



# CITY OF CAPE TOWN

Metropolitan Municipality

## DELFT TOWNSHIP ECONOMIC DEVELOPMENT STRATEGY



**national treasury**

Department:  
National Treasury  
REPUBLIC OF SOUTH AFRICA



# **Cities Support Programme**

## **Township Economy Development Strategy**

**Project Site: Delft, City of Cape Town**

Prepared by the TED Project Team

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## I. Executive Summary

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

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

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

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

The document comprises two sections. **Part 1** presents the findings of a detailed Situational Analysis of township economy development opportunities in Delft. The aim of the Situational Analysis is to identify aspects of the township economy that could benefit from strategically aligned project interventions. Part 1 thus provides a status report and evidence base relating to crucial aspects of the

township economy. The analysis focused on: i) the business ecosystem, ii) township micro-enterprises, iii) the land use systems and characteristics, iv) strategic spatial nodes, including precincts, v) housing, vi) public transport, vii) physical infrastructure, and viii) the environment. Based on this analysis, the CSP technical assistance team recommended 37 development opportunities. These opportunities fall within core City mandates, including policy and strategy, enterprise development, nodal / precinct development, spatial integration, housing and property, social and community infrastructure and urban management.

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

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

## **Part 1: Delft Situational Analysis Report**

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

- The establishment of transversal teams to undertake planning and facilitate alignment with CoCT plans and programmes.
- A desk-top identification of all relevant municipal planning documents, and feasibility studies for economic projects. In all, 117 official publications, academic publications and unpublished reports were accessed and reviewed.
- An assessment of developmental opportunities across government, including within development agencies. The assessment examined policy, funding and business development support services.
- Community engagement via participatory meetings and on-line platforms. During the hard lockdown of the COVID-19 pandemic, engagement was primarily undertaken through online engagements on the Delft Virtual Imbizo page on Facebook.



- Collection and collation of spatial information, including open-source data and CoCT GIS data on land use (zoning schemes), cadastral boundaries, social and community infrastructure, water and sewerage systems, electricity networks, telecommunications, natural features and roads and transport infrastructure. To mitigate the scarcity of area-based data, the TAT accessed unusual data sources, including private sector datasets and qualitative data.
- Field visits and site inspections of identified / prioritised high streets, business nodes and development precincts.
- An ecosystem business survey was conducted to collect enterprise-related data within the field, focussing on economic high streets, business precincts, retail hubs and identified nodes / precincts. Field research was undertaken in late 2020. The researchers, who included a team of locally trained data enumerators, surveyed 276 businesses (micro-enterprises, SMEs and corporates), recorded 97 business hotspots and 38 institutional services.
- Qualitative engagements to understand the socio-economic characteristics of business and urban dynamics.
- Sector specific (and value chain) investigations into essential aspects of the township economy.

The TAT examined the development potential of 4 key nodes (and precincts) that are identified in CoCT plans. These were i) Delft Main Road, ii) Voorbrug Public Transport Interchange, the iii) Voorbrug Sporting Precinct, iv) Mandela Peace Park. High level observations on these socio-economic spaces:

- Delft Main Road is characterised by low-density residential properties, interspersed with some higher density business uses and street trading activity. At present, Delft Main Road functions primarily as a mobility corridor, without good supporting trading densities and supporting land uses typical of an economic high street. To stimulate sustained investment in this corridor, the Main Road needs to be fundamentally re-envisioned, using a range of planning and economic mechanisms to encourage the development of a mixed-mobility high street with a concentration of urban functions.
- Voorbrug Taxi Rank is a well-located taxi rank, with good shade provided by well-established trees in Northern Delft that is actively used. However, the taxi rank is in a poor state of repair. Structures intended to provide shade over the waiting bays have been vandalised and no longer have roofs. An ablution block that was previously on the site has been demolished by taxi operators as it was becoming a site of illegal activity. Refurbished taxi bays, along with trading facilities and other economic functions would promote a more mixed-use facility.
- Voorbrug Sporting Precinct is a large open space in Northern Delft, located on either side of Main Road. The facilities are made up of sports fields and sports courts and is actively used by several sports clubs, who play netball, soccer and rugby, as well as cadets. The sports facilities are in a bad state of repair and suffer the effects of vandalism – the fences have been broken, and piping has been stolen. In addition, the fields are not irrigated, the sports courts are made out of materials that make play unsafe, and there are no fixed sporting fixtures, such as netball hoops. The sporting facilities lack a cohesive organisational system and lacks security.

- Mandela Peace Park is a large park located in the Hague. The park was once considered a flagship project – with play facilities, braai stands and a garden that were actively used by residents. The park has fallen into chronic disrepair and disuse. The park accommodates historical blue gum trees and is an important open space in Delft. However, the playground equipment, braai stands and fencing have all been badly vandalised and people illegally dump waste in this space. While the park is still used by pedestrians, children and soccer players, there are several user groups who undertake anti-social activities, making the space unsafe for the intended users.

During the Situational Analysis phase, 37 developmental opportunities in Delft, which align with City mandates, were identified. See the table below for a detailed overview of these opportunities.

## A. Policy and Strategy

Opportunity	Notes
A policy and bylaws instituted for using shipping containers.	The City should develop and implement a policy to regulate the use of containers for micro-enterprise activities, with the aim to improving the use of space, accommodating pedestrians and improve safety.
The City's informal economy strategy revised to provide a strategic framework for supporting township businesses.	The City to revise the informal economy growth strategy and similar initiatives to improve support to township micro-enterprises and facilitate an enabling business environment.
Social enterprises and community organisations enhance business development support and precinct management.	The City to facilitate partnerships with social enterprises and community-based organisations and other actors to amplify BDS services and support precinct management in business hubs.
Land-use obstacles reduced to enable business formalisation and investment in commercial property.	The City to strategize an approach to reducing land-use obstacles to enterprise formalisation via overlay zones or other suitable instruments (concessionary use). The strategy should target emerging commercial high streets and nodes.
Revenue collection from rates improved.	The City to develop and implement a strategy to generate rates revenue from commercial businesses, including home-based enterprises and businesses operating in retail nodes.
Regulated business sectors are formalised and able to access state-subsidies / industry programmes.	The City to facilitate engagement with W.C. Prov. Gov to address constraints on ECDC, taverns / restaurants, undertakers, and other regulated sectors from attaining compliance with business licencing and provide technical support to enable formalisation.
Shopping malls foster and enable opportunities for micro-enterprises.	The City to engage with shopping mall owners on strategies to integrate micro-enterprises into the shopping mall precinct, through adherence to development planning agreements and proactive measures to support micro-enterprises.
TED evidence utilised in area-base strategic plans.	The City to incorporate the evidence from the TED situation analysis into strategic plans, including the IDP, SDF, PIF, and BEPP.



Delft Main Road corridor is prioritised for enabling spatial integration between Belville and the Metro South East.

The City to include the Delft Main Road corridor within priority spatial plans and catalytic infrastructure investments, re-aligning plans and investment priorities, including grants funding from the NDPP.

## B. Enterprise Development

Opportunity	Notes
Micro-enterprises have improved access to business development support services.	The City to integrate the DSBD / SEDA's district ecosystem facilitation approach and district information management system within projects and programmes and facilitate partnerships with BDS (including SEDA / SEFA) to benefit Delft entrepreneurs.
Micro-enterprises have improved access to digital services to participate in the digital economy & 4IR technologies.	The City to partner with the W.C. Prov. Gov. and other stakeholders to improve digital access in Delft, through (inter alia) digital hubs, free wi-fi, and linkages to marketing platforms, including Smart-Cape and Youth Café.
Opportunities for localised furniture manufacturing and home maintenance services enabled.	The City to build partnerships with the SAFI, technical training colleges and other entities to provide technical training and access to facilities for artisanal producers / home maintenance services
The income and productivity of township recyclers improved.	The City to facilitate partnerships with buy-back-centres, industry bodies and GreenCape, to enable township waste recyclers to more effectively obtain and package material and improve their business returns. The City to provide sites / repositories for bulk storage.
Opportunities unlocked in the creative and leisure economies provide youth a pathway to transition into jobs and livelihoods.	The City to support the development of creative sector / hobbies via social enterprise / community-based organisation programmes, use of City facilities, the staging of events, and linkages to BDS services.
An annual trade marketing event held in Delft to link the community to retail business opportunities.	The City to facilitate a trade promotion event to stimulate opportunities for direct marketing, supplier agreements and digital services, connecting home based traders / producer / retailers to companies and markets.
Businesses have greater financial literacy and have access to services and technologies, including digital platforms	To City to facilitate partnerships, including W.C. Prov. Gov., to extend financial literacy training to businesses and improve access to services and technologies.
Businesses providing personal care services (hair care) have access to business development support services to grow and professionalise.	The City to facilitate partnerships with the DSBD's TREP Programmes, the private sector and community-based organisations to support personal care businesses (including hairdressers and barber shops) with skills training, supplies and marketing.

## C. Nodal Development

Opportunity	Notes
The Delft Main Road developed as a public transport corridor, linking metro SE to Belville.	The Main Road has 4 operational taxi ranks, yet only 1 has been formally developed. The City to formulate a plan for the redevelopment and management of the taxi ranks, including the provision of public services (toilets, Wi-Fi, parking), business opportunities, and precinct management. The plan to be aligned to IPTNP and BDIZ and PIF.
Roosendaal taxi rank redeveloped as an enterprise hub or market.	The City to formulate a plan, with projects, to repurpose the abandoned Roosendaal rank as a market or hub for businesses.

Trading facilities developed and a precinct management plan instituted at the Sibanye Square site.

A revised trader plan developed and instituted at the site opposite the Delft Shoprite Mall.

A financially sustainable business model proposed, based on public-private-partnership principles, to develop and operationalise transport hubs as mixed-use business hubs.

Three phase electricity supply extended to commercial nodes and hubs.

The City to develop a plan and implement projects to improve trading facilities at the Delft South hub (Sibanye Square), providing for shelter, electricity and water, public toilets and precinct management.

The City to revise the proposed street trader plan to accommodate street traders and micro-enterprises along this busy high street. The plan should propose infrastructure investments and options for businesses to develop semi-permanent infrastructure.

To City to partner stakeholders (including WC Prov. Gov.) to formulate a business model to develop, operationalise and sustain mixed-used activities at the 3 unserved ranks in Delft.

The City to develop and implement a strategy to expand three phase electricity connections to select commercial nodes and hubs, including transport hubs.

## D. Spatial Integration

Opportunity	Notes
Motorcycle usage is expanded to provide township residents with more affordable transport and self-employment opportunities.	The City to partner with the private sector to increase access to motorcycle transport, through training schemes, marketing campaigns and working with local champions.
Affordable public transport enhanced through the expansion of local e-hailing services.	The City to promote the use of e-hailing via information awareness and safety campaigns. Mobility as a service is provided via the use of smart devices, connecting the supply of drivers seeking fares and the demand of commuters seeking lifts.
Infrastructure developed to provide and enable universal access to public transport.	The City to implement designs and measures for universal access to ensure that people living with disabilities / mobility constraints have access to public transport infrastructure.
An integrated public transport system achieved.	The City to advance plans for integrating mini-bus taxi, train, BRT and long-distance bus modes and payment systems.

## E. Housing and Property

Opportunity	Notes
Encourage private/household investment in backyard rental housing units and support a gradual process of upgrading and formalisation.	The City will develop an enabling framework, simplified regulations and active support mechanisms to upgrade and formalize backyard rental housing units, learning lessons from the Khayelitsha experience.
Strengthen the capabilities of the local construction industry and improve the functioning of the housing market.	The City will develop an enabling framework, simplified regulations and active support mechanisms to upgrade



The 'pockets' of undeveloped land in Delft are safeguarded and utilised for public benefit.

The Solar PV usage advanced, with capacity strengthened for local installation and maintenance.

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

and formalize backyard rental housing units, learning lessons from the Khayelitsha experience.

The City to consult with WC Prov. Gov. and National Government on safeguarding land and develop a strategy to secure this land for community benefit, including mixed-use housing and business.

The City to facilitate partnerships and pilots, with Green Cape and other stakeholders, for installing solar-PV and maintenance by local technicians.

The City will introduce procedures to fast track higher density housing investments, including PPPs, in strategic sites, including vacant sites along high streets.

## F. Social and Community Infrastructure

Opportunity	Notes
The Nelson Mandela Peace Park revitalised.	The City to conceptualise and implement a plan, with projects and stakeholder participation, to revitalise the NMPK in respect to providing and maintaining facilities, enhancing accessibility for different users, improving safety & security and instituting a precinct management plan. The plan to utilise Crime Prevention Through Environmental Design (CPTED) approaches.
Creative arts programs instituted to foster social cohesion.	The City to strategize and implement a cultural arts program resulting in creative outputs and activities that engage youth groups, critique gangsterism, and promote social cohesion.

## G. Urban Management

Opportunity	Notes
Public Employment Programmes utilised to address urban management challenges, including the maintenance of ecosystem resources.	The City to re-purpose PEP to improve urban management challenges, including dumping within wetlands / retention points, through identifying partnerships and new operational approaches.
Investment in the green economy and climate change mitigation mobilized.	The City to formulate an approach for climate change off-set via green infrastructure investment in Delft, in partnerships with ACSA and other stakeholders in the Cape town aerotropolis.
Public Private Partnership strategies implemented to improve safety and security for local businesses in retail hubs and trading sites.	The City to facilitate knowledge exchanges to devise strategies for improving consumer and business safety & security, involving partnerships, community / trader participation and use of CPTED.

As clearly stated above, these TED development opportunities do not include infrastructure and service development requirements, as identified and planned in City documents. Infrastructural and service requirements should be prioritised in parallel with the TED project.

## **Phase 2: Delft TED Project**

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

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

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

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

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

### **Project 1: Provide policy support on micro-enterprise formalisation via the Informal Sector Strategic Framework and Container Policy**

The Project goal is to enable wide participation in the City's economy through setting out an enabling policy framework and supporting programmes for informal micro-enterprises to enhance sustainability and nurture their inclusion in the formal sector.



In support of this goal, the project will contribute towards the City's development of an appropriate Informal Sector Strategic Framework and new policies that enhance the applicability of the ISSF in the township context.

#### **Project 2: Support furniture manufacturing and home maintenance service businesses**

Through a specifically targeted intervention, to support township micro-enterprises from Delft, Belhar and surrounding areas in the furniture and home maintenance sector to access skills training, production facilities and business development in order for these businesses to add additional skills, supply chain options and grow existing / access new markets.

#### **Project 3: Develop Delft Main Road as a mobility and activity development corridor**

The project goal is to encourage the development of an economically vibrant corridor that accommodates a range of businesses and markets, optimises and densifies land uses, and supports an orderly and integrated public transport sector, including non-motorised transport.

In contributing towards the project goal, the TED project will support the City devise a strategy to guide the transformation of the Delft Main Road corridor, including a focus on informal business management, land use and catalytic projects. The strategy will include a conceptual analysis on the section of the corridor between the Hindle Road (M54) intersection and the Voorbrug Road intersection.

#### **Project 4: Develop strategies to transform public transport interchanges into mixed-use business hubs**

The project goal is to support the City's goal of establishing functional, orderly, and mixed-used taxi ranks along the Delft Main Road corridor that simultaneously provide points for route departure and feeder routes to a centralised public transport interchange.

The Delft TED project will contribute towards this goal through the development of a precinct business model and spatial development strategy for one rank along the Delft Main Road corridor as a pilot. Voorbrug Rank will be used as the pilot site.

#### **Project 5: Provide policy support on the regularisation and formalisation of Small Scale Affordable Rental**

The project goal is to enable formal investment by the private sector in the provision of Small Scale Affordable Rental (SSAR) units in townships at scale, specifically targeting homeowners and micro-developers.

In contributing towards this goal, the project will support the City to improve its understanding of how its regulatory environment can support the economic and social opportunities arising from developing SSAR units, in LFTE and non-LFTE township areas; the barriers that currently prevent regularisation/formalisation; and to identify a range of practical actions that may be taken to make progress towards regularising/formalising these developments in Delft.

#### **Project 6: Improve Business Development Support for Micro-Enterprises**

The Project goal is to implement a pilot to showcase micro-enterprises from Delft and surrounds in a public event (both in-person and online) to raise the profile of these enterprises and expose the participants and the wider community of entrepreneurs to business development support services. The event will take the form of a showcase event. A range of business support services will be crowded-in, with pre-screened businesses directed to the support most relevant to their needs.

The project will assess the effectiveness of the pilot to mobilise the participation of township businesses, fostering local networks and the facilitation of linkages for enhancing business opportunities and growing township consumer markets.

#### **Project 7: Devise a strategy and business case to sustainably manage public open space, including the Mandela Peace Park and Voorbrug sporting precinct.**

The Project goal is the sustainable management of public open spaces in Delft for optimum community benefit and ecosystem preservation.

The Delft TED Project will contribute towards this goal through developing a precinct-based strategy, with community partnerships, to sustainably manage Voorbrug public open space and other strategic POS assets.

#### **Project 8: Pilot a strategy to improve public safety in informal trader markets**

The goal of this project is to improve the safety of informal trading markets along the Delft Main Road corridor for businesses and their customers by developing and implementing targeted (crime prevention) management strategies.

In contributing towards this goal, the TED project will support the City to apply management strategies to trading opportunities along the Delft Main Road, focusing on the Voorbrug precinct and other key nodes. These would address opportunities and needs within linear markets and support more consolidated trading. The strategies will specify trader needs, opportunities for CPTED and situational crime prevention and institutional alignment with the neighbourhood safety programme and

MURP/AED programmes. Importantly, the project will endeavour to facilitate partnerships among local businesses to enhance vigilance, share information, and co-ordinate action.

## **Participatory Workshops**

In formulating projects and delineating implementation plans, the TAT facilitated several participatory engagements with target beneficiaries and Hammanskraal community members. Workshops were conducted in Delft in February 2022 with the following themes:

- Developing Delft Main Road
- Mixed Use Development of Public Transport Interchanges
- Providing Business Development Support to Micro-enterprises
- The Sustainable Management Public Open Space
- Improvement of the Management of Informal Trader Markets

A total of 68 persons from Delft attended the workshops.

Stakeholders were mobilised via a process of community out-reach. The TAT designed flyers that were posted on the Delft Virtual Imbizo Page, including adverts intended to stimulate conversation about community needs in relation to nodal sites and precincts. As part of the mobilisation process, the TAT worked with local community liaison persons, including some of the field researchers hired during the ecosystem survey in Phase 1.

In-person invitations, aided by invitation flyers indicating workshop details, were used to target specific cohorts. These flyers were used to mobilise participants for the market safety workshop, business fair workshop, residents and community groups with an interest in safety and use of sporting facilities and open space. To support the engagement process at the workshops, the TAT secured the participation of the CoCT, including representatives from relevant line departments.

The methods used to facilitate the community engagements included:

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

between cohorts, organised according to specific interests, gender and age and other factors as required in each case.

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

## **Project Charter Development**

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

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

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

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

The 8 Delft TED Project Charters have been submitted to CoCT Exco for approval. It is anticipated that the approved charters will simultaneously provide a mandate to further embed the projects institutionally within City departments (and their alignment with programmes) and provide a framework to guide



implementation. In the CSP Project Phase 3, the TAT will advise the City and provide technical support to advance project implementation. The range of CSP technical support towards the 8 projects will include:

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

## I. Abbreviations and Acronyms

ANDE	Aspen Network of Development Entrepreneurs
BBBEE	Broad-Based Black Economic Empowerment
BBSDP	Black Business Development Programme
BDIZ	Blue Downs Integration Zone
BDS	Business Development Support
BEPP	Built Environment Performance Plan
CAHF	Centre for Affordable Housing Finance
CoCT	City of Cape Town
CIS	Co-operatives Incentives Scheme
COGTA	Cooperative Governance and Traditional Affairs
CSP	Cities Support Programme
DBSA	Department of Small Business Development
DIMS	District Information Management System
ECD Centre	Early Childhood Development Centre
ED	Economic Development
EDSE	Ecosystem Development for Small Enterprise programme
GI	Green Infrastructure
GIS	Geographic Information System
ICT	Information Communication and System
IGES	Inclusive Economic Growth Strategy
IMEDP	Informal Micro-Enterprise Development Programme
IPTN	Integrated Public Transport Network
KMBD	Khayelitsha / Mitchells Plain / Blue Downs
LAP	Local Area Plan
LED	Local Economic Development
LEFTEA	Less Formal Townships Establishment Act 113 of 1991
MSDF	Municipal Spatial Development Framework
MTEF	Medium-Term Expenditure Framework
MVSA	Mayoral Visible Services Acceleration
NT	National Treasury
NYDA	National Youth Development Agency
PEP	Public Employment Programme
PIF	Public Investment Framework
PGS	Provincial Strategic Plan
PPE	Personal Protection Equipment
SEDA	Small Enterprise Development Agency

SEFA	Small Enterprise Finance Agency
SLF	Sustainable Livelihoods Foundation
SMME	Small, Medium and Micro-Enterprises
SPLUMA	Spatial Development and Land Use Planning Act, 2013
StatsSA	Statistics South Africa
TAT	Technical Assistance
TED	Township Economic Development Project
TEGS	Township Economic Growth Strategy
ToC	Theory of Change
TRA	Temporary Relocation Area
TREP	Township and Rural Entrepreneurship Programme
WCPG	Western Cape Provincial Government
WGB	World Bank Group (South Africa)

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# PART I: SITUATIONAL ANALYSIS



# **1. Background**

## **1.1. The CSP TED Project**

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

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

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

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

## **1.2. CSP TED Theory of Change**

The TED project adopts an area-based approach to concentrate development within a specific geographic site to address the pressing needs for local economic development and to reduce the apartheid spatial and social legacies. The CSP has proposed a project Theory of Change (ToC) that situates people and their communities at the heart of the development process. The foundation analysis

to this ToC is contained in the ***Township Economies Series #5: A framework for the development of metro-strategies*** produced during the first phase of the CSP. In the ToC, townships are recognised as spatially distinct areas that are structurally disconnected from the wider economy and therefore require a spatially and systems-oriented development approach. The CSP framework identified four central influences on TED development:

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

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

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

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

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

### **1.3. TED Project Partners**

The CSP has entered partnerships to amplify the TED project. These include partnerships with the European Union supported Ecosystem Development for Small Enterprise programme (EDSE) and the

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

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

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

## **2. Approach and Methods**

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

### **2.1. Establishment of Transversal Team**

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

### **2.2. Desk-Top Analysis**

The TAT identified all relevant municipal planning documents. These included the Built Environment Performance Plans (BEPP); spatial development frameworks (SDF); district development plans (DDP), local area plans (LAP) and plans for specific nodes; and integrated public transport network (IPTN) plans. In addition, we accessed feasibility studies for economic projects. Through examining these documents, we were able to comprehend City spatial and economic development priorities in Delft. The subsequent ecosystem survey and field research investigation focused on the identified nodes, precincts and high streets. The consulted plans and literature are listed in Annexure: References. We identified a total of 95 sources, comprising official publications, academic publications and unpublished reports.

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

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



### 2.3. Participatory Engagement

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

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

At the time of writing this report, the ***Delft Virtual Imbizo*** has achieved the following level of support:

- Likes: 960
- Follows: 1005

The virtual imbizo page recognises the multi-stakeholder composition of the TED development process, including the City, project partners and the CSP. The TAT will manage the page for the duration of the project.



1.



2.



3.



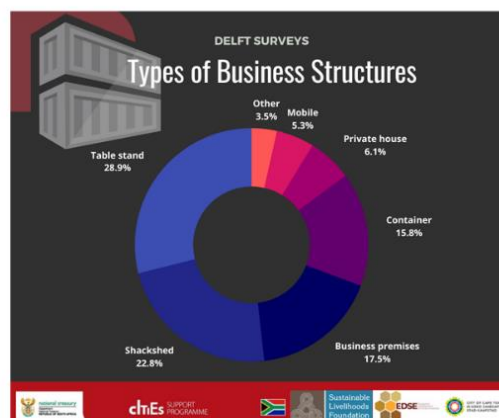
4.



5.



6.



7.

1. Cover Image
2. Profile Picture
3. Stil from "Everyday People"
4. Participatory Action Engagment for the Automotive Sector
5. Heritage Day Participatory Action Engagement
6. Sneaker Trivia Participatory Engagement
7. Survey Infographic

Figure 1: Examples of Content that has been published on the Delft Virtual Imbizo

## 2.4. Spatial Information

To analyse the spatial dynamic of the site, the TAT obtained geospatial data from open sources and the City. The goal was to obtain data on land use (zoning schemes), cadastral boundaries, social and community infrastructure, water and sewerage systems, electricity networks, telecommunications, natural features and roads and transport infrastructure. In some instances, this information was unavailable.

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

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

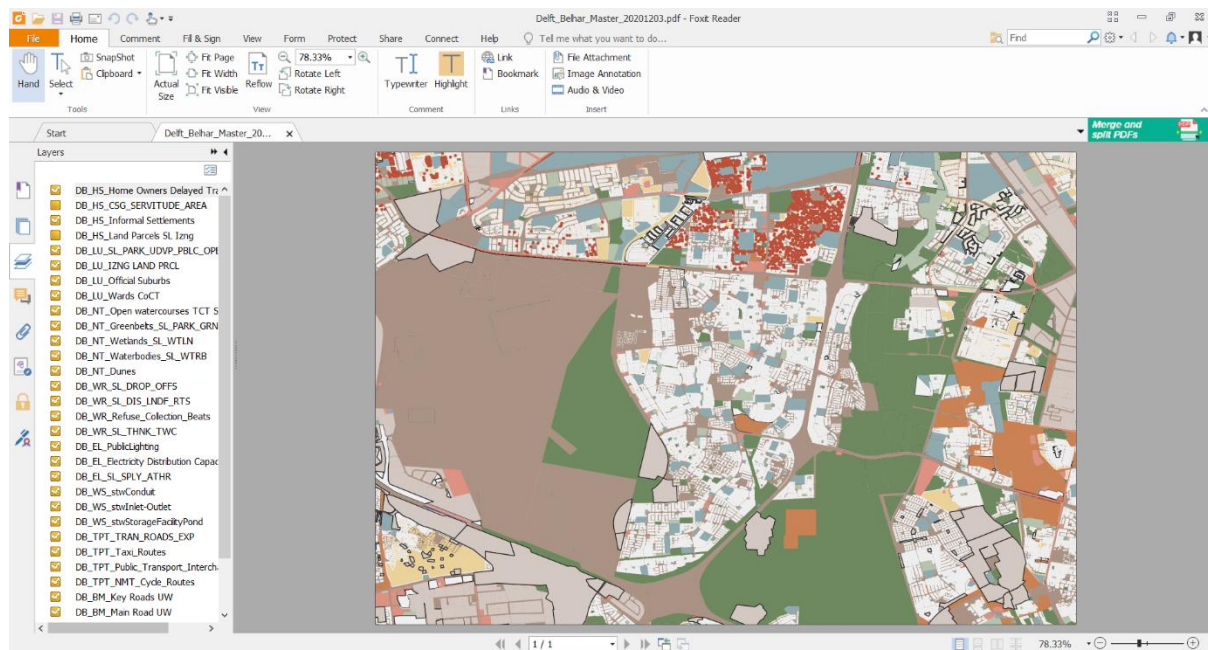


Figure 2: Interactive GIS Tool

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

## **2.5. Ecosystem Survey**

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

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

Field research was undertaken from August to November 2020. The survey was undertaken from the 31<sup>st</sup> August to the 7<sup>th</sup> September. Additional field research was undertaken in November. The local field researchers were supported by experienced SLF researchers & consultants as well as collaborators from the EDSE project. Measures were instituted to ensure that the field research team adhered to recommended guidelines to minimise exposure to COVID-19.

In Delft the researchers undertook 412 surveys, which included surveys of 187 township micro-enterprises businesses. We recorded 56 SMEs (small and medium enterprises), 33 corporates, 92 business 'hotspots' and 38 institutional services (which included financial services). During the field research, the team undertook interviews with 6 local stakeholders.



## Ecosystem survey entry point



## Business surveys



## Business hotspot

## Institutional services

## Stakeholder



Figure 3: The Ecosystem Survey in the Context of the CommCare App



1.



2.



3.



4.



5.



6.

Figure 4: The Field work team in Delft

*Description of figures 1 -6:*

1. *The field researchers at the Airport Mall in Belhar on the first day of field work.*
2. *Fieldworkers training on the CommCare app.*
3. *Daily health checks were conducted as part of the Covid-19 infection control.*
4. *Field worker health checks.*
5. *Covid-19 PPE resource packs were provided to each field researcher.*
6. *Capturing notes and synchronizing the surveys.*

## **2.6. Site Field Research and Engagement**

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

- The Delft Main Road,
- Nelson Mandela Peace Park,
- The Delft Mall precinct,
- Sibanye Square,
- Hindle Road,
- Sandlehout Street,
- Silversands Road,
- The Hague Avenue.

The enterprise surveys were largely undertaken along Delft Main Road north of Hindle Road; Hindle Road east of the Delft Mall, along Sandlehout and Silversands Roads, and along Bagzane Street (adjacent to the Peace Park fence). We purposefully minimised research in Delft South as a result of the availability of SLF data. In January-February 2020 SLF undertook a comprehensive micro-enterprise survey in this portion of Delft, repeating a survey process in two prior waves (2010 and 2015).

The research team inspected the following taxi ranks: the 'Mitchell's Plain' informal rank, Delft south informal taxi rank, Eindhoven taxi rank, Voorbrug taxi rank, and Roosendal taxi rank.

## **2.7. Sector Specific Investigations**

In accordance with the CSP theory of change, the TAT undertook a series of sector specific studies into essential aspects of the township economy. This research sought to characterise the state of knowledge



and identify both opportunities and constraints for leveraging economic growth and business development. An important component of this research was the engagement with City specialists.

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

### 3. Limitations

The Situation Analysis is a rapid research output, developed through consulting existing reports, utilising available datasets, engaging with stakeholders and brief field research, including primary data collection. The approach does not permit the TAT to undertake extensive surveys and consultation. The area-based focus on a single township is a novel approach to development planning. Yet it should be noted that the project site does not neatly fit into the geographical area / units used in statistical enumeration, in particular the Sub-Place and Main Place boundaries as defined by Statistics South Africa (StatsSA). Nor do the areas align with ward boundaries (which are re-assessed and realigned after local government elections), but instead the project site includes multiple wards. Whilst Delft falls within the Tygerberg municipal sub-district, the broader township context includes areas outside this sub-district. The complexities in characterising the site is also reflected in the general shortage of site-specific data. Metros do not, as a matter of routine, collect and update geospatial data on township business activities, whilst informal businesses or micro-enterprises operate in spatially fluid patterns and tend to resist statistical enumeration. Open-source data, whilst providing an additional data source, also does not reflect the frequent changes in the micro-enterprise environment. The data we obtained thus includes businesses that are no longer in operation.

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

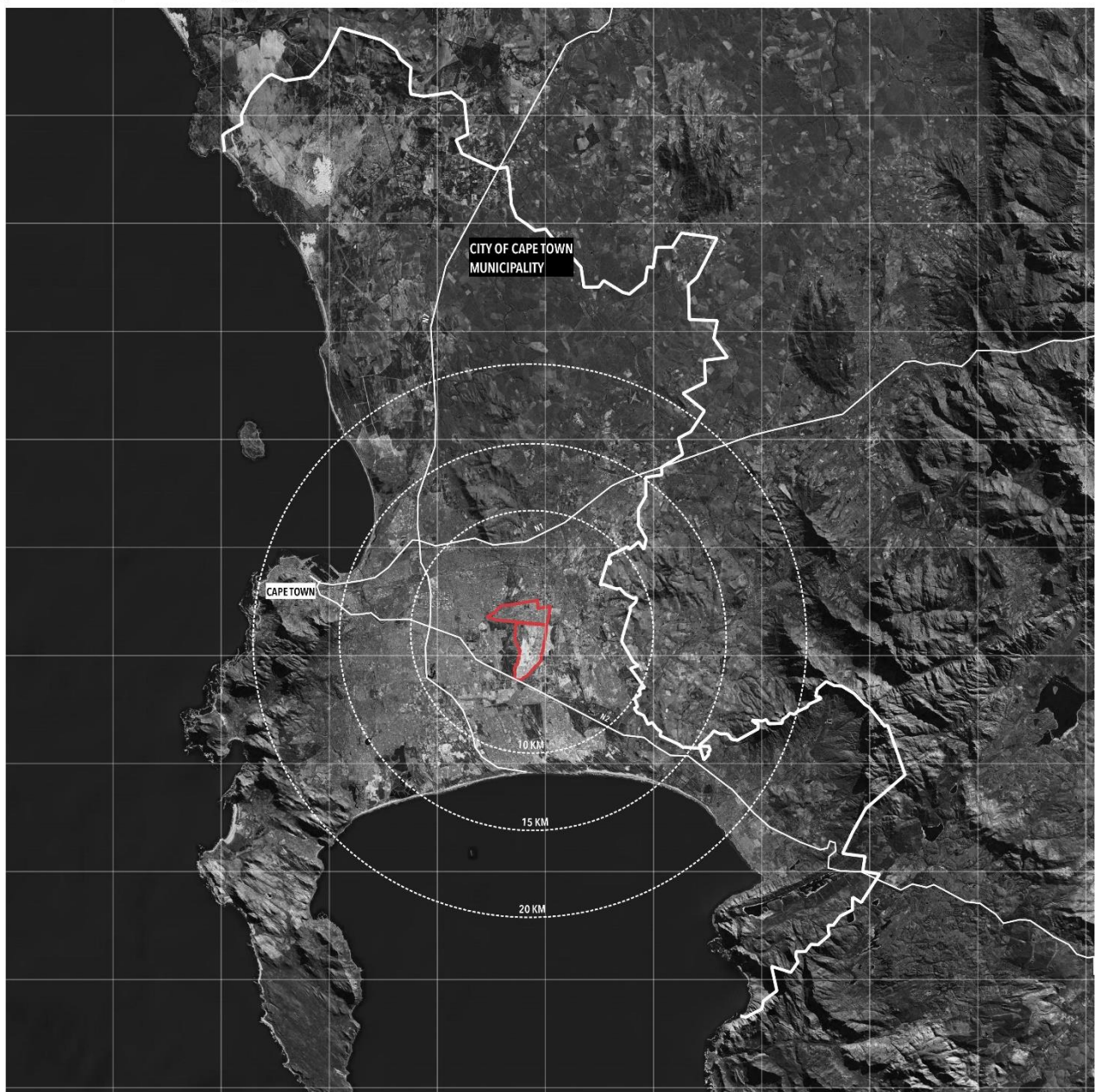
The ecosystem survey method was intended to provide an initial insight of business activities within the township context. The approach was to conduct the survey on the high street and within specific nodes. It was not possible to survey all contexts and situations, and thus we intentionally excluded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

## 4. Project Site

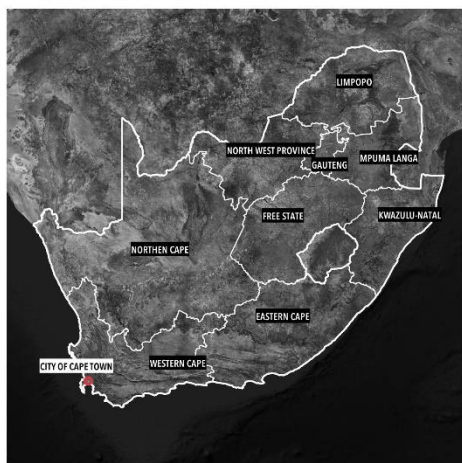
Delft is spatially situated about 30 kilometres east of the Cape Town central business district (CBD) and approximately 10 km away from Bellville CBD. It sits to the west of Cape Town International Airport. It is bordered by Symphony Way on the East, the N2 to the South and the R300 to the West. On the fringes of the site is the Symphony Way Temporary Relocation Area (TRA) colloquially named Blikkiesdorp, which was established in 2007 as a settlement to house relocated residents from other township sites.

The site comprises a core area and a secondary area. The core area comprises the sub-places (StatsSA) of The Hague, Roosendal, Voorbrug, Eindhoven, Delft South and Delft SP. The Stellenbosch Arterial transects the core area from Blackheath, Blue Downs and Mfuleni to the north. The secondary area includes the following sub-places: Brentwood Park, Diepwater, Vogelvlei, Belhar 12, Belhar 13, Belhar 16, Belhar 18, and Belhar 19. The area is shown in Map 1.

The site sits between two districts, Tygerberg and the Khayelitsha / Mitchells Plain / Blue Downs (KMPBD) district. Delft is a relatively new township that was developed in the 1980s (CoCT, 2020). According to the City's socio-economic index, Delft is ranked as one of Cape Town's top deprived areas, in terms of populations targeted for a number of social services and economic outcomes (CoCT, 2018).



CITY OF CAPE TOWN STUDY AREA



LOCATION KEY

**KEY****CITY OF CAPE TOWN MUNICIPALITY****1. Base Map****1.1 Extents**

- Delft Study Extent
- The City of Cape Town Municipality

**1.2 Connectivity**

- Highways

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR**

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

*Map 1: Delft in the Context of the City of Cape Town Metro*

## 5. The Institutional Ecosystem

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

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

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

### 5.1. National Government Programmes

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

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

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

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

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

#### 5.1.1. Small Enterprise Development Agency

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

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

The EU Inception Report noted that whilst South Africa has a highly developed BDS market, it is insufficiently accessible for different types of SMMEs and the quality is not always at the level required. SEDA, however, has not been in a position to resolve these issues. SMMEs face challenges in accessing supply chains without the support and would benefit from support through an organisation able to identify opportunities and facilitate programmes (BDS, financial services) that could enable access to these markets.

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

#### 5.1.2. Small Enterprise Finance Agency

Since 2017, SEFA has facilitated funding to 2,946 township-based/owned enterprises amounting to R199 million. The focus on supporting township-based/owned businesses was in line with the call from government to develop rural and township economies into more economically and socially sustainable communities. SEFA's disbursement to township-owned enterprises makes up just 1% of the total SEFA investment into the South African economy of R6.8 billion. This funding was disbursed through SEFA's



different loan programmes as follows: Direct Lending (R108 million), Wholesale SMEs (R52 million); Khula Credit Guarantee (R13 million), Microfinance (R22 million) and Co-operatives (R3 million). A Township Entrepreneur Fund has recently been announced.

#### 5.1.3. Black Business Supplier Development Programme

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

The BBSDP provides funds to black owned township enterprises. The support to township enterprises has decreased from R56.2 million to R37.9 million from 2016-2019. The budget for the current MTEF is R906m.

#### 5.1.4. Co-operative Incentive Scheme

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

#### 5.1.5. Shared Economic Infrastructure Facility

SEIF intends to leverage public sector investment that would provide necessary shared infrastructure by creating an enabling environment for businesses to crowd in investment, mostly in townships, rural areas and the inner city where there is clear business activity taking place. This instrument is designed to cover the funding of common infrastructure that is either new, upgraded or maintained and is shared by a certain number of informal businesses, SMMEs and co-operatives. It is a 50/50 contribution with the municipality, province and any other partners that seeks to contribute towards this partnership. The DBSA contribution to the facility is up to R5 million per project. R55.4 million has been disbursed from November 2017 up to August 2019 covering 15 shared infrastructure facilities in the Eastern Cape, Limpopo, Western Cape, North West and Kwa-Zulu Natal from which 454 enterprises benefitted. Besides, R12.3 million has been allocated for the support of 4 shared infrastructure facilities from which 425 enterprises will benefit.

#### 5.1.6. Informal and Micro Enterprises Development Programme

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

The objectives of the IMEDP are:

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

#### 5.1.7. The Small Business Innovation Fund

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

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

The blended finance model will be tested initially through the fund before consideration is made to extend it to the government's other small business financing agencies. According to the Minister, The Land Bank has already agreed to partner with the DBSA to provide finance for small-scale (emerging) farmers.

#### 5.1.8. Township and Rural Entrepreneurship Programme

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

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



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

Current priorities within the programme include:

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

#### 5.1.9. SheTrade

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

#### 5.1.10. District Information Management System

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

#### 5.1.11. The Integrated Township Economic Development Programme

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

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

#### 5.1.12. Small Business Economic Development Portal

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

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

#### 5.1.13. NYDA – Grant Programme

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

## 5.2. Western Cape Provincial Government Programmes

The Western Cape Provincial Government (WCPG) oversees two important strategies directly relevant to township economic development, the Provincial Strategic Plan, and the Township Economic Growth Strategy (in draft).

#### 5.2.1. Western Cape Provincial Strategic Plan

The WCPG developed its Provincial Strategic Plan (PSG) in accordance with the vision of having an 'open- opportunity society for all'. The plan is intended to be actionable, measurable and policy focused on tackling inequality, poverty, and unemployment. The PSP aligns with the National Development Plan (NDP). The WCPG has five overarching PSG goals:

- **Strategic Goal 1** - Create opportunities for growth and jobs
- **Strategic Goal 2** - Improve education outcomes and opportunities for youth development
- **Strategic Goal 3** - Increase wellness, safety and tackle social ills
- **Strategic Goal 4** - Enable a resilient, sustainable, quality and inclusive living environment
- **Strategic Goal 5** - Embed good governance and integrated service delivery through partnerships and spatial alignment

The Western Cape is the 3<sup>rd</sup> largest contributor to national Gross Domestic Product (GDP). As such the WCPG has an important role in creating a conducive environment that allows for businesses to operate in ways that will allow growth and stimulate job creation. The two key levers for creating growth and jobs that underpin the Provincial strategy are:

- Economic Development, through accelerating jobs in key strategic sectors, building a skilled workforce, the reduction of red tape and driving innovation and,
- Infrastructure and land use for growth; more effective utilisation of land and energy resources; the delivery of infrastructure such as broadband etc and an efficient transport system.

These actions are intended to be implemented alongside key partners and stakeholders, including local government.

#### 5.2.2. Western Cape Government Township Economic Growth Strategy

In recent years the Western Cape Provincial Government has developed a regional Township Economic Growth Strategy (TEGS) as a basis for an action plan for stimulating local economic development. The urgency on implementing the TEGS has grown since the advent of the COVID-19 pandemic and associated economic downturn which has brought about enormous impact to the economically marginalised. Whilst at a strategic and provincial level, the TEGS recognises the importance of local government as the key policy stakeholder in the township context, in particular in the forms of land use management, town planning, permitting and law enforcement. Focusing on various structural

impediments to Local Economic Development (LED), the TEGS includes implementation of the following themes and associated activities:

- **Theme A: Inter/intra-governmental collaboration and engagement**
  - Developing working groups to streamline planning / regulatory frameworks to unlock township business potential and pro-actively address matters of crime,
  - Creating platforms for effective engagement to enhance understanding of 'how' to work more effectively with businesses in the township economy.
- **Theme B: Enhance strategic market and potential beneficiary knowledge**
  - Conduct strategic market assessments at national / provincial / municipal / township level to better target interventions and investments for local township economies
  - Impart information and learning in appropriate sectors to better prepare township businesses and residents for future market opportunities
- **Theme C: Investment and partnerships**
  - Prioritise the township economy for promotion to attract investment
- **Theme D: Land reform in the township economy**
  - Unlock land assets (both physical and legal) for local economic opportunity
- **Theme E: Formalization**
  - Focus on business already within WCG mandates to create blueprints for formalization process in other sectors
  - Strengthen municipal governance for enhanced regulatory compliance
  - Streamline processes of formalization for bringing township businesses into the formal framework and thereby increasing local investment

The TEGS will commence implementation in the coming 12 months. The strategy is of direct relevance to the Delft context, providing an institutional level to advance issues such as land rights, permits and land use zoning.

#### 5.2.3. Economic Development Partnership and Township Economies

The Economic Development Partnership (EDP) is working in conjunction with the WCPG Department of Economic Development and Tourism on a number of aspects of township economies: understanding the economic activity within townships, identifying the potential economic opportunities in under-serviced townships, and helping to develop suitable strategies to respond to these findings. In conjunction with the **CoCT** the Airports Company of South Africa (ACSA) and a number of township-based community and business, the EDP provides support on partnering and governance strategies. Furthermore, the EDP is also helping develop a pathway for township producers to have increased access to sites in and around the airport to market and sell their products. The EDP along with entities such as the Philippi Economic Development Initiative have convened and facilitated a number of workshops in the area to mobilize stakeholder input towards an economic strategy for the wider area.

### 5.3. City of Cape Town Programmes

In the IDP, the CoCT has identified 11 transversal priorities that support the City's strategic focus areas of fostering opportunities, safety, caring, well run, and inclusiveness;

- Positioning Cape Town as a forward-looking, globally competitive city
- Leveraging technology for progress
- Economic inclusion
- Resource efficiency and security
- Safe communities
- Excellence in basic service delivery
- Mainstreaming basic service delivery to
- Informal settlements and backyard dwellers
- Dense and transit-oriented growth and development
- An efficient, integrated transport system
- Building integrated communities
- Operational sustainability

Within the current IDP period (2017-2022), one of the most important activities that directly relates to township economic development has been the facilitation of a draft Inclusive Economic Growth Strategy (IEGS).

#### 5.3.1. Inclusive Economic Growth Strategy

In recent times various CoCT programmes have been implemented to counteract the economic and social challenges of historically segregated townships such as Delft with increasing recognition that spatial factors have a strong influence on these activities. The CoCT is in the process of receiving public comment on a draft IEGS. The document highlights the problem situation for both the City in general, and the township economy / informal business in particular. Specifically, the CoCT notes how general background factors of limited economic growth (in line with national trends), rising unemployment – especially among the youth; and worsening inequality are that impede economic development. The IEGS identifies a range of interrelated problems or challenges that fall within its sphere of influence, and make specific reference to both the township, and informal economies. Specifically, the IEGS notes that township economies are “stagnant” and represent a difficult environment to achieve sustained business development and investment, and that the informal sector is small (compared to other developing countries) with a lack of skills and limited market access in urban spaces with limited amenities and services and faces systemic challenges such as crime. Whilst the IEGS is still in draft form, it will be an important baseline that underpins the planned “Informal Economy Development Framework” which is under development and scheduled for release in 2022 (*personal communication* with Z. Siswana 16/10/2020).

The IEGS is intended to be a short, medium and long-term plan for addressing the economic crises facing Cape Town within the greater South African context, and for identifying both economic opportunities and comparative advantages that can be leveraged. The strategy aims to encourage inclusive economic growth in a context of massive economic change at the national and global levels as a consequence of both recession and the Covid-19 pandemic. Proposed opportunities within the IEGS include that of the green economy and encouraging the transition to carbon neutrality through development of renewable energy, and also increasing engagement in technological change in the Fourth Industrial Revolution. The IEGS reflects the high-level response to these challenges and, in proposing solutions including a conceptual framework that places core CoCT services at the heart of inclusive economic growth, to ensure that initiatives aimed at supporting sectors, firms, household or individual growth is meaningful and sustainable. Importantly the strategy notes that intergovernmental relations between the City, Province and National governments are too often unproductive or duplicative, and, directly relevant to the IEGS that direct collaboration is more commonly required. The City further recognises that aside from government it works in collaboration with private sector and civil society and that its strategy must align with and link to various other key, high level CoCT strategies, including Resilience and Social Development Strategies.

With respect to supporting township economies the IEGS proposes the following measures:

- The development of a Township Economic Development Framework intended to guide analysis of township economy needs and opportunities. Suggested areas for inclusion are zoning impacts, public transport provision, safety and security needs, food needs and improved support for clustering of economic activity.
- Conducting assessments of business constraints in business zones prevalent in townships.
- Enhancing existing land use through better communication of zoning opportunities.
- Facilitating accessibility through public transport linkages.
- Supporting micro developers through the effective implementation of the Human Settlements Strategy.

Furthermore, the IEGS calls for CoCT engagement with the informal sector, through:

- Enhancing understanding and knowledge of the sector through (for example) regular general and sector specific informal enterprise surveys.
- Developing appropriate policy responses to informal activities beyond informal trade and recognising the role of the sector in achieving social, economic, food and environmental objectives of the City.
- Creating inclusive platforms to engage with informal sector stakeholders and networks, NGOs and researchers working in the sector on an ongoing basis.
- Value chain analysis for key sectors to identify informal sector linkages to create partnerships in sectors such as education, recycling, construction, manufacturing, transport and food.

- Developing an enhanced informal sector strategy including an associated resource plan and providing for closer interdepartmental collaboration to support the sector.
- Providing training, linking of goods and services, creation of micro-supply chains and provision of financial services to the informal sector.

## **6. Enterprise Activity in Delft**

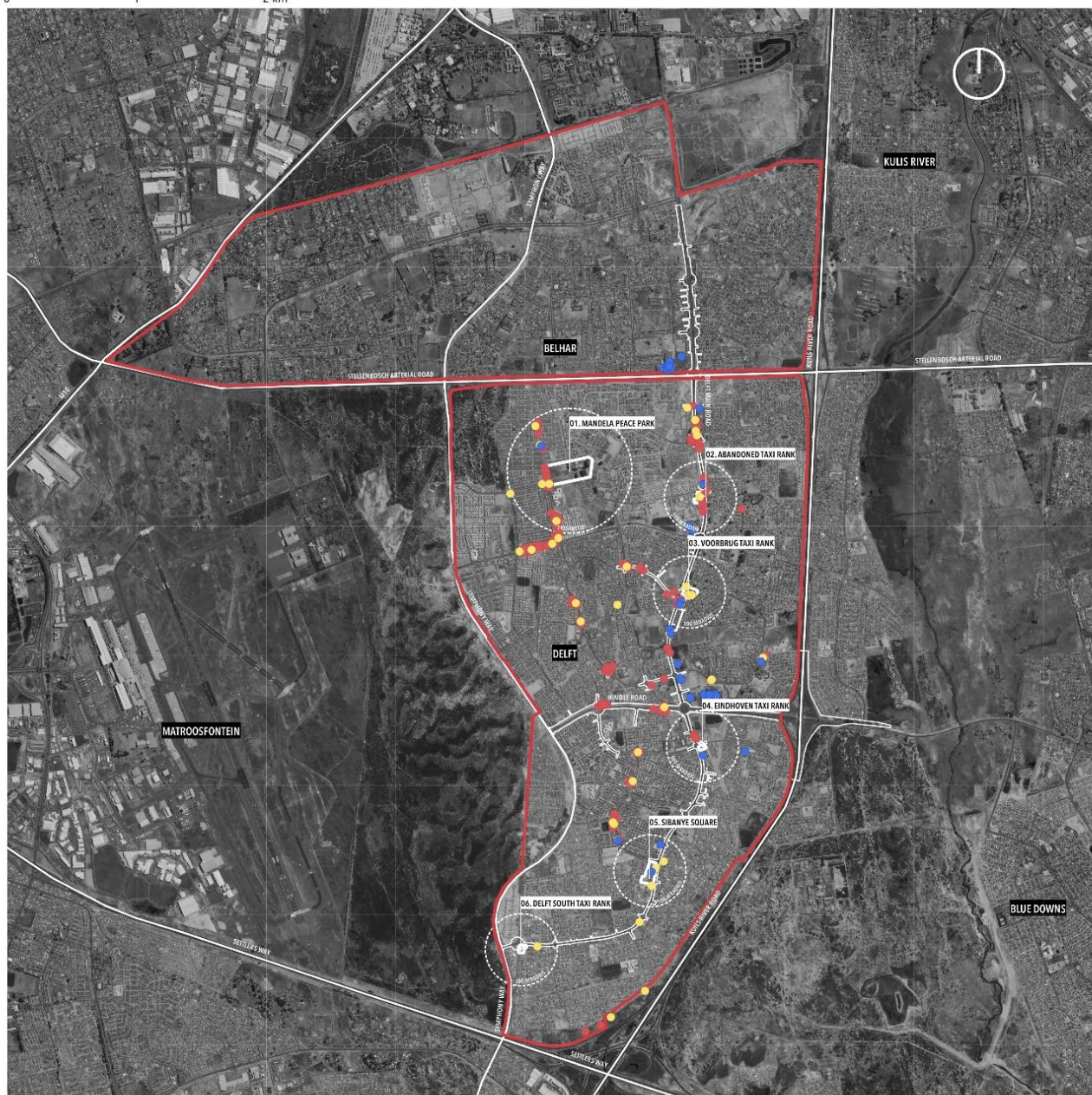
### **6.1. Micro-Enterprise Ecosystem**

#### **6.1.1. Approach**

The first phase of surveys for the TED Ecosystem project was conducted in Delft during September 2020. The aim of the ecosystem survey was to record evidence of: i) business activities, ii) institutional facilities and iii) business hotspots and spatial opportunities within predefined areas of the community. The investigation comprised of researchers from the TAT and local community representatives from Delft who were sourced through social media and local business forums. The TAT used GPS and cloud-connected electronic tablets to record spatial, photographic and qualitative data (through interviews) on each of the recorded businesses within the selected research sites. This ecosystem survey (the methodology of which is fully described in the project proposal and inception report) was designed to provide a snapshot of all business activities located within the Delft community in both the busy thoroughfares (high streets) and residential areas. Over the multi-week process, the researchers recorded and interviewed 276 businesses, 92 business hotspots and 38 institutional services.

The aerial image below provides an overview of the spatial locations of economic activity, as documented by the field researchers within investigated business and residential portions of Pinetown South. The points in yellow represent “hotspots” where clusters of business activities were located (such as intersections or shopping malls). Points in blue represent institutional services such as schools, municipal halls, libraries and other community facilities. Red points are representative of interviewed SMMEs.





DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

## KEY DELFT BELHAR NODE

### 1. Base Map

#### 1.1 Extents

— Delft Study Area

#### 1.2 Nodes

- Municipality Identified Nodes
- Opportunity Nodes
- TED Focus Area

#### 1.3 Connectivity

- Development Corridor
- Main Road

#### Key Map

- Key Focus
- Ket Tag

## Ecosystem Survey

- Institutional service [38]
- Business hotspot [42]
- Enterprise [188]

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP

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

Map 2: Businesses, Hotspots and Institutional Services in Delft

Whilst a variety of business types was encountered, in terms of business numbers informal microenterprises represented the largest portion of the research site business activities.

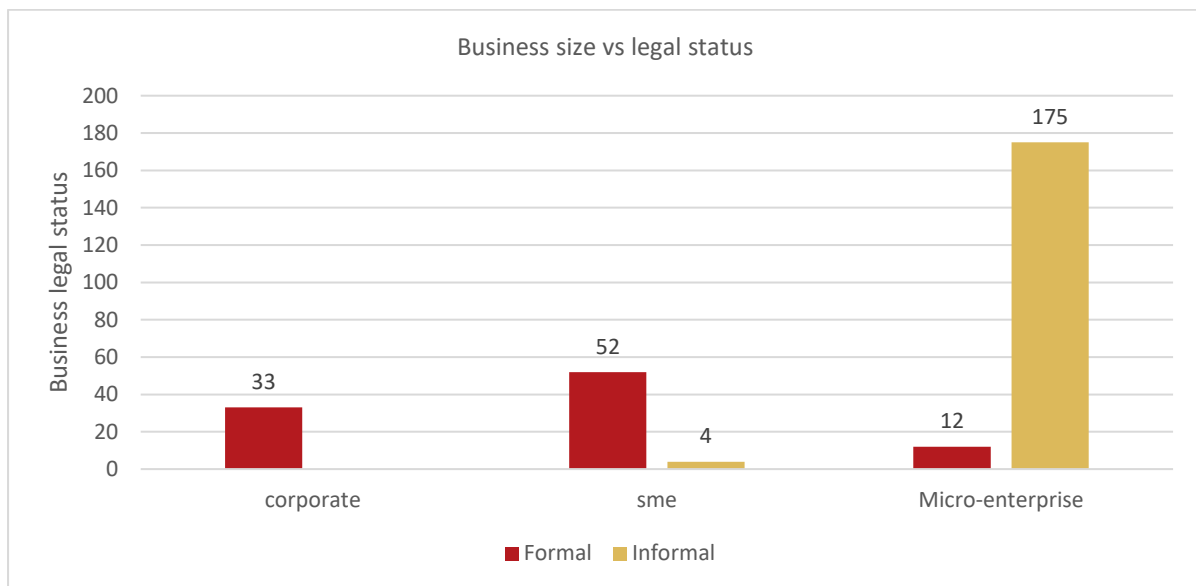


Figure 5: Overview of business size and legal status

#### 6.1.2. Scale and Categorisation

The field research revealed a diverse scale and categorisation of businesses extant within the Delft community. Of the 276 businesses identified, 12% (33) were corporates, 20% (56) Small / Medium Enterprises (SMEs), and 68% (187) micro-enterprises. All corporates were formal whilst the interviews revealed that most SMEs (94%) and micro-enterprises (94%) are best considered to be informal due to an absence or only partial compliance with business registration requirements of the state.

The most abundant businesses within the Delft research area (and an important sector of development interest in this assignment) were informal micro-enterprises. A considerable variety of business types were identified, with the most common being in themes of food retailing (various enterprise types) and services. Hair salons (19%/36), green grocers (12%/23), takeaway foods (11%/20), and hardware shops (7%/14) were numerically dominant. Whilst the findings are further interrogated in the report, some important considerations are that these microenterprises are spread throughout the research area in both high street and residential contexts, the great majority are single owner-operator businesses, and that of the 179 businesses, just under half (83 or 46%) are operated by South Africans.

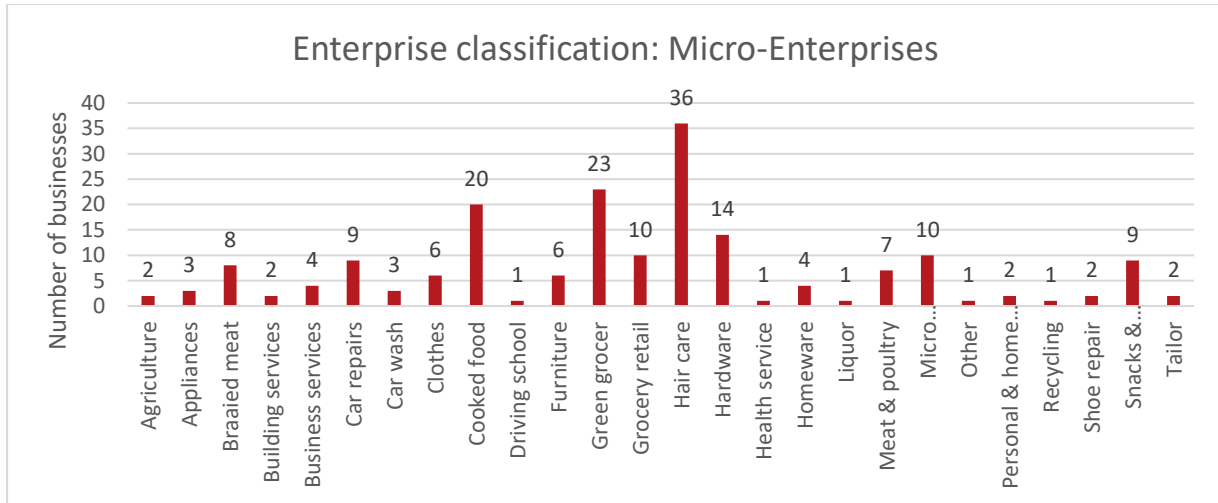
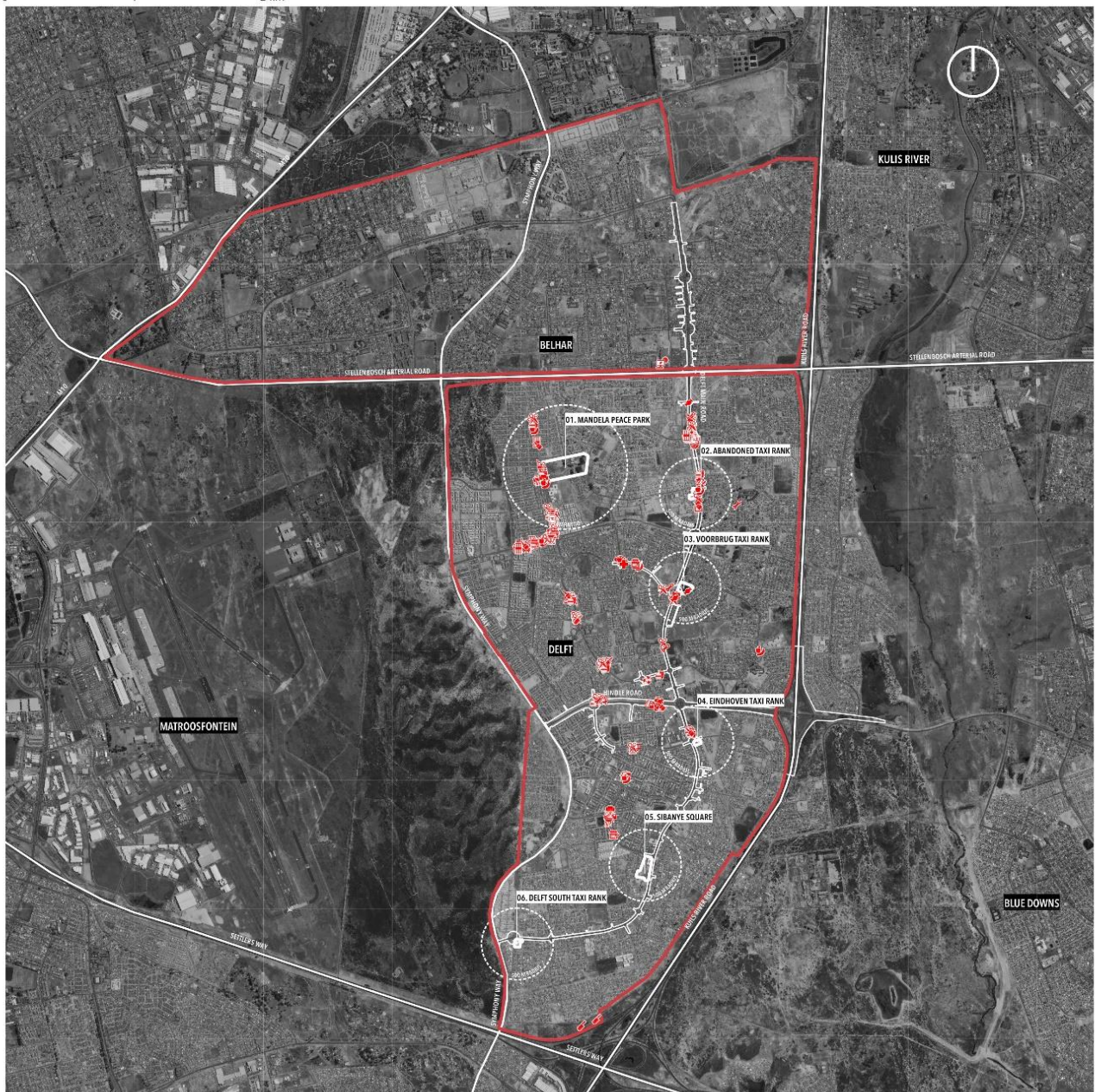


Figure 6: Micro-enterprise businesses by enterprise classification

Within the Delft business landscape, informal microenterprises represent the most predominant business type. These include a wide variety of business activities in both services and retail categories and incorporate both survivalist and growth-oriented businesses. The researchers conducted interviews with these businesses to learn more about the individuals who operate them, the activities they conduct and how their enterprises work.





DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

**KEY****DELFT-BELHAR NODE****1. Base Map****1.1 Extents**

— Delft Study Area

**1.2 Nodes**— Municipality Identified Nodes  
— Opportunity Nodes

--- TED Focus Area

**1.3 Connectivity**— Development Corridor  
— Main Road**Key Map**— Key Focus  
— Ket Tag**Micro-enterprise [187]**

- ✂ Hair care [36]
- 🥬 Green grocer [23]
- 🍲 Cooked food [20]
- 🔧 Hardware [14]
- 🛒 Grocery retail [10]
- 🏭 Micro manufacturing [10]
- 🔧 Car repairs [9]
- 🍖 Meat & poultry [9]
- 🍷 Snacks & cigarettes [9]
- 🍖 Braai meat [8]
- 👕 Clothes [6]
- 🪑 Furniture [6]

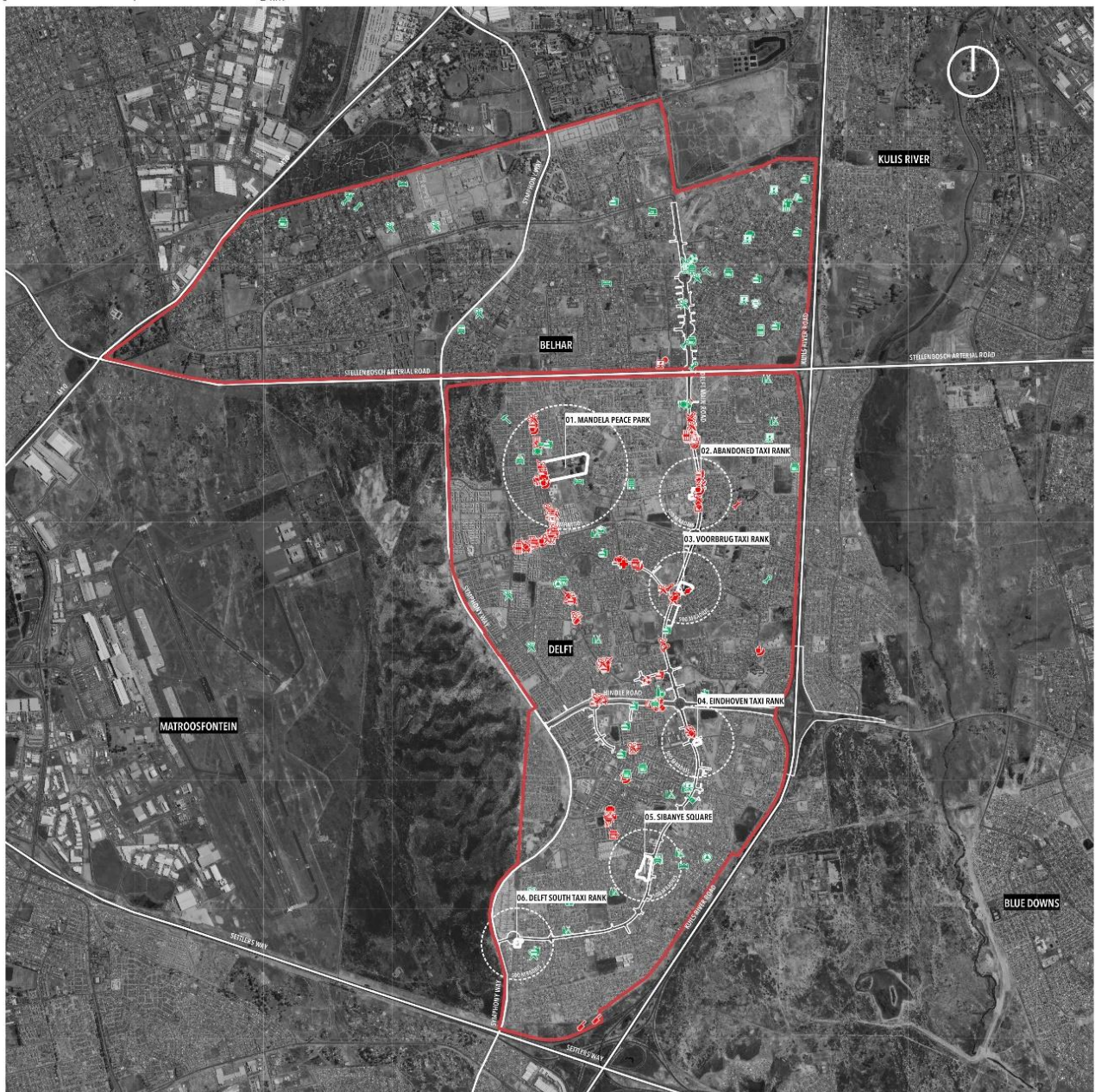
- 🏢 Business services [4]
- 🏠 Homeware [4]
- 🔧 Appliances [3]
- 🚗 Car wash [3]
- 🔧 Building services [2]
- 👕 Personal & home accessories [2]
- 👞 Shoe repairs [2]
- ✂ Tailor [2]
- 🚗 Driving school [1]
- 🏥 Health services [1]
- 🍷 Liquor [1]
- ♻️ Recycling [1]
- Other [1]

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP**

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

Map 3: Micro-Enterprises in Delft by Business Classification





DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP**

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

**Micro-enterprise: Open source [86]**

- Take-away [13]
- Hair salon [9]
- Tavern [9]
- Car repairs [8]
- Business services [7]
- Grocery retail [7]
- Accommodation [5]
- Car wash [3]
- Hardware [3]
- Building services [2]
- Clothing [2]
- Driving school [2]
- Educare [2]
- Liquor retail [2]
- Micro-manufacturing [2]
- Restaurant [2]

- Speciality [2]
- Furniture [1]
- Homeware [1]
- Personal services [1]
- Recycling [1]
- Tailor [1]
- Transport services [1]

**Micro-enterprise: Survey [187]**

- Hair care [36]
- Green grocer [23]
- Cooked food [20]
- Hardware [14]
- Grocery retail [10]
- Micro manufacturing [10]
- Car repairs [9]
- Meat & poultry [9]
- Snacks & cigarettes [9]

- Braaied meat [8]
- Furniture [6]
- Clothes [6]
- Business services [4]
- Homeware [4]
- Appliances [3]
- Car wash [3]
- Building services [2]
- Personal & home accessories [2]
- Shoe repairs [2]
- Tailor [2]
- Driving school [1]
- Health services [1]
- Liquor [1]
- Other [1]
- Recycling [1]

Map 4: Survey and Open-Source Micro-Enterprise Classifications in Delft





1.



2.



3.



4.



5.



6.

Figure 7: Examples of Micro-Enterprises in Delft

*Description of figures 1 – 6*

1. *A furniture sales store.*
2. *A fruit and vegetable trader stand.*
3. *A household goods and gas shop.*
4. *A car repair workshop.*
5. *A container-based hair salon.*
6. *Tyre sales.*

---

**Opportunity:** As can be seen in the above images, **shipping containers** represent important business premises for microenterprises. Whilst their utility is clear, they can represent challenges for urban planners and neighbourhood function due to their **design constraints and common usage on public property, blocking of pedestrian thoroughfares and sightlines, the creation of fragmented spaces that are prone to being targeted for dumping and a range of other urban management concern.** An opportunity lies for the City to consider revising its policy on the use and placement of these items to promote adherence with spatial plans and nodal growth objectives.

---

## Demographics

Of the 187 micro-enterprise interviews conducted in the Delft study, 186 shared demographic data. There is a strong trend of foreign nationals operating in the local informal economy with almost an equal number of South Africans (49%) and non-South Africans (51%) operating businesses in the research site. Of the latter, many of these individuals come from sub-Saharan African countries such as Zimbabwe (11%), Malawi, (6%), Burundi (5%) and the Democratic Republic of the Congo (5%). The foreign nationals encountered are spread throughout the range of local business sectors but are particularly prominent in business activities such as street trading, hair care and grocery retailing.

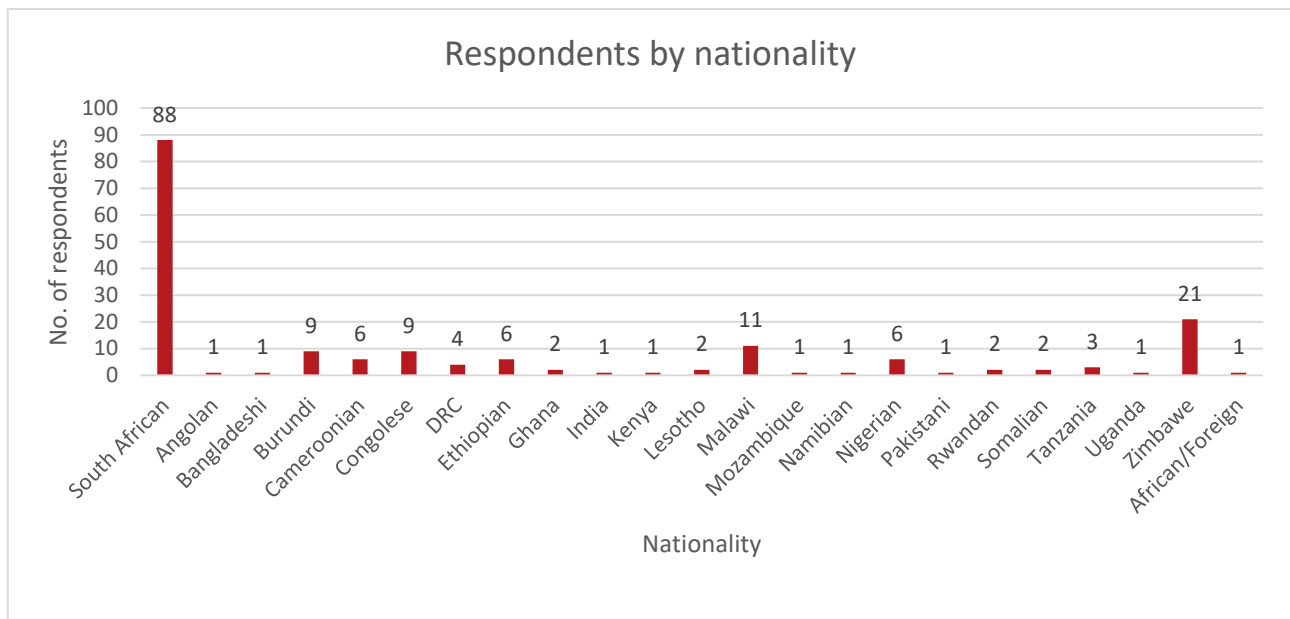


Figure 8: Nationality of respondents

Unlike most township informal businesses, those in Delft created some local employment. At the time of research over 40% of the interviewed businesses were staffed by employees, with 56% / 104 of the respondents self-reporting as the microenterprise owner. Fifty three percent of these business owners (55) were South Africans.

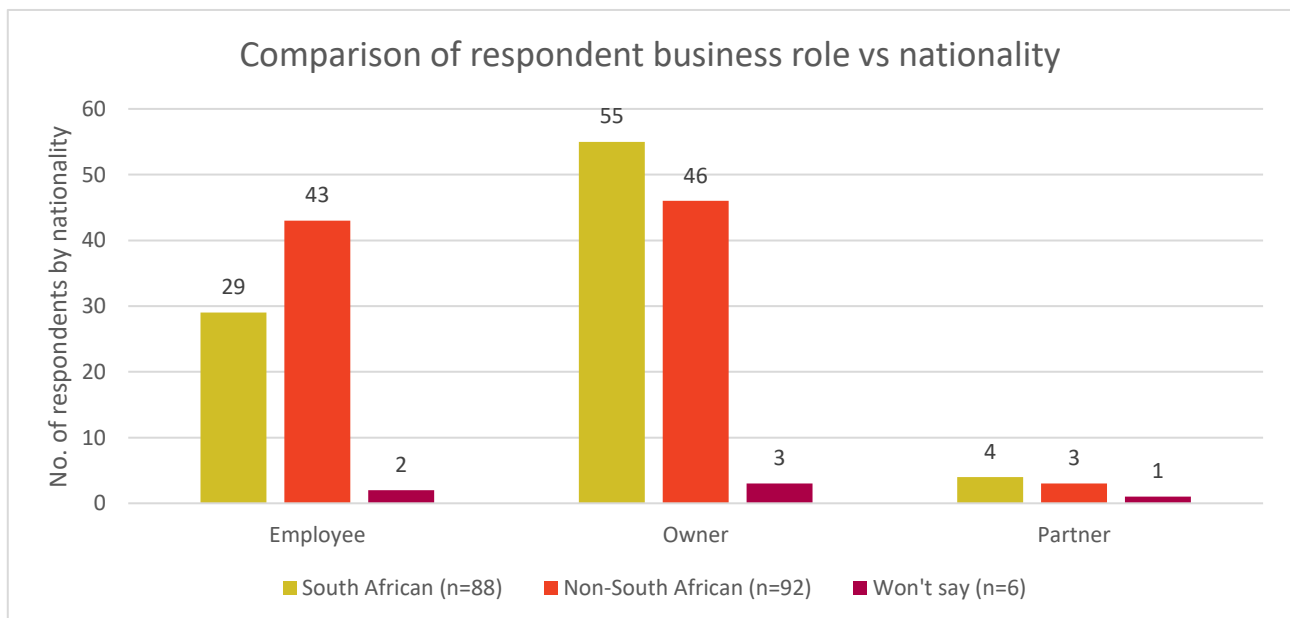


Figure 9: Respondent business roles and nationality

Within Delft, men were slightly over-represented compared to national township studies. Of the 186 micro-enterprise respondents, 64% (119) were male. Whilst there was a reasonable diversity with



respect to age, the most prominent cohort of business operators is that of early middle-aged persons. Some 42% of the men and half of the women were persons aged between 30 and 40 years.

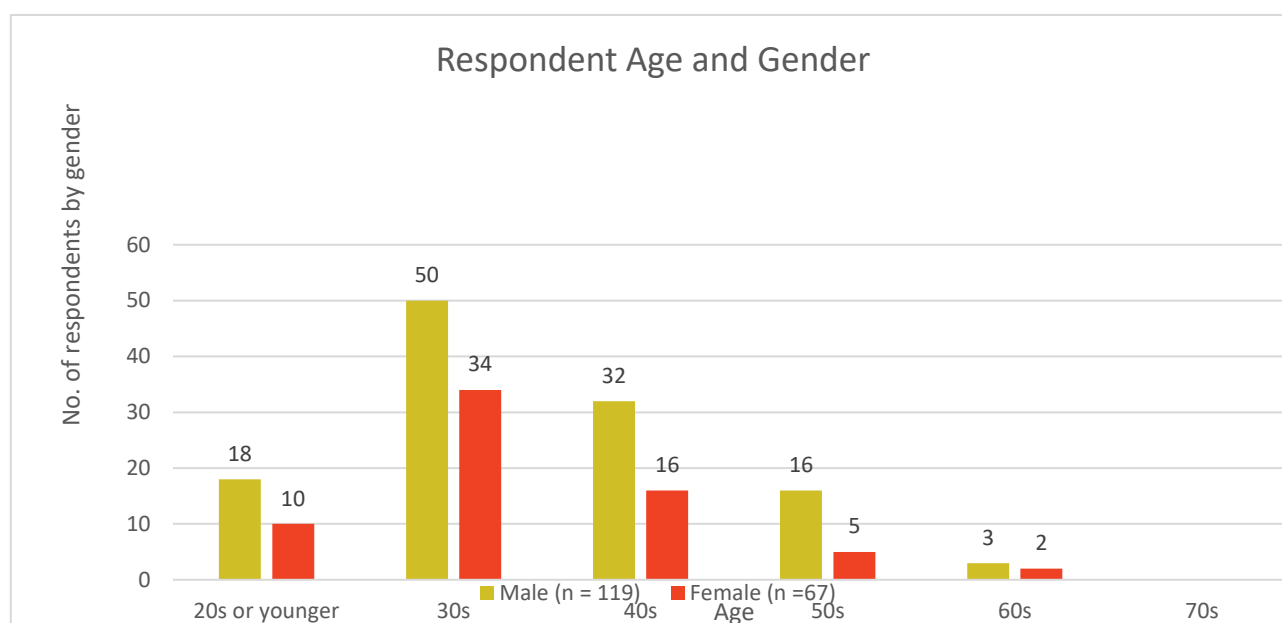
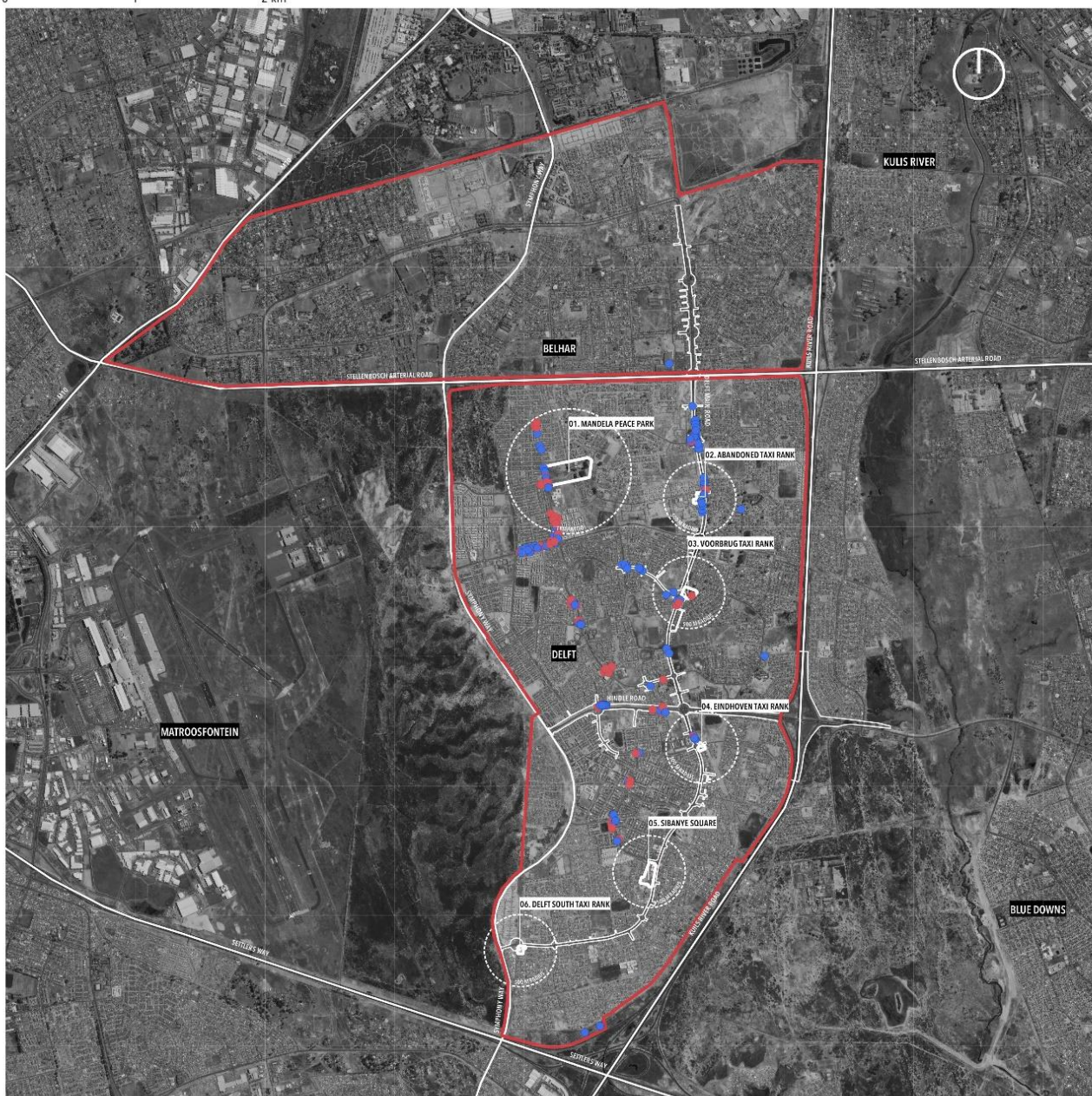


Figure 10: Respondent age and gender

Interestingly, a third (26) of those aged 30-40 years were operating hair care businesses of which 16 of these operators were women. Whilst three quarters of hair care businesses were foreign operated, women were demographically over-represented for all nationalities in the sector. Conversely, men aged in their forties were predominant in hardware retail businesses. Older South African men (50-60 year age category) were the most common age cohort in the greengrocer (5) business, although 8 of the 23 greengrocers were foreign nationals (SADC countries) and were considerably younger – most being aged between 20 and 40 years. With respect to age, an important finding across the entire sample is that 26% of all South Africans in the informal sector businesses studied were over the age of 50, but only 3% were foreign nationals. Conversely 53% of all foreign nationals in business were aged 30-40 years, compared to 35% of South Africans. The implications of this potentially relate to the entrepreneurial positioning of individuals in business, with older South Africans in the informal sector likely to be unable to find formal sector employment and thus operating survivalist businesses as an alternative livelihood. The predominance of younger foreign nationals may link to lax enforcement of immigration laws in the last two decades and a common tendency of younger people to be immigrants. Many may also be operating informal businesses due to a lack of other opportunities in the formal sector.



DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

## KEY

### DELFT BELHAR NODE

#### 1. Base Map

##### 1.1 Extents

— Delft Study Area

##### 1.2 Nodes

— Municipality Identified Nodes  
— Opportunity Nodes  
— TED Focus Area

##### 1.3 Connectivity

— Development Corridor  
— Main Road

#### Key Map

— Key Focus  
— Ket Tag

### Gender [186]

• Male [119]  
• Female [67]

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP

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Map 5: Micro-Enterprise Respondent Gender

## Structure and Position

In general, businesses in the township context operate from a diversity of potential premises and locations. This trend was also apparent in the Delft study with micro-enterprise businesses utilising a range of structures, from private houses, mobile structures such as trolleys and carts, to informal trading on the street with little infrastructure. Half of the businesses (94 / 50%) interviewed in Delft operated from repurposed metal shipping containers – predominately as trading premises, but also for storage purposes. Smaller, but significant numbers of others ran their business from a stand or table in the street (32 / 17%) or else an informal shack (25 / 13%).

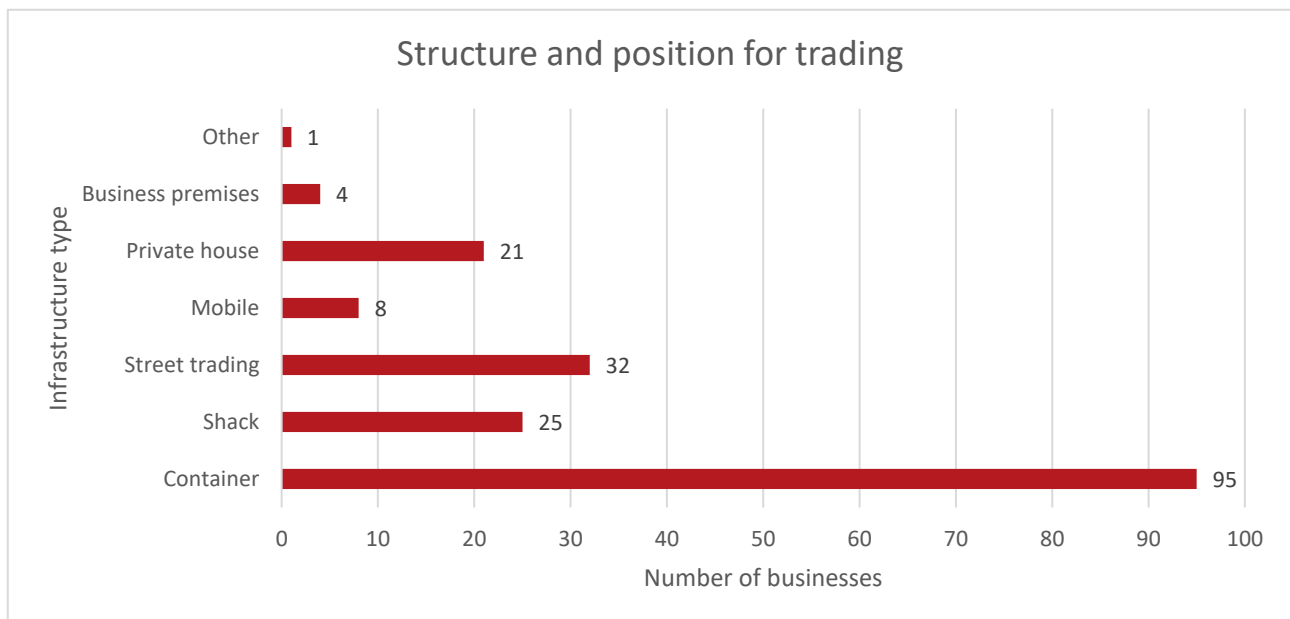
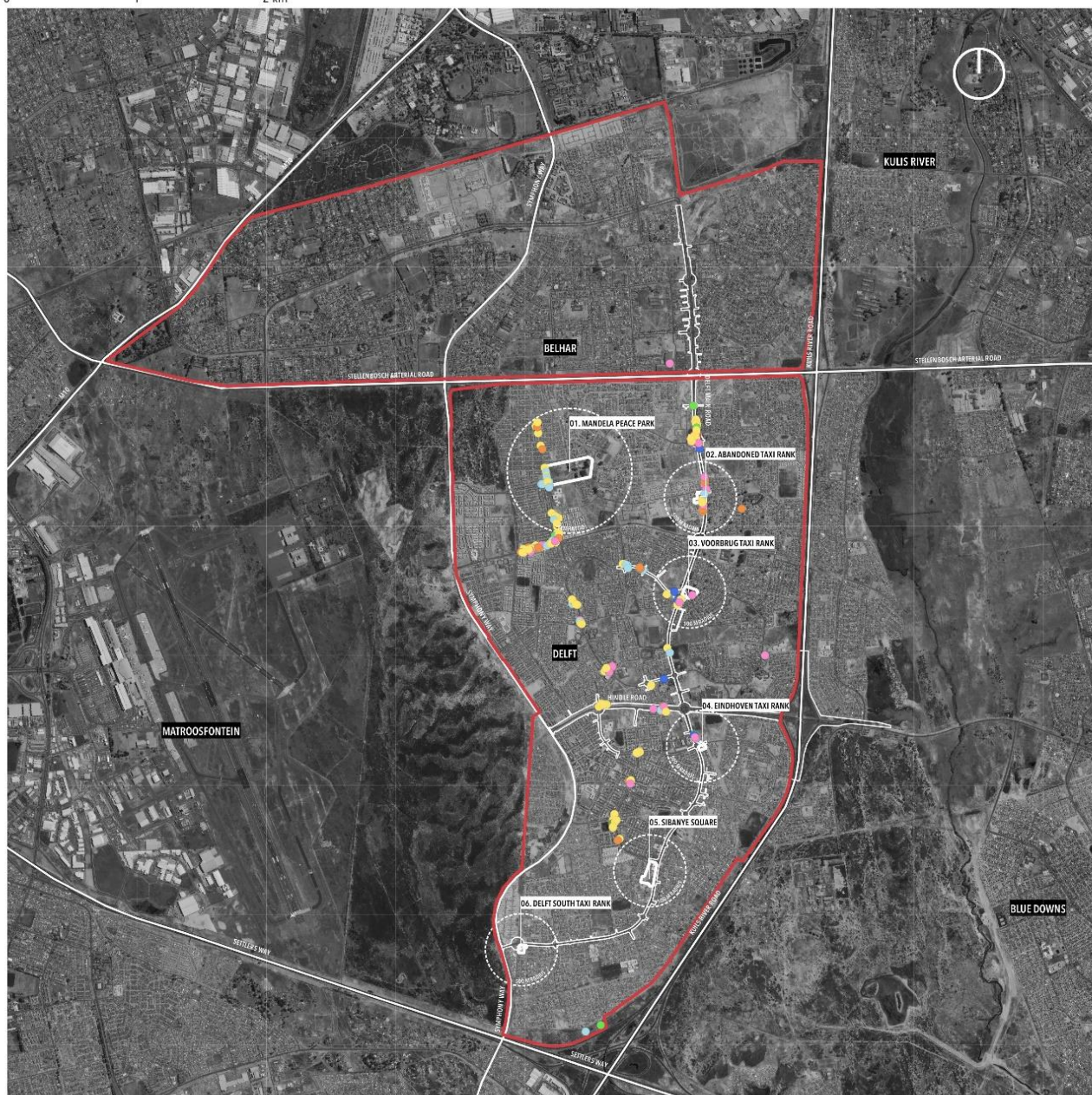


Figure 11: Business infrastructure





DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

## KEY

### DELFT BELHAR NODE

#### 1. Base Map

#### 1.1 Extents

— Delft Study Area

#### 1.2 Nodes

— Municipality Identified Nodes

— Opportunity Nodes

— TED Focus Area

#### 1.3 Connectivity

— Development Corridor

— Main Road

#### Key Map

— Key Focus

— Ket Tag

### Structure [186]

- Container [92]
- Street trading tablestand [31]
- Shackshed [25]
- Private house [20]
- Mobile [5]
- Other [5]
- Business premises [4]
- Container shackshed [1]
- Container street trading tablestand [1]
- Mobile other [1]
- Street trading tablestand other [1]

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP

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

Map 6: Micro-Enterprise Trading Structures

## Rent

Seventy-six of the Delft respondents (41%) reported that their businesses paid rent for the premises on / in which they operated. South African business owners were less likely to be tenants, with only 22% (19) of the 88 respondents paying rent. Conversely, fifty-six (61%) of non-South Africans trading in Delft paid rent – primarily to the South African landowners. The monthly rental amounts ranged between R250 and R7,500 with the median monthly amounts between R600 and R1,000.

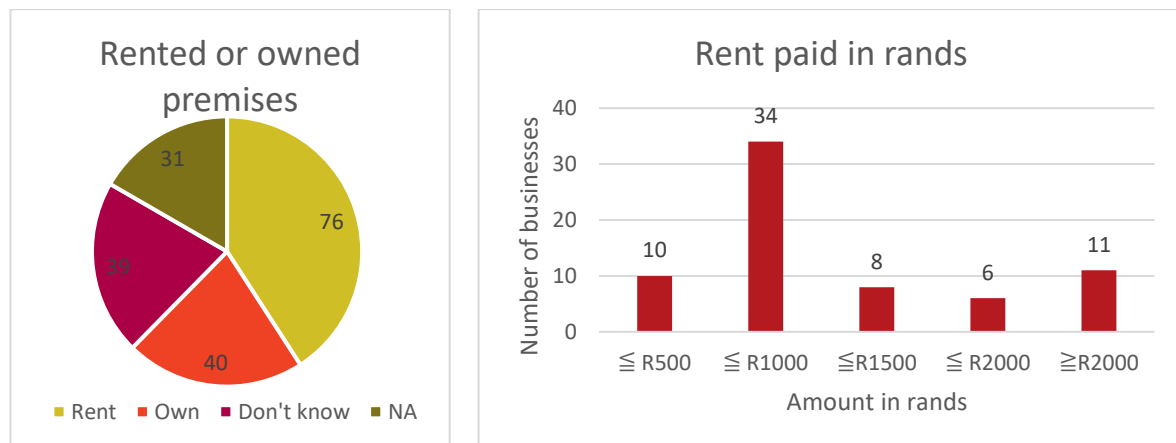
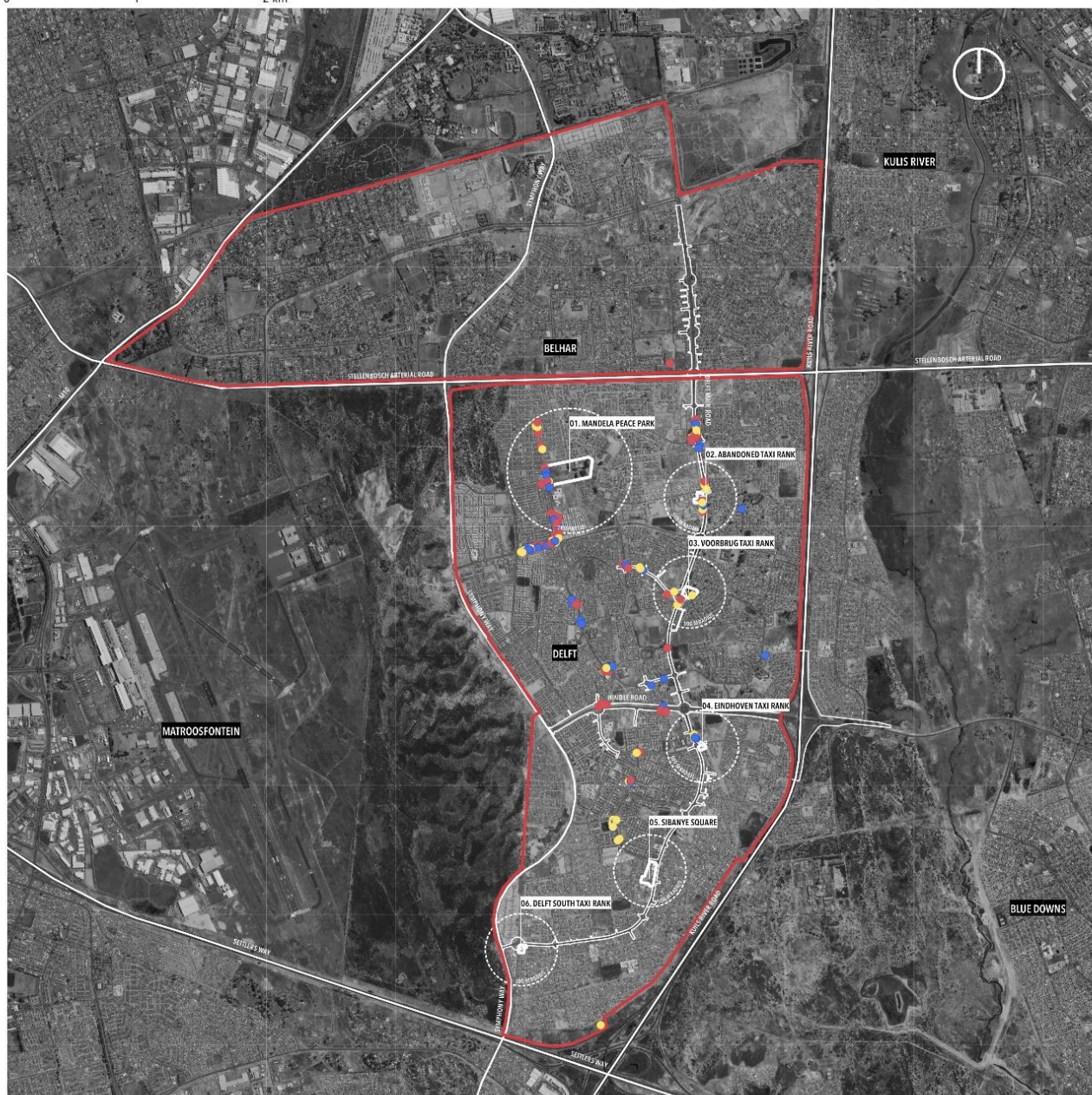


Figure 12: Occupation model and rent paid in ZAR

In 31 cases, neither property ownership nor the payment of rent was applicable. This included businesses trading on open pieces of ground where land ownership was not clearly defined. Businesses paying upwards of R2,000 in rent commonly were trading from commercial businesses such as grocery retailers operating from residential houses.





DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

- KEY**
- DELFT BELHAR NODE**
- 1. Base Map**
- 1.1 Extents**
- Delft Study Area
- 1.2 Nodes**
- Municipality Identified Nodes
  - Opportunity Nodes
  - TED Focus Area
- 1.3 Connectivity**
- Development Corridor
  - Main Road
- Key Map**
- Key Focus
  - Ket Tag
- Site rental [155]**
- Own [40]
  - Rent [76]
  - Unknown [39]

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP

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Map 7: Micro-Enterprise Site Rental

## Access to utilities

Delft is a formally developed township provisioned with local municipality supplied services. The majority of the businesses interviewed had access to water and electricity – most of which were afforded legitimate access. A significant minority of enterprises had informal access to water (31% of those with water) and electricity (31% of those accessing the service). Some 29% of participants had no water access, and 44% had no electricity. Those with no water or electricity access were predominantly operating their business from a container (46 and 18, respectively), shack (11 and 10, respectively) or a table on the street (17 and 20, respectively). Numerous respondents with informal to no access commented that water (9), electricity (11) and toilet (9) access were their main challenge for operating successfully. In addition, there are important infrastructural constraints within the township environment. Most townships (including Delft) do not have three phase electricity which precludes the efficient operation of commercial coolers and kitchen equipment, and industrial machinery.

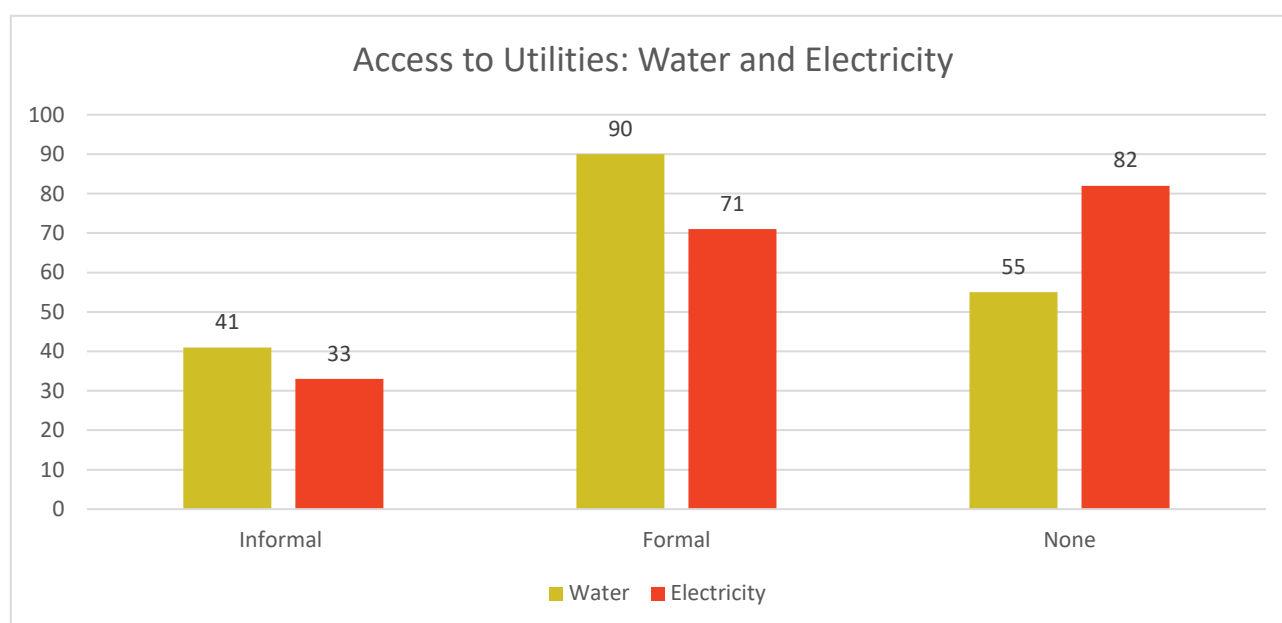
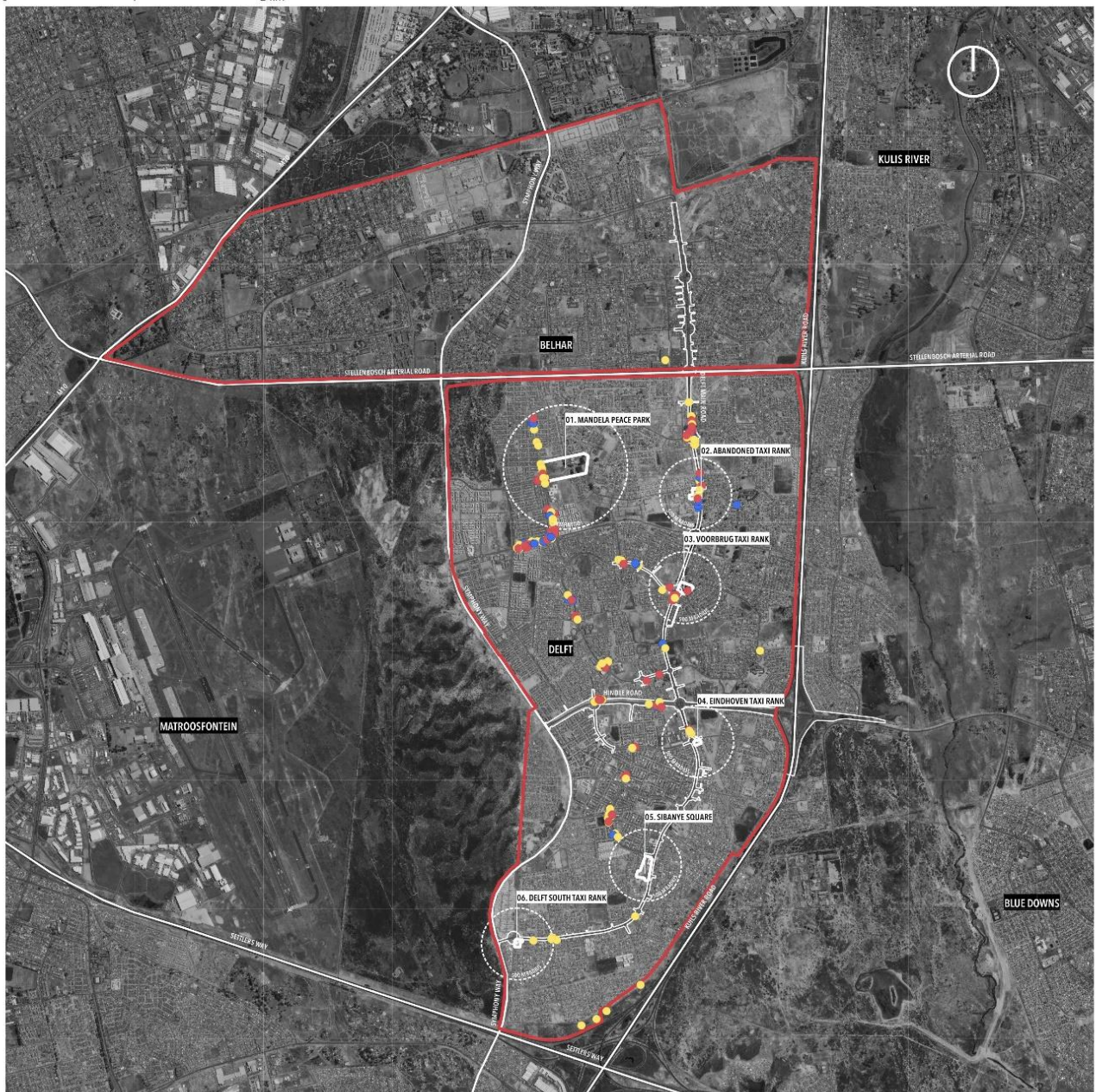


Figure 13: Available utilities





DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

## KEY

### DELFT BELHAR NODE

#### 1. Base Map

#### 1.1 Extents

— Delft Study Area

#### 1.2 Nodes

— Municipality Identified Nodes

— Opportunity Nodes

— TED Focus Area

#### 1.3 Connectivity

— Development Corridor

— Main Road

#### Key Map

— Key Focus

— Ket Tag

### Water access [194]

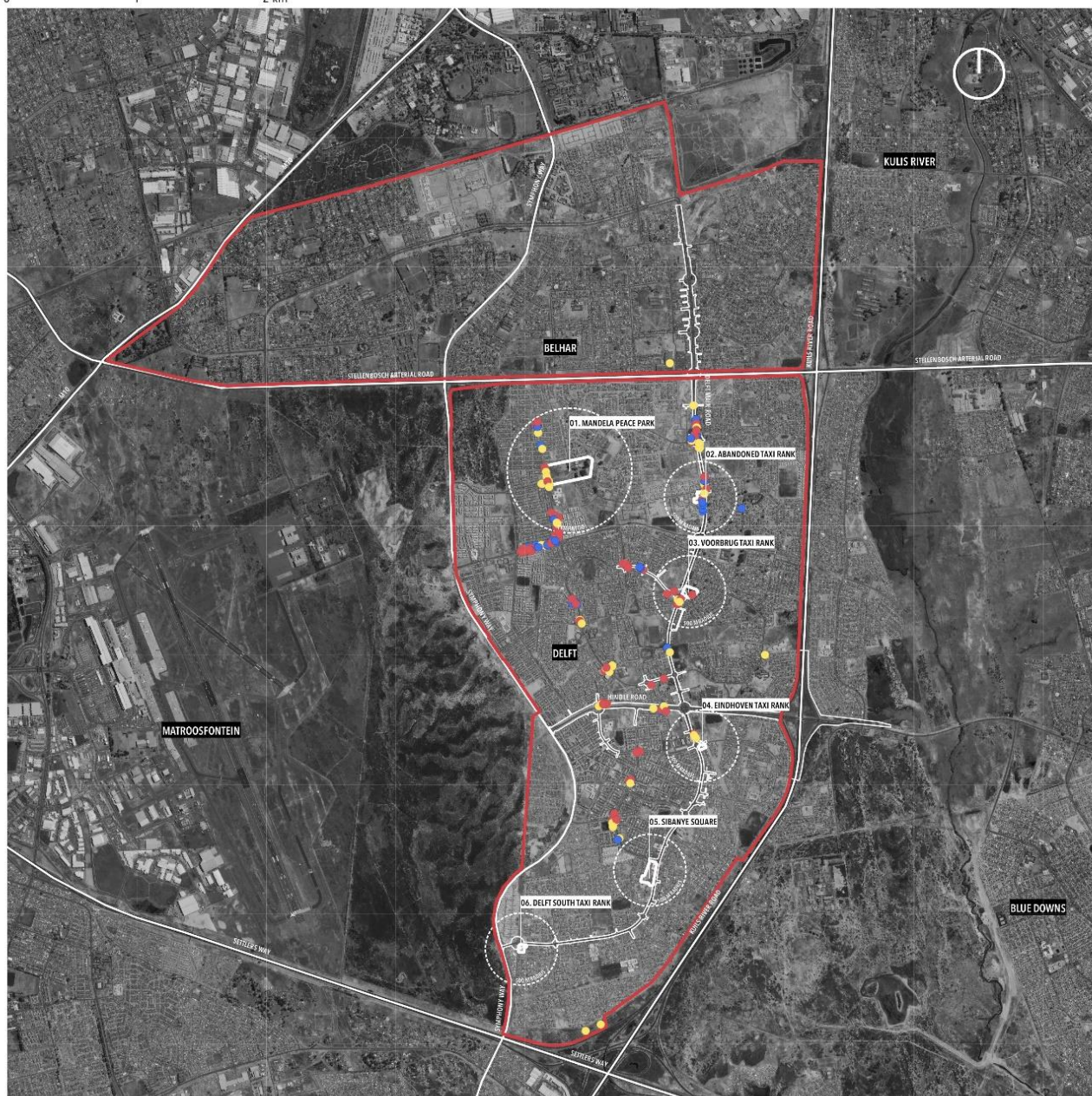
● Formal [33]  
● Informal [71]  
● None [90]

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP

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

Map 8: Micro-Enterprise Water Access





DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

**KEY****DELFT BELHAR NODE****1. Base Map****1.1 Extents**  
— Delft Study Area**1.2 Nodes**

- Municipality Identified Nodes
- Opportunity Nodes
- TED Focus Area

**1.3 Connectivity**

- Development Corridor
- Main Road

**Key Map**

- Key Focus
- Ket Tag

**Electricity access [187]**

- Formal [41]
- Informal [90]
- None [55]

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP**

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

Map 9: Micro-Enterprise Electricity Access

## Time in business

Business sustainability for microenterprises in the Delft informal economy is reasonably high. Thirty seven percent of businesses (68) have been operating for between five and 20 years with most in this age range running for five (18) or ten years (8). Most enterprises across the sample (56) are between one- and four-years old implying that they must be generating a reasonable return on investment for the operators for them to have remained in operation beyond an early pilot phase.



Figure 14: Time in business

Collectively, many enterprises in the local informal economy are fairly new, with 51% (95) of businesses operating for less than 5 years. Most of such enterprises are owned and operated by persons in the 30-40 years age category (45 individuals or 25% of the sample), which fits with data on foreign nationals in the sector commonly being within this age cohort.

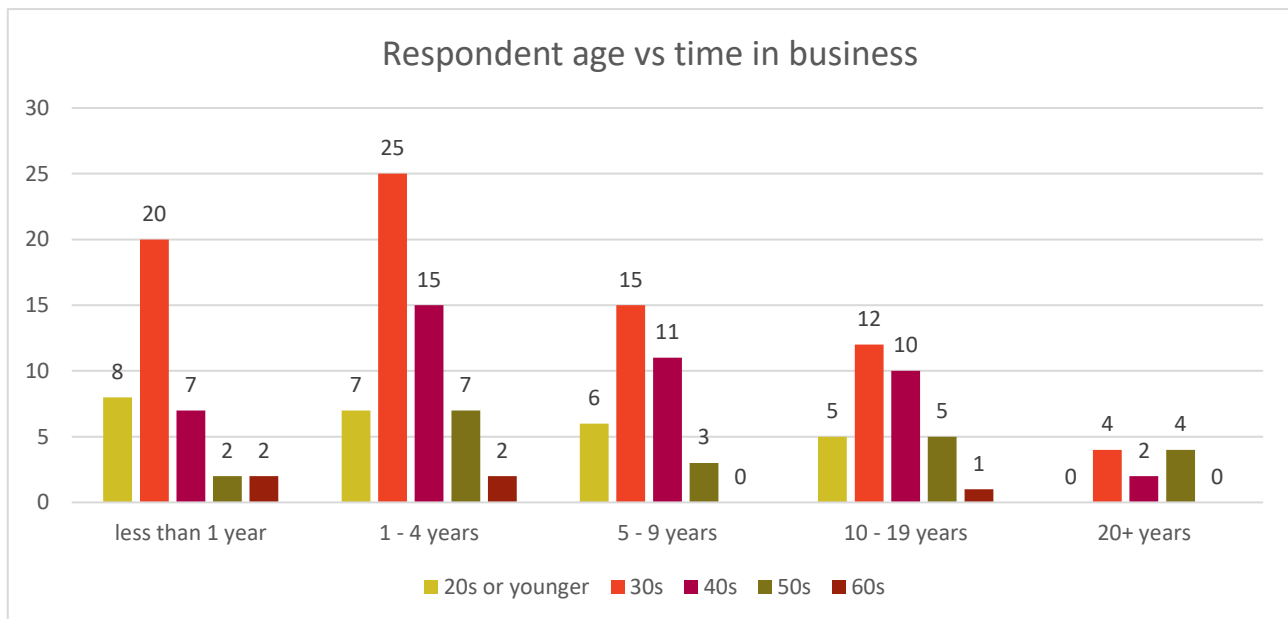


Figure 15: Comparison of respondent age and time in business

### 6.1.3. Operating Challenges

Micro-enterprises in Delft face numerous challenges in running their businesses. The most common reported challenge is crime (95 respondents), inadequate infrastructure (84 respondents) and storage (55 respondents) for their products. Delft has a very high interpersonal crime rate including common reports of theft, robbery, assault and increasingly extortion of businesses by criminal groups. As reported earlier there are many businesses that are without legitimate access to water or electricity, despite that Delft is a formal township and fully serviced by the local municipality. Similarly, despite being a largely formalised site Delft was built as a residential settlement and has little provision for businesses. Practically this means that infrastructure has not been developed for commercial uses such as the provision of storage, nor is there common access to three phase electricity or land legitimately available for activities such as micro-manufacturing. For such reasons the high numbers of shipping containers in the site make practical sense, both as business premises and also for storage of goods. For businesses such as aluminium window manufacturing the use of shipping containers is important. Such facilities are operated as a workshop, sales office and for storage of tools and manufactured items.





*Figure 16: The lack of suitable business premises can restrict opportunities for growth in certain aspects of the local economy*

A significant portion (39 businesses) report that lack of formal registration is a key challenge that limits potential enterprise success. This is especially important in key sectors where licensing is fundamental to access state support (childcare) or for business legitimisation (taverns). Many home-based businesses in Delft also face the challenge of formal registration as they are operating from residential areas where business legitimization faces additional hurdles linked to requirements for rezoning and meeting town planning conditions. Location of the business and competitors were seen to be important operating challenges by 24, and 25 businesses respectively.

Some respondents provided specific comments linked to this inquiry, noting that their challenges were commonly interlinked with one another. Crime, storage and infrastructure were all considered interwoven business challenges. Whilst individual responses varied, common themes included;

- local gangsters demanding protection money and effectively taxing people; the need for enhanced security to protect traders' goods;
- businesses requiring improved storage facilities to deal with such crime so their goods are not stolen;
- common perceptions of poor safety in the area reducing the viability of trade (by reducing the number of customers in the area);
- lack of sufficient and appropriate space to operate and hold supplies;
- limited infrastructure that provides poor protection from the elements;
- wanting to register a business but having limited or no access to do so.



Figure 17: Main operating challenges

The challenge of crime is multifaceted and affects different people in different ways. However, the reality of criminality is a day-to-day challenge when working in Delft. Some notable comments from the respondents and researchers include:

*“It’s very dangerous for women to operate into this area because of the crime”*

*“As I was busy doing the interview a gangster came demanded a cigarette for free, and when the store owner refused, he threw huge stone at the entrance of the shop.”*

Jealousy is also a significant challenge in the local business environment;

- *“This guy from Cameroon said, regardless of his R7500 rent, he pays for his container, he can still extend and make his shop better, but he will be attacked and they will think that he is having all the monies.”*

Many foreign nationals highlighted how xenophobia and intimidation remain an important local problem:

*“The owner says clientele is a huge challenge because coloured and Xhosa people don’t eat the food he cooks. The only people who supports him is fellow Zimbabwean nationals. Crime is also an issue because gangsters ask money for protection and security and if he doesn’t pay, they shoot you or stab you.”*

Intimidation is not necessarily only from South Africans towards foreign nationals. It is clear that many employees are also working in ways incompatible with personal freedoms and are unable or unwilling to engage on meaningful topics with perceived “outsiders”. This challenge was noted by one of the field researchers *“Ethiopian guys three of them working on the same shop. They were actually scared to disclose all the information about the business-related questions.”*

Business competition is increasingly bringing about new forms of challenges to local livelihoods, which have been compounded by the effects of COVID-19 on the local economy. Various respondents noted;

- *“There is a new U-Save opposite this business and has taken lot of customers for [sic] this Tuckshop”*
- *“They [the respondent] used to sell cooked food but stopped as it gets few customers and turned it into a salon”*



Figure 18: Somali operated spaza shop in brand new housing development in Delft

*“The owner is very worried about her business because of Covid-19 pandemic. It’s very hard because of people not having money to do their hair. It is also difficult because she has to pay rent where she lives and also for her business”*

#### 6.1.4. Business Support

The Delft township economy demonstrates reasonable sustainability, with most having been in operation more than one year, and commonly over five years. Ninety one percent of these (171) have received no support to operate from the state or other outside agencies and are able to generate enough revenue on their own to sustain the owners. However, respondents indicated that if given a choice in what support mechanisms would help them the most, 37% (69) said financing in order to upskill and



employ more staff / to acquire more and better products would be a valuable and needed external investment in their businesses. Another 33% of enterprises (61) indicated that enhanced infrastructure from which to operate their businesses (from trading sites, enhanced premises, formal and reliable access to water and electricity) were reported as the most beneficial.

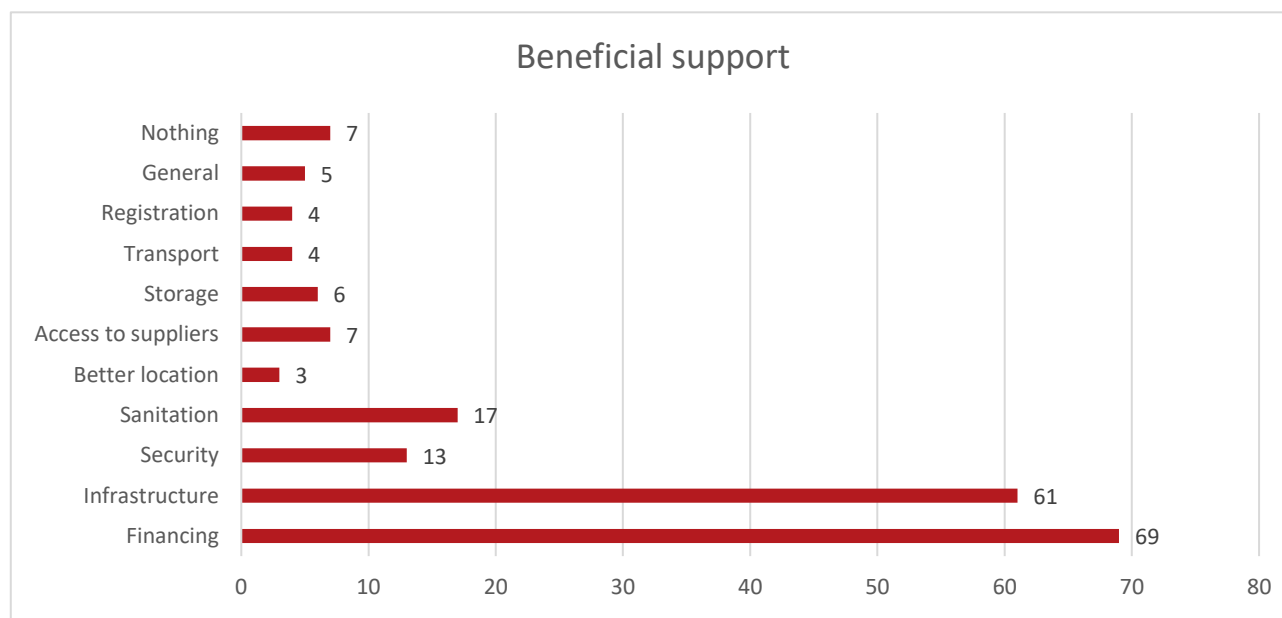


Figure 19: Support deemed beneficial by respondents

Many respondents said that better infrastructure and financial support would help them to;

- grow the business;
- acquire more or better equipment;
- employ more people;
- improve security; and
- operate from a better location and bigger space.

Yet, comparing the microenterprise survey results against a review of the contemporary literature linked to City programmes to support economic growth reveals common mismatches between business support offerings and township microenterprises. Important misalignments are largely reflective of the conditions of deep informality that preclude many microenterprises from eligibility for support. Characteristics such as formal business registration, necessary permits and documentation are commonly not in place for informal business yet are required as minimum conditions for support.

---

**Opportunity:** City to facilitate partnerships with **DBSD TREP programme, private sector and local community organisations** to support prominent businesses in Delft. For example: **Personal care services (hair salons)** with formalisation tools, but also skills training, supplies and marketing.

---

## 6.2. SMEs and Corporates

### 6.2.1. Small and Medium Enterprises

A variety of SMEs operate within the research areas. The most predominant of these enterprises shared a trend of generally trading in groceries, fresh produce and prepared foodstuffs. In order of predominance, the most common SMEs were grocery retailers (16%), take-aways or cooked food (14%), car repairs (13%), health services (9%), furniture sales (7%) and butcheries (7%). Both grocery wholesalers and retailers (akin to 'corner stores') were common SMEs. These businesses occupied formal buildings (sometimes alongside formal / corporate businesses) were signposted, had employees and (in the case of grocery outlets) commercial fridges. Cooked food retailers were fairly common SMEs with various businesses well-established within the local market. All SMEs in the study targeted local consumer markets within Delft and surrounds as clientele.

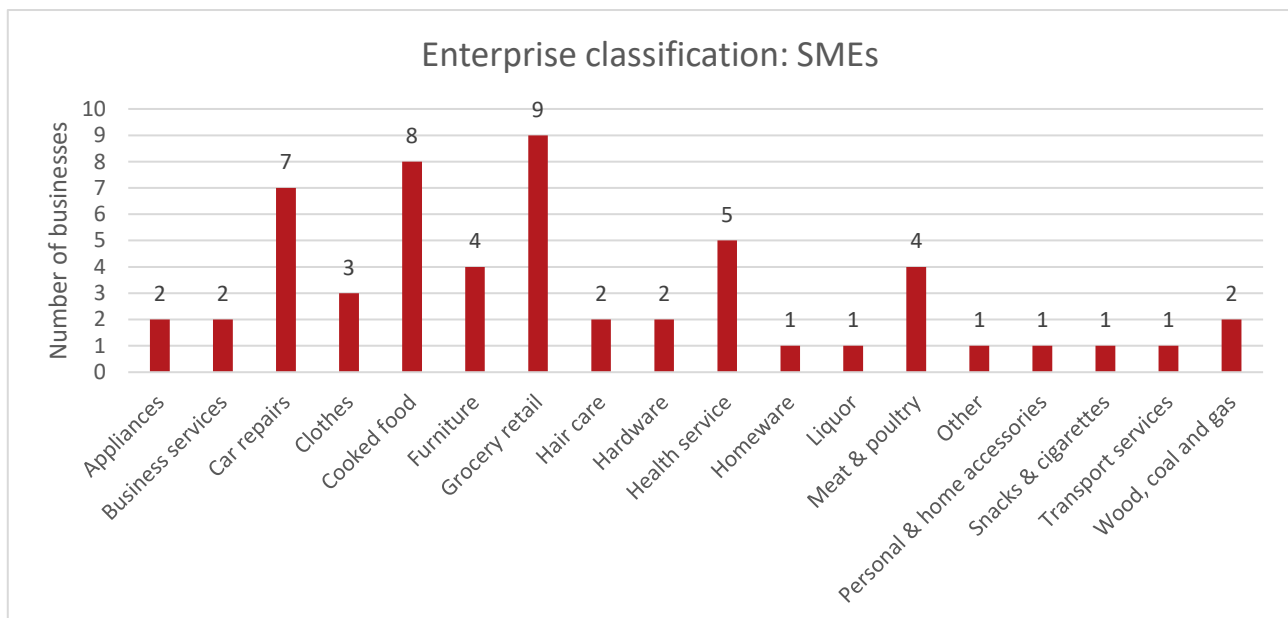
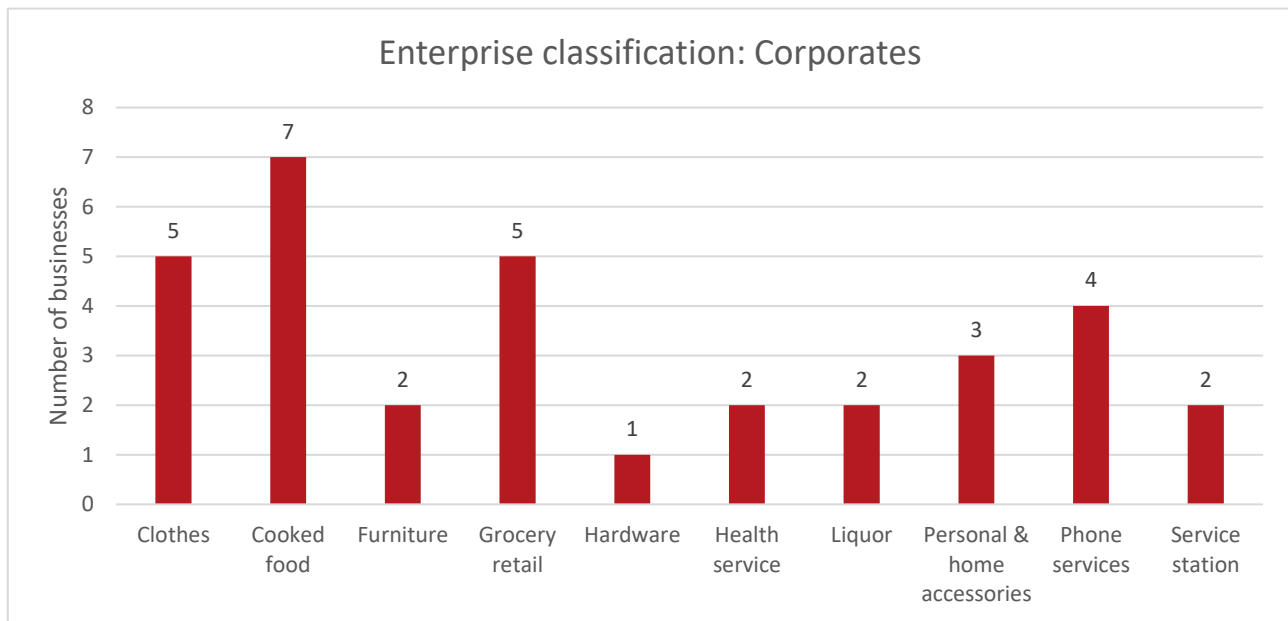


Figure 20: SME businesses by enterprise classification

### 6.2.2. Corporates

The South African corporate sector has a strong presence within Delft, although much of this is limited to high streets or concentrated in local shopping malls / shop clusters where municipal business zoning is predominant. Of the 33 corporate businesses, cooked food and takeaways (21%), grocery retail (15%), and clothes (15%) were the most commonly found. These were all mainstream business entities commonly traded on the Johannesburg Stock Exchange and include nationally recognisable brands such as Ackermans, Mr Price, Pep stores (clothing), Clicks (pharmacy), KFC, Steers (fast food), Shoprite and Fresh stop (supermarkets/food retailers).



*Figure 21: Corporate businesses by enterprise classification*

These businesses are predominately retailers of goods and services to residents within the local and surrounding areas. Interestingly there are no corporate businesses within the site that serve broader or regional markets (including call centres, knowledge services of any sort or obvious professional services). Similarly, here are no activities that generate significant value-adding that are otherwise common in the Western Cape such as manufacturing (of any items but in particular; cut, make and trim of fabric; computer related, knowledge economy or food processing). The current corporate dynamic thus represents businesses that largely take money out of the local economy through their services. South Africa's corporate sector has not invested in significant value-adding business opportunities within the geographic confines of the Delft community. There is scope for change in this state of affairs through local government mandating business centres such as shopping malls to include a proportion of informal businesses within their property boundaries. At a minimum, mall environments such as these could include microenterprises of retail traders, car washers, or informal foodservice.

*Table 1: List of corporate businesses by enterprise classification*

Enterprise classification	Business name	No of businesses
Clothes	Ackermans	1
Clothes	Jet	1
Clothes	Mr Price	1
Clothes	Pep	2
Cooked food	Debonairs	1
Cooked food	Goodfellows	1
Cooked food	Hungry Lion	1
Cooked food	KFC	2
Cooked food	Pie Five	1
Cooked food	Steers	1

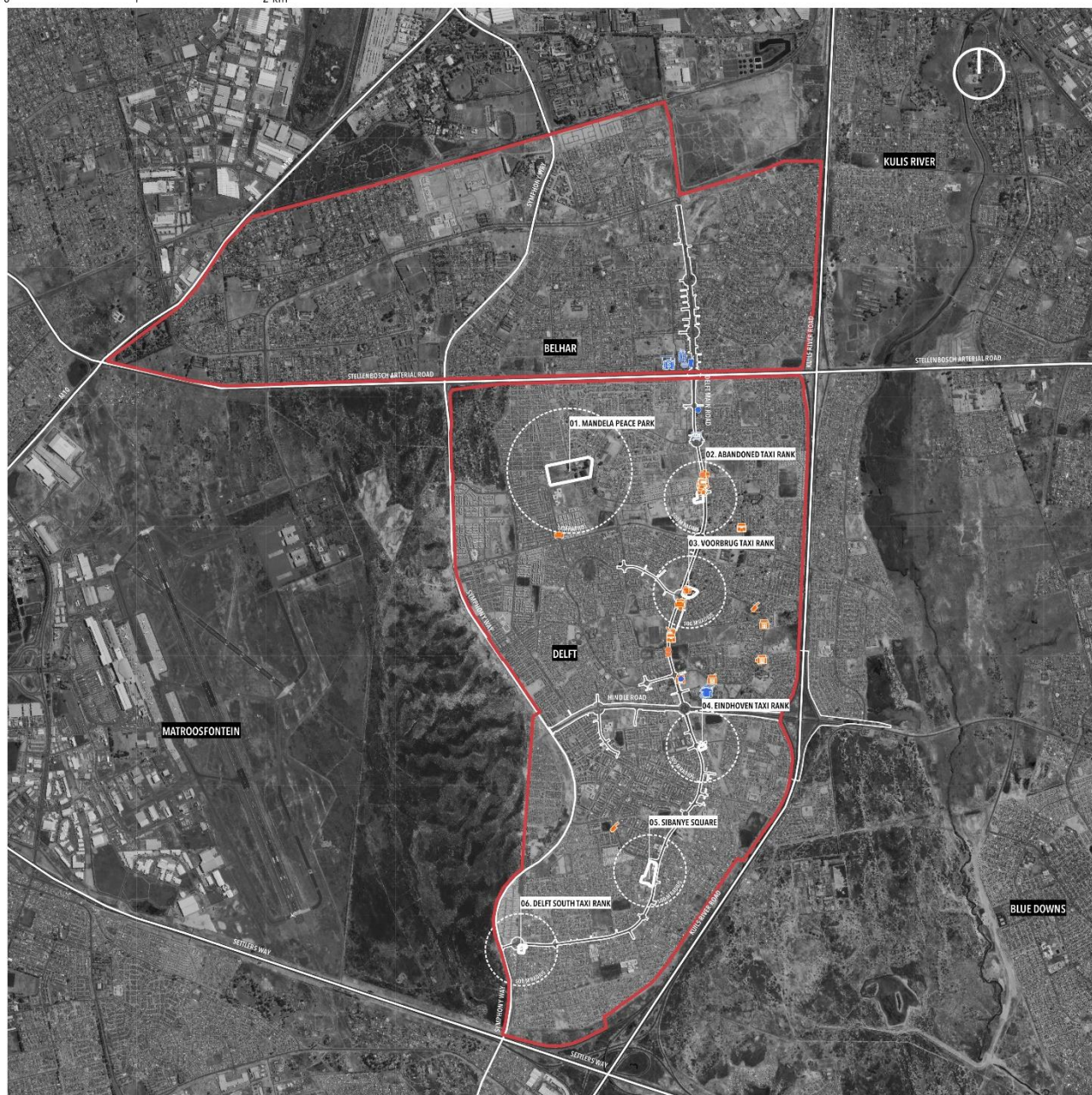
Furniture	OK Furniture	2
Grocery retail	Fresh stop	2
Grocery retail	Shoprite	2
Grocery retail	Usave	1
Hardware	Cashbuild	1
Health services	Clicks	2
Liquor	Shoprite liquor shop	2
Personal & home accessories	Amazing	1
Personal & home accessories	Cash Crusaders	1
Personal & home accessories	The Urban store	1
Phone services	Cell World	1
Phone services	K'next Shoprite	1
Phone services	MSK Cellular	1
Phone services	Pep Cell	1
Service station	Caltex service station	2

---

**Opportunity:** The City to engage with shopping mall owners to develop **strategies to integrate micro-enterprises** into shopping mall precincts.

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DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

**KEY****Corporate enterprise [31]**

- 👕 Clothing [6]
- Other [5]
- 🍲 Cooked food [4]
- 📞 Phone services [2]
- 🏦 Financial services [2]
- 🪑 Furniture [2]
- 🍷 Liquor [2]
- 🛒 Supermarket [2]

- 🔧 Appliances [1]
- 🏠 Household goods [1]
- 🔧 Hardware [1]

**SME enterprise [55]**

- Other [9]
- 🍲 Cooked food [8]
- 🛒 Supermarket [6]
- 🏥 Health services [5]
- 🪑 Furniture [4]
- 🍖 Meat & poultry
- 👕 Clothing [3]

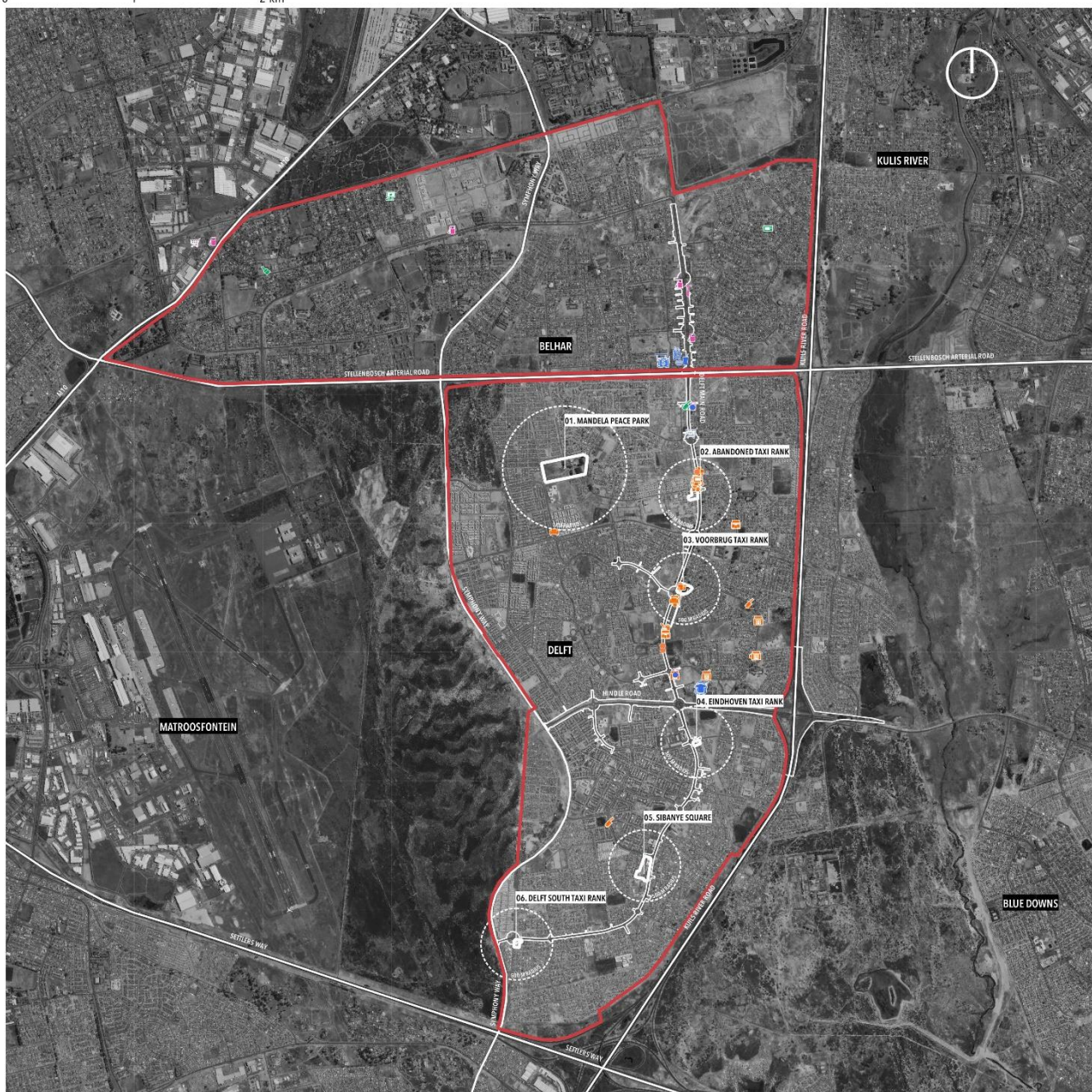
- 🏪 Wholesaler [3]
- 🔧 Appliance repair [2]
- 🏪 Business services [2]
- 🚗 Car parts [2]
- 🔧 Hardware [2]
- 👕 Personal and accessories [1]
- 💰 Financial services [1]
- 💇 Hair salon [1]
- 🍷 Liquor [1]
- 🪵 Wood, coal & gas [1]

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP**

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

Map 10: Surveyed Corporates and SMEs





DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

**KEY****Corporate enterprise: Survey [31] SME enterprise: Survey [55]**

- |                          |                                |   |
|--------------------------|--------------------------------|---|
| 👕 Clothing [6]           | 🍷 Other [9]                    | 💇 Hair salon [1]                              |
| 🍷 Other [5]              | 🍲 Cooked food [8]              | 🍷 Liquor [1]                                  |
| 🍲 Cooked food [4]        | 🛒 Supermarket [6]              | 🔥 Wood, coal & gas [1]                        |
| 📞 Phone services [2]     | 🏥 Health services [5]          |   |
| 🏦 Financial services [2] | 🪑 Furniture [4]                | <b>Corporate enterprise: Open source [12]</b> |
| 🪑 Furniture [2]          | 🍖 Meat & poultry               | 🛢 Service station [6]                         |
| 🍷 Liquor [2]             | 👕 Clothing [3]                 | 🛒 Supermarket [5]                             |
| 🛒 Supermarket [2]        | 🏪 Wholesaler [3]               | 🔧 Hardware [1]                                |
| 🏠 Appliances [1]         | 🔧 Appliance repair [2]         | <b>SME enterprise: Open source [5]</b>        |
| 🏠 Household goods [1]    | 🏢 Business services [2]        | 🍖 Meat & poultry [2]                          |
| 🔧 Hardware [1]           | 🚗 Car parts [2]                | 🏠 Appliance sales [1]                         |
|                          | 🔧 Hardware [2]                 | 🏢 Business services [1]                       |
|                          | 👕 Personal and accessories [1] | 🔧 Hardware [1]                                |
|                          | 🏦 Financial services [1]       |   |

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP**

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

Map 11: Open-Source Corporates and SMEs

### 6.3. Business Hotspots

The community of Delft was geographically mapped to understand the collective impact of the kinds of business sites and their responding business activities. Understanding the link between the types of sites and their potential attractiveness for local business activity has potential to inform future spatial development decision making and infrastructure projects.

#### 6.3.1. Hotspot Types

There were 92 potential business hotspots identified and surveyed during the fieldwork process in Delft. Of these, 38% (35) were identified as vacant land not currently used for any regular business activity. The remainder were geographic sites where township businesses had emerged through organic processes of agglomeration and included marketplaces, high streets and open ground. Taking into account space constraints defined marketplaces, open ground, high streets and business hives all fostered up to 10x the number of businesses within their confines. Interestingly, the six taxi ranks only supported a factor of 5x local businesses (aside from the taxis themselves). Agricultural and pavement sites are both of considerable size and less geographically constrained, thus, despite first glance, on their own they are not necessarily large generators of business activity. An important lesson from this geographic analysis is the importance of agglomeration of businesses through creating the appropriate kinds of spaces for business. Such organic clustering presents an opportunity for retroactive zoning changes to support localised business activities, which would in turn legitimize many microenterprises in Delft. Such zoning changes have precedent in Cape Town and have been undertaken in Gugulethu and Langa – thereby legitimizing businesses in-situ to further their process towards formalisation.

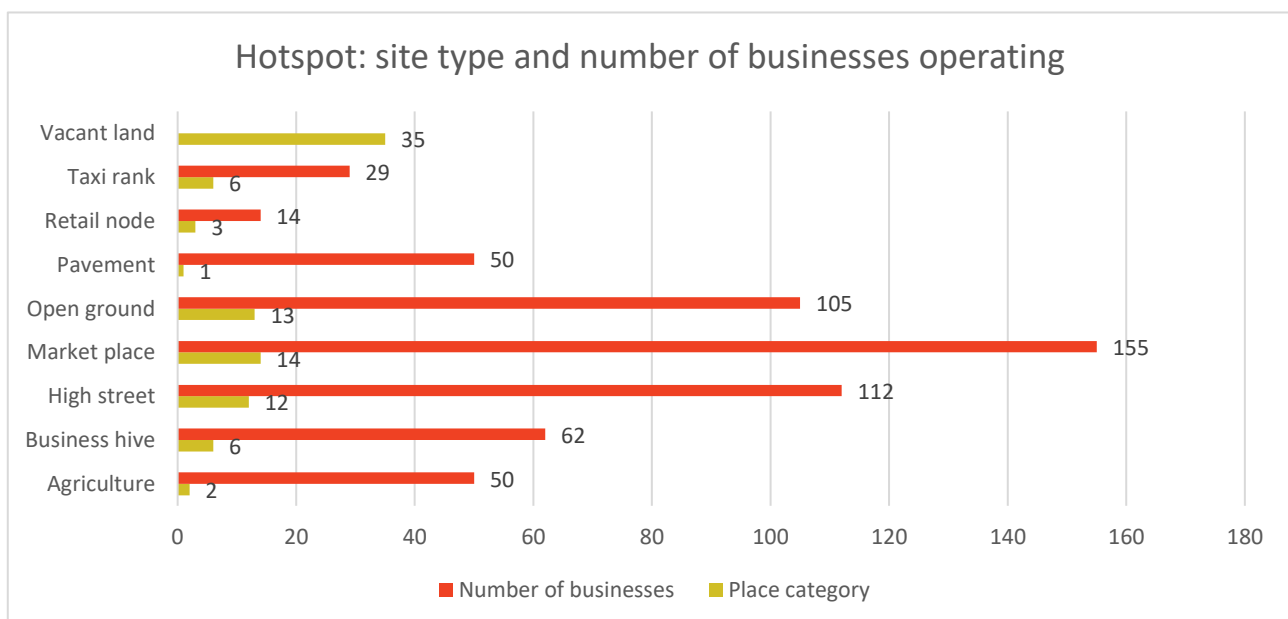


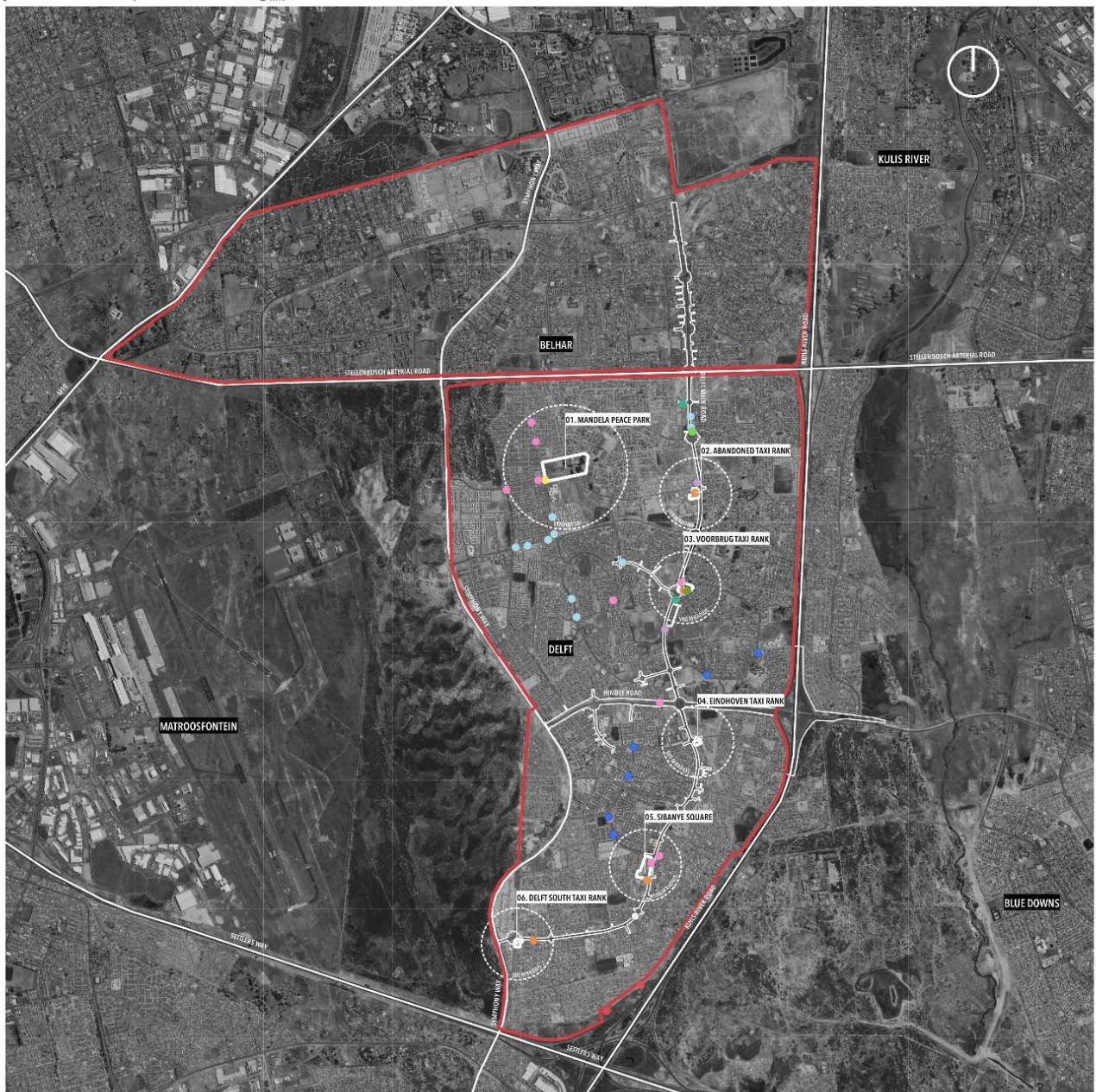
Figure 22: Number of businesses per site type





*Figure 23: Much street trade takes place on open ground, especially fringing the high street*





DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

## KEY

### DELFT BELHAR NODE

#### 1. Base Map

##### 1.1 Extents

— Delft Study Area

##### 1.2 Nodes

— Municipality Identified Nodes

— Opportunity Nodes

— TED Focus Area

##### 1.3 Connectivity

— Development Corridor

— Main Road

#### Key Map

— Key Focus

— Ket Tag

### Business Hotspot [42]

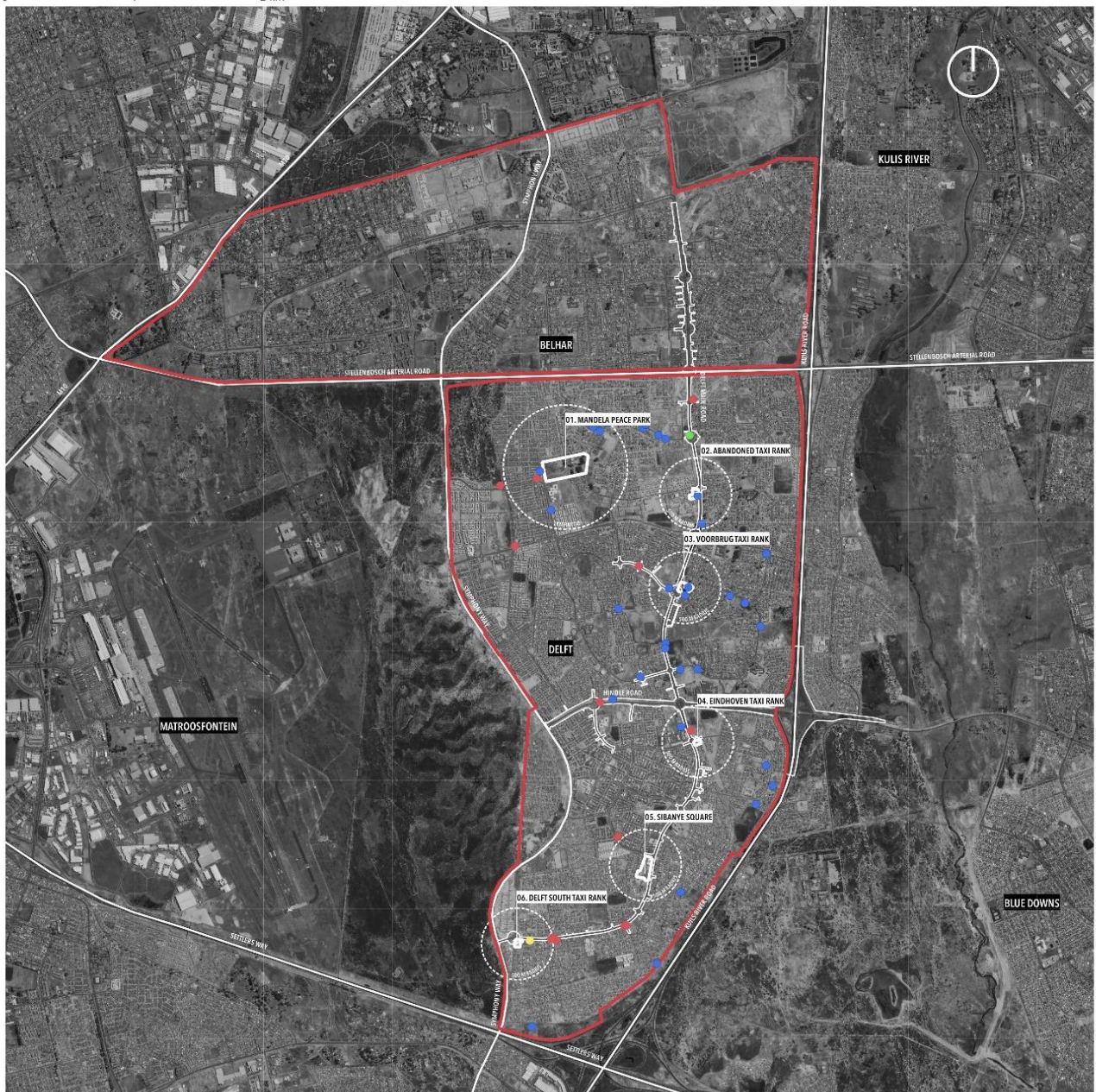
- High street [10]
- Market place [10]
- Business hive [6]
- Taxi rank [5]
- Retail node [3]
- Agriculture [2]
- High street pavement [1]
- Market place high street [2]
- Pavement [1]
- Taxi rank market place [1]
- Other [1]

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP

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

Map 12: Business Hotspots





DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

## KEY

### DELFT BELHAR NODE

#### 1. Base Map

##### 1.1 Extents

— Delft Study Area

##### 1.2 Nodes

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— Opportunity Nodes

— TED Focus Area

##### 1.3 Connectivity

— Development Corridor  
— Main Road

#### Key Map

— Key Focus  
— Ket Tag

### Vacant land [50]

- Vacant land [35]
- Open ground [13]
- Open ground high stree [1]
- Open ground taxi rank [1]

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP

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

Map 13: Types of Vacant Land

### 6.3.2. Available Services

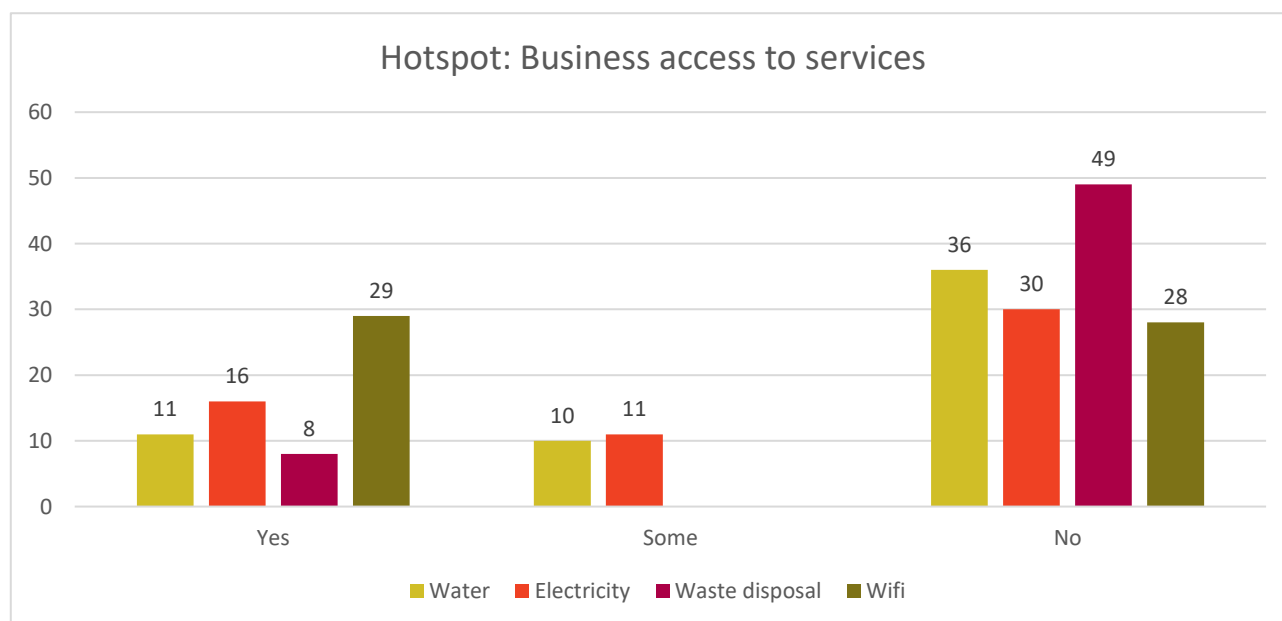
Utilities and services were not commonly found in business hotspots. Of the 57 hotspots with business activity, the majority were reported as having no access to water (63%/36), electricity (53%/30), waste disposal (86%/49) and WiFi (49%/28). The implications of this finding are that business owners have conducted their own assessments of the costs and benefits of selecting and occupying a trading site and are prepared to forgo essential services if the site presents a valuable trading opportunity (in terms of location or access to markets). Sites considered optimal for trading thus appear to take priority over infrastructure needs. Town planners should thus consider the 'organic' emergence of township businesses within a site before investing in creating new, and untested trading areas or infrastructure such as market stalls or communal facilities. In a similar manner to retroactive zoning, the nature of organic clustering means that the City can quickly assess strategic locations to supply three phase electricity where local businesses would be able to benefit from the regularity and capacity of supply.

---

**Opportunity:** City to upgrade infrastructure for **three phase electricity** supply to select business nodes within Delft where it can bring about supply scale and support local economic activity (for example furniture manufacturers)

---

It is worth noting that the existence of utilities did not necessarily imply the use of them. In some cases (such as street trading) local access to electricity may not be required. Conversely where Wi-Fi access was present within a particular site, none of the respondents in Delft could access it.



*Figure 24: Access to services*

### 6.3.3. Barriers to Operating

Of the 57 active hotspot sites, 79% (45) had no site infrastructure and 44% (25) had no site management. For those wishing to conduct business and gain security of operating rights to a business



premises / site there was little to no available space to rent (on a formal basis) for 92% of active hotspot sites. However, on an informally the fieldworkers observed that there was space for new microenterprises to operate in 54% (31) of sites. The greatest challenges preventing businesses from operating in these areas were reportedly local gatekeepers and crime, with crime by far the most reported inhibitor.

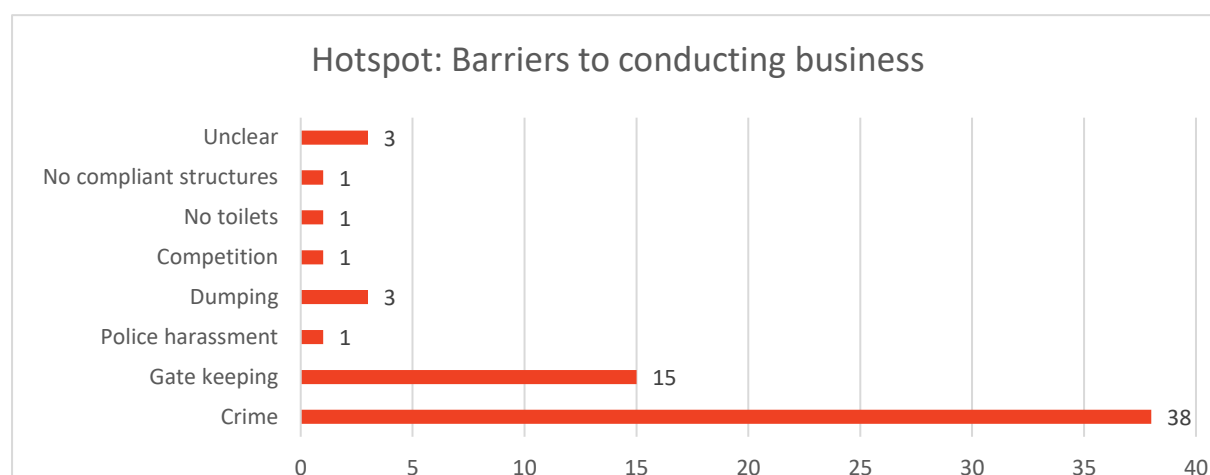


Figure 25: Operating barriers

The failure of various streams of government to make a safe and secure trading environment is reportedly a considerable challenge. There is frustration at the perceived lack of service delivery, and the collective lack of safety and security. Such conditions have allowed for the rise of local thugs and a pervasive environment of lawlessness that fosters criminality. This was articulated by many respondents;

- *“The guy we spoke to is owning two businesses and 4 for his sons. He is managing the area with other guys. They need to be assisted with the parking because law enforcement is giving fines to every car parked on the road. He also mentioned that in 2006, they were called by the City and were promised R300,000 per business but this didn’t happen. He is quite unhappy with the empty promises.”*
- *“We spoke to the guys who are operating on the taxi rank and we were also told that their bosses are scared of talking too much as that will place their lives at risk. We had to leave the rank as it is not safe.”*
- *“This guy is only been working for a year but here is lots of crime but he doesn’t want to talk, he doesn’t want his life in danger.”*
- *“Just as the team was working there was an incident that clearly shows crime is a problem. A young man stoned an Ethiopian shop because the owner refused to give him a cigarette.”*

The long-term nature of the lack of law and order has slowly emboldened some, including opportunists who have capitalised on COVID-19 pandemic to encourage land grabbing within Delft:

- “This business node is being partially vandalised, including some of the ATMs due to land invasion protests.”



Figure 26: Vandalised Public Infrastructure

## 6.4. Institutional Services

Across the Delft research site there were 35 institutional services sites recorded. Most of these were operated by local government such as clinics and halls, with the remainder being operated by the private sector. Those recorded as ‘Other’ were commonly formal non-profit organisations including an ECD, a skatepark, a youth centre, and a health institution. A national government SASSA grants office was also present in the site, as were various high street businesses such as financial services. Apart from financial services, most of these were closed to the public during the fieldwork process, which was conducted a few months after South Africa’s hard lockdown.

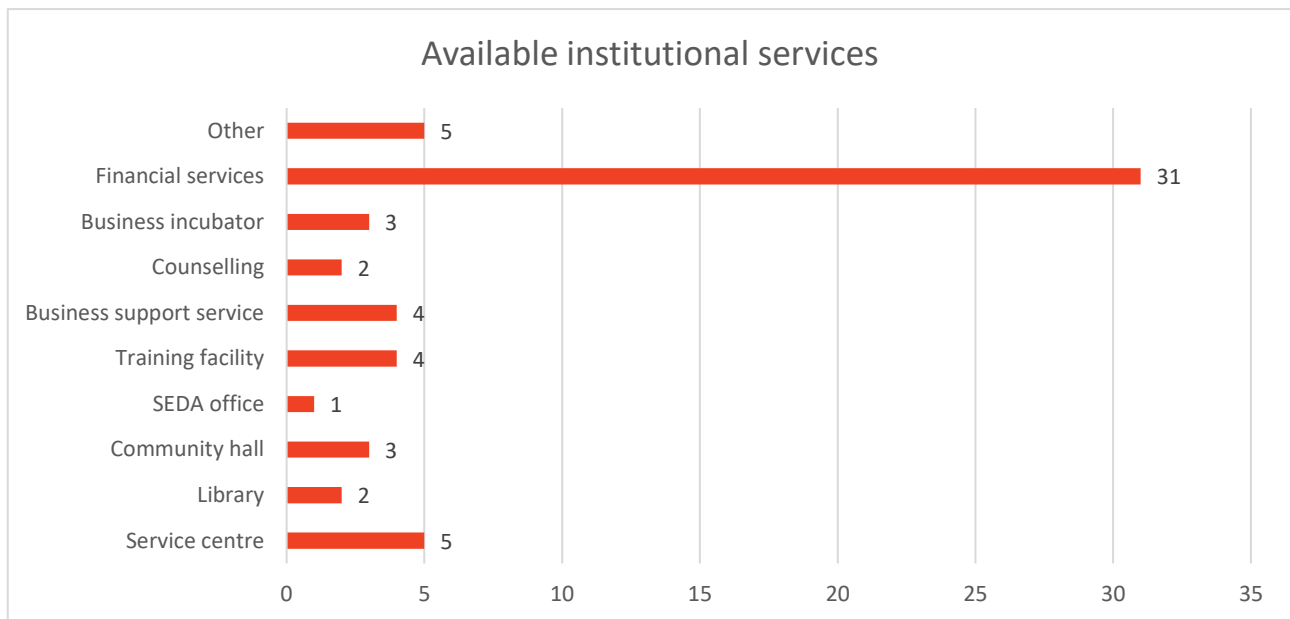


Figure 27: Institutional services



Figure 28: Non-profit organisations play an important role in Delft

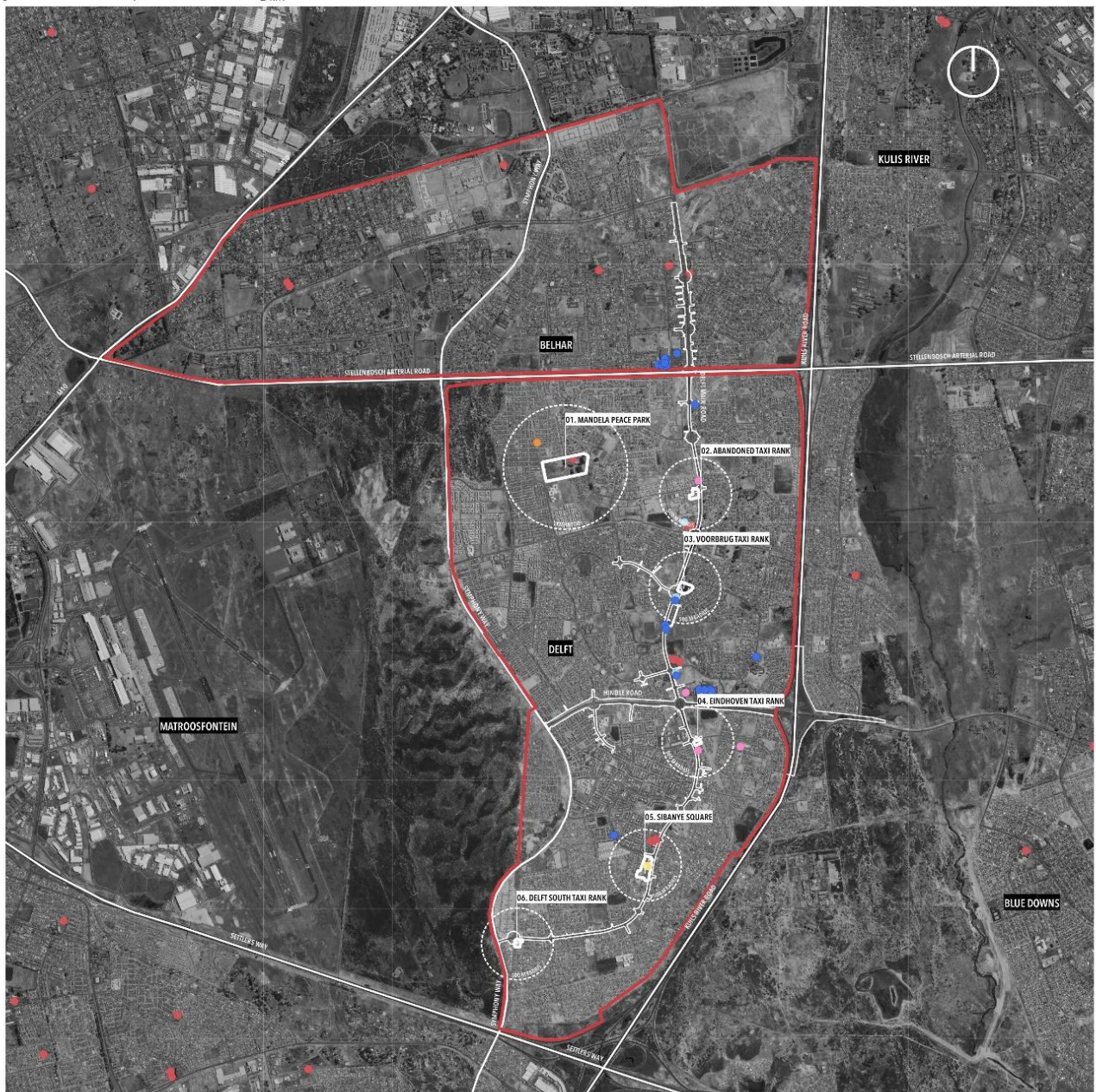
Of the available financial services (31), 58% (18) are ATMS, 19% (6) banks, 6% (2) street consultants, 6% (2) insurance brokers and 16% (5) micro-finance organisations. Micro-finance organisations observed were those providing cash loans (2), COVID-19 relief funds and money transfer operations.

ATMs present in Delft include Absa (3), Capitec (3), FNB (6), Nedbank (4) and Standard Bank (2). Bank branches are an Absa, African Bank, and a Capitec.

A key issue noted within these surveys was vandalism:

- *“Upon arrival the facility was closed, the security officer informed me that the facility were partially vandalised during land invasion protests in Delft.”*
- *“The ATM is not functional and closed down. I’m told that it was vandalised during the rolling mass action.”*





DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

## KEY

### DELFT BELHAR NODE

#### 1. Base Map

##### 1.1 Extents

— Delft Study Area

##### 1.2 Nodes

— Municipality Identified Nodes

— Opportunity Nodes

— TED Focus Area

##### 1.3 Connectivity

— Development Corridor

— Main Road

#### Key Map

— Key Focus

— Ket Tag

### Institutional environment

- Financial services
- Service centre financial services
- Business support, incubators, financial services
- Community hall, library, counselling, training
- Counselling other
- Training facility
- Other

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP

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

Map 14: Institutional Services

## 6.5. Township Wide Ecosystem

Delft is strategically well placed to serve the re-emerging 'second CBD' of Bellville. The Bellville area is home to large numbers of wholesale and retail businesses, manufacturing and services, which rely on labour and inputs from surrounding communities. The transport linkages between these localities are proximate, efficient and well served. Economic opportunities may lie in strengthening the linkages between Bellville and Delft through interventions in the transport economy. A secondary opportunity relates to promoting business alongside transport hubs / nodes in Delft that serve this commuter route.

---

**Opportunity:** Linking Delft incubators / hubs to **business development support services – DBSD, SEDA and SEFA, Western Cape DEDAT** would bolster sustainability and further support Delft businesses. Furthermore, there is scope to link these incubators to markets through an **annual trade and marketing event** that would link these local businesses to economic opportunities.

---

---

**Opportunity:** Various localities within Delft (**such as the Delft Main Rd, Roosendal Taxi Rank, Sibanye Square, and the area adjacent to the Delft Shopping Mall**) could be further activated for business activities through **local strategic area and management plans** and investment in revitalisation of the local environment in ways suited to an enhanced business environment. An important action for various of these sites is the facilitation of access to **three phase electricity** which would bring about enhanced opportunities for extant local businesses.

---

## 7. Important Sectors

Whilst the microenterprise form and function in Delft is fairly typical of South African township economies, there are some important local sectors that stand out as having potential for investment. These sectors are highlighted due to particular regional advantages such as the clustering of relevant skills types or markets in the area, being geographically close to important South African business sectors, or due to other socio-economic circumstances that align to create local advantage.

### 7.1. Micro-manufacturing and Repair, Maintenance and Installation (RIM)

The formal status of local houses presents a valuable opportunity for homeowners to reinvest in their houses – such as upgrading gates, fences, doors and windows. These activities could bolster demands for a local micro-manufacturing economy. The RIM economy and micromanufacturing business is reasonably well represented in Delft with various business actively engaged in the sector. Compared to retail businesses such as spaza shops these businesses have strong value adding potential through converting raw materials with labour into valuable products.

---

**Opportunity:** Delft has a growing number of residential dwellings being built for the rental market. An opportunity lies in this context to reformulate the **policy and investment environment** that can **respond to and guide urban residential densification**.

---

Delft has a relatively large number of artisans manufacturing furniture, fitted kitchens and other household items. The City of Cape Town recognise the local importance of the sector, and alongside the South African Furniture Initiative are investigating a potential intervention that will enhance skills, venues, markets and revenues.

---

**Opportunity: Fostering linkages and development actions** with the South African Furniture Initiative for local development of furniture manufacturers.

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Figure 29: Local Hardware and builders/renovators will benefit with a focus on home building and renovations





*Figure 30: Furniture manufactured and retailed within Delft*

## **7.2. Commercial and Business Land**

Portions of unused land that are owned by the CoCT or PGWC could be made available for business purposes. Such land represents an important opportunity, as in the township context both space and localities for operating businesses tends to be in short supply. Potential projects that require access to parcels of land including micromanufacturing, car repairs / panel beating, making of furniture, or welding could be supported through the development of local clusters for such entities. Delft has a number of portions of PGWC owned land throughout the local area which, if released under appropriate conditions represent an important opportunity for quick, and sustained economic wins. Should this land be supplied with adequate utilities such as three phase electricity (as is being considered by the City) it would make a valuable contribution to local enterprise development.

## **7.3. Recycling**

There is an important opportunity through a potential green economy initiative to link together large industrial recycling operations with township community members who require access to such markets. Local intra-township transport is an important feature of the township economy. Due to the proximity of the industrial area and recycling services there may be an opportunity to find a working model to link these services and informal recyclers together to increase efficiencies and margins in the value chain.

---

**Opportunity:** Building on prior and ongoing efforts, the City should **facilitate partnerships** and **market linkages** to enable township recyclers to more effectively **obtain and package waste materials**, and to enhance their **access to markets**. GreenCape and industry bodies are particularly relevant partners for such a process in Delft.

---

## 7.4. Financial Inclusion

SMMEs in Delft revealed challenges of being unable to access formal sector financial services products such as business capital and insurance. Most businesses are entirely reliant on cash transactions which brings about added security and operational risks. Enhancing access to formal sector services can bolster business stability and insulate them from economic shocks. Any programme that can enhance access to these products will be of benefit for the local township economy.

---

**Opportunity:** There is important scope for the City and potential partners in the Western Cape Provincial Government to use existing **BDS services** to extend DEDAT **financial literacy training** to township microentrepreneurs and improve access to services and technologies

---

## 7.5. Creative Economy

There are a large number of residents of Delft who are active creative economy participants. These include musicians, artists and individuals aligned to Cape Town's tourism sector. Activities that actively foster and promote Delft talent would be a valuable method of economic support. The Delft creative economy has potential to be more effectively linked to both government-initiated arts and creatives funding, but also the tourism sector. The City and WC DEDAT has programmes to support SMMEs and microenterprises through workshops, networking, registration and directing them to financing. Fostering these links would be an effective tool for supporting local SMMEs. The DSBD TREP programme specifically supports clothing, textile and leather enterprises that are located in townships and villages in terms of business support as well as access to funding, whilst SEDA focuses on skills development in the jewellery sector.

---

**Opportunity:** The City to devise a strategy, with appropriate partnerships to reposition arts and crafts to directly support township creatives – facilities, training and market development. The City to support the development of a creative sector through existing **BDS services** and mechanisms of enterprise formalisation in order for creatives of various sectors to gain **enhanced access to formal sector funding opportunities**, such as that from the National Arts Council or the National Lottery Commission Trust.

---

## 7.6. 4IR

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

---

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

---

## 8. Spatial Planning and Land Use

### 8.1. Land Administration Policies

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

- **Municipal Spatial Development Framework**

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

- **District Plan**

The District Plan provides detailed planning directives that align with the SDF for each district in the City. This planning tool identifies issues and directives for specific areas within each district and provides a shorter-term directive than the SDF.

- **Built Environment Performance Plan**

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

- **Municipal Planning By-Law and Development Management Scheme**

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

### 8.2. Development Plans

#### 8.2.1. Municipal Spatial Development Framework, 2018

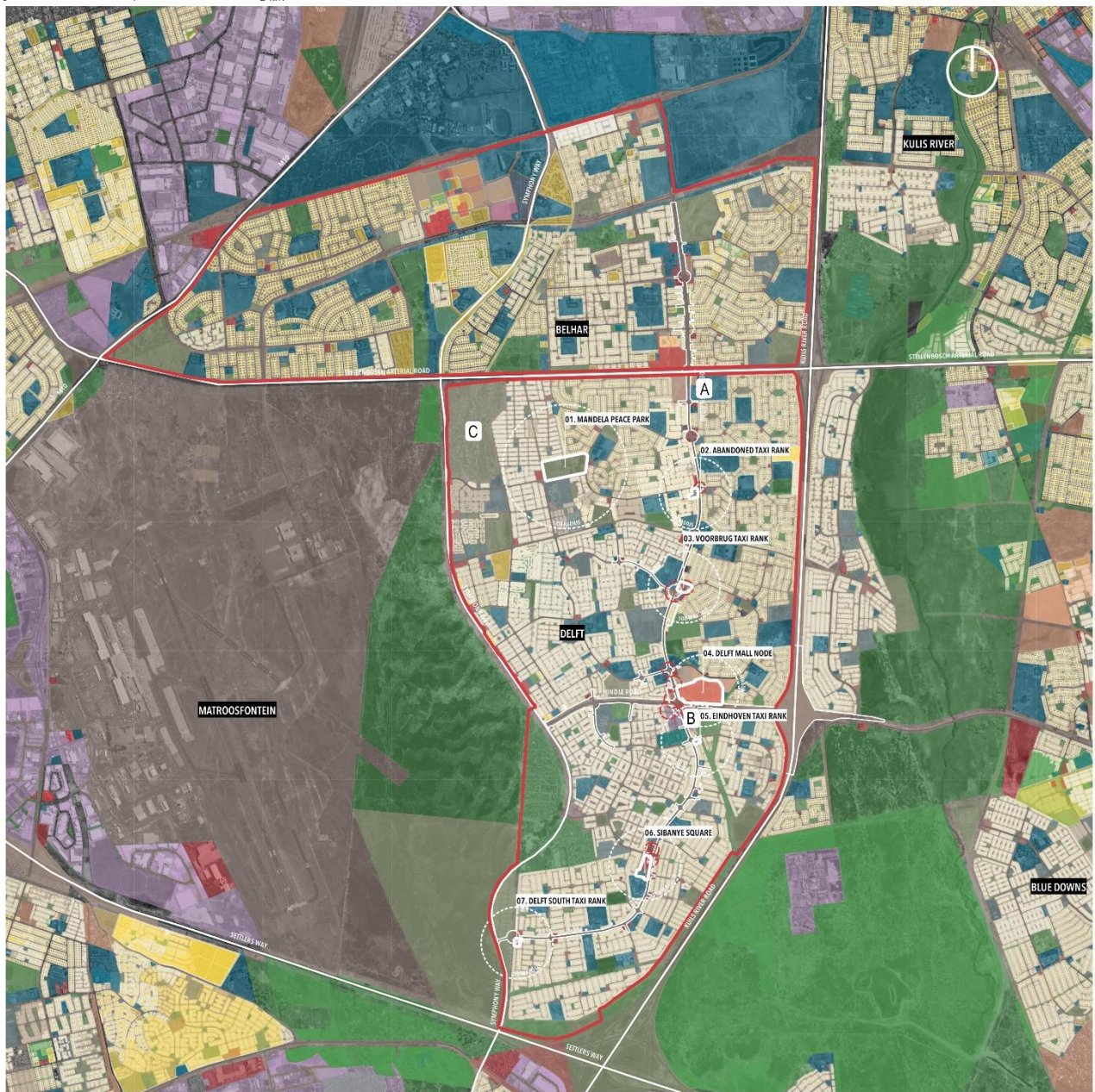
In terms of the Municipal Spatial Development Framework, 2018 (MSDF), Delft is located in the Urban Inner Core. As part of the urban inner core, the township is considered an investment priority and private as well as partnership-driven development is to be incentivized in this area. Delft is also framed by two metropolitan structuring corridors, namely Symphony Way, which runs along a North-South axis and the N2, which runs along an East-West Axis. A third structuring corridor, Hindle Road, runs through Delft along an East-West Axis. Delft is also adjacent to the Philippi/Metro Central node (and the broader Metro South East), which is classified as an emerging node. Delft Main Road is classified as secondary road in the metropolitan context.



#### 8.2.2. Tygerberg District Plan, 2012

Delft is part of Sub-District 6: Greater Belhar and Delft, and falls within the Tygerberg District. The *Tygerberg District Plan (2012)*, indicates the following three key sites in Delft:

- Erven 3493, 3494 and 4465. These erven, which are on the corner of Stellenbosch Arterial and Delft Main Road, are deemed suitable for mixed use development. From field observations and 2018 aerial photographs, it appears that this site is mostly still vacant, although The Hope multipurpose centre is currently being constructed on a portion of this site, in collaboration with Violence Prevention Through Urban Upgrading.
- Erven 21599 – 3188, as well as Erf 7045, are all vacant sites around the Delft Mall node, which is the area found around that intersection between Hindle Road and Delft Main Road, that are earmarked for further development. The vacant land around the Delft Mall has not been developed to its full potential. For instance, erf 7045 is zoned General Business 1 and developing this site would promote the intensity of the node.
- A Record of Decision was issued to earmark Erf 24019 as a protected area. Before the area could be proclaimed as a protected area, the biodiversity was compromised by illegal dumping and the establishment of informal settlements. In consequence, this erf has been earmarked for residential development. From the 2018 aerial, this site is still vacant.



DELFT-BELHAR FOCUS AREA ZONING



LOCATION KEY

## KEY

### DELFT BELHAR NODE

#### 1. Base Map

##### 1.1 Extents

— Delft Study Area

##### 1.2 Nodes

— Informal Trader Bays

— Opportunity Nodes

— TED Focus Area

##### 1.3 Connectivity

— Development Corridor

— Main Road

A. Erven 3493, 3494 and 4465

B. Erven 21599 - 3188 and 7045

C. Erf 24019

## 2. Land Administration

### 2.3 Zoning

DB\_LU\_IJZNG LAND PRCL

Community 1

Utility

Council To Deem

Open Space 1 : Environmental Conservation

General Residential 1

General Business 1

General Business 2

General Business 3

General Business 4

General Business 5

Local Business 1 : Business Interface

Local Business 2 : Local Business

Single Residential 1 : Conventional Housing

Single Residential 2 : Incremental Housing

General Residential 1 : Group Housing

General Residential 2

General Residential 4

General Industrial 1

General Industrial 2

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | ZONING

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

Figure 31: Key erven in Delft, as indicated in the Tygerberg District Plan, 2012

#### 8.2.3. Draft Tygerberg District Spatial Development Framework, 2020

The district plans are under review to align with the latest version of the MSDF.

Two key considerations in this draft document are the Delft Mall node, which is designated as a district node, and Delft Main Road, which is defined as a lower order development corridor. Delft Main Road has also been identified as a Mayoral Visible Services Acceleration (MVSA) Programme. This programme seeks to align specific strategic projects with the City of Cape Town's annual budget, to ensure delivery of services in the medium term (personal communication with a City official, 17 March 2021).

Many of the directives indicated for the key erven above are still relevant to Delft. New properties, namely, erven 1981, 20292 and 7202, which are vacant properties, are earmarked for medium to high density residential development. Another noteworthy addition to this policy is a note that an active street interface should be encouraged by supporting home-based enterprises along Delft Main Road.

#### 8.2.4. Built Environment Performance Plan, 2018/19

The BEPP provides detailed planning overviews for the Integration Zones (IZ). Delft falls within the Blue Downs Integration Zone (BDIZ). The BDIZ is introduced as the third Integration Zone (IZ) as part of the City's vision for building integrated communities and prioritising dense, transit-oriented growth and development (CCT, 2018). Comprising the south-western section of the BDIZ, Delft is viewed as a key opportunity, in terms of the 'entrepreneurial spirit' of the existing robust informal economy. The site-specific opportunities including the formal-informal property market are discussed below. This IZ also pivots on the development of the Blue Downs Rail Link, which will be connected to Delft with the MyCiti Bus feeder routes. The BDIZ strategy is current under review by the City.

The BEPP includes budgetary planning for: i) a new housing development in Delft/The Hague, which was projected to yield about 1000 units (this project is partially completed); ii) scoping for a housing project along Symphony Way, iii) support to Early Childhood Development (ECD) centres; and iv) upgrades of the sewerage system.

### 8.3. Land Use Dynamics

The CoCT Municipal Planning By-Law was promulgated in 2015. A number of amendments have been made since then, with the most recent amendment ratified in 2019. The zoning scheme, known as the Development Management Scheme, has similarly undergone several amendments. The land use zoning data we present in this report is the latest available.

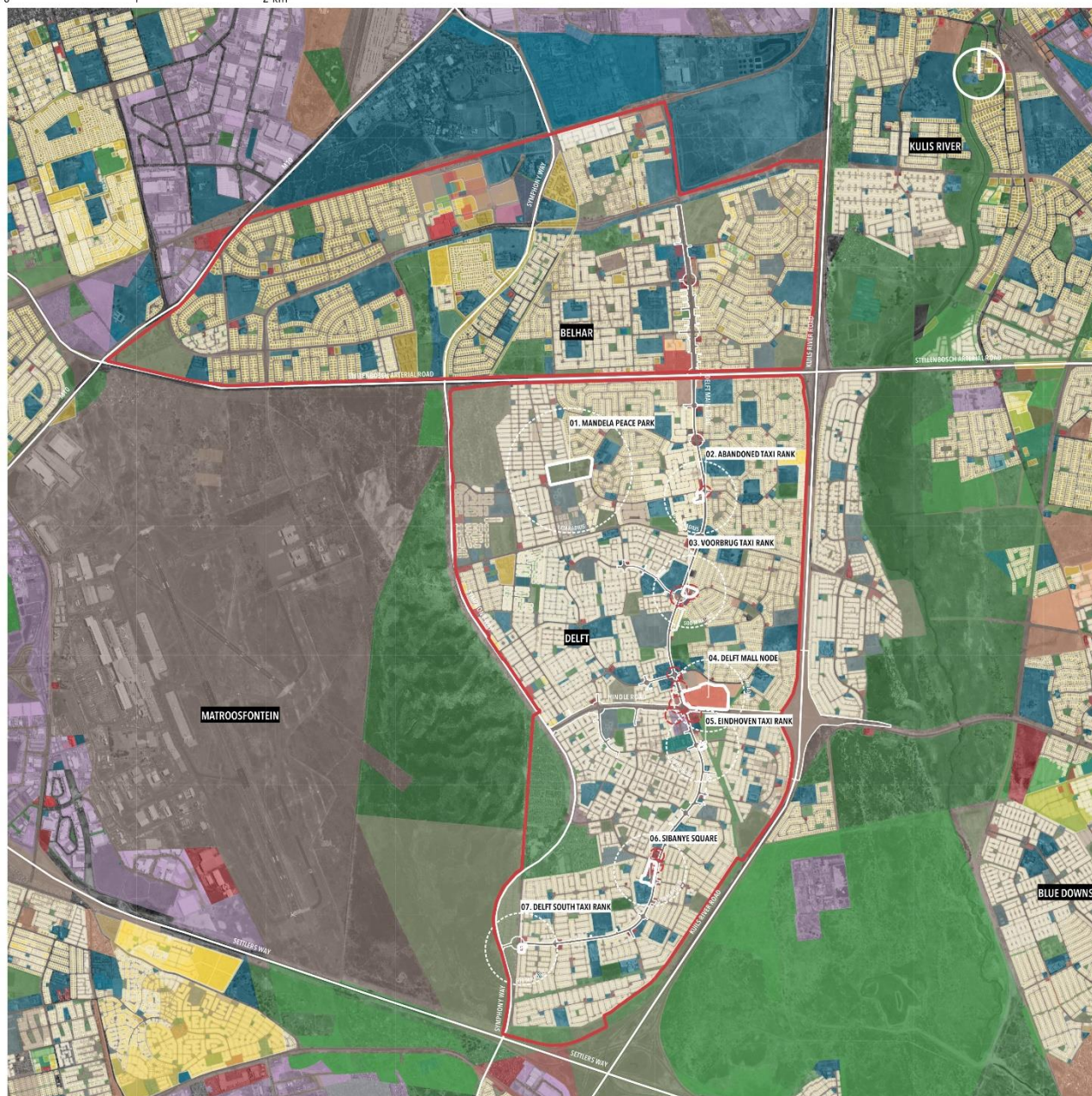
The predominant land uses in Delft are Single Residential 1 (SR1) and Single Residential 2 (SR2). Most of the Single Residential 1 properties are found to the West of Delft Main Road and to the North of



Hindle Road. The exception to this is Eindhoven, which is predominantly SR1. The residential areas to the East of Delft Main Road are mostly SR2, as is Delft South. There are also several properties zoned for Community 1 and Community 2. These zonings accommodate a range of social services such as libraries, community halls and schools. There is little business zoning in Delft and most properties zoned for business uses are zoned General Business 1. These properties are dispersed along Delft Main Road and on some corners in residential areas.

Unplanned development poses risks to the Ecological Support Area (ESA) directly west (Symphony Way) and the pockets of largely unprotected Critical Biodiversity Areas (CBA) (CCT, 2020). At the same time, poor protection and planning assimilation of these vegetated areas prevent any meaningful integration of Delft with the Cape Town International Airport (CCT, 2020).





DELFT-BELHAR FOCUS AREA ZONING



LOCATION KEY

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | ZONING**

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

**KEY****DELFT BELHAR NODE****1. Base Map****1.1 Extents**

— Delft Study Area

**1.2 Nodes**

— Informal Trader Bays

— Opportunity Nodes

— TED Focus Area

**1.3 Connectivity**

— Development Corridor

— Main Road

**2. Land Administration****2.3 Zoning**

DB\_LU\_I\_ZNG LAND PRCL

Community 1

Utility

Council To Deem

Open Space 1 : Environmental Conservation

General Residential 1

General Business 1

General Business 2

General Business 3

General Business 4

General Business 5

Local Business 1 : Business Interface

Local Business 2 : Local Business

Single Residential 1 : Conventional Housing

Single Residential 2 : Incremental Housing

General Residential 1 : Group Housing

General Residential 2

General Residential 4

General Industrial 1

General Industrial 2

This zoning pattern support mono-functional residential neighborhoods. As research indicates, there is considerable economic activity within the residential areas as well as along activity streets including Delft Main Road. In addition, there is extensive backyard rental accommodation within most neighborhoods which does not comply with the relevant building and zoning codes. While it is possible to accommodate up to three dwellings on a property zoned SR1 as an additional use right in terms of the Municipal Planning By-Law, 2019 (MPBL), these dwellings frequently do not comply with the legal standards set out in the MPBL.

*Table 2: Use Rights in Terms of the Development Management Scheme, 2015 (amended 2019): Permitted Business Uses*

<b>Zoning Category</b>	<b>Primary Use Rights</b>	<b>Additional Use Rights</b>	<b>Consent Use Rights</b>
Single Residential 1 (Conventional Housing)	Additional Use Rights	Home occupation or bed and breakfast establishment or Home child-care	Utility services, place of instruction, place of worship, house shop, institution, guest house, urban agriculture, halfway house and veterinary practice
Single Residential 2 (Incremental Housing)	utility service, urban agriculture, additional use rights	Shelter, house shop, home occupation, bed and breakfast establishment, home child-care, informal trading, and any educational, religious, occupational or business purpose subject to conditions	place of worship, institution, clinic, place of assembly, place of instruction, office, restaurant, guest house, place of entertainment, service trade, authority use, halfway house veterinary practice

*Table 3: Use Rights in Terms of the Development Management Scheme 2015 (amended 2019): Backyard Dwelling or Additional Housing*

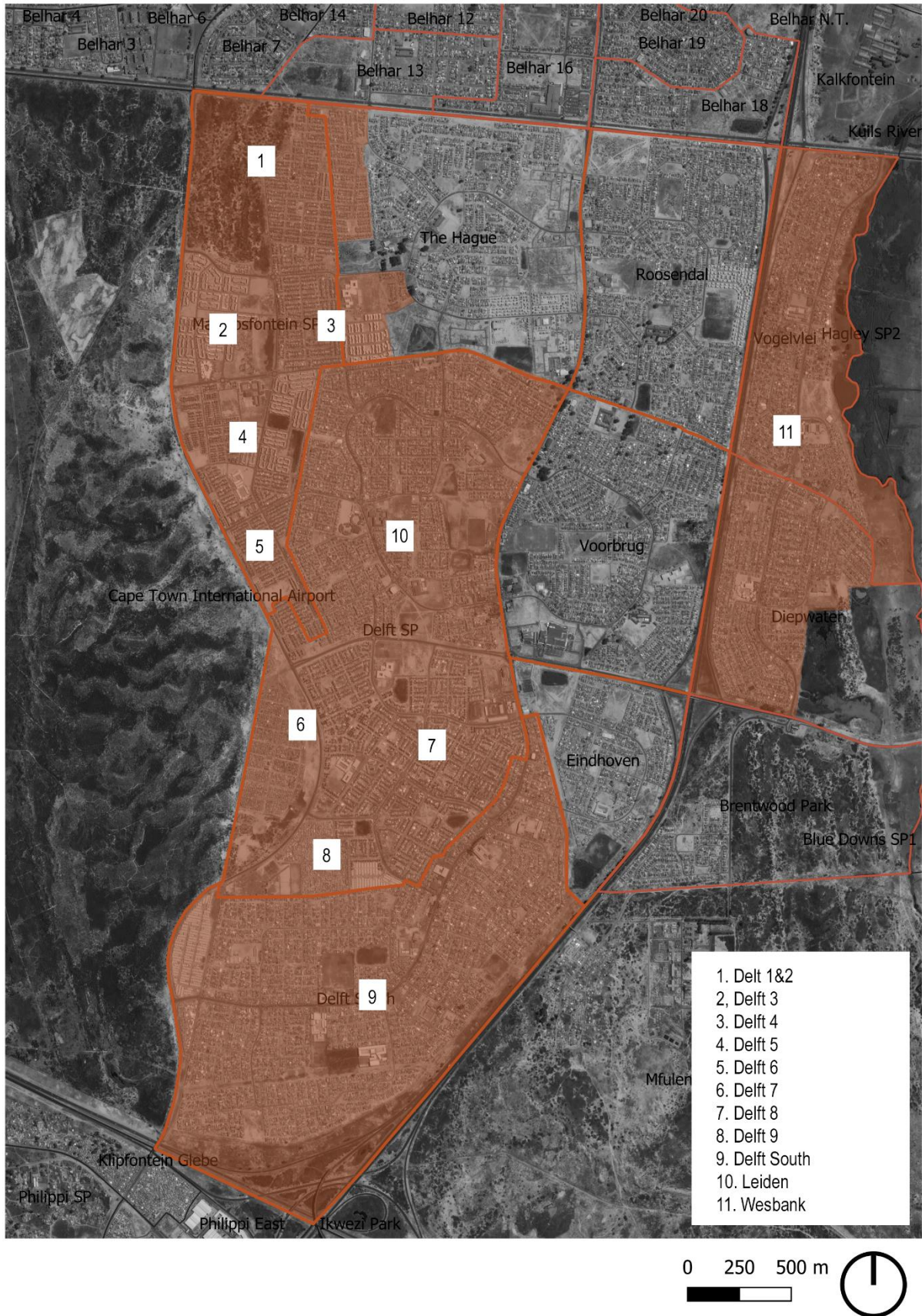
<b>Zoning</b>	<b>Primary Use</b>	<b>Additional Use</b>	<b>Consent Use</b>
Single Residential 1 (Conventional Housing)	Dwelling House Additional Use Rights	Second dwelling Third Dwelling	
Single Residential 2 (Incremental Housing)	Dwelling house,	Shelter, Third dwelling	Group housing, boarding house

second  
dwelling  
Additional Use Rights

Several areas in Delft were proclaimed in terms of the Less Formal Township Establishment Act 113 of 1991. The City of Cape Town Map Viewer indicates the place names for these areas as:

1. Delft 1 & 2
2. Delft 3
3. Delft 4
4. Delft 5
5. Delft 6
6. Delft 7
7. Delft 8
8. Delft 9
9. Delft South
10. Leiden
11. Wesbank





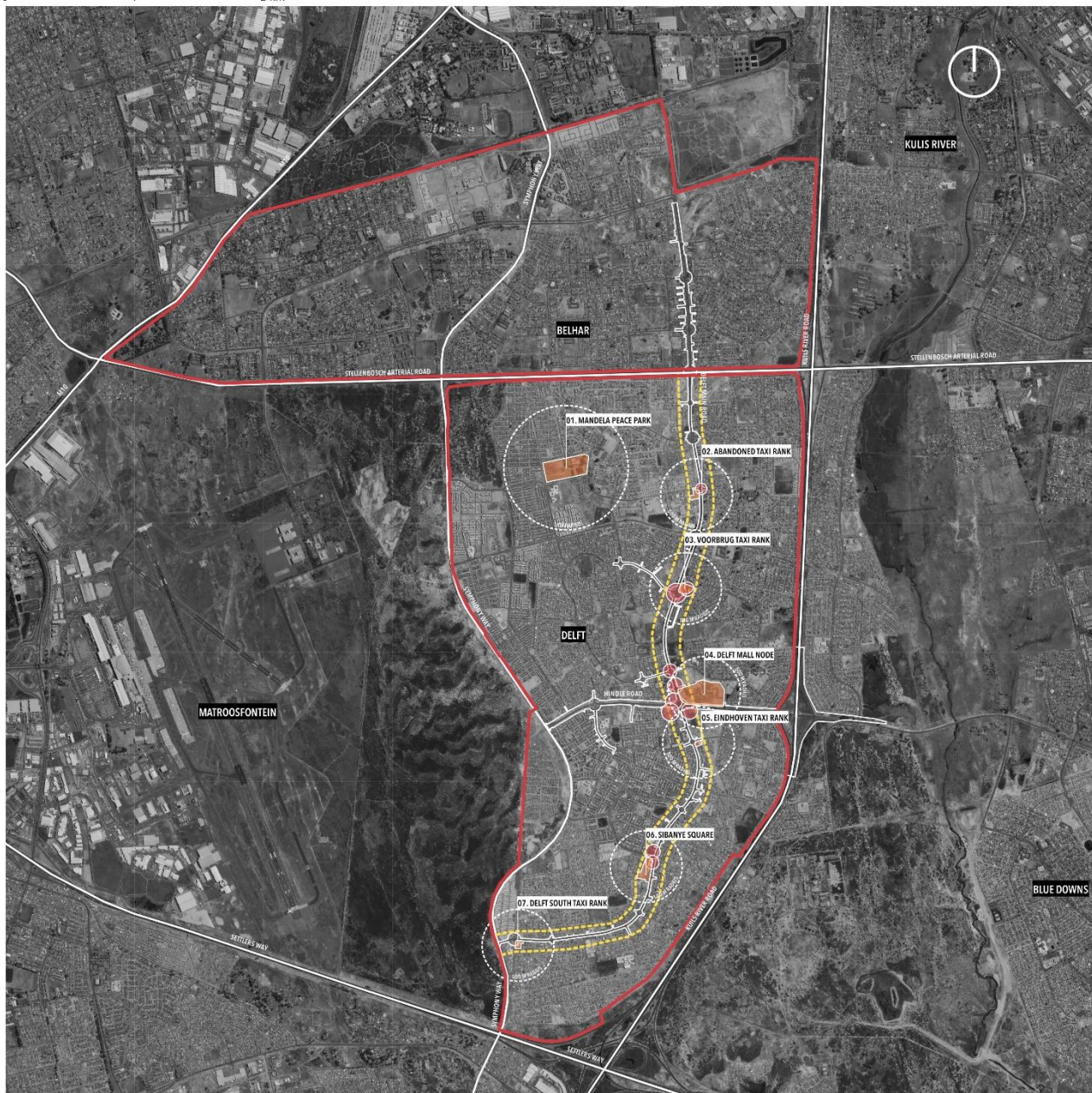
Map 16: Former LEFTE Areas in Delft:



#### 8.4. Informal Trader Plan

An informal trading plan for Delft was approved by the Mayoral Committee in June 2019. The plan was developed in terms of the procedures set out in the Informal Trading By-Law, 2009 (amended 2013). The intention of trader plans is to provide informal traders with access to basic services, whilst affording them a degree of secure tenure (use rights). Stands are regulated in accordance with informal trade permits and operating hours are restricted to 6 AM – 8 PM. The plan is also intended to compel the relevant line departments to ensure that infrastructure for stands is adequately provided for and maintained. The trading stands (bays) are found in the following locations:

Location	Approximate No. of Bays
Cnr The Hague and Delft Main Road	1
Cnr Delft Main Road and Voorbrug Roads	7
Cnr Delft Main Road and Emporium Road	15
Cnr Delft Main Road and Hindle Road	5
Cnr Leiden Avenue and Delft Main Road	5
Cnr Hindle Road and Delft Main Road	20
Cnr Hindle Road and Delft Main Road	10
Cnr Delt Main Road and Sandelhout Road	15
Delft Main Road	1
Cnr Delt Main Road and Sandelhout Road	53
Cnr Delft Main Road and Voorbrug Road	5



DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

#### KEY

##### DELFT BELHAR NODE

##### 1. Base Map

##### 1.1 Extents

— Delft Study Area

##### 1.2 Nodes

■ Informal Trader Bays

■ Opportunity Nodes

□ TED Focus Area

##### 1.3 Connectivity

--- Priority Development Corridor

— Development Corridor

— Main Road

#### CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

Figure 32: Trader Bays in Delft are indicated in red

City Health authorities have stipulated that food traders need to apply for Certificates of Acceptability and that traders should have access to ablution and water facilities. The Land Use Management comments indicate further steps that are required in terms of consent use and rezoning applications to ensure compliance with the Municipal Planning By-Law, 2015 (amended 2019).

Infrastructure requirements for informal traders that are being considered as part of the rollout of the City's Informal Trading Plan include:

- Outstanding services and facilities should be provided such as toilets, taps, electricity, refuse bins (more than normal street bins) lighting, street furniture, storm water removal. shelter and shade.
- On-site storage may be accommodated in the form of a lock-up stall, or in dedicated storage kiosks.
- It is important in the Cape to provide shelter from the sun and rain for the comfort of the trader as well as to protect their goods. Lack of suitable awnings and stall covers result in the use of plastic sheeting and other temporary materials to protect the stalls from rain. Therefore shade, cover and shelter for street and open markets should be provided.
- The site and traders should be clearly visible to passers-by.
- Public lighting is required to enhance safety.
- The pedestrian and public space users should have priority status over taxis and cars. Any taxi areas and bays should be clearly marked. There needs to be adequate parking for 'destination' markets, for motor access.
- Design layout also to consider how to keep the space clean, eliminate hazards and provide safe and healthy conditions and to keep the environment reliable.

## **8.5. Design of a Public Investment Framework (PIF) for Delft Main Road Corridor: Final Draft Status Quo Report, 2021**

The Mayoral Urban Regeneration Programme has commissioned a Public Investment Framework for the Delft Main Road Corridor. This report is still in draft format and indicates the status quo of the Delft Main Road development corridor. The PIF intends to identify key investment priorities, which will catalyse a shift from primarily residential uses to a higher intensity and mix of uses along the Delft Main Road development corridor in the short term. The PIF will feed into a more medium to long term strategy, which is intended to take the form of an integrated precinct. The TAT has engaged with the consulting team to align the work for this development corridor. The PIF highlights the centrality of the Corridor in spatially connecting the Metro South East to Bellville CBD and other growth centres within the Tygerberg District. In this respect, it is suggested that the City motivate for the inclusion of the Development Corridor within the prioritised sites (nodes and precincts) and geographic scope supported by the NDPP.

---

**Opportunity:** The Delft Main Road developed as a public transport corridor, linking the Metro SE to Belville.

---



## 9. Prioritised and High Potential Nodes

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

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

To support orderly planning processes, it is critical that the geographic extents of strategic sites be appropriately identified. These are often described in spatial terms as nodes – a concentration, or consolidation of a variety or similarity of activity. Typically, these would exist along a route or at the confluence of two or more routes. The District Plan defines a node as a clustering of higher intensity land uses located at points of maximum accessibility.

The identification of nodes & site of strategic importance has been based upon the institutional knowledge (plans) and evidence from data and field research (including the ecosystem surveys). Our consideration of key nodes was influenced by:

- a. the capacity to bring catalytic spatial and economic transformation.
- b. ability to be realized within the time, budgetary and technical constraints.,
- c. A response to emergent social and economic activity.
- d. The capacity to integrate stubborn and difficult development challenges.

The strategic sites identified for TED interventions in Delft are:

- I. Mandela Peace Park revitalisation,
- II. Business hub establishment within the abandoned taxi rank in Roosendaal.
- III. Voorburg taxi rank redevelopment as a mixed-use site,
- IV. Delft Mall Node developed to intensify micro-enterprise opportunities,
- V. Eidenhof taxi rank and trader market (informal) redevelopment (Sibanye Square)
- VI. Delft South taxi rank redevelopment as a mixed-use site.



DELFT-BELHAR FOCUS AREA BASE MAP



LOCATION KEY

## KEY

### DELFT-BELHAR NODE

#### 1. Base Map

##### 1.1 Extents

— Delft Study Area

##### 1.2 Nodes

■ Informal Trader Bays

■ Opportunity Nodes

□ TED Focus Area

##### 1.3 Connectivity

--- Priority Development Corridor

— Development Corridor

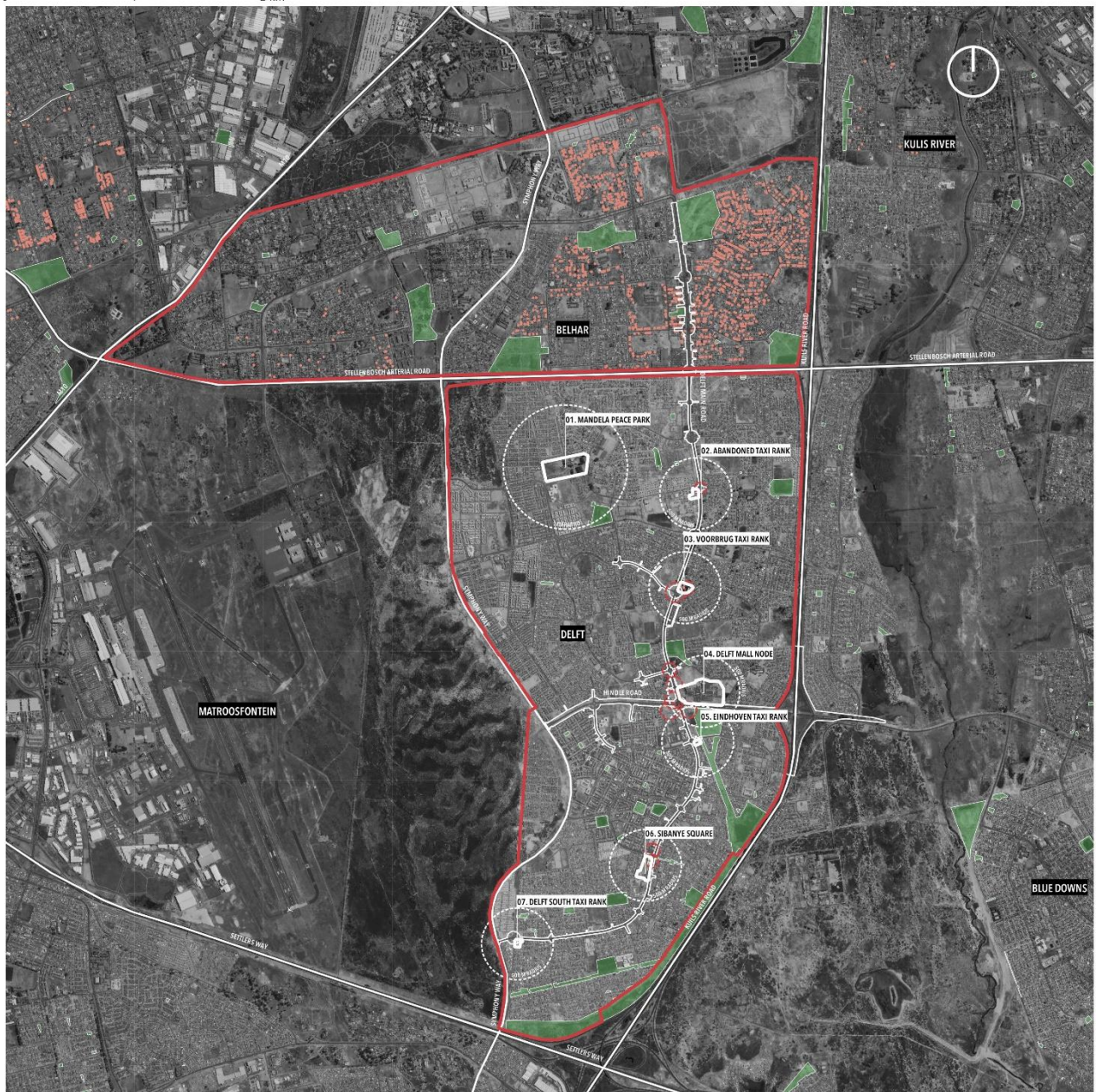
— Main Road

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | BASE MAP

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

Map 17: Informal Trader Plan and Important Taxi Ranks





DELFT-BELHAR FOCUS AREA LAND OWNERSHIP



LOCATION KEY

## KEY

### DELFT-BELHAR NODE

#### 1. Base Map

##### 1.1 Extents

— Delft Study Area

##### 1.2 Nodes

— Informal Trader Bays

— Opportunity Nodes

— TED Focus Area

##### 1.3 Connectivity

— Development Corridor

— Main Road

## 2. Land Administration

### 2.2 Land Ownership

• DB\_HS\_Home Owners Delayed Transfers

■ DB\_LU\_SL\_PARK\_UDVP\_PBLIC\_OPEN\_SPCE

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | LAND OWNERSHIP

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

Map 18: Land Ownership in Delft

## 9.1. Northern Section, Development Corridor

The Northern Section of the Delft Main Road Development Corridor has good structure but underperforms in terms of its land uses and functions. Large, monofunctional use, land parcels along this section of the development corridor do not activate the street edge. When public infrastructure fails, the street is compromised. For instance, on the corner of the Hague Avenue and Delft Main Road, the abandoned taxi rank, large open space and buildings impact on the corridor. The street lacks a critical mass of built edges to accommodate diverse urban functions, including mixed-use residential and commercial development. This fragmented interface encourages a vehicular bias and is unattractive to pedestrian engagement.

The trading density, transport systems and supporting land-uses do not allow the corridor to function in the form of a typical economic high street. It is very much an arterial road. At present this Northern Corridor functions as more of a mobility spine with scattered nodes. To stimulate sustained investment into this corridor, the Main Road needs to be fundamentally re-envisioned. It should be reimagined as a diverse, active, mixed mobility high street with a concentration of urban functions such as residential, commercial, transport, recreational and public functions. While this may take place over time, the initial incremental investments (functionally and infrastructurally) need to support the larger developmental intention. Unauthorised land occupations and establishment of informal settlements on strategically valuable land parcels within the Northern Corridor present a substantial threat to the commercial development of the Main Road. These settlements 'lock' land into inefficient uses, stagnate investment, heighten security risks to pedestrians and pose mobility risks to transport users of the Main Road through informal uses and potential protest action.

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**Opportunity:** The 'pockets' of undeveloped land in Delft are safeguarded and utilised for public benefit.

---

Structurally, the main cross streets align well to make for generous, safe and accessible public place-making opportunities. However, those that connect the residential parts of the neighbourhood also favour vehicular mobility. These linkages need to be reviewed 100m on either side of Delft Main Road, east and west, to support more complex and active edge conditions. Property densification is relatively low and should be optimised.

The following suggestions are contemplated for the Northern Corridor:

1. Mandela Peace Park Rehabilitation:
  - a. The Mandela Peace Park is currently in a state of dilapidation. Braai facilities, ablutions and play equipment have been vandalised or destroyed. However, the space is still used by residents, who walk through this site, indicated by a series of desire lines that have formed across the park. Children use the play equipment that is still (partially)



intact and there was evidence of informal soccer courts painted on the asphalt. The park has well-established blue gum trees (which should be seen as a historic asset) and good views of the surrounding neighbourhood and mountain views to the West. This large open space is a key ecosystem resource in the Delft area, with potential to provide easily accessible recreational space. It is also a key space for residents of the greater Delft area, given that there is functional open space in this area is limited.

- b. The park could be reconceptualised to better serve the social and leisure needs of Delft in order to perform as a primary social and recreational asset, with TED related multipliers. Rehabilitation should include reviewing the types of uses, as well as the operations and design (including crime prevention through environmental design) of the park to better align to the constraints and opportunities. The land should be better utilised to support intended uses and respond to security and management challenges. The possible integration of traders and housing should be considered to ensure financial and operational sustainability, especially since activating the space in this manner would introduce “eyes” on the site, which could play a key role in increasing safety in this park.
- c. This Park is located on erf 6161 and is zoned Open Space 3. A range of consent uses, ranging from environmental or tourist facilities, a place of entertainment or informal trading or urban agriculture and natural resource harvesting, among others, could be permitted on this site under this zone. Proposals for this site would be subject to any site development plans that might be in place for this erf.
- d. Public Art and Sport. It is also recommended that a public art and creative output program is coupled with this development. This would engage local creative practitioners to enhance the park and lend a particular creative and brand identity. Outputs could include sculpture, installations, mosaic, murals as well as ephemeral or soft programs like performance. There is scope for the establishment of sporting facilities, especially a mini-soccer field, in the Park. Such investments should be tied to a social development programme that provide mentoring and coaching to reinforce life skills.

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**Opportunity:** The Nelson Mandela Peace Park revitalised.

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**Opportunity:** Creative arts programs instituted to foster social cohesion.

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## 2. Roosendal Taxi Rank Rehabilitation:

- a. The abandoned taxi rank on erf 6700 should be reviewed for redevelopment. This site, which is zoned Open Space 2, currently accommodates a half-demolished ablution block and a frame that used to provide a roof for the taxis.. This site was not being used at the time of field work.
- b. The redevelopment needs to set the framework for future growth that will allow for more compact economic uses, especially benefiting micro-enterprises. The redevelopment

would work on the premise that the node would be reactivated as the township and high street develops. As such, this site should be established under optimal operational, institutional and spatial terms to harness and stimulate this growth. The site is well-located along the high street (situated on the corner of Delft Main Road and the Hague Avenue), thus having the ideal location and urban form to support its activation.

- c. Under the current zoning, the primary use rights for this space include public open space, environmental conservation and telecommunications. Relevant consent uses include cultural and social ceremonies, urban agriculture, informal trading, and harvesting of natural resources. This site could be activated through, for instance, a consent use for informal trading, until the surrounding area has developed to a level of intensity that might require a more intensive zoning. Proposals for this site would be subject to any site development plans that might be in place for this erf.

---

**Opportunity:** Roosendaal taxi rank redeveloped as an enterprise hub or market.

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### 3. Voorburg Taxi Rank Rehabilitation:

The following suggestions are made regarding this site:

- a. The taxi rank is located on Erf 1407 and is well-located on the corner of Delft Main Road and Voorbrug Street; the site has good potential for mixed-use. The adjacent land parcels are performing sub-optimally and would require a degree of guidance and influence from how this precinct develops to support transport, businesses, and other uses, thus transitioning from a monofunctional use to multifunctional use. The site is zoned for Transport 2 and currently operates as a taxi rank with some infrastructure is in place. There are several well-established trees on this site, which provide shade to commuters and drivers has should be regarded as important natural assets. An ablution block used to exist on this site, but according to a taxi operator the TAT interviewed in the field, this building was demolished, because people with criminal intent were hiding behind the building.
- b. A number of informal trader bays have been designated on this property by means of the Informal Trader Plan, 2019.
- c. Develop an urban management plan and demarcate a precinct within this node. The stakeholders would need to be clearly defined and engaged in the process of the transformation of the node. A secure stakeholder and management plan will create a institutional space for increased private and business investment / usage – especially through the adjacent underperforming land parcels.
- d. Intermodal Transport Facility. Design of an intermodal transport facility that includes clear traffic management, signage, shelter, offices, trading spaces, ablutions, waiting areas, WiFi, lighting and landscaping. The design requirement is for better operation of transport services and consolidation of economic investment within the precinct.

- e. Crime Prevention through Environmental Design. The poor design and lack of management creates vague territories for appropriation and power dynamics to establish themselves. This enhances the propensity for power struggles and violence. The design of the precinct needs to consider the necessity to create a safe space for commuters and businesses. This can be achieved by clear demarcating territory, developing a management plan, and establishing sight lines and business interdependencies. Informal trading is permitted as a consent use under the current zoning. in the node.
- f. Public Environment Upgrade. The sidewalks and connections across streets at the node need to be designed to allow for better connectivity and safe walking for commuters/pedestrians and economic opportunity for micro-enterprises. This would involve an environment upgrade that would include the design and implementation of sidewalk, lighting, signage (directional and advertising) and landscaping (hard and soft).
- g. Public Art. It is also recommended that a public art and creative output program is integration into this development. Such as programme should engage local creative practitioners to enhance the precinct and lend a particular creative and brand identity. Outputs could include sculpture, installations, mosaic, murals as well as ephemeral or soft programs like performance.

---

**Opportunity:** A financially sustainable business model proposed, based on **public-private-partnership principles**, to develop and operationalise transport hubs as mixed-use business hubs.

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**Opportunity:** Infrastructure developed to provide and enable universal access to public transport.

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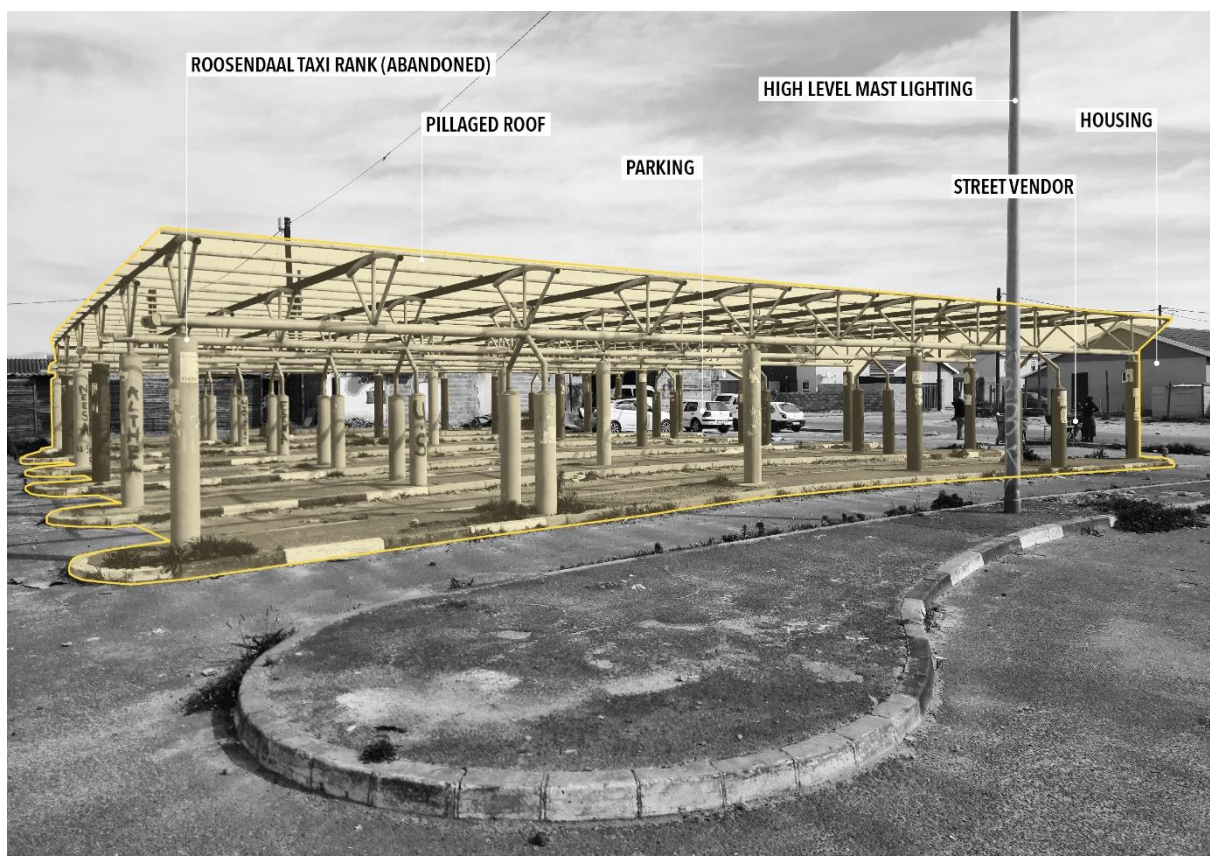
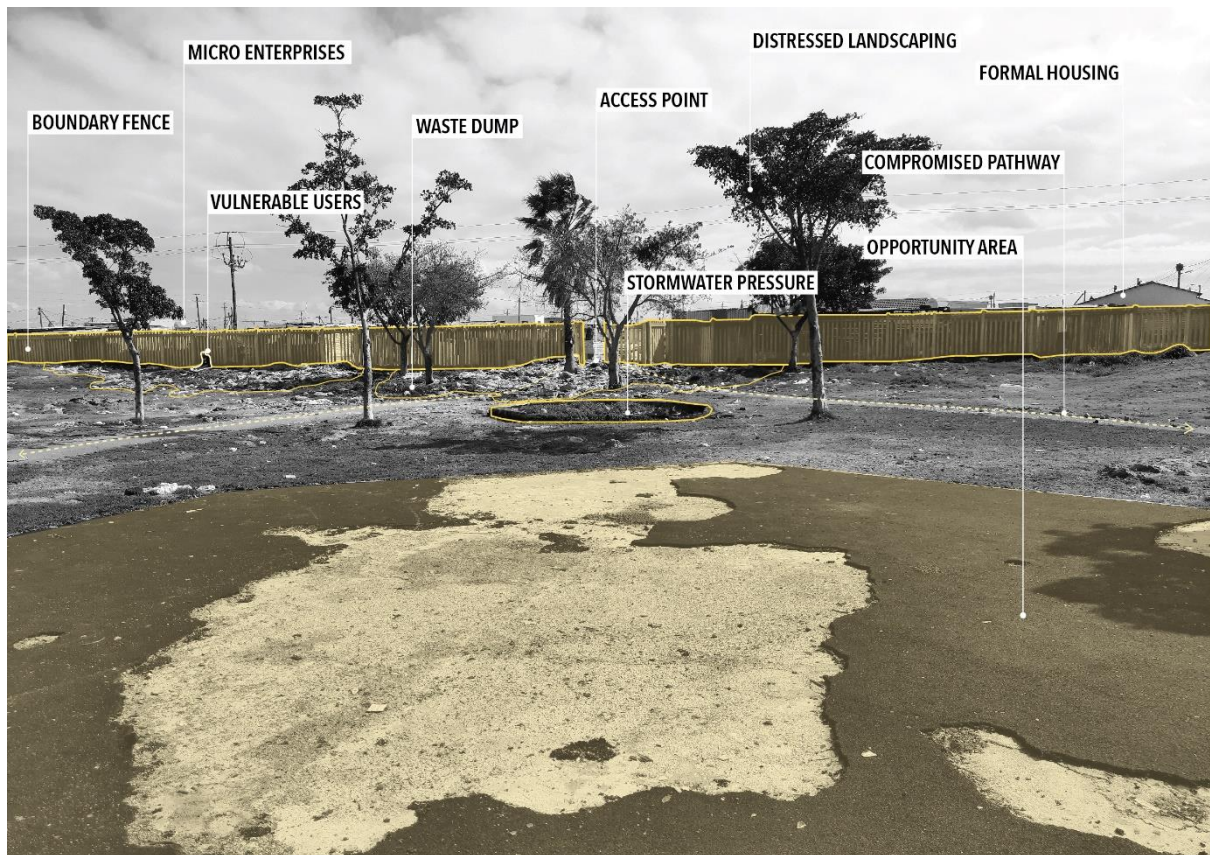


Figure 33: While located along the high street, the rank infrastructure has been severely vandalised and not operable. Strong and clear urban management is required in reconceptualising the possibilities of this site and the possible re-use of the existing infrastructure.



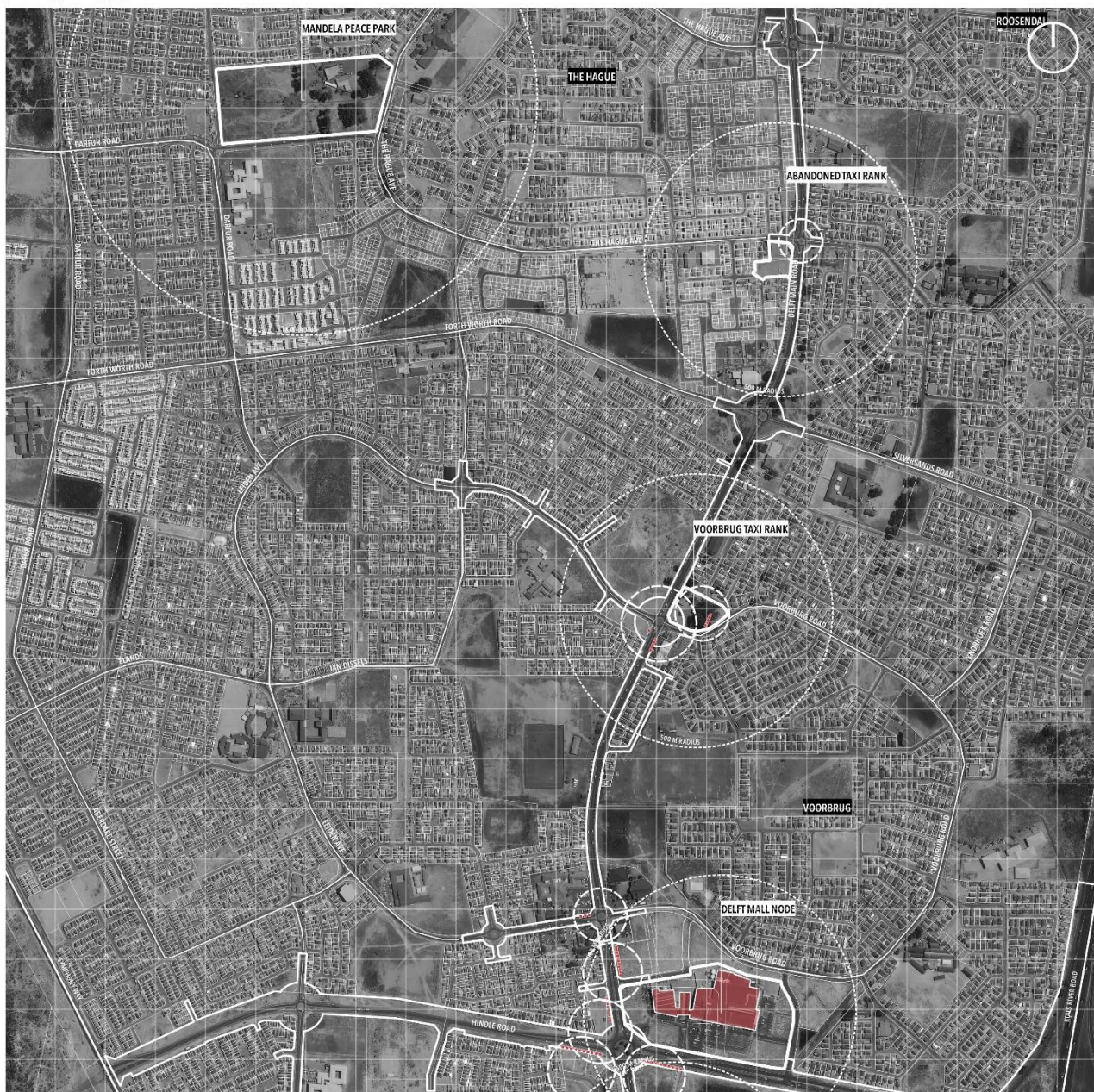
The following section includes a series of maps relating to the Northern Section of Delft Main Road Development Corridor. As explored above, two of the priority sites are the Voorbrug and Roosendal taxi ranks. The table below provides a summary of the status quo for these sites, as indicated in the maps. In instances where the GIS data is not available or has not been provided, the table specifies the gaps.

Table 4: Status Quo of key sites on Delft Main Road

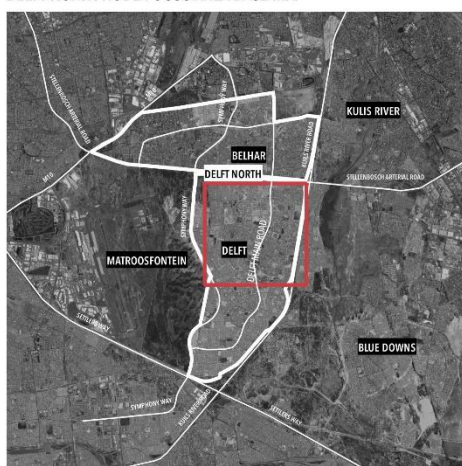
Micro-Node	Connectivity/Transport	Socio-economic Function	Current Zoning	Digital	Stormwater, Water and Sanitation	Energy	Int Human Settlements	Trader Access to Infrastructure
<b>Voorbrug</b> (Corner of Delft Main Road and Voorbrug Road)	Corner of Delft Main Road and Voorbrug Road. Part of a taxi rank, on taxi route and Golden Arrow bus route. Cycle routes pass through this site along Main Road and via Voorbrug Road. Pedestrian routes following the Main Road.	Defunct trader facilities. The toilet block has been destroyed. The node includes informal trader bays. An important taxi rank. Vacant land. A plaza. The broader node includes micro-enterprises trading at the rank, demarcated street trader bays, a post-office and SME retailers.	Transport 2, additional bays on Main Road adjacent to properties zoned General Business.	ICT Cables and manholes available on Delft Main Road.	No stormwater facilities indicated in this site. No data available for bulk water and sanitation systems.	There is public street lighting in and around the site.	Illegal settlement occupation on Erf 20292, opposite the Voorbrug Taxi Rank.	Businesses that operate around this site either have no or informal access to water. Electricity is also either sourced informally or not at all.
<b>Roosendal</b> (Erf 6700, Corner Delft Main Road and The Hague Avenue)	Situated along Delft main road.	The site is a disused taxi rank. The rank facilities are used for automotive repair services. The node includes vacant land and a City police field office.	Erf 6700 has been zoned Open Space 2. The erf to the north of this property is zoned General Business 1, while the surrounding properties are predominantly	ICT cables are available along this stretch of Delft Main Road and the Hague Avenue.	There are no stormwater facilities on or adjacent to this property. No data is available for bulk water and sanitation systems.	There is public street lighting in the immediate vicinity of this site, but a noteworthy number of the streets to the north and west of this site do not have	This site is not adjacent to any informal settlements.	Most businesses around this site do not have access to water. The formal and informal connections are approximately equal. Access to electricity is evenly distributed across formal, informal and no access.

zoned for  
Transport 2 and  
Single  
Residential 1.

public street  
lighting.



DELFT NORTH NODE FOCUS AREA BASE MAP



LOCATION KEY

**KEY****DELFT NORTH NODE****1. Base Map****1.1 Extents**

- Opportunity Nodes Extent
- Informal Trader Bays
- Arterial Roads
- Commercial Activity

**1.2 Connectivity**

- Development Corridor
- Main Road

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT NORTH | BASE MAP**

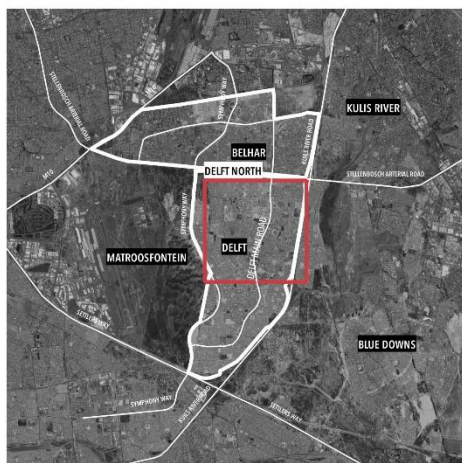
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*Map 20: Commercial Activity in Roosendal and Voorbrug Taxi Rank Sites*





DELFT NORTH NODE FOCUS AREA LAND OWNERSHIP



LOCATION KEY

## KEY

### DELFT NORTH NODE

#### 1. Base Map

##### 1.1 Extents

- Opportunity Nodes Extent
- Informal Trader Bays
- Arterial Roads

##### 1.2 Connectivity

- Development Corridor
- Main Road

#### 2. Land Administration

##### 2.2 Land Ownership

- DB\_LU\_SL\_PARK\_UDVP\_PBLC\_OPEN\_SPACE

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT NORTH | LAND OWNERSHIP

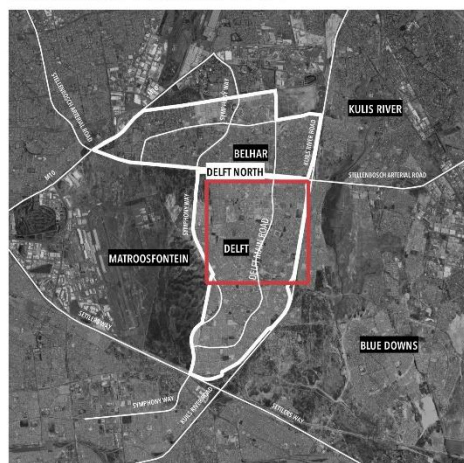
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Map 21: Land Ownership, Roosendal and Voorbrug Taxi Rank Sites





DELFT NORTH NODE FOCUS AREA ZONING



LOCATION KEY

## KEY

### DELFT NORTH NODE

#### 1. Base Map

##### 1.1 Extents

- Opportunity Nodes Extent
- Informal Trader Bays
- Arterial Roads

##### 1.2 Connectivity

- Development Corridor
- Main Road

## 2. Land Administration

### 2.3 Zoning

#### DB\_LU\_IZNG LAND PRCL

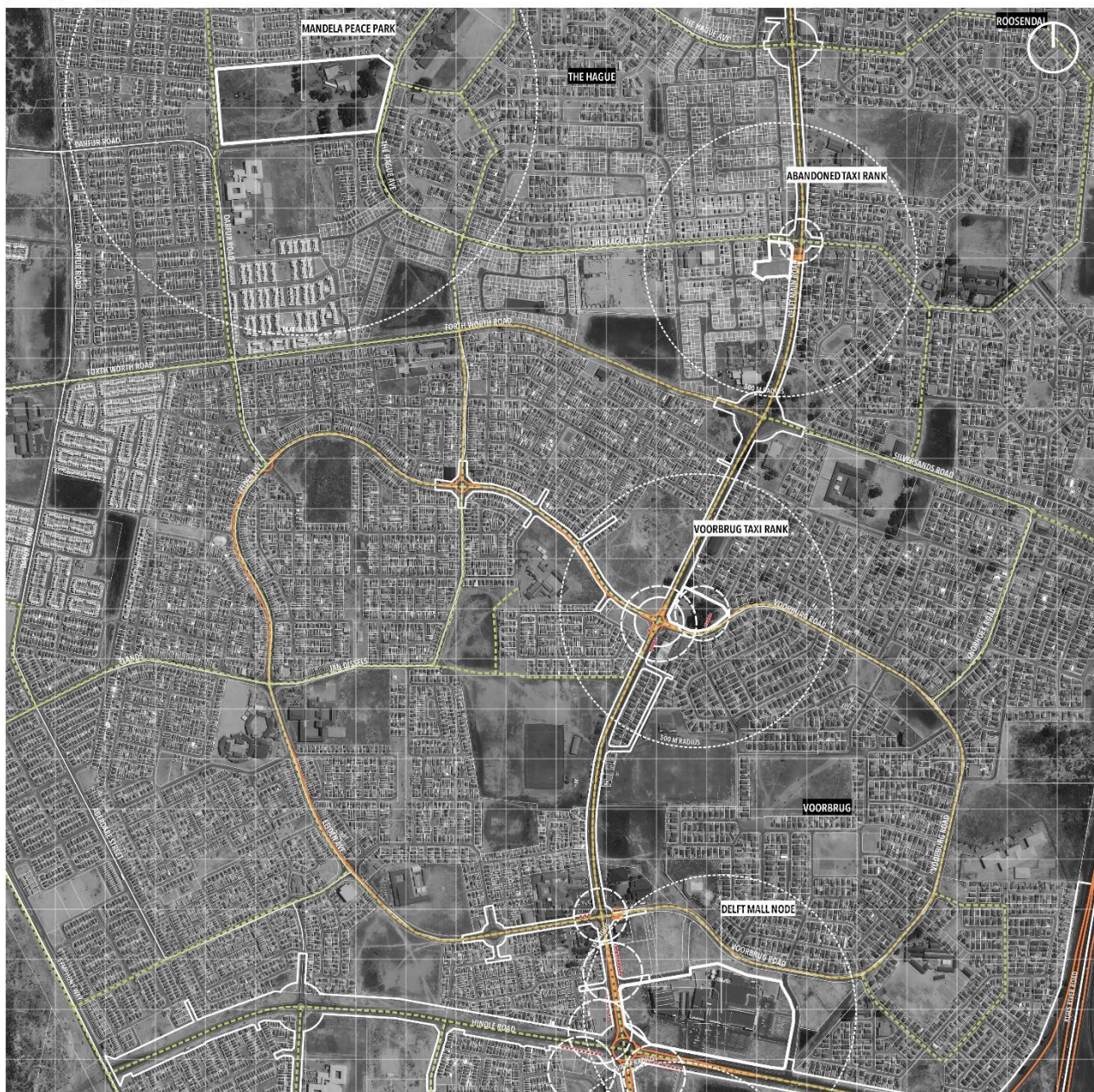
- Community 1 : Local
- Community 2 : Regional
- Utility
- Limited Use Zone
- Agricultural
- Open Space 1 : Environmental Conservation
- Open Space 2 : Public Open Space
- Open Space 3 : Special Open Space
- Transport 1 : Transport Use
- Transport 2 : Public Road and Public Parking
- General Business 1
- General Business 4
- Single Residential 1 : Conventional Housing
- Single Residential 2 : Incremental Housing
- General Residential 2
- General Industrial 1

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT NORTH | ZONING

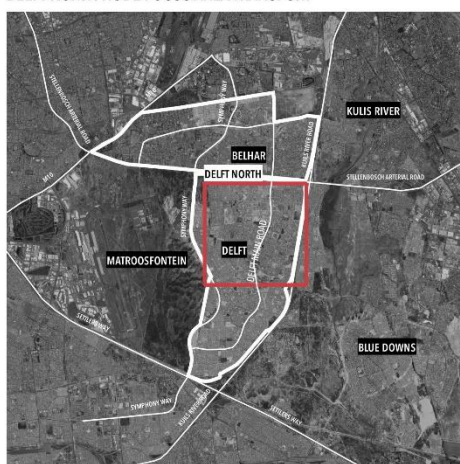
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Map 23: Zoning, Roosendaal and Voorbrug Taxi Rank Sites





DELFT NORTH NODE FOCUS AREA TRANSPORT



LOCATION KEY

**KEY****DELFT NORTH NODE****1. Base Map****1.1 Extents**

- Opportunity Nodes Extent
- Informal Trader Bays
- Arterial Roads

**1.2 Connectivity**

- Development Corridor
- Main Road

**3. Infrastructure****3.1 Transport**

- DB\_TPT\_NMT\_Cycle\_Routes
- DB\_TPT\_Taxi\_Routes
- DB\_TPT\_Public\_Transport\_Interchange

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT NORTH | TRANSPORT**

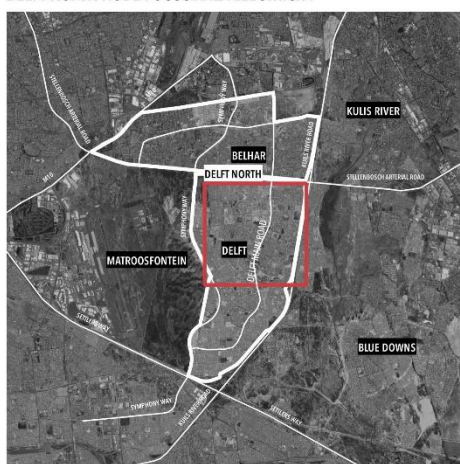
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*Map 25: Transport Facilities and Routes, Roosendal and Voorbrug Taxi Rank Sites*





DELFT NORTH NODE FOCUS AREA ELECTRICITY



LOCATION KEY

**KEY****DELFT NORTH NODE****1. Base Map****1.1 Extents**

- ▬ Opportunity Nodes Extent
- ▬ Informal Trader Bays
- ▬ Arterial Roads

**1.2 Connectivity**

- ▬ Development Corridor
- ▬ Main Road

**3. Infrastructure****3.3 Electricity**

- DB\_EL\_PublicLighting
- ▬ DB\_EL\_SL\_SPLY\_ATHR

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT NORTH | ELECTRICITY**

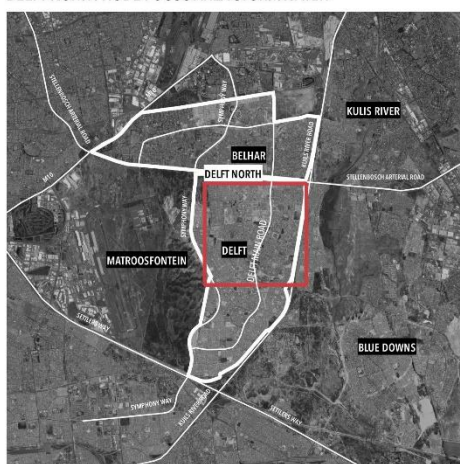
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Map 26: Electricity Infrastructure, Roosendal and Voorbrug Taxi Rank Sites





DELFT NORTH NODE FOCUS AREA STORMWATER



LOCATION KEY

**KEY****DELFT NORTH NODE****1. Base Map****1.1 Extents**

- Opportunity Nodes Extent
- Informal Trader Bays
- Arterial Roads

**1.2 Connectivity**

- Development Corridor
- Main Road

**3. Infrastructure****3.3 Stormwater**

- DB\_WS\_stwConduit
- DB\_WS\_stwInlet-Outlet
- DB\_WS\_stwStorageFacilityPond

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT NORTH | STORMWATER**

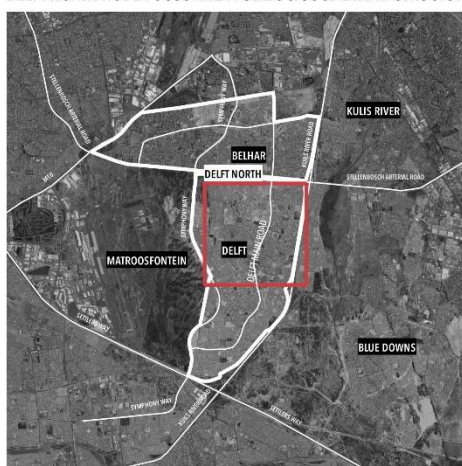
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*Map 27: Stormwater Infrastructure, Roosendal and Voorbrug Taxi Rank Sites*





DELFT NORTH NODE FOCUS AREA PUBLIC &amp; SOCIAL INFRASTRUCTURE



LOCATION KEY

**KEY****DELFT NORTH NODE****1. Base Map****1.1 Extents**

- Opportunity Nodes Extent
- Informal Trader Bays
- Arterial Roads

**1.2 Connectivity**

- Development Corridor
- Main Road

**3. Infrastructure****3.5 Public & Social Infrastructure**

- Sports\_Grounds
- Community\_Centres
- Parks

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT NORTH | PUBLIC & SOCIAL INFRASTRUCTURE**

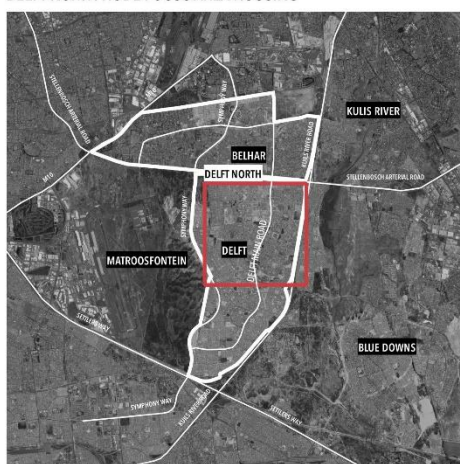
Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

Map 28: Public and Social Infrastructure, Roosendal and Voorbrug Taxi Rank Sites





DELFT NORTH NODE FOCUS AREA HOUSING



LOCATION KEY

**KEY****DELFT NORTH NODE****1. Base Map****1.1 Extents**

- Opportunity Nodes Extent
- Informal Trader Bays
- Arterial Roads

**1.2 Connectivity**

- Development Corridor
- Main Road

**3. Infrastructure****3.6 Housing**

- DB\_HS\_CSG\_SERVITUDE\_AREA
- DB\_HS\_Informal Settlements

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT NORTH | HOUSING**

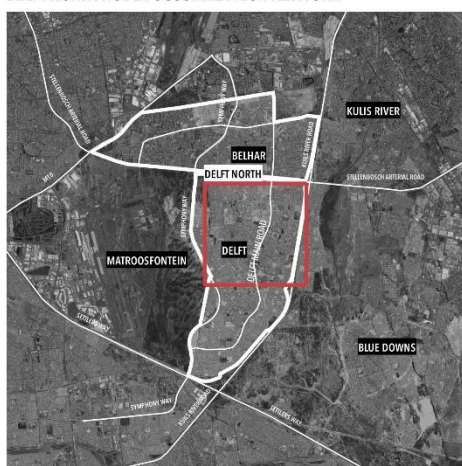
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*Map 29: Housing, Roosendaal and Voorbrug Taxi Rank Sites*





DEFT NORTH NODE FOCUS AREA TECH NETWORK



LOCATION KEY

**KEY****DEFT NORTH NODE****1. Base Map****1.1 Extents**

- Opportunity Nodes Extent
- Informal Trader Bays
- Arterial Roads

**1.2 Connectivity**

- Development Corridor
- Main Road

**3. Infrastructure****3.7 Tech Network**

- Delft ICT create linework
- Libraries

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT NORTH | TECH NETWORK**

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

Map 30: Tech Network, Roosendal and Voorbrug Taxi Rank Sites



## 9.2. Southern Section, Development Corridor

The southern section of the Delft Main Road Development Corridor performs better economically than the northern section due to its more consolidated and cohesive build edge conditions. Buildings and spaces face directly onto the street and have a relationship that is favourable to pedestrians, thus contributing to an active street experience. The southern section lends itself well to increased intensification strategies based on existing patterns of investment.

The patterns of investment need to be understood to discern which spaces are problematic in terms of health and safety (and inclusive economic growth) and which are deemed productive in terms of spatial and economic transformation.

The intersection of Delft Main Road and Symphony Way presents an important place-making opportunity to leverage the influence of two dominant mobility corridors. A further important node is the Sibanye Square site (also known as Eidenhof). The formalisation of taxi ranks within mixed-use and internodal transport hubs would improve the social and economic potential of these sites. Further, investment in private properties, especially vertical extensions accommodating mixed-use, should be encouraged due to the strategic location and TOD possibilities along the corridor.

The following suggestions are contemplated for the southern section:

### 10. Delft Mall Node

- a. Delft Mall Node. The node has emerged as the epicentre of business and includes corporate, SMEs and micro-enterprises. Street trading is largely unordered, with traders increasing encroaching on sidewalks and occupying vacant land. Current patterns of land use are sub-optimal. Traders have minimal public facilities, and operate without shelter, storage, water and electricity. The adjacent land parcels are performing sub-optimally. These sites have potential to accommodate large scale business units (for wholesale) and multi-story accommodation. Extant ecosystem resources should be conserved. NMT routes to the node should be established.
- b. Develop an urban management plan. The stakeholders would need to be clearly defined and engaged in the process of the transformation of the node. A secure stakeholder and management plan will create a secure institutional space for increased private investment – especially through the adjacent underperforming land parcels.
- c. Crime Prevention through Environmental Design. The poor design and lack of management creates territories for appropriation and power dynamics to establish themselves. This enhances the propensity for violence. The design of public space needs to prioritise safety for commuters and micro-enterprises. This can be achieved by clear demarcating territory, developing a management plan, and establishing sight lines and business interdependencies.

- d. Public environment upgrade. The sidewalks and connections across streets at the node need to be designed to allow for better connectivity and safe walking for commuters/pedestrians and economic opportunity for micro-enterprises. This could involve the public environment upgrade that would include designing and implementing sidewalks, lighting, signage (directional and advertising) and landscaping (hard and soft).

---

**Opportunity:** A revised trader plan developed and instituted at the site opposite the Delft Shoprite Mall.

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**Opportunity:** Public Private Partnership strategies implemented to improve safety and security for local businesses in retail hubs and trading sites.

---

## 2. Eidenhof Taxi Rank and Trader Market Establishment:

- a. The informal taxi rank is well-located on the mobility corridor and is currently has an important role in activating the node. The adjacent land parcels are performing sub-optimally. The suggested development is an intermodal transport facility that contributes towards a mix-used precinct with accommodation, business units for SMEs and enhance facilities for traders.
- b. This site is made up of four large erven. Erf 9752 and 9753 are zoned for General Business 1. Within this site, the bays demarcated according to the Informal Trading Plan, 2019 have been constructed on these properties. General Business 1 allows for a range of primary and consent uses that could result in a more effective, multi-functional use of this erf. Land use is sub-optimal. The southern property on this site, erf 9754, is zoned Transport 2, which aligns with the use of this site as a taxi rank / transport facility. The fourth property, erf 9755, is zoned Community 1.
- c. Establish an urban management plan. The stakeholders would need to be clearly defined and engaged in the process of the transformation of the node. A secure stakeholder and management plan will create a secure institutional space for increased business use.
- d. An intermodal transport facility. Re-design of the taxi terminus that includes clear traffic management, signage, shelter, offices, trading spaces, ablutions, waiting areas, WiFi, lighting and landscaping. The facility should include bus-stops, universal access and NMT lanes.
- e. Crime Prevention through Environmental Design. The absence of a coherent and strategic spatial plan for this site has created territories for appropriation and power dynamics to establish themselves. The micro-enterprise surveys identified crime as a major obstacle in this site. A safer environment can be achieved through clear demarcation of land-users, developing a management plan, improving lighting, installing CCTV, improving business infrastructure (and reducing and replacing the current role of shipping containers), re-imagining the skateboard rank, and

incorporating accommodation within the site to ensure the presence of a residential community.

- f. Improved facilities for traders. Informal trading is permitted as a consent use under the current zoning. A safe and well-managed space, with facilities such as shade, storage, water, electricity and ablutions, will encourage more established and secure business to develop and invest in the node.
- g. Public environment upgrade. The sidewalks and connections across streets at the node need to be designed to allow for better connectivity and safe walking for commuters/pedestrians. This would involve a general public environment upgrade that would include the design and implementation of sidewalk, lighting, signage (directional and advertising) and landscaping (hard and soft).
- h. City land within the wider precinct. There are strategically and commercially valuable erven of City land within the wider precinct. These sites should be re-leased for commercial or mixed-use developments. Illegal building structures on these sites, including an important thoroughfare, should be removed.

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**Opportunity:** Trading facilities developed and a precinct management plan instituted at the Sibanye Square site.

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**Opportunity:** Public Private Partnership strategies implemented to improve safety and security for local businesses in retail hubs and trading sites.

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### 3. Delft South taxi rank redevelopment

- a. The taxi rank, connecting Mitchells Plan to the Delft Main Road Corridor, which is located on Erf 13120, is well-located on the end/beginning of the mobility corridor. The rank is an important transport facility activating the node. The land on this site is performing sub-optimally.
- b. The site property is unpaved, with no formally marked access points. There are no waiting spaces or facilities available for commuters. Shipping containers are located on the street edges; the placement of these containers is haphazard, creating narrow pedestrian alleys, with poorly defined lines of sight, which compromise commuter safety. This erf is zoned General Business 1, which allows for a range of primary and consent uses that could result in a more effective, multi-functional use of this erf. The suggested transformation is towards a mix-used node.
- c. Establish an urban management plan and clearly demarcate a precinct. The stakeholders would need to be clearly defined and engaged in the process of the transformation of the node. Whilst the taxi owners are an important stakeholder, it is important to involve business and community stakeholders to guide the transformation towards a more inclusive space.



- d. Intermodal Transport Facility. Design an intermodal transport facility, incorporated within a mixed-use land-use plan, that includes clear traffic management, signage, shelter, offices, trading spaces, ablutions, waiting areas, WiFi, lighting and landscaping.
- e. Crime Prevention through Environmental Design. The design of the transport facility and node needs to consider the necessity to create a safe space for commuters and businesses through environmental design. This can be achieved by clear demarcating land-uses, developing a management plan, and establishing sight lines and business interdependencies. A safe and well-managed space will encourage more established and secure business to develop and invest in the node.
- f. Improved Pedestrian Access. The sidewalks and connections across streets need to be designed to allow for better connectivity and safe walking for commuters/pedestrians and economic opportunity for micro-enterprises. This requires a public environment upgrade, including the design and implementation of sidewalk, lighting, signage (directional and advertising) and landscaping (hard and soft).

The successful development of mixed-use intermodal transport facilities is contingent on establishing adequate present management strategies. It is suggested that these strategies are embedded in public-private-partnerships. To support such partnerships, the City should develop business cases for the management of these facilities on a financially sustainable basis, identifying income-streams to cover the costs of precinct management, security, and maintenance. The business case should also identify opportunities for private investment, including unlocking land for sale.

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**Opportunity:** A financially sustainable business model proposed, based on **public-private-partnership principles**, to develop and operationalise transport hubs as mixed-use business hubs.

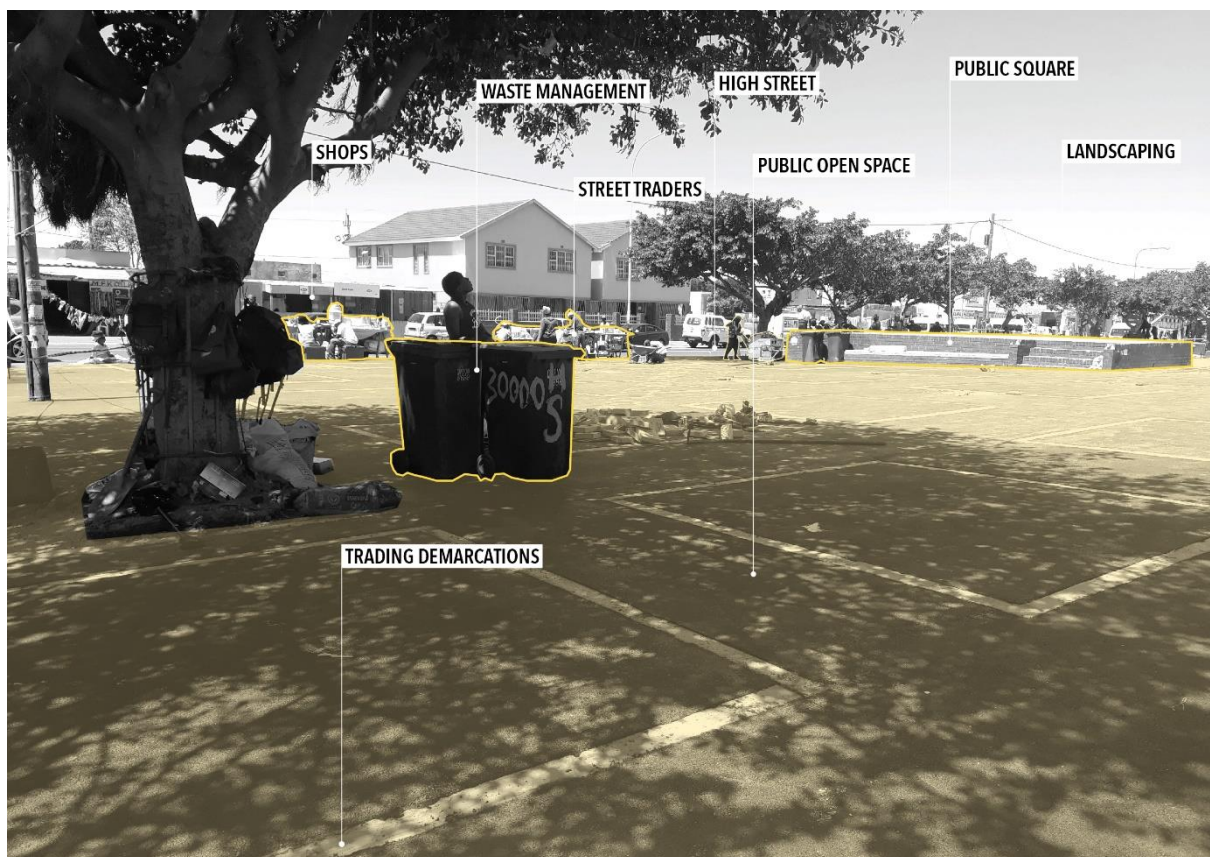
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**Opportunity:** Infrastructure developed to provide and enable universal access to public transport.

---

*Figure 35: This large open space is ideally located along the high street, but performs sub-optimally. The activation of both the square edge and the design and programming (integrating and amplifying existing uses) of the square will greatly add to the functioning of this space.*

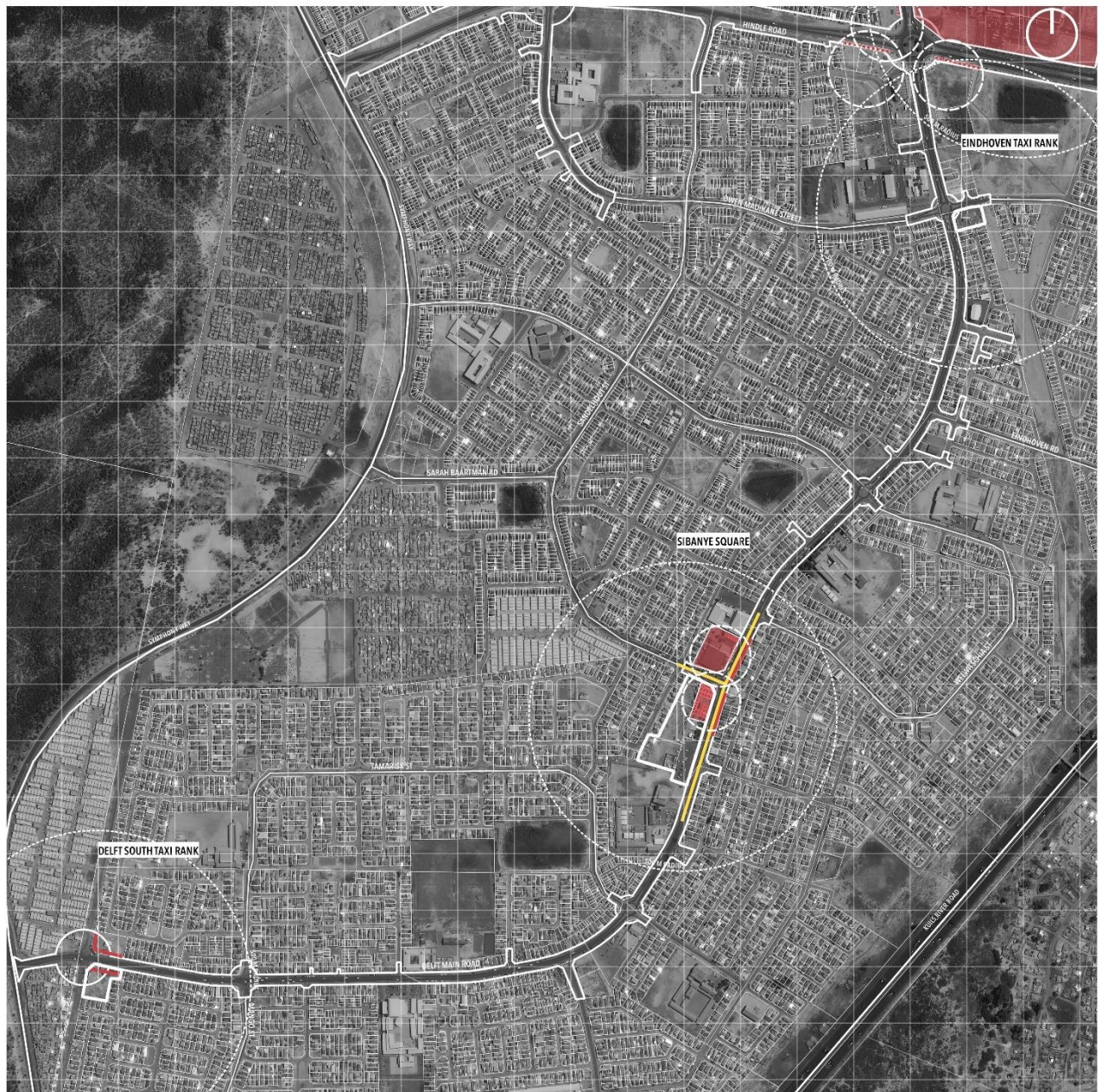


As explored above, one of the key sites in this section of the Development Corridor is the Eidenhof/Sibanye Square informal taxi rank and informal traders' market. The table below provides a summary of the status quo for this site, as indicated in the maps. In instances where the GIS data is not available or has not been provided, the table specifies the gaps.

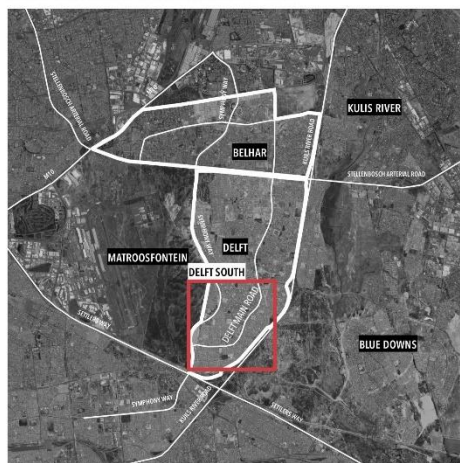
*Table 5: Status Quo of key sites on Delft Main Road, Southern Section*

<b>Connectivity/Transport</b>	<b>Socio-economic Function</b>	<b>Current Zoning</b>	<b>Digital</b>	<b>Stormwater, Water and Sanitation</b>	<b>Energy</b>	<b>Int Human Settlements</b>	<b>Trader Access to Infrastructure</b>
Situated at the intersection of Delft Main Road and Sandelhout Street. The site include a major taxi rank. Informal pedestrian routes into surrounding residential areas.	The node is a major trade, retail and transport hub. The site includes informal trader bays. There is a concentration of street traders. SME retailers operate from containers and buildings on adjacent streets. The informal taxi rank is a destination point to access various points throughout the City. The broader node includes a supermarket and SME retailers, the Delft library and community hall.	The trader bays are on two erven that are zoned General Business 1. The erven on either side of these properties are zoned Community 1. The surrounding neighbourhood is characterised by Single Residential 2 zoning.	According to the data provided by the City of Cape Town, ICT infrastructure does not extend to the Southern section of Delft.	Stormwater conduits run along Delft Main Road, adjacent to this site. No data available for bulk water and sanitation systems.	There is public street lighting around the site.	No data available.	Apart from trading bays, there is no formal trader infrastructure and facilities.





DELFT SOUTH NODE FOCUS AREA BASE MAP



LOCATION KEY

## KEY

### DELFT SOUTH NODE

#### 1. Base Map

##### 1.1 Extents

- Opportunity Nodes Extents
- Informal Trader Bays
- High Street
- Commercial Activity
- Street Commercial Activity

##### 1.2 Connectivity

- Development Corridor
- Main Road
- Arterial Roads

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT SOUTH | BASE MAP

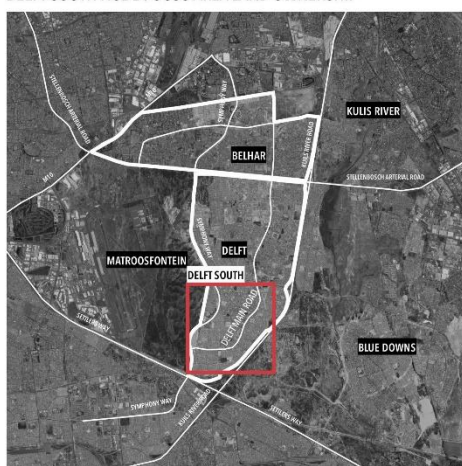
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Map 31: Commercial Activity in Eindhoven and Delft South Taxi Rank Sites





DELFT SOUTH NODE FOCUS AREA LAND OWNERSHIP



LOCATION KEY

## KEY

### DELFT SOUTH NODE

#### 1. Base Map

##### 1.1 Extents

- Opportunity Nodes Extents
- Informal Trader Bays

##### 1.2 Connectivity

- Development Corridor
- Main Road
- Arterial Roads

#### 2. Land Administration

##### 2.2 Land Ownership

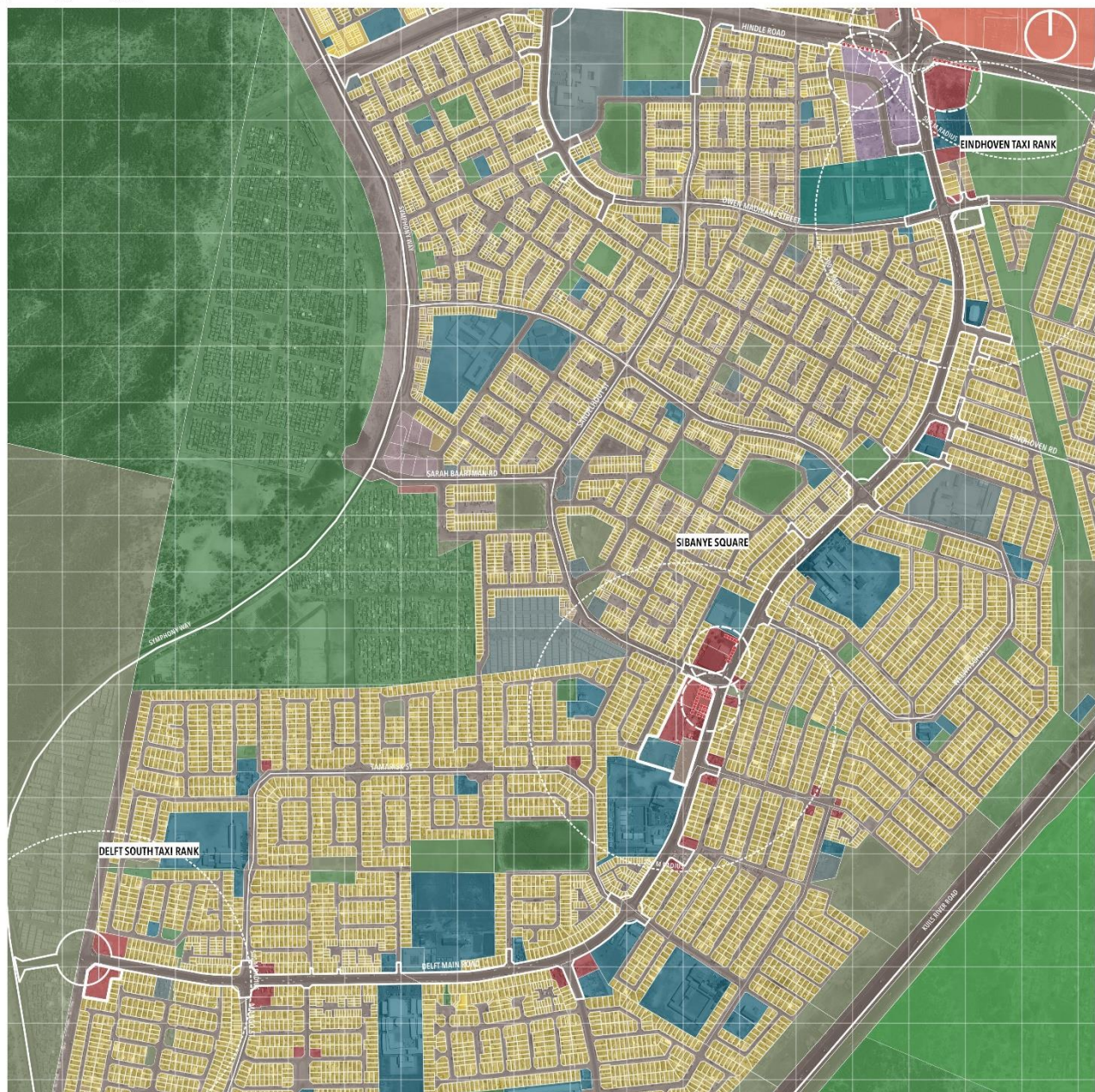
- DB\_LU\_SL\_PARK\_UDVP\_PBLIC\_OPEN\_SPCE

## CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT SOUTH | LAND OWNERSHIP

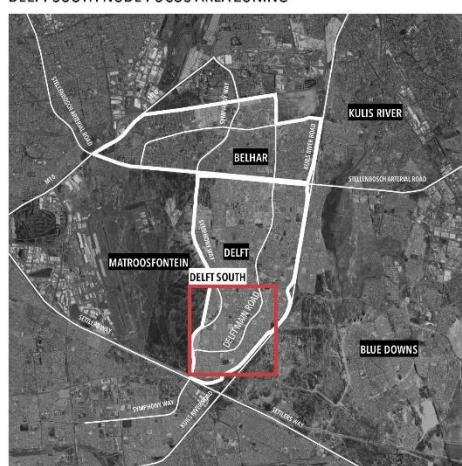
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Map 32: Land Ownership, Eindhoven and Delft South Taxi Rank Sites





DELFT SOUTH NODE FOCUS AREA ZONING



LOCATION KEY

**KEY****DELFT SOUTH NODE****1. Base Map****1.1 Extents**

- Opportunity Nodes
- Informal Trader Bays

**1.2 Connectivity**

- Development Corridor
- Main Road
- Arterial Roads

**2. Land Administration****2.3 Zoning**

DB\_LU\_ILZNG LAND PRCL

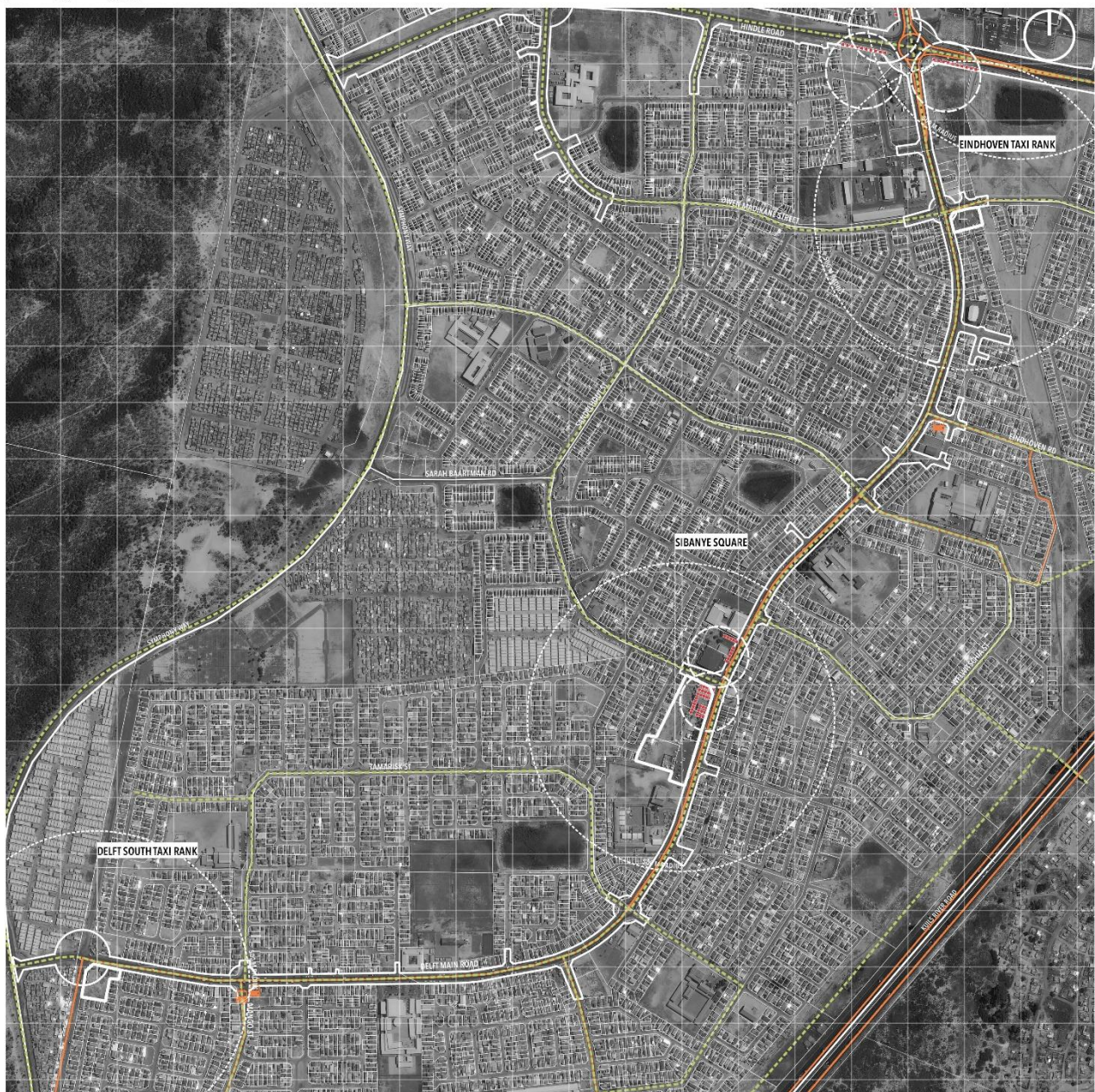
- Community 1 : Local
- Utility
- Limited Use Zone
- Agricultural
- Open Space 2 : Public Open Space
- Open Space 3: Special Open Space
- Transport 1 : Transport Use
- Transport 2 : Public Road and Public Parking
- General Business 1
- Single Residential 1 : Conventional Housing
- Single Residential 2 : Incremental Housing
- General Residential 1 : Group Housing
- General Residential 2
- General Industrial 1

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT SOUTH | ZONING**

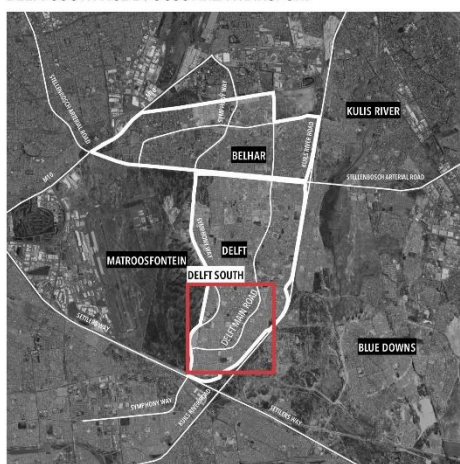
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Map 33: Zoning, Eindhoven and Delft South Taxi Rank Sites





DELT SOUTH NODE FOCUS AREA TRANSPORT



LOCATION KEY

**KEY****DELT SOUTH NODE****1. Base Map****1.1 Extents**

- Opportunity Nodes Extents
- Informal Trader Bays

**1.2 Connectivity**

- Development Corridor
- Main Road
- Arterial Roads

**3. Infrastructure****3.1 Transport**

- DB\_TPT\_NMT\_Cycle\_Routes
- DB\_TPT\_Taxi\_Routes
- DB\_TPT\_Public\_Transport\_Interchange

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT SOUTH | TRANSPORT**

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

*Map 35: Public Transport Infrastructure and Routes, Eindhoven and Delft South Taxi Rank Sites*



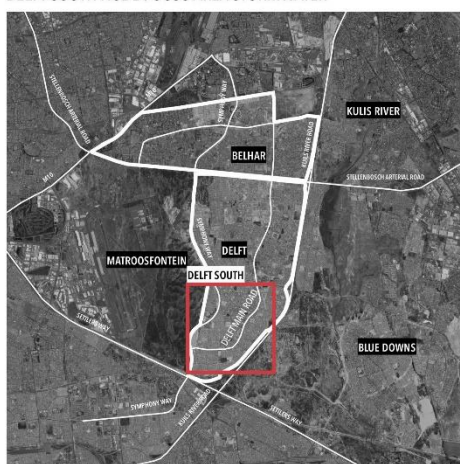
- DB\_EL\_PublicLighting
- DB\_EL\_SL\_SPLY\_ATHR

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DELFT SOUTH NODE FOCUS AREA STORMWATER



LOCATION KEY

**KEY****DELFT SOUTH NODE****1. Base Map****1.1 Extents**

- Opportunity Nodes Extents
- Informal Trader Bays

**1.2 Connectivity**

- Development Corridor
- Main Road
- Arterial Roads

**3. Infrastructure****3.4 Stormwater**

- DB\_WS\_stwConduit
- DB\_WS\_stwInlet-Outlet
- DB\_WS\_stwStorageFacilityPond

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT SOUTH | STORMWATER**

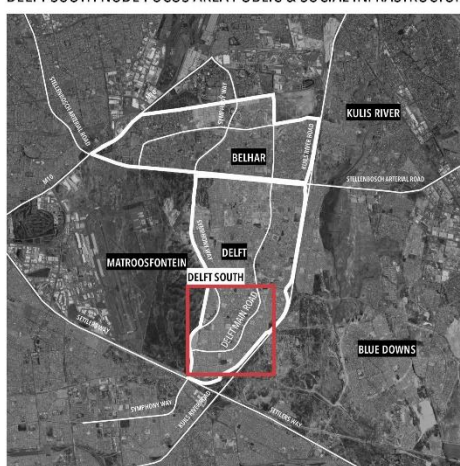
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*Map 38: Stormwater Infrastructure, Eindhoven and Delft South Taxi Rank Sites*





DELFT SOUTH NODE FOCUS AREA PUBLIC &amp; SOCIAL INFRASTRUCTURE



LOCATION KEY

**KEY****DELFT SOUTH NODE****1. Base Map****1.1 Extents**

- Opportunity Nodes
- Informal Trader Bays

**1.2 Connectivity**

- Development Corridor
- Main Road
- Arterial Roads

**3. Infrastructure****3.5 Public & Social Infrastructure**

- Sports\_Grounds
- Community\_Centres
- Parks

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT SOUTH | PUBLIC & SOCIAL INFRASTRUCTURE**

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*Map 39: Public and Social Infrastructure, Eindhoven and Delft South Taxi Rank Sites*



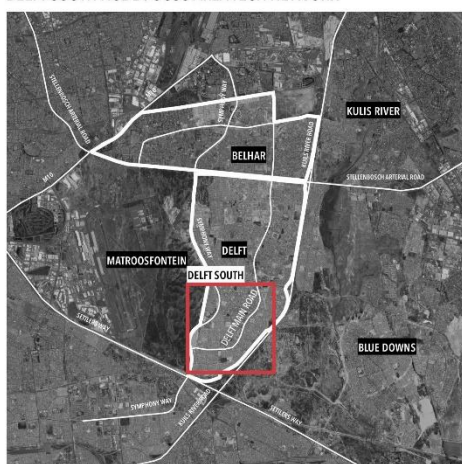
DB\_HS\_CSG\_SERVITUDE\_AREA  
DB\_HS\_Informal Settlements

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DELFT SOUTH NODE FOCUS AREA TECH NETWORK



LOCATION KEY

#### KEY

##### DELFT SOUTH NODE

##### 1. Base Map

##### 1.1 Extents

- Opportunity Nodes Extents
- Informal Trader Bays

##### 1.2 Connectivity

- Development Corridor
- Main Road
- Arterial Roads

##### 3. Infrastructure

##### 3.7 Tech Network

- Delft ICT create linework
- Libraries

#### CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | DELFT SOUTH | TECH NETWORK

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

Map 41: Tech Network, Eindhoven and Delft South Taxi Rank Sites



## 10. Housing

### 10.1. Overview

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

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

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

The housing asset framework (Rust 2020) <sup>1</sup> offers a useful conceptual lens to understand the social, economic and financial importance of housing and how they can contribute to township economic development. As a social asset, housing provides township residents with a safe and secure place to live, socialise, study and sleep. As an economic asset, housing generates income and livelihood opportunities for homeowners. The social and economic functions of housing influence its value as a financial asset. As a financial asset, the house can be traded for money, used as collateral to access finance or as an investment to accumulate wealth, which can be passed on to others. The figure below depicts the social, economic and financial asset values of housing and their contribution to township economic development.

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<sup>1</sup> Rust, K. (2020). Framing concept: Understanding the housing asset. Centre for Affordable Housing Finance. <http://housingfinanceafrica.org/documents/framing-concept-understanding-the-housing-asset/>

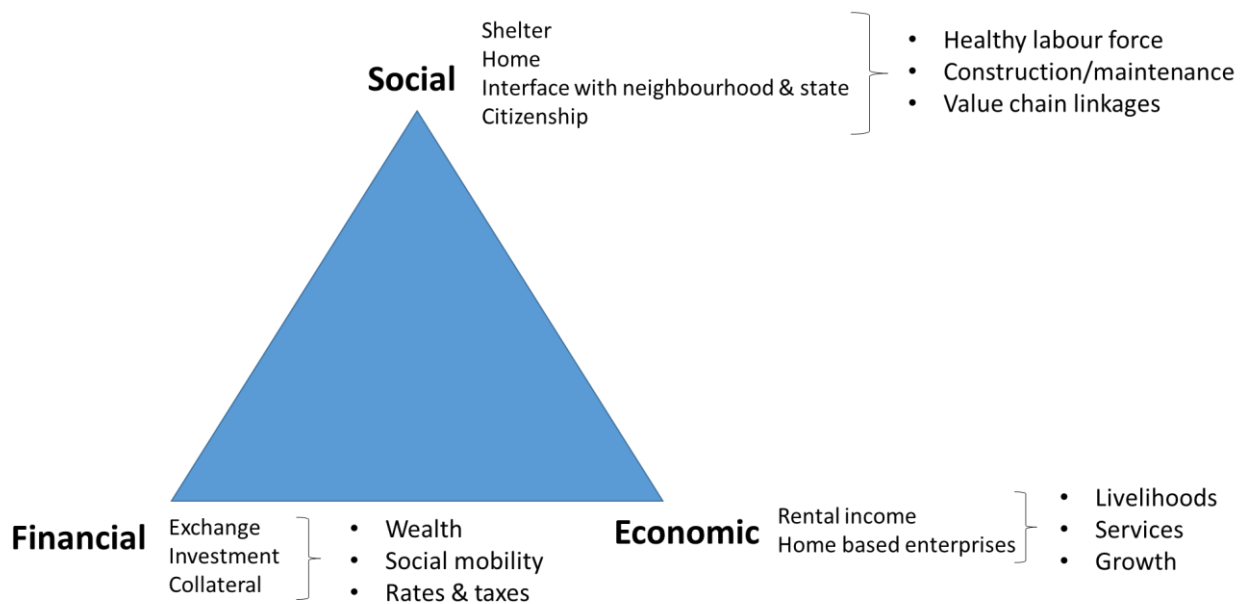


Figure 36: Housing Asset Values and their contribution to TED

### 10.3. Housing as Social Asset

### 10.4. Housing Demand

There is growing demand for affordable housing in Delft because people want to live there. It is a vibrant and sought-after township in the Cape Flats, despite the high levels of crime, gangsterism and poverty. Its proximity to employment opportunities and public transport routes attracts people from different socio-economic and racial backgrounds, as well as from other parts in South Africa and the continent.

Although the population of Delft is predominantly poor, economic stratification exists and a noticeable segment of middle-income households with higher purchasing power seems to be emerging. This includes a growing group of young professionals, who are seeking higher quality housing, including rental accommodation. Delft has a mix of formal and informal housing stock. The number of informal dwellings appears to be growing much faster than formally delivered houses.

### 10.5. Formal Housing Delivery

The formal housing stock is dominated by RDP/BNG houses. Over the years, the government has made substantial investments in local housing. Several rounds of human settlements projects have produced a range of housing typologies that characterize different neighbourhoods (CAHF, 2016)<sup>2</sup>.

<sup>2</sup> CAHF (2016). Residential Property Market Processes as found in Delft, Western Cape. Final Research Report.

Delft had a registered housing stock of 30,898 units in 2019. Between 2015 and 2019, the stock grew by 2251 new registered properties, an increase of 7%. Almost all of these were BNG housing, with the majority located in Delft SP (1852) followed by Roosendaal (209) and The Hague (124). The Delft, The Hague, Roosendaal and Eindhoven housing project commenced in 2014. To date, 2056 of the planned 2407 units have been completed, whilst the remaining 351 units are planned for completion by the end of June 2022. The Delft Symphony Way Corridor housing project will accommodate residents from the informal settlements of Blikkiesdorp, Malawi Camp and Freedom Farm. As per an agreement with ACSA, to unlock land for the runway expansion, the housing project will provide 3500 units to the families that are to be relocated from these settlements. The proposed ACSA development would include a range of mixed uses including residential, light industrial and some commercial. Aside from promoting economic density in the area, the construction and development of the project could bring economic benefits to local township enterprises.

Given the latest announcements by the Department of Human Settlements, indicating that free BNG housing delivery will be drastically reduced and replaced by serviced sites, it is unlikely that City investments in formal housing will play a significant role in township economic development in Delft for the foreseeable future. Indeed, the City strategizing to reposition its support as 'an enabler and regulator of housing', recognising the importance of new ways of providing housing (Communication, Gail Eddy). There are opportunities for innovative public-private partnerships in delivering higher-density affordable housing. To fulfil this role, the City needs to calibrating procurement regulations in respect to the Municipal Assets Transfer Regulations and Public Private Partnership regulations. In addition, the City would need to enhance its human resource and skillset to support housing development partnerships.

Infill opportunities exist on smaller sites that can be found dispersed across the settlement. Delft also has several public facilities like schools and parks that could be targeted for infill development to contribute to urban consolidation. Past planning practices have allocated very large sites for many of these institutions, some of which have become liabilities because they are under-used and require costly maintenance and security precautions. Therefore, sizeable parcels of land remain vacant and in some cases are used for informal activities. This situation perpetuates spatial fragmentation and undermines the vitality of the area. The underused portions of the land could be redeveloped into higher density residential blocks.





Figure 37: Vacant sites with potential for in-fill development

## 10.6. Informal housing Delivery

Informal housing is mostly responsible for absorbing the growing population of Delft. More specifically, informal dwellings in the backyards of RDP/BNG houses have mushroomed across the settlement. In addition to low-cost shacks and 'wendy' houses, there has been a noticeable rise in solid single or double-storey micro flats, especially in Delft South and Eindhoven. Individual homeowners and enterprising developers are investing in their backyard property to meet the growing demand for affordable, higher quality rental accommodation (Scheba and Turok 2020). Both the private and public



sectors have recognised the growth and potential of the backyard real estate market. Companies like Indlu and Bitprop have begun to work with individual homeowners to build higher quality rental stock. They assist homeowners with little or no capital to build and benefit from rental accommodation by financing the development and entering into a rent-sharing agreement.



*Figure 38: Growth of Backyard Rental Accomodation Across the Settlement*





DELFT-BELHAR FOCUS AREA HOUSING



LOCATION KEY

**KEY****DELFT-BELHAR NODE****1. Base Map****1.1 Extents**

— Delft Study Area

**1.2 Nodes**

Informal Trader Bays

Opportunity Nodes

TED Focus Area

**1.3 Connectivity**

— Development Corridor

— Main Road

**3. Infrastructure****3.6 Housing**

DB\_HS\_CSG\_SERVITUDE\_AREA

DB\_HS\_Informal Settlements

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | HOUSING**

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*Map 42: Housing Dynamics in Delft*



The figure below illustrates the average monthly rentals charged in the different rental sub-markets in Delft. At the lower end are zozo rooms and wendy houses for over R400 per month, excluding electricity. Rooms in semi-detached extensions and micro-flats cost approximately R1000 on average, excluding electricity. The higher end rooms are located in multi-storey flats and cost on average R1500. The more expensive rooms come with better finishes, en-suite bathrooms and cost up to R3500 (Petersen et al. 2020)<sup>3</sup>.

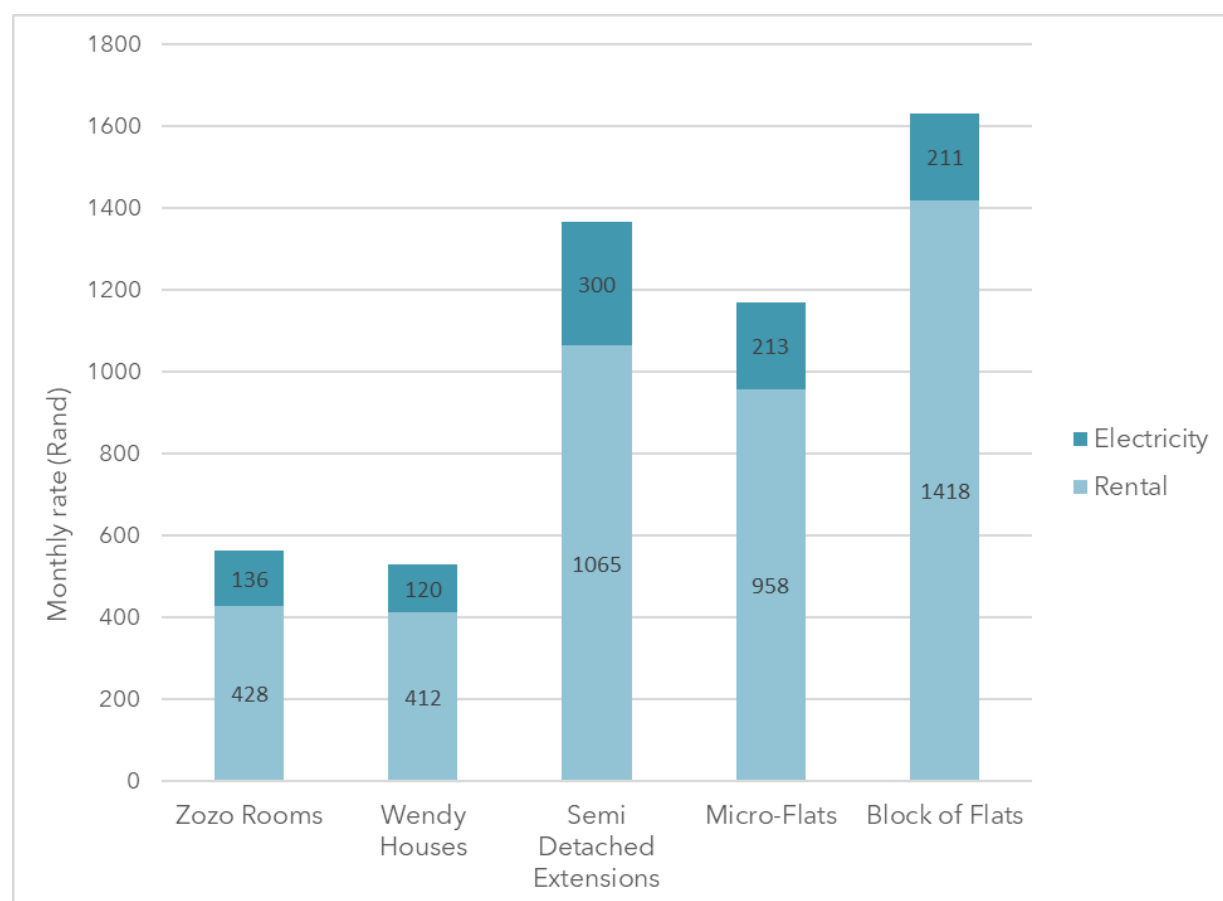


Figure 37: Different Rental Sub-markets in Delft

Supporting the growth and formalisation of the backyard real estate market can promote local economic development while providing urgently needed, higher quality, affordable rental housing. The CoCT has recently adopted a council resolution to support the small-scale rental sector. This is also a major element of its new Human Settlements Strategy. The resolution includes reforms of zoning laws and administrative procedures to make formalisation of backyard structures easier, improved local support to homeowners and property developers, assistance with templates and pre-approved building plans, improved urban management and bulk infrastructure investment to carry the increased densities in the settlement. Significant opportunities exist to test innovative pilot projects and new approaches to

<sup>3</sup> Petersen, L., Charman, A., Scheba, A. and Turok, I. (2020). Rental Accommodation in Delft and Eindhoven. SLF Township Economy in 2020 Series.

backyarding in Delft. Important lessons can be learnt from previous support measures offered by the officials in the Khayelitsha district office, who supported homeowners in applying for and obtaining building plan approvals for their backyard rental accommodation. Similar support, perhaps even in the form of a local Housing Support Centre, would give local homeowners access to information and advice on how to build rental accommodation formally. The Housing Support Centre could also link homeowners to local construction and real estate industry, hence promoting local economic growth and employment creation. Other support could include advice on formalising home-based enterprises, accessing mortgage-based loans or trading housing assets in the formal market. The concept of precinct development is worth exploring because it seeks to maximise the positive externalities that arise from consolidating improvements to individual plots, including the creation of 'high streets' along which commercial activities may occupy the ground floor of new rental properties. The World Bank and Cities Support Programme chose Delft and Tembisa (City of Ekurhuleni) as case study sites for research and pilot initiatives. These public and private sector efforts could potentially unlock large scale transformation of the backyard rental sector with positive impacts on the township construction and property development economy.

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

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In addition to backyard dwellings, the number of free-standing shacks also seems to be growing. Unauthorised land occupations have increased considerably prior to and during Covid-19 in Cape Town, with Delft being one of the hotspots. The situation reflects the enormous housing demand and backlog across the city at large. Addressing the challenge will require tackling the underlying problem of the lack of available land for settlement. Some of these occupations take place on land earmarked for infrastructure and housing projects, threatening the longer-term development plans for the township. There is an opportunity to redirect occupations via the provision of serviced sites on suitable land within and outside of Delft. In addition, existing and future informal settlements on well-located sites could be incrementally upgraded and vertically densified to free up public spaces, install basic services and connect them to the rest of the township.

## **10.7. Housing as Economic Asset**

### **10.7.1. Backyard Rental**

Most homeowners in Delft have rented out their space or purpose-built accommodation in the back- or front-yard, as described earlier. While some of them are provided for free to family or friends, a growing number is aimed at generating income. A recent study by the Sustainable Livelihoods Foundation recorded 2,864 commercial rental units in Delft South and Eindhoven, which excludes rooms rented to family and friends. Out of these 2864 units, 236 were semi-detached extensions, 547 in micro-flats located next to the original property and 589 were in block of flats, erected in replacement of the original

dwelling (Petersen et al. 2020). The figure illustrates the types and location of commercial rental properties in the two sites.

### Delft Micro-Enterprise Survey, 2020 Rental housing stock



Map 43: Delft South Micro-enterprise survey, 2020, Rental Housing Stock

Estimates suggest that over the years approximately R130 million have been invested in all the commercially rented out backyard structures in Delft South and Eindhoven alone. All this happened without government support and very little formal sector financing.



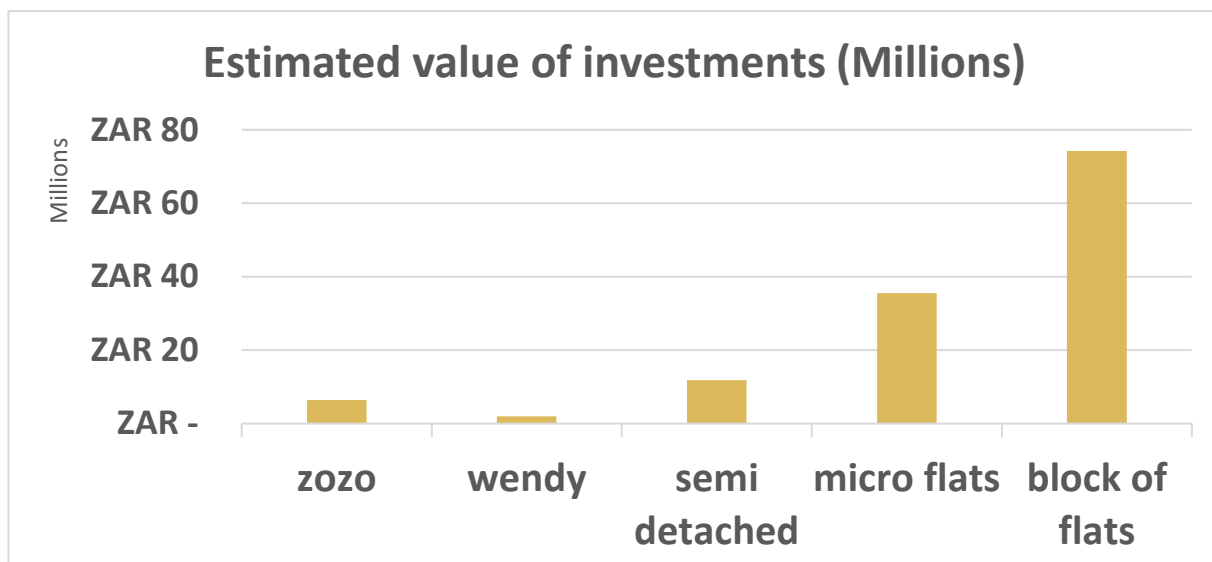


Figure 39: Investments into commercial backyard rental structures

#### 10.7.2. Home-based enterprises

Home-based enterprises are another important use of the house as an economic asset. Previous research by Sustainable Livelihoods Foundation in Delft South and Eindhoven demonstrates the widespread use of the home as a business premise, and the challenges faced with title deeds backlogs, land use management and building regulations restrictions (Charman et al. 2020). Homes are the dominant business location for enterprises operating in residential neighbourhoods in the townships. They offer vital products and services to the residential population including food and retail, educare, entertainment, recycling and home maintenance.

Homes are also used for businesses in high streets and commercial hotspots, although mobile structures such as containers, tables and stands are much more common here. The recently conducted micro enterprise ecosystem survey recorded the location of entrepreneurs operating in selected high streets and hotspots, which we grouped into businesses operating from property (private house & business premise) and mobile locations (containers, shed/shack, table). The survey recorded the location for 186 businesses out of 276 surveyed. The survey highlights the dominance of mobile structures, from which 162 businesses operated, specifically the prevalence of containers (95). A total of 24 enterprises operated from property, which represents 13% of the total.

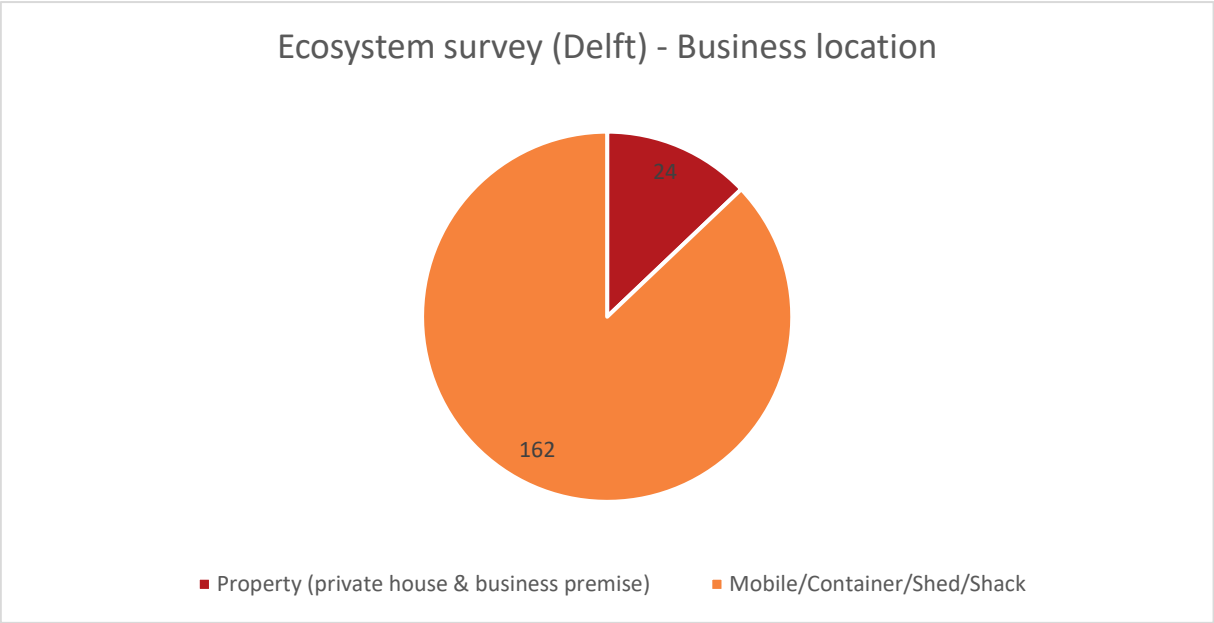


Figure 40: Proportion of businesses operating of a property or a movable structure

The low percentage of properties functioning as business locations along high streets and business hotspots signals an opportunity for the redevelopment and conversion of buildings in these spaces towards more mixed-use buildings. The survey seems to indicate a demand for commercial space in properties in those areas, as more than 40% of businesses rented the space compared to 21% who owned and 37% who did not declare their tenure status.

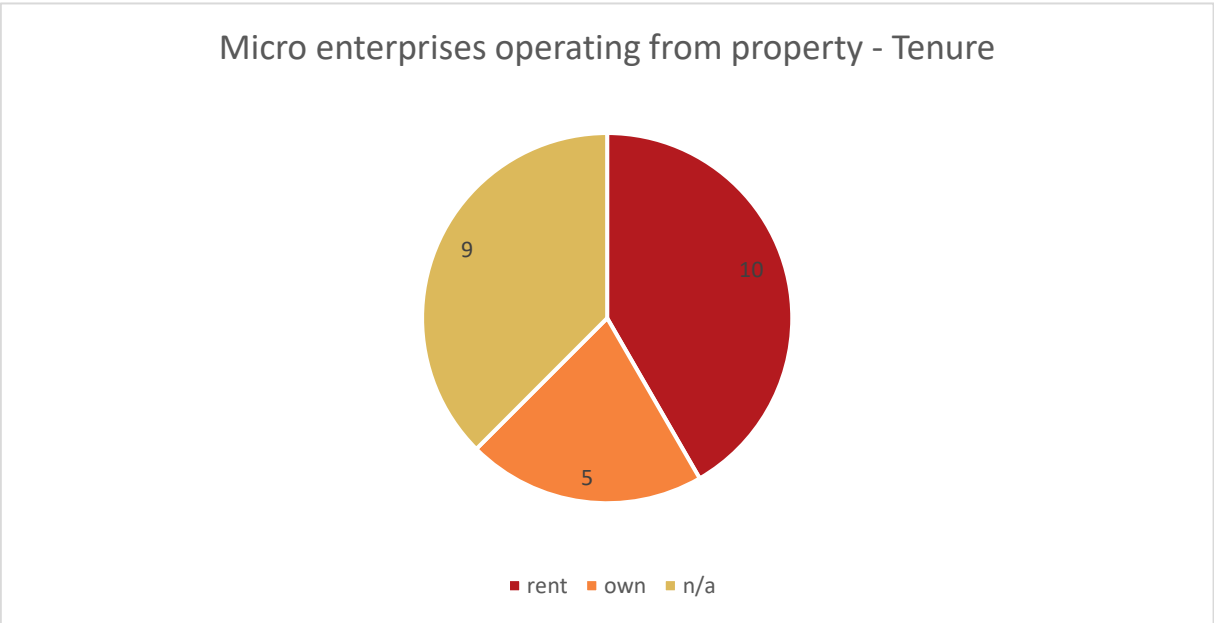
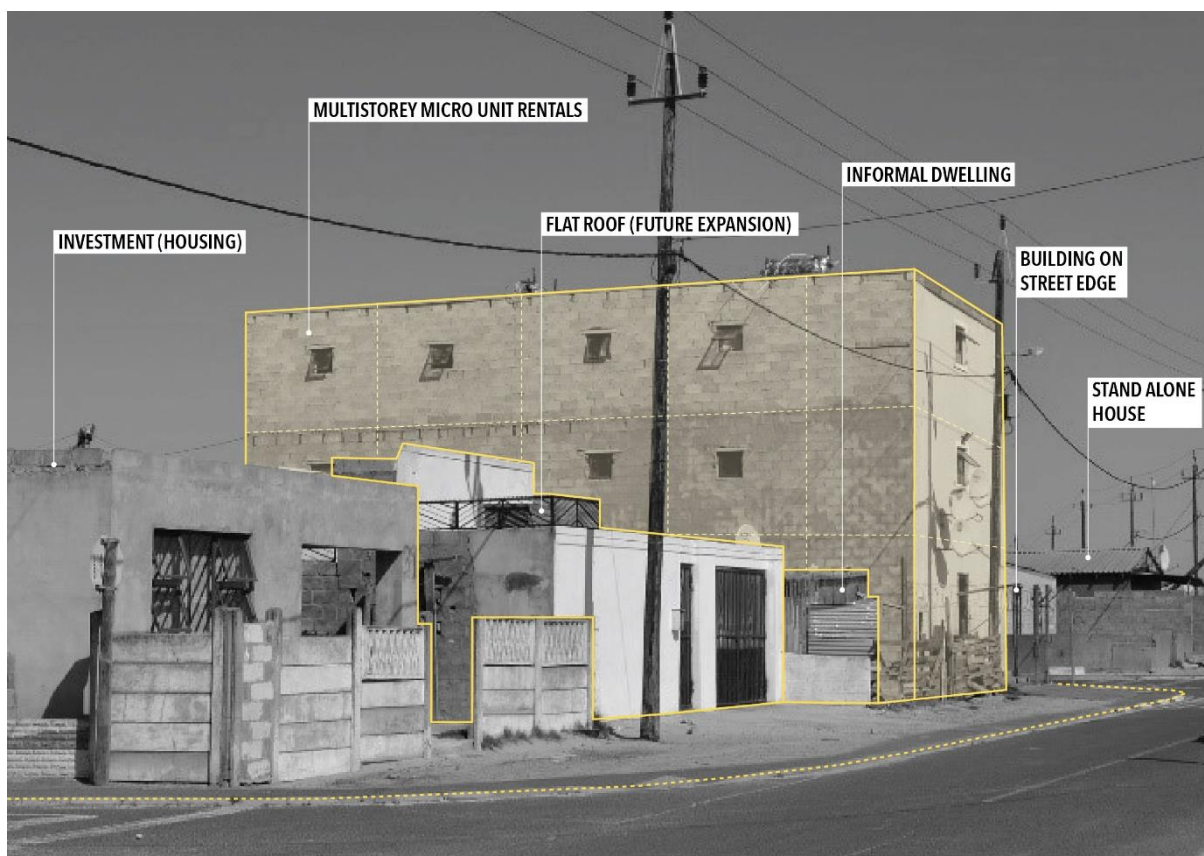


Figure 41: Tenure Status for Micro-Enterprises in Delft



*Figure 42: The residential additions to existing residential properties are intensifying - illustrating the high demand for housing that is met by the private sector. The houses are sometimes executed with little regard for by-laws, street edges, open spaces or public safety.*

## 10.8. Housing as Financial Asset

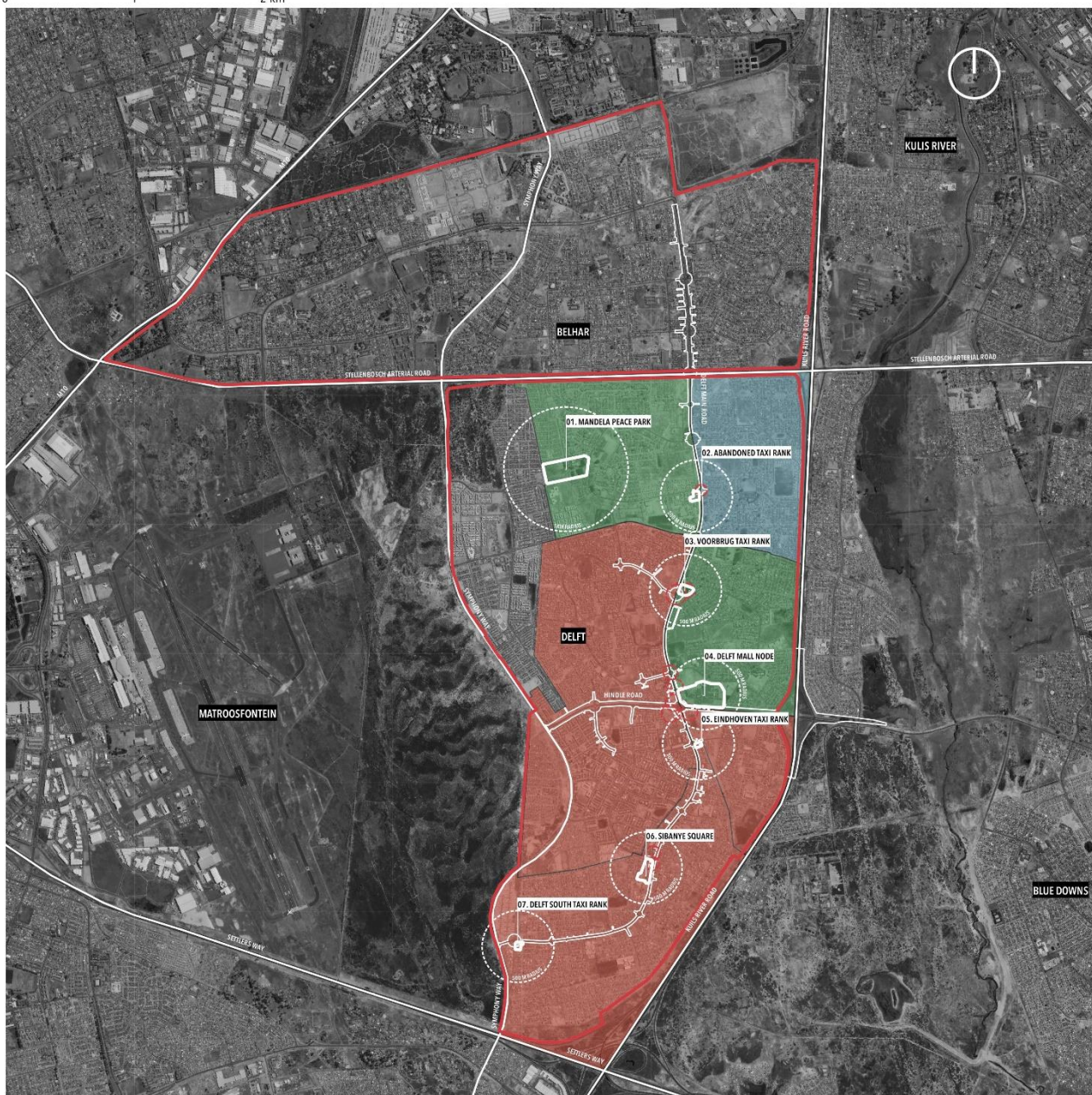
Despite the strong demand to live in the area, the data presented below shows that the formal property market in Delft has been sluggish over the last decade, with low average prices and limited price increases. The exception has been towards the north where some properties generated stronger growth at higher prices. Delft could be unusual in having a high share of the total residential housing stock listed on the deeds registry (it could be as much as 90%). The prevalence of private tenure would enable owners to readily buy and sell. In practice, however, the rates of house transactions on the ground have been fairly low. The full explanation for this requires further research. However, it casts doubt on whether sorting out private tenure – in isolation from broader neighbourhood improvements and precinct upgrades – would be enough to kick-start private property growth in Delft. Our analysis suggests that property owners still predominantly trade houses informally, which is difficult to quantify as many transactions take place under the radar.

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**Opportunity:** The housing and commercial property market strengthened.

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DELFT-BELHAR FOCUS AREA HOUSING PROPERTY GROWTH RATE



LOCATION KEY

**KEY****DELFT-BELHAR NODE****1. Base Map****1.1 Extents**

— Delft Study Area

**1.2 Nodes**

— Informal Trader Bays

— Opportunity Nodes

— TED Focus Area

**1.3 Connectivity**

— Development Corridor

— Main Road

**3. Infrastructure****3.6 Housing**

DLF\_Prop growth rate 2015-19 township properties

0.14 - 1

1 - 2

2 - 3

3 - 4

4 - 5

5 - 6

6 - 7

7 - 8

8 - 9

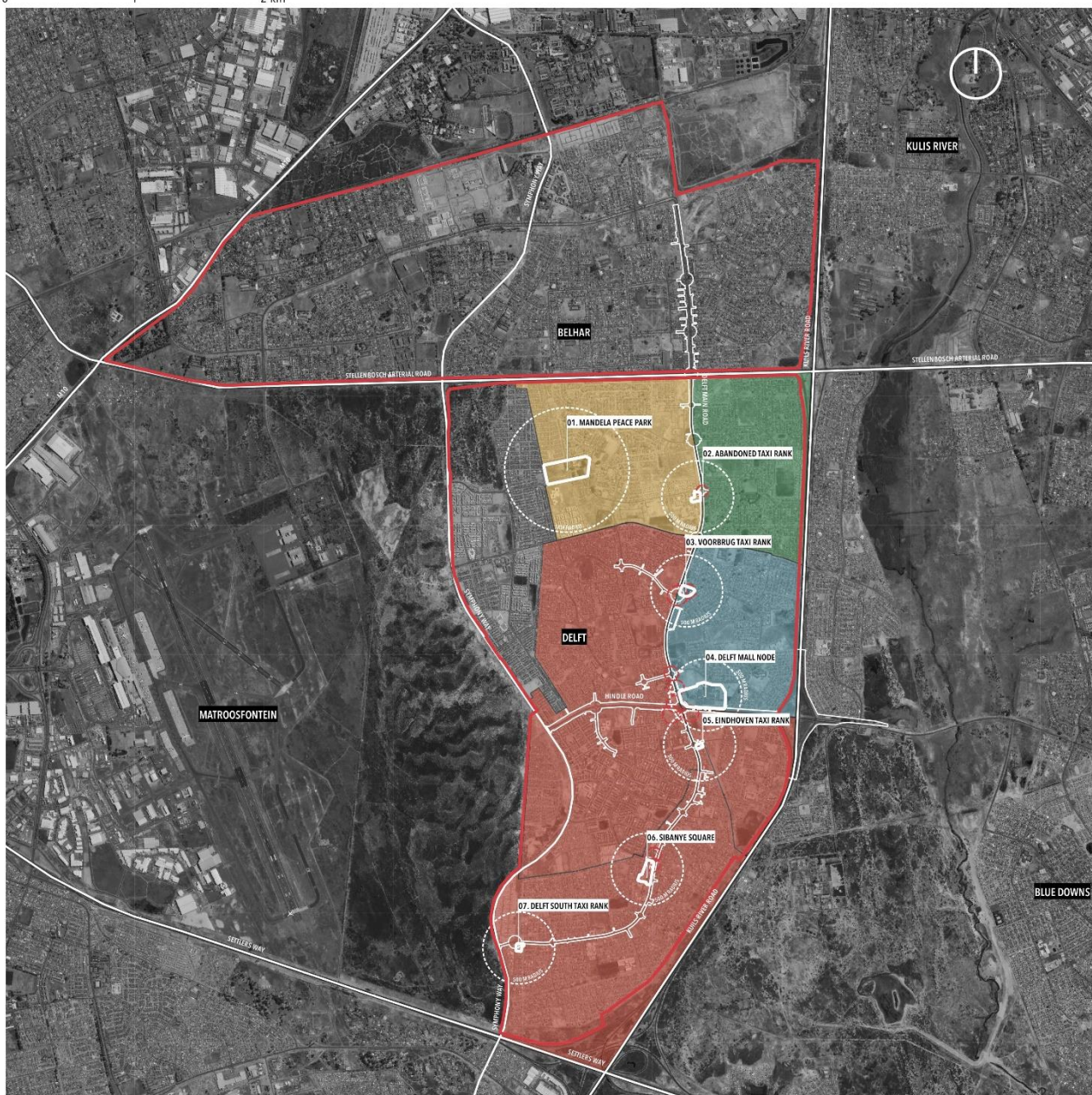
9 - 9.6

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | HOUSING PROPERTY GROWTH RATE**

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

Map 44: Housing Property Growth, Delft





DELFT-BELHAR FOCUS AREA HOUSING AVERAGE PROPERTY VALUE



LOCATION KEY

**KEY****DELFT-BELHAR NODE****1. Base Map****1.1 Extents**  
— Delft Study Area**1.2 Nodes**

- Informal Trader Bays
- Opportunity Nodes
- TED Focus Area

**1.3 Connectivity**

- Development Corridor
- Main Road

**3. Infrastructure****3.6 Housing**

DLF\_Avg value 2019 township properties

- 153589 - 200000
- 200000 - 250000
- 250000 - 300000
- 300000 - 350000
- 350000 - 400000
- 400000 - 442971

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | HOUSING AVERAGE PROPERTY VALUE**

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

Map 45: Average Housing Property, Delft

## 11. The Transport System

The Delft transport network is shown in Map 44 below.

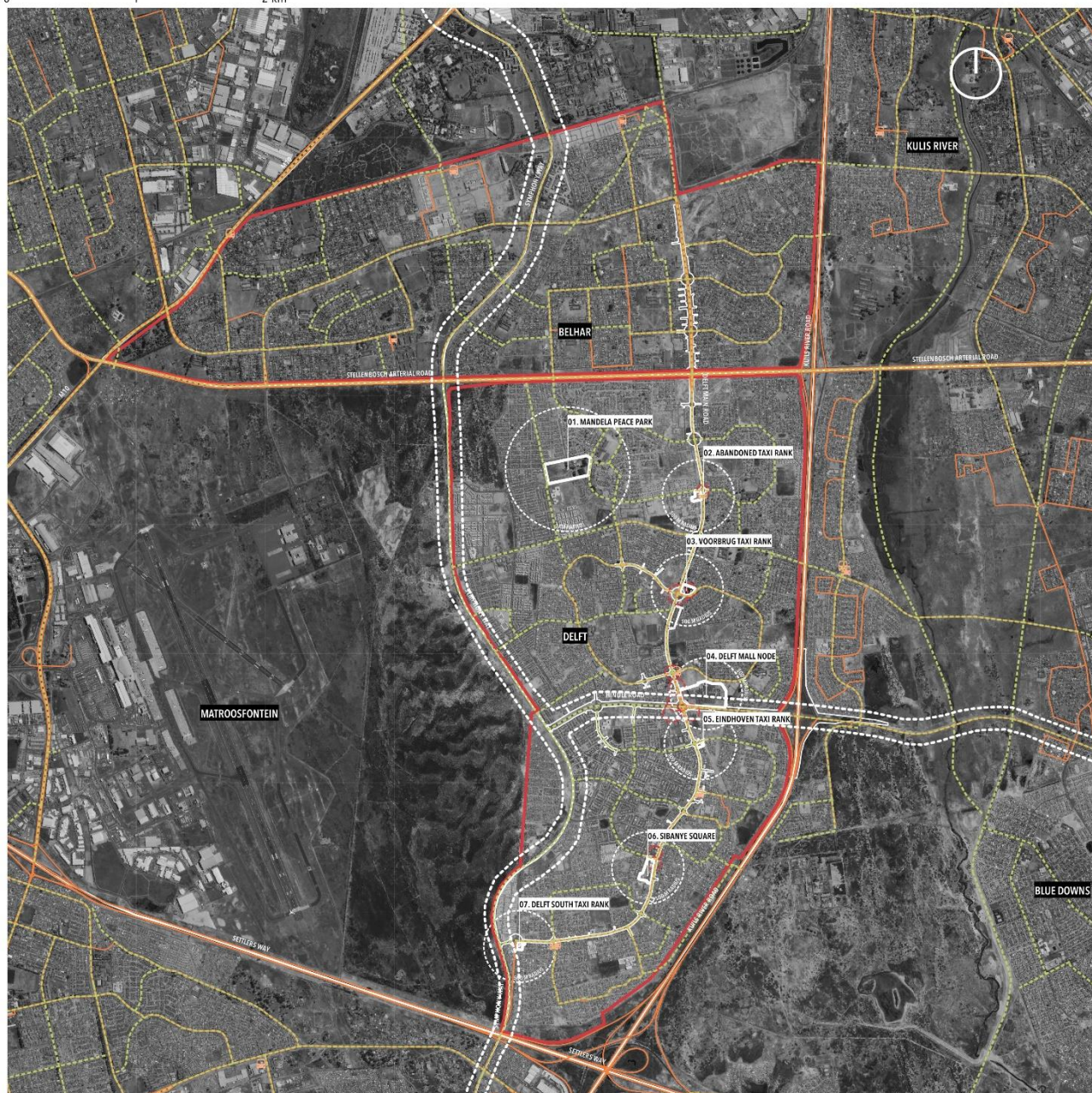
### 11.1. Transport Infrastructure

The transport infrastructure available in and around the site is discussed in Table 6. Delft is located in close proximity to the Cape Town International Airport (approximately 12km from the centre of Delft, shown in the map below). The airport functions as an economic hub, especially for logistics. Improved access to public transport for the residents of Delft may allow for increased activity within the airport economy.

Table 6: Delft transport infrastructure (based on GIS Map)

Infrastructure	Comments
Road network planning	Delft has a well-designed road network shown in GIS map. The road hierarchy is clearly demonstrated and the formalized nature of the local routes is evident.
Taxi ranks	The taxis ranks are indicated on the GIS map. There are three informal taxi ranks in the site. The Eindhoven and Voorbrug taxi ranks have been formally developed. There are several public transport interchange points where commuters can transfer between different modes of public transport.
Railway	The main taxi routes servicing the Delft area include the National Route 2 (N2), Kuils River Freeway (R300), Stellenbosch Arterial, Silversands Road, Hindle Road and Symphony Way. There is no railway infrastructure.
Bus rapid transport (BRT)	The available railway infrastructure and stations are located outside Delft in areas such as Blue Downs, Mitchells Plain and near Belhar. The Golden Arrows Bus Service operates along various routes within Delft and surrounding areas.
NMT lanes	Delft does not have access to BRT (MyCiti). There are several cycle routes within the study area. Sidewalks are present along the main roads within the Delft area. The sidewalk widths vary along the different sections from approximately 1.0m to 5.0m





DELFT-BELHAR FOCUS AREA TRANSPORT



LOCATION KEY

**KEY****DELFT-BELHAR NODE****1. Base Map****1.1 Extents**

— Delft Study Area

**1.2 Nodes**

□ Informal Trader Bays

□ Opportunity Nodes

□ TED Focus Area

**1.3 Connectivity**

— Development Corridor

— Main Road

**3. Infrastructure****3.1 Transport**

— DB\_TPT\_NMT\_Cycle\_Routes

— DB\_TPT\_Taxi\_Routes

— DB\_TPT\_Public\_Transport\_Interchange

--- Corridor (Draft Blue Downs Integration Zone plan)

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | TRANSPORT**

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

*Map 46: Transport Facilities and Routes, Delft*

## 11.2. Development Challenges

Delft does not have any commuter rail infrastructure in terms of a train station or the railway itself. There is currently no accessibility to the BRT (myCiti) facility for the community of Delft however there are plans to resolve this according to the City's IPTN.

There has been extensive damage to taxi rank infrastructure. Infrastructure that has been severely damaged can also pose a potential health and safety risk. Dilapidated infrastructure sometimes attracts antisocial behaviour and the criminal element, and rehabilitation is required to either regain the service that is meant to be provided by the infrastructure, or to use the infrastructure for an alternative purpose.

---

**Opportunity:** Roosendaal taxi rank redeveloped as an enterprise hub or market.

---

The City was engaged with regards to the situation of taxi ranks in the area and it was indicated that public transport licensing operations were currently underway. The status and progress of the exercise were requested, though information was not received at the time of the writing. The City indicated that the licensing operation needed to be completed for the determination of optimal location of taxi ranks, bus stations and intermodal facilities.

## 11.3. Connectivity Between Different Modes

The taxi routes in Delft are found along the main roads (such as Kruis River Road, Hindle Road and Stellenbosch Arterial Road) as well as along other key access roads, arterial roads such as Delft Main Road and Wesbank Road. The NMT cycle routes tie in well with the main roads where the taxis are operational, making it possible for cyclists to resolve the issue of first mile/last mile as the bicycles could be used to transport commuters from their homes to taxi ranks and other destinations. The first mile/last mile would be fulfilled to a degree, however there are no allocated spaces for cyclists to leave their bicycles for later collection. The residents of Delft do not have the option of using BRT or rail as a form of public transport. There is no clear intermodal interchange within Delft and any future planning would need to consider this current layout and tie in at strategic points to improve connectivity between different modes of public transport.

A project called 'Blue Downs Rail Link Corridor - Station Environs Study' focused on the development of three future rail stations along the proposed Blue Downs Rail Link corridor as multimodal public transport hubs of varying scale. Various workshops were held by the City in conjunction PRASA and Metrorail to agree on the project. The report was approved by council in 2020.

## 11.4. Transport Options and Services



Table 5 describes the transport options and services available within Delft.

Table 7: Delft Transport Options and Services

Transport options and services	Comments
Private vehicles	Use of private vehicles observed
NMT	Cycle routes available Additional information regarding NMT and UA was requested from the CoCT and no information was received at the time of completing this report.
Motorcycles	Wide use not observed
E-hailing and e-delivery	Wide use not observed
Informal taxis	Wide use not observed
Mini-bus taxis	Widely used and available
Metro buses	Two trunk routes that pass-through Delft are the Symphony Way trunk and the Eersterivier – Blouberg. Concept planning for these trunk routes has not yet commenced and further information will be available once the planning for these corridors has been completed.
Long distance buses	Not available.
Walkability	Sidewalks are available although damaged and non-functional along certain sections which has a negative impact on walkability within the site. Universal access design and sidewalks have not been well implemented along the roads and this has a negative impact on walkability within the site.

Formal public transport is critically underdeveloped in the site and heightens the urgency of the Blue Downs rail link that is awaiting completion to improve accessibility and connectivity between areas (CoCT, 2020). As a result, there is an oversupplied informal public transport (taxi) sector, whilst alternative modes of transport, including e-hailing and motorcycles are under-served despite their growth potential.

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

**Opportunity:** Affordable public transport enhanced through the expansion of local e-hailing services.

## 11.5. Non-Motorised Transport/Universal Access

The NMT cycle routes tie in well with the main roads where mini-bus taxis are operational making it possible for cyclists to resolve the issue of first mile/last mile with the use of bicycles as transport from homes to public transport services. There are no allocated spaces for cyclists to leave their bicycles for later collection within existing transport hubs. The Delft Main Road Corridor PIF indicates that there is high pedestrian traffic located along the Delft Main Road where a number of businesses and taxi ranks are located. Pedestrian demand lines have been identified.



The CoCT has a universal access policy, approved in 2014, that seeks to address the general lack of universal access in Cape Town and the challenges faced by persons living with disabilities. The key aspects of the policy recognise that design has previously been developed for the “average man” and does not cater for human diversity, particularly the elderly, women, children (or people moving with children) amongst others. The desired outcomes of the policy are to guide and support the development of rail, BRT, bus, minibus taxi, e-hailing, metered taxi and NMT facilities. The NMT facilities planned include bicycle lanes, footways, dropped kerbs, tactile paving, push buttons, audible signals, increased green time, guardrails and way-finding signage.

Some of the short-term interventions (1-3 years) include the development of UA by-laws, reviewing and improvement of MyCiti vehicle fleet and station design, development of a phased implementation plan for UA, the establishment of a UA committee and the development of tool to measure the success of the UA plan once rolled out. These interventions were set to be achieved in 2016.

In transportation, the concept of the complete street is a design approach that requires streets to be planned, designed and operated in a way that ensures the safety, convenience and comfort of users of all ages and abilities regardless of their mode of transportation. A complete street is consideration of motorists, pedestrians, cyclists and persons living with disabilities. Figure 41 below, extracted from the National Department of Transport NMT Facility Guidelines of 2014, displays a typical example of a road cross section that accommodates all road users, and it is recommended that it be considered in the non-motorised transport and universal access improvements.

The objective of universal access design is to provide infrastructure and services that cater to the widest range of users possible<sup>4</sup>. Streets that are not designed for universal access result in the limitation of access to opportunities and services, imposing reliance on others to assist with movement and reduced safety<sup>5</sup>. The National Department of Transport states in their NMT Facility Guidelines sites that the lack of NMT infrastructure is a probable cause of South Africa's high road traffic fatality rate. The report also states that there is an urgent need to improve safety on South African roads therefore universal access design is a high priority and is in line with national government objectives.

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

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

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<sup>4</sup> National Department of Transport Non-Motorised Transport Facility Guidelines, 2014.

<sup>5</sup> Universal Access Policy for the City of Cape Town.

- Greater integration of road users.

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

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

The following figures provide examples of UA interventions, and provides details of a complete street typical road cross section.

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**Opportunity:** Infrastructure developed to provide and enable universal access to public transport.

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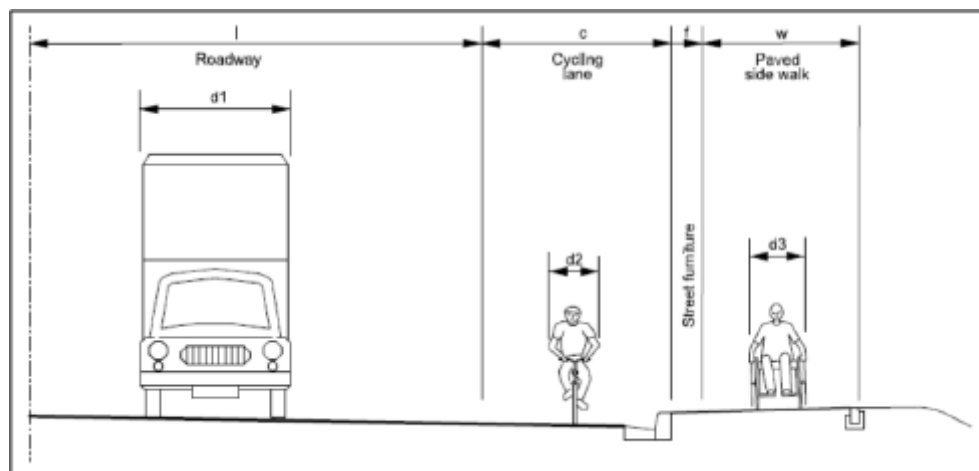


Figure 43: Typical cross-section of a complete street with a walkway/cycle track



1. Bus Stop



2. Dropped Kerbs



3. Pedestrian Controlled Audio Signal



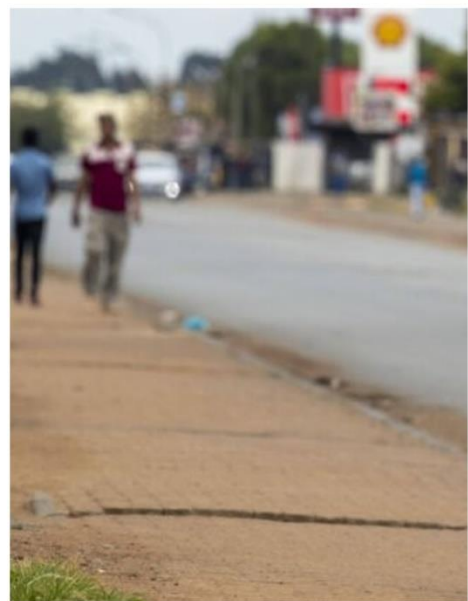
4. Tactile Paving



5. Speed Humps



6. Cycling Lanes



7. Sidewalks

Figure 44: Examples of non-motorised and universal access infrastructure interventions



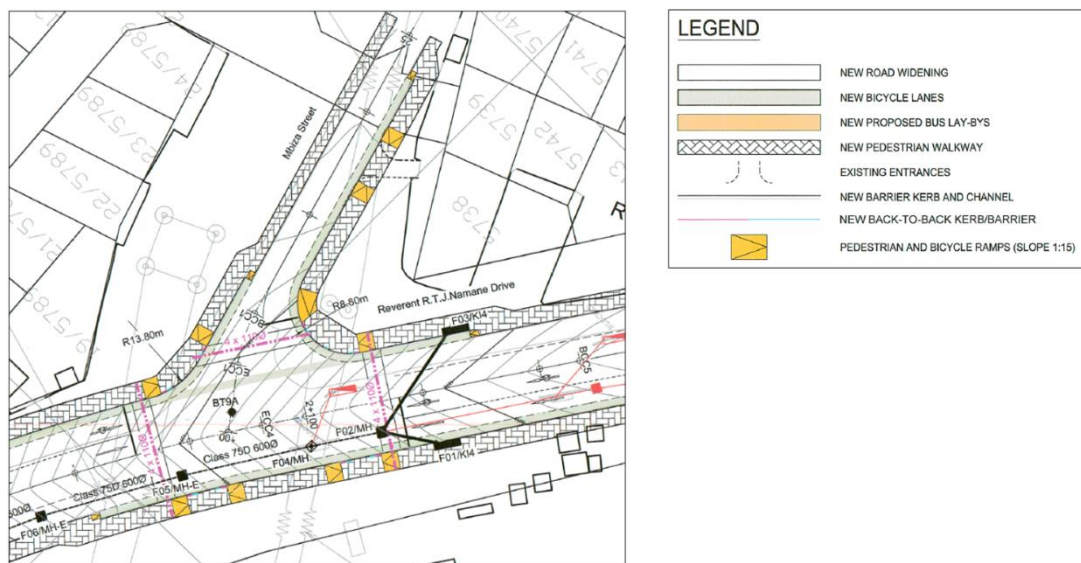


Figure 45: Typical intersection layout with universal access design

## 11.6. Integrated Public Transport Networks

Cape Town is the most congested city in South Africa<sup>6</sup>, mainly because of a lack of substantial investment in public transport and, as a result, over-reliance on the private transport sector. Trends indicate that as the population and economic activity grows in Delft, so does vehicle ownership. A large portion of peak traffic is currently made up of private car users. A shift towards the use of public transport is one of the ways to reduce traffic congestion in the City.

Another challenge that the CoCT faces is the lack of parking facilities within the City. The City's Draft Parking Policy of 2014 provides guidelines about on-street parking, off-street parking, park and ride facilities, loading bays, bus bays, reserved parking, parking permits and bicycle and motorcycle parking. The Draft Parking Policy is based on the direction provided by existing legislation, the City's policy framework, the City's 2040 Vision and the City's Comprehensive Integrated Transport Plan (CITP) and includes principles, policy directives and actions to address parking city-wide. It is not known whether specific plans are being made for Delft.

CoCT is committed to improving and promoting non-motorised transport to acknowledge and support the significant role it plays in Cape Town's transport system. Currently cyclists have access to at least 450 km of cycle lanes across the City, some of which are dedicated cycleways. Some cycleways have

<sup>6</sup> TomTom Traffic Index findings

been paved using green coloured surfacing to clearly indicate their location as well as the presence of cyclists to motorised transport.

The strategy in CoCT is to extend the cycle network so that it is an integrated and continuous network, whilst NMT is seen as the most important mode of transport in the public transport network that must be promoted and accommodated in all aspects of design.

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**Opportunity:** An integrated public transport system achieved.

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## 12. Infrastructure

### 12.1. Overview

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

### 12.2. Digital Infrastructure

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

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

Fibre has been installed in the Delft area, as indicated by CoCT and Dark Fibre Africa (CNdP Africa, 2021). However, digital infrastructure and knowledge to support a digital economy in Delft is generally lacking. Delft also lacks ADSL lines needed to connect households and businesses to the internet, with Telkom and MTN providing the only LTE networks in the area. While LTE offers fast connection speed, it is suited for dealing with high bandwidth applications on mobile devices, not computers (McCallion, 2019). There is one free WiFi hotspot in Delft, which is at the Delft South Clinic. Building public Wi-Fi infrastructure – fibre optic cables, copper wire lines, base transceiver stations – to provide free Wi-Fi to the community can further promote the progression of small businesses within the property market (GreenCape, 2020).

---

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

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### **12.3. Water and Wastewater Infrastructure**

Bulk water infrastructure in Delft and the wider Tygerberg district includes the bulk supply system connecting the water sources to the water treatment works, supply pipelines connecting water treatment works to reservoirs, water treatment works, pump stations and rising mains, reservoirs, and distribution pipes.

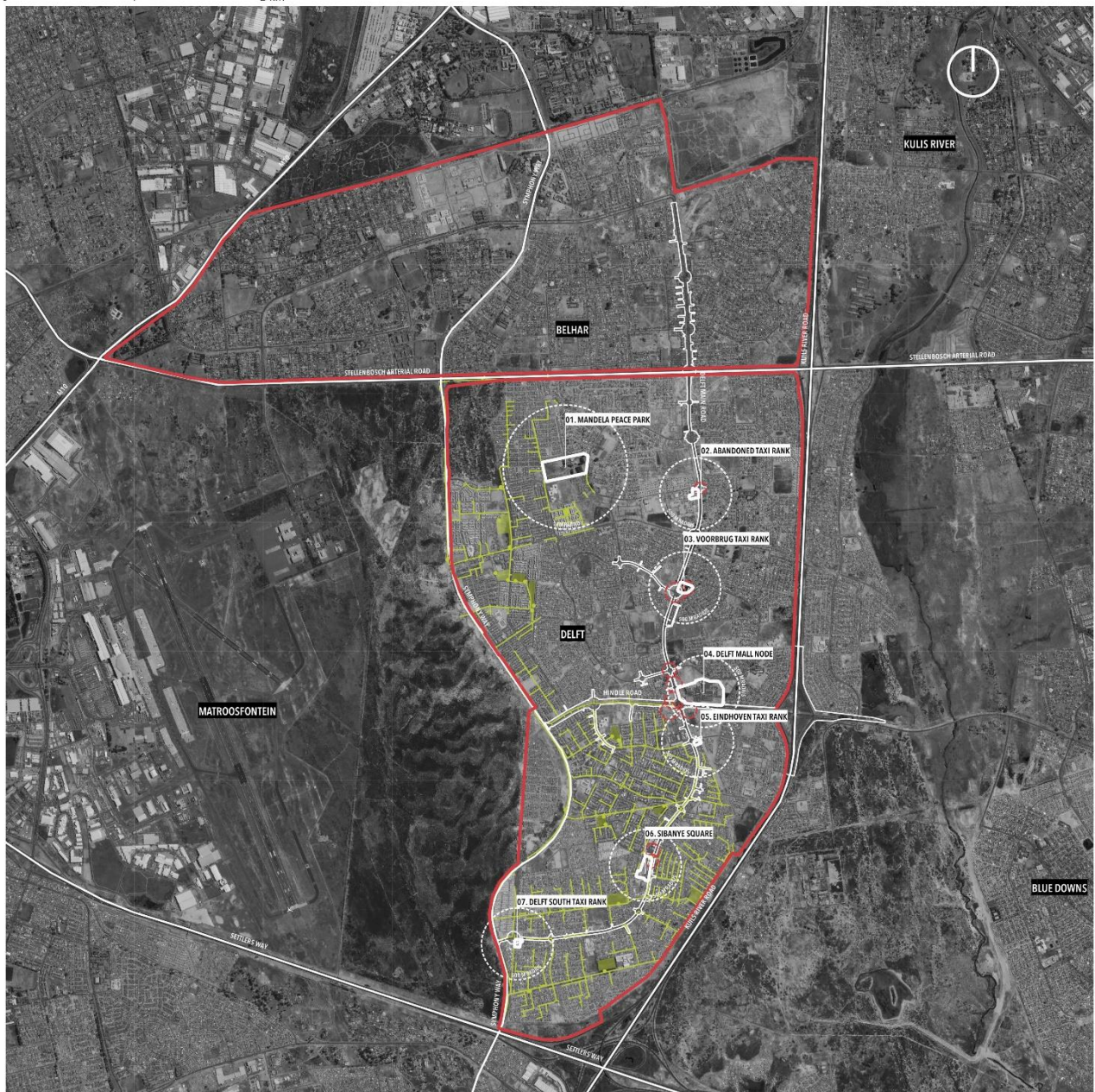
Most of the Delft area has an adequate bulk water supply, while several smaller parts of Delft have a slight lack of capacity (City of Cape Town, 2019). Capacity issues in the smaller parts of Delft have resulted in several water stoppages or episodes of poor water quality (Payne, 2020). To improve water supply, a recent upgrade has been done on the bulk water supply systems that provide water to the Delft and Belhar areas. However, future bulk water needs need to be accounted to ensure sufficient water supply to the Delft area, especially considering the projected growth in informal housing.

Wastewater infrastructure in Delft and the wider Tygerberg district includes the wastewater treatment works, pumping stations, rising mains, and gravity pipelines. The wastewater infrastructure has not been on the same level of capacity, thus causing inadequate sewerages services (City of Cape Town, 2019). Delft South is under severe lack of capacity with less than 15% spare capacity left. Recently the Zandvliet WWTW also became overloaded due to a higher-than-expected increase in the flows from Delft outfall sewer's drainage area, increases in residential units, as well as an increase in the organic loading of the sewerage and it was unable to effectively treat the flows received.

In addition to the overload, the Zandvliet Wastewater Treatment faces stresses due to City budget cuts that have prevented crucial upgrade of the sewerage works. The overload has resulted in a contribution of grey water in the pollution of the river system. The current overload has however offered some opportunity for new plans, including providing a second membrane bioreactor membrane which should increase capacity (Netwerk24, 2019).

### **12.4. Stormwater**

Stormwater drains in Delft are in poor condition, and cannot cope with rainfall experienced in winter months, when roads regularly flood. Poorly maintained and degrading stormwater infrastructure also results in sinkholes experienced in Delft. Disaster Risk Management are often required, in times of high rainfall, to activate Roads and Stormwater crews to fix drain problems, and South African Social Security Agency (Sassa) officials to provide humanitarian relief to the affected residents. However, seasonal flooding is identified as an issue in the Draft Tygerberg District Plan (2019). This results from inappropriate waste disposal methods by residents, sand blowing into the system and lack of capital budget available to maintain the stormwater system.



DELFT-BELHAR FOCUS AREA STORMWATER



LOCATION KEY

**KEY****DELFT-BELHAR NODE****1. Base Map****1.1 Extents**

— Delft Study Area

**1.2 Nodes**

— Informal Trader Bays

— Opportunity Nodes

— TED Focus Area

**1.3 Connectivity**

— Development Corridor

— Main Road

**3. Infrastructure****3.4 Stormwater**

— DB\_WS\_stwConduit

● DB\_WS\_stwInlet-Outlet

■ DB\_WS\_stwStorageFacilityPond

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | STORMWATER**

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

Map 48: Stormwater Infrastructure, Delft

## **12.5. Energy Provision**

Delft falls under the ESKOM supply area, which means all parts of the electrical network, except streetlights (the responsibility of CoCT), are the responsibility of ESKOM (CNdP Africa, 2021). Energy provision improvements in Delft are uncertain, however there are utility infrastructure plans for the wider Tygerberg area. These include upgrading existing utility infrastructure, as well as establishing new power substations, landfill sites and wind turbines for energy generation. Additionally, new electrical power lines may be installed over existing urban areas in Tygerberg (City of Cape Town, 2019).

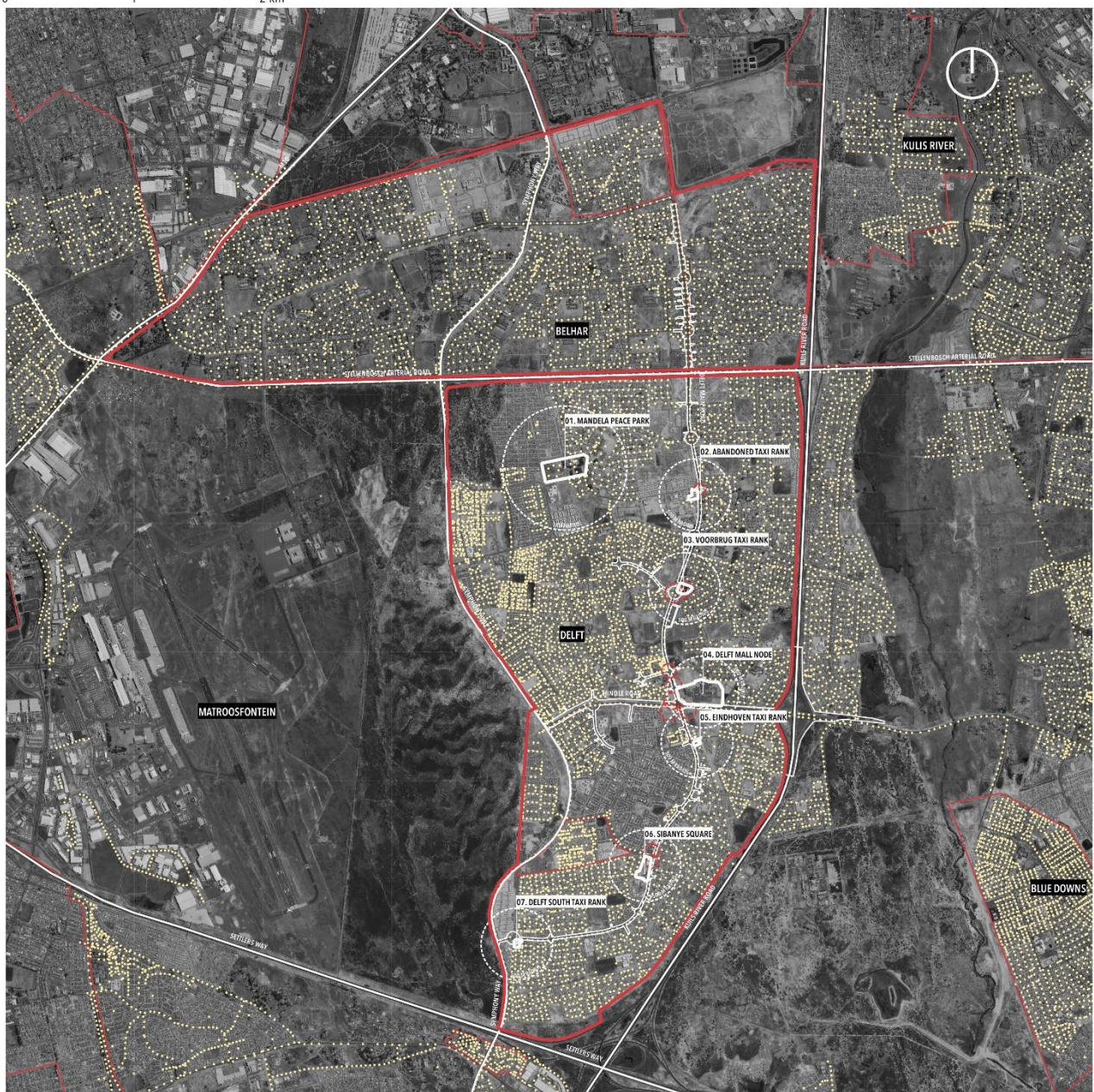
Power cuts have been experienced in several of the Western Cape townships, including Delft. Due to the recent episodes land invasions and vandalisms, Eskom moved to halt operations in the different areas to ensure safety of employees during operations. The halt in the provision of services was not just limited to electricity, but also included refuse collection and Dial-A-Ride service (Mkentane, 2020).

Certain residential areas of Delft have had a delay in provision of electricity. Such areas include the new Phase 2 houses of the Hague Housing Project in Eindhoven. This may owe to issues of capacity as the engagements with Eskom continue (City of Cape Town, 2019) while social public housing zones wait for adequate electrical infrastructure to be connected to these areas.

## **12.6. Solid Waste**

The CoCT provides a weekly scheduled refuse collection service to residents and businesses across Cape Town, however property owners need to apply for and have a 240l wheelie bin as prescribed (CCT, n.d.). The CoCT also caters for those living in informal settlements, providing two waste bags per week per erf, with collection and litter picking/cleaning services provided (CCT, n.d.). To help create jobs, contractors recruit people from the subcouncil database within the community to help with street cleaning and litter removal. The Solid Waste Management branches are responsible for multiple functions such as street and area cleaning, litter and street bin cleaning, animal carcass removal, cleaning of sandy areas and clearing of illegally disposed waste (CCT, n.d.). Refuse removal in Delft happens everyday in a different locality.





DELFT-BELHAR FOCUS AREA ELECTRICITY



LOCATION KEY

**KEY****DELFT-BELHAR NODE****1. Base Map****1.1 Extents**

— Delft Study Area

**1.2 Nodes**

— Informal Trader Bays

— Opportunity Nodes

— TED Focus Area

**1.3 Connectivity**

— Development Corridor

— Main Road

**3. Infrastructure****3.3 Electricity**

● DB\_EL\_PublicLighting

— DB\_EL\_Electricity Distribution Capacity

— DB\_EL\_SL\_SPLY\_ATHR

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | ELECTRICITY**

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

Map 50: Electricity Infrastructure, Delft

## **12.7. Trader Infrastructure**

The informal trading plan that intends to help small businesses operate better has identified the various infrastructure services including toilets, taps, electricity, refuse bins, shelter and shade, and lighting, which need to be improved or established in the various areas in Delft.

## 13. Environment

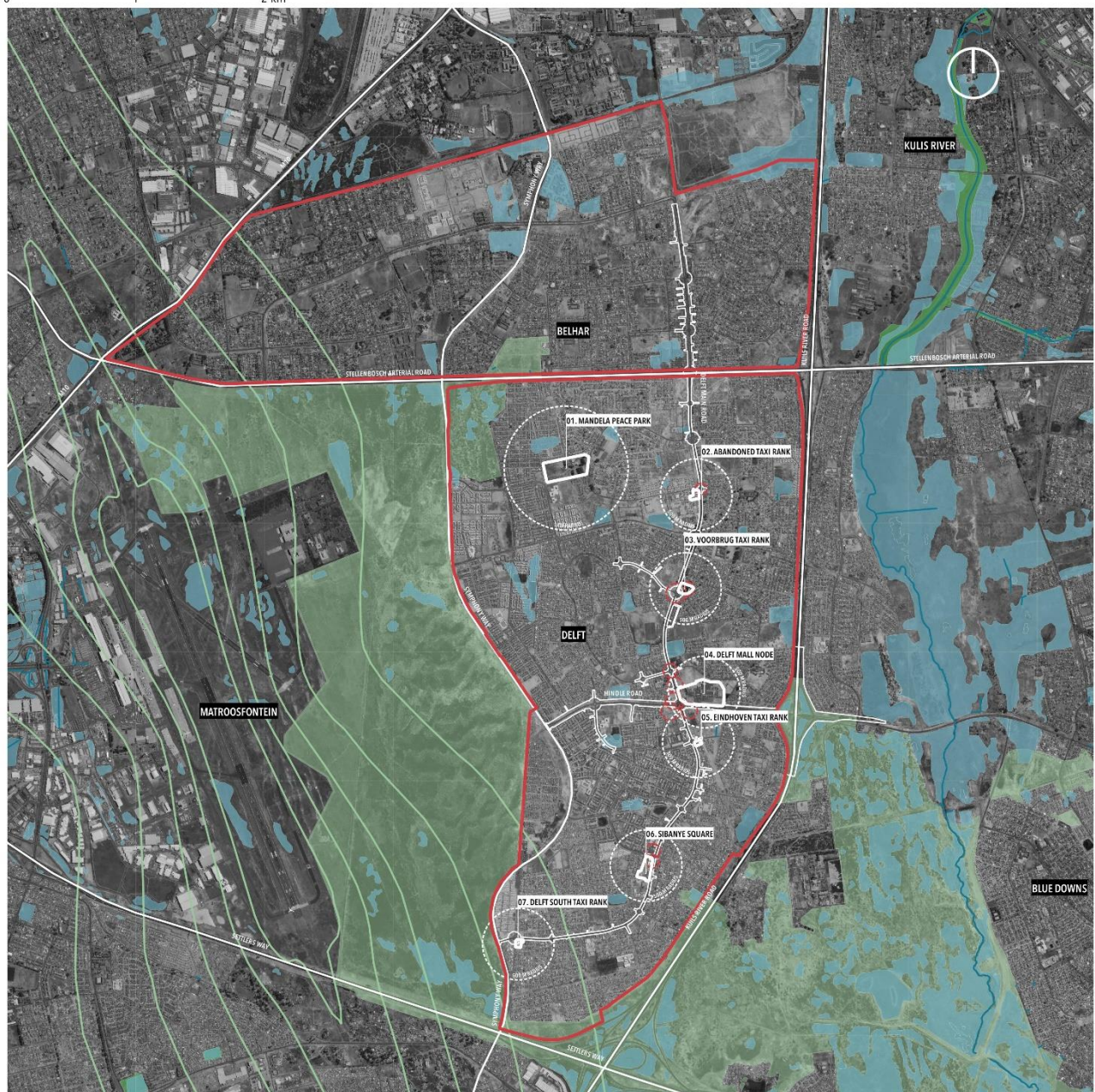
### 13.1. Overview

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

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

From the perspective of delivering urban ecosystems, enhancing green infrastructure through the support and expansion of green spaces, home food gardens, planted road verges, and increased vegetation cover in a range of other green infrastructure applications in Delft could contribute to the delivery of ecosystem goods and services. This is of particular importance if other forms of green infrastructure are lacking in Delft.





DELFT-BELHAR FOCUS AREA NATURAL FEATURES



LOCATION KEY

**KEY****DELFT-BELHAR NODE****1. Base Map****1.1 Extents**

Delft Study Area

**1.2 Nodes**

Informal Trader Bays

Opportunity Nodes

TED Focus Area

**1.3 Connectivity**

Development Corridor

Main Road

**4. Natural Features**

SL\_CTIA\_NSE\_CNS

DB\_NT\_Open watercourses TCT STW Drainage

DB\_NT\_Greenbelts\_SL\_PARK\_GNRB

DB\_NT\_Wetlands\_SL\_WTLN

DB\_NT\_Dunes

**CITY OF CAPE TOWN MUNICIPALITY | DELFT-BELHAR | NATURAL FEATURES**

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 29.03.2021

Map 52: Natural Features, Delft

## **13.2. Green Infrastructure**

Given the biodiversity importance of the areas surrounding Delft and the need for stormwater services there is a clear indication that Green Infrastructure (GI) enhancement and maintenance is required. Enhancing surrounding areas and creating recreational opportunities may be possible by supporting GI maintenance jobs, security, and ecotourism management roles. As such, the protection of existing green infrastructure is essential. The recent informal land settlements, especially on the wetland along the R300, pose a key threat to the stability of the wetland system as both as an open green space and a natural flood attenuation system.

With 35 business hotspots identified on vacant and underutilised land in Delft, there is also scope for developing green economy-supporting businesses in line with biodiversity needs. Desirable activities include, conservation activities, open space with appropriate recreation, and low impact agriculture (including the cultivation of biological resources such as indigenous medicinal plants).

While these activities would take place in an around the undeveloped areas surrounding Delft, office space to coordinate and manage these activities may be rented or set up along the Delft high street to increase visibility of recreational opportunities. This could also extend to upgrade and maintenance of existing recreational sites like the Mandela Peace Park, as a key site for local NMT leisure activities

## **13.3. Biodiversity Resources**

Based on a study undertaken in Delft (Sustainable Livelihoods Foundation, 2015), it was found that the wild harvest of medicinal plant materials in Cape Town is substantial, with more than 220 plant species collected in, and around the vicinity of the metropolitan area, and a similar number imported from surrounding South African provinces. These species are blended together in specific medicinal mixes – of which 60 medicines are commonly prepared. This suggests that the cultivation of biological resources for traditional medicine could be a green economy opportunity in and around Delft. Cape Town's trade in indigenous herbal medicine was valued at approximately R115 million per year in 2015. This direct use value is not included in any economic analysis and points to a considerable undervaluation of local natural capital.

Delft also appears to have an under-developed leisure economy, insofar as it can be linked to the green economy (eco-tourism, NMT activities, and nature parks etc). This may be an accessible growth opportunity in the Delft township economy where revenue-generating models can feasibly be designed in association with Driftsands Nature Reserve and along the Kuils River. NMT activities in these areas could provide an accessible form of recreation and local tourism. This is especially needed given that recreational sites within Delft itself are vulnerable to vandalism (such as the Mandela Peace Park where recreation infrastructure has been destroyed, and traders and community dump waste within the park).

### **13.4. Household/Small-Scale Solar Energy Provision**

Grid-tied Solar PV is already in use in Delft through a partnership between the private sector and the Home of Compassion Community Centre in Delft. SolarTurtle, a local solar power company, has established a secure, container-based solar system which can be built to be independent or grid tied and has a standard system size that is between 3-7 kW. The current system provides the community centre with roughly 5000 kWh of power per year. The system is used to power a shared-working space to support local entrepreneurs and job seekers access the internet and other critical business services. Extending Solar PV in a predominantly informal context has its challenges, especially given the capital requirement. The organisation already involved in Delft has a smaller and more affordable innovation that is well suited to the informal context. Micro and grid independent solar solutions are a scalable option in Delft. However, despite the smaller scale of these options, there will still be a need to identify financing options to support a mass rollout where households and individuals will likely not be able to wholly absorb these costs.

The CoCT may consider a mass rollout programme like the Solar Water Heater programme that was launched in 2013 to expand the use of Solar PV (grid-tied or grid independent). Integrating with ongoing activities around Alternative Service Delivery by GreenCape and forming effective public private partnerships with independent Solar PV businesses will be essential to understand the application in low-income settlements. Business opportunities associated to the expansion of Solar PV may emerge through the establishment of micro-grids that facilitate energy trading in networks with distributed solar generation that build on advancements in the digital economy.

There is also the potential to capitalise on the City's small-scale embedded generation and feed in tariffs to establish local Solar PV networks that enable energy trading between households. GreenCape are in the process of undertaking co-design engagements with key communities near the Delft site (Freedom Farm, Malawi Camp etc) to identify service delivery needs and establish 'Alternative Service Delivery Models.' Private sector companies are also poised to partner with the City in an effort to establish viable community Solar PV networks which have the added functionality to facilitate energy trading. The roll-out of many, small Solar PV rooftop installations, connected to a grid-tied network provides the opportunity to not only provide electricity services, but to allow residents to earn an additional income or offset their energy bill through selling un-used power.

### **13.5. Waste Management and Recycling**

Approximately 46 recycling-related micro-enterprises exist in Delft South alone (Charman & Petersen, 2020). Considering the size of the study area in Delft, this suggests that there is a sufficient need for waste management and recycling services to support many businesses providing such a service. The number of recycling enterprises over time (short term existence) suggests that business fail easily and



recycling activities are taken up in response to job losses in the formal market or similar survivalist responses (Charman & Petersen, 2020).

According to the City of Cape Town's Waste Collector Map there is one buy-back centre in Delft (Located at 635 Delft Main Road, Delft South - Venice Recyclables). While there are numerous drop-off sites, these do not offer the buy-back function which waste entrepreneurs will require. The absence of other buy-back centres in the area limits the choice of waste recyclers and may leave more vulnerable to anti-competitive prices for their collections. This may force recyclers to travel further to find suitable alternative buy-back centres where they may get better value, but this may be less efficient or involve additional logistical costs.

There are opportunities available for entrepreneurial support to informal recyclers and waste collectors in Delft, with dumping being a significant problem. The Cape Town-based Ithemba Pakama cooperative leases tricycles to reclaimers for efficiency gains in waste collection and increase their mobility. Infrastructure requirements to support recycling will also include storage space (perhaps through a subsidized rental arrangement).

Both national government and industry organisations have funding available to support waste sector start-ups. This will require that waste management and recycling enterprises to formalise.

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

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### 13.6. Urban Agriculture

Urban farmers are active in Delft, with a focus on pig farming, of which there are 20 producers raising between 15-30 pigs. Despite pig farming being a relatively successful urban agriculture endeavour, there is limited potential for advancing the sector due to land invasions on adjacent plots and lack of financial support from the Department of Agriculture. Due to the lack of available land caused by densely populated residential areas, and critical biodiversity areas surrounding Delft urban farming is underdeveloped. Urban farmers are also not the primary choice of supplier for greengrocer traders on the Delft high streets due to their inability to produce at competitive prices in the informal greengrocer market. Mostly, greengrocer and food services traders source their goods via Epping Market (Abalimi Bezekhaya, personal communication August 2020), where large commercial farmers outprice and crowd out informal or small-scale urban farmers to supply informal traders.

In 2020, however, the CoCT launched its Urban Food Garden Project, which forms part of the City's Urban Management Support Programme's initiative to establish sustainable food gardens, address food insecurity in vulnerable areas, and provide economic opportunities in underserved areas across the city (Lindeque, 2020). The COVID-19 pandemic reaffirmed the need for urban farming programmes, as

many households were in need of food relief over the last year. The project has a budget of over R3 million, which will go towards targeted beneficiaries for the use of farming kits, including seeds, fertiliser, equipment, and training and skills development (Lindeque, 2020).

While Delft does have poor sandy soils, many other hundreds of urban and community farms across the Cape Flats, experiencing similarly poor soils, are able to produce adequately to feed thousands of people in their communities more affordably. The Cape Flats aquifer also provides the opportunity of water access to any urban food gardens in Delft. Abalimi Bezekhaya, which is based in nearby Khayelitsha, is a non-profit micro-farming organisation which has assisted impoverished groups and communities to start urban food gardens to reduce food insecurity and expenses in distant locations. Abalimi Bezekhaya offers home visits to teach people how to grow their own vegetables, as well as 3-day training and workshops, which are highly subsidised for people who can't afford the R70 township and unemployment rate (Tom, 2021). Reliance Compost provides compost to individuals, landscapers, nurseries, municipalities, schools, agriculture, food schemes and NGOs, and as a known donator of compost to needy communities could play a role in improving soils to enable urban agriculture in Delft.

### **13.7. Urban Ecosystem Risks and Opportunities**

The major climate impacts in Delft include flooding, damage to retention facilities and informal settlements within the floodplain. These issues culminate in significant challenges for stormwater management. Furthermore, the Cape Town aerotropolis adjacent to the site contributes significant noise pollution. Possible off-sets might include a suite of engineered mitigation measures such as constructed noise barriers or insulation for dwellings.

The wild harvest of medicinal resources is placing some strain on species survival within the protected areas, as well as creating conflict between herbalists and protected area authorities.

### **13.8. Biodiversity Resources**

The Delft township economy has potential to upscale green enterprises, as well as enhance the green economy benefits of ongoing activities. Delft's location between the Critical Biodiversity and Ecological Support Areas of the Driftsands Reserve surrounds and airport land is an important consideration in developing green economy enterprises which will create both opportunities and constraints.

The wild harvest of medicinal resources is placing some strain on species survival within the protected areas, as well as creating conflict between herbalists and protected area authorities.

The fact that an economic opportunity exists which is reliant of the sustained health of biodiversity resources in the area should be integrated into environmental management approaches. For instance,

multi-functional buffer zones, can be used to cultivate indigenous plants and prevent vegetation removal and encroachments into protected area.

## 13.9. Climate Change

Climate change impacts will affect Cape Town due to its proximity to the sea – the city could experience between 5.3m above mean sea level and 7.4m asl (Eskom, 2009). While the flooding impacts will not directly impact Delft (an 8m rise in sea level, which is estimated by the end of the century, will not reach Delft), damage to city infrastructure will inevitably impact on the suburb. These include damage to retention facilities, access to clean water, waste and sanitation management, and electricity.

### 13.10. Airport

While the noise footprint of the Cape Town International Airport is not currently a nuisance in Delft, the proposed expansion and realignment of the runways will affect the central and southern areas of Delft. This means that Delft's proximity to the Airport will become an obstacle to social and environmental health, as well as economic performance.

The airport will include a new runway, with the expansion expected to be completed in 2023 (BusinessTech, 2019). Numerous studies have proved that noise events not only cause annoyance, but long-term and consistent exposure to high noise levels also lead to auditory system deterioration, hearing loss, sleep disturbance (which too is linked to poorer work performance, concentration problems, and depression), cardiovascular disease (including hypertension, high blood pressure, and heart disease and diminished), and learning capacity (Elliff, et al., 2021).

In response to these findings, the International Civil Aviation Organization (ICAO) set Aircraft noise certification to regulate and reduce noise. ICAO also adopted the concept of "Balanced Approach", which countries around the world use to identify the noise problems around airports and to propose different solutions (Elliff, et al., 2021).

1. **Reduction of noise at source:** through research studies, technology programmes and standard setting;
2. **Land-use planning and management:** policies to prevent incompatible development into noise-sensitive areas. This action unites planning (zoning, easement), mitigation (building codes, insulation, real estate disclosure) and financial aspects (tax incentives, charges);
3. The practical application of **noise abatement operational procedures**, to the extent possible without affecting safety.
4. **Operating restrictions** on aircraft defined as any noise-related restriction that limits access to or reduces the operational capacity of an airport, for instance noise quotas or flight restrictions.

There is the opportunity for the Cape Town airport, adjacent to the site, to organise possible off-sets, including a suite of engineered mitigation measures such as constructed noise barriers or insulation for dwellings in Delft.



## 14. Urban Conditions and Management

The wider Delft area has experienced rapid settlement growth. The nature of this urban growth has been characterised by an increase in informal backyard dwellings and a related sharp rise of rent-free tenure (CoCT, 2020). In respect to human settlements, there have been two notable changes. First, in neighbourhoods of Delft South there has been considerable investment to establish built accommodation units for the rental market. These include home additions, single story micro-units, and blocks of flats. The evidence from the field research suggest that this development is expanding to the adjacent area of Delft, though the scale of development is likely to be impeded as a result of the smaller property sizes and existing building footprint in these newer settlements. There is little evidence of investment in micro-flats and blocks of flats in the historically older settlements of Eindhoven, Voorbrug and Roosendal (all zoned Residential 1). Second, during the period of lock down there was considerable number of unauthorised occupations of open ground. These entailed the erection of shack structures and the demarcation of plots. The land affected included the 'green belt' along the R300 and within the road reserve; the power and sewerage line servitudes that run in a north-south direction through Delft South; and areas of City of Cape owned land along the Delft Main Road.

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

- Vandalism of infrastructure in CoCT parks. Play equipment has been stolen or destroyed. One community informant said that parks are part of gang territory and thus important spaces for drug deals. This means that open spaces are not safe for children and residents to use. The Nelson Mandela Peace Park is a large open space; however, it is in a state of dilapidation. The braai areas and playground facilities have been destroyed. Street traders along the Western edge dump waste in this space. Yet people do use this space. It is an important point of intersection between neighborhoods: a number of informal entrances have been set up on the edges of the park and several desire lines have formed across the width of the park. The park is also used for playing netball and soccer.
- The removal of paving stones from sidewalks and plaza sites.
- The vandalism and destruction of public toilet facilities. There are no functioning public toilets in Delft.
- Street-light infrastructure has been vandalised. We noted that key sites along pedestrian routes are poorly illuminated.
- The dumping of rubble on public open ground and retention ponds. Dumping in these ponds will impact on the functioning of these facilities to manage floodwater and extreme climate events. In some instances, dumping is threatening fragile environmental resources. There is also widespread dumping of domestic waste. The dumping of babies' nappies is a particularly worrying environmental and public health challenge.

- The encroachment of business infrastructure on public land, including public open spaces. This encroachment includes the placement of shipping containers in these sites. Whilst shipping containers are an important business infrastructure in the Delft economy, their placement has been haphazard, which as a result, means that land is inefficiently used and the manner of their alignment is not necessarily conducive to other users, including pedestrians. Whereas high street properties can evolve in ways that support multiple functions, the placement of containers on these sites inhibits infrastructural development.
- Illegal / informal electricity connections provide businesses with power. These are especially notable along activity streets to business operating from shipping containers and shacks.
- In the older settlement of Voorbrug and Roosendal, the historic retail hubs that were planned for neighbourhood shops have become used by wholesalers. These sites are not suitably set-out to manage the volume of vehicle traffic associated to these businesses. We note a deficiency of suitable sites for wholesale activities.
- The formal taxi rank in Voorbrug is in poor condition. The toilet has been demolished and roof sheets removed from the rank canopy. A business has encroached on this site. One of the historic blue-gum trees has been cut-down. The rank at Roosendal is no longer used.
- Area signage and maps has been vandalised.
- We saw little evidence of business efforts to manage waste, including its disposal, in an environmentally and socially acceptable manner.

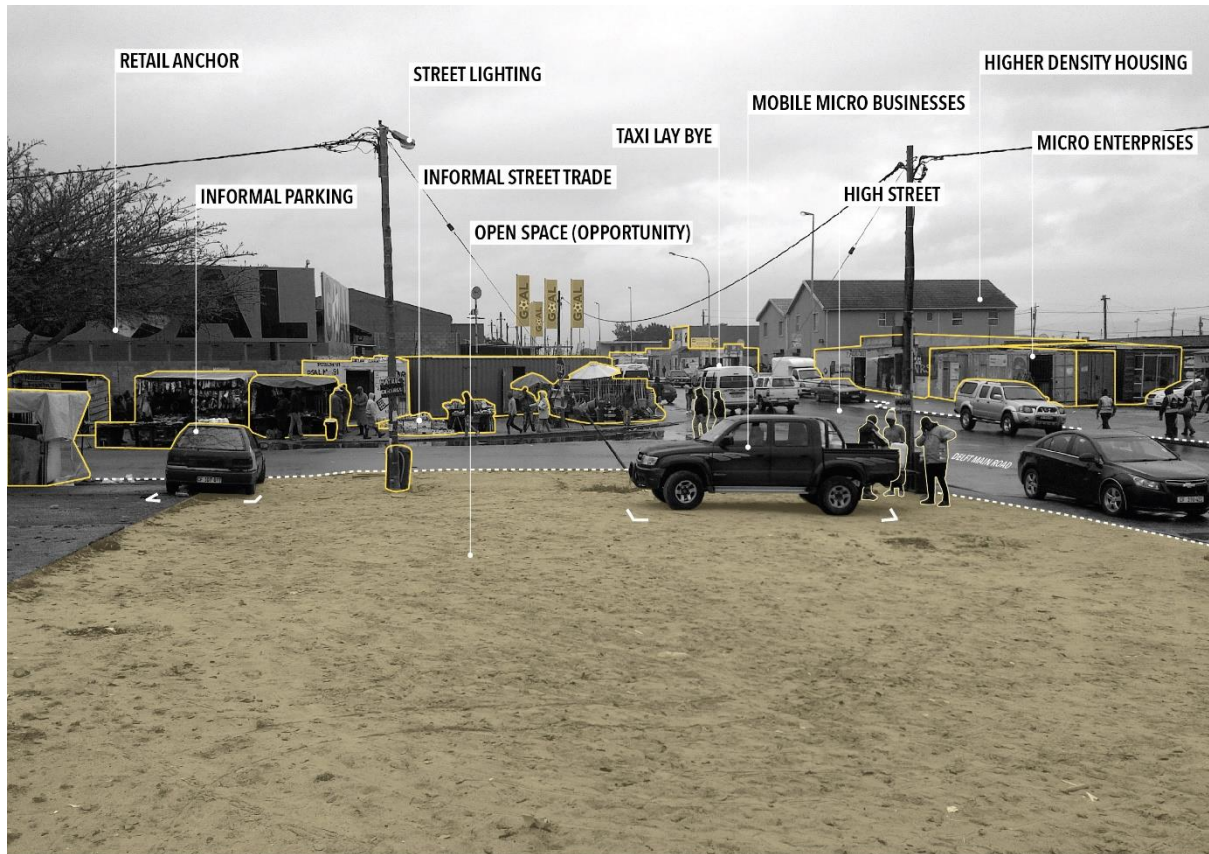
The CoCT have made numerous investments to improve public facilities. These investments include plaza development, tree planting, the creation and formalisation of street trader bays along Delft Main road, and public housing. It is important that the CoCT address the urban management challenges outlined above to minimise a similar outcome on future public infrastructure investments.

The need to protect CoCT land from encroachment and unauthorised settlement should be a high priority. Vacant plots should be occupied with resident caretaker(s). Private property owners should be mandated to develop or forfeit their land if it remains vacant for extended periods. Well located vacant land is required to stimulate the economy, especially to accommodate larger businesses and mixed-use development (residential accommodation, social facilities and business use). The allocation of large portions of land to religious institutions in the past has meant that these institutions still control important and unused land parcels.

There is a need for wider installation of speed control measures such as speed bumps in neighbourhood streets (extending onto the sidewalks). Residents have taken action to address speeding vehicles,

through measures such as digging channels in the road to slow traffic and placing boulders on the sidewalks to prevent vehicles from driving off-street.

*Figure 46: Delft Main Road allows for the activation of intense nodal development along its length. The intensity of uses requires a degree of infrastructure to optimise functioning and economic growth at these nodes.*







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Figure 47: Urban Management Issues

*Description of figures 1 -6:*

1. *Unused and vadalised taxi rank.*
2. *Damaged infrastructure at taxi rank and other public facilities.*
3. *Public toilets destroyed.*
4. *Destruction of infrastructure and in public parks.*
5. *Dumping in public space.*
6. *Multiple illegal land occupations have taken place over the past few months.*

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

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## 15. Social and Cultural Considerations

At the fall of Apartheid and the dissolution of the Group Areas Act, Delft became the first township in Cape Town where government made efforts to support and encourage desegregated residential areas (Booyesen, 2005). As such an important characteristic of the broader Delft community is that it is - unlike many townships in South Africa – it is a planned, mixed race / language settlement. Delft was formally established as a mixed township between 1989 and 1994, and the settlement was planned as a neighbourhood community with streets set out in a garden city layout and incorporating paved roads, pavements and traffic management devices such as circles. Delft main road bisects the site longitudinally and represents the biggest high street in the settlement. Over the years, the settlement has been transformed by sizeable public investments in housing and informal construction by its residents. At the same time, it has attracted formal private sector investments in a shopping mall and school.

The older neighbourhoods such as Eindhoven, Voorbrug, Roosendale and The Hague are predominantly home to Afrikaans speaking coloured communities, whereas the newer neighbourhoods of Delft and Delft South are mixed race areas of both IsiXhosa and Afrikaans speaking communities. The different neighbourhoods in Delft have followed varying development trajectories. The first houses in Delft were built for people identified as 'coloured'. These houses were transferred in 1991, under the auspices of the Integrated Serviced Land Project. The post-1994 government, as part of the RDP programme, has assigned 50% of housing to 'coloured' and 50% of housing to 'black African' households to stimulate a racially mixed neighbourhood (Cirolia and Scheba, 2018: 7).

The older communities have a greater sense of cohesion because of their more homogenous character and due to the residents having lived together in the same neighbourhoods for a comparatively longer period. The newer settlements are in a greater state of social flux with new residents moving into the area in response to the available backyard residential accommodation. There is also evidence that a considerable number of original housing beneficiaries (potentially more than 200 homeowners) have sold their properties on the informal market. As a result of these new housing opportunities, there is a fast-increasing population of African immigrants in Delft, including Zimbabweans and Malawians.

The social diversity in Delft is reflected in the StatsSA Census Data for 2011 (which provides only a general indication) and the results of the local government (municipal) elections of 2011 and 2016. This data is presented in Tables X1 and X2. There is modest stratification in household income: Ward 12 (Belhar) is comparatively middle income, whilst Wards 13 (The Hague and Roosendal) and 20 (Voorbrug) have moderately higher incomes than the new settlements in Wards 24 and 106. It is noteworthy that 53% of the voters in Ward 106 (Delft South) were born outside of the Western Cape, presumably in the Eastern Cape. There has been slow progress in building social cohesion within a township in which people speak different languages, have different cultural norms and traditions, and hold different and



opposing political views. There are important gender dynamics that shape social relationships. At the time of the 2011 census, between 30-40% of households were female headed. These households might have fewer financial and human resources than those households with dual incomes and functional adult partnership.

The social tension in Delft is reflected in the high rate of violence and crime. Delft is regarded as one of the most unsafe areas in Cape Town. The area is renowned as a site of gang turn struggles. These struggles are driven by a complex mix of factors that include drug selling, the opportunities to find inclusion and status and hierarchical struggles. In addition, Delft has become a major battle ground site in taxi wars with rival taxi bodies competing over the lucrative taxi routes to Belville and Mitchells Plain and Khayelitsha. The crime and violence are reflected in the 2018/2019 crime statistic for the Delft police precinct. In 2018 there were 247 murders in Delft and 278 sexual offenses; these figures indicate that Delft is one of the most violent places in South Africa. Crime impacts on business, both directly through burglary and robbery, and indirectly through business extortion and public violence, including crime targeted at shoppers.

Formal unemployment is a chronic challenge for this community, with unemployment rates at just above 40%. As such, the average household income in the site is low, ranging between R1,500 and R9,000 per month with poverty concentrating in some localized areas within the site (including Delft South) averaging between R1,500 and R3,000 (Le Roux & Du Trevou, 2016). Many residents living in such conditions of economic marginalisation have turned to operating survivalist informal businesses (Charman and Petersen, 2015). These include street trading activities, informal foodservice, grocery and liquor retailing, and various specialist sectors such as hair care, car mechanics and panel beating.

### **15.1. Urban Everyday**

- In our scan of newspaper articles and social media, the following stories received attention. The review was conducted between May and July 2020, but some of the newspaper articles accessed are from years preceding 2020:
- Revolutionized Kickboxing Academy in Delft was started by a resident of Delft, Saint Dumas. He initially hired out the community hall to host lessons but has subsequently started training out of his garage. Pupils who have been training with him won several gold medals at the national kickboxing championship in 2019. Several of them attained South African colours for their achievements in this sport.
- Ashtevhann Mintoor, a singer from Delft, who has extensive experience as a backing singer, had the opportunity to tour to Morocco as a lead vocalist with his band, The Plug International, in 2019.
- In 2019, the winner of the 44th annual Sactwu Spring Queen beauty pageant was Oyena Goniwe, who is a machinist for Prestige Clothing and resides in Delft. The pageant was held at

the Athlone Stadium. 56 different clothing factories held their own internal to select the participants who would represent them at the overall competition.

- One of South Africa's oldest persons, Freddie Blom resides in Delft. He turned 116 earlier this year (2020).
- Multiple newspaper reports cover the topic of gangsterism in this area – a relatively high number of reports relate to violent crimes, drug busts, murders and the presence of the SANDF in Delft.
- Residents have been in conflict with one other because people living in the Tsunami informal settlement have been connecting to electricity sources illegally. The source of conflict lies in that the residents of Tsunami are accessing municipal infrastructure illegally and this disrupts power supply to residents who are supplied with electricity, which causes outages and damage electrical appliances.
- During the hard lockdown, when the sale of alcohol was not permitted, a liquor store was looted by residents.
- There have been many instances of taxi violence in Delft. At the time of the report on these incidents, the City of Cape was considering banning taxi routes in the area and allowing a different association to take over the routes in Delft to resolve tensions between different associations operating in Delft.

## 16. Potential Project Opportunities

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

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

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





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Figure 48: Potential Spatial and Enterprise Development Opportunities

Description of figures 1 -6:

1. *Formalisation of segments of the Delft High Street.*
2. *BMX as a potential opportunity to build skills and businesses around a recreational activity.*
3. *Accommodation rental is a growing business sector in Delft.*
4. *Taxi ranks in various states of use and repair represent opportunities to think through ways to facilitate use of these sites.*
5. *Shipping container nodes in their current configurations represent a range of urban management challenges, such as obstructing pedestrian movement and lines of sight.*
6. *Urban agriculture in the form of pig farms takes place on the periphery of Delft.*

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

Table 8: Potential TED Opportunities for Delft

## 16.1. Policy and Strategy

Opportunity	Notes
A policy and bylaws instituted for using shipping containers.	The City should develop and implement a policy to regulate the use of containers for micro-enterprise activities, with the aim to improving the use of space, accommodating pedestrians and improve safety.
The City's informal economy strategy revised to provide a strategic framework for supporting township businesses.	The City to revise the informal economy growth strategy and similar initiatives to improve support to township micro-enterprises and facilitation an enabling business environment.
Social enterprises and community organisations enhance business development support and precinct management.	The City to facilitate partnerships with social enterprises and community-based organisations and other actors to amplify BDS services and support precinct management in business hubs.
Land-use obstacles reduced to enable business formalisation and investment in commercial property.	The City to strategize an approach to reducing land-use obstacles to enterprise formalisation via overlay zones or other suitable instruments (concessionary use). The strategy should target emerging commercial high streets and nodes.
Revenue collection from rates improved.	The City to develop and implement a strategy to generate rates revenue from commercial businesses, including home-based enterprises and businesses operating in retail nodes.
Regulated business sectors are formalised and able to access state-subsidies / industry programmes.	The City to facilitate engagement with W.C. Prov. Gov to address constraints on ECDC, taverns / restaurants, undertakers, and other regulated sectors from attaining compliance with business licencing and provide technical support to enable formalisation.

Shopping malls foster and enable opportunities for micro-enterprises.	The City to engage with shopping mall owners on strategies to integrate micro-enterprises into the shopping mall precinct, through adherence to development planning agreements and proactive measures to support micro-enterprises.
TED evidence utilised in area-base strategic plans.	The City to incorporate the evidence from the TED situation analysis into strategic plans, including the IDP, SDF, PIF, and BEPP.
Delft Main Road corridor is prioritised for enabling spatial integration between Belville and the Metro South East.	The City to include the Delft Main Road corridor within priority spatial plans and catalytic infrastructure investments, re-aligning plans and investment priorities, including grants funding from the NDPP.

## 16.2. Enterprise Development

Opportunity	Notes
Micro-enterprises have improved access to business development support services.	The City to integrate the DSBD / SEDA's district ecosystem facilitation approach and district information management system within projects and programmes and facilitate partnerships with BDS (including SEDA / SEFA) to benefit Delft entrepreneurs.
Micro-enterprises have improved access to digital services to participate in the digital economy & 4IR technologies.	The City to partner with the W.C. Prov. Gov. and other stakeholders to improve digital access in Delft, through (inter alia) digital hubs, free wi-fi, and linkages to marketing platforms, including Smart-Cape and Youth Café.
Opportunities for localised furniture manufacturing and home maintenance services enabled.	The City to build partnerships with the SAFI, technical training colleges and other entities to provide technical training and access to facilities for artisanal producers / home maintenance services
The income and productivity of township recyclers improved.	The City to facilitate partnerships with buy-back-centres, industry bodies and GreenCape, to enable township waste recyclers to more effectively obtain and package material and improve their business returns. The City to provide sites / repositories for bulk storage.
Opportunities unlocked in the creative and leisure economies provide youth a pathway to transition into jobs and livelihoods.	The City to support the development of creative sector / hobbies via social enterprise / community-based organisation programmes, use of City facilities, the staging of events, and linkages to BDS services.
An annual trade marketing event held in Delft to link the community to retail business opportunities.	The City to facilitate a trade promotion event to stimulate opportunities for direct marketing, supplier agreements and digital services, connecting home based traders / producer / retailers to companies and markets.
Businesses have greater financial literacy and have access to services and technologies, including digital platforms	To City to facilitate partnerships, including W.C. Prov. Gov., to extend financial literacy training to businesses and improve access to services and technologies.
Businesses providing personal care services (hair care) have access to business development support services to grow and professionalise.	The City to facilitate partnerships with the DSBD's TREP Programmes, the private sector and community-based organisations to support personal care businesses (including hairdressers and barber shops) with skills training, supplies and marketing.

## 16.3. Nodal Development



Opportunity	Notes
The Delft Main Road developed as a public transport corridor, linking the Metro SE to Belville.	The Main Road has 4 operational taxi ranks, yet only 1 has been formally developed. The City to formulate a plan for the redevelopment and management of the taxi ranks, including the provision of public services (toilets, Wi-Fi, parking), business opportunities, and precinct management. The plan to be aligned to IPTNP and BDIZ and PIF.
Roosendaal taxi rank redeveloped as an enterprise hub or market.	The City to formulate a plan, with projects, to repurpose the abandoned Roosendaal rank as a market or hub for businesses.
Trading facilities developed and a precinct management plan instituted at the Sibanye Square site.	The City to develop a plan and implement projects to improve trading facilities at the Delft South hub (Sibanye Square), providing for shelter, electricity and water, public toilets and precinct management.
A revised trader plan developed and instituted at the site opposite the Delft Shoprite Mall.	The City to revise the proposed street trader plan to accommodate street traders and micro-enterprises along this busy high street. The plan should propose infrastructure investments and options for businesses to develop semi-permanent infrastructure.
A financially sustainable business model proposed, based on public-private-partnership principles, to develop and operationalise transport hubs as mixed-use business hubs.	To City to partner stakeholders (including WC Prov. Gov.) to formulate a business model to develop, operationalise and sustain mixed-used activities at the 3 unserved ranks in Delft.
Three phase electricity supply extended to commercial nodes and hubs.	The City to develop and implement a strategy to expand three phase electricity connections to select commercial nodes and hubs, including transport hubs.

## 16.4. Spatial Integration

Opportunity	Notes
Motorcycle usage is expanded to provide township residents with more affordable transport and self-employment opportunities.	The City to partner with the private sector to increase access to motorcycle transport, through training schemes, marketing campaigns and working with local champions.
Affordable public transport enhanced through the expansion of local e-hailing services.	The City to promote the use of e-hailing via information awareness and safety campaigns. Mobility as a service is provided via the use of smart devices, connecting the supply of drivers seeking fares and the demand of commuters seeking lifts.
Infrastructure developed to provide and enable universal access to public transport.	The City to implement designs and measures for universal access to ensure that people living with disabilities / mobility constraints have access to public transport infrastructure.
An integrated public transport system achieved.	The City to advance plans for integrating mini-bus taxi, train, BRT and long-distance bus modes and payment systems.

## 16.5. Housing and Property

Opportunity	Notes
Encourage private/household investment in backyard rental housing units and support a gradual process of upgrading and formalisation.	The City will develop an enabling framework, simplified regulations and active support mechanisms to upgrade and formalize backyard rental housing units, learning lessons from the Khayelitsha experience.

Strengthen the capabilities of the local construction industry and improve the functioning of the housing market.	The City will develop an enabling framework, simplified regulations and active support mechanisms to upgrade and formalize backyard rental housing units, learning lessons from the Khayelitsha experience.
The 'pockets' of undeveloped land in Delft are safeguarded and utilised for public benefit.	The City to consult with WC Prov. Gov. and National Government on safeguarding land and develop a strategy to secure this land for community benefit, including mixed-use housing and business.
The Solar PV usage advanced, with capacity strengthened for local installation and maintenance.	The City to facilitate partnerships and pilots, with Green Cape and other stakeholders, for installing solar-PV and maintenance by local technicians.
Encourage housing investments by the public and private sectors in strategic sites to raise population densities, encourage mixed land uses and stimulate additional economic activity.	The City will introduce procedures to fast track higher density housing investments, including PPPs, in strategic sites, including vacant sites along high streets.

## 16.6. Social and Community Infrastructure

Opportunity	Notes
The Nelson Mandela Peace Park revitalised.	The City to conceptualise and implement a plan, with projects and stakeholder participation, to revitalise the NMPK in respect to providing and maintaining facilities, enhancing accessibility for different users, improving safety & security and instituting a precinct management plan. The plan to utilise Crime Prevention Through Environmental Design (CPTED) approaches.
Creative arts programs instituted to foster social cohesion.	The City to strategize and implement a cultural arts program resulting in creative outputs and activities that engage youth groups, critique gangsterism, and promote social cohesion.

## 16.7. Urban Management

Opportunity	Notes
Public Employment Programmes utilised to address urban management challenges, including the maintenance of ecosystem resources.	The City to re-purpose PEP to improve urban management challenges, including dumping within wetlands / retention points, through identifying partnerships and new operational approaches.
Investment in the green economy and climate change mitigation mobilized.	The City to formulate an approach for climate change off-set via green infrastructure investment in Delft, in partnerships with ACSA and other stakeholders in the Cape town aerotropolis.
Public Private Partnership strategies implemented to improve safety and security for local businesses in retail hubs and trading sites.	The City to facilitate knowledge exchanges to devise strategies for improving consumer and business safety & security, involving partnerships, community / trader participation and use of CPTED.

# PART II: PROJECT CHARTERS





## 17. Delft TED Project

### 17.1. Development Opportunity Identification

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

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

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

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

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

### **Project 1: Provide policy support on micro-enterprise formalisation via the Informal Sector Strategic Framework and Container Policy**

The Project goal is to enable wide participation in the City's economy through setting out an enabling policy framework and supporting programmes for informal micro-enterprises to enhance sustainability and nurture their inclusion in the formal sector.

In support of this goal, the project will contribute towards the City's development of an appropriate Informal Sector Strategic Framework and new policies that enhance the applicability of the ISSF in the township context.

### **Project 2: Support furniture manufacturing and home maintenance service businesses**

Through a specifically targeted intervention, to support township micro-enterprises from Delft, Belhar and surrounding areas in the furniture and home maintenance sector to access skills training, production facilities and business development in order for these businesses to add additional skills, supply chain options and grow existing / access new markets.

### **Project 3: Develop Delft Main Road as a mobility and activity development corridor**

The project goal is to encourage the development of an economically vibrant corridor that accommodates a range of businesses and markets, optimises and densifies land uses, and supports an orderly and integrated public transport sector, including non-motorised transport.

In contributing towards the project goal, the TED project will support the City devise a strategy to guide the transformation of the Delft Main Road corridor, including a focus on informal business management, land use and catalytic projects. The strategy will include a conceptual analysis on the section of the corridor between the Hindle Road (M54) intersection and the Voorbrug Road intersection.

### **Project 4: Develop strategies to transform public transport interchanges into mixed-use business hubs**

The project goal is to support the City's goal of establishing functional, orderly, and mixed-used taxi ranks along the Delft Main Road corridor that simultaneously provide points for route departure and feeder routes to a centralised public transport interchange.

The Delft TED project will contribute towards this goal through the development of a precinct business model and spatial development strategy for one rank along the Delft Main Road corridor as a pilot. Voorbrug Rank will be used as the pilot site.

### **Project 5: Provide policy support on the regularisation and formalisation of Small Scale Affordable Rental**

The project goal is to enable formal investment by the private sector in the provision of Small Scale Affordable Rental (SSAR) units in townships at scale, specifically targeting homeowners and micro-developers.

In contributing towards this goal, the project will support the City to improve its understanding of how its regulatory environment can support the economic and social opportunities arising from developing SSAR units, in LFTE and non-LFTE township areas; the barriers that currently prevent regularisation/formalisation; and to identify a range of practical actions that may be taken to make progress towards regularising/formalising these developments in Delft.

### **Project 6: Improve Business Development Support for Micro-Enterprises**

The Project goal is to implement a pilot to showcase micro-enterprises from Delft and surrounds in a public event (both in-person and online) to raise the profile of these enterprises and expose the participants and the wider community of entrepreneurs to business development support services. The event will take the form of a showcase event. A range of business support services will be crowded-in, with pre-screened businesses directed to the support most relevant to their needs.

The project will assess the effectiveness of the pilot to mobilise the participation of township businesses, fostering local networks and the facilitation of linkages for enhancing business opportunities and growing township consumer markets.

### **Project 7: Devise a strategy and business case to sustainably manage public open space, including the Mandela Peace Park and Voorbrug sporting precinct.**

The Project goal is the sustainable management of public open spaces in Delft for optimum community benefit and ecosystem preservation.

The Delft TED Project will contribute towards this goal through developing a precinct-based strategy, with community partnerships, to sustainably manage Voorbrug public open space and other strategic POS assets.

### **Project 8: Pilot a strategy to improve public safety in informal trader markets**

The goal of this project is to improve the safety of informal trading markets along the Delft Main Road corridor for businesses and their customers by developing and implementing targeted (crime prevention) management strategies.



In contributing towards this goal, the TED project will support the City to apply management strategies to trading opportunities along the Delft Main Road, focusing on the Voorbrug precinct and other key nodes. These would address opportunities and needs within linear markets and support more consolidated trading. The strategies will specify trader needs, opportunities for CPTED and situational crime prevention and institutional alignment with the neighbourhood safety programme and MURP/AED programmes. Importantly, the project will endeavour to facilitate partnerships among local businesses to enhance vigilance, share information, and co-ordinate action.

## **17.2. Project Charter Development**

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

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

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

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

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

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

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

City of Cape Town  
Township Economic  
Development Project

# Project Charter

## Delft

Provide policy support on micro-  
enterprise formalisation via the  
Informal Sector Strategic  
Framework and Container Policy

Project Number: 1

Date: 9 May 2022

Version: 4

**CTiEs**  
SUPPORT PROGRAMME





## 18. Project 1: Provide policy support on micro-enterprise formalisation via the Informal Sector Strategic Framework and Container Policy

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The City recognises the need to develop an enabling policy environment to nurture and grow informal micro-enterprises. These micro-size businesses have an important role to play in creating jobs, providing goods and services that are affordable and accessible, and reducing the collective impact of household poverty across the metro. Most informal businesses are not registered with CIPC, SARS or the City, with the business operating informally by the sole trader or as an unincorporated firm with employees. Many micro-enterprises, though not all, do not have the financial means, technical capacity or spatial authority to operate the business formally. There is a need to balance support to these micro-enterprises with City responsibilities in respect of land use, public open spaces and roads, environmental and community health, and safety and security. The City is in the process of developing an Informal Sector Strategic Framework (ISSF), which provides policy guidance on how the City can best balance the economic objectives of supporting the informal sector with its other responsibilities. The revised framework presents a development opportunity to recalibrate City policies and programmes in support of the informal sector, including City positions on developments that impact (positively and negatively) on the creation, development and formalisation of micro-enterprise activities.</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <ol style="list-style-type: none"> <li>1. Policy and Strategy, Future Planning and Resilience</li> <li>2. Area Economic Development</li> <li>3. Trade and Investment</li> <li>4. Urban Planning and Design Department, Land Use Management</li> <li>5. Urban Planning and Design Department, Spatial Planning</li> <li>6. Transport Department</li> </ol>	<p><i>Indicate the key persons involved directly or to be engaged as part of this project</i></p> <ol style="list-style-type: none"> <li>1. Albert Ferreira &amp; Kayleen Simpson – policy support</li> <li>2. TBC – lead department</li> </ol> <p>Other departments are involved and engaged in the development of the framework, which this TED project will feed into</p>
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The Project goal is to enable wide participation in the City's economy through setting out an enabling policy framework and supporting programmes for informal micro-enterprises to enhance sustainability and nurture their inclusion in the formal sector.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> <li>1. Policy and Strategy, Future Planning and Resilience</li> </ol>	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> <li>1. Albert Ferreira &amp; Kayleen Simpson</li> </ol>

In support of this goal, the project will contribute towards the City's development of an appropriate Informal Sector Strategic Framework and new policies that enhance the applicability of the ISSF in the township context.		
Quantifiable Indicators of Achievement	Partner / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> <li>1. One community engagement workshop, with up to 80 participants, undertaken in Delft to review trader challenges and needs relating to the components of the ISSF by July 2022.</li> <li>2. Assistance in developing the ISSF draft, incorporating line department papers, comments of reviewers, and community stakeholder engagement, and informality risk assessment, aiming for framework approval by December 2022.</li> <li>3. A report / presentation on shipping container use by informal businesses is prepared and workshopped with the ISSF working group by July 2022.</li> <li>4. Support in considering the applicability of the draft Informal Traders Norms and Standards and workshopping with the ISSF working group as required, by December 2022.</li> </ol>	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> <li>1. Cities Support Programme, Township Economic Development Project. The TED will provide technical support to the ISSF process, including reviewing, community facilitation, risk assessment, and stress-testing the applicability of measures in the Delft situation.</li> </ol>	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> <li>1. Andrew Charman and Leif Petersen</li> </ol>
Key Activities / Deliverables	Stakeholder / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> <li>1. Support the City to review and suggest revisions to strengthen the departmental papers on supporting and managing informal sector activities.</li> <li>2. Support the City to draft a consolidated Strategic Framework, through reviewing the document, providing suitable references, assessing the weighted balance of interventions, advise on linkages, and highlight gaps.</li> <li>3. Facilitate a community engagement workshop in Delft, with participation of informal trader organisations and City officials, to review the draft ISSF and identify gaps in terms of trader needs and potential obstacles to implementation.</li> <li>4. Advise the City on the development of a policy for managing informal activities within shipping containers (managing container trading), drawing on lessons from literature and practical examples of container trading along the Delft Main Road.</li> </ol>	<p><i>Provide a motivation for and indicative the roles of the stakeholder.</i></p>	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p>

<ol style="list-style-type: none"> <li>5. Assess the applicability of the proposed informal traders' norms and standards within the township context, assessing the workability of these recommendations in 3 contexts within Delft (high street, planned markets, and transport nodes) and advise on how these norms and standards could be applied to trading markets along the Delft main road.</li> <li>6. Support to the City to comprehend possible risks from unregulated informal economic activities that could result in outcomes that negatively impact on township economic development, including forms of land use, theft of utilities and City infrastructure, obstruction of NMT pathways and thoroughfares, as well as sightlines, damage to public and environmental health, and heightening insecurity.</li> <li>7. Advise the City on infrastructure requirements for trading markets within Delft (assessing needs in respect of water, sewerage, cleaning, solid waste, electricity charging ports, wi-fi, security and storage) that could enable the operational benefit from the ISSF.</li> <li>8. Engage with PGWC Department of Economic Development and Tourism for synergies within their own township economy programmes.</li> </ol>		
City Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The project will enhance the City capacity to develop a framework that is informed in research evidence and best practice.</p>	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <p>An effective ISSF requires transversal collaboration and recognition that existing City policies, by-laws and norms and standards might unduly impact on the positive benefits of informal sector growth, thus requiring that the City either provide limited concessions, alternative options or reformulated policies for specific circumstances in which informal economic activities provide substantial benefits with manageable risks. The proposed strategic reports / workshops are intended to foster alignment amongst line departments with key roles in managing and enabling informal sector activities.</p>	
Community Beneficiaries	Assumptions	
<p><i>Target groups and numbers.</i></p> <ul style="list-style-type: none"> <li>• Informal economy street and market traders</li> <li>• transport operators</li> <li>• light manufacturing businesses</li> <li>• waste pickers</li> <li>• service providers</li> <li>• home-based micro-enterprises</li> </ul>	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p>	



Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The project is aligned to the City's priority to build an inclusive economy, grow jobs, and support enterprise development.</p>	<p><b>Metro / City</b></p> <p><b>Capex</b></p> <p><b>Opex</b></p> <p><b>External Sources</b></p> <p><b>Total</b></p>	<p></p> <p></p> <p></p> <p>Countervalue</p> <p></p>
Alignment with Policies	Status of external funding	
<p><i>Indicate how project aligns with metro policies.</i></p> <p>The project will support the City to develop an Informal Sector Strategic Framework as per City plans.</p> <p><b>1. Integrated Development Plan, 2017 – 2022</b> This project aligns with the following strategic objectives set out in the IDP: <b>Objective 1.3:</b> Economic inclusion</p> <p><b>2. Inclusive Economic Growth Strategy, 2021</b></p>	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The TED Project will contribute towards the costs of hosting a community engagement event in Delft during 2022. The TED technical assistant team are funded via CSP.</p>	
Endorsement		
City Endorsement	Project Timeframe	
<p>The Charter for the development of the ISSF has been signed off by the relevant leadership in the City.</p>	<b>Start Date</b>	Current
	<b>End Date</b>	TBC
	<b>Total Time</b>	Months
Partner's Endorsement		
<p><i>Indicate the status of partner endorsement.</i></p>		

The CSP TED Project is committed to support implementation for the duration of the Project (current end date February 2023, subject to timeframe extension).

### Additional notes and annexes

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

**Annexes:**

### Charter Checklist

Have community needs been incorporated into project design?	No.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	Yes.
Have project partners agreed to their roles and commitments?	Yes.

City of Cape Town  
Township Economic  
Development Project

# Project Charter

## Delft

Support furniture manufacturing and  
home maintenance service businesses

Project Number: 2

Date: 25 April 2022

Version: 5

**CTiEs**  
SUPPORT PROGRAMME





## 19. Project 2: Support furniture manufacturing and home maintenance service businesses

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>Within the township economy there is a small, but important sector of furniture manufacturers. These microenterprises beneficiate new and recycled raw materials such as timber, metal and plastic, create jobs and add important economic multipliers into local economies. SAFI and CCT have agreed to collaborate in providing enterprise support to such businesses.</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <ol style="list-style-type: none"> <li>Enterprise and Investment: project lead. Responsible for partnerships, implementation and funding.</li> </ol>	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> <li>Thembinkosi Siganda, Carlo Vizzi, &amp; Loyiso Nxumalo</li> </ol>
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>Through a specifically targeted intervention, to support township micro-enterprises from Delft, Belhar and surrounding areas in the furniture and home maintenance sector to access skills training, production facilities and business development in order for these businesses to add additional skills, supply chain options and grow existing / access new markets.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> <li>Enterprise and Investment</li> </ol>	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> <li>Carlo Vizzi <a href="mailto:Carlo.Vizzi@capetown.gov.za">Carlo.Vizzi@capetown.gov.za</a>, Loyiso Nxumalo <a href="mailto:Loyiso.Nxumalo@capetown.gov.za">Loyiso.Nxumalo@capetown.gov.za</a></li> </ol>
Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ul style="list-style-type: none"> <li>Training programme syllabus to be developed and readied for implementation by end-February 2022</li> <li>50 potential beneficiaries identified and screened for access to the programme by February 2022</li> <li>20 potential beneficiaries trained / supported with business support and technical training by end June 2022.</li> </ul>	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> <li><b>The South African Furniture Initiative (SAFI)</b> will provide training, technical support and access to equipment through a light manufacturing support programme.</li> <li><b>Northlink College:</b> contracted in partner to provide an institutional</li> </ol>	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> <li>Bernadette Isaacs <a href="mailto:bernadette@furnituresa.org.za">bernadette@furnituresa.org.za</a>, Nazley Hendricks <a href="mailto:safi.ct@furnituresa.org.za">safi.ct@furnituresa.org.za</a></li> <li>TBC</li> <li>Zaida Jackson</li> </ol>

<ul style="list-style-type: none"> <li>• Supply chain benefits for beneficiaries to be realised by end-2022 – whilst not yet determined these could include product aggregation, supply chain improvements, improved economies of scale</li> <li>• Beneficiary businesses gaining access to new markets through exposure and product placement in at least one new market outlet by mid-2023</li> <li>• An impact assessment report completed by December 2022.</li> </ul>	<p>location for technical assessment training and manufacturing support.</p> <ol style="list-style-type: none"> <li>3. <b>SEDA:</b> support beneficiaries to formalise and access business development support services. Support for business development as contracted in partners.</li> <li>4. <b>DSBD:</b> Access to the TREP Programme for township manufacturers</li> <li>5. <b>CSP TED:</b> To support Monitoring and Evaluation of the project and support CCT to create project extension as needs dictate</li> </ol>	<ol style="list-style-type: none"> <li>4. Mzoxolo Maki <a href="mailto:MMaki@dsbd.gov.za">MMaki@dsbd.gov.za</a></li> <li>5. Leif Petersen <a href="mailto:Leif.Petersen@livelihoods.org.za">Leif.Petersen@livelihoods.org.za</a></li> </ol>
Key Activities / Deliverables	Stakeholder / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> <li>1. Scoping and selection of beneficiaries</li> <li>2. Formal agreement and establishment of a capacity building / support centre at facilities within Northlink College in Belhar to be used as a primary venue for project activities</li> <li>3. Offering of capacity building and market access programmes in various areas considered by the research participants to be of strategic value. These areas to include: <ul style="list-style-type: none"> <li>- Area 1 – Skills development</li> <li>- Area 2 – Business support through potential aggregating, networking and access to facilities</li> <li>- Area 3 – Market access</li> </ul> </li> <li>4. Supporting development of new markets for township furniture manufacturers (CCT, Northlink, SEDA)</li> <li>5. Material support to township furniture manufacturers through access to infrastructure and asset / provision where agreed (SAFI)</li> <li>6. Support towards processes of business formalization (SEDA)</li> <li>7. Undertake project evaluation and impact assessment (TED)</li> </ol>	<p><i>Provide a motivation for and indicative the roles of the stakeholder.</i></p>	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p>

City Beneficiaries		Risks	
<i>Target departments and programmes.</i> <ul style="list-style-type: none"> <li>Enterprise and Investment</li> </ul>		<i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i> <ol style="list-style-type: none"> <li>The safety and security situation may influence the nature and commitment of participation by beneficiaries, and future business success.</li> <li>Beneficiaries are self-employed and may be financially challenged by not operating during capacitation processes.</li> <li>The nature of informality can impact businesses or individuals' participation or uptake of certain processes / opportunities.</li> </ol>	
Community Beneficiaries		Assumptions	
<i>Target groups and numbers.</i> <ul style="list-style-type: none"> <li>20 township furniture making participants from Delft and the broader area</li> </ul>		<i>Describe the main assumptions upon which successful project implementation is contingent.</i> <ol style="list-style-type: none"> <li>The project will not include direct beneficiary business funding by SAFI or CCT unless clearly articulated and agreed to by all stakeholders beforehand.</li> <li>Project beneficiaries have a desire to and commit to grow their businesses and progress along the path of formalization</li> <li>All partner stakeholders fulfil the obligations as stipulated in relevant MoAs, SLAs, etc.</li> </ol>	
Alignment with Programmes		Funding Requirement	Estimated Budget
<i>Indicate how project aligns with current or planned programmes.</i> <p>The project is aligned to the City's priority to build an inclusive economy, grow jobs, and support enterprise development. Further alignments include:</p> <ul style="list-style-type: none"> <li>CCT Strategic Management Framework - SMF</li> <li>CCT Integrated Economic Growth Strategy – IEGS</li> </ul>		<b>Metro / City</b>	
		<b>Capex</b>	
		<b>Opex</b>	
		<b>External Sources</b>	R1 018,000
		<b>Total</b>	



Alignment with Policies		Status of external funding	
<i>Indicate how project aligns with metro policies.</i> <ul style="list-style-type: none"><li>CCT Strategic Management Framework - SMF</li><li>CCT Inclusive Economic Growth Strategy – IEGS</li></ul>		<i>Indicate what actions are required to access funding and the status of applications.</i>  Grant funding provided for year 1 pilot project by SAFI.	
Endorsement			
City Endorsement		Project Timeframe	
<i>Indicate the status of metro endorsement.</i>  The Project Charter has been signed off by the relevant leadership in the City.		Start Date	Ongoing
		End Date	
		Total Time	12 Months
Partner’s Endorsement			
<i>Indicate the status of partner endorsement.</i>  SAFI board of directors granted approval for participation in and support for the pilot project on 18 <sup>th</sup> August 2021.  The CSP TED Project is committed to support implementation for the duration of the Project (current end date February 2023, subject to timeframe extension).			
Additional notes and annexes			
<i>Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.</i> <ul style="list-style-type: none"><li>Prior research presented in the Situational Analysis Report by the Cities Support Programme’ technical assistance team noted that support to the township manufacturing sector would create important local economic development opportunities. Based on research that informed the situational analysis, SAFI and the CCT agreed that appropriate sector support would include the bolstering of a range of skills and knowledge of township furniture manufacturers in order to capacitate themselves and their businesses to be more optimally positioned for business growth and new markets.</li></ul>			

**Annexures**

- Situational Analysis report on Delft township as prepared by SLF for the CSP-TED (esp. Section 9.1)
- SAFI proposal
- Contractual agreement

**Charter Checklist**

Have community needs been incorporated into project design?	Yes.
Has the project costing been internally reviewed?	Yes.
Has the project been included in the IDP?	No, but listed in other City strategies.
Have project partners agreed to their roles and commitments?	Yes.

City of Cape Town  
Township Economic  
Development Project

# Project Charter

## Delft

Develop Delft Main Road as a mobility  
and activity development corridor

Project Number: 3

Date: 9 May 2022

Version: 6

**CTiEs**  
SUPPORT PROGRAMME





## 20. Project 3: Develop Delft Main Road as a mobility and activity development corridor

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Delft Township Economic Development (TED) Project aims to facilitate critically needed development interventions in this settlement. The Delft TED Situational Analysis and the Public Investment Framework (PIF), commissioned by MURP – Area East, highlight the importance of developing the Delft Main Road corridor, both to enhance regional spatial integration (mobility function) and to support economic growth and settlement densification along the Main Road corridor (activity function). These reports, additionally, re-affirm the City principles of strategic spatial densification, as specified in the Tygerberg District Spatial Development Framework, through fostering the emergence of mixed-use developments, comprising informal businesses, affordable accommodation, accessible community facilities, retail opportunities for formal businesses and mixed-use transport nodes.</p> <p>The Delft Main Road corridor provides a critical spatial connection and transport route between settlements in the metro south-east (including Philippi and Mitchells Plain) and the central business district of Bellville. The corridor is primarily used by mini-bus taxis, though bus routes and non-motorised transport are present. The taxi routes that converge on the corridor depart from several ranks (both formal and informal) situated on the Main Road. The taxi system contributes to the spatial integration of the City and provides a major public transport service to residents of the sub-region.</p> <p>Currently, there is a large amount of conflict amongst the users of the corridor, involving street traders, businesses operating from fixed premises, vehicular and non-motorised traffic and pedestrians. The Delft Main Road is a very busy route for both vehicular as well as pedestrian movement and so attracts many traders, especially around nodes where there is a formal business offering. The functionality of the corridor is further impacted by development within residential properties, wherein investors have extended the building vertically and begun to create mixed-use units.</p>	<p><i>Indicate the main Directorates: Departments involved in the project.</i></p> <ol style="list-style-type: none"> <li>1. Spatial Planning and Environment / Urban Planning and Design (Spatial Planning Environment).</li> <li>2. Spatial Planning and Environment / Mayoral Urban Regeneration Programme</li> <li>3. Economic Growth/ Enterprise and Investment</li> <li>4. Urban Mobility /Transport Planning and Network Management</li> <li>5. Economic Growth: Urban Catalytic Investment</li> <li>6. Urban Waste Management: Solid Waste Management</li> <li>7. Safety and Security: Metro Police</li> <li>8. Water and Sanitation: Storm water management</li> </ol>	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> <li>1. Bronwen Jillings Bronwen.Jillings@capetown.gov.za; Anees Arnold <a href="mailto:Anees.Arnold@capetown.gov.za">Anees.Arnold@capetown.gov.za</a></li> <li>2. Alastair Graham, Patrick Nqadini &amp; Andile Tumana</li> <li>3. Ntuthuko Mchunu, Boyang Avril Dibakwane</li> <li>4. TBC (Melani Ohlson &amp; Lee van der Berg)</li> <li>5. Frank Cummings</li> <li>6. TBC...</li> <li>7. TBC...</li> <li>8. Johann Terblance</li> </ol> <p>Members of the project team to be finalised at Project inception.</p>

<p>There is no strategic framework to guide the development of township activity corridors holistically. Due to the City's focus on growing small businesses, interventions should be of an enabling nature but seek to balance both mobility and activity requirements. There lies a strategic economic opportunity to provide guidance on the City's spatial and urban management approach to the Delft Main Road corridor.</p> <p><b>Note:</b> The project connects with Delft TED Project 4 (redevelopment of Voorbrug Taxi Rank) and Project 8 (enhancing a safe and orderly street trading environment).</p>		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The project goal is to encourage the development of an economically vibrant corridor that accommodates a range of businesses and markets, optimises and densifies land uses, and supports an orderly and integrated public transport sector, including non-motorised transport.</p> <p>In contributing towards the project goal, the TED project will support the City devise a strategy to guide the transformation of the Delft Main Road corridor, including a focus on informal business management, land use and catalytic projects. The strategy will include a conceptual analysis on the section of the corridor between the Hindle Road (M54) intersection and the Voorbrug Road intersection.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> <li>1. Mayoral Urban Regeneration Programme</li> <li>2. Urban Planning and Design (Spatial Planning Environment).</li> <li>3. Enterprise and Investment</li> </ol>	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> <li>1. Alastair Graham, Patrick Nqadini</li> <li>2. Bronwen Jillings</li> <li>3. Ntuthuko Mchunu</li> </ol>
Quantifiable Indicators of Achievement	Partner / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> <li>1. A workshop conducted by December 2022 to review the Delft Public Investment Framework.</li> <li>2. A strategic framework on the spatial function of the Delft Main Road as both a mobility and activity corridor developed and workshopped with City's transversal project team by December 2022.</li> <li>3. A report documenting engagements within the City on public transport functionality / alignment within the Main Road corridor by September 2023.</li> </ol>	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> <li>1. CSP TED Team: research, community engagement, partnership facilitation.</li> </ol>	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> <li>1. Andrew Charman, Thiresh Govender, Jessica Blumberg, Heather Kruger.</li> </ol>

<ol style="list-style-type: none"> <li>4. A report documenting engagements within the City on land use development within the Main Road corridor by September 2023.</li> <li>5. Terms of Reference for expanding an informal market and street trading bays / infrastructure, formulated by December 2022.</li> <li>6. The requirements for corridor wide urban management developed and workshopped within the City by September 2023.</li> </ol>		
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Key Activities / Deliverables	Stakeholder / Roles	Members
<ol style="list-style-type: none"> <li>1. Support the City to undertake a review of the Delft Main Road Corridor PIF report, focusing on feasible development elements, precinct management activities and planning levers (including land use).</li> <li>2. Support the City to undertake an analysis of the spatial function of the Delft Main Road as both a mobility corridor and activity corridor, noting the potential for business activities, commercial property and residential densification, whilst addressing the need to reduce conflict amongst users.</li> <li>3. Advise the City on alignment of the Delft Main Road corridor with public transport plans and programmes, including the MyCity rollout, in support of spatial integration.</li> <li>4. Advise the City on the use / development of City land within the Delft Main Road corridor to engender the corridor functional objectives.</li> <li>5. Support the City to develop terms of reference for detailed plans (including designs) to expand trader infrastructure, including trading bays, targeting high potential market hot spots (including sites adjacent to the Delft Mall)</li> <li>6. Support the City to conceptualise the requirements of a corridor focused approach to urban management.</li> </ol>	<p><i>Provide a motivation for and indicate the roles of the stakeholder.</i></p> <ol style="list-style-type: none"> <li>1. National Treasury – Neighbourhood Development Partnership Programme: sharing of knowledge and strategies on precinct management and function of integration zones.</li> <li>2. WC Provincial Department of Economic Development and Tourism.</li> </ol>	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <ol style="list-style-type: none"> <li>1. Mbalenhle McBrown <a href="mailto:Mbalenhle.Mcbrown@treasury.gov.za">Mbalenhle.Mcbrown@treasury.gov.za</a></li> <li>2. TBC</li> </ol>

City Beneficiaries	Risks
<p><i>Target departments and programmes.</i></p> <p>The Project will benefit the City through enhancing technical capacity, providing strategic insights, supporting problem solving and grounding planning processes in bottom-up perspectives.</p> <p>Furthermore, the Project will ensure transversal collaboration between line departments to better co-ordinate the enablement of a functional activity street within the Delft Main Road corridor.</p>	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> <li>1. Unlawful land occupation on strategically important City land.</li> <li>2. Crime and vandalism impacts on the functional development of the corridor, affecting business, shoppers, and pedestrian users.</li> <li>3. Informal and illegal land uses undermine City planning and urban management.</li> <li>4. Inappropriate precinct plans and City support developments undermine or fail to respond to the activity generating functions of the Delft Main Road.</li> </ol>



Community Beneficiaries		Assumptions	
<p><i>Target groups and numbers.</i></p> <p>Delft communities will benefit through:</p> <ul style="list-style-type: none"> <li>• The emergence of formal commercial properties and residential accommodation along the corridor.</li> <li>• Future safe pedestrian mobility along the corridor.</li> <li>• Enhanced availability of trader bay infrastructure and orderliness of street markets.</li> <li>• The emergence of an economically vibrant corridor that optimises and densifies land uses and supports an orderly and integrated public transport sector.</li> </ul>		<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> <li>1. City law enforcement will act against individuals and businesses that utilise land / property in ways that hinder public benefit and retard the development of the corridor as a spatially critical mobility and activity corridor.</li> <li>2. All identified City departments will contribute to effective transversal collaboration, including their support to the project goal.</li> <li>3. The seriousness of urban management will be acknowledged and the City will prioritise the strengthening of spatial management strategies.</li> <li>4. Mini-bus taxi transport is acknowledged as an important means of public transport and contributor to the economic vibrancy of the Main Road corridor.</li> <li>5. The appropriate development of city own land is essential to the fulfilment of the Project goal.</li> <li>6. The City engagement Provincial and National Government to address the challenge of informal settlements established along the Delft Main Road corridor during the Covid19 National State of Disaster.</li> </ol>	
Alignment with Programmes		Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The Project will synergise with the planning of the Voorbrug facility precinct, a project of the Directorate of Spatial Planning and Environment.</p> <p>The Project will enhance aspects of the Delft Main Road Public Investment Framework, 2021 (to be ratified).</p>		<p><b>Metro / City</b></p> <p><b>Capex</b></p> <p><b>Opex</b></p> <p><b>External Sources</b></p> <p><b>Total</b></p>	
Alignment with Policies		Status of external funding	
<p><i>Indicate how project aligns with metro policies.</i></p> <ol style="list-style-type: none"> <li>1. <b>Integrated Development Plan, 2017 – 2022:</b> this project upholds the following objectives in the IDP: <ul style="list-style-type: none"> <li>• <b>Objective 1.3.</b> Economic inclusion</li> <li>• <b>Objective 4.1:</b> Dense and transit-orientated</li> </ul> </li> </ol>		<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>Funding for the CSP TED technical assistance team is secure until February 2023.</p>	

<ul style="list-style-type: none"> <li>growth and development</li> <li><b>Objective 4.3:</b> Building integrated communities</li> </ul> <p><b>2. Municipal Spatial Development Framework, 2018</b></p> <ul style="list-style-type: none"> <li>This project supports the intensification of a development corridor located in the Urban Inner Core</li> </ul> <p><b>3. Draft Tygerberg District Spatial Development Framework, 2021</b></p> <ul style="list-style-type: none"> <li>Delft Main Road is indicated as a connector route in the Tygerberg District and plays a role in mobility and accessibility in both Delft and between Delft and other areas located in this district. This project will enhance the connectivity function of this road.</li> </ul> <p><b>4. Economic Development Strategy</b></p> <p><b>5. Comprehensive Integrated Transportation Plan</b></p>	
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Endorsement	
City Endorsement	Project Timeframe
<p><i>Indicate the status of metro endorsement.</i></p> <p>The Project Charter has been developed in consultation with the relevant directorates and departments.</p>	<p><b>Start Date</b> May 2022</p>
	<p><b>End Date</b> June 2023</p>
	<p><b>Total Time</b> Months</p>

Partner's Endorsement
<p><i>Indicate the status of partner endorsement.</i></p> <p>The CSP TED Project has secured technical support until February 2023 (subject to a project extension until December 2023).</p>

Additional notes and annexes
<p>Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.</p> <p><b>Annexes:</b></p> <p>Annex 1: Delft TED Project Study Area</p>

Annex 2: Delft Main Road Preliminary Concept Proposal (focal area for functionality analysis)  
Annex 3: Stakeholder Engagement Workshop Visualisation



## GENERAL STUDY AREA & PROJECTS

### 01. MICRO ENTERPRISES

Policy development support on the regulation of informal micro-enterprises.

### 02. FURNITURE MANUFACTURING

Opportunities for localised furniture manufacturing and home maintenance services enabled.

### 03. DELFT MAIN ROAD

The Delft Main Road developed as a public transport and development corridor, linking metro SE to Bellville.

### 04. TRANSPORT HUBS

A financially sustainable business model proposed, based on public-private partnership principles, to develop and operationalise transport hubs as mixed-use business hubs.

### 05. INFORMAL HOUSING MARKET

Policy development support to regularise the informal housing market, focusing on building regulations and land use.

### 06. MICRO ENTERPRISES

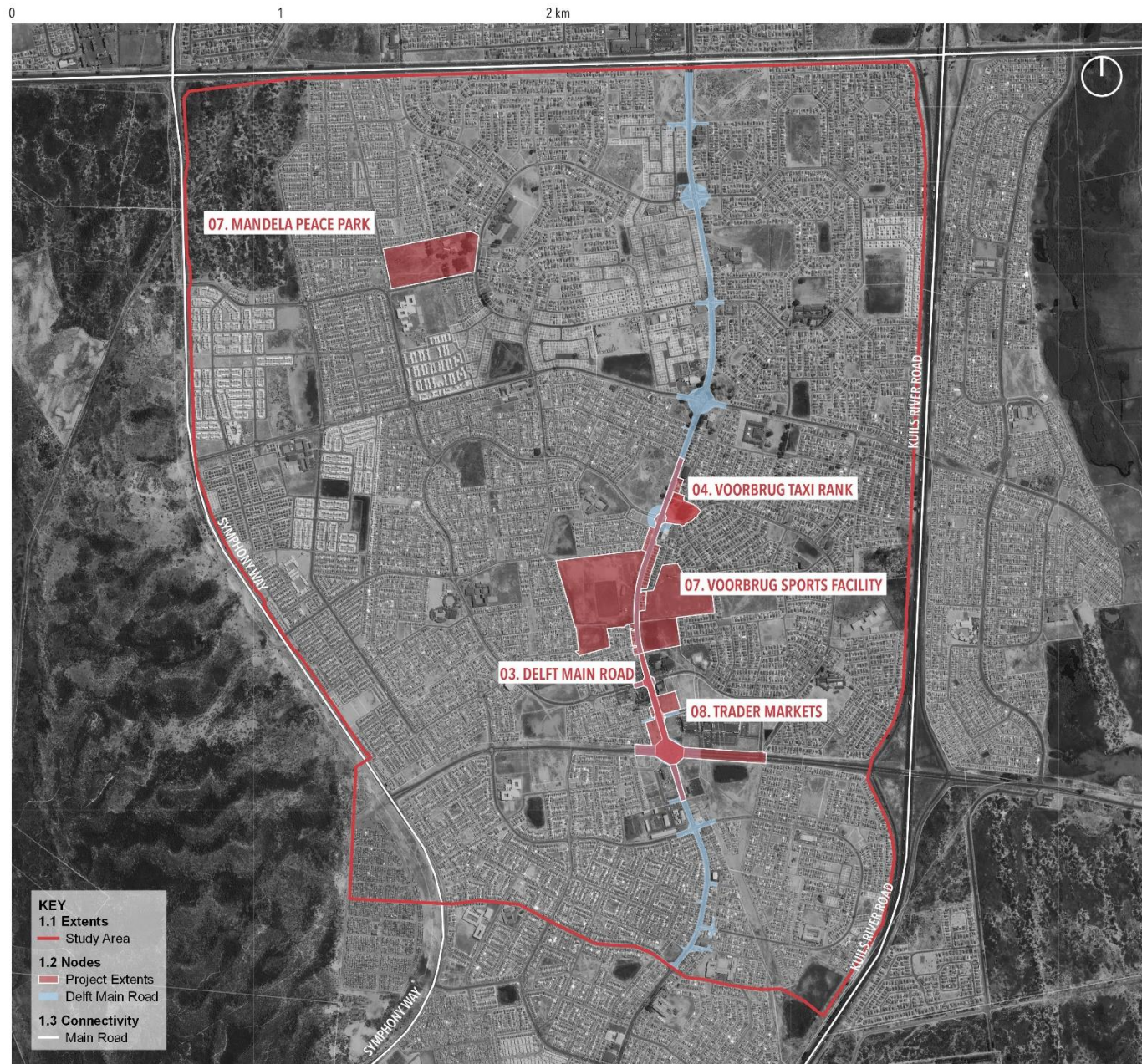
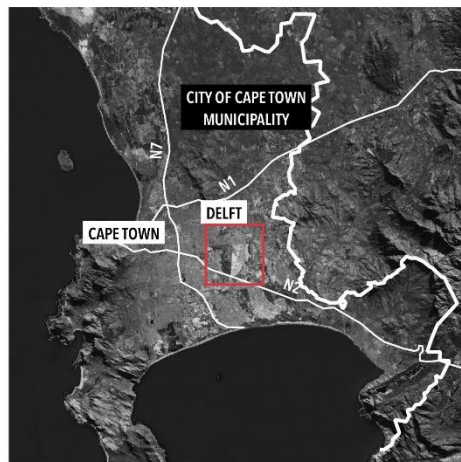
Micro-enterprises have improved access to business development support services.

### 07. PUBLIC OPEN SPACE

Devise and pilot a strategy to sustainably manage public open space, including the Mandela Peace Park.

### 08. TRADER MARKETS

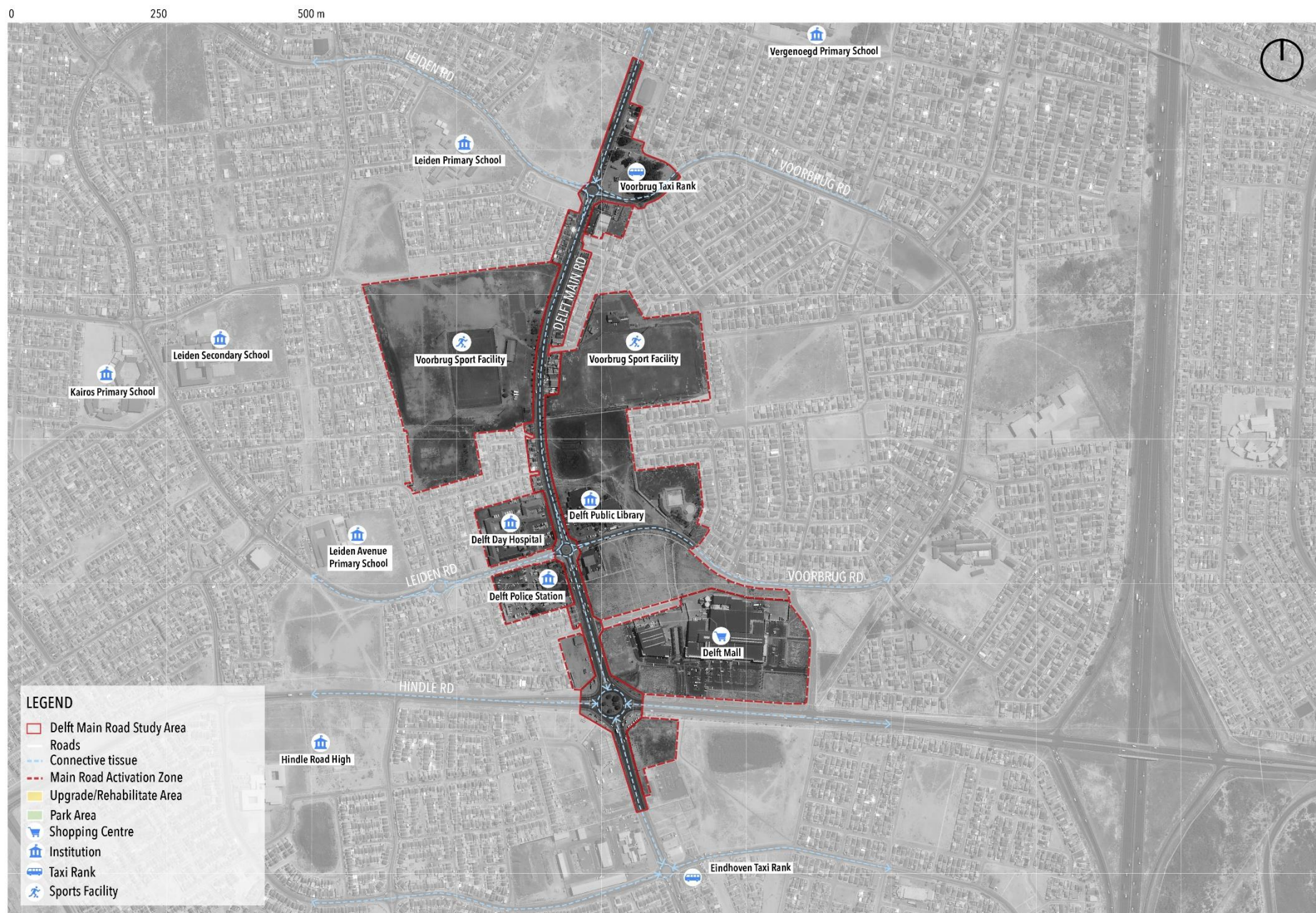
Pilot a strategy to improve public safety in informal trader markets.



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

Figure 49: Delft Study Area, Location of Spatially Targetted Projects

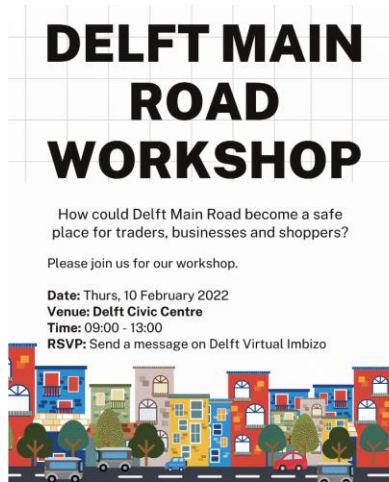




**Annex 2: Delft Main Road Preliminary Concept Proposal** : Informed by the Situation Analysis and stakeholder engagement workshops

Figure 50: Preliminary Concept for Delft Main Road





01. Workshop Invitation



02. Site Walkabout, Delft Main Road



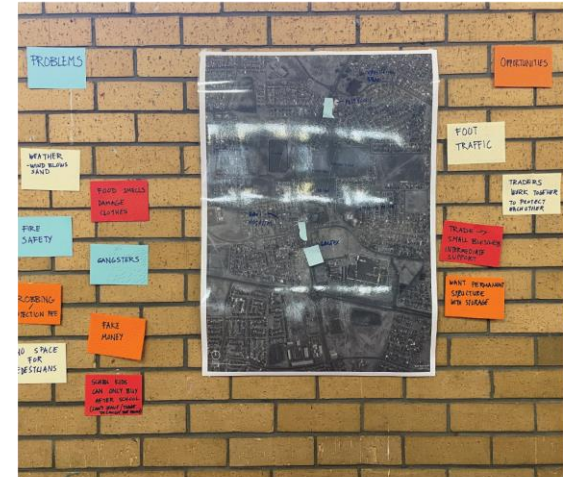
03. Site Walkabout, Delft Main Road



04. Workshop Discussion



05. Workshop Discussion



06. Co-produced Map and Discussion Notes

Figure 51: Visual Summary of Participatory Engagement Process, Delft Main Road Workshop



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**Charter Checklist**

Have community needs been incorporated into project design?	Yes.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	No.
Have project partners agreed to their roles and commitments?	Yes.

City of Cape Town  
Township Economic  
Development Project

# Project Charter

## Delft

Develop strategies to transform public  
transport interchanges into  
mixed-use business hubs

Project Number: 4

Date: 9 May 2022

Version: 4

**CTIES**  
SUPPORT PROGRAMME



## 21. Project 4: Develop strategies to transform public transport interchanges into mixed-use business hubs

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Delft minibus industry plays an important role in providing transport services for the Delft Community. It operates routes to the major commercial centres within the metro, as well as providing spatial connectivity to outlying suburbs. In this respect, the Delft Main Road is the major mobility corridor for minibus operators, with 5 taxi ranks situated along this corridor. Of these ranks, merely 2 have been formally developed, though none are operating to optimal benefit in terms of transport provision, user experiences / quality of services, and business synergies.</p> <p>The City of Cape Town has envisaged the establishment of a central taxi facility that could service all minibus routes whilst providing integrated connections to bus and other modes of transport. A possible location for such a facility has been proposed in the Delft Public Investment Framework, developed by the Mayoral Urban Renewal Programme. Such a facility will not be developed within the current five-year term. Whilst the advantages of centralising public transport are well recognised, the nature of the Delft minibus industry (both in terms of current operational procedures and organisational dynamics) indicates that a decentralised system should be accepted in the short-medium term.</p> <p>Voorbrug minibus taxi rank is one of the (feeder) ranks that are currently structured within a decentralised system. The rank supports 2 associations who operate 3 routes: Delft-Belville, Delft-Parow, and Delft-Elsie's River. The rank was established in the early 1990s with a modicum of infrastructure, including trader bays, a public toilet, designated lanes and a covered forecourt. This infrastructure has fallen into chronic disrepair. Part of the site has been occupied by a gas retailer (the legality of this development is unknown). The City had contemplated decommissioning the rank. However, as a consequence of growing demand for taxi services (through substantial population growth within Voorbrug) and organisational /</p>	<p><i>Indicate the main directorates / departments involved in the project.</i></p> <ol style="list-style-type: none"> <li>1. Urban Mobility / Public Transport / Transport Planning</li> <li>2. Urban Mobility / Public Transport / Regulation and Operations</li> <li>3. Urban Mobility / Public Transport/ Public Transport Facilities</li> <li>4. Urban Planning and Design</li> <li>5. Area Economic Development</li> </ol>	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> <li>1. Melani Ohlson &lt;Melani.Ohlson@capetown.gov.za&gt;</li> <li>2. Lee vanden Berg &lt;Lee.VandenBerg@capetown.gov.za&gt;</li> <li>3. Faud Petersen</li> <li>4. Rupert Groenewald <a href="mailto:Rupert.Groenewald@capetown.gov.za">Rupert.Groenewald@capetown.gov.za</a></li> <li>5. Tony Le Fleur &lt;Anthony.LeFleur@capetown.gov.za&gt;</li> <li>6. Bronwen Jillings</li> <li>7. TBC</li> </ol>



<p>territorial disputes in the industry, there is a requirement from current operators to retain the rank.</p> <p>The Delft TED situational analysis highlights an important development opportunity in revitalising the Voorbrug rank. Part of this opportunity lies in improving the orderliness of the ranking system and improving customer experience / safety. Another part lies in stimulating sustainable and synergistic business opportunities within the rank. This latter opportunity requires out-of-the box thinking to embrace entrepreneurial driven solutions, thus limiting the reliance on the City to provide services and maintenance of rank infrastructure. Persistent challenges exist with maintenance of ablution facilities and the need for sustainable operations and maintenance of these facilities need to be considered as part of the model.</p> <p><b>Note:</b> This project opportunity aligns with <i>Project 3: Develop the Delft Main Road as a mobility and activity development corridor</i></p>		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The project goal is to support the City's goal of establishing functional, orderly, and mixed-used taxi ranks along the Delft Main Road corridor that simultaneously provide points for route departure and feeder routes to a centralised public transport interchange.</p> <p>The Delft TED project will contribute towards this goal through the development of a precinct business model and spatial development strategy for one rank along the Delft Main Road corridor as a pilot. Voorbrug Rank will be used as the pilot site.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> <li>1. Public Transport Facilities</li> <li>2. Area Economic Development</li> </ol>	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> <li>1. TBC Lee Vanden Berg, Rupert Groenewald</li> <li>2. TBC</li> </ol>
Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> <li>1. A needs assessment study of the Voorbrug rank conducted and documented by December 2022.</li> <li>2. A participatory engagement workshop with the City/Provincial Taxi Task Team conducted by June 2022.</li> <li>3. A spatial development concept completed by February 2023, specifying strategic infrastructure investments, land use</li> </ol>	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> <li>1. Provincial Government Western Cape, Department of Transport</li> <li>2. Cities Support Programme, Delft Township Economic Development</li> </ol>	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> <li>1. TBC Julia Ndlovu</li> <li>2. Andrew Charman (<a href="mailto:Andrew.Charman@livelihoods.org.za">Andrew.Charman@livelihoods.org.za</a>), Thresh Govender, Jessica Blumberg, Heather Kruger, Leif Petersen.</li> </ol>

<p>management, and business partnerships; and institutionally adopted as part of the City's Public Transport Interchange Improvement Project.</p> <ol style="list-style-type: none"> <li>4. A proposal for a series of precinct development interventions to improve safety, accommodate small business, and revitalise damaged infrastructure within a sustainable operations model by February 2023. The model to include a set of options.</li> <li>5. A workshop conducted by July 2023 with directors / managers of City transport facilities, AEE and property management on the suggested model and its integration into Delft public transport system.</li> <li>6. A series of first-fix interventions undertaken to frame the trajectory of development by September 2023.</li> <li>7. Lessons from the pilot programme documented by December 2023.</li> </ol>	<p>Project: technical support, research, development facilitation, strategy.</p>	
Key Activities / Deliverables	Stakeholder / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> <li>1. Support the City to undertake a precinct development needs assessment of the Voorbrug rank, including an understanding of the hierarchy and role of the rank in respect to spatial connectivity within Delft (including universal access); route functionality and infrastructure requirements; current site usages; safety for operators, commuters and businesses; and business opportunities / demand.</li> <li>2. Support the City to conduct a participatory engagement planning process with members of the Taxi Task Team, including vehicle owners operating from the Voorbrug rank, to assess needs and commitment to a redeveloped rank and incremental formalisation.</li> <li>3. Support the City to prepare a spatial development concept that takes into consideration the findings of the precinct needs assessment study and stakeholder engagement outcomes.</li> <li>4. Propose a precinct business plan and rank operational model that could ensure sustainability of infrastructure and accommodate new businesses, including SMMEs requiring formal infrastructure and street trader stands with low infrastructure requirements. The proposed model will include a set of options for City departmental roles and responsibilities, outlining existing and new functions.</li> <li>5. Share the precinct plan strategy and model with relevant directors / managers of transport facilities and the wider Taxi Task Team.</li> </ol>	<p><i>Provide a motivation for and indicative the roles of the stakeholder.</i></p>	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p>

<ol style="list-style-type: none"> <li>6. Advise the City to institute quick-win (first-fix or stabilising) development interventions, including private driven investments, that contribute towards the achievement of the project goal with proposals tabled for Capex and Opex funding.</li> <li>7. Provide technical support on the implementation of first-fix interventions.</li> <li>8. Share the learnings of the Voorbrug rank pilot for incorporation in PTI improvement projects.</li> </ol>		
City Beneficiaries		Risks
<p><i>Target departments and programmes.</i></p> <ul style="list-style-type: none"> <li>• The Project will be institutionally situated within the Transport Department and Area Economic Development. The project will provide technical capacitation to these departments in conceptualising workable strategies for small scale PTIs such as Voorbrug rank.</li> <li>• The project will also support Urban Planning and Design in its development of a precinct plan for Voorbrug, facilities which includes a focus on the Delft Main Road corridor adjacent to the taxi rank.</li> </ul>		<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> <li>1. Political divisions within the taxi industry preclude owner support for the rank development and or present an opportunity for political leverage against the City.</li> <li>2. Persistent taxi related violence discourages business uptake of opportunities within the rank precinct.</li> <li>3. City and National law enforcement agencies are unwilling or unable to act against crime, extortion, land invasion and illegal usage within the precinct.</li> <li>4. The recent illegal occupation of the adjacent land parcel with informal residential structure and the illegal appropriation and encroachment of uses on the rank pose a risk to stability of the land. Engagement with offenders, with appropriate notice to be served.</li> </ol>
Community Beneficiaries		Assumptions
<p><i>Target groups and numbers.</i></p> <p>The community beneficiaries will include:</p> <ul style="list-style-type: none"> <li>• Two taxi associations operating from Voorbrug rank.</li> <li>• Taxi commuters that use the rank.</li> <li>• Street traders operating in formal trader bays.</li> <li>• SMMEs that use the rank for business.</li> </ul>		<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> <li>1. The City of Cape Town will act to halt unauthorised property development within the Voorbrug site.</li> <li>2. The establishment of a central PTI for Delft is not feasible in the short-term and the development of feeder ranks is recognised as part of the longer-term infrastructure requirements of the mini-bus industry in Delft.</li> <li>3. Taxi owners have a vested interest in the development and improvement of the Voorbrug rank.</li> <li>4. Strong transversal collaboration can be secured.</li> <li>5. An inter-department agreement, involving Urban Mobility and Area Economic Development and other departments, is secured for the management of the wider taxi rank precinct.</li> </ol>



Alignment with Programmes		Funding Requirement		Estimated Budget	
<i>Indicate how project aligns with current or planned programmes.</i>  The Project is in alignment with the City’s Incremental Public Transport Reform Programme, and specifically the PTI improvement project.  The Project will draw on learning from the Orio Project (Sustainable Road-Based public transport infrastructure and services).		Metro / City			
		Capex		TBC	
		Opex		TBC	
		External Sources			
		Total			
Alignment with Policies		Status of external funding			
<i>Indicate how project aligns with metro policies.</i>  <b>Integrated Development Plan, 2017 – 2022</b> This project upholds the following key objectives in the IDP: <b>Objective 1.3:</b> Economic inclusion <b>Objective 4.1:</b> Dense and transit-orientated growth and development <b>Objective 4.2:</b> An efficient, integrated transport System <b>Objective 2.1:</b> Safe communities	<i>Indicate what actions are required to access funding and the status of applications.</i>  The NT CSP has committed funding for the TED technical support component.				
Endorsement					
City Endorsement		Project Timeframe			
<i>Indicate the status of metro endorsement.</i>  The charter was compiled in consultation with the relevant departments and will be submitted to the Executive Management Team for approval.		Start Date	April 2022		
		End Date	December 2023		
		Total Time			
Partner’s Endorsement					
<i>Indicate the status of partner endorsement.</i>  The CSP TED Project has secured technical support until February 2023, pending an extension to December 2023.					

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### Additional notes and annexes

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

**Annexes:**

Annex 1: Delft Study Area

Annex 2: Voorbrug Public Transport Interchange Preliminary Concept Proposal

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## GENERAL STUDY AREA & PROJECTS

### 01. MICRO ENTERPRISES

Policy development support on the regulation of informal micro-enterprises.

### 02. FURNITURE MANUFACTURING

Opportunities for localised furniture manufacturing and home maintenance services enabled.

### 03. DELFT MAIN ROAD

The Delft Main Road developed as a public transport and development corridor, linking metro SE to Bellville.

### 04. TRANSPORT HUBS

A financially sustainable business model proposed, based on public-private partnership principles, to develop and operationalise transport hubs as mixed-use business hubs.

### 05. INFORMAL HOUSING MARKET

Policy development support to regularise the informal housing market, focusing on building regulations and land use.

### 06. MICRO ENTERPRISES

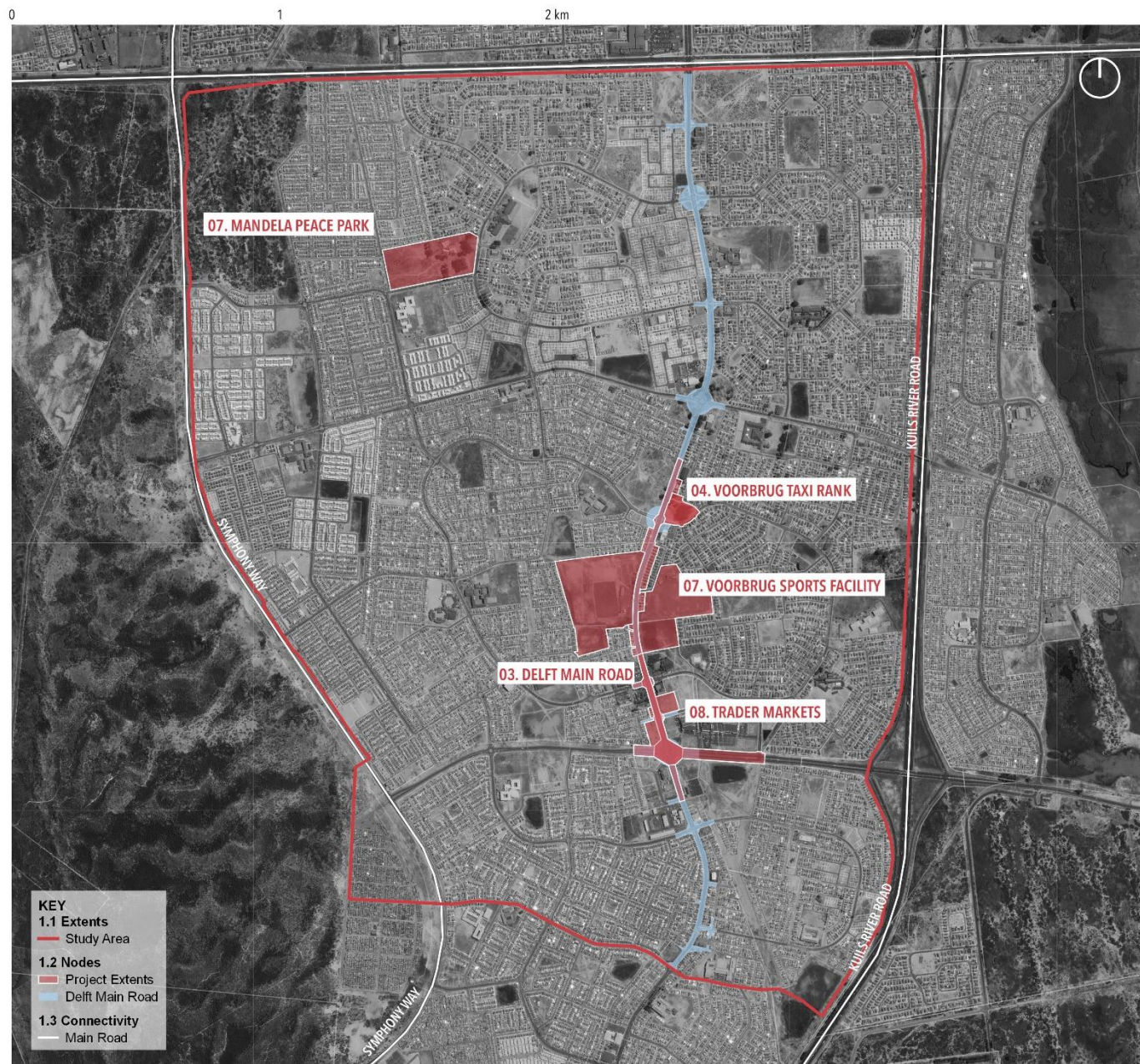
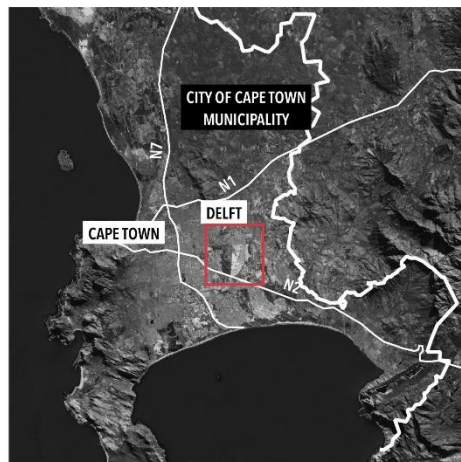
Micro-enterprises have improved access to business development support services.

### 07. PUBLIC OPEN SPACE

Devise and pilot a strategy to sustainably manage public open space, including the Mandela Peace Park.

### 08. TRADER MARKETS

Pilot a strategy to improve public safety in informal trader markets.



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

Figure 52: Delft Study Area, Location of Spatially Targeted Projects





**Annex 2: Voorbrug Taxi Rank Preliminary Concept Proposal** : Informed by the Situation Analysis and stakeholder engagement workshops

Figure 53: Preliminary Concept for Voorbrug Public Transport Interchange

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**Charter Checklist**

Have community needs been incorporated into project design?	No, communities and user groups will be engaged as part of the project cycle.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	No.
Have project partners agreed to their roles and commitments?	Yes.



City of Cape Town  
Township Economic  
Development Project

# Project Charter

## Delft

Provide policy support on the  
regularisation and formalisation of  
Small Scale Affordable Rental

Project Number: 5

Date: 3 May 2022

Version: Final

**CTiEs**  
SUPPORT PROGRAMME





## 22. Project 5: Provide policy support on the regularisation and formalisation of Small Scale Affordable Rental

Project Team		
Opportunity Statement	Departments	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The development of small-scale, affordable rental units within Delft and other townships is helping meet the very sizeable demand for better housing. It also contributes to urban densification and creates local economic development opportunities. This includes investment in LFTE areas to transform former RDP/BNG housing into different types of rented rooms and micro-flats. There is growing interest among property owners and investors in these opportunities. However, most developments do not comply with land-use and building regulations, some are unsafe and unhealthy, and the owners pay little or nothing towards municipal rates and service charges. The City recognises these development opportunities and is seeking ways of making progress towards regularisation/formalisation, beginning with a better understanding of the phenomenon and the obstacles to progress. The Delft Township Economic Development Project's Situational Analysis emphasised the strategic value of backyard housing in TED in terms of the sectors' potentially catalytic effects on local physical, economic, and social conditions.</p>	<p><i>Indicate the main directorates and departments involved in the project.</i></p> <ol style="list-style-type: none"> <li>1. District Spatial Planning</li> <li>2. Development Management (Land Use Management and Building Development Management)</li> <li>3. Urban Design and MURP</li> <li>4. Finance</li> <li>5. Policy &amp; Coordinating Committee</li> <li>6. Water and Sanitation</li> <li>7. Transport</li> <li>8. Human Settlements</li> <li>9. Solid Waste Management</li> </ol>	<p><i>Indicate the key persons responsible for implementation.</i></p> <p>Core Team to be established comprising:</p> <ol style="list-style-type: none"> <li>1. Members of the Regularisation project in Delft</li> <li>2. Erika Naude, Albert Ferreira Kayleen Simpson, Fiona Ogle; Jaco van der Westhuizen; Rossouw Smit; Marius Lourens, Charles Rudman</li> <li>3. Members from Human Settlements to be finalised</li> </ol> <p>As the charter is implemented more City representatives will be incorporated.</p>
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The project goal is to enable formal investment by the private sector in the provision of Small Scale Affordable Rental (SSAR) units in townships at scale, specifically targeting homeowners and micro-developers.</p> <p>In contributing towards this goal, the project will support the City to improve its understanding of how its regulatory environment can support the economic and social opportunities arising from developing SSAR units, in LFTE and non-LFTE township areas; the barriers that currently prevent regularisation/formalisation; and to identify a range of practical actions that may be taken to make progress towards regularising/formalising these developments in Delft.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <p>Lead co-ordination will be undertaken jointly by District Spatial Planning and Development Management</p>	<p><i>Contact details of the lead / coordinator</i></p> <p>Lead / coordinator Fiona Ogle and Jaco van der Westhuizen in terms of the review of building regulations. Albert Ferreira and Kayleen Simpson in terms of coordination support and integration into other work being undertaken.</p>

Quantifiable Indicators of Achievement	Partners	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> <li>1. A body of evidence assembled, showing different types of rental units within the plots of RDP/BNG houses, and the opportunities and challenges they present for improving the safety and quality of homes through regularisation/formalisation, thereby contributing towards addressing the housing backlog. The evidence should include the needs of micro-developers and the views of neighbours and community organisations. Outputs for internal circulation by Dec. 2022.</li> <li>2. A range of strategic options identified to support the regularisation/formalisation of these developments, with reference to land use management and building control regulations, including possible relaxation of national building standards in special circumstances, proto-type building plans, overlay zones, title deeds, increased infrastructure capacity, streamlined administrative processes and financial support and capacity building for developers operating in Delft. Outputs for internal circulation by Dec 2022.</li> <li>3. A minimum of 2 workshops with City and community stakeholders conducted with outcomes documented by December 2022.</li> <li>4. A national symposium to consider options for revising building regulations in support of affordable housing planned for implementation by June 2023.</li> </ol>	<p><i>Provide a motivation for and indicate the roles of the partners.</i></p> <ol style="list-style-type: none"> <li>1. <b>Cities Support Programme, Township Economic Development Project.</b> Provide research, community engagement, knowledge sharing, partner facilitation, inter-governmental facilitation.</li> <li>2. <b>Cities Support Programme, Housing Component.</b> Share knowledge and facilitate national networking in support of the proposed national symposium.</li> </ol>	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> <li>1. Andrew Charman, Ivan Turok and Andreas Scheba.</li> <li>2. Seth Maqetuka, David Gardner, Ros Gordon.</li> </ol>
Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> <li>1. Support the City to identify different categories of informal rental property development on the plots of RDP/BNG houses, and spell out their implications for building regulation, land-use management and public infrastructure. A provisional typology includes backyard shack compounds; home extensions; separate backyard units; separate blocks of units in backyards; complete redevelopment of the plot into blocks of flats; consolidation of separate plots and development of larger blocks of flats.</li> </ol>	<p><i>Provide a motivation for and indicative the roles of the stakeholder.</i></p> <ol style="list-style-type: none"> <li>1. CSIR, NHBRC, SA Standards Bureau, among others. These partners will be engaged in respect to framing standards and guidelines for informal / backyard property development.</li> </ol>	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <ol style="list-style-type: none"> <li>1. TBC.</li> </ol>

<ol style="list-style-type: none"> <li>2. Support the City to plan and undertake a workshop with micro-developers operating in Delft (both LEFTE and non-LEFTE) to understand their technical and institutional support needs and provide recommendations for how these might be met. The recommendations to include business development, financial and technical support requirements to micro-developers from both the City and non-state service providers, as well as contributions to the rationale as to why some form of building control is necessary.</li> <li>3. Support the City to plan and undertake (i) a workshop with neighbouring property owners in Delft and (ii) a workshop with neighbourhood committees and community organisations in Delft, to understand their concerns about and role in backyard property developments in order to inform policy/regulatory reforms.</li> <li>4. Provide comparative insights, via an internal workshop, from other metros into their approaches to formalising the development of small-scale rental accommodation.</li> <li>5. Support the City to advocate for, and mobilise partners to facilitate, a national symposium on more inclusive (simpler) building regulations/standards to recognise the many opportunities arising from small-scale rental accommodation.</li> <li>6. Support the City to advance formalised investments, via exploring (i) potential solutions to unblock the title deeds barrier to regularisation; (ii) an overlay zone in Delft; (iii) increased infrastructure capacity in Delft; (vi) designating Delft with a special status to pilot new approaches – perhaps as a ‘social innovation lab’. See Additional Notes.</li> </ol>		
City Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The Project will enhance the capacity of City officials to comprehend the complexity of the development opportunity, including risks, and formulate suitable responses, both within the City’s mandate and at the inter-governmental level.</p>	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <p>The project is medium risk. The main risks involve:</p> <ul style="list-style-type: none"> <li>• Raised expectations following the research and engagements with developers, local residents and community organisations.</li> <li>• The implementation of any form of restrictions in respect of a building by law is going to be a complex task.</li> </ul>	



Formalised property development will enable the City to benefit from enhanced revenues from rates and service charges and will also help the City to address the growing housing backlog and need for affordable rental.		
Community Beneficiaries	Assumptions	
<p><i>Target groups and numbers.</i></p> <ul style="list-style-type: none"><li>Households in Delft benefitting from more and better homes, more valuable properties, and higher rental incomes – potentially thousands.</li><li>Small scale developers operating in Delft – potentially 50+</li><li>Neighbours in Delft benefitting from a more regulated built environment, and more jobs from higher investment - potentially tens of thousands</li></ul>	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <p>National government (including Human Settlements) will engage with the City and other metros to support efforts to improve the regulatory environment affecting small-scale property developers with appropriate technical and financial inputs. Particular areas requiring attention include title deeds registration, national building regulations and funding for additional infrastructure capacity.</p> <p>Participating departments engage and collaborate transversally in support of the achievement of the Project goal.</p>	
Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The City has a draft Human Settlements Strategy (2021) which states that: “The City of Cape Town sees enormous value in micro-developers being able to supply housing at scale within an affordability bracket not usually targeted by traditional developers”.</p> <p>Key features mentioned include: “Land-use regulations that allow for <b>multiple land-uses</b> as of right (encouraging <b>density</b>), and building regulations which are consistent with the prescriptions of the NBR, that support <b>structural stability and safety of occupants</b> ... A submission process that is <b>advisory, easy to follow, quick to turn around, and affordable</b>”</p>	<div>Metro / City</div> <div>Capex</div> <div>Opex</div> <div>External Sources</div> <div>Total</div>	<div>Countervalue</div>
Alignment with Policies	Status of external funding	
<p><i>Indicate how project aligns with metro policies.</i></p> <p>There is an emerging legislative &amp; policy framework in the City of Cape Town in support of ‘backyard rental’ including:</p>	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <ul style="list-style-type: none"><li>Funding from the National Treasury Cities Support Programme and TED have been mobilised in respect of the partners. The World Bank is providing Technical Support.</li></ul>	

<ul style="list-style-type: none"> <li>Land Use Planning Act 3 of 2014 (LUPA) which has introduced a new zone called the <b>Single Residential 2 (SR2)</b>, which allows for incremental housing and densification through a second dwelling.</li> <li>City of Cape Town Bylaw (2015) provides in Chapter 5 part 2 for a <b>Residential Area 2</b> which allows for incremental housing and densification through a second dwelling.</li> <li>City of Cape Town (2020): <b>Policy to facilitate small scale rental units</b> in Khayelitsha.</li> <li>Experience from 2017 Service (water &amp; elec) provision to backyarders.</li> <li>'Overlay Zone' in process.</li> <li>National Building Regulations Project.</li> </ul>	<ul style="list-style-type: none"> <li>It is intended to mobilise funding for the National Symposium</li> </ul>
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### Endorsement

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

### Partner's Endorsement

<p><i>Indicate the status of partner endorsement.</i></p> <p>The CSP TED team are mandated to support the City with implementation of the specified activities.</p> <p>The CSP TED and Housing Programme have appointed consultants to support the implementation of the specified activities.</p>
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### Additional notes and annexes

<p><i>Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.</i></p> <p>In order to fully achieve the project goal, complementary actions are also required to increase investment in public services and infrastructure, to improve urban management (oversight and enforcement of public spaces), to provide positive guidance and support to small-scale developers and to enable them to access development finance.</p> <p>There is growing interest and capacity amongst non-state actors to support the City enable growth in the affordable housing market segment. In the Delft context, potential partners to advance the sector include:</p> <ul style="list-style-type: none"> <li>Trust for Urban Housing Finance. TUHF is looking to extend finance to small scale developers.</li> <li>The Development Action Group. DAG has developed a programme to build the capacity of township micro-developers.</li> </ul>
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In the City's Human Settlements Strategy, it defines a social innovation lab as follows: "Prior to implementing new human settlements products or designs, the City will utilise (or seek to establish) social innovation labs where practices, concepts, and innovations can be created and tested alongside communities").

#### Charter Checklist

Have community needs been incorporated into project design?	No, engagements are part of the project process.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	No.
Have project partners agreed to their roles and commitments?	Yes.



City of Cape Town  
Township Economic  
Development Project

# Project Charter

## Delft

### Improve Business Development Support for Micro-Enterprises

Project Number: 6

Date: 10 March 2022

Version: 3

**CTiEs**  
SUPPORT PROGRAMME



## 23. Project 6: Improve Business Development Support for Micro-Enterprises

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>Township consumers often lack knowledge of the nature and type of businesses therein that could provide a more accessible, affordable, and improved response to their particular needs. The weakness of township markets is due, in part, because many micro-enterprises operate from private homes and as such have limited visibility in comparison to businesses situated on the high street or operating in malls. The growth of township businesses is also hindered by the inadequacy of business development support for start-ups and emerging businesses. In addition, many businesses are unaware of government business support services. Moreover, even when entrepreneurs have knowledge of these programmes the business owners often struggle to comply with criteria and bureaucratic requirements set out for accessing support.</p> <p>In response to these challenges, this project presents an opportunity to crowd in business support services in a public event to be showcased in the township. The concept is for a one-day event utilising one of the existing City of Cape Town facilities for an in-person event with an online virtual service. The project is a pilot intervention to assess the suitability of a community-based business showcase event. As part of the pilot, the project will mobilise the participation of local business champions, associations, civil society organisations along with government programmes to ensure that both the participating township micro-enterprises and public within Delft are exposed to a range of business development support services.</p> <p><b>Note:</b> There is a project synergy with Delft TED <i>Project 2: Support Furniture Manufacturing</i>.</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <ol style="list-style-type: none"> <li>1. Economic Growth / Enterprise and Investment</li> <li>2. Economic Growth / Area Based Economic Development</li> <li>3. Mayoral Urban Regeneration Programme</li> </ol>	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> <li>1. Carlo Vizzi (<a href="mailto:carlo.vizzi@capetown.gov.za">carlo.vizzi@capetown.gov.za</a>), Loyiso Nxumalo (<a href="mailto:Loyiso.Nxumalo@capetown.gov.za">Loyiso.Nxumalo@capetown.gov.za</a>)</li> <li>2. Hilary Josephs (Acting Manager, Central) (<a href="mailto:Hilary.josephs@capetown.gov.za">Hilary.josephs@capetown.gov.za</a>), Ntuthuko Mchunu.</li> <li>3. Patrick Nqadini/ Andile Tumana; Wayne Johnson (Precinct Manager).</li> </ol>
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p>	<p><i>Which department will provide the lead / co-ordination?</i></p>	<p><i>Contact details of the lead / coordinator</i></p>

<p>The Project goal is to implement a pilot to showcase micro-enterprises from Delft and surrounds in a public event (both in-person and online) to raise the profile of these enterprises and expose the participants and the wider community of entrepreneurs to business development support services. The event will take the form of a showcase event. A range of business support services will be crowded-in, with pre-screened businesses directed to the support most relevant to their needs.</p> <p>The project will assess the effectiveness of the pilot to mobilise the participation of township businesses, fostering local networks and the facilitation of linkages for enhancing business opportunities and growing township consumer markets.</p>	<p>1. Enterprise and Investment: roles include project oversight, logistic support (access to a community hall / facility) and endorsements, facilitation of partnerships and BDS support, event security. Assistance and contracting of service providers.</p>	<p>1. Carlo Vizzi, Loyiso Nxumalo, Hilary Josephs, Nthuthuko Mchunu.</p>
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Quantifiable Indicators of Achievement	Partner 1 / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> <li>Executive support for the Project charter obtained by March 2022 and project steering team appointed.</li> <li>A project implementation plan drafted by July 2022.</li> <li>Partnership agreements, including implementation agreement with the strategic partner, finalised by August 2022. It is anticipated that up to 4 partnership agreements will be secured. These will include business development support providers.</li> <li>By end-August 2022, up to 50 microenterprise beneficiaries are identified, screened, and committed to participate in the showcase event.</li> <li>The event conducted by November 2022.</li> <li>Up to 100 township entrepreneurs and micro-enterprises are given access to CoCT business support services and SEDA programmes over the duration of the event. Up to twenty of these businesses will also have the opportunity to trade and gain direct business from this event.</li> <li>A pilot impact assessment conducted and submitted to CoCT by November 2022.</li> </ol>	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> <li><b>CSP TED Team:</b> technical support and development of project plan; monitoring and evaluation of the pilot.</li> <li><b>SEDA:</b> roles, business development support and event promotion.</li> <li><b>PGWC Economic Development:</b> roles institutional support for networking and promotion of event. Provision of enterprise development support material.</li> <li><b>EDSE:</b> business ecosystem development support via facilitated linkages to the DSBD.</li> </ol>	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> <li>Leif Petersen (<a href="mailto:leif.petersen@livelihoods.org.za">leif.petersen@livelihoods.org.za</a>)</li> <li>Zaida Jackson (<a href="mailto:zjackson@seda.org.za">zjackson@seda.org.za</a>)</li> <li>Deon Damons (<a href="mailto:Deon.Damons@westerncape.gov.za">Deon.Damons@westerncape.gov.za</a>)</li> <li>Martin Feinstein (<a href="mailto:martin.feinstein@thepalladiumgroup.com">martin.feinstein@thepalladiumgroup.com</a>)</li> </ol>



Key Activities / Deliverables	Stakeholder / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> <li>1. Support the City to secure institutional agreement for this charter, and the implementation of the pilot, including partnerships with PGWC, SEDA, and local business interest groups.</li> <li>2. Establish a project steering committee to determine the approach to the showcase pilot, strategic partnerships, the mobilisation of participants, the event location and dates, including logistics and security.</li> <li>3. Support the City to develop a project implementation plan, detailing the activities to be undertaken to implement the pilot, the indicators of achievement, the resource requirements (from both City and partners), the timeframe for implementation, and roles of partners (i.e. a 'road map' for preparing and managing this event).</li> <li>4. Support the City to identify and secure a strategic partner (private company or civil society organisation) to drive implementation of the pilot and define roles and responsibilities of the City and the strategic partner in a MoA.</li> <li>5. Implement a public open access market day event in Delft (held on City property such as the civic hall and grounds) to be mirrored online.</li> <li>6. Support the City to develop a project monitoring and impact assessment framework and undertake an evaluation of the pilot. Report the findings to the Project steering committee.</li> </ol>	<p><i>Provide a motivation for and indicative the roles of the partner.</i></p> <ol style="list-style-type: none"> <li>1. <b>SLF:</b> potential strategic partner organisation.</li> <li>2. <b>Delft Business Leadership:</b> Chamber of Commerce</li> <li>3. <b>Mzansi Digital Republic:</b> hosting the on-line event.</li> </ol>	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> <li>1. Zani Lamb (zani.lamb@livelihoods.org.za)</li> <li>2. TBC Paster Alvino Woods</li> <li>3. Charles George hocm@mweb.co.za</li> </ol>
City Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>City of Cape Town (Department of Enterprise and Investment) will benefit from the project via the experience and knowledge of the pilot, which will enable the Department to make longer-term decisions on supporting and institutionalizing such events, including replication in other sites. Furthermore, the City will benefit from the new partnerships with Business Development Support service providers to expand the provision of enterprise support in the township context.</p>	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> <li>1. The high levels of insecurity in Delft, including crime and political situation, may present risks to the successful hosting or participation in a showcase day.</li> <li>2. Local organisations and groupings might attempt to 'hijack' the event to advance organisational and individual economic and political interests.</li> </ol>	

Community Beneficiaries		Assumptions	
<p><i>Target groups and numbers.</i></p> <ul style="list-style-type: none"> <li>Participants will be screened and engaged for the event in such ways as to best focus them towards appropriate business services, with preference afforded to Delft residents with market ready products and services.</li> <li>The event will also benefit members of the wider Delft community, including entrepreneurs who will benefit from access to the business development support offering that shall be included in the event.</li> </ul>		<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> <li>That the market environment is suited for such businesses and that the community participate and support the exhibitors.</li> <li>That a sufficient range of micro-enterprises are interested and able to participate in the event.</li> <li>The City will provide the venue for the event and ensure that there is adequate security for the business, partners and community.</li> <li>That the identified project partners have an interest and ability to engage in the development of the pilot strategy, are willing to contribute technical and financial resources, and participate on the event days.</li> </ol>	
Alignment with Programmes		Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The Project is aligned to the City's Economic Growth Strategy. Furthermore, the project is aligned to the City's priority to build an inclusive economy, grow jobs, and support enterprise development.</p>		<p><b>Metro / City</b></p> <p><b>Capex</b></p> <p><b>Opex</b></p> <p><b>External Sources</b></p> <p><b>Total</b></p>	<p>Provision of venue and security services for the event.</p> <p></p> <p></p> <p>R50,000.00</p> <p></p>
Alignment with Policies		Status of external funding	
<p><i>Indicate how project aligns with City policies.</i></p> <p>The project is aligned to the Inclusive Growth Strategy 2021.</p>		<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The CSP TED technical assistance team is funded by National Treasury.</p>	

Endorsement	
City Endorsement	Project Timeframe
Indicate the status of City endorsement.	<b>Start Date</b> February 2022
Endorsed by Director: Enterprise and Investment (11 March 2023).	<b>End Date</b> February 2023
	<b>Total Time</b> 12 Months
<b>Partner's Endorsement</b>	
Indicate the status of partner endorsement.	
<p>The CSP TED Team has secure funding to provide technical support to the conceptualisation, implementation and monitoring of the pilot.</p> <p>The CSP TED project will use the Delft Facebook Virtual Imbizo platform to mobilise township microenterprise and promote event awareness.</p>	
<b>Additional notes and annexes</b>	
Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.	
<b>Annexes:</b>	
Annex 1: Stakeholder Engagement Workshop	





01. Workshop Invitation



02. Workshop Discussion



03. Workshop Discussion



04. Discussion Notes



05. Workshop Discussion



06. Workshop Discussion

Figure 54: Visual Summary of Participatory Engagement Process, Business Fair Workshop

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### Charter Checklist

Have community needs been incorporated into project design?	Yes
Has the project concept been internally reviewed?	Yes
Has the project been included in the IDP?	No, but aligned to inclusive growth objectives
Have project partners agreed to their roles and commitments?	Yes, CSP TED team has confirmed its support. Other partners and stakeholders to be mobilised



City of Cape Town  
Township Economic  
Development Project

# Project Charter

## Delft

Devise a strategy and business case  
to sustainably manage public open  
space, including the Mandela Peace  
Park and Voorbrug sporting precinct

Project Number: 7

Date: 5 May 2022

Version: 4

**CTiEs**  
SUPPORT PROGRAMME





## 24. Project 7: Devise a strategy and business case to sustainably manage public open space, including the Mandela Peace Park and Voorbrug sporting precinct

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Delft Township Economic Development (TED) Project aims to facilitate critically needed development interventions in this settlement. The Delft TED Situational Analysis report highlighted the importance of public open spaces (POS) in building liveable and environmentally sustainable communities. These POS include playparks, greenbelts, sports fields, and detention ponds, with some POS linked to community halls and facilities.</p> <p>Currently most POS in Delft are in a poor state of maintenance and functionality. Equipment has been stolen and vandalised; building infrastructure has been severely damaged; and rubble and domestic waste has been dumped on these sites. Some POS are unsafe and spaces of heightened insecurity. The dumping of domestic / business waste and rubble, vandalism and crime are persistent challenges within all open spaces that must be addressed to achieve sustainable management and ensure community benefit.</p> <p>The Mandela Peace Park was developed as a flagship POS, with a playpark and braai facilities: the Park has mature blue gums with heritage value. The park is currently in a chronic a state of disrepair. The associated community hall is functioning at sub-optimal levels, with community demand far outstripping the currently available opportunities to utilise this facility. In Voorbrug, the City has developed a cluster of sporting and recreational facilities that include rugby fields, soccer fields, netball courts and a public swimming pool. These facilities provide a crucially needed community resource for sporting clubs that serve both children and adults. The Voorbrug facilities are in a state of poor maintenance, whilst some resources are severely damaged and are thus no longer usable.</p> <p>In the context of a growing population and high demand for POS and community assets, there is an important development imperative to preserve, maintain, and sustain existing POS, including both Mandela Park and Voorbrug facilities. The</p>	<p><i>Indicate the main directorates and departments involved in the project.</i></p> <ol style="list-style-type: none"> <li>1. Community Services and Health / Recreation and Parks</li> <li>2. Spatial Planning and Environment / Urban Planning and Design</li> <li>3. Law Enforcement</li> <li>4. Economic Growth / Enterprise &amp; Investment</li> <li>5. Community Services &amp; Health: PMO</li> <li>6. Spatial Planning and Environment / MURP</li> <li>7. Water and Sanitation / Storm Water Management</li> </ol>	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> <li>1. TBC: Robert van Rooyen; Phila Nkosinkulu Norma Lucas, Lester Bell</li> <li>2. TBC: Bronwen Jillings, Andrew Hodge</li> <li>3. TBC</li> <li>4. TBC: Ntuthuko Mchunu</li> <li>5. TBC: Phillippa Hedley</li> <li>6. TBC: Alastair Graham, Andile Eric Tumana</li> <li>7. TBC: Johann Terblanche</li> </ol> <p>Members of the project team to be finalised at Project inception.</p>

<p>City is committed to rehabilitating the Voorbrug soccer facility with plans approved for repairs to the buildings and construction of Astro-turf fields.</p> <p>The sustainability of POS and community facilities is contingent on active and capacitated community structures, including neighbourhood safety initiatives. Community organisations are required to fulfil a key role in precinct management. The project development opportunity lies in building a strong institutional relationship between community organisations and the City. Furthermore, the design and development of POS assets needs to be carefully calibrated to the challenging environment in which they operate. This may necessitate new institutional approaches to facilities, including operating models and spatial arrangements.</p>		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The Project goal is the sustainable management of public open spaces in Delft for optimum community benefit and ecosystem preservation.</p> <p>The Delft TED Project will contribute towards this goal through developing a precinct-based strategy, with community partnerships, to sustainably manage Voorbrug public open space and other strategic POS assets.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <p>1. Recreation and Parks</p>	<p><i>Contact details of the lead / coordinator</i></p> <p>1. Robert van Rooyen, Phila Nkosinkulu</p>
Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> <li>1. A POS development review workshop conducted to comprehend lessons learnt from the development, maintenance and operationalisation of POS in Delft by August 2022.</li> <li>2. Up to 2 community engagement workshops undertaken to identify opportunities for community-driven parks management, with roles and responsibilities for advancing these strategies agreed by December 2022.</li> <li>3. A participatory workshop conducted by August 2022 to share global experiences with Delft community-based organisations, with lessons and recommendations shared with City directorates through a workshop / engagement event.</li> </ol>	<p><i>Provide a motivation for and indicate the roles of the partners.</i></p> <ol style="list-style-type: none"> <li>1. <b>CSP TED Project.</b> The Project technical assistance team will support the project through research, facilitation, and planning.</li> <li>2. <b>World Bank Group.</b> The WBG will provide a global expert to share learnings from its global safer cities work with City directorates.</li> </ol>	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> <li>1. Andrew Charman; Thiresh Govender, Carol Masingi, Heather Kruger</li> <li>2. Lethu Collen Masango and the WBG technical specialists (Santiago Uribe Rocha TBC).</li> </ol>

<ol style="list-style-type: none"> <li>4. A report prepared on options for integrating crime prevention through environmental design (CPTED) into POS in Delft, including recommendations for re-design and investment by February 2023.</li> <li>5. A Strengths, Weaknesses, Opportunities and Threats analysis on strategic Delft POS conducted by November 2022, with recommendations for strengthening precinct management of these spaces.</li> <li>6. A business case for City investment in POS (using the Delft case evidence), with strengthened community partnerships, developed by February 2023.</li> <li>7. A set of recommendations, incorporated within the business case, for facilitating legitimate and effective community partnerships.</li> </ol>		
Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> <li>1. Support the City to review past interventions to revitalise, maintain and manage POS, focusing on the case of Mandela Peace Park, drawing out key lessons to be incorporated into precinct management strategies.</li> <li>2. Support the City to conduct a series of participatory engagement workshop with POS users and community groups (including neighbourhood watches), focusing on the Voorbrug sporting precinct, to identify community-driven strategies that could contribute towards the management of the POS.</li> <li>3. Facilitate a workshop to share global and local best practices on measures to achieve safety in public spaces in a context of high crime and vandalism, with transversal participation from across the project team members.</li> <li>4. Undertake an assessment of the scope for using situational crime prevention strategies in POS, using Mandela Peace Park and Voorbrug sporting precincts as the case studies, and provide recommendations for CPTED investments in key POS.</li> <li>5. Support the City to identify the risks (threats), constraints and opportunities within current community management structures that lease City facilities and develop a set of recommendations to capacitate these structures. The assessment to reference past interventions and actions.</li> <li>6. Support the City to develop a business case for investments in POS (drawing on case evidence of the rates of vandalism and theft) which can be measured against decreased theft and vandalism of equipment and increased positive usage of the space, including a set of indicators.</li> </ol>	<p><i>Provide a motivation for and indicative the roles of the stakeholder.</i></p> <ol style="list-style-type: none"> <li>1. <b>Delft Neighbourhood Watches:</b> precinct management.</li> <li>2. <b>NPOs / CBOs (SafetyLab; VPUU):</b> community safety initiative best practices</li> </ol>	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <ol style="list-style-type: none"> <li>1. TBC.</li> <li>2. TBC.</li> </ol>



<p>7. Advise the City on providing support to the establishment of legitimate community-based organisations to partner with the City in the management and maintenance of POS.</p>		
City Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The Project will enhance the City capacity, specifically Parks and Recreation, to:</p> <ul style="list-style-type: none"> <li>• absorb learning from international experiences on the creation of safe spaces and community partnerships.</li> <li>• identify suitable crime prevention strategies tailored to POS.</li> <li>• develop appropriate community-driven initiatives to support the safe and sustainable use of POS.</li> <li>• embrace 'blue-sky' thinking for alternative strategies to POS management and sustainability.</li> </ul> <p>The City can benefit through exploring solutions to the management of detention ponds that provide critically important ecosystem services.</p>	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> <li>1. The legacy of past failures to revitalise parks undermines efforts to mobilise technical, financial and strategic support for POS development.</li> <li>2. Land invasion and illegal settlements remove POS from public benefit.</li> <li>3. The absence of caretakers or a residential population inhibits efforts to prevent crime and vandalism within parks.</li> <li>4. Facility tenants fail to adhere to lease agreements with the City and or 'gate-keep' the use of the facilities, thus restricting users and creating hostility within the community.</li> <li>5. Community safety structures, including neighbourhood watches, retreat from their security roles as a result of escalating violence, policing failures and policy neglect.</li> </ol>	
Community Beneficiaries	Assumptions	
<p><i>Target groups and numbers.</i></p> <ul style="list-style-type: none"> <li>• Up to 50,000 POS users per month across all Delft parks.</li> <li>• Sports clubs.</li> </ul>	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> <li>1. The lessons from past projects / programmes will be acknowledged and incorporated into new interventions.</li> <li>2. The Project will be supported by line departments with transversal interests in POS, including law enforcement, spatial planning, area-based management and other.</li> <li>3. Law enforcement will act against identified local businesses / individuals that dump rubble and domestic waste in POS.</li> <li>4. City leadership recognises that magnitude of the development challenge, its own institutional weaknesses, and commits to build robust partnerships to support project implementation.</li> </ol>	

Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <ul style="list-style-type: none"> <li>The project will assist in the planning of the Voorbrug facility precinct (Urban Planning and Design).</li> <li>The project emphasis on safety aligns to the objectives of the City's neighbourhood safety officer programme.</li> <li>The project outputs will be shared with the City's Open Spaces Working Group.</li> </ul>	<p><b>Metro / City</b></p> <p><b>Capex</b></p> <p><b>Opex</b></p> <p><b>External Sources</b></p> <p><b>Total</b></p>	<p></p> <p></p> <p></p> <p>Countervalue</p> <p></p>
Alignment with Guidelines/Policies	Status of external funding	
<p><i>Indicate how project aligns with metro policies.</i></p> <p>The project will be informed by the following strategy documents:</p> <ol style="list-style-type: none"> <li><b>Draft Integrated Development Plan, 2022-2027</b> <p>This project upholds and contributes towards the following strategic objectives set out in the IDP:</p> <ul style="list-style-type: none"> <li>Objective X : Quality and safe parks and recreation facilities supported by community partnerships, specially: i) quality social facilities programme, and ii) partnerships for quality public spaces programme.</li> </ul> </li> <li><b>Municipal Spatial Development Framework, 2018</b> <ul style="list-style-type: none"> <li>Developing functional, safe open space promotes the intensification of land use. This project seeks to revise an approach to the way that public facilities and social facilities are provided to residents, especially ones who are based in the Urban Inner Core in the Metro-South. As such, this project upholds a number of spatial policy objectives.</li> </ul> </li> </ol>	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The CSP TED Project technical assistance team is funded by National Treasury to support the project development process up until February 2023 (with possible time extension).</p> <p>The World Bank Group (SA) will provide funding for a global short-term consultant.</p>	

<p>3. <b>Tygerberg District Plan, 2021</b></p> <ul style="list-style-type: none"> <li>Nelson Mandela Peace Park and the Voorbrug Sports Precinct form two of the biggest public open spaces in Delft and are thus integral to the function of the Biodiversity and Open Space Network in this neighbourhood. In addition, Voorbrug is located on the edge of a local civic node and enhancing these facilities will bolster the function of the node.</li> </ul> <p>4. <b>Social and Situational Crime Prevention Strategy, 2015</b></p> <ul style="list-style-type: none"> <li>This project upholds objective 1, specifically building social capital and developing situational crime prevention strategies.</li> </ul> <p>5. <b>Design and Management Guidelines for a Safer City</b></p> <ul style="list-style-type: none"> <li>This project will provide a case study for the application of the good practice guidelines set out in the policy</li> </ul>	
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### Endorsement

City Endorsement	Project Timeframe	
<p><i>Indicate the status of metro endorsement.</i></p> <p>The charter was compiled in consultation with the relevant departments and will be submitted to the Executive Management Team for approval.</p>	<b>Start Date</b>	May 2022
	<b>End Date</b>	August 2023
	<b>Total Time</b>	Months 18

### Partner's Endorsement

<p><i>Indicate the status of partner endorsement.</i></p> <p>The CSP TED project has secured technical support available to the project until February 2023 (subject to a project extension to December 2023).</p> <p>The World Bank Group, South Africa office, is committed to provide technical expertise to support the project.</p>
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### Additional notes and annexes

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

**Annexes:**

- Annex 1: Delft Study Area indicating location of project sites.
- Annex 2: Public Open Space Preliminary Concept Proposal, informed by the Situation Analysis and stakeholder engagement workshops.
- Annex 3: Stakeholder Engagement Workshop Visualisation.

## GENERAL STUDY AREA & PROJECTS

### 01. MICRO ENTERPRISES

Policy development support on the regulation of informal micro-enterprises.

### 02. FURNITURE MANUFACTURING

Opportunities for localised furniture manufacturing and home maintenance services enabled.

### 03. DELFT MAIN ROAD

The Delft Main Road developed as a public transport and development corridor, linking metro SE to Bellville.

### 04. TRANSPORT HUBS

A financially sustainable business model proposed, based on public-private partnership principles, to develop and operationalise transport hubs as mixed-use business hubs.

### 05. INFORMAL HOUSING MARKET

Policy development support to regularise the informal housing market, focusing on building regulations and land use.

### 06. MICRO ENTERPRISES

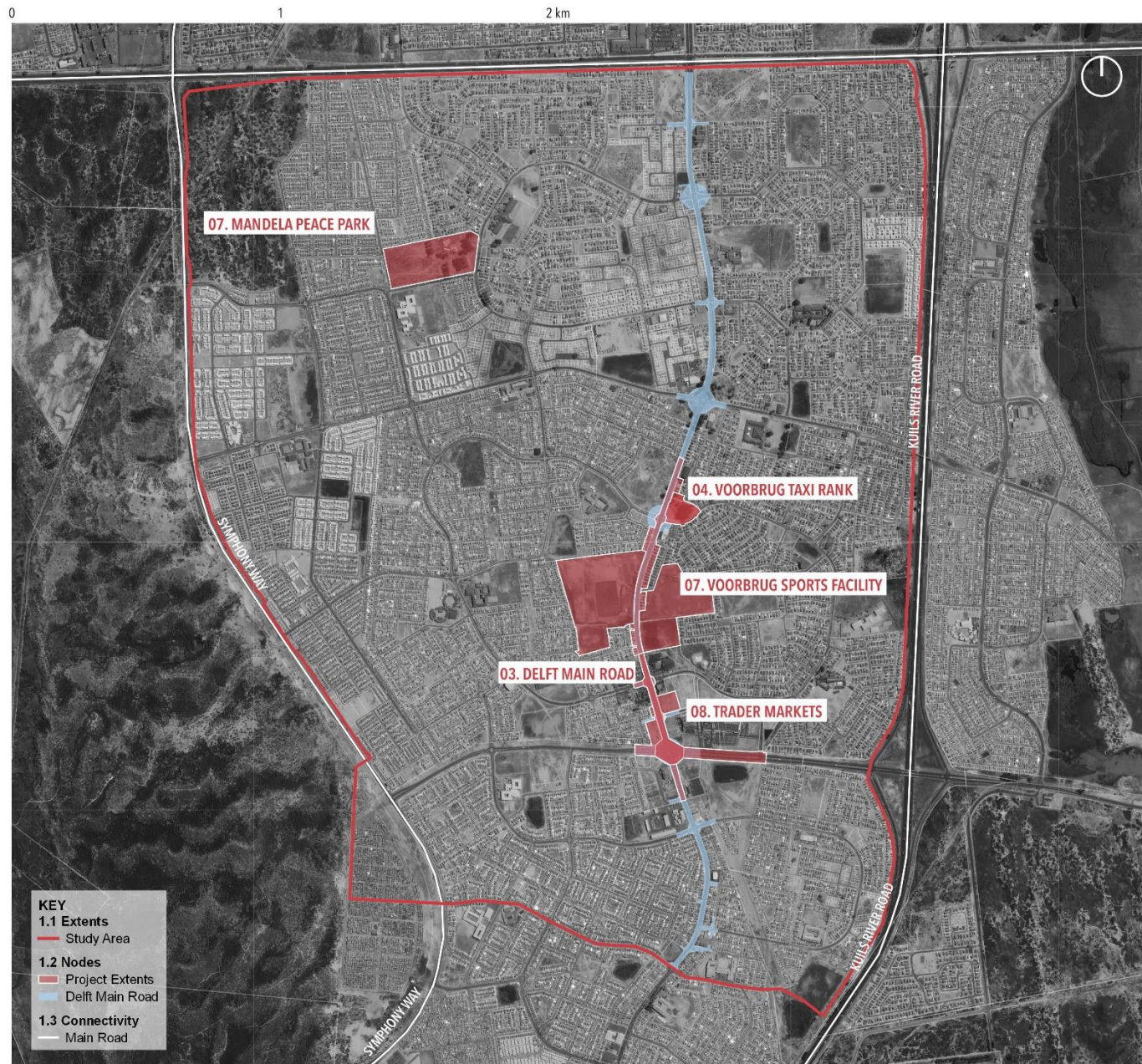
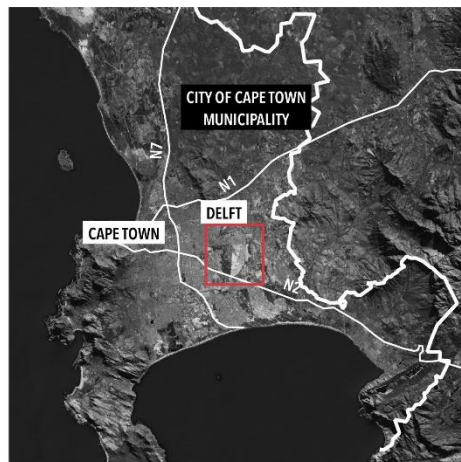
Micro-enterprises have improved access to business development support services.

### 07. PUBLIC OPEN SPACE

Devise and pilot a strategy to sustainably manage public open space, including the Mandela Peace Park.

### 08. TRADER MARKETS

Pilot a strategy to improve public safety in informal trader markets.



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

Figure 55: Delft Study Area, Location of Spatially Targeted Projects





**Annex 2: Sports Facilities Preliminary Concept Proposal** : Informed by the Situation Analysis and stakeholder engagement workshops

Figure 56: Preliminary Concept for Voorbrug Sports Precinct





**Annex 3: Mandela Peace Park Preliminary Concept Proposal** : Informed by the Situation Analysis and stakeholder engagement workshops

*Figure 57: Preliminary Concept for Mandela Peace Park*





01. Workshop Invitation



02. Site Walkabout, Mandela Peace Park



03. Site Walkabout, Mandela Peace Park



04. Workshop Focus Group



05. Workshop Focus Group



06. Co-produced Map

Figure 58: Visual Summary of Participatory Engagement Process, Public Open Space Workshop

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**Charter Checklist**

Have community needs been incorporated into project design?	Yes, workshops were conducted.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	No, but aligns to the strategic objective of quality and safe parks.
Have project partners agreed to their roles and commitments?	Yes.



City of Cape Town  
Township Economic  
Development Project

# Project Charter

## Delft

Pilot a strategy to improve public  
safety in informal trader markets

Project Number: 8

Date: 9 May 2022

Version: 5

**CTiEs**  
SUPPORT PROGRAMME



## 25. Project 8: Pilot a strategy to improve public safety in informal trader markets

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Delft Township Economic Development (TED) Project aims to facilitate critically needed development interventions in this settlement. The TED Situational Analysis highlights issues of safety and security as a major impediment to business activities in informal trader markets. Traders who were interviewed during this research identified contact crimes, including theft and mugging, and business extortion as major obstacles to undertaking business in the Delft area. In addition to criminality, security of tenure and appropriate infrastructure to trading sites were highlighted as impediments to vibrant trading spaces.</p> <p>The City of Cape Town, along with the Provincial Government, has prioritised improving safety and security in townships, including Delft, through the deployment of safety and peace officers into communities, including Neighbourhood Safety Officers and School Resource Officers. The City has also developed a Social and Situational Crime Prevention Strategy and an Urban Design Policy and Principles for Safe Communities. These legacy documents inform the use of crime prevention through environmental design approaches, especially in public spaces.</p> <p>This Delft TED project responds to the need to enhance safety and security in trader markets by building on strategies and principles adopted by the City, including the strengthening of visible policing, implementing Crime Prevention Through Environmental Design (CPTED) principles and building social capital by capacitating small businesses, local organisations and building partnerships with formal businesses. For the City, there lies an important opportunity to extend the implementation of its street trader policies, including recommended norms and standards to be applied in appropriate sites where regulation and orderliness offer benefits to traders, neighbouring businesses and property owners and pedestrians that use the sidewalk.</p> <p><b>Note:</b> The project synergises with Delft TED <i>Project 3: Develop Delft Main Road as a public transport and development corridor</i>, <i>Project 4: Develop strategies to</i></p>	<p><i>Indicate the main directorates / departments involved in the project.</i></p> <ol style="list-style-type: none"> <li>1. Urban Planning and Design / Mayoral Urban Renewal Project</li> <li>2. Economic Growth / Area Economic Development</li> <li>3. Law Enforcement</li> <li>4. Policy and Strategy</li> <li>5. Urban Planning and Design</li> </ol>	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> <li>1. Patrick Nqadini, Andile Eric Tumana, Alastair Graham.</li> <li>2. Ntuthuko Mchunu, Boyang Avril Dibakwane</li> <li>3. TBC</li> <li>4. Kayleen Simpson and Albert Ferreira</li> <li>5. Bronwen Jillings (TBC)</li> </ol>

<i>transform public transport interchanges into mixed-use business hubs and Project 7: Devise and pilot a strategy to sustainably manage public open space, including the Mandela Peace Park and Voorbrug sporting precinct.</i>		
<b>Project Goal</b>	<b>Lead / Coordinator</b>	<b>Contact</b>
<p><i>Summarise the project goal.</i></p> <p>The goal of this project is to improve the safety of informal trading markets along the Delft Main Road corridor for businesses and their customers by developing and implementing targeted (crime prevention) management strategies.</p> <p>In contributing towards this goal, the TED project will support the City to apply management strategies to trading opportunities along the Delft Main Road, focusing on the Voorbrug precinct and other key nodes. These would address opportunities and needs within linear markets and support more consolidated trading. The strategies will specify trader needs, opportunities for CPTED and situational crime prevention and institutional alignment with the neighbourhood safety programme and MURP/AED programmes. Importantly, the project will endeavour to facilitate partnerships among local businesses to enhance vigilance, share information, and co-ordinate action.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <p>1. Mayoral Urban Renewal Project</p>	<p><i>Contact details of the lead / coordinator</i></p> <p>1. Alastair Graham, Patrick Nqadini,</p>
<b>Quantifiable Indicators of Achievement</b>	<b>Partners / Roles</b>	<b>Members</b>
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> <li>1. A community engagement workshop with informal street traders conducted to understand safety needs, business needs and outputs documented by September 2022.</li> <li>2. A report produced on risk reduction opportunities in up to 2 markets by December 2022.</li> <li>3. A SWOT analysis produced of trader organisation roles by December 2022.</li> <li>4. A workshop targeting City directorates that supporting crime prevention and law enforcement conducted, to share insights from field research and global expertise on suitable strategies, by December r 2022.</li> <li>5. A series of engagement with City departments conducted to define an urban management operation plan by December 2022.</li> <li>6. A report documenting principles of safe market design and management produced by December 2022.</li> </ol>	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> <li>1. CSP TED Project. The Project technical assistance team will support field research and analysis of crime risks / CPTED opportunities, facilitate partnerships, and advise the City on strategic approaches.</li> <li>2. World Bank Group. The WBG will provide a global expert to support the field research process, including community engagement, and share learnings with City directorates from global experiences.</li> </ol>	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> <li>1. Andrew Charman; Leif Petersen; Carol Masingi; Thireh Govender; Jessica Blumberg.</li> <li>2. Lethu Collen Masango and WBG technical specialists.</li> </ol>



<ol style="list-style-type: none"> <li>7. A Local Safety Plan for the Delft Main Road corridor, providing strategies to ensure safety in informal trader markets, developed for internal review by December 2022.</li> <li>8. The first phase of the Local Safety Plan implemented by June 2023.</li> </ol>		
Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> <li>1. Support the City to conduct a workshop with informal traders from Delft to understand their safety and security needs and identify opportunities for strengthening their capacity, including organisational forms, to fulfil an integrated role in community safety initiatives.</li> <li>2. Support the City to conduct an analysis of two informal trader sites within the Delft Main Road corridor and identify opportunities to reduce the risks of crime through CPTED measures, including a consideration of how space is used in these markets, the use and positioning of trading infrastructure, their legitimacy, lighting availability, Wi-Fi, CCTV, shelter, storage, and waste management.</li> <li>3. Support the City to undertake an assessment of the capacity and strategic interests of community-based entities to support a trader market safety strategy, including the role of gate-keeper individuals and organisations, neighbourhood watches and the community police forum as well as the scope for partnerships with private sector businesses.</li> <li>4. Facilitate a workshop with the City to share the field research findings, learn from global best practice, and identify opportunities and procedures for transversal collaboration within the City in support of a suitable approach to trader market security and functionality.</li> <li>5. Support the City in developing a conceptual spatial strategy as to how trading, mobility and related infrastructure and adjacent land uses integrate within the Delft Main Road Corridor sub-precinct by December 2022 (refer to Delft TED Project 3).</li> <li>6. In making recommendations for the development of the Delft Main Road corridor and trader markets therein (Project 3), support the City to consider the integration of safety needs into how markets are designed and managed and the alignment of these principles to the City's draft Markets Management framework.</li> <li>7. Support the City to draft a Local Safety Plan for the Delft Main Road corridor, including a focus on informal trader markets, public open spaces, taxi ranks and nodes surrounding schools. The plan is to include interventions intended to minimise gendered targeted crimes.</li> </ol>	<p><i>Provide a motivation for and indicative the roles of the stakeholder.</i></p> <p>Community based and technical support stakeholders to be identified and engaged for supporting roles in the project inception phase.</p>	<p><i>Indicate the key persons responsible for partner activities.</i></p> <p>TBC</p>

City Beneficiaries		Risks	
<p><i>Target departments and programmes.</i></p> <p>The Project will enhance the City's capacity to: i) absorb learning from international situations, ii) identify suitable crime prevention strategies tailored to informal markets and spaces of business, and iii) develop an appropriate Local Safety Plan for a high at-risk community.</p>		<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> <li>1. Traders that benefit from informalisation and illicit activities oppose and actively undermine the local safety plan and strategy interventions.</li> <li>2. Informal trader markets are, or become, incorporated within gang territories, with gangs undermining the local safety plan and strategy interventions.</li> </ol>	
Community Beneficiaries		Assumptions	
<p><i>Target groups and numbers.</i></p> <ul style="list-style-type: none"> <li>• Up to 300 informal traders operating at business hot-spots and public spaces along the Delft Main Road corridor.</li> <li>• Up to 20 formal businesses situated along the main road.</li> <li>• Community based organisations working to improve the public environment and reduce crime, violence and vandalism, including the Delft CPF and NNW, and Delft Chamber of Commerce.</li> </ul>		<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> <li>1. The City directorate and departments involved in crime prevention and law enforcement support the project activities through: <ul style="list-style-type: none"> <li>• information sharing</li> <li>• participation in workshops</li> <li>• co-ordination to align strategies</li> <li>• responsiveness to partnership opportunities.</li> </ul> </li> <li>2. The City will either allocate appropriate technical expertise to lead the drafting of the safety plan or cost the appointment of a suitably qualified service provider.</li> </ol>	
Alignment with Programmes		Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The project is aligned to the objectives of the City's neighbourhood safety officer programme.</p>		<p><b>Metro / City</b></p>	
		<b>Capex</b>	
		<b>Opex</b>	
		<b>External Sources</b>	Countervalue
		<b>Total</b>	

Alignment with Policies		Status of external funding	
<p><i>Indicate how project aligns with metro policies.</i></p> <p>The project will be informed by the following strategy documents:</p> <ol style="list-style-type: none"> <li><b>1. Integrated Development Plan, 2017 - 2022</b> This project upholds the following strategic objectives: Objective 1.3: Economic inclusion Objective 2.1: Safe communities</li> <li><b>2. Social and Situational Crime Prevention Strategy, 2015</b> This project upholds objective 1, specifically building social capital and developing situational crime prevention strategies.</li> <li><b>3. Design and Management Guidelines for a Safer City</b> This project will provide a case study for the application of the good practice guidelines set out in the policy.</li> <li><b>4. City Markets Management Framework</b></li> </ol>		<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>Funding for the CSP TED technical assistance team is provided by National Treasury.</p> <p>The World Bank, South Africa Office, is committed to provide the services of an international expert to support the development of an appropriate strategy and share global lessons.</p>	
Endorsement			
City Endorsement		Project Timeframe	
<p><i>Indicate the status of metro endorsement.</i></p> <p>The charter was compiled in consultation with the relevant directorates.</p>		<b>Start Date</b>	April 2022
		<b>End Date</b>	
		<b>Total Time</b>	Months
Partner's Endorsement			
<p><i>Indicate the status of partner endorsement.</i></p> <p>The CSP TED Project has secured technical support until February 2023, pending an extension to December 2023.</p>			
Additional notes and annexes			
<p><i>Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.</i></p>			



The formulation of the local safety plan will be informed by best practice, as documented in international literature and guidebooks, including Developing Community Safety Plans: A guidebook for provincial and municipal officials.

**Annexes:**

Annex 1: Delft Study Area

Annex 2: Trader Markets Preliminary Concept Proposal

Annex 3: Stakeholder Engagement Workshop Visuals

## GENERAL STUDY AREA & PROJECTS

### 01. MICRO ENTERPRISES

Policy development support on the regulation of informal micro-enterprises.

### 02. FURNITURE MANUFACTURING

Opportunities for localised furniture manufacturing and home maintenance services enabled.

### 03. DELFT MAIN ROAD

The Delft Main Road developed as a public transport and development corridor, linking metro SE to Bellville.

### 04. TRANSPORT HUBS

A financially sustainable business model proposed, based on public-private partnership principles, to develop and operationalise transport hubs as mixed-use business hubs.

### 05. INFORMAL HOUSING MARKET

Policy development support to regularise the informal housing market, focusing on building regulations and land use.

### 06. MICRO ENTERPRISES

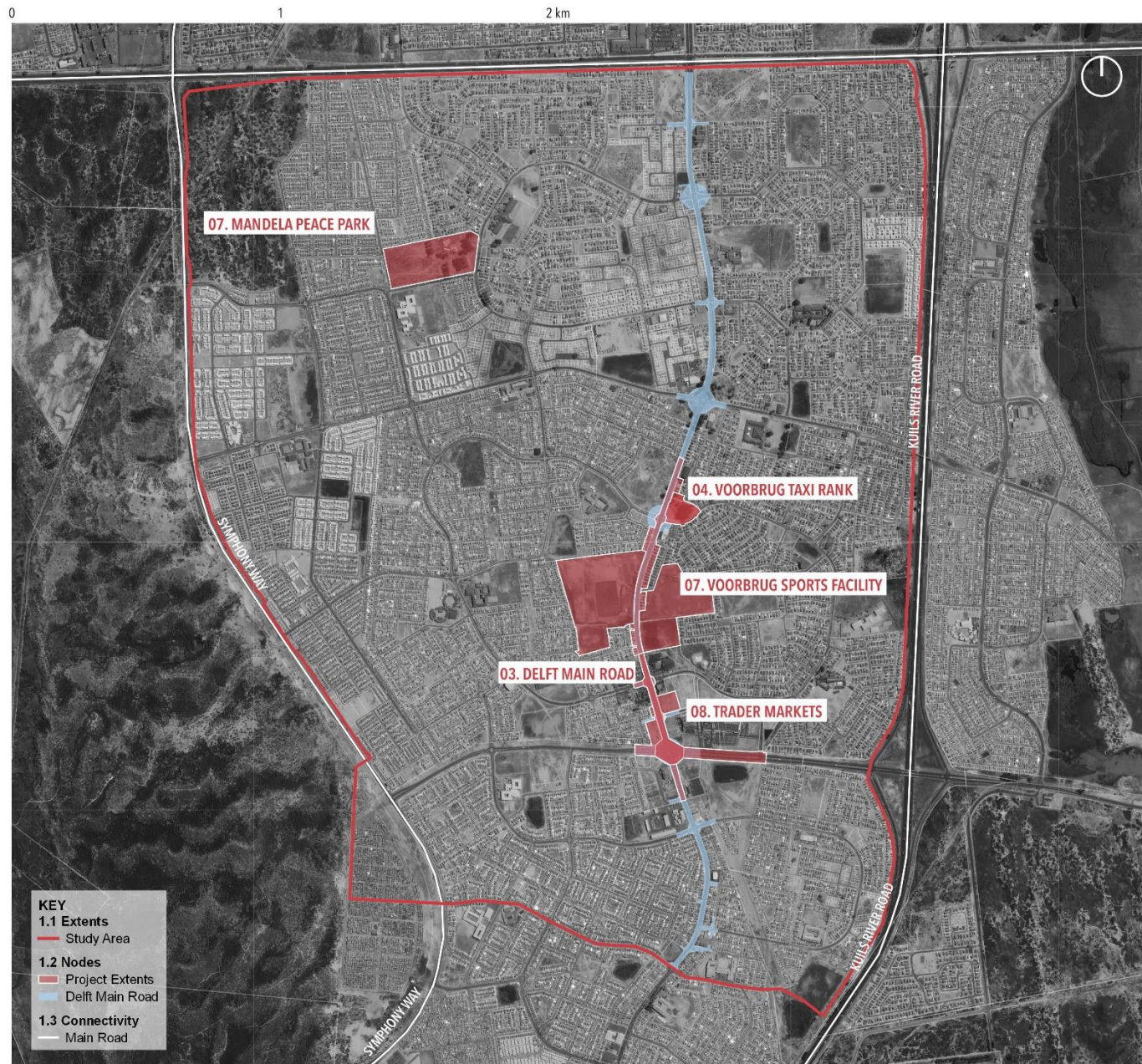
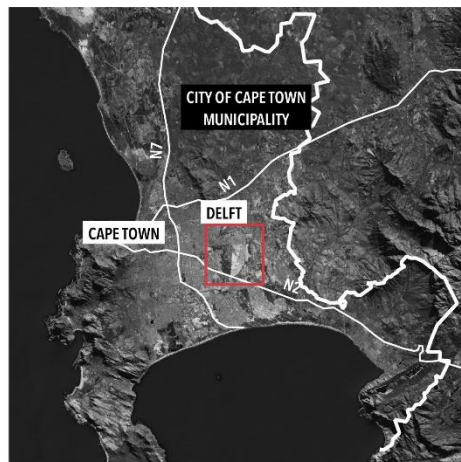
Micro-enterprises have improved access to business development support services.

### 07. PUBLIC OPEN SPACE

Devise and pilot a strategy to sustainably manage public open space, including the Mandela Peace Park.

### 08. TRADER MARKETS

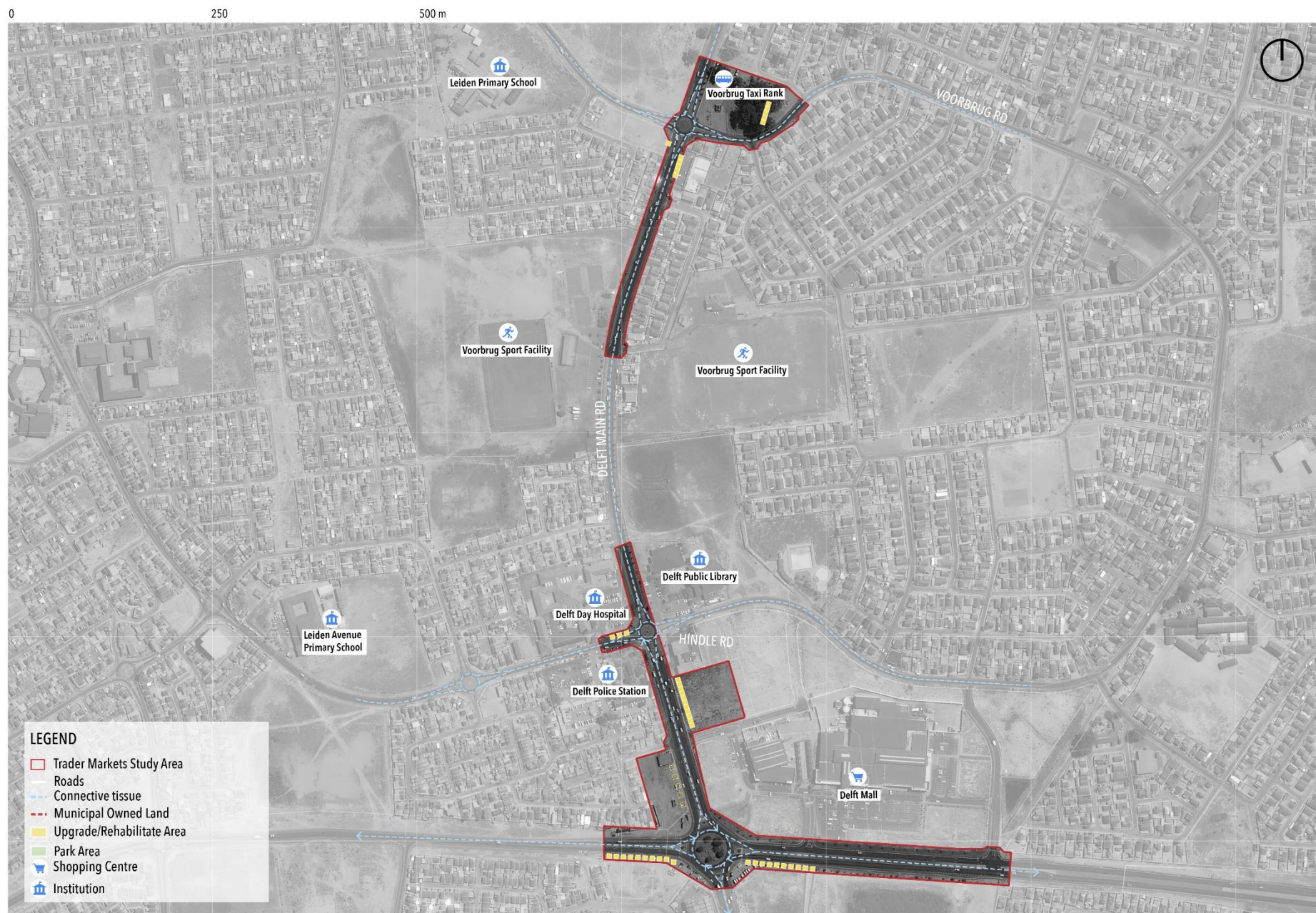
Pilot a strategy to improve public safety in informal trader markets.



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

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





**Annex 2: Trader Markets Preliminary Concept Proposal** : Informed by the Situation Analysis and stakeholder engagement workshops

Figure 60: Preliminary Concept for Trader Markets



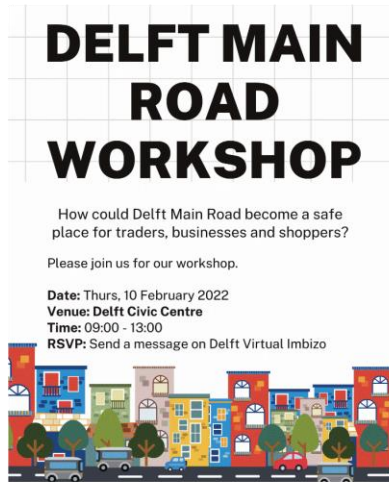


Figure 61: Visual Summary of Participatory Engagement Process, Trader's Market Workshop

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**Charter Checklist**

Have community needs been incorporated into project design?	Yes
Has the project concept been internally reviewed?	Yes
Has the project been included in the IDP?	Yes, at in high level terms of alignment.
Have project partners agreed to their roles and commitments?	Yes, both CSP and World Bank

## 26. Annexures

### 26.1. References

- Cirolia, L.R., Scheba, S. 2018. Towards a multi-scalar reading of informality in Delft, South Africa: Weaving the 'everyday' with wider structural tracings. Urban Studies [Special Issue]. 00(0): 1 – 18.
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City of Cape Town. 2022. Draft Integrated Development Plan, 2022 – 2027.

DSBD. 2019. Policy Position Paper on Township and Rural Economies.

EU SMME Support Project. 2018, Inception Report.

<http://www.nyda.gov.za/Products-Services/NYDA-Grant-Programme>

Seda Annual Report 2019, <http://www.seda.org.za/Publications/Pages/Annual-Reports.aspx>

Sustainable Livelihoods Foundation NP. 2020. Implementation plan for the Western Cape Township Economic Growth Strategy (draft report).

Western Cape Provincial Government. 2014. Western Cape Land Use and Planning Act No.3 of 2014.

Western Cape Provincial Government. 2020. Township Economic Growth Strategy.

Western Cape Provincial Strategic Plan 2019-2024.

## 26.2. Persons Consulted

Surname	Name	Unit / Department
Arnold	Anees	CoCT Spatial Planning and Environment/Urban Planning and Design
Bell	Lester	CoCT Community Services and Health/Recreation and Parks
Berens	Chris	Social Technology
Bruiners	Leona	CoCT, District Planning and Mechanisms – Urban Planning and Design
Cole	Hugh	CoCT
Cummings	Frank	CoCT Economic Growth: Urban Catalytic Investment
Damons	Deon	Provincial Government Western Cape/ Department of Economic Development
Demane	Noluvo	CoCT, Area Economic Development
Dibakwane	Boyang Avril	CoCT Economic Growth/ Enterprise and Investment
Eddy	Gail	CoCT, Housing Department
Feinstein	Martin	EDSE
Ferreira	Albert	CoCT, Strategic Policy Branch
Gabriel	Cassandra	CoCT, Housing Department
Gardner	David	Cities Support Programme, Housing Component
George	Charles	Mzansi Digital Republic
Gordon	Ros	Cities Support Programme, Housing Component
Graham	Alastair	Spatial Planning and Environment/Mayoral Urban Regeneration Programme
Greyling	Lance	CoCT, Director Enterprise and Investment Department
Groenewald	Rupert	CoCT Urban Mobility/Public Transport/Public Transport Facilities
Hariparsad	Taruna	CoCT
Hedley	Philippa	CoCT Community Services and Health/PMO
Hendricks	Nazley	FurnitureSA
Hodge	Andrew	Spatial Planning and Environment/Urban Planning and Design
Isaacs	Bernadette	FurnitureSA
Jackson	Zaida	Seda
Jillings	Bronwen	CoCT Spatial Planning and Environment/Urban Planning and Design
Johnson	Wayne	CoCT Spatial Planning and Environment/Mayoral Urban Regeneration Programme
Jooste	Megan	CoCT, Economic Research
Josephs	Hilary	CoCT Economic Growth/Area Based Economic Development
Kane	Jeanette	CoCT, Roads and Stormwater Department

Kemp	Byron	CoCT
Ken	Sinclair-Smith	CoCT, Water and Sanitation Department
Kruger	Gert	CoCT, District Planning and Mechanisms – Urban Planning and Design
Lalendle	Zimlo	CoCT, Area Economic Development
Le Fleur	Tony	CoCT Urban Mobility/Public Transport/Public Transport Facilities
Lottering	Naomey	City Maps, CoCT
Lourens	Marius	CoCT Development Management (Land Use Management and Building Development Management)
Lucas	Norma	CoCT Community Services and Health/Recreation and Parks
Maki	Mzoxolo	Department of Small Business Development
Masango	Lethu Collen	World Bank Group
Maqetuka	Seth	Cities Support Programme, Housing Component
Mazower	Cleo	CoCT Spatial Planning and Environment
McBrown	Mbalenhle	National Treasury/Neighbourhood Development Partnership Programme
Mchunu	Ntuthuko	CoCT Economic Growth/ Enterprise and Investment
Mdingi	Nomfundo	Subcouncil Manager: Subcouncil 5
Miller	Mxolisi	CoCT, Area Economic Development
Moonsamy	Vernon	CoCT, Strategy and Policy
Naude	Erika	CoCT Development Management (Land Use Management and Building Development Management)
Nicks	Simon	CNDP
Ndlovu	Julia	Provincial Government Western Cape/Department of Transport
Nkosinkulu	Phila	CoCT Community Services and Health/Recreation and Parks
Nobaza	Lwazi	CoCT, Housing Department
Nqadini	Patrick	CoCT, MURP
Nxumalo	Loyiso	CoCT
Ogle	Fiona	CoCT Development Management (Land Use Management and Building Development Management)
Ohlson	Melani	Urban Mobility/Transport Planning and Network Management
Olivier	Izak	Element Consulting Engineers
Petersen	Fuad	CoCT Urban Mobility/Public Transport/Public Transport Facilities



Rudman	Charles	CoCT Development Management (Land Use Management and Building Development Management)
Siswana	Zolile	CoCT, Area Economic Development
Simpson	Kayleen	CoCT
Siganda	Thembinkosi	CoCT
Smit	Roussouw	CoCT Development Management (Land Use Management and Building Development Management)
Springleer	Reggie	CoCT
Terblanche	Johann	Water and Sanitation: Storm Water Management
Tumana	Andile	CoCT, MURP
Upton	Andre	CoCT, Electricity Generation and Distribution Department
Van der Berg	Lee	CoCT Urban Mobility/Transport Planning and Network Management
Van der Westhuizen	Jaco	CoCT Development Management (Land Use Management and Building Development Management)
Van Royen	Robert	CoCT Community Services and Health/Recreation and Parks
Van Tonder	Allister	CoCT, ICT
Van Wyk	Courtney	Sub council 5 Chairperson
Vizzi	Carlo	CoCT
Woods	Alvino	Delft Chamber of Commerce

## 26.3. Business Development Services

Name of Organisation	Services Provided	National/Provincial /Local
<b>NATIONAL</b>		
Dept. of Small Business Development -	<ul style="list-style-type: none"> <li>- Debt Relief Fund</li> <li>- Business Growth /Resilience Fund</li> <li>- Township &amp; Rural Entrepreneurship Programme (TREP)</li> <li>* Autobody Repairers &amp; Mechanics</li> <li>* Bakeries &amp; Confectioneries</li> <li>* Butcheries support</li> <li>* Shisanyamas &amp; Cooked Food support</li> </ul>	
Dept. of Science & Innovation * Mmamose Seloane – Director Technology Localisation Unit Department of Trade, Industries & Competition – dtic <a href="http://www.thedtic.gov.za">www.thedtic.gov.za</a> > incentives > black-industrialists-scheme	<ul style="list-style-type: none"> <li>- Technology Stations programme)</li> <li><a href="https://www.tia.org.za/blog/20202/06/15tia-partners-with-black-vc-partner-wz-capital">https://www.tia.org.za/blog/20202/06/15tia-partners-with-black-vc-partner-wz-capital</a></li> <li>- Black Industrialists Programme (seeks to increase the level of participation of black South Africans in ownership &amp; control of productive enterprises in key sectors &amp; value chains)</li> <li>- SMEs &amp; township &amp; rural</li> <li>- SEZ &amp; Industrial Parks</li> </ul>	
Small Enterprise Development Agency- SEDA <a href="http://www.seda.org/MYBUSINESS/STP/Pages/Incubation.aspx">http://www.seda.org/MYBUSINESS/STP/Pages/Incubation.aspx</a>	<p>Various including:</p> <ul style="list-style-type: none"> <li>- Supplier Development Programme</li> <li>- Hubs &amp; Incubators (Seda Technology Programme)</li> <li>- Fem_In-Tech Development Programme:<a href="https://youtube.be/_-M1Oxgdn4">https://youtube.be/_-M1Oxgdn4</a></li> <li>- COVID-19 One-Stop Information Portal</li> <li>- <a href="http://www.seda.org.za">www.seda.org.za</a></li> <li>- <a href="https://pmg.org.za/cpmmittee-meeting/305221/&amp;30616/&amp;30665/">https://pmg.org.za/cpmmittee-meeting/305221/&amp;30616/&amp;30665/</a></li> <li>- South African Furniture Industry – SAFI</li> <li>- District Development Model – <a href="https://www.cogta.gov.za/ddm/">https://www.cogta.gov.za/ddm/</a></li> <li>SEDA Automotive Technology Centre <a href="http://www.satec.co.za/">http://www.satec.co.za/</a></li> </ul>	
National Youth Development Agency – NYDA <a href="http://www.nyda.gov.za/">http://www.nyda.gov.za/</a>	<p>Youth Development Agency</p> <ul style="list-style-type: none"> <li>- Various youth-focused services both financial and non-financial</li> <li>- Youth Micro Enterprise Relief Fund (YMERF)</li> </ul>	National and Provincial
<b>CAPE TOWN</b>		
Wesgro <a href="mailto:supportbusiness@wesgro.co.za">supportbusiness@wesgro.co.za</a>	Various services	Western Cape Provincial Government
Cape Chamber Little Fish – <a href="http://www.itweb.co.za/content/RgeVDqPYGegvKJN3">www.itweb.co.za/content/RgeVDqPYGegvKJN3</a>	<p>Various services</p> <p>Platform for 600 SMMEs two-way communication consumes &amp; businesses, geo-location services connecting consumers to SMMEs in their vicinity &amp; in-app stock orders. Also provides access to finance through its alternative credit scoring</p> <p>Business development service</p>	
THE DELFT CHAMBER OF BUSINESS (no clear info on)		

<p>SEDA (11km from Delft) Contact Details Tel: (021) 949 2227 Fax: (021) 949 2237 Email: <a href="mailto:zjackson@seda.org.za">zjackson@seda.org.za</a> Information Officer: Angelique Simon <a href="mailto:asimon@seda.org.za">asimon@seda.org.za</a> Success Unleashed Nationally Address: NO. 54, Ny 43, Guguletu, Cape Town, 7750 Phone: 081 321 2727 PILLAR 5 GROUP Address: Baruch Regent House (3rd Floor), Cnr Voortrekker &amp;, Durban Rd, Bellville, 7530 Phone: 074 932 4911</p>	<p>Business development service</p>	<p>National Provincial Local office - Bellville</p>
<p>Fetola <a href="http://www.fetola.co.za">www.fetola.co.za</a> <a href="https://fetola.co.za/mentor-hotline/">https://fetola.co.za/mentor-hotline/</a></p>	<p>Business development service The PILLAR 5 GROUP is a leading Business Development Group with a strong focus on entrepreneurial support. Our aim is to deliver superior strategic content and provide brand support to aspiring entrepreneurs and young innovators seeking to expand into international markets and rise to the top echelons of their respective industries. Tailor-made enterprise &amp; supplier development programmes</p>	<p>- National - Cape Town</p>
<p>Cape Craft &amp; Design Institute (CCDI) V&amp;A Social Inclusion &amp; Placemaking - Henry Mathys :072 567 8264 The Awethu Project <a href="http://www.awethuprojects.co.za">www.awethuprojects.co.za</a></p>	<p>- Mentorship - Business Incubation - Reputation &amp; brand building - Youth, Women &amp; People with disabilities enterprises - Green/Sustainable sector, food security, &amp; farming, local manufacturing &amp; technology - Arts &amp; Craft services - Product development - Arts &amp; Craft services</p>	<p>- Cape Town - Cape Town</p>
<p>Red Bull Amaphiko Academy <a href="http://www.redbull.com">www.redbull.com</a></p>	<p>The Awethu Project Launch Pad Incubator aims to grow businesses focusing on micro businesses throughout South Africa - A launch pad for start-up social entrepreneurs - 10 day of connection &amp; collaboration with leading innovators, entrepreneurs &amp; storytellers - One-on-one mentor who will assist you to develop business, personal &amp; strategic development plans that will take 18 months - Offers accredited business training - Customised mentoring - Enterprise supplier development opportunities in food, beverage, cosmetic &amp; pharmaceutical manufacturing</p>	<p>National</p>
<p>BizQube <a href="http://www.abbc.co.za/index.php/incubator">www.abbc.co.za/index.php/incubator</a></p>	<p>- Rental space for entrepreneurs in their shared co-working space - Walk-ins who are interested in registering their companies - Doing logos, business cards &amp; website - An entrepreneurial training programme - Seed Fund - Incubator Offering: Entrepreneur support Mentorship Resources Co-working space</p>	<p>Cape Town</p>
<p>Silulo Business Incubator <a href="https://register.org.za/silulo-business-incubation">https://register.org.za/silulo-business-incubation</a> <a href="https://silulo-business-incubation.buissness.site">https://silulo-business-incubation.buissness.site</a> Meltwater Entrepreneurial School of Technology <a href="https://meltwater.org">https://meltwater.org</a> - <a href="mailto:capetown@meltwater.org">capetown@meltwater.org</a></p>	<p>- Offering: Entrepreneur support Mentorship Resources Co-working space</p>	<p>Cape Town</p>



Smorgasbord <a href="https://smorgasbord.co.za/">https://smorgasbord.co.za/</a>	Offer an intense nine-week part time evening programme that lead the tech-up founders An organisation dedicated to supporting & incubating food start-ups (food & beverage related) Focus on building & sustaining food & beverage sector in South Africa - Invest in & create market opportunities for early stage food od business Works with entrepreneurs at stages of their life cycle - Incubation services Business acceleration for entrepreneurs - Execute enterprise & Supplier development on behalf of corporates	
Raizcorp <a href="https://raizcorp.com">https://raizcorp.com</a>	The incubator is a 6 - 12 month programme Diverse group of mentors Free office space Access to data & tools Customers Networks Investor circle Focussing on: RegTech LegalTech Taxtech Newstech amongst other things provides affordable business opportunities & workshop to empower entrepreneurs Practical workshops including manufacturing Technology & Business Skill	Cape Town
The Thomson Reuters Labs <a href="https://innovation.thomsonreuters.com/labs/labs/incubator.html">https://innovation.thomsonreuters.com/labs/labs/incubator.html</a>	Support to existing & start-up businesses providing incubation to entrepreneurs with skills in the furniture manufacturing industry A global incubator that aims to connect entrepreneurs from France & South Africa & also find funding for these start-ups in Africa The incubator offers several enterprise development programmes:	Cape Town Johannesburg
The Khayelitsha Bandwidth Barn <a href="http://cti.org.za">cti.org.za</a> The Furniture Technology Centre Trust – Furntech <a href="http://furntech.org.za">furntech.org.za</a> French Tech <a href="http://capetown.lafrenchtech.com">capetown.lafrenchtech.com</a>	R157 million invested in supporting 473 entrepreneurs Youth Enterprise Programme Women Owned Taverns Programme Online ecosystem for small business development. Job Booster programme aimed at accelerating job creation through supporting & empowering micro-enterprises ( <a href="https://www.iol.co.za/business-report/careers/50-entrepreneurs-set-to-benefit-from-job-booster-programme-8e4e6fc9-0e32-4b9e-9f3e-2e08b01abc63">https://www.iol.co.za/business-report/careers/50-entrepreneurs-set-to-benefit-from-job-booster-programme-8e4e6fc9-0e32-4b9e-9f3e-2e08b01abc63</a> )	SAB Tholoana First Floor, Block C Plum Park 25 Gabriel Road Plumstead, Cape Town Cape Town based with a national footprint
The Cape Innovation & Technology Initiative <a href="http://www.citi.org.za">www.citi.org.za</a> Private Sector SAB Foundation Tholoane Enterprise Programme – <a href="http://www.sabfoundation.co.za/tholoane-enterprise-programme">www.sabfoundation.co.za/tholoane-enterprise-programme</a> Kick-Start SABInbev Kuba	An online market place which focuses on providing home services with 10 000 vetted SMME and independent individuals in 100 service categories. <a href="https://ventureburn.com/2020/09/sa-tech-startup-partners-with-french=development-agency">https://ventureburn.com/2020/09/sa-tech-startup-partners-with-french=development-agency</a>	Johannesburg base with a national footprint
Kandua		

Transnet Hub <a href="http://www.transnet.net/BusinessWit/h/Pages/EnterpriseDevelopment-HUB.aspx">http://www.transnet.net/BusinessWit/h/Pages/EnterpriseDevelopment-HUB.aspx</a>	- This is an enterprise development hub - Aimed at expanding business opportunities for smaller enterprises & new business entrants	National
SA Business Hub <a href="http://www.sabusinesshub.co.za/">http://www.sabusinesshub.co.za/</a>	- A website based hub that offers affordable & on demand business training, knowledge and information, coaching, an online marketplace for goods & services	
Pick “n Pay Small Business – Enterprise Foundation <a href="http://www.picknpay.co.za/foundation-our-projects/small-business-incubation">http://www.picknpay.co.za/foundation-our-projects/small-business-incubation</a>	- Financial & non-financial support for enterprises _ Committed to enterprises currently receiving their support	National
Shanduka Black Umbrellas <a href="http://www.shandukablackumbrellas.org/">www.shandukablackumbrellas.org./</a>	- Opportunities for new BEE suppliers Emerging businesses support infrastructure mentorship and collaboration to assist their transition from incubation to viable independent businesses office space & facilities business software & database of business tools bookkeeping drivers and vehicles	National



## DELFT TOWNSHIP ECONOMIC DEVELOPMENT STRATEGY

City of Cape Town

Metropolitan Municipality

**NATIONAL TREASURY**

Private Bag | Pretoria, 0001 | South Africa

**Tel:** + 27 12 315 5944 | **Fax:** +27 12 406 9055

[www.treasury.gov.za](http://www.treasury.gov.za)



**national treasury**

Department:  
National Treasury  
**REPUBLIC OF SOUTH AFRICA**