularly as relating to urban management, if there is any clear path to future investment and economic development. Targeting the fundamentals related to urban management is an immediate set of actions for implementation of this Strategy.

The strategic location of Philippi also means that if we can ensure basic urban management functions, businesses will leverage the locational advantage the POA offers, with which additional investment and jobs will flow. Notwithstanding certain urgencies, actions are required across all drivers that have been identified by in-depth status quo assessments and stakeholder input. Multiple stakeholders need to be engaged and brought along in the process of implementation and responsible entities and potential partners have been identified by the driver roadmaps. Ongoing work is needed to develop partnerships through the UCI's custodianship of the POA Economic Strategy.

Given the role of the informal economy, an inherent part of implementation needs to be on-the-ground stakeholder engagement. The Strategy has called for a rethinking of the informal economy, as a key driver to achieve the overall vision and objectives. Any economic development and investment has to be grounded in the needs and activities undertaken by the informal economy, not a top-down approach.

In line with the phased approached adopted in the previous pages, some interventions and actions are more immediate priorities to transform the POA from a **"no go" into a "let's go" zone.** Table 11 below shows the short-term priority actions and the focus over time once the fundamental building blocks of creating a viable, thriving and resilience precinct are in place.

Table 11 Interventions Timeline Table

DRIVER	Immediate 2021	Short Term 2025	Long Term 2030
URBAN MANAGEMENT	U.1.1 Clarify mandates of Urban Management Directorate and sub-Departments U.1.2 Urban Management in CoCT to be situated at a transversal level U1.3 Prioritising sub-council 13 attendance and efficacy U2.1 COCT needs to make a long-term decision on the future and funding of the PMU and commit to it U2.2 Development of clearer responsibilities and accountability measures on both the CoCT and PEDI-PMU U2.3 Develop MoU's for cooperation between PMU and Line Departments U2.4 Consideration of where PEDI-PMU oversight would be best placed in within Urban Management in the longer term U2.5 Engagement with National Treasury on precinct management funding model U3.1 Drive the establishment of a partnership vehicle to bring together the community, businesses, City and CBO's U4.1 Consider the establishment of a Sub-Council 13 Community Safety Forum U4.2 Provide active support for formalisation and coordination of neighborhood watches U4.3 Improved service delivery though safety coordination. U4.4 Sub-council 13 lobby for Additional Law Enforcement Officer Deployment U5.1 Undertaking solid waste cleansing rationalisation process U5.2 Increased community engagement and improved dispute resolution U5.3 Joint operation and funding annual clean-up blitz U6.2 Initiate process to align transportation and spatial planning policy with regards to public transport infrastructure design and implementation U6.3 Develop a Local Area Overlay (LOA) supported by Small and Micro Enterprise Incentive Scheme/s	U3.2 Improve relationship with Marikana through basic services upgrading U6.1 Extend the existing local road network	
AGRICULTURE	A1.1 Market research A1.3Logistics A2.3 Parliament, government departments, hospitals, school programs A2.4 Linking to wholesalers / retailors A3.2. Stable electricity – Manage illegal connections A3.3. Security – satellite police station A3.4 Maintenance of existing infrastructure – roads, water, sanitation A3.5 "Afdakkies" / hawker stalls A3.6 Needs driven Agri Hub A4.1 Relationships with Government (PHA / CoCT forum)	A1.2 Nursery - seedlings/ornamentals A1.3 Value adding/Processing A2.2 GlobalGAP/LocalGAP certification A2.2 Regenerative agriculture A2.5 Other markets – exports A3.1 Smaller facilities and cold rooms	

	A4.2 Training facility based on need for specific skills in the PHA		

DRIVER	**Immediate** 2021	**Short Term** 2025	**Long Term** 2030
INFORMAL ENTERPRISE	I1.1.1 From "Super blocks to integrated Precincts": Space structuring I1.1.2 Movement Lines and Clustering of Services I1.3.1 Attend to Infrastructure I2.1.1 Promote Commercial Platforms I2.2.1 Promote clustered trade bodies I3.1.1 Development Finance Assistance I4.1.1 Area specific body I4.1.2 Body chapters I5.1.1 Rapid assessment I5.1.2 Intervention matching I5.2.1 Strengthening I6.1.1 Sector based skills development I7.1.1 Digital Infrastructure - Immediate I7.1.2 Connectivity - Immediate I7.1.3 Digital Money and Virtual Payment Systems - Immediate	I1.2.1 Access to cold storage I1.2.2 Access to storage I1.2.3 Access to sector specific mini malls/hives I2.1.2 Demand Management I2.2.2 Last Mile concept I3.2.2 Enterprise Development Funding I4.2.1 Business Linkages I6.1.2 Sector body-based skills development	I6.2.1 Business School based Training
WASTE	R1.1.1 Conduct a Feasibility Study for the Establishment of a Materials Recovery and Processing Facility (MRF) R2.1.1. Conduct a Detailed Feasibility Study for the Establishment of a Community-Based Organic Waste Recovery Facility R3.1.1 Prioritise informal sector waste pickers in the collection and delivery of inorganic and organic recyclable materials. R3.1.5 Support Programmes to Enable Effective Community Recycling Activities and Projects (not sub-activities will be ongoing priorities)	R2.1.2 Establish a structured organic waste-to-fertiliser licensing, certification, and project implementation programme. R3.1.2 Include the requirement to utilise appropriate builders' rubble in municipal construction tenders. R3.1.3 Introduce recyclable waste 'swop shops' to the POA. R3.1.4 Introduce reverse vending machines at retail outlets in the POA to reduce the prevalence litter. R3.1.5 Support Programmes to Enable Effective Community Recycling Activities and Projects (not sub-activities will be ongoing priorities) - ongoing	R3.1.5 Support Programmes to Enable Effective Community Recycling Activities and Projects (not sub-activities will be ongoing

			priorities) - Ongoing
INDUSTRY & MANUFACTURING AND TRANSPORT & LOGISTICS	M1.1 Create alignment between the POA Economic Strategy and the Aerotropolis development plans M2.1 Implement measures to create an attractive destination for aviation-specific and other related business M3.1 Facilitate efficient and safe road access between the POA, the surrounding mobility network and the airport.		

APPENDIX A PMT Engagements

A 1. LIST OF PMT INVITEES

No.	Name	Organisation	Role / Department	Contact	Attendance
1	Gideon Brand	CoCT	Lead UCI	Gideon.Brand@capetown.gov.za	Y
2	Adetola Okunlola-Browning	Pegasys	Engagement Manager	Adetola@pegasys.co.za	N
3	Stephen Berrisford	Pegasys	Associate Director	Stephenb@pegasys.co.za	Y
4	Julia Cooke	Pegasys	Analyst	Julia@pegasys.co.za	Y
5	Lorryn Steenkamp	Pegasys	Consulting Manager	Lorryn@pegasys.co.za	Y
6	Frank Cumming	CoCT	Director: Urban Catalytic Investment	Frank.Cumming@capetown.gov.za	Y
7	Lance Greyling	CoCT	Director: Enterprise and Investment	Lance.Greyling@capetown.gov.za	Y
8	Timothy Hadingham	CoCT	Manager: Investment Facilitation	Timothy.Hadingham@capetown.gov.za	Y
9	Faith Kolala	CoCT	Head: Sector, Investment & Trade	Faith.Kolala@capetown.gov.za	Y
10	Meagan Jooste	CoCT	Principal Economist	Meagan.Jooste@capetown.gov.za	N
11	Theuns Vivian	CoCT	Manager Destination Development	Theuns.Vivian@capetown.gov.za	Y
12	Paul Court	CoCT	Chief Economist	Paul.Court@capetown.gov.za	N
13	Erika Naude	CoCT	Director: Urban Planning and Design	Erika.Naude@capetown.gov.za	N
14	Pete Ahmad	CoCT	Manager: Metropolitan Spatial Planning	Pete.Ahmad@capetown.gov.za	N
15	Nigel Titus	CNdV africa	Town Planner	nigel.titus@capetown.gov.za	N
16	Leona Bruiners	CoCT	Senior Professional	Leona.Bruiners@capetown.gov.za	N
17	Gert Kruger	GKA Bayete	Founder and Chief Executive Officer	gert@gkacapital.com	N

18	Songezo Ndaba	CoCT	Professional Officer	Songezo.Ndaba@capetown.gov.za	Y
19	Keith Wiseman	CoCT	Manager: EMS	Keith.Wiseman@capetown.gov.za	N
20	Mxolisi Miller	CoCT	Manager: Area Economic Development	Mxolisi.Miller@capetown.gov.za	N
21	Paul Williamson	CoCT	Service Coordinator	Paul.Williamson@capetown.gov.za	Y
22	Sisa Ngondo	CoCT	Area Economic Development	Sisa.Ngondo@capetown.gov.za	Y
23	Azanne Van Wyk	CoCT	Regional Manager, Eastern Districts E & F	Azanne.vanWyk@capetown.gov.za	N
24	Margot Muller	CoCT	District Manager	Margot.Muller@capetown.gov.za	Y
25	Danette De Klerk	CoCT	Section Head: Land Use Management	Danette.DeKlerk@capetown.gov.za	Y
26	Alastair Graham	CoCT	MURP Technical Support	Alastair.Graham@capetown.gov.za	N
27	Lorraine Nzimande	CoCT	Senior Professional Officer	Lorraine.Nzimande@capetown.gov.za	Y
28	Laurel Robertson	CoCT	Senior Professional Officer	Laurel.Robertson@capetown.gov.za	Y
29	Erna van Zyl	CoCT	Senior Professional Officer	Erna.vanZyl@capetown.gov.za	Y
30	Nomcebo Hlophe	CoCT	Senior GIS Analyst	Nomcebo.Hlophe@capetown.gov.za	Y
31	Johan Els	CocT		John.Els@capetown.gov.za	Y
32	Alicia Havenga	CocT	Support Assistant	Alicia.Havenga@capetown.gov.za	N
33	Cheryl Walters	CoCT	Director: Planning and Building Development Management at City	Cheryl.Walters@capetown.gov.za	N
34	Hugh Cole	CoCT	Director: Policy and Planning	Hugh.Cole@capetown.gov.za	N
35	Brent Gerber	CoCT	Strategic Advisor	Brent.Gerber@capetown.gov.za	N
36	Adeeb Allie	CoCT	Senior Professional Town Planner: Planning & Building Development Management	Adeeb.Allie@capetown.gov.za	N
37	Aidan Esau	CoCT	Professional Officer	Aidan.Esau@capetown.gov.za	N

38	Dimitri Georgeades	CoCT	City of Cape Town: ERM	Dimitri.Georgeades@capetown.gov.za	N
39	Lorraine Gerrans	CoCT	Manager: Environment and Heritage Management	Lorraine.Gerrans@capetown.gov.za	N
40	Andy Greenwood	CoCT	Regional Manager, Southern Districts G&H	Andy.Greenwood@capetown.gov.za	N
41	Chad Newman	CoCT	District Manager	Chad.Newman@capetown.gov.za	N
42	Adele McCann	CoCT	Section Head: Land Use Management	Adele.Mccann@capetown.gov.za	Y
43	Pieter Terblanche	CoCT	Manager: Land Development, South and East	Pieter.Terblanche@capetown.gov.za	N
44	Mark Bell	CoCT	Principal Heritage Professional	Mark.bell@capetown.gov.za	Y
45	Philip Smith	CoCT	Heritage Professional and candidate Landscape Architect	Philip.smith@capetown.gov.za	N
46	Mishka Jalim	CocT	Senior Planner	Mishka.Jalim@capetown.gov.za	N
47	Cacisa Kalane	CocT	: Spatial Planning	Cacisa.Kalane@capetown.gov.za	N
48	Tony Vieira	CoCT	Manager Road Infrastructure Planning and Development	Tony.Vieira@capetown.gov.za	N
49	Leigh Stolworthy	CoCT	Manager: Integrated Transport Planning - Transport Directorate	Leigh.Stolworthy@capetown.gov.za	Y
50	Marli Swart	CoCT	Senior Professional Officer	Marli.Swart@capetown.gov.za	N
51	Nicky Sasman	CoCT	Senior Transport Planner	Nicola.sasman@capetown.gov.za	Y
52	Nisa Mammon	NM & Associates planners and designers	Managing Director	nisa@visionplan.co.za	Y

A 2. PMT NOTES

The vision for Philippi is currently going through LSDF process at the moment. There is a need to figure out economic base of POA – what is there to work with before deep dives into action plans and interventions. Private sector want to see alignment with integration policy. Lack of central CBD and placemaking. Need all connections to be made. Need to build on the LSDF vision and refine it further to intervention and implementation level.

Noted was the importance of including ward councilors in stakeholder engagements. Private sector Industry bodies also need to be included in engagements, as the concept will need to be sold to the private sector. The process of engagements needs to also be led by institutions (eg PEDI). WOZA Philippi is another organization that can be partnered with, as they will give a different perspective to PEDI. When talking about how best the spatial element of the would work, it was suggested that the team needs to explore areas for investment and economic drivers. There is also a need to think about land differently (ie about the efficient use of land), while also bearing in mind that scale is critical – we will need to focus also on how projects need to work at specific scales in order for them to be impactful.

Economic Drivers

- GB: format & drive recommendations into basic infrastructure services for the area.
- PW: need to get basics for infrastructure right. Would help business extension & expansion. No evidence on the ground of change, despite commitments.
- TH: sorting out basic infrastructure management is important. Factories -community strife. By-laws aren't being enforced. Scrap metal dealers – all crowding out new investment, and also limiting investment coming in. This has to happen at same time as infrastructure/service management.
- NS: private sector needs to see confidence by public sector before investment.
- LS: needs access to digital economy – change the way people travel, and introduce new types of industry. Economies of speed. Could unlock new opportunities & sectors. Opportunity in engages BPO sector – call centres (low barriers to investment development. Impact investors).
-

TH: BPO opportunities mostly in CBD, Delft, Ndabeni. Where there's good access to transport. Access to broadband cabling. People work in shifts – safe areas are vital.

Key Learnings

- GB: Key is clustering, scale up around that.
- PW: Not seeing rectification of the basics, which is crucial. Need for armed support makes a cycle of lack of investment & management
- GB: SOEs issues are difficult for City to fix. How to make 5286 available – create security cluster. SAPS is inadequate
- GB: Agriculture v quickly create jobs, low barriers to entry, grows fast. R40 mill foreign investment. PEDI implementing partner. Challenge is where to grow. Communities adapt infrastructure – make public infrastructure work through informal outsourcing. Need good partnering – skills, work with community.

- (next to Johan): Things that work are private sector driven – look at constraints. Law enforcement to be reaction unit. Collaboration and partnerships are successful – need to be carried through & continued – incentives?
- JE: depth of financing options – what needs to be done to enable financial help? What is the link to export – what needs to be produced to make sense?
- LS: interrogate leaders to create financial help
- NM: lessons to learn from Philippi Village – but consumes much money which is not feasible by municipality. Well-patronised – 80-90% occupancy. High security. Study further the security aspect & infrastructure that is working.

MB: need to establish basis of trust – understanding with and of communities that deal with. Where communities come from – what makes them grounded in that area, heritage component (living heritage). Research needs to include heritage (intangible) component to strengthen trust

Invitees were encouraged to go through and have further thoughts on the presentation today, noting successes and challenges, and come prepared for the stakeholder session

APPENDIX B Stakeholder Workshop

B 1. LIST OF STAKEHOLDER WORKSHOP INVITEES

No.	Name	Organisation	Role / Department	Contact	Attendance
1	Gideon Brand	CoCT	Lead UCI	Gideon.Brand@capetown.gov.za	Y
2	Adetola Okunlola-Browning	Pegasys	Engagement Manager	Adetola@pegasys.co.za	N
3	Stephen Berrisford	Pegasys	Associate Director	Stephenb@pegasys.co.za	Y
4	Julia Cooke	Pegasys	Analyst	Julia@pegasys.co.za	Y
5	Robin Koopman	Cognitive Systems	Managing Director	robin@cognitivesystems.co.za	N
6	Lorryn Steenkamp	Pegasys	Consulting Manager	Lorryn@pegasys.co.za	Y
7	Frank Cumming	CoCT	Director: Urban Catalytic Investment	Frank.Cumming@capetown.gov.za	Y
8	Lance Greyling	CoCT	Director: Enterprise and Investment	Lance.Greyling@capetown.gov.za	Y
9	Timothy Hadingham	CoCT	Manager: Investment Facilitation	Timothy.Hadingham@capetown.gov.za	Y
10	Faith Kolala	CoCT	Head: Sector, Investment & Trade	Faith.Kolala@capetown.gov.za	N
11	Meagan Jooste	CoCT	Principal Economist	Meagan.Jooste@capetown.gov.za	
12	Theuns Vivian	CoCT	Manager Destination Development	Theuns.Vivian@capetown.gov.za	N
13	Paul Court	CoCT	Chief Economist	Paul.Court@capetown.gov.za	N
14	Erika Naude	CoCT	Director: Urban Planning and Design	Erika.Naude@capetown.gov.za	N
15	Pete Ahmad	CoCT	Manager: Metropolitan Spatial Planning	Pete.Ahmad@capetown.gov.za	N
16	Nigel Titus	CNdV africa	Town Planner	nigel.titus@capetown.gov.za	N

17	Leona Bruiners	CoCT	Senior Professional	Leona.Bruiners@capetown.gov.za	N
18	Gert Kruger	GKA Bayete	Founder and Chief Executive Officer	gert@gkacapital.com	N
19	Songezo Ndaba	CoCT	Professional Officer	Songezo.Ndaba@capetown.gov.za	Y
20	Keith Wiseman	CoCT	Manager: EMS	Keith.Wiseman@capetown.gov.za	N
21	Mxolisi Miller	CoCT	Manager: Area Economic Development	Mxolisi.Miller@capetown.gov.za	
22	Paul Williamson	CoCT	Service Co-ordinator	Paul.Williamson@capetown.gov.za	Y
23	Sisa Ngondo	CoCT	Area Economic Development	Sisa.Ngondo@capetown.gov.za	Y
24	Azanne Van Wyk	CoCT	Regional Manager, Eastern Districts E & F	Azanne.vanWyk@capetown.gov.za	N
25	Margot Muller	CoCT	District Manager	Margot.Muller@capetown.gov.za	Y
26	Danette De Klerk	CoCT	Section Head: Land Use Management	Danette.DeKlerk@capetown.gov.za	N
27	Alastair Graham	CoCT	MURP Technical Support	Alastair.Graham@capetown.gov.za	N
28	Lorraine Nzimande	CoCT	Senior Professional Officer	Lorraine.Nzimande@capetown.gov.za	Y
29	Laurel Robertson	CoCT	Senior Professional Officer	Laurel.Robertson@capetown.gov.za	Y
30	Erna van Zyl	CoCT	Senior Professional Officer	Erna.vanZyl@capetown.gov.za	Y
31	Nomcebo Hlophe	CoCT	Senior GIS Analyst	Nomcebo.Hlophe@capetown.gov.za	
32	Johan Els	CocT		John.Els@capetown.gov.za	N
33	Alicia Havenga	CocT	Support Assistant	Alicia.Havenga@capetown.gov.za	N
34	Thomas Swana	PEDI	CEO	info@pedi.org.za	Y
35	Bobby Gould-Pratt	GAPP	Architects & Urban Designers	bobby@ctn.gapp.net	Y

36	Gerhard Gerber	CoCT	Chief Directorate: Development Planning	Gerhard.Gerber@westerncape.gov.za	
37	Phumzile Dlamini	Airports Company South Africa	Senior Airport Planner	Phumzile.Dlamini@airports.co.za	Y
38	Mark Maclean	Airports Company South Africa	Assistant General Manager	Mark.Maclean@airports.co.za	Y
39	AndrewP@elsenburg.com				
40	Tsepom@elsenburg.com				
41	Malcolm Ferguson	AGDA	Associate – SA Agricultural Development Agency	malcolm@agda.org.za	
42	Andrew Boraine	Western Cape Economic Development Partnership	Chief Executive Officer	Andrew@wcedp.co.za	N
43	Lizelle Coetzee	Department of public works	Technical Support	Lizelle.Coetzee@dpw.gov.za	
44	Andrew Charman	Sustainable Livelihoods Foundation NPC	Director	Andrew.Charman@livelihoods.org.za	N
45	Ivan Turok	Human Sciences Research Council	Executive Director	iturok@hsrc.ac.za	N
46	Catherine Stone	Western Cape Government	Director: Spatial Planning	Catherine.Stone@westerncape.gov.za	N
47	Jo-Ann Johnston	Western Cape Government	Deputy-Director General	Jo-ann.johnston@westerncape.gov.za	N
48	Claire Pengelly	GreenCape	Water and Agriculture Programme Manager	clairep@greencape.co.za	N
49	Sibusisiwe Maseko	GreenCape	Senior Agriculture Analyst	sibusisiwe@green-cape.co.za	Y
50	michelle@philippivillage.co.za				
51	Lizwi Nyandu	Philippi Arts Centre	Executive Director	lizwi@philippiartscentre.org.za	
52	Ivan Fillander	Philippi Arts Centre	Chairperson	ivan@philippiartscentre.org.za	
53	Lunga Bobo	CoCT	Sub-council Manager	Lunga.Bobo@capetown.gov.za	

54	Ald Rhoda-Ann Bazier (ANC)	CoCT	Councillor	Rhoda-Ann.Bazier@capetown.gov.za	
55	Rhonda Snyders	Western Cape Economic Development Partnership	Executive Assistant	Rhonda@wcedp.co.za	N
56	Nisa Mammon	NM & Associates planners and designers	Managing Director	nisa@visionplan.co.za	Y

B 2. WORKSHOP 1: STATUS QUO

As the last stage of the Status Quo Assessment, an in-depth stakeholder list and stakeholder engagement plan was developed, and a number of internal and external stakeholders were consulted and participated in the study. Internal stakeholders (from the CCT) were consulted / participated as part of a Project Management Team (PMT) structure, which was focussed on integration with other departments, project progress and review of key deliverables ahead of stakeholder workshops. External stakeholders were involved through targeted stakeholder workshops held in Philippi. The first of three planned stakeholder workshops has been held and focussed on soliciting inputs from key external stakeholders on inputs as part of the visioning and options assessment.

The engagement aimed to identify high level interventions, based on the objectives of the strategy, according to the table below. Stakeholders were encouraged to identify opportune projects that are underway, envisaged to be developed in the future, or interventions that would help to reshape Philippi to its vast potential. These project discussions will inform the projects and prioritisations in the strategy, as the next step in the project. The visioning and options assessment report will lay the basis for the development of the overall economic strategy for Philippi. The Workshop notes can be found in

The second workshop will help in identifying business cases, used to help complete the economic strategy. From this finalised economic strategy, business cases will be drafted towards meeting the vision for Philippi.

Sector	1. Retain existing investment, businesses and jobs	2. Support/Grow informal and SMMEs	3.Attract new investment and create jobs
Agriculture			
Wholesale, retail and motor trade			
Waste, recycling			
Industry, manufacturing			
Transport, storage			
Other? BPO			

Urban Management

Aerotropolis
PHA
Swartklip

Status Quo

Kim Adonis and NM &Associates introduced the status quo, speaking to the economy, and spatial forms and patterns respectively. The concluded that there are common threads through all previous work done on Philippi, with issues and recommendations overlapping across documents. Firstly it is obvious that the planned node has not emerged. Another important overlapping point is that access and relationships with surrounding areas is key to ensuring that businesses continue to thrive.

Consistently discussed, is the lack of safety and security in Philippi, which in turn disincentivises private investment. Private investment is further disincentivised by the lack of public investment into services and infrastructure. There is a need to focus on the curb-side environment to improve the dignity of informal traders. Over-scaled blocks in Philippi also need to be made more permeable, so as to about dead spaces and improve pedestrian accessibility.

Mark Maclean, General Manager of the Airports Company of South Africa (ACSA) introduced the proposed and planned the realignment of the runway at the Cape Town International Airport (CTIA). He explained that the realignment will enable a number of additional runways to be built on the site, as well as enable much larger aircraft to land, which will boost trade via air freight (of which there has been a 40% increase), and increase the capacity of the airport to process up to 50 million passengers annually.

Mark explained that there are a number of envisaged projects that are linked to this development, including skills development centres proposed in the Swartklip site, along Symphony Way, and which could also feature in Philippi. Symphony Way will also see further development, with light industrial and housing developments to be undertaken, taking into consideration the noise combs from the airport.

Decisions made around Philippi need to consider how they contribute to growth of Philippi and connectivity with the airport, with the example of food production & cold storage being an opportunity for connectivity with

CTIA and the international market. There is also the opportunity in Philippi, to leverage the increasing online logistics delivered by drone, which the airport is looking to do. The airport is also looking to explore and invest in gas-to-power. CTIA needs to better understand availability for industry, connections, and opportunities in Philippi.

Frank Cummings, from the Urban Catalytic Investments branch of the CCT, introduced the priority of rail connecting Philippi to Bellville, as a means of reaching further into the rest of Cape Town markets, and will also help to connect Philippi to the CBD. He also outlined that more engagement and interaction is needed to link opportunities to action.

Interventions, Successes & Lessons Learnt

There is a lack of community organisation in Philippi, with a need to bring together the many stakeholders to address common issues and work together. PEDI is a positive implementing agent and precinct management unit (PMU), which has learned to work with the communities and is gaining their trust. Although it is a private body, it works with the CCT to pinpoint services and infrastructure developments that are needed in Philippi. The stakeholder engagement process is key to these developments, especially when it comes to the development of vacant land – there is acceptance and support from the public when collaboration and engagement happens. Engagement also helps in the tailoring of plans and developments to the public's needs.

The aerotropolis provides connectivity opportunities for provincial and regional facilities at metropolitan and regional scale, such as hospitals and universities. The PHA will also benefit from the produce market, as a growing value chain within the metro context.

The following table summarises the discussed existing and possible activities per sector that could be explored and developed in Philippi.

1. Retain existing investment, businesses and jobs	2. Support/Grow informal and SMMEs	3.Attract new investment and create jobs
Quality assurance certifications will give farmers access to a bigger client base (CoCT can support this process)	Process to enable retiring farmers and owners of unproductive farms to sell land to the municipality to develop for SMMEs	Capacity training and up-skilling, would also provide artisanal opportunities, and introduce farmers into new markets
Expand PEDIs upskilling of small-scale farmers pilot, and establishing an urban agri academy	Mechanisation will allow farmers to upscale tonnage	Opportunity for a metro-scale facility in Philippi
Cold storage funding model needs to be reconceptualised to be accessible by local farmers	Improved urban management &infrastructure provision will make informal sector more efficient	Waste minimisation projects towards a circular economy link to the development of new SMMEs

Create a circular economy of waste. waste depots turn food waste into fertiliser	Upscale development rights to make active corridors with dominant mixed use	
Forming co-ops will make access to markets easier for small scale farmers	determine what would incentivise anchor tenants to develop in Philippi	

B 3. WORKSHOP 2: VISIONING & OPTIONS

This workshop was to define interventions and activities to inform the economic strategy, an essential part of the project as it will have layered impacts and is important to the success of any action plans. Strategic action plans will be grounded in inputs from this session – need to be fit for purpose and not purely theoretical.

Status Quo Summary:

Philippi has a number of strengths and opportunities, however urban management needs to be undertaken to ensure that these opportunities and strengths actually impact the area. The opportunities gained from investment into urban management may provide enough economic incentive for the private sector. Significant funding has been made available, with the UCI making available R40 million for the agri park. Enforcement and visible policing is lacking in PHA, while there is also the need to retain businesses & attract and contain investment (and for this investment into urban management needs to happen). However, the City needs to bear in mind that they cannot superimpose a precedent or model from a different environment onto Philippi – the model needs to be relevant to the realities and context of the POA, with formal and informal economies taken account of. The aerotropolis opportunity may benefit the POA, unlocking freight, storage, and services.

Economic Opportunities Overview:

The layout of the strategy is as follows: interventions in key areas, along thread of urban management; discussion at regulatory level – the way different city departments plan interventions need to align with strategy. For this, business case ideas are needed that are practical and can work immediately, but also 5-10 years-time. Intervention ideas need to speak to circular & green economies.

Agriculture:

Water is available to farmers, but draught is an issue – dynamics of the CFA according to regional draught and boreholes. There are 21 commercial farmers and 30-35 small scale farmers. 5 commercial farmers farm >60% land (150 hectares average each). 30 horticultural products are produced in PHA, with carrots, lettuce, spinach, cabbage, cauliflower being the most popular. Flowers, herbs and livestock also farmed.

Issues include crime and vandalism – assault of farm workers, theft of electricity & irrigation cabling/equipment are commonplace. Lack of electricity (from cable theft) also has the added impact of cutting off water supply and food processing technologies. This incurs the massive cost of generators. Drug-related crime, and land invasions and dumping issues are also experienced, making investment into fences necessary and another expense. Illegal dumping in furrows effects flood productive land (another snowball effect). Another challenge is that there is lot of uncertainty from farmers. There is currently re-zoning agricultural land to mixed use.

Safe environments will benefit farmers and provide increased access to markets. At present, both commercial and smallholder producers are making use of formal and informal markets, with commercial farmers (who have compliance licenses) buying stock from smallholder farmers, which has established a relationship between commercial farmers and smallholders. Commercial farmers expand their footprint by leasing of land from smallholders.

Retail:

There are highly responsive markets in townships. Business cases need to support what's working already, not imposing uniformity, then retail will be uniform and not fluid with the community. Not enough funding for local businesses. When speaking about retail in townships, this includes hawkers and shisinyamas. The local economy is big – R200bill spend in townships in SA in 2019. Simple measures can be put into place. Find a way to formalise informal structures to make viable and sustainable places of business, and protect businesses. Importance of link with where people live – developing services where people live in township is necessary and possible in Philippi.

Consumer habits in townships have changed, with increased demand for traditional foods and especially meat cut in traditional ways – we need to follow this to support this market. In Philippi, there is demand for,. The traditional style of meat cut, which use special equipment and techniques, produces higher valued cuts. There is a need for abattoirs to slaughter in both ways. Traders also need improved communication with and access to farmers. The PFPM will support this access

Strategic Sector Interventions

1. *Agriculture:*

Proposed intervention – establishment of a vehicle that all farmers can subscribe to using cooperatives/commercial set up. Organisation and aggregation will allow for the development of a business plan to attract capital. Land can be used as collateral to buy machines and enhance mechanization. The development of a business case where farming activity can be aggregated which will facilitate access to market at scale and unlock enormous potential for mechanization.

Other suggestions

- Interventions to initiate and provide access for the production of higher value products (e.g. blueberry production)
- Engagement with the relevant stakeholders around the establishment of a Special Economic Zone (SEZ). ACSA is looking at establishing an SEZ.
- Leveraging the cost competitiveness of Philippi being in close proximity to "market" i.e. last mile production. Explore links to secondary processing logistics and advantages of last mile production.
- Engage the relevant stakeholders to facilitate production on existing fallow land (including Western Cape Department of Agriculture and the Department of Land Affairs)

2. *Waste & Recylcing:*

Proposed intervention: offsetting fertilizers with organic fertilizers and compost. Within the PHA farmers need to add everything into the sand given the sandy soil there. The cost of fertilizer and cost of electricity are the two biggest cost centres for the farmers. A challenge is that organic waste must be certified in order to use it as fertilizer. Lacking ability to certify because dealing with food waste which is variable. There is a growing interest in organic fertilizers. Organic fertilizers and compost, one for soil and one for plants. Farmers aren't aware or don't trust them.

- Re-organic Soil Enhancement (ROSE) (used to be called Waste to Food). By product of fertilizer is contamination of the aquifer. Landfills won't be licensed beyond 5 years from now and 7k tonnes waste food waste goes to landfills. Raw organic food waste has pathogens but PEDI have invested in digesters that use heat from the decomposition of the food to pasteurize pathogens of the food. PEDI is currently piloting this for materials with high content in blood and feathers. There is a massive opportunity to redirect organic waste away from landfills. The problem is with regard to scaling this up.
- Water quality in the PHA is a challenge. Quality varies with the northern area having poor water quality and the southern areas having better water quality. Risk – aquifer located close to the ocean and ecosystem balance could be compromised. Recharge of water permeates from Tygerberg. The ecosystem needs to be protected and is an issue of vulnerability. There are strategies in place to recharge the aquifer.
- Potential issue with the regionalization of waste – 80% cost of dealing with waste is transport. We need to balance regionalization versus transport cost. This is more of an issue outside of metro municipalities.
- Vertical integration approach versus capacity needs of the community. Is there really an appetite from those receiving training to slot into the existing production capacity?
- The waste being produced is a commodity as much as the food is a commodity. There is an indigent community with lack of opportunities. How so we use the community to benefit itself from the commodities around them?

3. *Retail:*

Proposed interventions:

- Upskilling bush mechanics to allow them to access insurance schemes
- Allowing informal trade within a SEZ
- Linking PHA with informal traders
- Providing infrastructure to informal traders as a key intervention. Host of practical interventions that can happen for access to cold storage. Better organisation is required for roads, water and electricity.
- Figuring out how we provide protection for informal trading within the regulatory environment. Currently, informal trading is not accommodated within legislation e.g. no way to accommodate MyCiti plans and informal trading servitude. Economies fragile and need to be handled carefully to balance accommodating road design and informal sector. Legislative tools are needed to unlock the ability to accommodate informal traders. Key stakeholders need to be consulted so that plans are aligned (Department of Transport). Using existing regulation – do an overlay zone precinct by precinct. Could draw a plan setting up rules prescribed in the future that overtakes current bylaw rules – bring into by law. Liability issues regarding road access

4. Other

- Establishment of abattoir - several attempts have been made to establish meat markets in Nyanga, Langa, Gugulethu. Look at precedents to see what has happened and what has/has not worked
- Establishing a "library" for equipment. Transposing an equipment library and storage where equipment and storage space can be rented out e.g. equipment library in Amsterdam.
- Using digital money and virtual payment systems so that informal traders don't have the risk of holding cash. This is being piloted by Vusi's team in Nyanga and it has its drawbacks: money is only paid back after 2 days; transaction costs are 2% of the value of the transaction; buying the device is a capital outlay; traders need to have WIFI connectivity; and traders need to have a smart phone which presents a risk of theft.

Next Steps:

The story around urban management will make a compelling narrative for action plans. This session helped determine that smaller strategic action plans are better suited to Philippi. Access to information will be necessary. Deliberation on colleagues & partners are important for the future of the work.

1. Retain existing investment, businesses and jobs	2. Support/Grow informal and SMMEs	3.Attract new investment and create jobs
Linking PHA with informal traders	Leveraging the cost competitiveness of Philippi being in close proximity to "market" i.e. last mile production. Explore links to secondary processing logistics and advantages of last mile production.	Interventions to initiate and provide access for the production of higher value products (e.g. blueberry production)

Providing infrastructure to informal traders as a key intervention.	Engage the relevant stakeholders to facilitate production on existing fallow land (including Western Cape Department of Agriculture and the Department of Land Affairs)	Engagement with the relevant stakeholders around the establishment of a Special Economic Zone (SEZ). ACSA is looking at establishing an SEZ.
Provision of protection for informal trading within the regulatory environment	Upskilling bush mechanics to allow them to access insurance schemes	There is a massive opportunity to redirect organic waste away from landfills. Offsetting fertilizers with organic fertilizers and compost
	Access to cold storage for informal traders	
	Establishment of abattoir	
	Establishing a "library" for equipment	
	Using digital money and virtual payment systems so that informal traders don't have the risk of holding cash.	

APPENDIX C SAP Stakeholder engagement

Urban Management Action Plan Engagements

Name	Department/Position	Organisation	Date
Gregg Faulmann	Roads & Infrastructure Management	City of Cape Town	15.06.2021
Cecilia Thiem	Human Settlements	City of Cape Town	18.06.2021
Wayne Davids	Water & Sanitation	City of Cape Town	15.06.2021 & 18.06.2021
Ilani Nel	Human Settlements	Western Cape Government	18.06.2021
Sandiso Mgcineni	Property Management	City of Cape Town	18.06.2021
Zelda Martin	Metro Police Spokesperson	City of Cape Town	18.06.2021
Selvyn Roberts	Metro Police: Area North	City of Cape Town	18.06.2021
Rushdi Brown	Infrastructure Management	City of Cape Town	18.06.2021
Paul Williamson	Area Economic Development	City of Cape Town	07.05.2021 & 04.06.2021 & 15.06.2021
Pauline van der Spuy	Strategic Tourism Infrastructure Development	City of Cape Town	05.05.2021
Andrew Boraine	CEO	EDP	05.06.2021 & 23.06.2021
Gill Cullinan	Operations Executive	EDP	23.06.2021
Paul Stohrer	Project Manager	PEDI	07.05.2021 & 09.06.2021
Thomas Swana	CEO	PEDI	07.05.2021 & 09.06.2021
Egbert Wessels	PMU Business Accelerator	PEDI	07.05.2021 & 09.06.2021 & 17.06.2021
Sonwabile Dwangu	Community Relationship Manager	PEDI	09.06.2021
Sam Smout	Waste Sector Analyst	GreenCape	21.05.2021
Sibusiswe Maseko	Senior Agricultural Analyst	GreenCape	21.05.2021
Claire Pengelly	Water Programme Manager	GreenCape	21.05.2021

Agriculture Action Plan Engagements

Name	Organisation	Date
Michael Madison	Stellenbosch University	17.06.2021
Justy Range	Agri Chain	17.06.2021
Phillip Horstmann	Kaapse Vlakte	17.06.2021
A Brinchois	Small Famrer	17.06.2021
Sibusisiwe Maseko	GreenCape	17.06.2021
G Engelke	KULV	17.06.2021
Paul Williamson	City of Cape Town	17.06.2021
Lerato Maloto	VegKop Farm	17.06.2021
Hafeez Sonday	VegKop	17.06.2021
Leanne Seeliger	SUWI	17.06.2021
N Sondag	PHA Campaign	17.06.2021
Leon Riy	Geduldboerding	17.06.2021

Informal Enterprise Action Plan Engagements

Engagements
Joe Gqabi Street Committee
Stock Rd Informal Traders
New Eisleben Rd Street Committee
Ingulube Rd Street Committee
Marikana Informal Trader Association
Codeta Philippi sector committee
Cata Philippi sector committee
South African Women in Agriculture (SAWIN)
Black Business Chamber (BBC) Youth Sector Philippi
African Chamber for Hawkers and Informal Business (ACHIB) Philippi branch
South African Informal Traders Association (SAITA)
Leon de Lange - Pick n Pay Market Stores

APPENDIX D Details on Funding & Financing Products

TOWNSHIP & RURAL ENTREPRENEURSHIP PROGRAMME (TREP)

1. Small Scale Bakeries & Confectionaries Business Support Scheme

The Scheme is aimed at supporting small scale bakeries and confectioneries operating as micro or informal businesses that are located in townships or villages.

Objectives

- Scale up opportunities through assistance with the purchase of business equipment, any capex items required by the business and provision of working capital;
- Stepped-up access to market through off-take agreements, e.g. with spazas on the DSBD Spaza Support Scheme; and Access to bulk buying facility for raw materials through participating wholesalers.

The financial package

- Maximum of R350 000 towards working capital, cost of equipment, or any other capex; and
- The financial package will be offered in the form of a blended finance with 50% of the total approved amount being a grant (i.e. maximum grant amount of R50 000).

Loan Repayment Terms

- 36 months repayment period; Fixed interest rate of 5% ; and
- 6 months moratorium (on capital and interest).

Business development support

- Compliance with minimum bread and confectionery nutritional requirements and the related testing; Compliance with environmental health and food safety regulations;
- Shop floor management training and conformity testing; and
- Business and financial management training and mentorship through participants in the business services support scheme.

Conditions for Participating in the Scheme

- The applicant must be willing to comply or receive assistance to comply with the minimum bread and confectionery nutritional requirements; and
- The business operating premise must hold or willing to be assisted to acquire an environmental health and food safety certificate.

Who can apply?

- Owner-managed micro, informal (home-based) and co-operative bakeries and confectioneries;
- Bakeries and confectioneries with turnover of less than R1 500 000 can apply for both financial and business development support; and
- Small-scale bakeries and confectioneries with turnover of more than R1 500 000 only qualify for business development support.

Qualification Criteria

- Be informal/ micro or cooperative business including home-based;
- Registered as a legal entity (CIPC, and SARS); Valid CIPC registration document;
- 100% South African ownership;
- 70% Employees South African or a valid work permit; Valid South African Identity Document;
- Businesses with a turnover not exceeding R1 500 000 per annum;
- Have a valid business bank account (including newly opened);
- Willing to participate in the bulk buying scheme Must be owner-managed; and
- Operating in a township or village.

2. Automotive Aftermarkets Support

This scheme is targeted at support and development of the small/ independent automotive aftermarkets enterprises including informal businesses that are located in townships and villages.

Objectives

- Supporting qualified motor body repairers (panel beaters) to operate accredited small /independent panel beaters (motor body repairs) centers;
- Supporting qualified motor mechanics to operate authorized service centers;
- Supporting the small/ independent auto-spares shops to serve as distributors of automotive aftermarket spare parts centers; and
- Supporting in the formalisation of informal fitment centers into formal fitment centers.

The package

- Financial support for working capital and equipment provided by the commercial banks with a guarantee from sefa; Business development support coordinated through Seda.
- Maximum of R500 000 (R400 000 equipment and R100 000 working capital) for motor body repairers, mechanics, and auto spares shops and auto fitment centers.
- The R500 000 will be provided by the commercial banks with a guarantee from sefa.

Business Development Support

- Diagnostic assessment of the business (This will inform the interventions to be completed) Amongst others these may include:
    - Trade test certification (for those not certified but must hold N3 college qualification);
    - Assistance through facilitating the accreditation of the small/ micro automotive businesses with the relevant industry standards and bodies; and
    - Automotive workshop service management training and support.
- Business management support and mentorship through Unemployed Graduate; Scheme, or Seda Business Advisors and/ or services business professionals; Municipal business licensing support at the cost of the applicant
- Seda offices available to assist entrepreneurs to register with CIPC, SARS and UIF at the cost of the applicant; and
- Facilitate access to market in both the private and public sectors, for vehicles be serviced at participating service/ motor body repair/ fitment centers.

Conditions for participating in the scheme

- The applicant must be willing participate in the revolving credit facility between commercial banks with a guarantee from sefa;
- The business operating premise (including the home premise) must hold or be willing to be assisted to acquire an occupational health and safety act compliance certificate; and
- The business must be willing to participate in the certification and accreditation programme by the relevant industry accreditation body with the assistance of Seda.

Who can apply?

- Businesses including informal / micro business or co-operative in the automotive aftermarket industry including:
  - All auto mechanics such as motor mechanics, heavy equipment mechanics, tractor and forklift mechanics, and diesel fitters;
    - Panel beaters;
    - Tyre and glass (glaziers) fitment; and
    - Auto spares.
- The entity must be 100% owned by South Africans;
- The entity must be registered as a legal entity and be tax compliant (CIPC and SARS); as well as be willing register all its employees with UIF; Employees must be a minimum of 70% South Africans, and in the case of non-South African employees – they must hold valid work permits. The business must have a valid business bank account or willing to open a business account; and
- Operating in a township or village.

3. Butcheries Support Programme

The Scheme is aimed at supporting formal micro and small businesses operating as butcheries.

Objectives

- Grow businesses operating in this sector to formalize and seize opportunities presented by trading under formal arrangements;
- Seize new opportunities that were not present in their business models such as the use of delivery channels to their customers, especially under the consideration of harder lock down levels;
- Provision of business focused support packages (financial and non-financial) to strengthen operations during the Covid-19 lockdown and as part of the interventions for Township and Rural Entrepreneurship Programmes; Package common basket of goods to quantify stock merchandise in response to specific market demands during and beyond Covid-19 to enable alignment of financial and non-financial support;
- Improve on their standards and quality assurance through the provision of BDS from Seda in partnership with the DSBD and sefa;
- Resuscitate and ensure business continuity under the current challenges presented by the Covid-19 and as part of economic recovery support;
- Identify possible linkages between suppliers, vendors and their categories of customers to lock-in the whole value chain within SMMEs and create synergies starting from small scale producers, followed by logistical support, operations support and trade interfaces by these players; and
- Facilitate relationships and collaborative support interventions that enhance service delivery and increase sector performance through vibrant systems.

The Scheme Facility

- Inventory of R5 000 is determined as follows (butcheries list of preferred items): Beef hind quarters @ R2500;
- Chicken 20 kg legs @ R 42.50 = R 850; Pork 33 kg @ R49.90 / Kg = R1647; and
- Total R4997 therefore R 5000 (rounded off).

What does the Scheme cover?

- Equipment/ refurbishment of existing equipment;
- Stock e.g. Red and/or White meat for resale to residents, small businesses, and casual customers ; Access to a partial loan and partial grant financing solution;
- Training on compliance and technical skills improvement e.g. food handling and safety standards, quality and standards assurance;
- Business and operations management; and
- Facilitated market access e.g. open-air food retailers buying from butcheries and fruit and vegetable vendors, deliveries services.

The financial package

- Maximum of R 350 000 towards working capital, cost of equipment, or any other CAPEX
- The financial package will be offered in the form of a blended finance with 50% of the total approved amount being a grant (i.e. maximum grant amount of R50 000);
- Equipment/ refurbishment of equipment; and
- Grant portion is not repayable, but it is not accessible as a stand-alone facility. Applicants qualify for a grant simultaneously with the loan.

Loan Repayment Terms

- 36 months repayment period; Fixed interest rate of 5%; and
- 6 months moratorium (on capital and interest.

Business Development Support

- Compliance (food handling, awareness and compliance to food and health regulations, business permits, CIPC, SARS, UIF etc.); and
- Operations and business management training to ensure quality management systems.

Who can apply?

- An entity operating in the targeted groups above as a Butchery outlet;
- An entity registered or willing to register with CIPC including cooperatives; The business must be 100% owned by South African nationals;
- The business must have been trading as a butchery for a minimum period of 6 months prior to the Covid-19 lockdown;
- Employees must be 70% South Africans or have a valid work permit
- The butchery must have a turnover of less than or equal to R1 500 000.00 per annum;
- The enterprise or its owner must possess or apply for a business license with the local municipality. The enterprise must be registered or must apply for registration with SARS and UIF; and
- The enterprise must have a valid business bank account or willing to open and operate a business account.

4. Clothing & Textile Support Programme

This Scheme is aimed at supporting small scale, micro and informal businesses in the clothing and textile industry to:

- Seize opportunities in the sector availed by the Covid-19 pandemic such as production of personal protective equipment (PPE) in the COVID-19 response value chains and beyond;
- Participate in the rebuilding and restructuring of the clothing and textile sector as necessitated by the emergence of the new world order;
- Improve the quality and competitiveness of small-scale clothing and textile enterprises for both domestic supply and export market;
- The Scheme supports entrepreneurs in the following sub-sectors in the clothing and textile industry: Seamstresses, Sewers, Garment makers, Patternmakers, Designers, Pattern calculators, Pattern cutters, Art Designers, Knitters, Machinists, Tannery, Fabric, manufacturers, Shoe makers and Handbag makers.

Note: Other sub-sectors within the clothing and textile industry that are not included above may also apply.

What does the Scheme cover?

- Cost of production inputs, e.g. material, equipment, machinery, tools, and accessories (sewing thread, pins and needles, sewing rulers, cutters & scissors, cutting mats, sewing feet, fabric glue, fabric markers, fabric tape measurement, dress maker doll);
- Access to credit;
- Assistance with compliance and technical skills improvement, e.g. labelling, industry standards and quality etc; Business and financial management training, including productivity management; and
- Facilitated market access.

Immediate market opportunities:

- The production of personal protective equipment through the DSBD database, which covers: cloth and surgical masks, medical aprons, surgical gloves, medical cover-alls (overalls, shoes, hood), biohazard bags, medical protective gloves, sanitary towels, hats etc.;
- Production of uniform for military, police, correctional services staff, parks, other corporate clothing, bed linen to hospitals, and quarantine centres; and
- Production of winter clothing and other apparels to augment big clothing and textile firms.

The financial package

- Maximum of R350 000 towards working capital, cost of equipment, or any other CAPEX (paid directly to supplier) [where applicable].
- The financial package will be offered in the form of a blended finance with 50% of the total approved amount being a Grant (i.e. maximum grant amount of R50 000)

Loan Repayment Terms

- 36 months repayment period;
- Interest rate at fixed rate of 5%; and
- months moratorium (on capital and interest).

Business Development Support

- Compliance with Minimum National Department of Health Guidelines; Compliance with applicable standards for products; and
- Business and financial management training and mentorship through participants in the Business Services support scheme.

Who can apply?

- An entity registered with CIPC including cooperatives;
- The business must be 100% owned by South African nationals;
- Employees must be 70% South Africans, and in the case of non-South African employees, a valid work permits as determined by the Department of Home Affairs; The enterprise must be operating in a township or village;
- The enterprise must have a turnover of below R1 500 000 per annum;
- The enterprise or its owner must possess or willing apply for a business license after the funding has been provided, with the local municipality;
- The enterprise must be registered or must apply for registration with SARS and UIF; and
- The enterprise must have a valid business bank account or willing to open and operate a business account.

5. Fruit & Vegetable Vendors

Scheme is aimed at supporting informal and micro businesses in the fruit and vegetables vendors sub-sector of the Fresh Produce industry regarding the following objectives:

- Provision of business focused support packages to strengthen operations during Covid-19 lockdown
- Package common basket of goods to quantify stock merchandise in response to specific market demands to enable alignment of financial and non-financial support;
- Identify and implement value chain linkages between suppliers, vendors, and their categories of customers to lock-in various SMMEs into the value chain and create synergies starting from small scale producers, followed by logistical support, operations support and trade interfaces by these players; and
- Facilitate relationships and collaborative support interventions that enhance service delivery and increase sector performance through vibrant systems.

The Scheme facility

The Scheme will support 16 000 entrepreneurs @ R2 000 each (as a once-off grant) amounting to a cumulative amount of R 40 000 000.00 via the banking partners.

Entrepreneurs must be selling Fruits and Vegetables on designated spots in townships, rural and CBD areas.

What does the Scheme cover?

- Purchases of Stock items of Fruits and Vegetables for resale to residents, small businesses, and casual customers.
- Extend support by facilitation of market access through strengthening linkages with different categories of customers e.g., households' customers, open air food traders and other by availing support systems that strengthens linkages with deliveries services support, open communication channels through cell phone APPs to facilitate access to expanded market and increase potential for growth.

The financial package (grant) is structured at a maximum value of R2 000 once off grant structured in terms of:

- Purchases of stock - Based on the Agriculture Marketing Information System - MIS, developed to provide market information to farmers of supplier opportunities operated by the DALRRD, the following are the categories of products sold by vendors at fresh produce markets pricing as at the last quarter of 2020.

NB: Fruits and Vegetables Baskets are also dependent on seasonality, regional tastes, and seasonal produce availability. Therefore, there should be flexibility on how the baskets are comprised, influenced by provincial, district or regional tastes and preferences.

Business Development Support

- Compliance with food and health standards
- Operations and business management training to ensure quality and applicable management systems.
- Identify suppliers of Fruits and Vegetables based on set criteria within respective districts to compile a database of qualified suppliers from which vendors will acquire merchandise in terms of the scheme and supply these databases to the banking partners for activation.
- A database of small-scale farmer suppliers approved for support by DALRRD and provided to Seda for support should be prioritized as preferred suppliers.

6. Personal Care Support Scheme

Scheme supports micro and informal businesses within the personal care industry.

The aims are to:

- Improve the quality and competitiveness of the micro and informal personal care services businesses;
- Re-position the businesses within the sector's ecosystem for consolidated participation in the personal care industry supply value chain;
- Promote and serve as a route to market for the locally and SMME manufactured hair and skin products; and Facilitate improved access to formal credit through the formalisation of informal and micro businesses.

The Scheme supports informal and micro-businesses in the following sub-sectors:

- Hairdressers and hair salons;
- Beauty therapists, make-up artists and beauty salons; Nail technicians and salons; and
- Massage therapists and massage parlours/ spas including mobile spas.

Coverage is aimed at 3000 existing informal and micro-business hairdressers, make-up artist, massage therapist and nail technician. The 3000 is disaggregated as follows (flexibility based on volumes of applications allowed):

- Hair = 1500
- Beauty = 500
- Massage = 500
- Nail = 500

The financial support

- It uses blended funding model of 50% portion loan and 50% grant; funding to the maximum of R50,000 per enterprise;
- It covers working capital and cost of equipment; and
- The loan repayment period of 36 months will be applied at interest rate of 5%.

The non-financial support/ Business Development Support linked to the Scheme will be coordinated through SEDA and includes the following activities:

- Facilitate compliance with the Minimum National Department of Health Guidelines for personal care services;
- Business and financial management training and mentorship, including Inventory tracking and management training and support through Unemployed Graduate Scheme or other initiatives;
- Customer service management training;
- Facilitate compliance with Occupational Health and Safety Standards and Covid-19 operating protocols;
- Facilitate municipal business licensing, where applicable; and
- Access to products manufacturers network and product training with discounted packages.

The business can be:

- Home-based-: self-employed artisans who have set up a hair services, beauty treatments and body massage in their homes and operate from one of the rooms in their homes; Salon based-: business that operate in a place/ shop where one can get hair services, beauty treatments or body massage;
- Mobile: a salon which does not operate from a fixed space but visit clients in their homes or place of work, or at another agreed upon location; and
- Sole proprietors/Businesses that rent a chair in in another salon.

Support will be given to:

- The businesses that are black-owned and managed
- At least 60% of the support will be for female-owned and managed businesses At least 40% of the support will be for youth-owned and managed businesses
- At least 6% of the support will be for businesses owned and managed by people with disability
- A black-owned and managed company is so considered, if percentage of black ownership is at least 51% and company management composition is at least 51% black; A women-owned and managed company is also considered, if percentage of women ownership is at least 51% and company management composition is at least 51% women
- A youth-owned and managed company is so considered, if percentage of youth ownership is at least 51% and company management composition is at least 51% youth; A persons with disability-owned and managed company is so considered, if percentage of persons with disability ownership is at least 51% and company management composition is at least 51% persons with disability

7. Spaza Shop Support Scheme

Objectives

- Formalize the informal businesses to micro enterprises; Facilitate the banking of the unbanked;
- Build reliable database for future Government planning and support;

- Support opportunities for self-employment and job creation at economic entry level whilst improving the circulation of money within townships and rural areas; and
- Realize potential for spaza shops to serve as market for locally manufactured goods; Strengthen spaza shops as locals' convenient centres for access to basic goods; Facilitate support programmes to make spaza shops profitable and successful; Create opportunities for spaza shops to be intermediary step to formal economy.

Business Development Support

- Networking or purchasing power (bulk buying)
- Coordinate and support bulk buying on a pre-approved basket of goods and distribution Business knowledge;
- Provide basic book keeping and customer service training; Facilitate for access to basic business tools
- Health and hygiene support;
- Support them to meet the health and occupational health and safety standards; Legal compliance;
- Facilitate for the licensing of owner-operated Spaza shops in accordance with the law CIPC, SARS and UIF registration; and
- Business banking account.

Qualification Criteria

- The spaza must be owner-managed and operated;
- Owner must have a valid SA identification document;
- Must register on smmesa.gov.za (All applications received manually to be uploaded with the help of LED Unit); Spaza shops must hold license to trade
- Registered or willing to register as a legal entity (CIPC, SARS, UIF, etc.);
- Undertaking to comply with the Consumer and Customer Protection and National Disaster Management Regulations and Directions;
- Willing to submit monthly management;
- 70% Employees South African;
- Minimum trading period (6-Months);
- Have a valid business bank account (including newly opened);
- Willing to participate in the bulk buying scheme; and
- Operating in a township or rural area.

8. Tshisanyama & Cooked Food Support

This scheme supports informal and micro restaurants for full and meaningful participation in the cooked/prepared food industry.

Objectives

- Support tshisanyama and informal and micro restaurants to re-enter the market and graduate bulk to profitable enterprises;
- Assist the informal and micro restaurants to adapt to new business models and remain profitable and competitive; Enhance the participation and growth of the enterprises in the whole prepared food sector; and
- Position the informal and micro restaurants as route to market for butcheries, fruit and vegetable vendors, and other small-scale producers or suppliers.

Who is covered under the Scheme?

The Scheme supports informal and micro enterprises in the following sub-sectors of the prepared/cooked food industry:

- Containerized and mobile cooked food outlets;
- Mobile cooked/ prepared food concession stands;
- Mobile snack stands and cooked food cart (kota, sandwich etc);
- Open-air cooked food vendors including operating at taxi ranks, train stations, pavement-restaurants; Micro restaurants in townships, villages and rural towns;
- Small-scale Tshisanyamas (turnover of not more than R1 500 000 per annum)
- Home-operated informal and micro restaurants; and
- Other types of open-air restaurants within the sub-sector that are not included above may also apply for cooked meals (plates), Kotas, Magwinya, etc.

Financial Support

- Maximum of R350 000 towards working capital, cost of equipment, or any other CAPEX (paid directly to supplier) [where applicable]; and
- The financial package will be offered in the form of a blended finance with 50% of the total approved amount being a Grant (i.e. maximum grant amount of R50 000).

Loan Repayment Terms

- 36 months repayment period; Interest rate at fixed rate of 5%; and
- 6 months moratorium (on capital and interest).

Business Development Support

- Business and financial management training and mentorship through the Unemployed Graduate Scheme; Industry specific technical training, e.g.: menu and pricing;
- Food Handling training and facilitate Certificate of Acceptability (COA);
- Facilitate training and compliance with Environmental Health and Food Safety Standards, quality and standards assurance;
- Facilitate professional culinary and food service management training;
- Value-chain linkage; and
- Facilitate e-Commerce and other business model transitions including youth owned delivery services or micro-delivery businesses.

Value-Chain Linkages

- Facilitate that participants in this scheme purchase their fresh produce and meat stock directly from participants in the Butcheries and Fruit & Vegetables Vendors Support Schemes; and
- Beneficiaries qualify to purchase their ingredients from participating Spaza Support wholesalers; and Assist informal and micro restaurants to participate in the government catering contracts.

The Scheme will support:

- Businesses that are black-owned and managed;
- At least 60% of the support will be for female-owned and managed businesses;
- At least 40% of the support will be for youth-owned and managed businesses; and
- At least 6% of the support will be for businesses owned and managed by people with disability.

Programme and project preparation support grant

Up until last year, two of the major grants that would have been considered key in the delivery of urban management in the POA were the Integrated City Development Grant (ICDG) and the Neighbourhood Development Partnership Grant (NDPG), as these both had objective alignments with the POA and critically, flexibility in use for operating and capital project components.

However in the 2021/22 Division of Revenue Bill the ICDG, which was previously a spatially targeted grant linked to integration zones, has been repurposed to support metropolitan municipalities in developing a pipeline of investment-ready capital programmes and projects, and is now named the '**Programme and project preparation support grant**'. Further, over the MTEF period, National Treasury will work on finalising the consolidation of this grant with the NDPG. The consolidation is intended to streamline support provided to programme and project preparation in municipalities, improve the efficiency and effectiveness of grant administration within the department, and reduce the reporting requirements for municipalities.

The purpose of the new grant is to support metropolitan municipalities to develop a pipeline of investment ready capital programmes and projects through establishing and institutionalising an effective and efficient system of programme and project preparation and the allocation of a growing level of municipal resources to preparation activities. It is linked to the formal adoption of the Cities' Infrastructure Delivery and Management System (CIDMS) guidelines.

Given the changing grant framework and the untested nature of the new grant it is difficult to assess the applicability of it towards urban management in the POA.

The renamed grant is allocated R1 billion over the 2021 MTEF period and grows at an average annual rate of 5.9 per cent. This is excluding the NDPG which only be integrated into the new grant after the current MTEF. The total national NDPG allocation of the MTEF is R1.7 billion.

The purpose of the NDPG is to plan, catalyse, and invest in targeted locations in order to attract and sustain third party capital investments aimed at spatial transformation, that will improve the quality of life, and access to opportunities for residents in South Africa's targeted locations, under-served neighbourhoods, generally townships and rural towns.

LAND BANK

The table below provides a summary of the finance products offered by the Land Bank.[47]

Finance Products Offered by the Land Bank

Long Term Loans (Mortgage Finance)	
Purpose	A long-term loan used to finance agricultural related capital expenditure such as: • Purchase of land/property • Repayment of debt incurred for the purchase of property • Purchase and installation of machinery and equipment • Fixed asset improvements • Other agriculture related capital expenditure
Term of Loan	The term of the loan is dependent on the purpose of the loan. Term is a maximum of 25 years.
Required Security	Security can be in the form of a first bond over fixed property or through additional security arranged in agreement with the bank.
Repayment terms	Repayment is linked to cash flow cycles of the business. Repayment could align to monthly, quarterly, biannual, and annual payment terms.
Medium Term Loans	
Purpose	To finance medium term agricultural funding needs such as: • Establishment of perennial crops • Purchase and installation of agricultural equipment • Structural and general infrastructure improvements • Purchase of moveable assets • Purchase of livestock
Term of Loan	Term is dependent on the purpose of the loan. Term is a maximum of 15 years.
Required Security	Security can be in the form of a first bond over fixed property, item financed or through additional security arranged in agreement with the bank.
Repayment terms	Repayment is linked to cash flow cycles of the business. Repayment could align to monthly, quarterly, biannual, and annual payment terms.
Asset Finance (Instalment Sale Finance)	
Purpose	To finance medium term agricultural funding needs such as: • Vehicles • Tractors • Agricultural equipment (assets not covered under the medium-term loan) • Other movable assets that are agriculturally justified
Term of Loan	The term is dependent on the purpose of the loan. The maximum term is up to 12 years.
Required Security	Titleholder, specific and general notarial bonds over the asset or through additional security arranged in agreement with the bank.

[47] https://landbank.co.za/LBProducts/mobile/index.html#p=7

Repayment terms	Repayment is linked to cash flow cycles of the business. Repayment could align to monthly, quarterly, biannual, and annual payment terms.
Short Term Loans (Production Credit)	
Purpose	A short-term credit facility used to finance agricultural inputs and working capital for crop and livestock enterprises.
Term of Loan	• Maximum term of 5 years (reviewed annually). • Loan can be renewed at the end of the term.
Required Security	Security can be in the form of a first bond over fixed property or through additional security arranged in agreement with the bank.
Repayment terms	Loan is repayable in full annually or when proceeds of the crop are received.
Revolving Credit Facility	
Purpose	A short-term loan used to finance short term capital requirement, general and operational needs of the business. The product is offered for the commodities and/or sub-sectors below: • Feedlots • Poultry • Piggeries • Cash crops • Wine • Mixed farming (crop and/or livestock) • Agro-processing
Term of Loan	Maximum term of 5 years (reviewed annually).
Required Security	Security can be in the form of a first bond over fixed property or through additional security arranged in agreement with the bank (such as debtors, stock, and credit guarantees).
Repayment terms	Facility is repayable in line with the income stream/s and structured based on cash flow cycles of the business. It is managed through pre-approved limits by the bank.

The table below provides information on the customised funding solutions provided by the Land Bank.[48]

Customised Funding Solutions provided by the Land Bank

Guarantees	
Purpose	To assist corporate clients to issue guarantees for agricultural related activities or insurance premium guarantees. • For the fulfilment of corporate client obligations in connection with their authorised/legal purposes and activities. All guarantees issued on behalf of clients are noted as a commitment against an existing revolving credit facility. The facility amount has to be sufficient to accommodate debt and the commitment.
Term of Loan	Guarantees are issued in line with the term of the revolving credit facility and are reviewed annually.

[48] https://landbank.co.za/LBProducts/mobile/index.html#p=7

Required Security	Security can be in the form of a first bond over fixed property or through additional security arranged in agreement with the bank.
Value Chain Finance	
Purpose	• Value chain finance allows Land Bank to provide production finance to a farmer against a written agreement between the farmer and the buyer for cultivation and sale of specific quality, quantity, grade and variety of a commodity based on a specific price setting mechanism that allows the value of the contract to be determined over the loan term. • Both the farmer and buyer must meet the eligibility conditions set by the Land Bank's credit process.
Term of Loan	The term of the loan is seasonal, renewable annually upon review with the client at the end of the production cycle.
Required Security	• Cession of proceeds from sale of crop financed by the bank. • Cession of comprehensive insurance and off-taker agreement or delivery of contract at a specified price. • Other additional security arranged in agreement with the bank.

DTIC INCENTIVES

1. I12 Tax Allowance

The 12I Tax Incentive is designed to support Greenfield investments (i.e. new industrial projects that utilise only new and unused manufacturing assets), as well as Brownfield investments (i.e. expansions or upgrades of existing industrial projects). The incentive offers support based on capital investment and training.

The minimum investment in Qualifying Assets required is R50 million for a greenfield project and an additional investment of R30 million for a brownfield project.

Objectives

To support investment in manufacturing assets, to improve the productivity of the South African manufacturing sector; training of personnel; to improve labour productivity and the skills profile of the labour force.

Support

Support provided includes an investment allowance and a training allowance.

a. Investment Allowance

- 55% of Qualifying Assets or a maximum of R900 million investment allowance in the case of any Greenfield project with a preferred status (100% if located in a Special Economic Zone)
- 35% of Qualifying Assets or a maximum R550 million investment allowance in the case of any other Greenfield project (75% if located in a Special Economic Zone)
- 55% of Qualifying Assets or a maximum of R550 million investment allowance in the case of any Brownfield project with a preferred status
- 35% of Qualifying Assets or a maximum of R350 million investment allowance in the case of any other Brownfield project

b. Training Allowance

- A training allowance of the lesser of R36 000 per full time employee or total training expenses may be deducted from taxable income for every financial year after the date of approval of the application (but not earlier than the financial year prior to the year during which assets are brought into use) until the end of the compliance period.
- According to the points system, an industrial policy project will be awarded ‘qualifying status’ if it achieves at least 4 (four) of the total 8 points, and ‘preferred status’ if it achieves at least 7 (seven) of the total 8 points.

Targeted Enterprises

- A Greenfield project (new project);
- A Brownfield project (expansion or upgrade); or

- Classified under ‘Major Division 3: Manufacturing in the Standard Industrial Classification of All Economic Activities (“SIC”) 5th Edition or SIC 7th Edition, Section C: Manufacturing.

2. Agro-Processing Support Scheme (APSS)

Objectives

The Agro-Processing Support Scheme (APSS) aims to stimulate investment by the South African agro-processing / beneficiation (agri-business) enterprises. The investment should demonstrate that it will achieve some of the following:

- Increased capacity
- Employment creation
- Modernised machinery and equipment
- Competitiveness and productivity improvement
- Broadening participation

The APSS will be targeted at five (5) key identified sub-sectors (focus areas) as follows:

- Food and beverage value addition and processing (including Black winemakers)
- Furniture manufacturing
- Fibre processing
- Feed production
- Fertilizer production

Benefits

The scheme offers a 20% to a 30% cost-sharing grant to a maximum of R20 million over a two-year investment period, with a last claim to be submitted within six months after the final approved milestone.

the dtic may consider an additional 10% grant for projects that meet all economic benefit criteria such as employment, transformation, geographic spread and local procurement.

The maximum approved grant may be utilised on a combination of investment costs provided the applicant illustrates a sound business case for the proposed investment activities.

Eligibility criteria

- An applicant must submit a completed application form and business plan with detailed agro-processing/beneficiation activities, budget plans and projected income statement and balance sheet, for a period of at least three years for the project. The project/business must exhibit economic merit in terms of sustainability.
- The application must be submitted within the designated application window period, prior to start of processing/beneficiation or undertaking activities being applied for. Any assets bought and taken into

commercial use or competitiveness improvements costs incurred before applying for the incentive will be considered as non-qualifying.

- For existing entities, submit latest financial statements, reviewed by an independent external auditor or accredited person, not older than 18 months.
- The approved entity may not reduce its employment levels from the average employment levels for a 12-month period prior to the date of application, and these employment levels should be maintained for the duration of the incentive period/ agreement.
- Minimum qualifying investment size, including competitiveness improvement cost, will be at least R1 million.

The grant includes the following qualifying assets and investment costs:

- New machinery and equipment
- Commercial vehicles
- Buildings
- Competitiveness improvement costs

3. Manufacturing Competitiveness Enhancement Programme (MCEP)

This incentive funds small scale manufacturing, market entry and market development. The MCEP is a support scheme which offers manufacturing companies incentives to raise their competitiveness and retain jobs. It has a budget of R5.8-billion over a three-year period.

The MCEP comprises two sub-programmes:

a. Production Incentive, which includes the following grants:

- Capital Investment grant
- Green Technology and Resource Efficiency Improvement grant
- Enterprise-Level Competitiveness Improvement grant
- Feasibility Studies grant
- Cluster Interventions grant.

b. Industrial Financing Loan Facilities (managed by the IDC), which includes the following two components:

- Pre/Post-dispatch Working Capital Facility offers a working capital facility up to a maximum of R30 million for a period of up to four years, at a preferential fixed interest rate of 6%.
- Industrial Policy Niche Projects Fund: projects identified by the dti sector desks and IDC's Strategic Business Units that focus on new areas with the potential for job creation, diversification of manufacturing output and contribution to exports, that would otherwise not be candidates for

commercial or IDC funding, may be eligible for an MCEP grant that may be structured as part of the borrower's equity contribution

4. Sector Specific Assistance Scheme (SSAS)

The Sector Specific Assistance Scheme is a reimbursable cost-sharing incentive scheme whereby financial support is granted to organisations supporting the development of industry sectors and those contributing to the growth of South African exports. Organisations supported under SSAS include Export Councils, Joint Action Groups, Industry Associations and those involved in the aimed at the development of emerging exporters

Objectives

- Developing an industry sector as a whole
- Developing new export markets
- Stimulate job creation
- Broadening the export base
- Proposing solutions to factors inhibiting export growth
- Promote broader participation of black owned and SMME's to the economy

Nature of SSAS Projects

- A project is a task with a pre-determined outcome, a defined or short-term time frame and measurable milestones.
- The Project must be essentially developmental or promotional in nature.
- Project should benefit the sector as a whole in terms of the SSAS objectives
- SSAS funding of non-profit business organisations in sectors and sub-sectors of industry prioritised by the dtic
- The purpose of assistance under SSAS Funding for Emerging Exporters is to compensate the costs in respect of the activities aimed for the development of South African emerging exporters.
- All benefits will be paid up-front for qualifying individuals or entities, to the approved service providers and will include all qualifying expenditure as approved by the EMIA Adjudicating Committee such as travel, accommodation, exhibition costs and services, stand construction, brochures, freight related costs and any other relevant cost.

Definition of an emerging exporter:

An emerging exporter is a business or individual that:

- Is an SMME owned by person/s of South African nationality
- Has an EMIA qualifying product or service
- Has traded locally for at least 12 months

- Must have been involved in limited or no exports; and must further meet at least one of the following qualifying criteria:
    - At least 51 % of the business must be owned by black person(s), woman and/or disabled (HDIs)
    - The company or individual should have an annual turnover of less than R25 million

The scheme supports the manufacturers and service entities in the following priority sectors of the dtic:

- Agro-processing
- Automotive
- Creative industries
- Chemical allied industries
- Metals and allied industries
- Capital equipment and allied services
- Consulting engineers
- Civil engineering services
- Textile and clothing
- Film production
- Business process outsourcing services
- Electro-technical
- Pre-qualified ICT services