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SUPPORT PROGRAMME



**CITY OF
TSHWANE**
Metropolitan Municipality

HAMMANSKRAAL TOWNSHIP ECONOMIC DEVELOPMENT STRATEGY



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA



Cities Support Programme

Township Economy Development Strategy

Project Site: Hammanskraal, City of Tshwane

Prepared by the TED Project Team

Version 1.1.

July 2022

I. Executive Summary

The Cities Support Programme (CSP) of National Treasury (NT) has entered into an agreement with the City of Tshwane (CoT) since 2019 to provide technical support for a township economy development (TED) project in Hammanskraal. The three-year TED project aims to strengthen the capacity of the CoT 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 Hammanskraal. The CSP provided the CoT 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 CoT and relevant departments indicated in the specific projects to develop the TED strategy for Hammanskraal. The process of formulating the strategy has been thoroughly consultative, with multiple engagements held with City officials and members of the Hammanskraal community. The strategy is aligned to the 2022-2026 Integrated Development Plan (pages 107-108).

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 Hammanskraal 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 CoT to continue to invest in physical infrastructure (roads and bridges, stormwater, sewerage), water reticulation, electricity distribution, land release for subsidised housing; and to maintain the provision of public services such as solid waste; as indicated in approved masterplans, the build environment performance plan and the current Integrated Development Plan.

The CSP has entered into partnerships to amplify the TED project with the European Union supported Ecosystem Development for Small Enterprise (EDSE) programme and the World Bank Group (South Africa) (WBG). These partnerships will align the Hammanskraal 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 Hammanskraal. The aim of the Situation 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 31 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 CoT 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 CoT integrate these opportunities into existing programme or develop and institutionalise specific projects.

The Hammanskraal TED strategy provides the CoT 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 CoT to leverage institutional impacts through knowledge sharing, strengthening City strategies, facilitating transversal and participatory planning processes, sourcing funding, and building partnerships. The Hammanskraal 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: Hammanskraal Situational Analysis Report

The Hammanskraal 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 CoT 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 on-line engagements on the Hammanskraal Virtual Imbizo page on Facebook.
- Collection and collation of spatial information, including open-source data and CoT 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 429 businesses (micro-enterprises, SMEs and corporates), recorded 27 business hotspots and 34 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 CoT plans. These were i) the Hammanskraal central business district (CBD), ii) the Temba local node, the iii) Temba City precinct, as well as two micro-nodes, namely Temba Square and Temba Dam. High level observations on these socio-economic spaces:

- **Hammanskraal CBD** is currently a challenging environment for business. The derelict railway infrastructure is a threat to the sustainability of the precinct and needs urgent attention to ensure the spatial transformation of the node. The CBD has significant economic real estate that can play a productive role in the neighbourhood, but requires better connectivity, land optimisation and precinct management.
- **The Temba local node** is poorly defined. Its connective system of streets does not contribute to a diversity of functions, connectivity and urban liveability. The Jubilee Mall is the primary feature of the node and does not appear to have been leveraged to contribute to the broader township economy – especially in terms of its relationship to transport, unlocking adjacent property values and creating active streets. A strategic focus needs to be directed to properties in this precinct with the aim to realise greater value in a manner that enhances the structural, infrastructural and connectivity needs.

- **The Temba City Precinct** has an ideal set of diverse functions, operates at a good scale, is well connected and well located in the township. It enables valuable street activity despite the economic underperformance of the Temba City Mall. The residual functions of the market and taxi rank are valuable economic assets in the precinct and should be acknowledged within a transformative re-development of the Temba City Mall. There are significant parcels of private and public land in the area that are underperforming that could benefit from key interventions in the area.
- **Themba Square** is an important social and public space. It is well-located and used by the community. It exemplifies the capacity for urban spaces to enable the social and cultural life in the township. The area contains a diversity of open space, social, commercial and residential uses at a comfortable human scale. The nature of the built space allows for a natural urban management that is invaluable in this context.
- **The Temba Dam** is a dynamic and valuable economic resource in the township. It accommodates recreational users and is naturally well structured to be a high performing natural and recreational asset. Importantly, the Dam node contains a critical east-west linkage that connects the two parts of broader Hammanskraal – and does so via an infrastructural amenity (pedestrian bridge), which, however, is not connected with NMT infrastructure.

During the Situational Analysis phase, 31 developmental opportunities in Hammanskraal, which align with City mandates, were identified. See the table below for a detailed overview of these opportunities.

A. Policy and Strategy

Opportunity	Notes
Shopping malls foster and enable opportunities for micro-enterprises.	The City to engage shopping mall owners to agree on strategies to integrate micro-enterprises into their business precincts, through adherence to development planning agreements and proactive measures.
Industrial hives sustainably managed to support small and micro-enterprises, including micro-manufacturing.	The City to secure ownership of the existing business hives (currently under the North West Development Corporation) and to institute a management plan to ensure the sustainability and appropriate use of the facilities.
Revenue collection from rates improved.	The City to develop and implement a strategy to improve rates revenue from commercial businesses, including home-based enterprises and businesses operating in retail nodes.
Un-utilised land in the urban core unlocked for development.	The City to develop a strategy and partnerships to unlock under-utilised land within the urban core for development, including affordable housing.
Commercial high streets activated in strategic sites / road corridors.	The City to foster the growth of commercial high streets, through incentives, land use planning and supporting infrastructure (lighting, off-street parking, paving).
The TED situational analysis evidence utilised in area-based strategic plans.	The City to incorporate the evidence from the TED situation analysis into strategic plans, including the IDP, SDF, and BEPP.

B. Enterprise Development

Opportunity	Notes
Business opportunities for township businesses within the (game park) tourism sector enhanced.	The City to identify potential tourism products, services, and market opportunities for township businesses, including tours, artisanal crafts, and leisure venues.
Micro-enterprises have improved access to business development support services.	The City to integrate the DSBD district ecosystem facilitation approach within its enterprise development programmes, using a pilot initiative create a demand-driven approach to ecosystem facilitation & BDS service provision.
Micro-enterprises have improved access to digital services to participate in the digital economy & 4IR technologies.	The City to facilitate collaboration and partnerships, including Gauteng Prov. Gov., to improve digital access in Hammanskraal, through (inter alia) digital hubs, free wi-fi, and linkages to marketing platforms.
Opportunities unlocked in the creative and leisure economies provide youth a pathway to transition into jobs and livelihoods.	The City to conceptualise a strategy to promote creative activities focusing on youth interest, including hobbies, via social enterprises and community-based programmes, use of City facilities, the staging of events, linkages to BDS services.
Mechanics / panel beaters in the after-sales automotive sector have access to business development support services to grow and professionalise. An annual trade marketing event held in Hammanskraal to link the community to retail business opportunities.	The City to facilitate and support partnership with private sector companies, the Gauteng Prov. Gov. and the DSBD's TREP to provide equipment / skills training / supply agreements / finance to township entrepreneurs. The City to conceptualise and support a trade promotion event in Hammanskraal to stimulate opportunities for direct marketing, supplier agreements and digital services. The event will aim to connect home-based traders & producers to companies / markets.
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.
Urban agriculture productivity enhanced.	The City to support localised agro-processing with technical support and linkages to City initiatives (Rethabiseng food and energy centre, Tshwane Agro-processing Hub, City of Tshwane Fresh Produce Market).
Businesses have greater financial literacy and have access to services and technologies, including digital platforms Street signage / public advertising extensively utilised to promote local businesses.	The City to facilitate partnerships, including Gauteng Prov. Gov. and Finmark Trust, to extend financial literacy training and improve access to services and technologies. The City to develop and implement a project (with partnerships) to provide street signage / advertising boards to promote local enterprises.
BDS support for businesses in the micro-manufacturing and artisanal sector	Alongside the opportunity to reformulate the policy and investment environment to regularize urban residential densification, there is scope for City support towards the various artisans manufacturing furniture, fitted kitchens and other household items to develop this sector.

C. Nodal Development

Opportunity	Notes
A development strategy for Temba City precinct approved.	The City to develop a strategy and implementation plan to stimulate investment in the Temba City precinct, synergising with property developers and micro-enterprises.

The Temba City shopping mall revitalised	The City to engage the mall owners (Public Investment Corporation; Mowana Properties) to conceptualise a strategy to revive the mall, aiming to accommodate local micro-enterprises and social enterprises.
Temba Square precinct transformed into a hub in support of social and economic opportunities.	The City to develop and implement a plan to enhance the social and entrepreneurial opportunities in Temba square and surrounding properties, focusing on upgrading park facilities, lighting, off-street parking, and paving and utilising crime prevention through environmental design tools.
Public facilities serving transport and informal trading in the CBD enhanced.	The City to implement a precinct management plan and identify strategic projects to enhance facilities, including waste management, ablutions, and taxi operations.

D. Spatial Integration

Opportunity	Notes
Bicycles (cycling) are extensively used as a means of low cost and efficient transport.	The City to promote cycling within the Hammanskraal area, through improving safety, fostering partnerships, and enhancing accessibility via an expanded network of NMT / cycle lanes.
A passenger rail service, connecting Hammanskraal to Pretoria CBD, to be developed.	The City to engage PRASA, Provincial and National government on the development of the passenger rail service and provide strategic advice on the role of the station precinct within the CBD.
Pedestrian paths / bridge connections established to link residential areas to the CBD and retail hubs.	The City to expand a network of pedestrian lanes and NMT lanes, prioritising the connection between the CBD and Temba.
Infrastructure developed to provide and enable universal access to public transport.	The City to embrace and implement designs for universal access in public transport hubs to ensure that people living with disabilities / mobility requirements have access to public transport infrastructure.
A secure pedestrian route created over the R101 within the Hammanskraal CBD.	The City to commission research / planning to identify options to re-design and re-develop the pedestrian bridge, addressing safety concerns and facilitating usage.

E. Housing and Property

Opportunity	Notes
Homeowners utilise water harvesting and solar PV technologies.	The City to strategize incentives to encourage homeowners invest in water harvesting and energy generation (solar), providing technical support through partnerships.
Encourage housing investments by the public and private sectors in strategic sites to raise population densities, encourage mixed land uses and stimulate additional economic activity.	The City to introduce procedures to fast-track higher density housing investments, including PPPs, in strategic sites, including within the CBD and Temba node.
Informal land use formalised on high-streets and villages.	The City to develop an approach (land use model) with the support of National Government to formalise unauthorised developments on land outside formal townships, focusing on commercial use along high streets and villages within the urban core.

F. Social and Community Infrastructure

Opportunity	Notes
Temba beach revitalised as a leisure / recreation destination.	The City to develop a strategy for reviving Temba beach as a leisure / recreation destination and define project components.

G. Urban Management

Opportunity	Notes
Public Employment Programmes utilised to address urban management challenges, including the maintenance of recreational and ecosystem resources.	The City to develop a strategy to re-purpose PEP to address urban management challenges, including dumping with the river system and CBD, through identifying partnerships and new approaches.

As clearly stated above, these TED development opportunities do not include infrastructure and service development requirements, as identified and planned in City documents. Amongst these matters is the need to regularise land-use, incorporating state land within the CoT town planning scheme. The City has highlighted the pressing need for a passenger rail line to connect the Pretoria CBD with the Hammanskraal CBD. This development will require strong inter-governmental support and championship within National Government and the Passenger Rail Agency of South Africa (PRASA). These infrastructural and service requirements should be prioritised in parallel with the TED project.

Part 2: Hammanskraal TED Project

In Phase 2 of the TED project, the TAT worked with the CoT teams to undertake an institutional assessment of the development opportunities and select 8 projects for implementation within the Hammanskraal TED project. The assessment required high-level transversal engagement with all affected line departments and units. An evaluation matrix tool was used 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 changes necessary for transformative development, as required in the CSP theory of change. The criteria for project prioritisation were as follows:

- 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.

The 8 projects selected for the Hammanskraal TED project were:

PROJECT 1: ENHANCE PUBLIC FACILITIES IN HAMMANSKRAAL CBD

The project goal is to achieve a highly functional, economically vibrant and well managed public environment in the Hammanskraal CBD. This can be achieved through infrastructure interventions, increased connectivity for pedestrians and NMT, traffic control and precinct management.

The TED project will contribute towards this goal by providing technical support towards an urban management and development plan for the Hammanskraal CBD sub-precinct that outlines a series of CoT management interventions, as well as detailed designs for infrastructure improvements.

PROJECT 2: DEVELOP NON-MOTORISED TRANSPORT INFRASTRUCTURE

The project goal is to improve accessibility and connectivity between the Hammanskraal CBD, Temba City precinct and Jubilee Mall (Temba local node) and Babelegi Industrial Park by providing safe and easy-to-use NMT facilities that include suitable environmental design (for maximum visibility, safety and crime reduction goals in mind) with dedicated lanes, hardened surfaces and universally accessible infrastructure (including and enabling environment with gender and disability inclusiveness and emphasis on encouraging cycling by school learners). These identified areas attract high pedestrian and NMT traffic volumes.

In contributing towards this goal, the TED project will support the City of Tshwane to advance the planning, design and implementation of strategic NMT infrastructure on routes that enhance spatial connectivity. The project will contribute towards updating and refining the Integrated Transport Plan in respect of the Hammanskraal township.

PROJECT 3: IMPROVE ACCESS TO BUSINESS DEVELOPMENT SUPPORT FOR MICRO-ENTERPRISES

The overall Project goal is to create an efficient, effective and responsive business development support service through an integrated metro (district) approach, with local level outreach components.

This TED Project aims to contribute towards this goal through developing a pilot project in Hammanskraal, to be known as an ecosystem facilitation hub, to effectively integrate local enterprises

in the business development services ecosystem. The learnings from this pilot will inform the replication of the approach in up to 7 sites. The pilot is to form part of the overarching partnership agreement between the CoT and Seda to provide business development support in the City.

PROJECT 4: ENHANCE POST-HARVEST URBAN AGRICULTURAL PRODUCTIVITY

The project goal is to develop and implement a post-harvest support programme, targeting primary producers and market traders in Hammanskraal, to enhance product value adding and strengthen local agricultural produce supply chains.

In contributing towards this goal, the Hammanskraal TED project will identify beneficiary needs in two market segments: i) small scale butcheries or meat processors and ii) producers and informal traders of vegetables. The findings of the needs assessment will be used to inform a CoT programme intervention to support these sectors to grow and benefit the township community.

PROJECT 5: REVITALISED TEMBA DAM AS A LEISURE AND RECREATION DESTINATION

The Project goal is to develop the Temba Dam precinct as a viable tourism feature in Hammanskraal, for both residents and the citizens of Tshwane. The realisation of this goal will enable the dam site, along with the natural features of the Apies River system, to contribute impactfully to social, recreational and economic advancement in the township community.

The TED Project will contribute towards this goal by supporting the City to plan for the spatial transformation of Temba Dam sites as a neighbourhood asset and strategise the activation of its existing resources and the insertion of proposals for supporting infrastructure developments.

PROJECT 6: DEVELOP A STRATEGY TO REVITALISE TEMBA CITY PRECINCT

The project goal is to achieve a highly functional, coherent and optimally performing civic and commercial precinct in the Temba area that leverages off existing social and economic assets. The realisation of this goal requires the optimisation of underperforming open spaces, including municipal land, and facilitation of private investment into property and businesses. Through a coherent public environment upgrade and institutionalisation of precinct management, the Project envisions a safe, legible, liveable urban space that provides a rich range of neighbourhood amenities, including access to micro-enterprises and street traders.

The TED Project will contribute towards this goal through supporting the City to institutionalise a development planning process to create a public investment and management plan and alignment of key stakeholders.

PROJECT 7: ENHANCE BUSINESS DEVELOPMENT SUPPORT FOR THE TOWNSHIP TOURISM AND CREATIVE ECONOMIES SECTORS

The overall Project goal is to capacitate self-employed and creative economy enterprises in Hammanskraal with market knowledge and skills to access to local tourism economy linked to game farms and conservation tourism extant in the adjacent areas to the community. Furthermore, the project will support creating valuable links to these township businesses with respect to business support and formalisation programmes.

This TED Project aims to contribute towards this goal through developing this pilot project in Hammanskraal to more effectively integrate creative enterprises into the tourism economy, and other accessible local markets, and the business development services ecosystem. The learnings from this pilot will inform the replication of the approach in other townships in the City of Tshwane.

PROJECT 8: BICYCLES ARE EXTENSIVELY USED AS A MEANS OF TRANSPORT

The project goal is to develop a thriving cycling economy in Hammanskraal, benefiting both the needs of commuter cyclists, community users and micro-enterprises, thus enhancing access to an affordable and environmentally sustainable mode of transport as well as enabling spatial integration. The attainment of the project goal will require:

- Improving access to affordable, sustainable and reliable cycling-focused mobility options as part of an improved NMT landscape.
- Opening access to social and economic opportunities through bicycles and cycling related activities, specifically incorporating inclusiveness in gender, the differently abled, and the economically marginalised who use trollies / carts (e.g., waste recyclers).
- Using bicycles to improve community safety initiatives in the area.
- Using bicycles to improve tourism opportunities in the area, by developing new tourism products, and by facilitating linkages to existing tourism opportunities.
- Consideration and implementation of bike sharing schemes.
- Improving road safety in the area through safety training initiatives.
- Enabling opportunities for businesses that support the cycling economy.

In contributing towards this goal, the CSP TED team will develop a strategy and operational plan for promoting the use of bicycles and other modes of NMT for commuting, micro-enterprise business activities, and community initiatives such as safety and security, as well as strengthening the underlying value chains.

Project Charters

The 8 TED projects are detailed in project charter documents. The projects (as set out in the charters) are the implementing mechanism for the Hammanskraal TED strategy and are institutionally embedded in the relevant line departments. The project charters detail 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 CoT in project implementation, specifying their roles and scope of support. The TAT have proposed an indicative timeframe for project implementation.

In formulating projects and implementation plans, the TAT facilitated several participatory engagements with target beneficiaries and Hammanskraal community members. These 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, with a visual summary included in the charter. To clarify the spatial focus in projects with a nodal development objective, the TAT has completed additional spatial studies and proposed conceptual designs. These were 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 CoT 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 Hammanskraal TED Project Charters have been submitted to CoT 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.

II. Abbreviations and Acronyms

ANDE	Aspen Network of Development Entrepreneurs
BBBEE	Broad-Based Black Economic Empowerment
BBSDP	Black Business Development Programme
BDS	Business Development Support
BEPP	Built Environment Performance Plan
CAHF	Centre for Affordable Housing Finance
CBD	Central Business District
CIS	Co-operatives Incentives Scheme
CoT	City of Tshwane
COGTA	Cooperative Governance and Traditional Affairs
CSP	Cities Support Programme
DSBD	Department of Small Business Development
DIMS	District Information Management System
ED	Economic Development
EDP	Gauteng City Regional Economic Development Plan
EDSE	Ecosystem Development for Small Enterprise programme
GCR	Gauteng City Region
GDS	Growth and Development Strategy
GGT	Gauteng Growing Together
GIS	Geographic Information System
GPG	Gauteng Provincial Government
IMEDP	Informal Micro-Enterprise Development Programme
MSDF	Municipal Spatial Development Framework
MTEF	Medium-Term Expenditure Framework
NDPP	Neighbourhoods Development Partnership Programme
NT	National Treasury
NYDA	National Youth Development Agency
PEP	Public Employment Programme
PPE	Personal Protection Equipment
RMSDF	Regionalised Municipal Spatial Development Framework
SEDA	Small Enterprise Development Agency
SEFA	Small Enterprise Finance Agency
SIGS	Sustainable and Inclusive Growth Strategy
SLF	Sustainable Livelihoods Foundation
SME	Small and Medium Enterprises

SMME	Small, Medium and Micro-Enterprises
SPLUMA	Spatial Development and Land Use Planning Act, 2013
StatsSA	Statistics South Africa
TAT	Technical Assistance Team
TEA	Township Entrepreneur Alliance
TED	Township Economic Development Project
TEDB	Township Economic Development Bill
ToC	Theory of Change
TOD	transit-oriented-development
TPS	Town Planning Scheme
TREP	Township and Rural Entrepreneurship Programme
TRS	Township Revitalisation Strategy
WGB	World Bank Group (South Africa)

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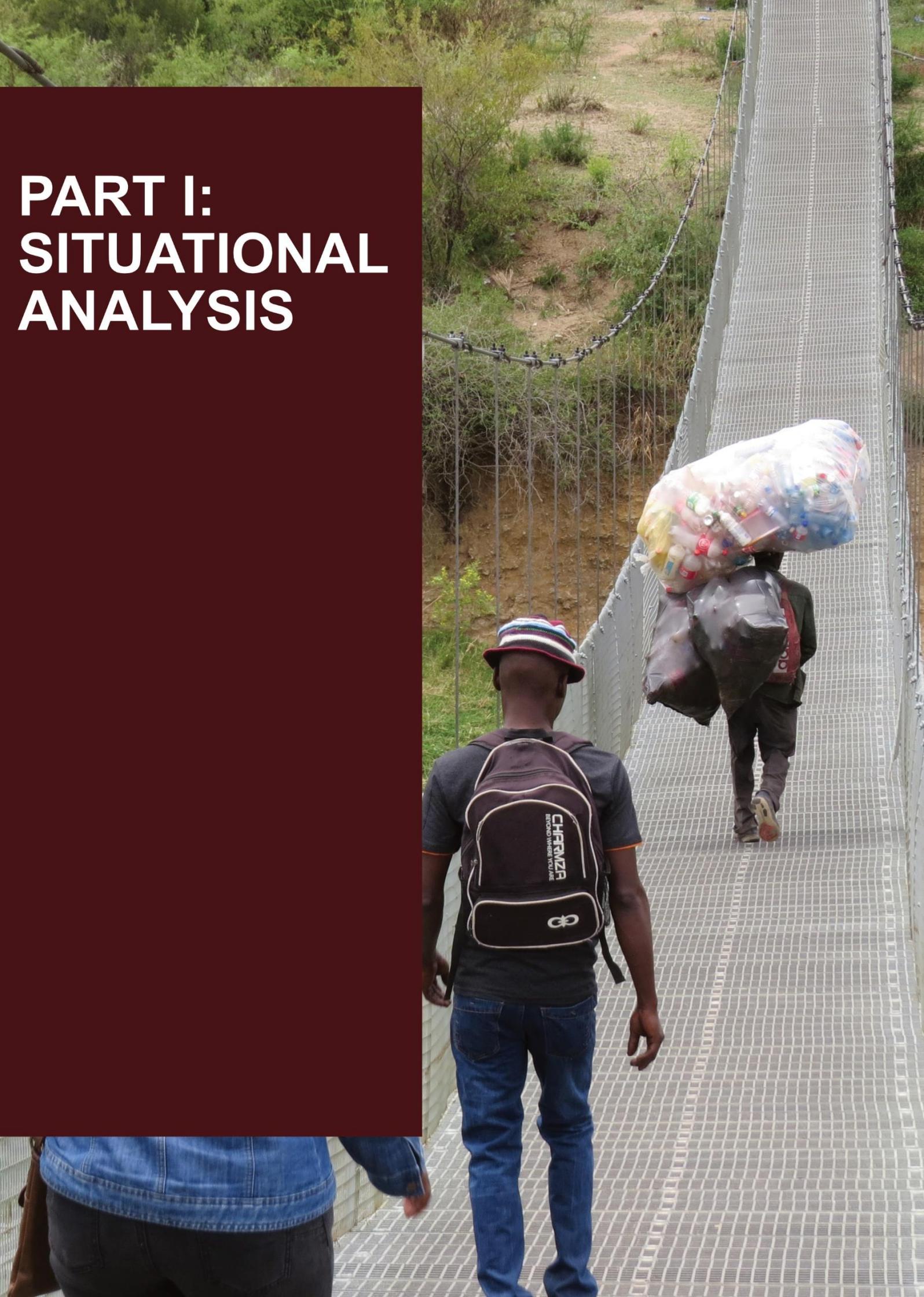
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PART I: SITUATIONAL ANALYSIS



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 CSP has entered into an agreement with the City of Tshwane Metropolitan Municipality (CoT) to provide the City with technical support for formulating and resourcing a township economy development (TED) strategy. The TED project is a three-year intervention to strengthen the capacities of the beneficiary City to strategise, plan, fund, implement and monitor TED projects within a specific township to achieve a meaningful economic development impact. In CoT, the selected site is Hammanskraal.

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

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

1.2. CSP TED Theory of Change

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

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

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

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

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

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

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

1.3. TED Project Partners

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

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

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

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

2. Approach and Methods

The TAT undertook a series of steps in preparing the Situation Analysis. The steps highlighted below were undertaken simultaneously.

2.1. Establishment of Transversal Team

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

2.2. Desk-Top Analysis

The TAT team identified all relevant municipal planning documents. These included the Built Environment Performance Plans (BEPP); spatial development frameworks (SDF); district development plans (DDP), local area plans (LAP) and plans for specific nodes; and integrated public transport network (IPTN) plans. In addition, the team accessed feasibility studies for economic projects. Through examining these documents, the consultant was able to comprehend City spatial and economic development priorities situated within Hammanskraal. The subsequent ecosystem survey and field research investigation focused on the nodes, precincts and high streets identified in these plans. The consulted plans and literature are listed in Annexure: References. We identified a total of 122 sources, comprising official publications, academic publications and unpublished reports.

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

The desk-top analysis enabled the TAT to identify aspects of the township economy in Hammanskraal that have undergone transition or recently emerged in response to changing business 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 a ***Hammanskraal Virtual Imbizo*** page on Facebook. To initiate support for the page, the TAT ran a series of advertisements and promotional campaigns which offered air-time vouchers as prizes for the 'best' contribution posted on the page via images or text. As a support base was established, the TAT utilised the Virtual Imbizo to investigate socio-economic conditions and business developments in Hammanskraal. These interventions included campaigns to understand innovative forms of non-motorised transport; to investigate the scope of activities within the creative sector; and understand peoples' leisure time activities. Through the virtual imbizo page, the TAT was able to recruit local field research to support the TAT undertake the ecosystem surveys.

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 Hammanskraal Virtual Imbizo has achieved the following level of support:

- Likes: 1345
- Follows: 1379

The Virtual Imbizo page recognises the multi-stakeholder composition of the TED development process in Hammanskraal, including the City, project partners and the CSP. The TAT will manage the page for the duration of the project. The goal in Phase 1 was to achieve 1000 unique followers.



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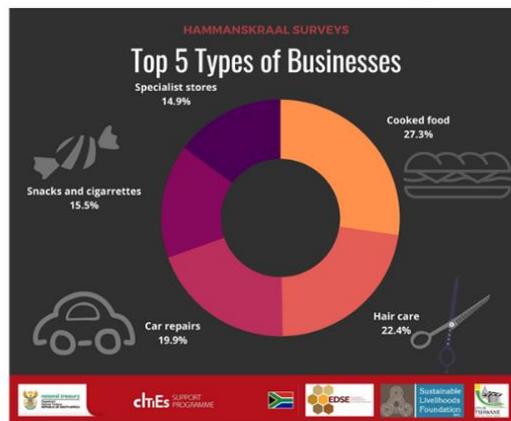
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1. Cover Image
2. Profile Picture
3. Fieldworker Recruitment
4. Participatory Action Engagement for the Automotive Sector
5. Heritage Day Participatory Action Engagement
6. Micro-Enterprise Promotion
7. Survey Infographic

Figure 1: Examples of Content Published on the Hammanskraal 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 requirement 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 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.

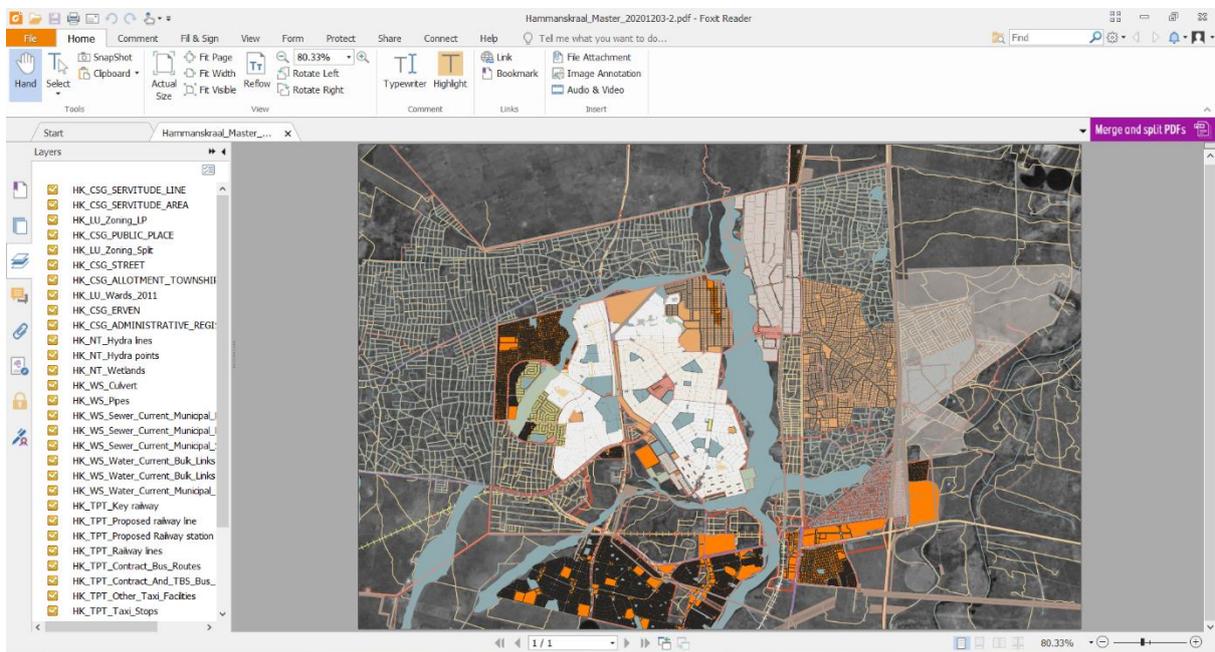


Figure 2: Interactive GIS Tool

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

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, as indicated in the respective sections. Within each of these micro-context analyses, the analysis has sought to indicate the proposed building footprint of developments as identified in project plans. The TAT 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 in 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 team recruited, via the virtual imbizo platforms, and trained local researchers for this purpose. In the field, information was recorded on hand-held tablets, with the questionnaire built within the CommCare app. The tablets permitted the researchers to capture photographic and geospatial data, whilst the app enabled the data to be safely stored in the cloud.

Field research was undertaken from August to November 2020. The local field researchers were supported by experienced SLF researchers & consultants as well as collaborators from the EDSE project. The 7 local field researchers were selected from 109 applications. Measures were instituted to ensure that the field research team adhered to recommended guidelines to minimise exposure to COVID-19.

In Hammanskraal the researchers undertook 499 interviews, which included surveys of 368 township micro-enterprise businesses. We recorded 54 small and medium enterprises (SMEs) (including larger non-corporates), 7 corporates, 27 business 'hotspots', and 37 institutional services including '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

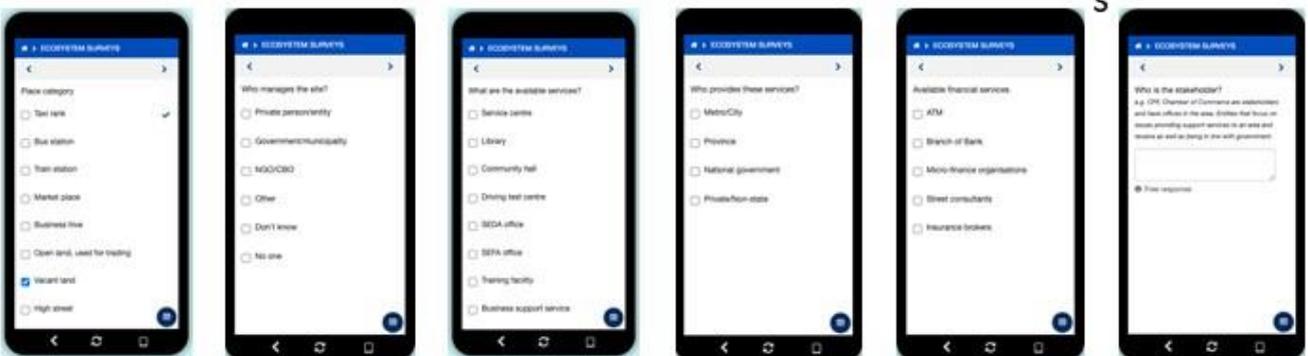


Figure 3: Ecosystem Survey Tool in the CommCare App



1.



2.



3.



4.

Figure 4: Fieldwork Team in Hammanskraal

Description of figures 1 -4:

1. *Covid-19 control protocols were instituted on a daily basis.*
2. *The survey focussed on key hotspots.*
3. *All micro-enterprises were surveyed in-situ.*
4. *A field worker interviewing a survey participant.*

2.6. Site Field Research and Engagement

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

- The Central Business District (CBD) precinct, including some informal traders,
- Renbro Centre,
- Temba City precinct,
- The Old Warmwatersbad Road (R101) from the city centre towards the Babelegi Industrial park,
- Harry Gwala Avenue, including the areas surrounding the Jubilee Mall,
- Temba Road,
- Temba dam,
- Crafters Market, Dinokeng Reserve,
- Temba Stadium,
- Temba square,
- Mandela Sports Ground / Hammanskraal Sports Complex,
- Dilope.

The enterprise surveys were mainly undertaken with the CBD, along the R101, within the Temba City Precinct, and along Harry Gwala Avenue. The team endeavoured to interview traders within the 'station' precinct but were frustrated from undertaking the research through 'gatekeeping' by the trader committee leadership.

The team inspected the taxi ranks at the Renbro Centre, the Kopanong Centre, and at the Jubilee Mall.

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 has 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 have 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 dataset, engaging with stakeholders and brief field research, including primary data collection. The approach did 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 Hammanskraal falls within the municipal boundaries, it comprises multiple land administration systems, both the metropolitan system and traditional authority systems.

The complexities in characterising the site are also reflected in the general shortage of site specific data. Cities 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.

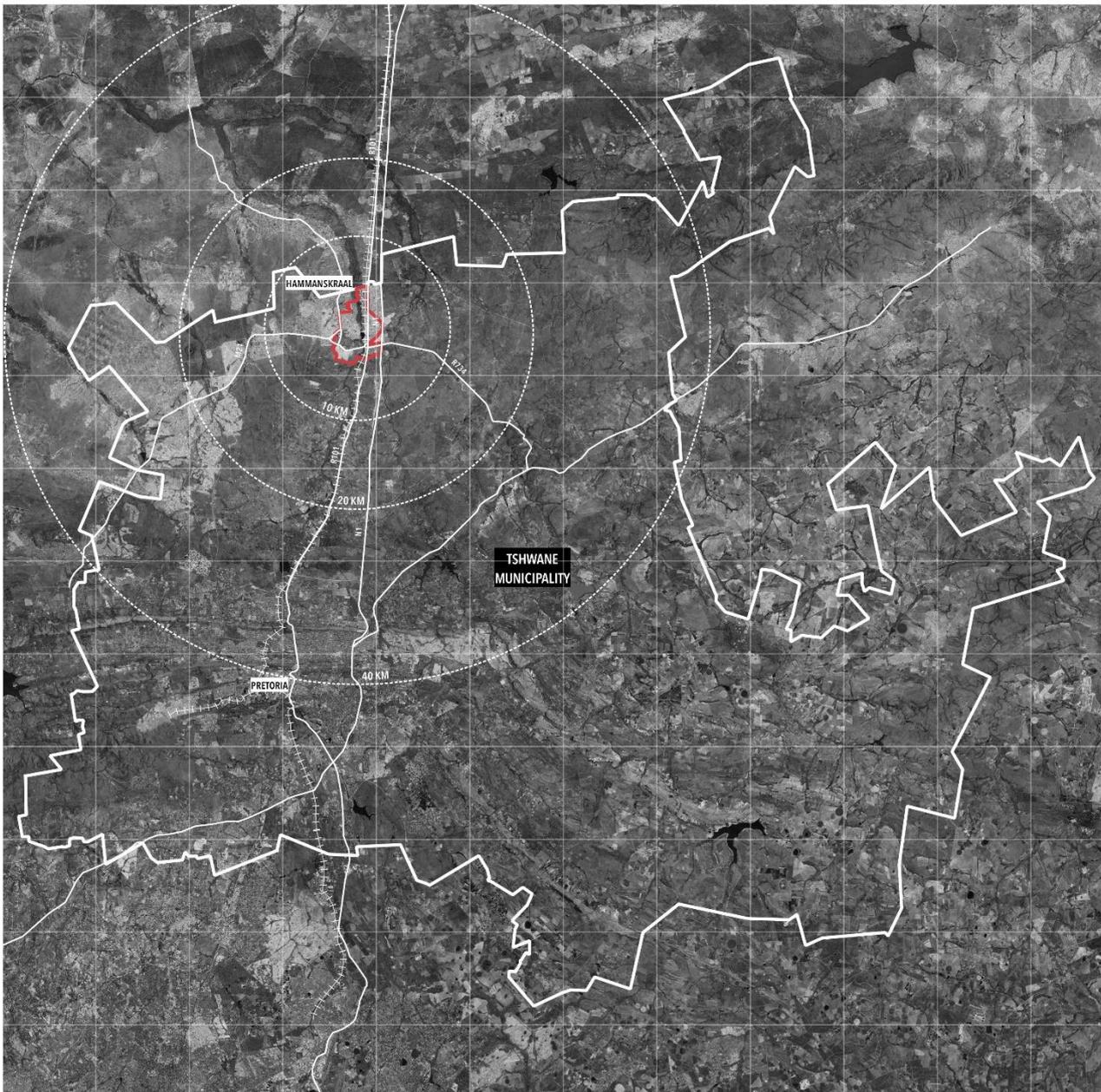
Shortly after the commencement of the project, the Covid-19 pandemic necessitated strict control measures (lockdown), which then limited opportunities for in-person engagements and field-based activities. Online engagements were instituted and proved to be a partially effective substitution for in-person meetings and consultations. But whilst these engagements would permit organisational efficiency, they did not enhance the process of building repour with the project steering team and nor were more thorough day-long workshop possible. The TAT was only able to commence field research after the introduction of level 3 restrictions. 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 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).

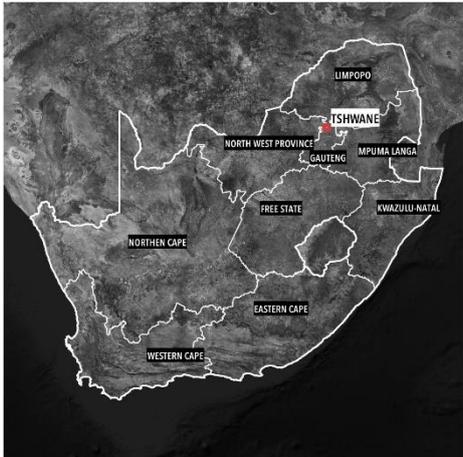
4. Project Site

Hammanskraal is situated approximately 45km north of the Pretoria CBD. The site is positioned on the provincial boundary between North West and Gauteng, falling into Region 2 of the City of Tshwane.

The site comprises a core area and a secondary area. The core area comprises the following sub-places (StatsSA): Babelegi Industrial, Marokolong SP, Temba Unit 1, Kanana, Kudube Unit2, and Leboneng. The focus on the urban core, including the CBD, aligns with City priorities to foster economic development in the commercial heart of the area. The secondary area comprises the sub-places of: Kudube Unit 10, Kudube Unit 11, Sekampaneng, Ramotse, Kudube Unit D, Temba Unit D, and Temba Unit 11. The area is shown in Map 1.



TSHWANE STUDY AREA



LOCATION KEY

- KEY**
- TSHWANE MUNICIPALITY**
 - 1. Base Map**
 - 1.1 Extents**
 - Hammanskraal Study Area
 - Tshwane Municipality
 - 1.2 Connectivity**
 - Highways
 - Railway Lines

TSHWANE MUNICIPALITY | HAMMANSKRAAL

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

Map 2: Hammanskraal in the Context of the City of Tshwane

5. Institutional Ecosystem

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

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

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 DSBD mandate are discussed below:

5.1.1. Small Enterprise Development Agency

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

An ecosystem appraisal undertaken as part of the inception of the 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 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 123 (R56.2 million) to 77 (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 DSBD contribution to the facility is up to R5 million per project. R55.4 million has been disbursed from November 2017 up to August 2019 covering 15 shared infrastructure facilities in the Eastern Cape, Limpopo, Western Cape, North West and Kwa-Zulu Natal from which 454 enterprises benefitted. 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 DSBD and the Department of Science and Technology; the grant is administered by SEFA. It targets black-owned businesses in townships and rural areas.

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

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 DSBD to provide finance for small-scale (emerging) farmers.

5.1.8. Township and Rural Entrepreneurship Programme

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

- Auto body repairers & mechanics: R225 million
- Bakeries & confectioneries: R100 million
- Clothing, textile and leather: R105 million
- Tshisanyama (braai restaurants): R 50 million
- Spaza shops support programme: R138.5 million
- Personal care services: R90 million

Current priorities within the programme include:

- **Small-scale Bakeries** – the assistance comes in the form of a financial package, through SEFA, structured to cover the cost for equipment and working capital. It also proposes an off-take agreement with Spaza's for distribution of goods.
- **Informal and small-scale clothing/textile** producers – this support is aimed at the funding of small clothing or textile makers 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 DSBD 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. 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 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

5.1.12. 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

5.1.13. 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. Gauteng Province Programmes

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

5.2.1. Growing Gauteng Together 2030

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

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

The GPG aims to establish innovation systems linked to each high growth sector. According to the Premier, by 2025, the GCR will have three fully operating Special Economic Zones, in Ekurhuleni, Tshwane and Sedibeng. In addition, there will be fifteen revitalised industrial parks, twelve agri-parks

and five agro-processing facilities across the five corridors. This will be a single industrial ecosystem that supports the 10 high-growth sectors and township SMMEs.

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

5.2.2. The Township Economic Revitalisation Action Plan

While part of the wider strategy of GGT, the GPG has also paid particular attention to township economic development, using instruments TRS and the Township Revitalisation Action Plan. The Action Plan is to be updated every two years. Townships are considered hostage to the following trends:

- Township economies provide cheap labour to established nodes & absorbs new migrants/ surplus labour.
- They are defined by disproportionate concentration of lower income households and lower skill levels.
- Townships are defined by the relative absence of formal retail and commercial facilities results in leakage of consumer spend to more established areas.
- Townships are characterized by non-residential activity [that] is informal, fragmented and non-competitive.
- Private sector investment levels, while slowly increasing in certain relatively well-located townships, are still very low.
- Regulation under democracy has largely applied legal instruments designed for more formal, developed and relatively prosperous areas. An inability to enforce these has left a regulatory vacuum, which has amplified the high levels of informality.
- Despite GPG's allocation of over R20 billion to township enterprises, market conditions make it very difficult to translate this into business creation or expansion in townships.
- Almost all township firms are small, informal SMMEs who cannot access formal markets and financing for the goods and services they could provide.
- These small firms are immensely vulnerable in the face of corporate competition.
- For those selling services, the lack of proper commercial districts and high streets limits them to operating from homes or pavements.
- The township real estate market faces its own specific version of this market failure – single story, informal rentals in backyards not connected to services (other than through the main house) are now the situation in which 1 in 4 households in Gauteng now live, but there is no affordable financing, nor support to resolve issues such as land title, ownership, zoning.

Informed by the above, the policy approach being taken by GPG has been developed and incorporates the following elements:

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

This analysis underpins the proposed Township Economic Development Bill.

5.2.3. The Township Economic Development Bill

The GPS Legislature introduced the Township Economic Development Bill (TEDB) in the June 2020. Its finalisation requires further refinement and delegation of tasks with respect to the functional areas over differing Provincial and Municipal legislative competence as well as executive authority and administrative control. The intention of the TEDB is to specify which areas are townships, and to 'greenline' these for certain forms of regulatory reform. The Bill introduces the notion of a Standard By-Law for Developmental Township Governance that reflects the regulatory principles of the Bill, with municipalities in Gauteng expected either to adopt the recommended Standard By-Law or demonstrate how their regulations comply with the regulatory principles in the Bill (Act), as relevant to townships.

The TEDB outlines the following additional BDS measure:

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

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

- **The SME Clearing House**

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

- **A focus on High Streets**

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

5.3. Other Enterprise Development Support

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

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

5.3.1. Gauteng City Region Development Plan (2015-2020)

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

approach would have high multiplier effects in terms of inclusion. The township economy could potentially benefit from investments in these sectors, which are nominated in the priority list below:

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

Within the context of these overarching provincial strategies, the City of Tshwane has developed its own series of guiding policies and programmes.

5.4. City of Tshwane Programmes

5.4.1. City Policies

Tshwane is guided by its 2030 Development Strategy which builds on South Africa's National Development Plan of 2011. Within the Development Strategy, the Tshwane 2030 Development Strategy espouses the City's vision for a sustainable and prosperous future. An important component of the strategy that relates to economic activities and sector support is the Sustainable and Inclusive Growth Strategy (SIGS) which was released in 2016. Through the SIGS, the City has prioritised selected sectors, including:

- Knowledge Economy - As a capital city, the City has a distinctive competitive edge to lead the knowledge economy in the country. It hosts four (4) of the seven public higher education institutions and boasts the highest concentration of science councils in the country. With this high concentration of research and academia centers, the City has prioritised the knowledge economy to drive access to education, economic growth and global recognition as an education and research and development (R&D) hub.
- Agricultural Production and agro-processing. Agribusiness is an integral part of economic development in Tshwane. SIGS (2016) identified several strategic objectives that rationalized its focus on agribusiness, including: investing in infrastructure for production and processing, developing and dedicated land for security (poverty alleviation), and supporting high yield and exportable crops; providing access to finance; improve skills and knowledge base of small-

holder farmers; facilitating market access to new geographies both domestically and globally; and creating permanent and seasonal jobs

- Tourism and marketing the City as a choice location for investments, attracting business and leisure travelers, unlocking new opportunities for emerging entrepreneurs in local travel and tourism services and products.

Matters such as the green economy and spatial transformation fall within the Tshwane Regional Spatial Development Framework (RSDF), 2018. This provides a specific spatial development framework for each region and focuses on spatial transformation, economic transformation and ecological transformation.

Tshwane is guided by an Integrated Development Plan (IDP), which is scheduled for review in 2021. Once revisited, the new version of the IDP will define the strategic pillars that serve to guide the development agenda for the City over a five-year period. Older, but still relevant is the Tshwane Growth and Development Strategy (GDS) from 2006 which is aimed at targeting high-impact, fast track interventions to unlock key enablers of accelerated and shared growth. The main sectors of the City economy include automotive manufacturing, mining, retail, finance and support services sectors; each of which has sector specific plans. As part of the City's business incubation programme to support SMMEs within the automotive industry, the City appointed the Ga-RanKuwa Automotive Co-operative to provide mechanical and autobody repair services to its fleet.

Within the draft Tshwane MSDF (September 2019) it is noted that the local manufacturing sector can also support the township economy. The GPG has assisted with access to markets and invested substantial resources in industrial infrastructure including industrial parks and automotive hubs. These investments are mainly driven through the Gauteng TRS.

The City has a land release strategy to make available portions of land for business development, especially in townships to advance black economic empowerment and to revitalise the township economy.

5.4.2. Capital Economic Outlook (2016)

In order to accelerate growth of township economies, the City has undertaken core projects which in turn will contribute towards poverty alleviation and job creation. The breakdown of the 2015/16 financial year achievements and plans includes:

- Support of an eco-furniture factory in Ga-Rankuwa: R1.5 million towards rental and utility services.
- Development of a youth-owned township bakery facility worth R3.8 million was launched in Soshanguve in 2015/16.
- A R6.6 million car wash.

- A brick-making facility in Mamelodi has been allocated R4.9 million.
- R3 million set aside for construction of a paper towel manufacturing facility.
- A fresh produce facility received R13.5 million for three years, including R3 million in 2015/16 for construction in Marabastad.
- Rolling out a free WiFi programme in public spaces in the township communities of Soshanguve, Mamelodi and Atteridgeville.

6. Enterprise activity

6.1. Micro-Enterprise Ecosystem

6.1.1. Approach

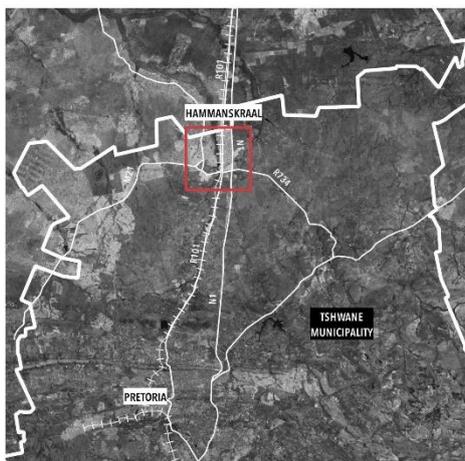
The Hammanskraal ecosystem survey was conducted in October and November 2020. The aim of the ecosystem survey was to record evidence of: i) business activities, ii) institutional facilities and iii) business hotspots and spatial opportunities. It is important to note that the ecosystem survey is designed to provide a snapshot of business activities. A full census would require extensive field research, the scope of which is outside of the ToRs of the service provider.

The research team surveyed 429 businesses (micro-enterprises, SMEs and corporates), recorded 27 business hotspots and 34 institutional services.

The image below provides an overview of economic activity in Hammanskraal, as documented by the field researchers within investigated business and residential portions of Pinetown South. Points in red are businesses; points in blue are institutional services, such as schools, municipal halls, libraries and other community facilities; and points in yellow are the business hotspots where clusters of business activities were located (such as intersections or shopping malls).



HAMMANSKRAAL FOCUS AREA BASE MAP



LOCATION KEY

- KEY**
- HAMMANSKRAAL**
- 1. Base Map**
- 1.1 Extents**
- Hammanskraal_Study_Boundary
- 1.2 Nodes**
- TED Focus Area
 - HMK_Temba Precinct_Extent
 - HMK_Temba_Extent
 - Hammanskraal Study Area
- 1.3 Connectivity**
- Main Highway
 - Arterial Roads
 - Railway Lines

- Ecosystem survey**
- Institutional service [36]
 - Business hotspot [27]
 - Enterprise [427]

TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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

Map 3: Businesses, Business Hotspots and Institutional Services

Of the 429 businesses identified, 7 (2%) were Corporates, 56 (13%) were SMEs, and 366 (85%) micro-enterprises. All corporates and 44 (94%) of SMEs were formal businesses that adhere to the legal and administrative requirements of government whilst 253 (69%) of micro-enterprises self-reported as informal enterprises.

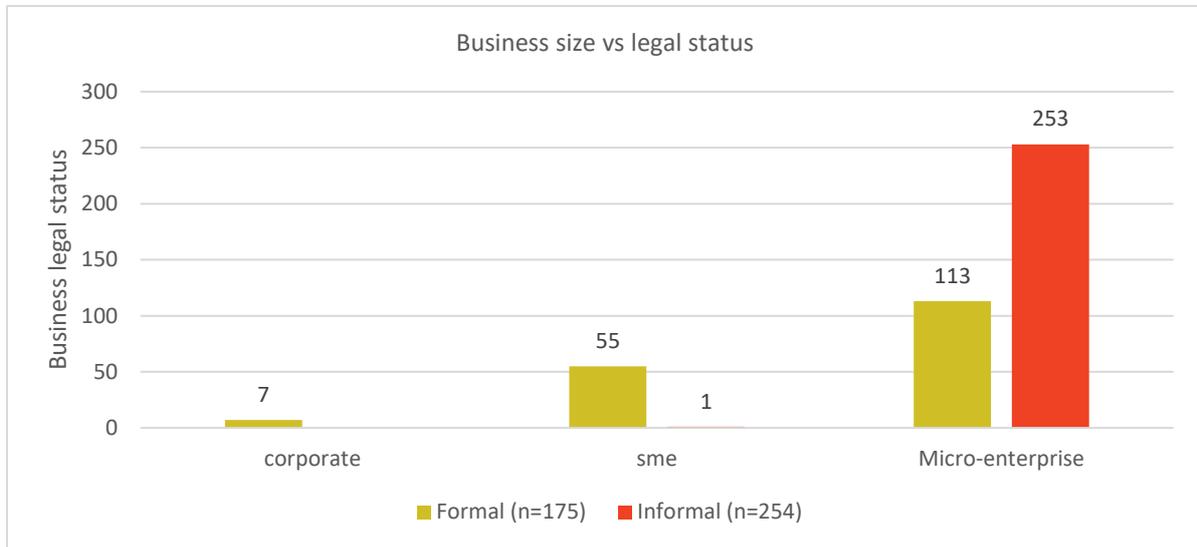


Figure 5: Overview of business size and legal status

6.1.2. Business Categories

Micro-enterprises make up 85% of businesses identified in Hammanskraal. Of the 366 micro-enterprises, 78% (285) of businesses were open for trade during the research period and full interviews were recorded. The range of categories is shown in Figure 6 below. Retailing is the predominant theme of business, reflected in the most common categories were micro-enterprises selling clothes (10%/44), vegetables (10%/44), cooked food (9%/40), snacks & cigarettes (9%/39) and hair salons (8%/35).

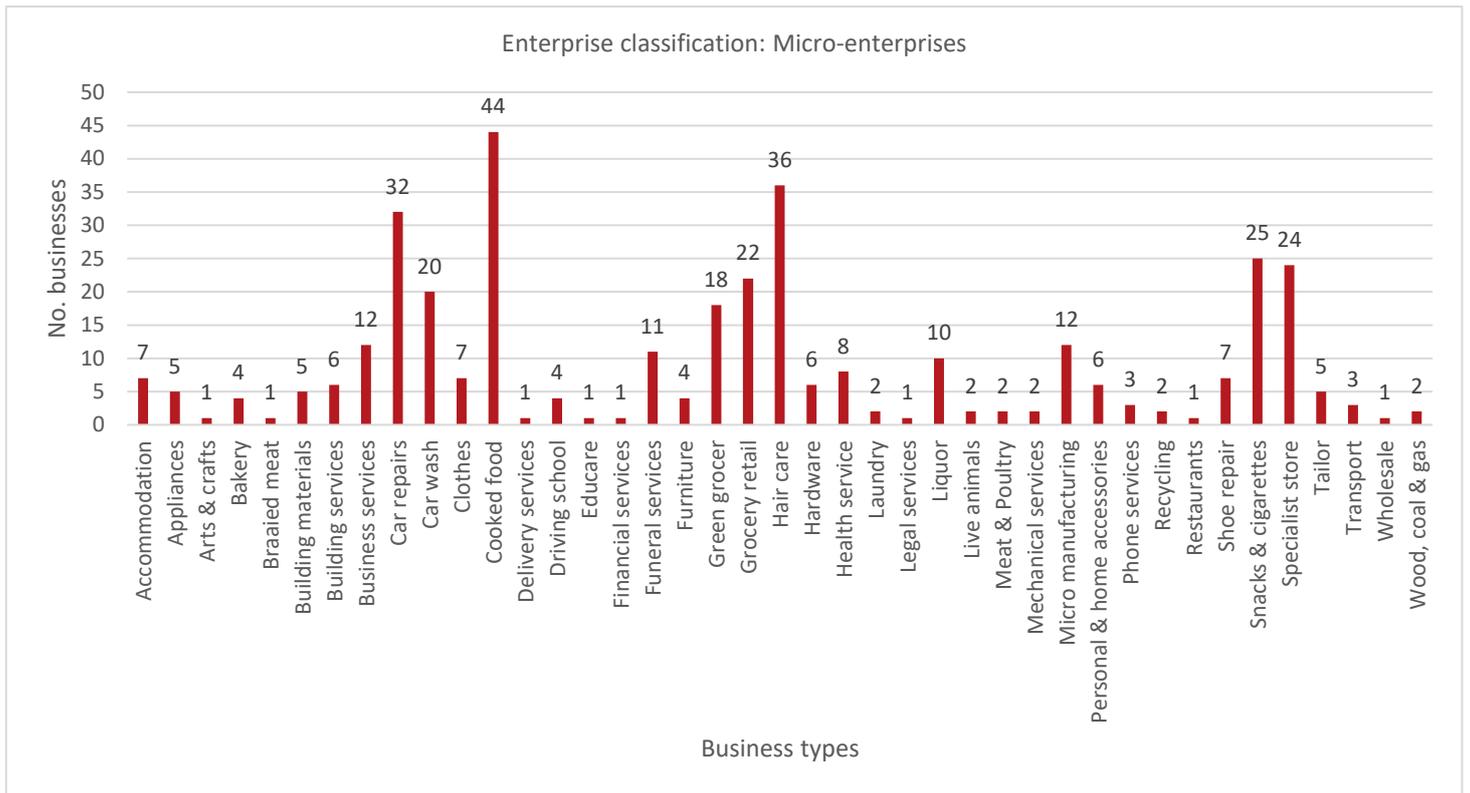
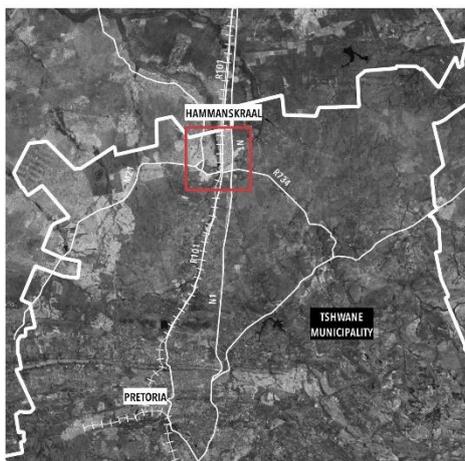


Figure 6: Micro-enterprise businesses by enterprise classification



HAMMANSKRAAL FOCUS AREA BASE MAP



LOCATION KEY

KEY
HAMMANSKRAAL

- 1. Base Map**
- 1.1 Extents**
 - Hammankraal_Study_Boundary
- 1.2 Nodes**
 - TED Focus Area
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 - Arterial Roads
 - Railway Lines

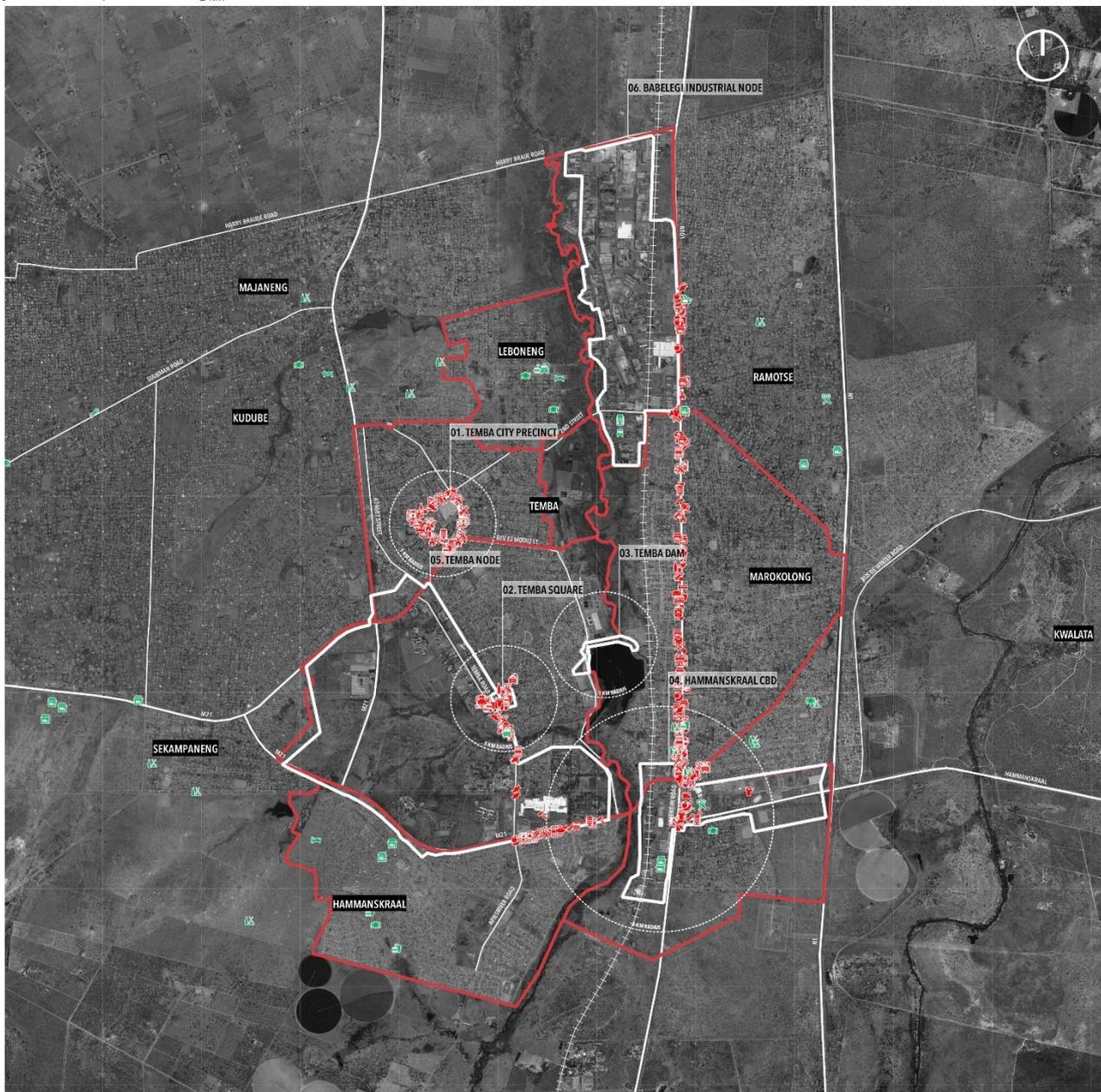
Micro-enterprise [364]

- ➔ Cooked food [44]
- ➔ Car repairs [36]
- ➔ Hair care [36]
- ➔ Snacks & cigarettes [25]
- ➔ Specialist store [23]
- ➔ Grocery retail [22]
- ➔ Car wash [20]
- ➔ Green grocer [18]
- ➔ Business services [12]
- ➔ Micro manufacturing [12]
- ➔ Funeral services [11]
- ➔ Hardware [11]
- ➔ Liquor [10]
- ➔ Health services [8]
- ➔ Accommodation [7]
- ➔ Clothes [7]
- ➔ Shoe repairs [7]
- ➔ Building services [6]
- ➔ Personal & home accessories [6]
- ➔ Appliances [5]
- ➔ Tailor [5]
- ➔ Bakery [4]
- ➔ Driving school [4]
- ➔ Furniture [4]
- ➔ Phone services [3]
- ➔ Laundry [2]
- ➔ Live animals [2]
- ➔ Recycling [2]
- ➔ Wood, coal and gas [2]
- ➔ Arts & crafts [1]
- ➔ Braaiid meat [1]
- ➔ Delivery services [1]
- ➔ Educare [1]
- ➔ Financial services [1]
- ➔ Legal services [1]
- ➔ Meat & Poultry [1]
- ➔ Restaurant [1]
- ➔ Transport [1]
- ➔ Wholesaler [1]

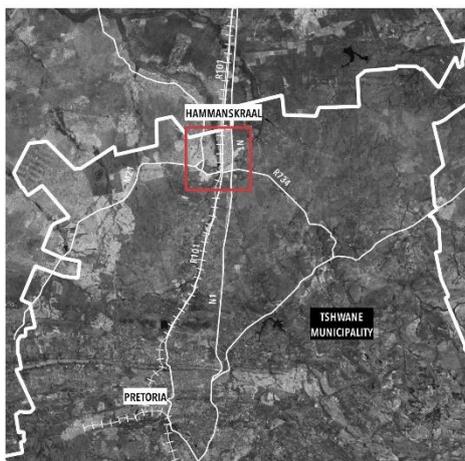
TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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Map 4: Micro-Enterprise Businesses by Enterprise Classification



HAMMANSKRAAL FOCUS AREA BASE MAP



LOCATION KEY

KEY

Micro-enterprise: Open source [54]

- Tavern [16]
- Grocery retail [12]
- Restaurant [8]
- Accommodation [4]
- Take-aways [4]
- Car wash [2]
- Hair salon [2]
- Appliance sales [1]
- Car repair [1]
- Hardware [1]
- Security service [1]
- Transport service [1]

Micro-enterprise: Survey [364]

- Cooked food [44]
- Car repairs [36]
- Hair care [36]
- Snacks & cigarettes [25]
- Specialist store [23]
- Grocery retail [22]
- Car wash [20]
- Green grocer [18]
- Business services [12]
- Micro manufacturing [12]
- Funeral services [11]
- Hardware [11]
- Liquor [10]
- Health services [8]
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- Clothes [7]
- Shoe repairs [7]
- Building services [6]
- Personal & home accessories [6]

- Appliances [5]
- Tailor [5]
- Bakery [4]
- Driving school [4]
- Furniture [4]
- Phone services [3]
- Laundry [2]
- Live animals [2]
- Recycling [2]
- Wood, coal and gas [2]
- Arts & crafts [1]
- Braaid meat [1]
- Delivery services [1]
- Educare [1]
- Financial services [1]
- Legal services [1]
- Meat & Poultry [1]
- Restaurant [1]
- Transport [1]
- Wholesaler [1]

TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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Map 5: Survey and Open-Source Micro-Enterprises by Classification



1.



2.



3.



4.



5.



6.

Figure 7: Examples of Enterprises in Hammanskraal

Description of figures 1 – 6:

1. Container-based bakery
2. Vehicle Servicing batteries
3. Engine overhaul
4. Nail Bar
5. Arts and crafts
6. Tyre fitment

Demographics

The demographics of business ownership in Hammanskraal are diverse in origins. Of the 285 micro-enterprises interviewed, 70% (200) are operated by South Africans. Of the 29% of non-South Africans running businesses in Hammanskraal, the majority are immigrants from Zimbabwe (14% of total sample) and Mozambique (5% of total sample). The great majority of immigrant business owners in the site are from Africa, although some representatives from the subcontinent including India, Pakistan and Bangladesh were present.

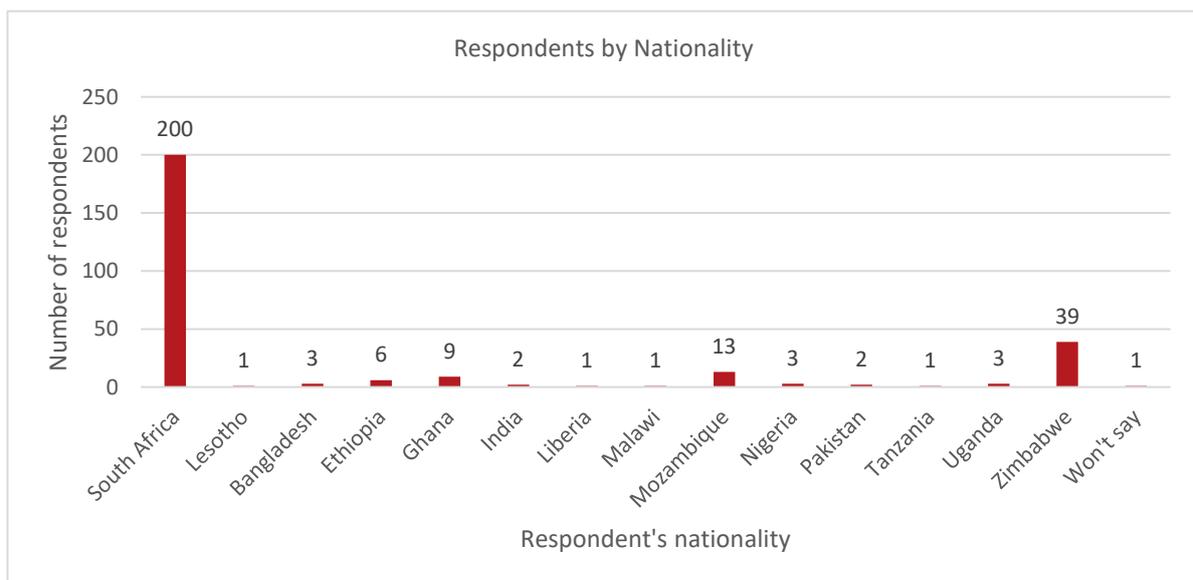


Figure 8: Nationality of respondents

The nature of the Hammanskraal informal economy is that of both survivalist / self employment, but also job creation. Some 157 (55%) of the respondents interviewed in the business reported as the owners, 6% were running the business in a partnership (18), and 39% were employees (110).

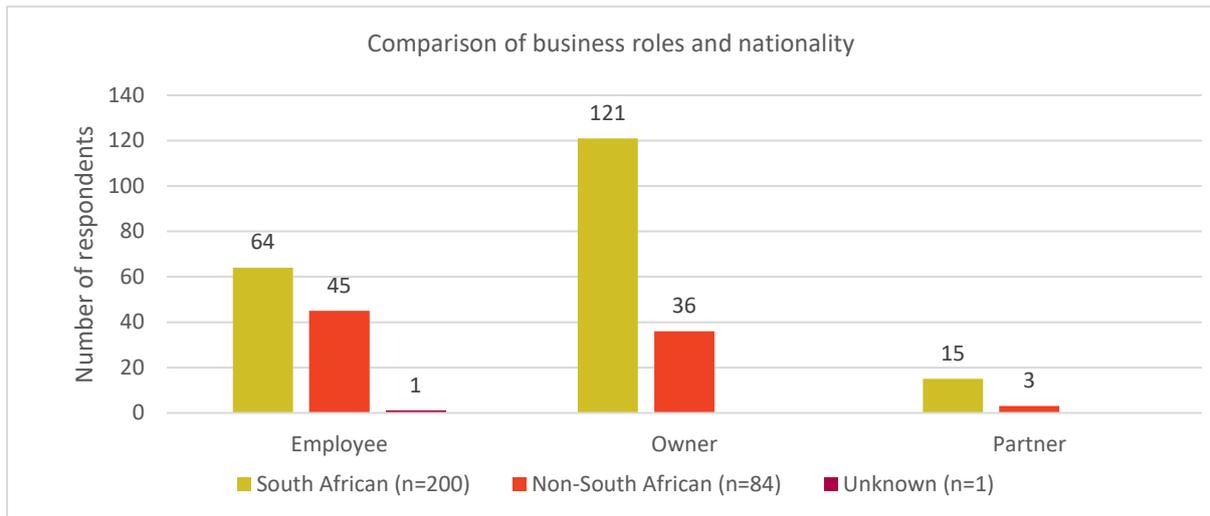


Figure 9: Respondent business roles and nationality

Similar to other sites the local informal economy is skewed towards male business operators and relatively younger age cohorts. Hammanskraal hosted one of the highest proportion of male owned businesses compared to the other research sites. In this case 72% (204) of the respondents were men, 32% (65) of whom were in their 30s. More than half of all women (48) were in their 30s (24) and 40s (24). The young profile of females in the township economy is likely a further reflection of women balancing both family (child-care) and livelihoods responsibilities.

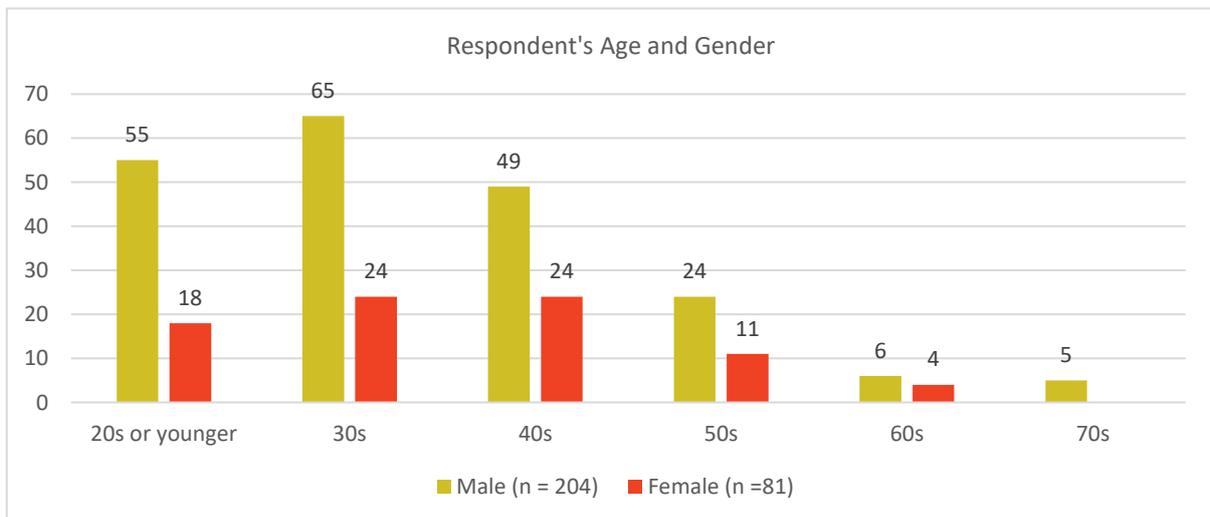
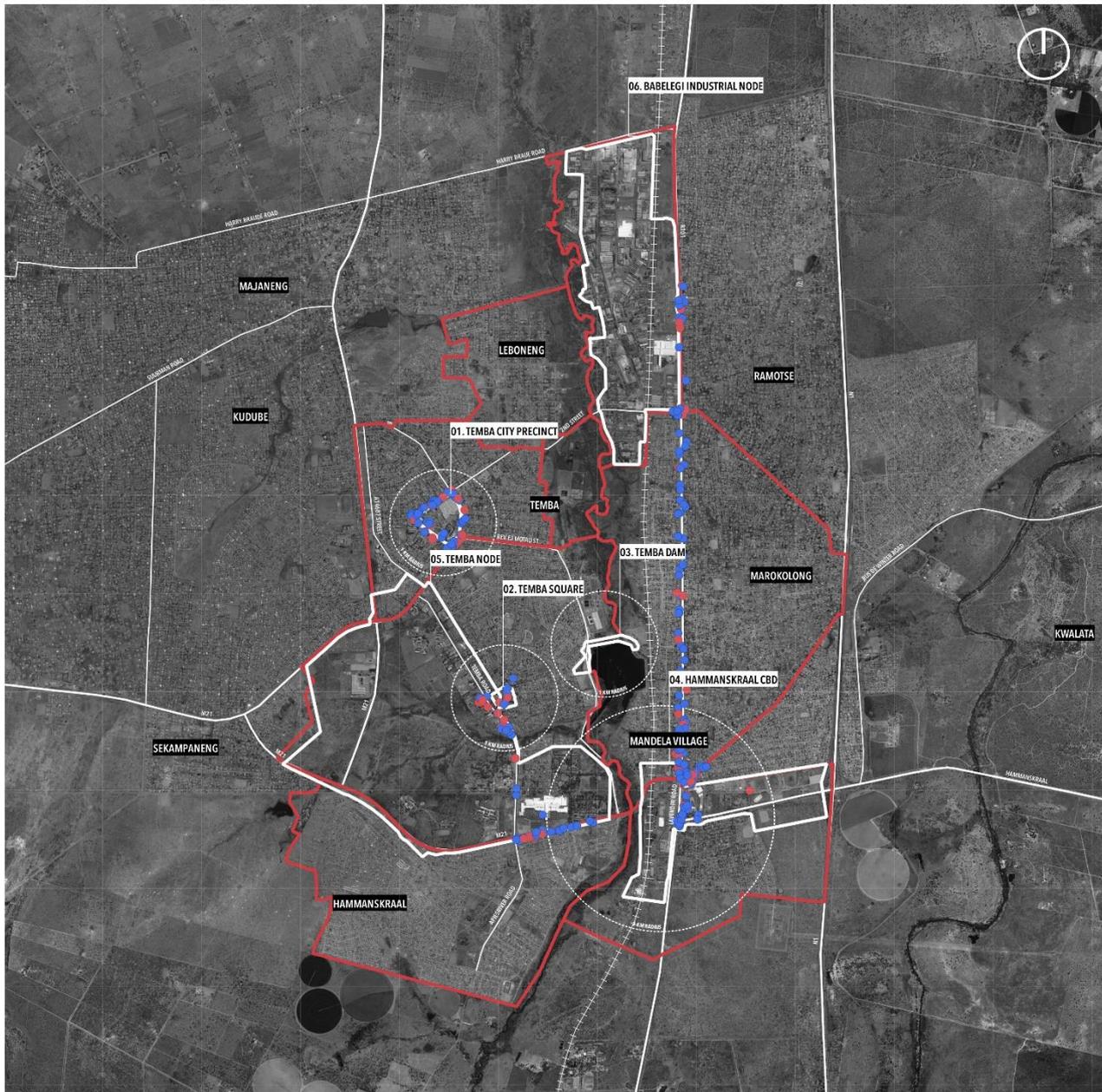
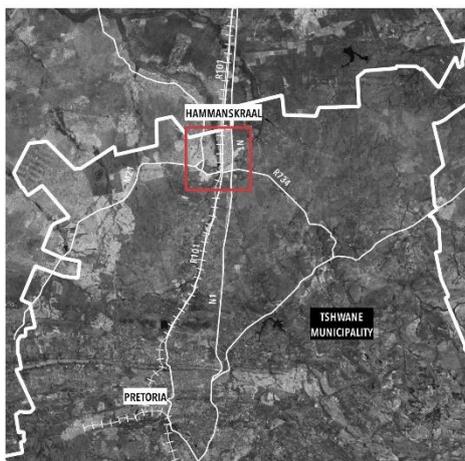


Figure 10: Respondent age and gender



HAMMANSKRAAL FOCUS AREA BASE MAP



LOCATION KEY

- KEY**
- HAMMANSKRAAL**
- 1. Base Map**
- 1.1 Extents**
- ▭ Hammanskraal_Study_Boundary
- 1.2 Nodes**
- ⊙ TED Focus Area
 - ⊙ HMK_Temba Precinct_Extent
 - ⊙ HMK_Temba_Extent
 - ⊙ Hammanskraal Study Area
- 1.3 Connectivity**
- Main Highway
 - Arterial Roads
 - ⊕⊕ Railway Lines
- Gender [285]**
- Male [204]
 - Female [81]

TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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Map 6: Micro-Enterprise Respondent Gender

6.1.3. Business Dynamics

The majority (62%) of micro-enterprises operated from informal trading spaces such as open ground or non-demarcated trading sites in the vicinity of the street. Overall, trading structures included 32% (90) businesses operating from a shack or shed, 14% (41) from a street trading table or stand, 8% (24) from a private house, and 7% (19) from a container. A number of businesses were housed in business complexes such as light industrial dwellings that clustered together likeminded enterprises (such as car related businesses, or welding and fabrication activities).

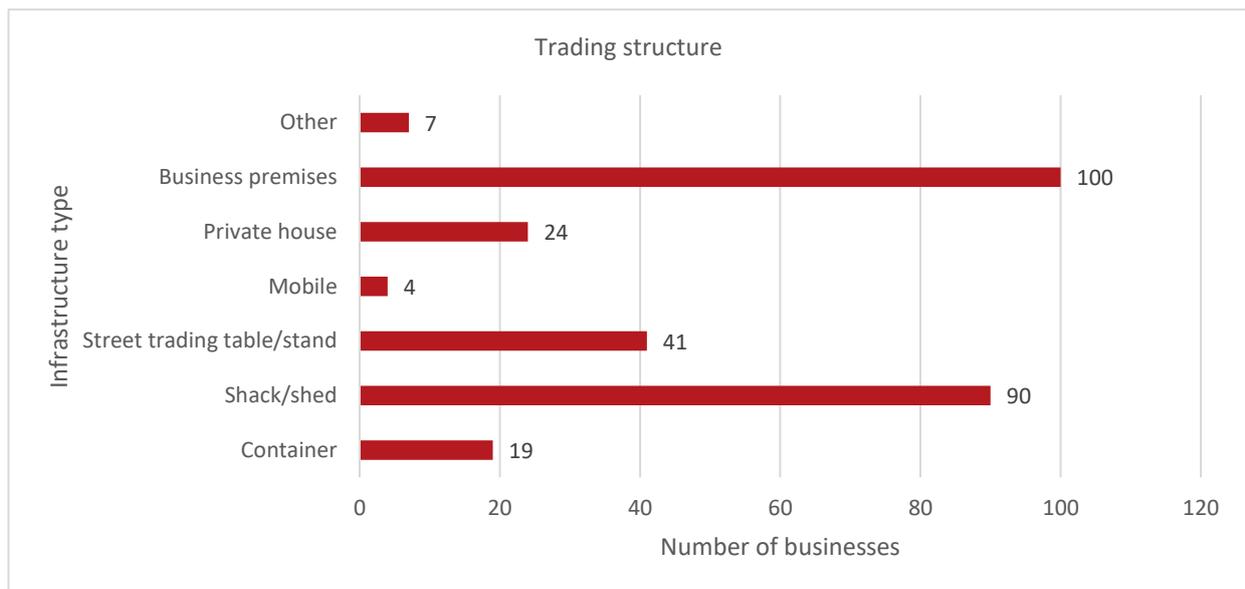
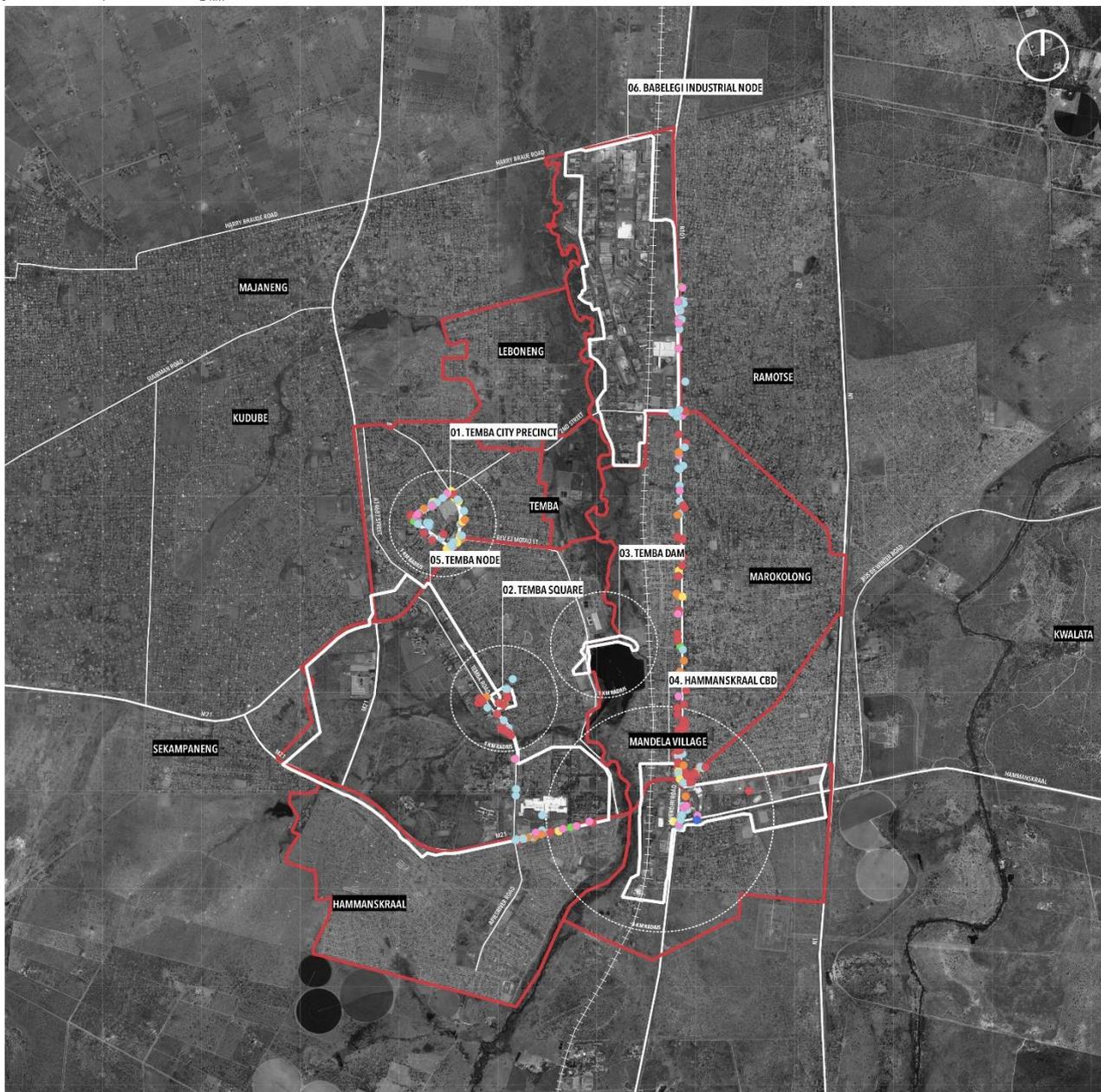


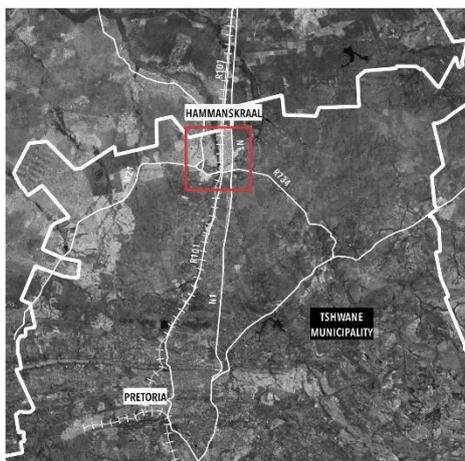
Figure 11 Business infrastructure



Figure 12: Many businesses require public access to function optimally



HAMMANSKRAAL FOCUS AREA BASE MAP



LOCATION KEY

KEY

HAMMANSKRAAL

- 1. Base Map**
- 1.1 Extents**
 - Hammanskraal_Study_Boundary
- 1.2 Nodes**
 - TED Focus Area
 - HMK_Temba Precinct_Extent
 - HMK_Temba_Extent
 - Hammanskraal Study Area
- 1.3 Connectivity**
 - Main Highway
 - Arterial Roads
 - Railway Lines

Structure [285]

- Business premises [100]
- Shackshed [90]
- Street trading tablestand [41]
- Private house [24]
- Container [19]
- Other [7]
- Mobile [4]

TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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Map 7: Micro-Enterprise Trading Structures

Rent

Rental incomes are clearly an important part of landowner income streams in the site. Just under half (47%) of respondents reported the businesses paid rent for the premises they occupied. A quarter of these rent payers (68) were business owners, with just under half (84) of South Africans, and two thirds (51) of non-South Africans paying rent for their trading site. The monthly rental amounts varied, ranging from R100 for a site on open ground with no services to R10,000 for a brick and mortar built structure. Most common monthly rental amounts were between R1,000 and R2,000 with 21 respondents paying R1,000, 14 paying R1,500, and 17 paying R2,000 per month.

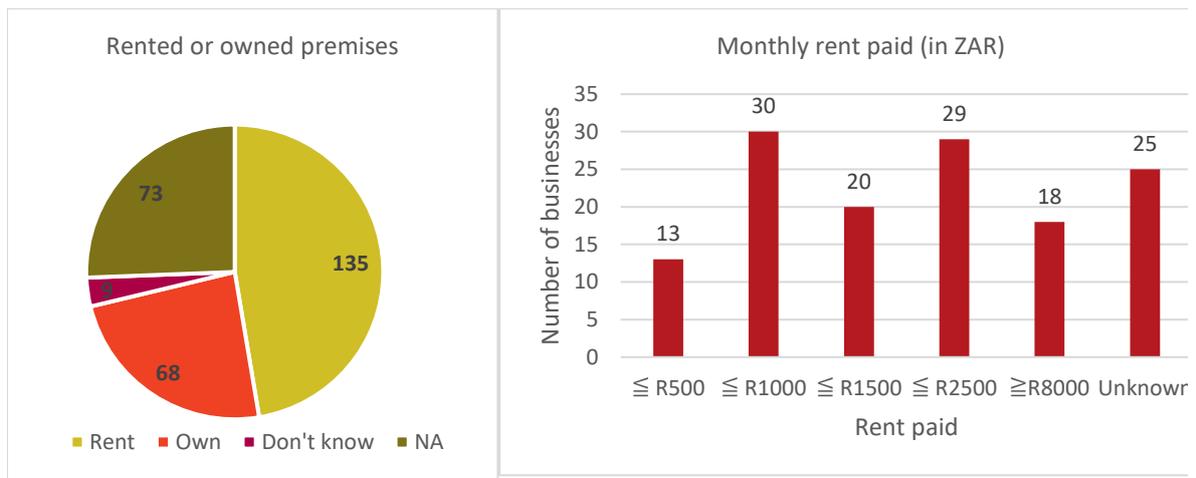
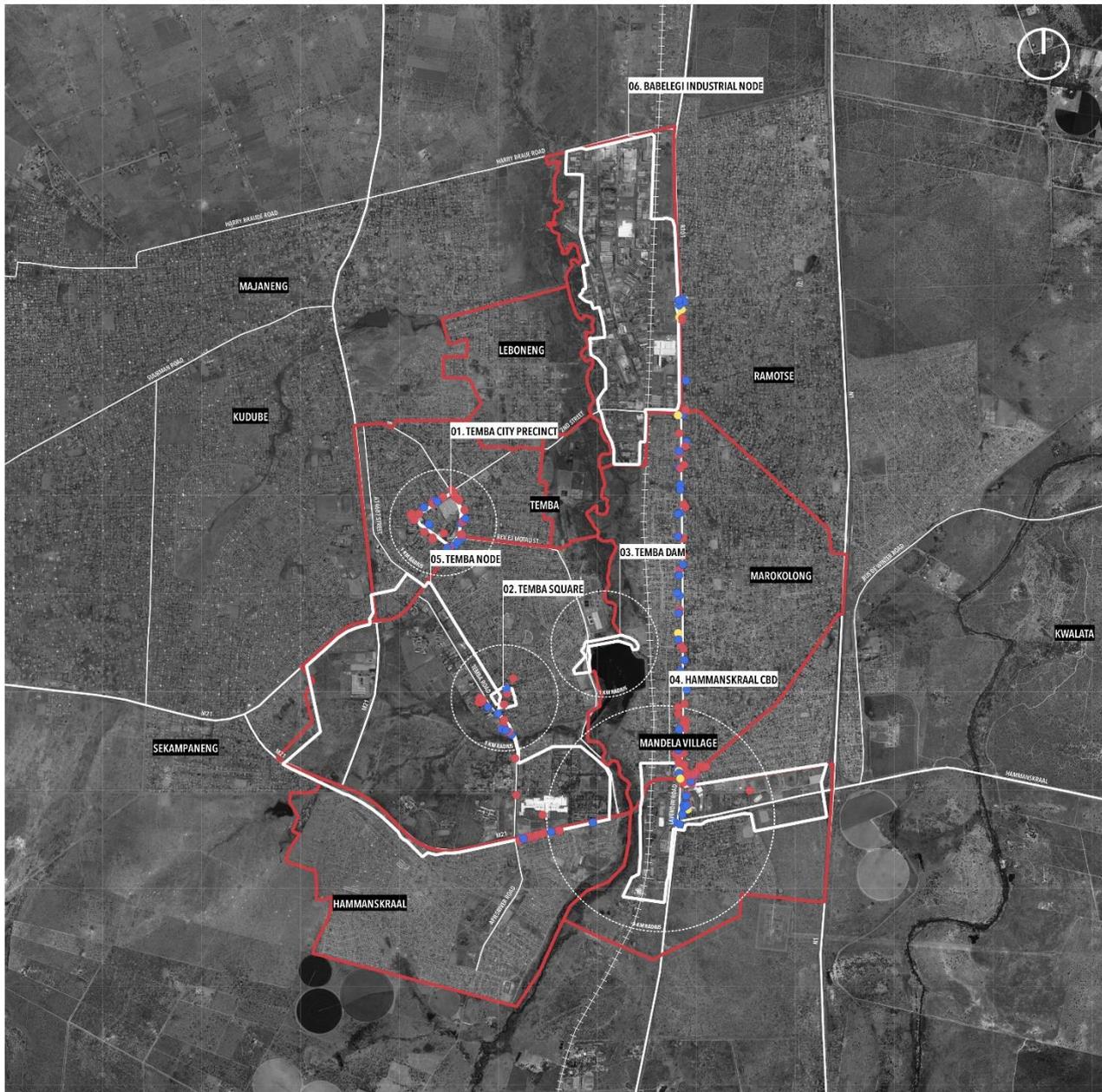
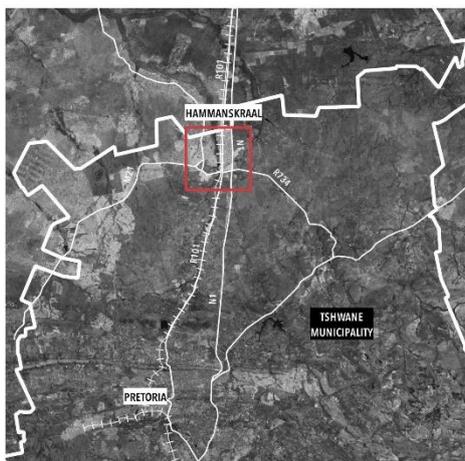


Figure 13: Occupation model and rent paid in ZAR



HAMMANSKRAAL FOCUS AREA BASE MAP



LOCATION KEY

- KEY**
- HAMMANSKRAAL**
- 1. Base Map**
- 1.1 Extents**
- Hammanskraal_Study_Boundary
- 1.2 Nodes**
- TED Focus Area
 - HMK_Temba Precinct_Extent
 - HMK_Temba_Extent
 - Hammanskraal Study Area
- 1.3 Connectivity**
- Main Highway
 - Arterial Roads
 - Railway Lines
- Site rental [212]**
- Own [68]
 - Rent [135]
 - Unknown [9]

TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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Map 8: Micro-Enterprise Site Rental

6.1.4. Access to Utilities

Access to utilities reflects the uncoordinated governance approach that the Hammanskraal area has no doubt received. Whilst 36% and 41% of businesses had formal access to water and electricity, respectively, the majority of enterprises interviewed 46% (130) had informal access to these services (through paying cash to neighbours or collecting water off-site), whilst 16% (45) had no utilities access at all. The majority of those unable to access water (15% of total sample) or electricity (17% of total sample) were conducting business from a from a trading stand (17) or shack (17).

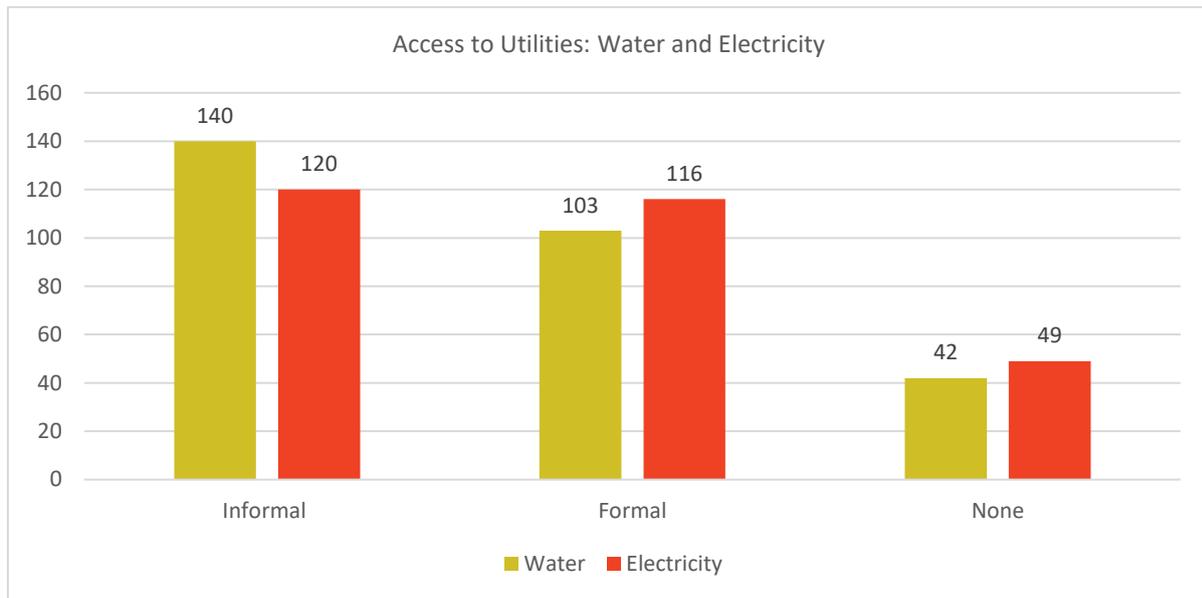
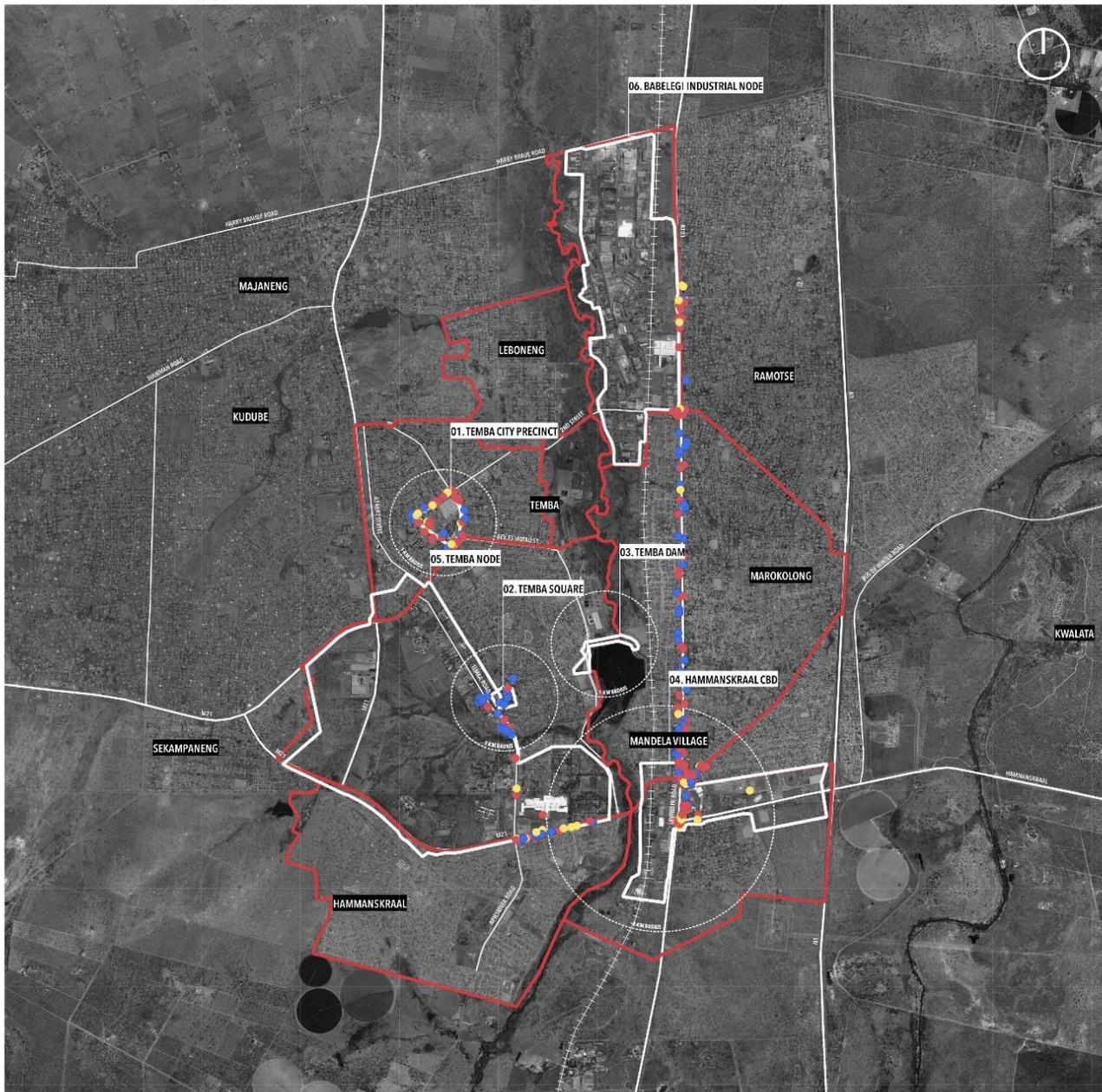
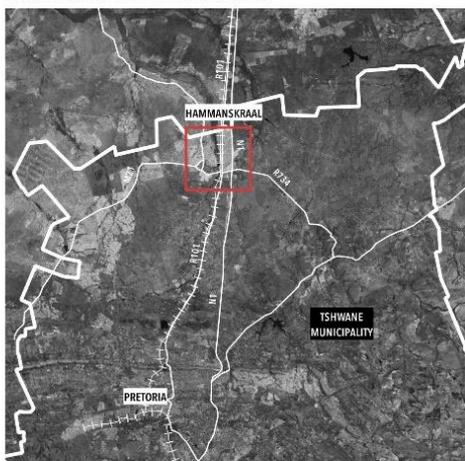


Figure 14: Available utilities



HAMMANSKRAAL FOCUS AREA BASE MAP



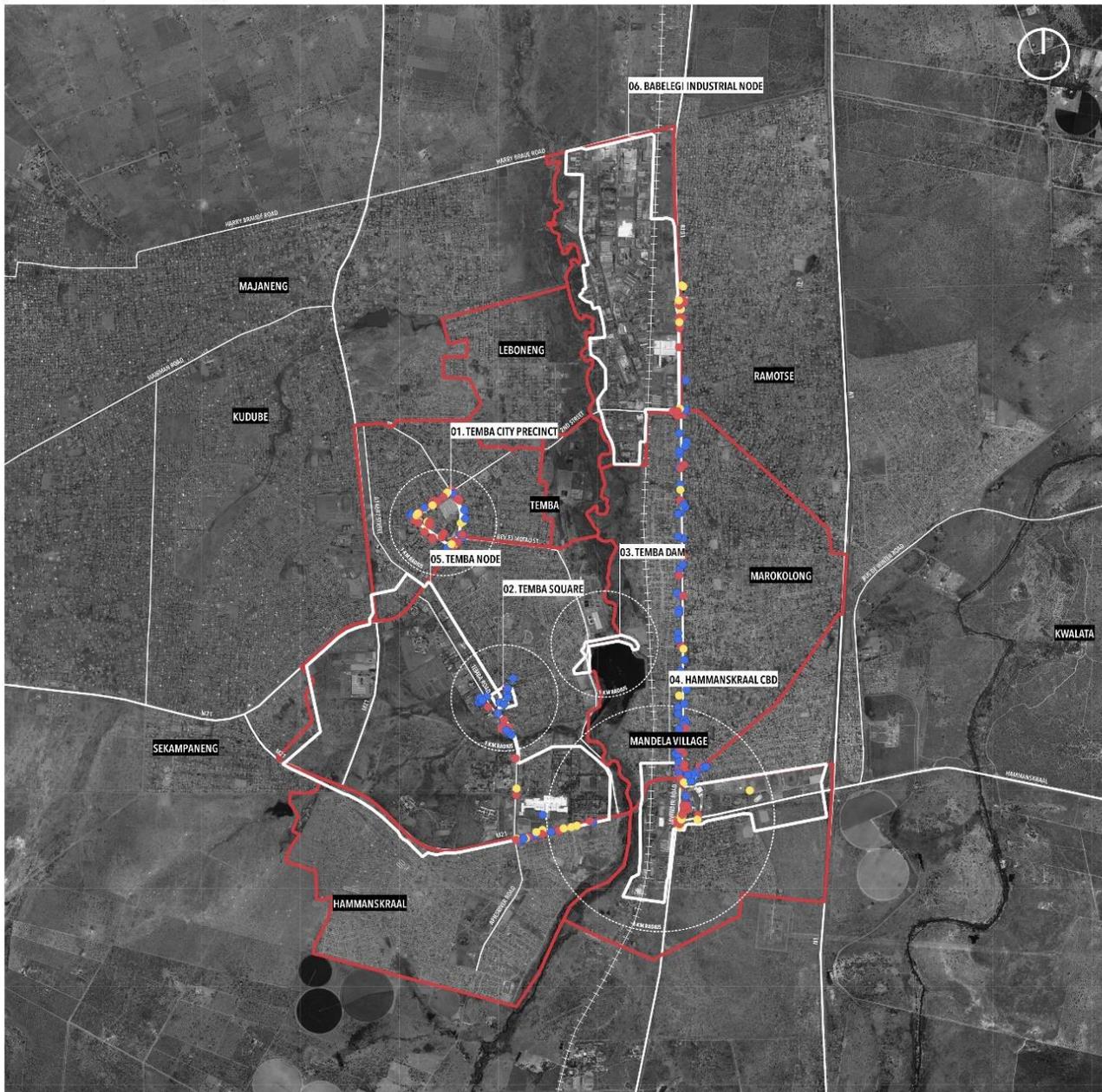
LOCATION KEY

- KEY**
- HAMMANSKRAAL**
- 1. Base Map**
- 1.1 Extents**
- Hammanskraal_Study_Boundary
- 1.2 Nodes**
- TED Focus Area
 - HMK_Temba_Precinct_Extent
 - HMK_Temba_Extent
 - Hammanskraal Study Area
- 1.3 Connectivity**
- Main Highway
 - Arterial Roads
 - Railway Lines
- Water Access [285]**
- Formal [103]
 - Informal [140]
 - None [42]

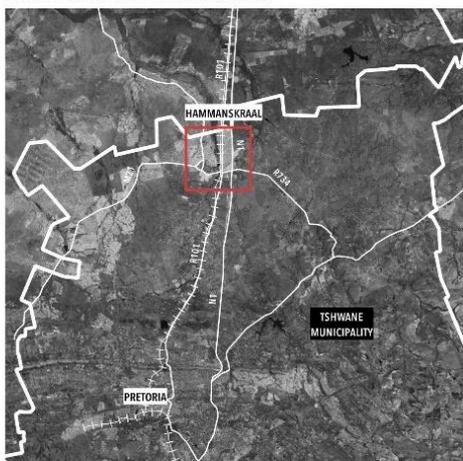
TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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Map 9: Micro-Enterprise Water Access



HAMMANSKRAAL FOCUS AREA BASE MAP



LOCATION KEY

- KEY**
- HAMMANSKRAAL**
- 1. Base Map**
- 1.1 Extents
 - ▭ Hammanskraal_Study_Boundary
 - 1.2 Nodes
 - ⊙ TED Focus Area
 - ⊙ HMK_Temba_Precinct_Extent
 - ⊙ HMK_Temba_Extent
 - ⊙ Hammanskraal Study Area
 - 1.3 Connectivity
 - Main Highway
 - Arterial Roads
 - ++ Railway Lines

- Electricity Access [285]**
- Formal [116]
 - Informal [120]
 - None [49]

TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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Map 10: Micro-Enterprise Electricity Access

Time in business

Many businesses in Hammanskraal have been established in the past few years. Of the 51% (90) who have been operating between one and four years there is a relatively even spread of age cohorts: 26% (23) have been operating for two years; 26% (23) for three years; and 27% (24) for four years. For the 132 businesses operating for five years or more, 17% (22) have been operating for five years and 14% (18) for ten years.

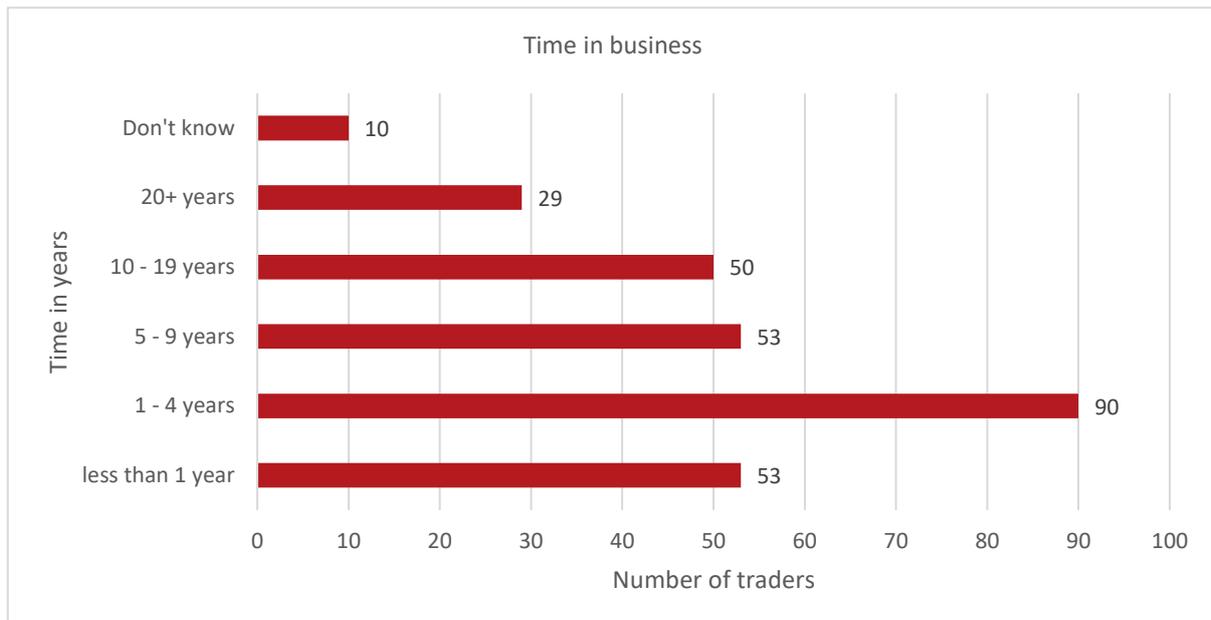


Figure 15: Time in business

Overall, 69% (196) of businesses have been operating for less than ten years (although three quarters of these had operated for more than 12 months). These young businesses are also a reflection of relatively young business owners with 21% (61) and 25% (71) of business owners being respectively in their 20s or younger, or in their 30s.

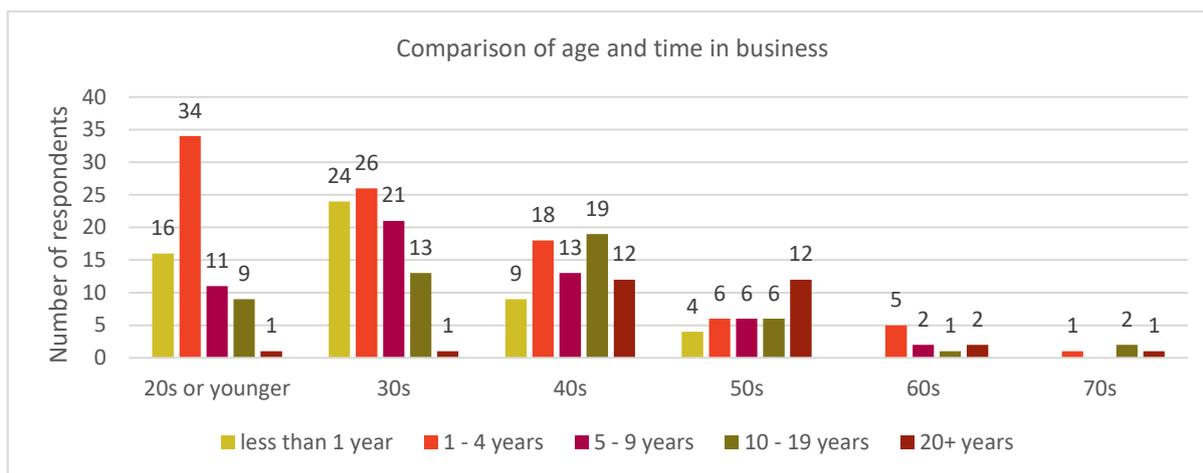


Figure 16: Comparison of respondent age and time in business

6.1.5. Operating Challenges

Although micro-enterprises face numerous challenges in running a business in Hammanskraal, the majority of respondents noted infrastructure (104) as the key challenge to operating. This is fitting considering Hammanskraal's at-best patchy development record to date. Other notable challenges for business operators included crime (64) followed by competition (48), storage (47), and 'other' (35). Crime reflects a universal township business challenge and is illustrated through the following quotes:

- *Crime a serious concern, proper structure a need, no paving, no sanitation, no immediate lighting, no drainage system but perfectly located within Temba City complex."*
- *"She (the owner) was complaining about the crime and they stay in one premises and use a dirty and unsafe toilet even find Nyaope Boys sleeping inside so it's not safe for a woman."*
- *"She is a Mashonisa. She collects money mostly month end. It's not a safe business especially dealing with men who don't want to pay up."*
- *"Crime hampers the growth of the business and makes them lose valuable appliances brought in by customers to be repairs as a result hampers business trust."*
- *"Paved, immediate lighting, adjacent to Moretele Magistrates court and Temba City Complex, perfectly located on the busy Molefe Makinta road but easily accessible by a number of substance abuse addicts (which) raises a serious security concern."*
- *"She was very comfortable but not when coming to other questions like her age and how much she is paying her rent in the premises, she said it's not safe to just give away some information because of crime."*

Conversely, the requirement for reliable infrastructure and business funding also elicited a range of comments from the field research participants:

- *“The owner of the business wants his business to get a proper structure but he is scared that if they were to be given structures it might mean that they should relocate which is going to be a challenge for him.”*
- *“Lack of infrastructure often sees him not operating daily and high levels of crime forces him to often sleep by the business site that does not even have an enclosure.”*
- *“The business has a shelter that looks unsafe. There are connections of wires as Ephraim has no access to electricity. He would like to receive good shelter, and he says that crime from Nyaope Boys in this place is on the rise.”*
- *“The major challenge that I noticed is that the fresh meat did not have a proper storing place. There also isn't a proper structure to provide shelter for the meat.”*
- *“No paving, illegal electricity connection, no streetlights etc. Lady says she is from Ghana but I picked up a very strong Nigerian accent. She has no customers although located on a very busy street.”*
- *“He is having a challenge because he is operating an internet cafe with no water and electricity.”*
- *“The owner said they are having a water crisis and it's been years. Clients can't go to the toilet because there's no water for the toilet to flush. The owner says people dug sewage pipes and then just left them like that.”*
- *There is a water tank available for the carwash but the tap was stolen so at the moment water is a problem because there isn't a proper water supply.”*

These 'other' challenges included drugs, the business needing marketing and funding to increase their presence and for customers not paying debts accrued for services and goods given out. 60 respondents reported having no challenges to operating.

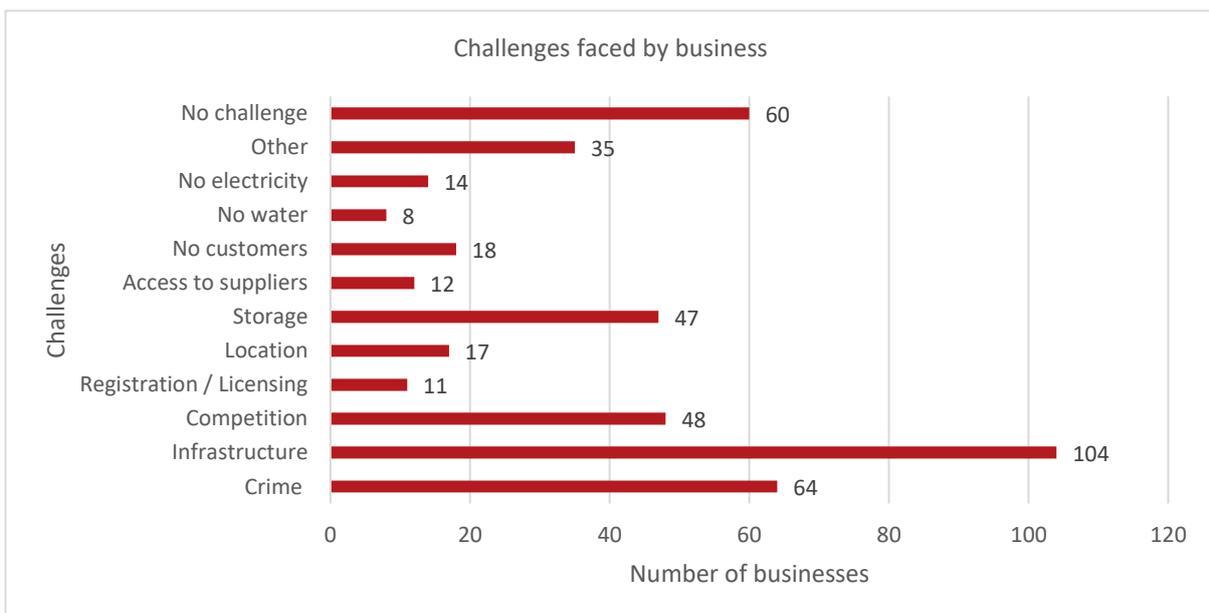


Figure 17: Main operating challenges

Some respondents provided comments, noting their challenges were interlinked with crime, weather, competition and access to adequate utilities and sanitation: inadequate shelter provides no protection from the elements; many businesses selling the same goods in close proximity and being outpriced by neighbouring businesses; consequences of water shortages and load shedding; and needing increased security from 'Nyaope Boys' and residents over weekends due to increased liquor sales and consumption.

An important challenge is that of the nexus of business registration, support mechanisms and informality. Many of the businesses in Hammanskraal are not necessarily informal by choice, but through circumstance whereby their micro-scale beginnings and lack of operational capital present great restrictions on legal and operational compliance:

"The creche is under the City of Tshwane but it's still unproclaimed so this helped to get a health certificate. However, they only got conditional certificates. They are also led by a tribal authority. The creche has a sick bay and isolation room for COVID. Before they could get COVID compliance, they had to have an isolation room. The teachers are underpaid due to lack of fees paid."

Most businesses have operated without external state financial investment. Nearly 90% of these businesses (250) have not received any support to operate but said that if they had a choice in what would benefit them, 53% (181) reported financing, 19% (48) infrastructure, and 6% (16) adequate shelter.

Importantly, comparing the microenterprise survey results against a review of the contemporary literature linked to various government 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.

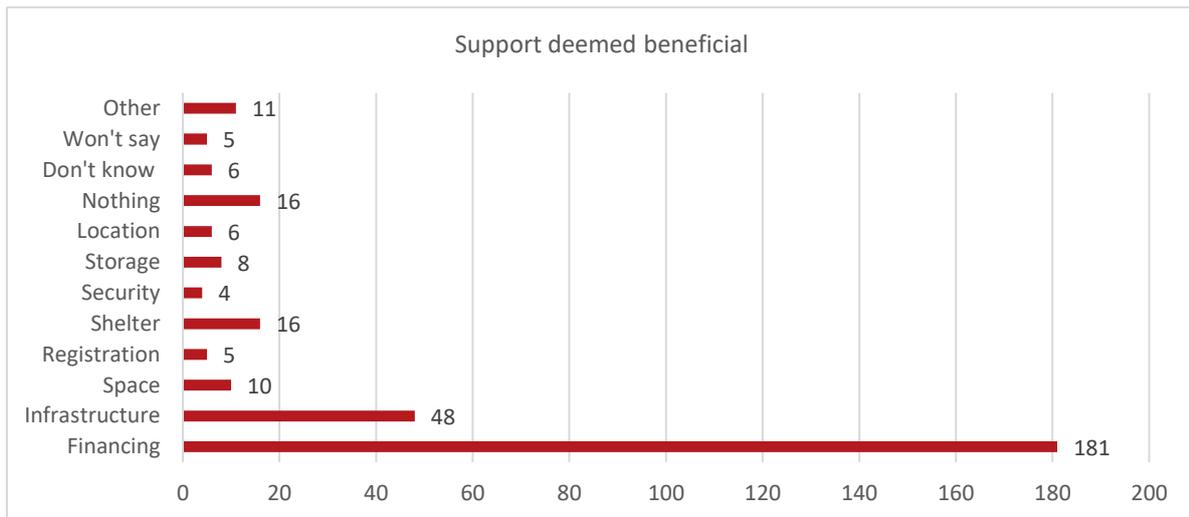


Figure 18: Support deemed beneficial by respondents

The strong interest in financing reflects both the desire for operational capital and also the need for enhancing financial inclusion for microenterprise. The lack of operational capital experienced by many businesses can commonly reflect their lack of access into formal financial sector systems, meaning that any processes that may be able increase their access could represent an important economic development intervention.

Opportunity: The City could facilitate partnerships, including with Gauteng Provincial Government and agencies such as the Finmark Trust to extend financial literacy training and improve access to services and technologies.

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

6.2. Corporates and SMEs

6.2.1. Corporates

Outside of the industrial areas (that were not part of the enterprise survey), very few corporate businesses operate in Hammanskraal. Of the seven located in the research site, fuel stations were the most prominent. Of those corporate businesses in the site, all were highly recognisable business brands and included KFC, Select Food Store, Shoprite Usave; Engen, Shell, and Total service stations.



Figure 19: Corporate businesses by enterprise classification

6.2.2. SMEs

There were a variety of SMEs operating in Hammanskraal, but most commonly found were funeral services (24% of sample), health services (29% of sample) and wholesalers (29% of sample). These were all formal enterprises, which for western-trained medical doctors and funeral services are regulated industries and require certain basic standards of certification from the state.

An important corporate business within the research site – the Temba City Mall has been largely abandoned by tenants who have relocated to a newer mall in the vicinity. As seen in Lebowagoma and other sites in South Africa where informal businesses have been drawn into the shopping mall environment, the Temba City Mall may represent a new opportunity for rethinking the corporate mall concept and enhancing inclusion of informal sector businesses within them. Such a process would take advantage of the many concessions and utilities that malls have access too, passing them onto their business tenants (see Chapter 8).

Opportunity: The City to engage with shopping mall owners to develop strategies to integrate micro-enterprises into shopping mall precincts. The Temba City Mall represents an important economic opportunity as a flagship project for reimagining how such retail environments could create opportunity for microenterprise.

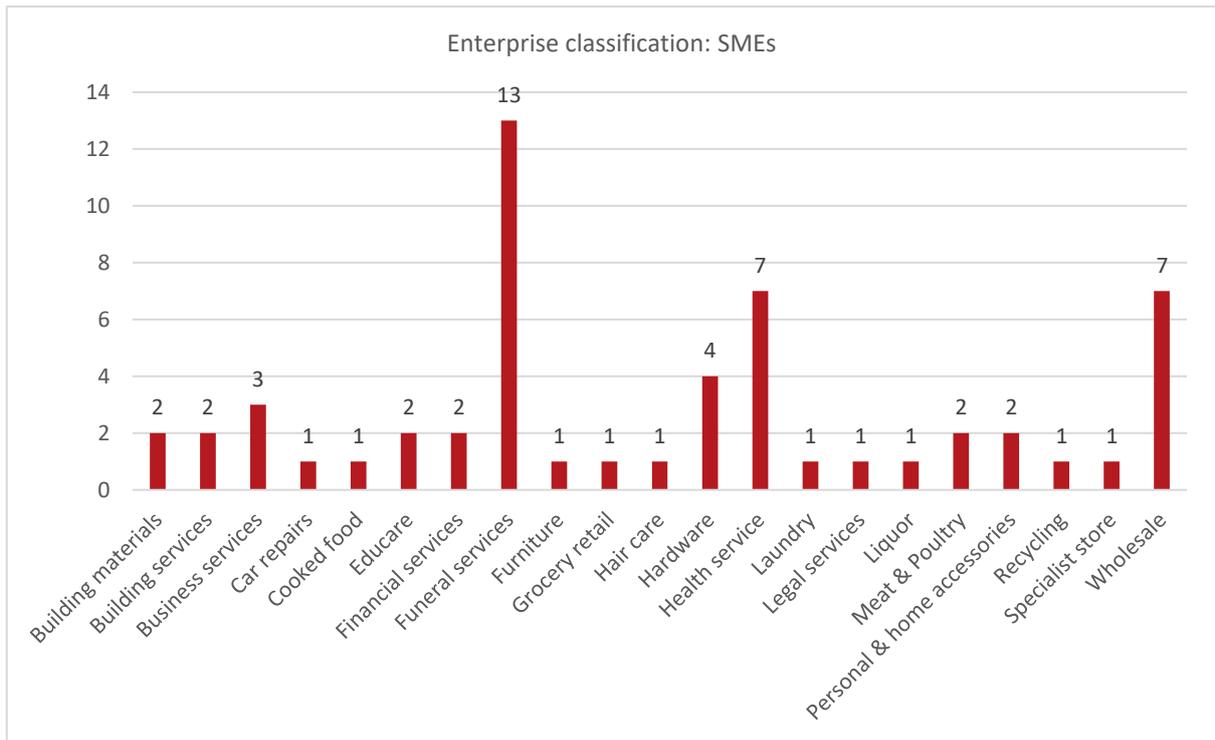
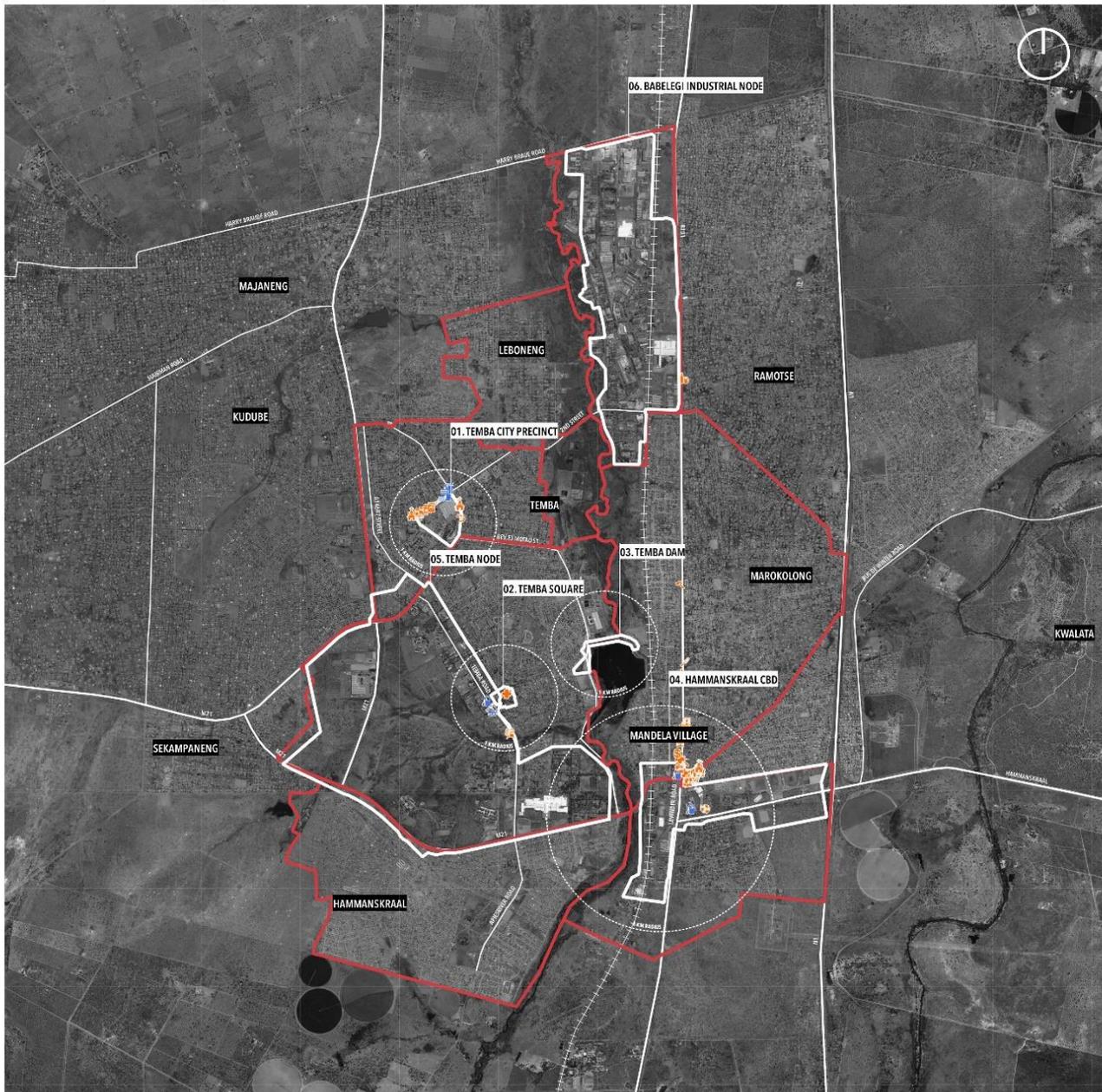
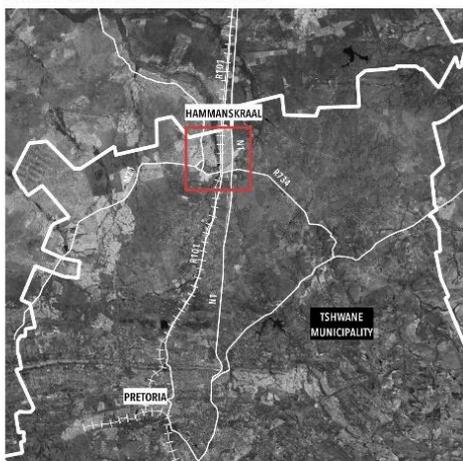


Figure 20 SME businesses by enterprise classification



HAMMANSKRAAL FOCUS AREA BASE MAP



LOCATION KEY

KEY

HAMMANSKRAAL

1. Base Map

1.1 Extents

▭ Hammanskraal_Study_Boundary

1.2 Nodes

- ▭ TED Focus Area
- ▭ HMK_Temba_Precinct_Extent
- ▭ HMK_Temba_Extent
- ▭ Hammanskraal Study Area

1.3 Connectivity

- Main Highway
- Arterial Roads
- +++ Railway Lines

Corporate enterprise [7]

- 🛢 Service station [4]
- 🍷 Cooked food [2]
- 🛒 Grocery retail [1]

SME enterprise [56]

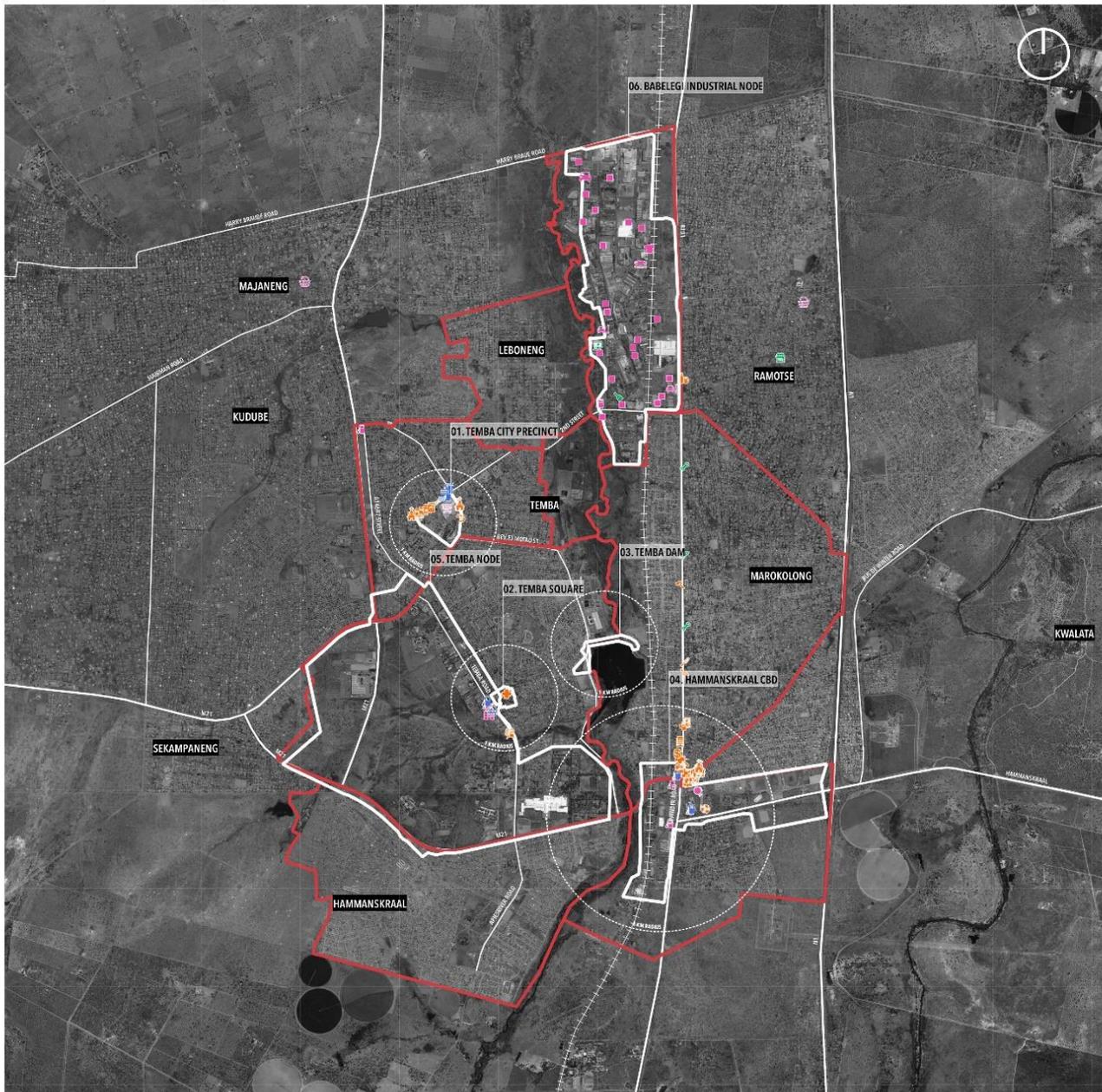
- 👤 Funeral services [13]
- 👨 Health services [7]
- 🏪 Wholesaler [7]
- 🔧 Hardware [4]
- 🏢 Business services [3]
- 🏠 Building materials [2]
- 🏠 Building services [2]

- 💰 Financial services [2]
- 🍗 Meat & Poultry [2]
- 👜 Personal & home accessories [2]
- 🚗 Car repairs [1]
- 🍲 Cooked food [1]
- 🛋 Furniture [1]
- 🛒 Grocery retail [1]
- 💇 Hair care [1]
- 🧺 Laundry [1]
- ⚖ Legal services [1]
- 🍷 Liquor [1]
- ♻ Recycling [1]
- 🏠 Specialist store [1]

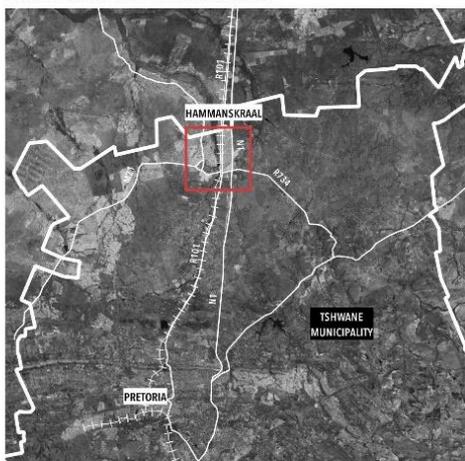
TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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Map 11: Corporates and Micro-Enterprises



HAMMANSKRAAL FOCUS AREA BASE MAP



LOCATION KEY

KEY
HAMMANSKRAAL

- 1. Base Map**
- 1.1 Extents**
 - ▭ Hammanskraal_Study
- 1.2 Nodes**
 - ▭ TED Focus Area
 - ▭ HMK_Temba Precinct_Extent
 - ▭ HMK_Temba_Extent
 - ▭ Hammanskraal Study Area
- 1.3 Connectivity**
 - Main Highway
 - Arterial Roads
 - ++ Railway Lines

- Corporate Enterprise: Survey [7]**
 - Service station [4]
 - Cooked food [2]
 - Grocery retail [1]
- SME Enterprise: Survey [56]**
 - Funeral services [13]
 - Health services [7]
 - Wholesaler [7]
 - Hardware [4]
 - Business services [3]
 - Building materials [2]
 - Building services [2]
 - Financial services [2]
 - Meat & Poultry [2]
 - Personal & home accessories [2]
 - Car repairs [1]
 - Cooked food [1]
 - Furniture [1]
 - Grocery retail [1]
 - Hair care [1]
 - Laundry [1]
- Corporate Enterprise: Open source [40]**
 - Legal services [1]
 - Liquor [1]
 - Recycling [1]
 - Specialist store [1]
 - Manufacturing [21]
 - Service station [9]
 - Car repair [2]
 - Grocery retail [2]
 - Appliance sales [1]
 - Car sales [1]
 - Clothing [1]
 - Retail node [1]
 - Shopping mall [1]
 - Supermarket [1]
- SME Enterprise: Open source [7]**
 - Car repair [4]
 - Business services [1]
 - Grocery retail [1]
 - Hardware [1]

TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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Map 12: Corporates and Micro-Enterprises - Open-Source Data

6.3. Business Hotspot Surveys

There were 27 potential business hotspots identified and surveyed during the fieldwork process in Hammanskraal. The majority of these were directly linked to the research site such as the Old Warmbaths Rd, or adjacent to shopping malls and industrial areas where many traders have congregated to sell to the passing commuter and pedestrian trade. These naturally emerging clusters of micro-enterprises display valuable opportunities for development.

6.3.1. Available Services

As is typical in Hammanskraal, the level of access to utilities and services found in business hotspots was not equal. Of the 27 sites with business activity, 48% (13) had access to water, 52% (14) had access to electricity and two thirds had waste disposal services on the site. Whilst 70% (19 of the sites) had no access to Wi-Fi, where Wi-Fi was present (in eight of the sites), none of the resident businesses could access it. Considering that Tshwane has invested considerable investments in rolling out Wi-Fi as a service for the City, this is an important local challenge.

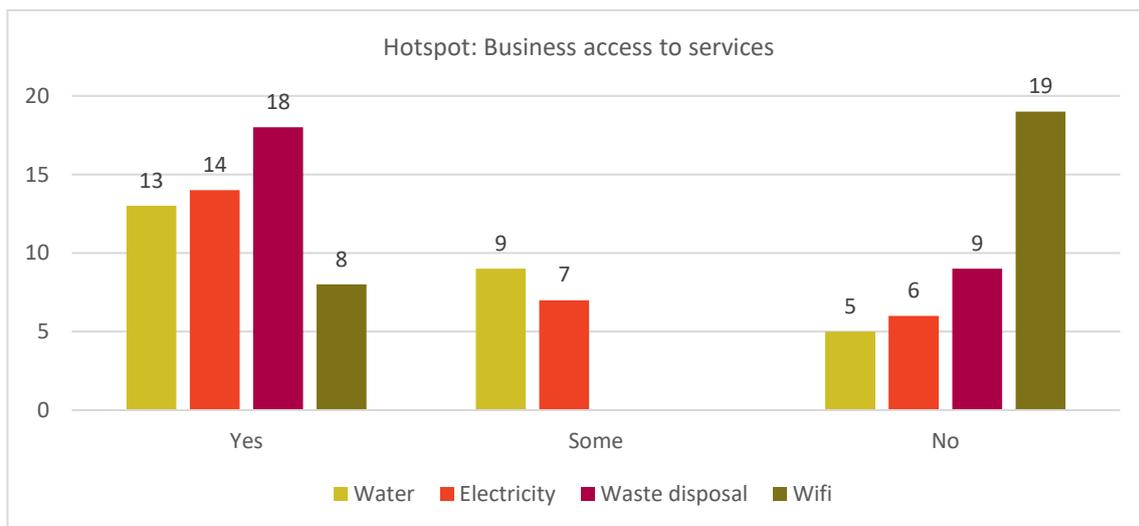


Figure 21: Access to services

6.3.2. Place Categories

The types of places that formed the recognised hotspots varied. Most of these areas (59%) could be considered business hives where businesses have agglomerated in small clusters. Conversely 22% of sites (6) were clusters of economic potential on high streets (such as intersections and corners with considerable pedestrian activity) and outside of government services such as the local magistrate's court. Taxi ranks also represented a small (7%) but valuable business clustering and hotspot opportunity.

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

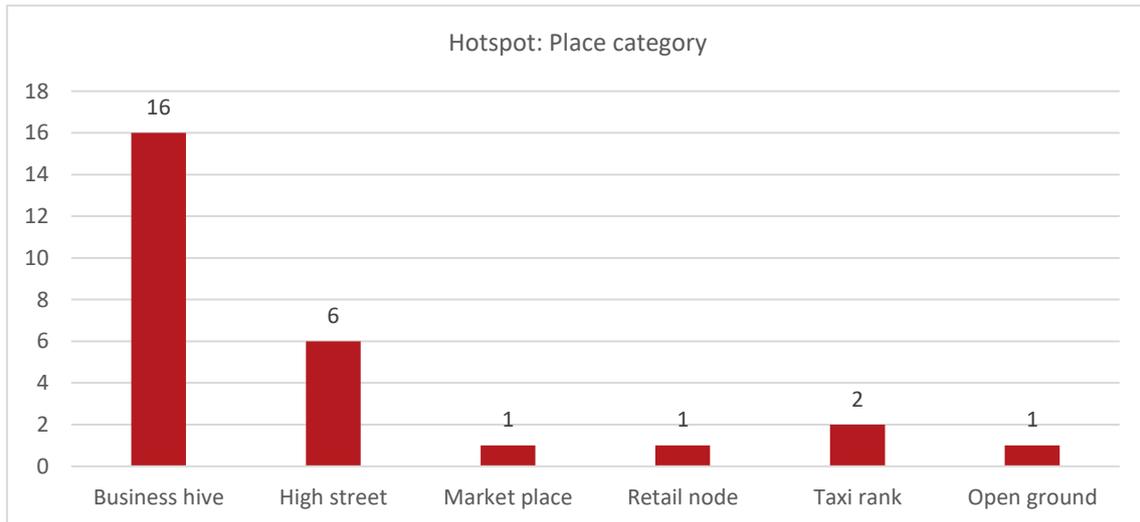
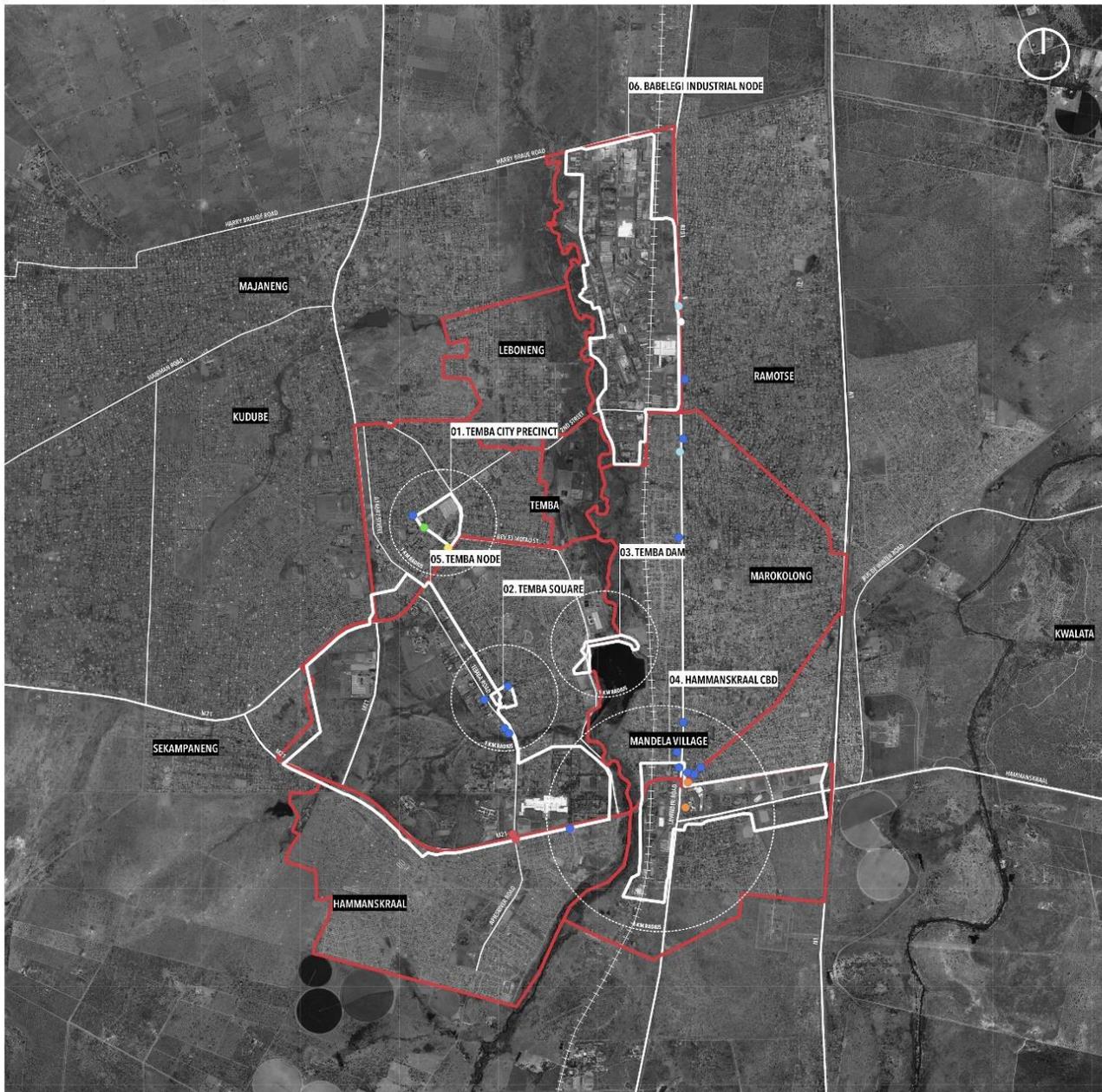
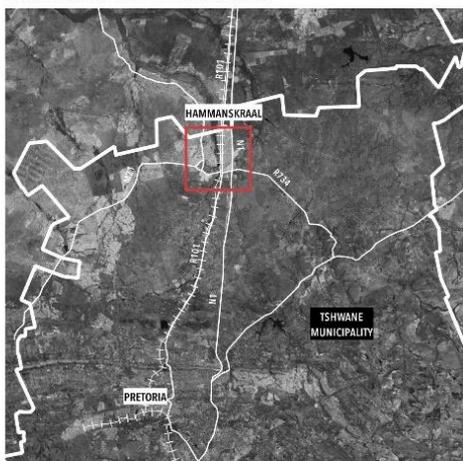


Figure 22: Hotspot place categories



HAMMANSKRAAL FOCUS AREA BASE MAP



LOCATION KEY

KEY

HAMMANSKRAAL

1. Base Map

- 1.1 Extents
 - ▭ Hammanskraal_Study_Boundary

1.2 Nodes

- ▭ TED Focus Area
- ▭ HMK_Temba_Precinct_Extent
- ▭ HMK_Temba_Extent
- ▭ Hammanskraal Study Area

1.3 Connectivity

- Main Highway
- Arterial Roads
- ++ Railway Lines

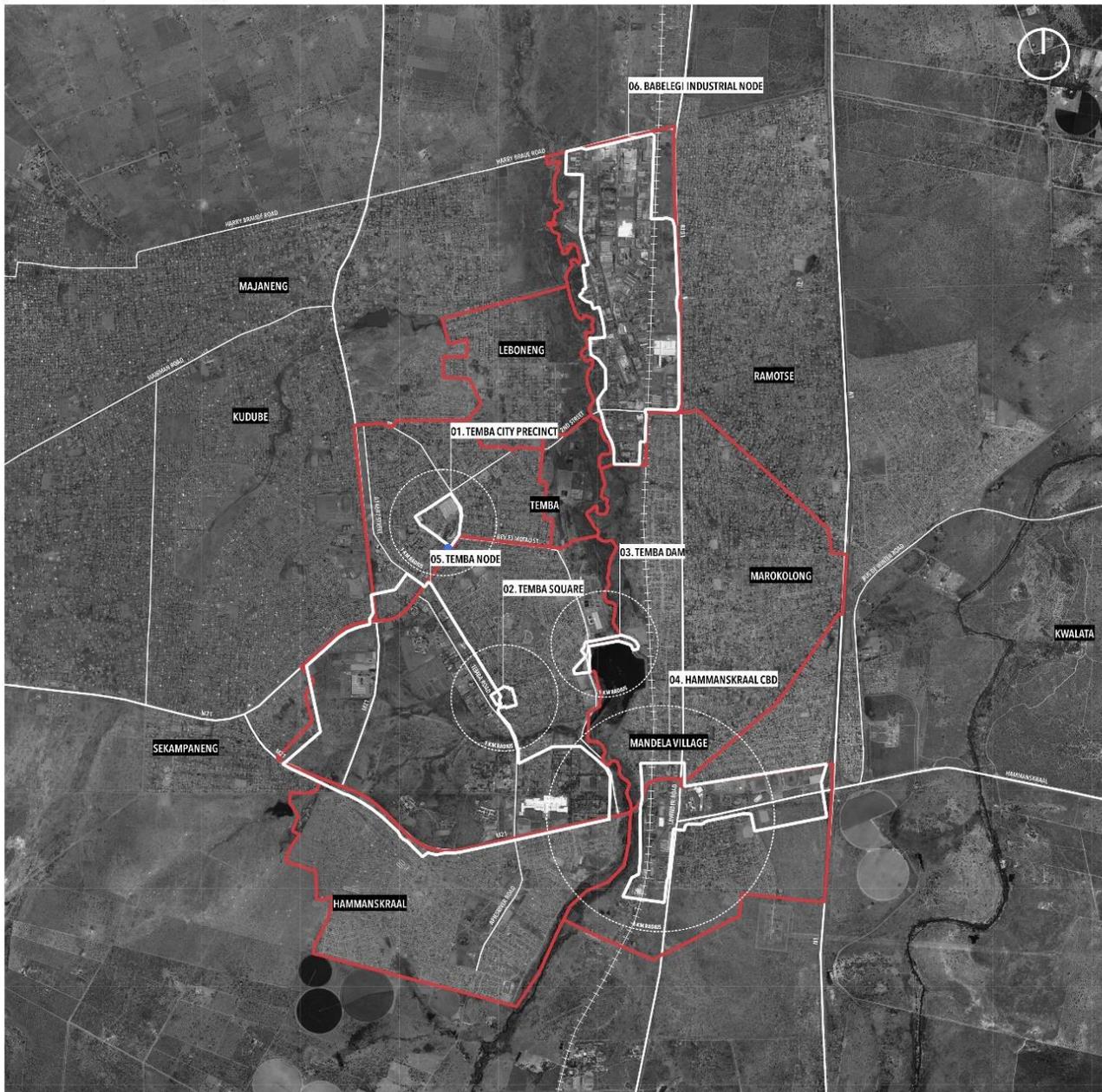
Business Hotspots [27]

- Business hive [16]
- High street [3]
- High street pavement [2]
- Taxi rank [2]
- High street industrial park [1]
- Market place [1]
- Open ground [1]
- Retail node [1]

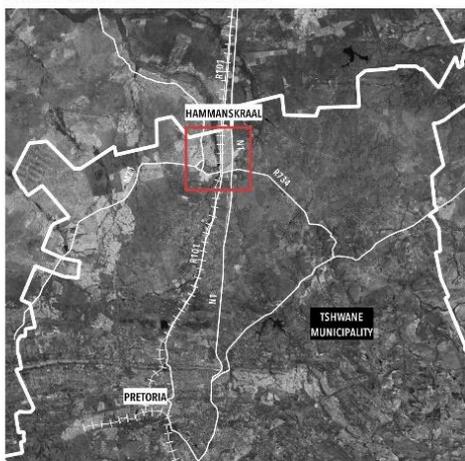
TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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Map 13: Business Hotspots



HAMMANSKRAAL FOCUS AREA BASE MAP



LOCATION KEY

- KEY**
- HAMMANSKRAAL**
 - 1. Base Map**
 - 1.1 Extents**
 - Hammanskraal_Study_Boundary
 - 1.2 Nodes**
 - TED Focus Area
 - HMK_Temba_Precinct_Extent
 - HMK_Temba_Extent
 - Hammanskraal Study Area
 - 1.3 Connectivity**
 - Main Highway
 - Arterial Roads
 - Railway Lines
- Vacant land [1]**
- Open ground [1]

TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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Map 14: Vacant Land

Overall, 325 businesses operated from the hotspots located in the study: 197 from business hives, 59 in high streets, and 23 at taxi ranks. Further investigation of the nature and role of business hives as a local economic development opportunity should be investigated, with the momentum of their organic growth and sustainability encouraged and supported.

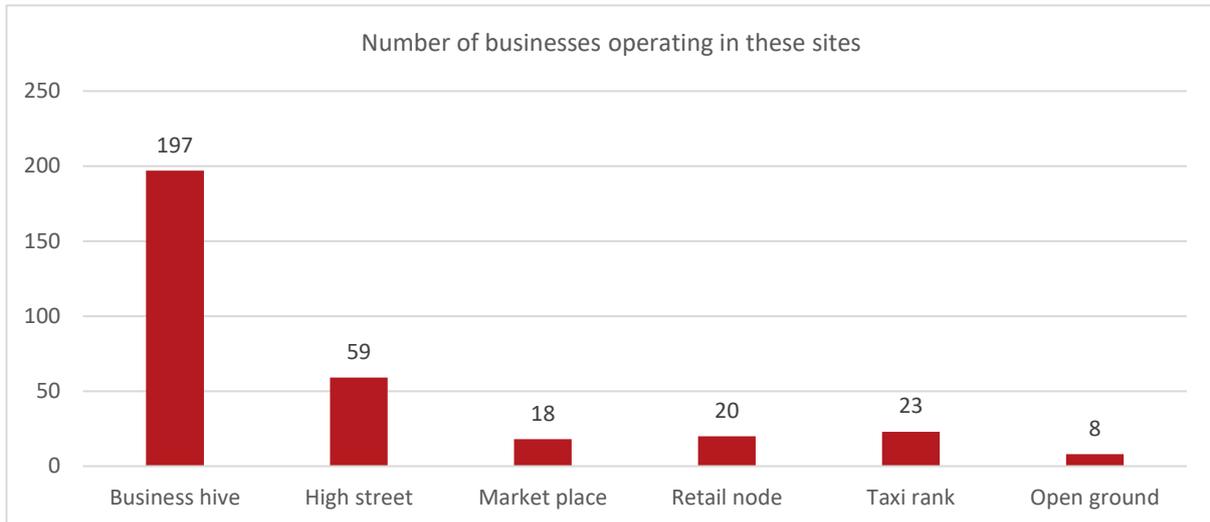


Figure 24: Number of businesses per site type



Figure 23: Informal traders at the taxi rank outside of the largely abandoned Temba City Mall

6.3.3. Barriers to Operating

Of the 27 hotspot sites, 81% (22) had formal site infrastructure, 95% (21) of which was considered functional by the occupants. The availability of services to such sites varied, in part due to the legacy of local history in Hammanskraal. During Apartheid a number of business hives were developed under the prior Bantustan government. These were subsequently inherited by the North West Provincial Government to manage, although physically these properties are in Gauteng Province. This has created a range of administrative and management challenges. In one case the business hive has had no electricity for over 12 months due to disputes between government agencies about whom should service the bill. Due to the organic emergence of other sites, it is understandable that one third (8) of respondents were unsure of who the management of such sites belonged to. In most sites (two thirds) there were vacant sections or land or premises that could be leased out to new occupants – meaning that at present many hotspots are economically underperforming.

Opportunity: City to secure ownership of the existing business hives and develop management plans for to bolster their sustainability and support local economic activity of important value adding businesses - e.g. automotive sector, furniture making.

Other issues that impact on business residents in hotspots included crime (30% of total sample) although more than half of respondents (14) did not list crime as a major business challenge, potentially making this a localised challenge for sites and businesses.

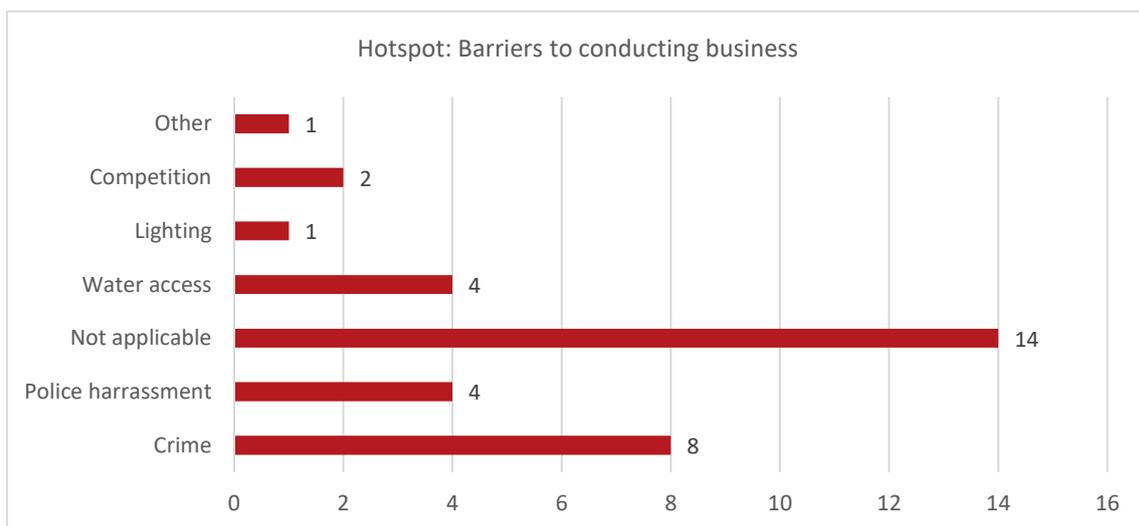


Figure 25: Operating barriers

The remaining operational barriers were varied and were focused on the need for enhanced delivery of utilities to hotspot sites. Complaints included lack of lighting (33%), no water access (22%), inadequate drainage systems (19%), inadequate or non-existent sanitation (11%) and paving (11%). This is

exemplified in various quotes from the current occupants: “The only problem is that there isn't a proper drainage system and proper lighting in the business hotspot” and “A number of health services offered at the business premises, but lack of signage makes it not easy to identify what services are offered in the business hotspot.”

6.4. Institutional Services

There were 34 institutional services sites recorded, 26% (9) of which are financial services. Those recorded as ‘Other’ were a women's clinic and animal clinic, prayer space, sports facility, and security service. Apart from financial services, most of the institutional services were closed during the fieldwork process. These services were predominantly operated by the City of Tshwane (9).

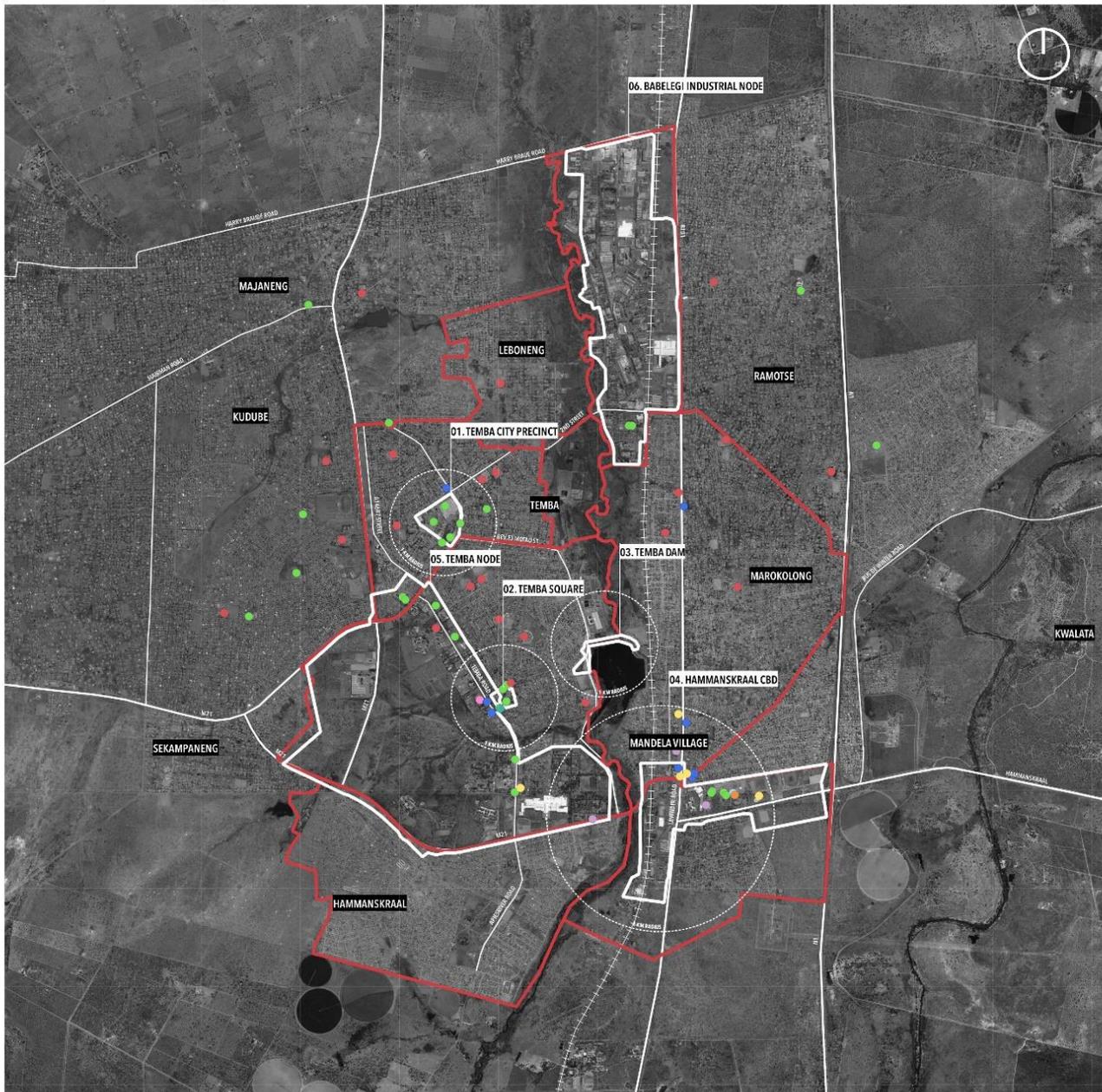


Figure 26: Institutional services

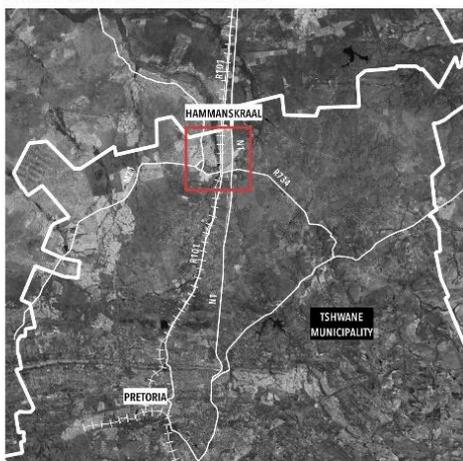
Of the available financial services, 67% (6) are ATMS and 22% (2) are insurance brokers. The insurance brokers were Old Mutual and CTU which is underwritten by Hollard. The ATMs appear to be routinely out of order, meaning that the working facilities are under considerable pressure during periods of high demand. These facilities are also under threat from criminality. Some notable quotes include: “One operating ATM and there is a line of people on the queue to withdraw cash, there are 2 machines on this garage and the Standard bank one is the one that is working” and “This machine is out of service because of ATM bomb gangs... people cannot access cash anymore

Table 1: ATMs in Hammanskraal

ATMs	Number
Absa	2
Capitec	1
First National Bank	1
Paycorp	1



HAMMANSKRAAL FOCUS AREA BASE MAP



LOCATION KEY

KEY

HAMMANSKRAAL

1. Base Map

- 1.1 Extents
- ▭ Hammanskraal_Study_Boundary

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- ▭ HMK_Temba_Extent
- ▭ Hammanskraal Study Area

1.3 Connectivity

- Main Highway
- Arterial Roads
- ++ Railway Lines

Institutional environment

- Educational service
- Financial services
- Other
- Service centre
- Service centre, community hall
- Service centre, library, community hall
- Service centre other
- Training facility
- Training facility other

TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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Figure 27: Institutional Services

6.5. Township Wide Ecosystem

6.5.1. Babelegi Industrial Park

Babelegi Industrial Park is situated about 5 kilometres North of the Hammankraal CBD. The business in the Industrial Park provide employment to surrounding communities. There are on-going programmes to revitalise Babelegi. Whilst currently in need of reinvestment and with an enduring a high level of vacancies, Babalegi has nevertheless retained a number of large industrial businesses including food producers, a ceramics production firm, and auto component suppliers.

6.5.2. Temba City Mall

A further interesting opportunity for agglomerating local micro-enterprise is that of the privately owned (jointly by Mowana Properties and Public Investment Corporation) Temba City Mall. This venue was recently superseded by the new “Jubilee Mall” which was able to draw most existing tenants out. The now largely empty Temba City Mall structure still contains a supermarket and a number of small speciality shops, but over 90% of the premises are now vacant. Under current circumstances it appears unlikely that the mall will be able to recover those tenants and it is clear that a new business strategy is required for the mall premises.

The site has excellent facilities, hosts informal markets at the adjacent taxi rank and could be repurposed to support a range of microenterprise business activities in commercially viable ways. Whilst the anchor supermarket tenant remains the building still draws a significant audience. The mall premises are largely already legally compliant with respect to land use zoning and usage and thus represents a potentially viable development opportunity not commonly found within the township context. The superseded nature of the Temba City Mall brings scope for a rethink about commercial strategies to integrate micro-enterprises into the shopping mall precinct. Such a process could both revitalize the commercial opportunities of the mall, but also bring about increased standards lifting for township business tenants through increasingly bringing them into a legitimization framework. Encouraging township businesses into the mall would give them access to well-developed utilities (water, ablutions, electricity) and allow them to take advantage of zoning already in place, parking and foot traffic. There are other precedents for drawing informal business into shopping malls, with a prominent longstanding example in Lebowagoma.



Figure 28: Temba City Mall as a township economy opportunity?

7. Important Sectors

Whilst the microenterprise form and function in Hammanskraal 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. Aside from the general business community within Hammanskraal, an important aspect of the local economy is the presence of business hubs and light industrial parks (managed by North West Province). Within these light industrial parks are a wide variety of informal businesses operated by local entrepreneurs.

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

Opportunity: Various localities within Hammanskraal (such as the **Temba City Precinct, Temba City Mall, the Hammanskraal CBD, and Temba Beach**) 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. Furthermore, securing **City ownership** and **management control** of light industrial parks presently under North-West Province would allow for **enhanced management** and investments to support their business tenants.

7.1. Creative Economies

Hammanskraal has a small but important creative sector. Local manufacturing of tourist curios and artwork takes place for items that are sold to tourists visiting nearby nature reserves (such as neighbouring Dinokeng Nature Reserve) and other local attractions. Further, Hammanskraal is home to musicians, artists and individuals aligned to the tourism sector. Activities that actively foster and promote Hammanskraal talent would be a valuable method of economic support. The local 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 Gauteng Provincial Government 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 supporting the process of supporting the transition of hobbies to livelihoods. Existing **BDS services** and mechanisms of enterprise formalisation to be promoted 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.

7.2. Micro-Manufacturing and Repair, Installation and Maintenance (RIM)

The formal and traditional ownership status of many 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 Hammanskraal 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: Hammanskraal has a growing number of residential dwellings being built for the rental market. Alongside the opportunity to reformulate the policy and investment environment to regularize urban residential densification, there is scope for City support towards the various artisans manufacturing furniture, fitted kitchens and other household items to support this activity.

7.3. Financial Inclusion

Many township businesses are constrained by their lack of formal sector financial market access. This includes access to finance in terms of loans but also insurances and other financial products that can enhance business security and prospects. A programme that bolsters enterprise access to these products would be of important value to SMMEs in Hammanskraal.

7.4. 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 Hammanskraal - 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 Gauteng Provincial Government initiatives. **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**.

7.5. Automotive Sector

The automotive service economy includes welders, mechanics, tyre fitment and car related activity are all important contributors to job creation. This relatively dynamic sector is primed to benefit from investment and BDS services.

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

7.5.1. Stakeholders within the township automotive industry

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

- Microenterprises and the Associations

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

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

With respect to land use, most of these micro-enterprises (particularly home-based, and street-based entities) operate in areas either outside of the regulatory frameworks, or illegally. Most work with basic equipment and poor infrastructure, limited waste disposal, no access to ablution facilities, and poor, if any shelter (which brings about susceptibility to changing weather). There is also a lack of storage and the general hazard posed by them working without the necessary

accreditations. Often businesses are positioned close to their customers (near taxi ranks and busy areas where they are visible and accessible). It is to be noted that City and state land that is available for developing hubs and providing the much-needed infrastructure is not necessarily close to where the greatest business opportunities lie.

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

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

- Government and Government-owned organisations

The South African government's establishment of organisations such as the Automotive Industry Development Centre (AIDC) and the Seda Automotive Technology Centre (SATeC) aim to support the automotive industry, especially SMMEs. The AIDC has the Winterveldt Enterprise Hub and Automotive Hubs (City of Tshwane) in partnership with OEMs, providing training, business development and financial support. SATeC focuses mainly on microbusinesses in the townships and provides general business support in the form of business training, formalising of businesses and accreditations.

G-Fleet Management, is a Trading Entity of the Gauteng Department of Roads and Transport, that provides vehicle leasing and fleet management services for the public sector. Their services include short-term rentals, replacement, total fleet management services-finance, maintenance, repairs, tyres, accident damage and other motor-related services to all government departments. The entity operates a fleet of over 7000 vehicles. G-Fleet presents an opportunity to provide access to markets for micro enterprises, particularly in the fleet maintenance as it relates to the aftermarket. At this stage it is unclear whether G-Fleet has any

initiatives that promote micro enterprises. G-Fleet does not have any visible agreements with SMMMEs.

As with the RIM sector above, when compared to more basic retail businesses such enterprises have strong value adding potential. The automotive sector is an important potential beneficiary of the Tshwane Economic Development Agency; *Tshwane* Automotive Special *Economic* Zone (TASEZ) programme particularly for accessing training and mentorship. In addition, for formally registered motor body repairers, mechanics, auto spares & fitment centres within the township, there may be scope for support from the DBSD driven AfterMarket Support Scheme.

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

8. Land use

8.1. Land Administration Policies

We have reviewed the following planning documents to gain an understanding of the statutory and policy environment for Hammanskraal:

- **Municipal Spatial Development Framework**

The Municipal Spatial Development Framework (MSDF) is a long-term spatial planning tool, which provides City-wide planning guidance for the spatial growth of the City of Tshwane. 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.

- **Regionalised Municipal Spatial Development Framework**

The Regionalised MSDF provides detailed planning directives that align with the SDF for each region in the City. This planning tool identifies issues and directives for specific areas within each district and provides a shorter-term directive than the 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 Town Planning Scheme**

The Municipal Planning By-Law provides the legal framework from the implementation of 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. Metropolitan Spatial Development Framework, 2012

The MDSF identifies the Babelegi Industrial Area and the Hammanskraal Train Station as opportunity areas in Region 2 of the City of Tshwane..

8.2.2. Regionalized Municipal Spatial Development Framework: Region 2, 2018

The Hammanskraal CBD is indicated as an emerging node, with a focus on Transport-Oriented Development (TOD).

We are particularly concerned with three of the nodes indicated in the MSDF. The first is called the Hammanskraal Urban Core and includes the Jubilee Mall. Investment in social facilities is prioritised for this area. The second node is the Temba Local Node. This node is to accommodate institutional community and retail uses. The need to develop the vacant land in this node is acknowledged. The third node is the Hammanskraal West Local Area Node. This node is adjacent to the Hammanskraal Urban Core and provides supporting services to the surrounding neighbourhood.

8.2.3. Hammanskraal/Temba Spatial Development Framework, 2012

The Hammanskraal/Temba Spatial Development Framework focusses on the Hammanskraal CBD and Temba CBD. This document highlights several strategic priorities in this area. These include the need to formalize and provide secure tenure, upgrading infrastructure, such as the tertiary road network and bulk engineering services, and regeneration of the Babelegi Industrial Area.

8.2.4. Built Environment Performance Plan, 2017/18

The BEPP indicates that Temba is classified as an 'urban node' – it is located in a peripheral area in the CoT, though the area is projected to grow rapidly in the medium term. In support of this development, the plans note the need to address backlogs on basic service delivery. If the backlogs are not addressed and economic growth is not supported in this area, it will deepen the spatial inequalities that are currently experienced in Temba.

The re-establishment of a passenger rail line is planned between Shoshanguve and Hammanskraal. If achieved, this line would provide an alternative access point to Pretoria CBD. The BEPP also proposes extending the Atteridgeville Bus Rapid Transit Route further North, as a complement to increasing the public transport capacity by way of the proposed rail line.

Opportunity: The TED situational analysis evidence utilised in area-based strategic plans.

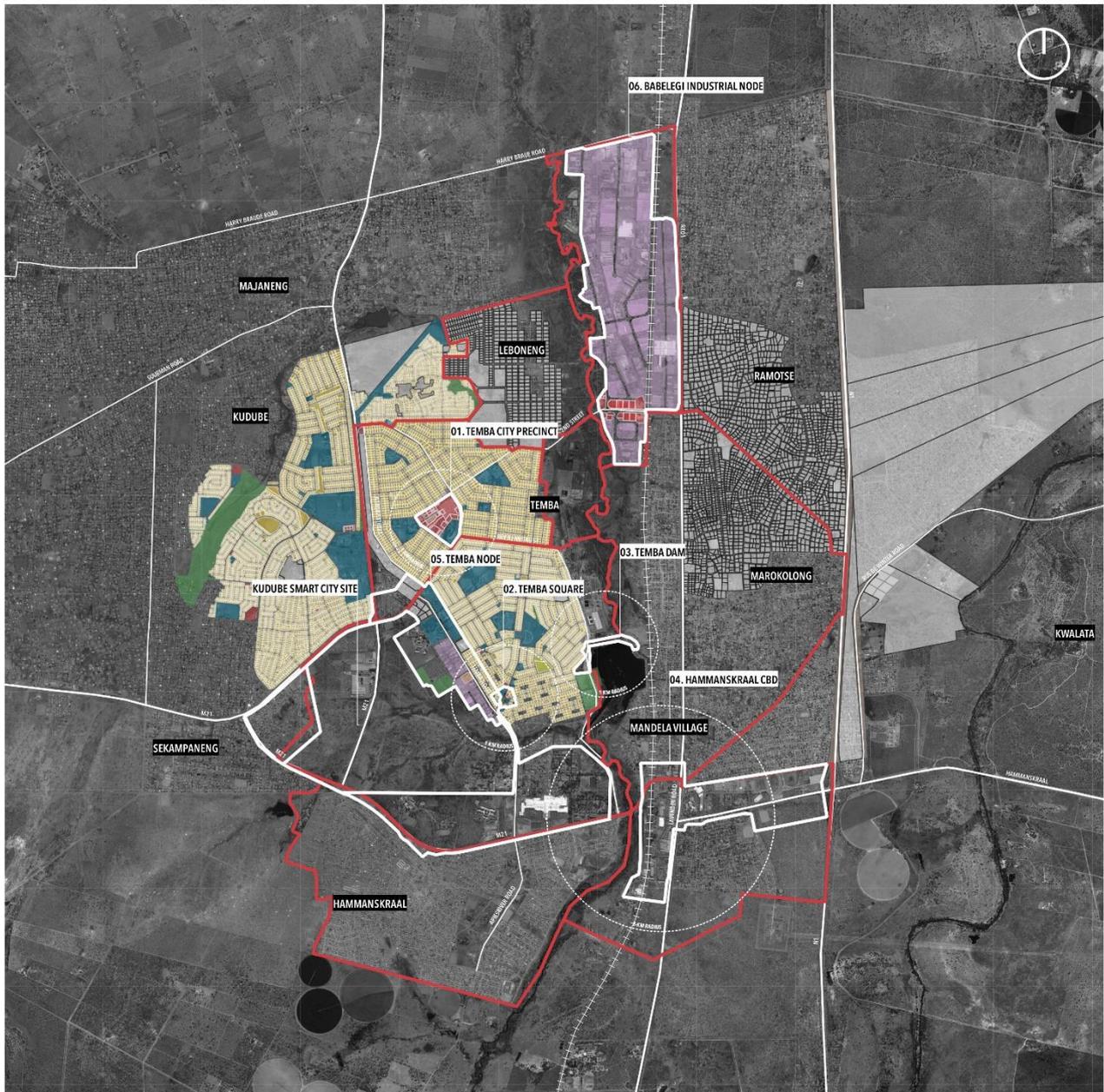
8.3. Land Use Dynamics

The Land Use Management By-Law was promulgated in 2016. The Tshwane Town Planning Scheme (TPS) was introduced in 2008 (with further revisions in 2014). The TSP replaced older schemes. The area to the West of the N1, which is mostly made up of Temba, is solely subject to the 2008 TPS. It is

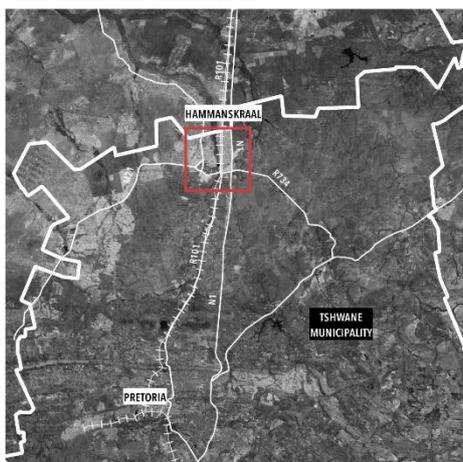
not clear whether an older scheme was in effect in this area before 2008. The area to the East of the N1 used to be governed by the Peri-Urban Town Planning Scheme, 1975, which has been entirely replaced by the TSP.

The land use dynamic in Hammanskraal is complex. The traditional authority is an important landowner and autonomous land administrator. We have been unable to access data about land ownership in this area, so it is uncertain how much land falls into this category.

Portions of land in the core area are zoned as 'Undetermined.' This zone is primarily intended for single dwellings or agricultural use. A Municipal Transitional Settlement may be permitted as a consent use on land zoned under this category. Municipal Transitional Settlements are governed by Schedule 27 of the TPS, 2008 (rev. 2014). The intended dominant use for a MTS is for temporary emergency housing, which should be formalized over time.



HAMMANSKRAAL FOCUS AREA ZONING



LOCATION KEY

KEY

HAMMANSKRAAL

1. Base Map

- 1.1 Extents**
- Hammanskraal_Study_Boundary

1.2 Nodes

- Node Extents
- TED Focus Area

1.3 Connectivity

- Main Highway
- Arterial Roads
- Railway Lines

2. Land Administration

2.3 Zoning

- HK_LU_Zoning_LP
- BUSINESS 1
- BUSINESS 2
- EDUCATIONAL
- INSTITUTIONAL
- MUNICIPAL
- GOVERNMENT
- RESIDENTIAL 5
- RESIDENTIAL 4
- RESIDENTIAL 1
- PUBLIC OPEN SPA
- CEMETRY
- INDUSTRIAL 1
- INDUSTRIAL 2
- SPECIAL
- PROPOSED STREET
- EXISTING STREET
- PUBLIC GARAGE
- UNDETERMINED

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Map 15: Zoning in Hammanskraal

A significant proportion of the study area is zoned Residential 1. Babelegi is zoned for industrial use. There are a variety of institutional and community facilities available in the site. A small percentage of land is zoned for business purposes.

Table 2: Uses that are and are not permitted for Undetermined and Residential 1 Use Zones

Undetermined		
Purposes for which buildings may be erected or used or land used	Consent Use	Not permitted
Agriculture	Municipal Transitional Settlement subject to Schedule 27	Industry
Farm Stall subject to schedule 10	Uses not indicated as primary or 'not permitted'	Noxious Industry
One dwelling house		Scrap Yard Mini Storage
Residential 1		
Purposes for which buildings may be erected or used or land used	Consent Use	Not permitted
One Dwelling house	Backpackers	Use not indicated as primary or consent uses
One Additional Dwelling House	Boarding House	
Embassy/Consulate	Commune	
	Day care for the aged	
	Guest House	
	Institution	
	Parking site adjacent to use zones 6,7, 8, 9, 10, 11, 12, 13, 14, 15, 18 & 28	„
	Place of child care	
	Place of Instruction	
	Place of Public Worship	
	Retirement Centre	
	Social Hall	
	Sport and Recreation Club	
	Sports and Recreation Ground	
	Veterinary Clinic which does not comply with schedule 9	
	Veterinary Hospital	
	Wall of Remembrance in conjunction with a Place of Public Worship	

Table 3: Coverage permissions for Undetermined and Residential 1 Use Zones

(1)	(2)	(3)	(4)	(5)	(6)
Coverage zone per property as recorded in the electronic database of the scheme	Parking garages and public garages, warehouses, buildings used solely for the display of goods	Coverages for uses not indicated in columns 2, 4,5,6	Coverage for industries, places of Instruction, Hotel, Boarding House and Guest House	Coverage for Duplex Dwellings, Blocks of Flats, Blocks of Tenements and Dwelling units in Residential 4 Use Zone	Coverage for Agricultural Buildings, Dwelling Houses in Use Zones 1, 17, 19 and Dwelling Units in Use Zones 2, 3 and 5, Hospitals and Institutions
Residential 1	95%	80%	75%	75%	50%

Undetermined	70%	70%	70%	70%	70%
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The regulations that relate to street building lines, density and minimum erf size for Land Use Residential 1, are held in separate information files, which are only available when requested from the City information offices.

8.4. Precinct Plans

8.4.1. Tsošološo Programme Precinct Plans

The Tsošološo Programme seeks to create long-term change in marginalised areas of the City through infrastructure and urban design interventions aimed at promoting better public space and access to public facilities. The main funding for this intervention is provided through the Neighborhoods Development Partnership Programme (NDPP) Grant. Hammanskraal/Temba is one of six marginalised areas in the City that has received upgrades through the NDPP.

The Tsošološo Programme aims to foster spatial transformation through social and institutional services as a means to facilitate socio-economic development. This is to be brought about through effective spatial planning, fostering better linkages and upgrading and re-structuring public transport facilities and markets where appropriate.

Three major precincts have been identified for development. Firstly, the Hammanskraal Urban Core, including sports, institutional and retail sub-precincts. Secondly, the Babelegi Industrial Node, wherein the development aim is to retain, expand and attract new businesses to site. Thirdly, the Temba Node includes the Jubilee Mall site and the vacant land around it, as well as the social services along Temba Road.

8.4.2. Kudube Smart City Profiling Report, 2019

A 211 Ha site in Kudube has been identified for redevelopment as a high density, mixed use, mixed income area. The locality for this development is remainder portion 1 of the farm Leeuwkraal 92 JR, Hammanskraal. This development application was scheduled for submission to the City of Tshwane in May 2019. The estimated yield for this project is as follows:

Table 4: Estimated yield of the Kudube Smart City Plan

Land Use	Yield
Residential (Mixed Income)	7475 Units
Commercial (Offices and Retail)	178 680m ² (GCA)
Light Industrial	24 243m ² (GLA)
Institutional and Educational	108 448m ² (GLA)

This development, which is being carried out by IN & Associates Project Managers CC, at the appointment and direction of the City of Tshwane Spatial Planning and Economic Development

Department, is a significant infill development opportunity in Region 2 and will result in significant housing and infrastructure investments, which are set to stimulate the economy in this region meaningfully.

9. Prioritised and High Potential Nodes

9.1. Overview

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

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

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

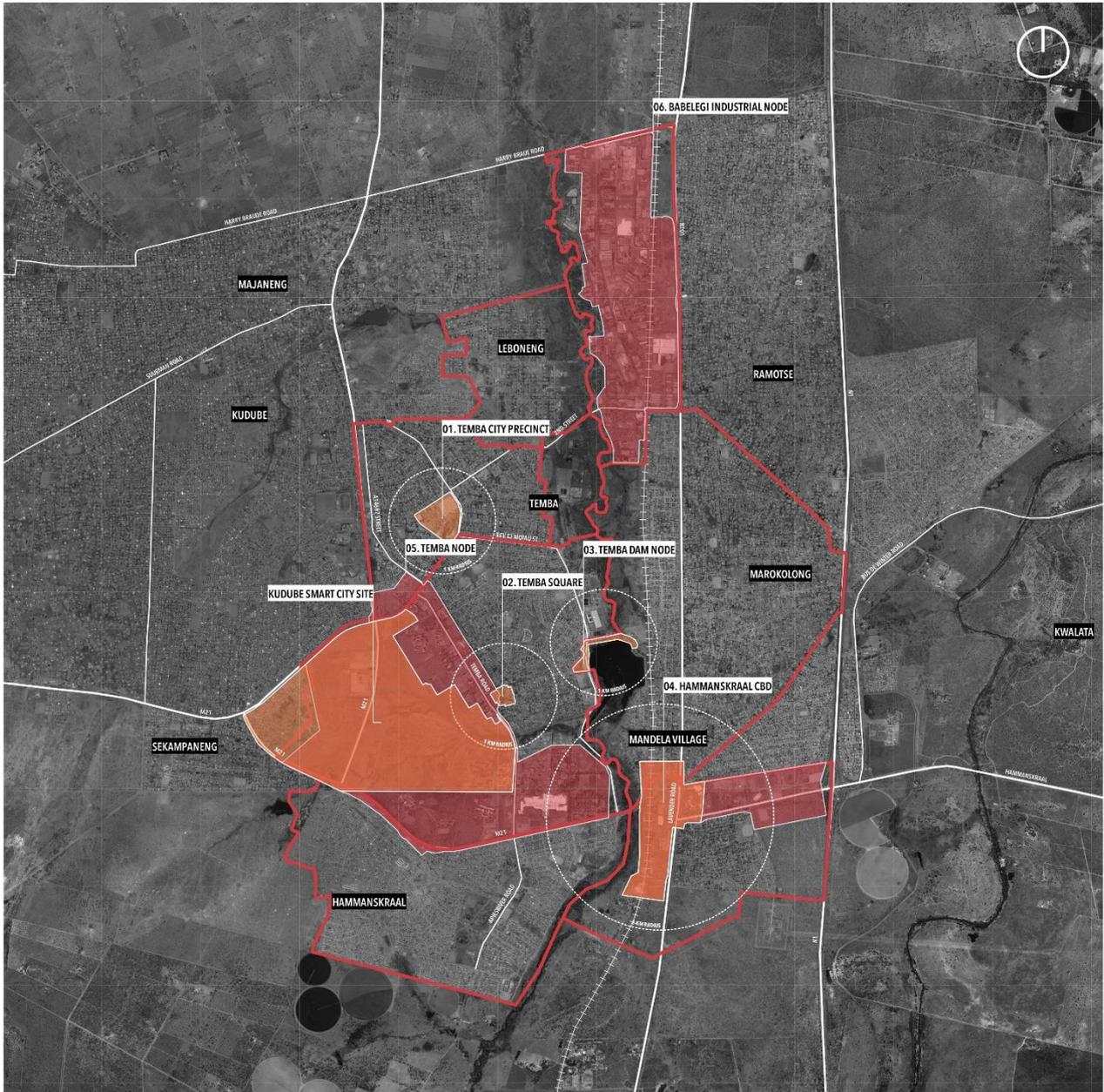
The identification of nodes has been based upon the institutional knowledge and documentation of the Municipality. Following our assessment of the nodes and field investigations, these nodes were either adopted, reprioritized or *removed* within the projects scope and node identification. In addition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

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

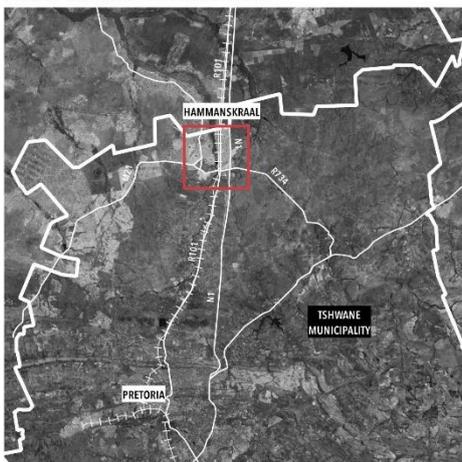
The nodes identified are therefore a synthesis of the nodes identified by the municipality and the TAT additional nodes – which revealed the priority nodes for the scope of the TED project.

The prioritised nodes for Hammanskraal include:

- (i) Hammanskraal CBD
- (ii) Themba City Precinct
- (iii) Themba Square
- (iv) Themba Beach Node



HAMMANSKRAAL FOCUS AREA BASE MAP



LOCATION KEY

- KEY**
- HAMMANSKRAAL**
- 1. Base Map**
 - 1.1 Extents**
 - Hammanskraal_Study_Boundary
 - 1.2 Nodes**
 - Municipality Identified Nodes
 - Opportunity Nodes
 - TED Focus Area
 - 1.3 Connectivity**
 - Main Highway
 - Arterial Roads
 - Railway Lines

TSHWANE MUNICIPALITY | HAMMANSKRAAL | BASE MAP

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

Map 16: Nodes in Hammanskraal and Themba

9.1.1. Land Administration

The nodes are connected via a street network and accessed via vehicular transport but are not suitable for pedestrian linkages because of their distance from each other. The nodes therefore play autonomous functions to the immediate areas they are located in.

The Jubilee shopping mall to the west of the north-south spine, creates a degree of economic symmetry relative to the CBD to the east of the railway. The mall, however, is privately owned and suffocates any broader beneficiation that could occur from a concentration of economic activity. While privately owned, the mall precinct allows for a degree of urban management in terms of security, cleaning and organisation that is not present in the study area. The transport hub at the mall could play a more prominent role.

The study area demonstrates a valuable capacity to accommodate social desires in the township – which are expressed in various urban spaces. Temba Square and the 'Beach' are notable spaces where social and cultural life is accommodated. This is very encouraging and worth investing in, in the conceptualisation the revitalisation of the township economy, for recreation, culture, and entertainment purposes.

9.1.2. Infrastructure and Natural Systems

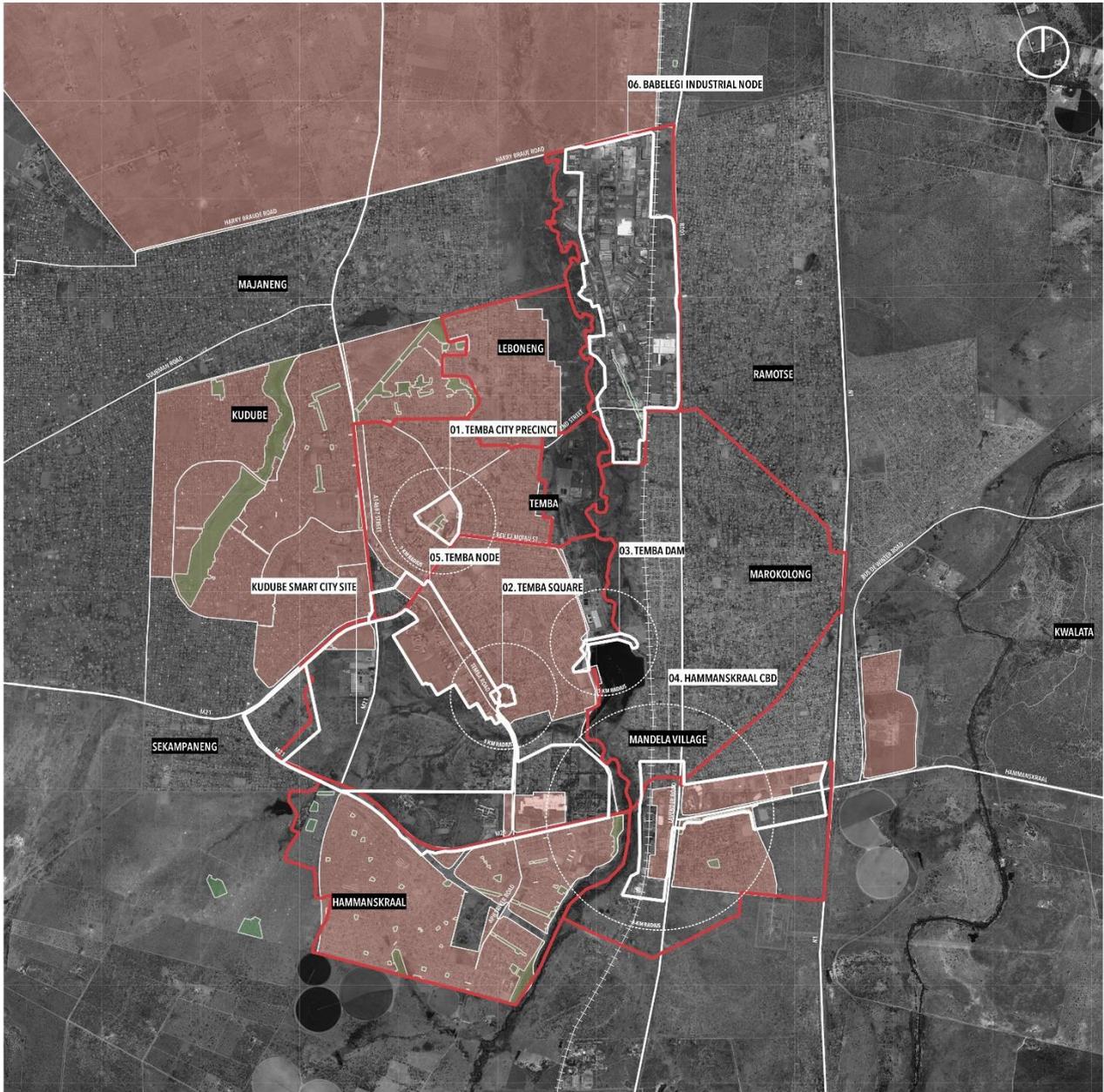
The Hammanskraal CBD is located at the confluence of the north-south and east-west transport systems. The township is very dispersed in its spatial form radiating outwards from the CBD – particularly to the north-west. This pattern results in very limited possibilities for pedestrian connectivity between amenities in Hammanskraal as the distances are not easily walkable. The CBD focuses primarily on business, services and transport with little provision for housing, offices or recreational spaces. There are poor east-west connections – further separating the township into eastern and western portions. This separation needs to be acknowledged in the development proposals to ensure that adequate attention is directed towards these important structural dynamics. It would be important to look at a series of strategic linkages across this infrastructure barrier to ensure better connectivity in order to optimise on development investments.

The dam and river system are a rare and valuable environmental feature that grossly underperform as a natural asset to the township. It would be incumbent to leverage this feature within a TED development approach, as there are some existing use patterns that reveal the larger possibilities that could be unlocked.

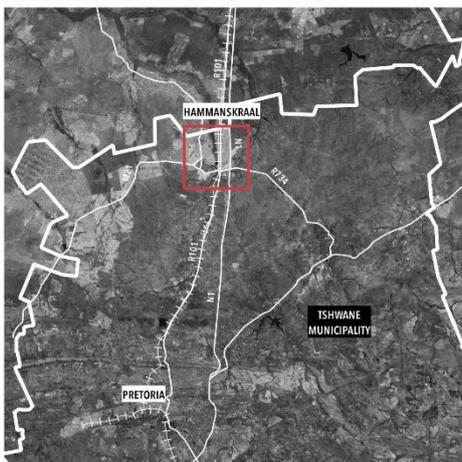
The railway system is not functional for passenger rail purposes and does not contribute to generating urban activity. Designed to connect, the railways perform a dividing and contaminating function in the township and need to be addressed urgently as they run the risk of threatening township economic

development and much needed spatial transformation. The legacy support infrastructure of a functional railway system is still in place and supported by public and private vehicular transport systems. The underperforming railway system and its associated real estate needs to be radically repurposed to augment and leverage off the adjacent existing economic centres.

Opportunity: Commercial high streets activated in strategic sites / road corridors.



HAMMANSKRAAL FOCUS AREA LAND OWNERSHIP



LOCATION KEY

- KEY**
HAMMANSKRAAL
- 1. Base Map**
 - 1.1 Extents**
 - Hammanskraal_Study_Boundary
 - 1.2 Nodes**
 - TED Focus Area
 - Node Extents
 - 1.3 Connectivity**
 - Main Highway
 - Arterial Roads
 - Railway Lines

- 2. Land Administration**
- 2.2 Land Ownership**
- HK_CSG_PUBLIC_PLACE
- HK_CSG_ALLOTMENT_TOWNSHIP

TSHWANE MUNICIPALITY | HAMMANSKRAAL | LAND OWNERSHIP

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Map 17: Land Ownership

9.2. Hammanskraal CBD

The Hammanskraal CBD is economically active but is a harsh and unforgiving space in terms of user experience. There is little respite from urban chaos and this space seems to have a solitary function of trade and transport. Left unchecked and unmanaged the space runs the risk of intensifying this pattern and becoming increasingly uncomfortable and congested. Very poor synergies exist between the infrastructure of the state, private sector and the 'people'. The lack of an organising system encourages an assemblage of fragmented parts with poor interdependences between each other.

Intense vehicular and pedestrian conflict and limited spaces for safe pedestrian access is a concern. A strong precinct management strategy would be very valuable, to co-ordinate growth and operations, which would have a beneficial impact on property values. The node currently does not generate good street connections into adjacent neighbourhoods because of the divisive nature of the road network, which has a bias towards fast moving vehicular traffic. This results in the node functioning as a congested silo with limited capacity to positively influence adjacent land value.

The defunct railway infrastructure and its derelict nature is a threat to the sustainability of the precinct and needs urgent attention to ensure the spatial transformation of the node. The CBD has significant economic real estate that can play a productive role in the neighbourhood but requires better connectivity and land and precinct management.

The following suggestions are contemplated for the node:

1. Develop an Urban Management Plan and clearly 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 stakeholder and management plan will create a secure institutional space for increased private investment – especially through the adjacent land parcels, which are currently underperforming.
2. Public Environment Upgrade. The sidewalks and connections across streets at the node need to be designed to allow for better connectivity and safe walking for commuters/pedestrians and economic opportunity for micro business. This would involve a public environment upgrade that would include the design and implementation of sidewalk, lighting, signage (directional and advertising) and landscaping (hard and soft).
3. East-West Link. The link along Harry Gwala Road is entirely vehicular with very limited options for pedestrian access – due to the nature of the road infrastructure. This road could better link to the shopping centre through a rehabilitation of its verges and activation of adjacent land.
4. Traffic Management. The area requires a comprehensive review of the traffic systems in order to better delineate pedestrian, vehicular (private and public) and logistic movement, to manage dangerous levels of congestion.
5. Pedestrian Bridge Review. The existing bridge over the R101 is poorly conceived and attracts misuse by vulnerable groups rendering the infrastructure 'highjacked'. Better integration of the

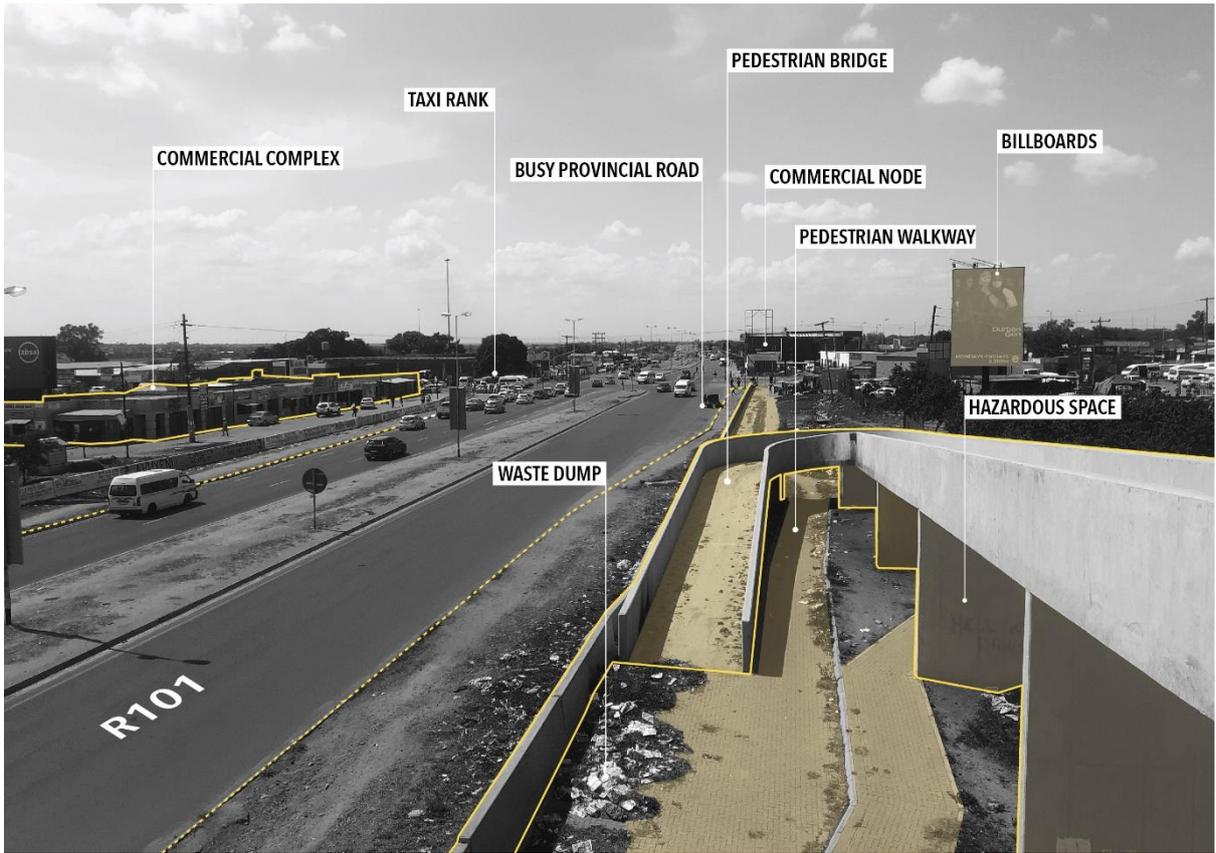
design of the bridge's platforms, walkways and functions is needed. Examples of bridges functioning as markets, such as in Warwick Street (Durban), are good examples of re-conceptualising this utilitarian infrastructure to perform more productive uses. The bridge can be better conceptualised to integrate the varying economic functions on either end of the road. A special urban management strategy is needed between key stakeholders to ensure the bridge functions well.

6. Linear Street Markets. The edges of land and the manner in which movement and entrances are configured could be better organised. This would create clear edges, management areas, legibility and help produce an active circulation system in the node.
7. Transnet Land Redevelopment and West-Link. The Transnet land requires clarity in terms of its development future. At its most basic level, the space could be converted into a park and social space with defined urban management. This would form the base infrastructure for any future development. The possibility of introducing a connection using the existing bridge and crossing over the river into Lebel Street could be investigated to better integrate the two parts of development on either side of the river and activate increased development opportunities at this node. Lebel Street extends directly towards opportunity nodes adjacent to the shopping centre.
8. Public Art. It is also recommended that a public art and creative output program and project is coupled with this development. This would engage local creative practitioners to enhance the precinct and lend a particular creative and brand identity. Outputs could include sculpture, installations, mosaic, murals as well as ephemeral or soft programs like performance.

Opportunity: Public facilities serving transport and informal trading in the CBD enhanced.

Opportunity: Un-utilised land in the urban core unlocked for development.

Figure 29: The existing pedestrian bridge is poorly designed and a den for social deviance resulting in the bridge not being used for commuters and pedestrians due to safety concerns. The relationship of the bridge to the adjacent shopping anchors requires review to better locate it in the CDB and optimise opportunity and connectivity.



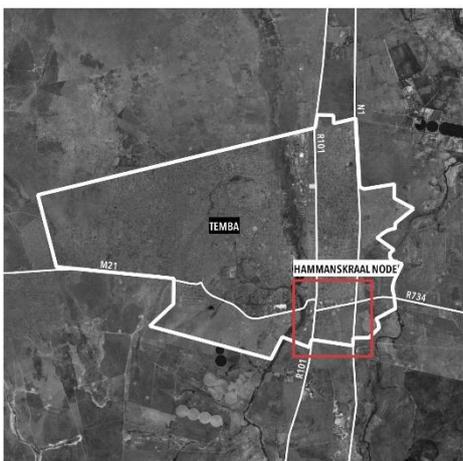
The following section includes a series of maps relating to this node. The table below provides a summary of the status quo for the Hammanskraal CBD, as indicated in the maps. In instances where the GIS data is not available or has not been provided, the table specifies the gaps.

Table 5: Status Quo of the Hammanskraal CBD Node

Connectivity/Transport	Socio-economic Function	Current Zoning	Digital	Stormwater, Water and Sanitation	Energy	Int Human Settlements	Trader Access to Infrastructure
The CBD straddles the R101 (Old Warmbaths Road). Poor east-west connectivity as a result of road congestion on bridges over the railway system. Adequate road network. Bus and taxi routes extend along R101, east into the commercial area and over the M21 towards Themba. There are four taxi ranks/bus stops in this node. The trainline currently does not provide a passenger service. Informal pedestrian routes connect the node to the Themba node and Jubilee Mall. A pedestrian bridge over the R101 is considered unsafe and not utilised.	An emerging township CBD, comprising SME retailers, corporate retailers, financial services and street traders. Shopping malls include the Renbro Centre and Kopanong Centre. City established street trader facilities. The CBD includes social, health and educational facilities.	Open Space in the north-western section of the site, with Institutional zoning adjacent to this section. A residential area is located to the south of the institutional area, with commercial zoning around the R101.	No Data Available	Surrounding residential area has supply, access to the new proposed residential section will need to be extended, supply to institutional area is not clear.	Streetlights and High Masts are present throughout the node. MV Cables and electricity service connection feeders are also present in most of this precinct.	No Data Available	Predominantly informal or no water access, some formal access. More formal electricity access towards the north of the precinct, with informal or no electricity access predominating in the southern part of the site.



HAMMANSKRAAL CBD FOCUS AREA BASE MAP



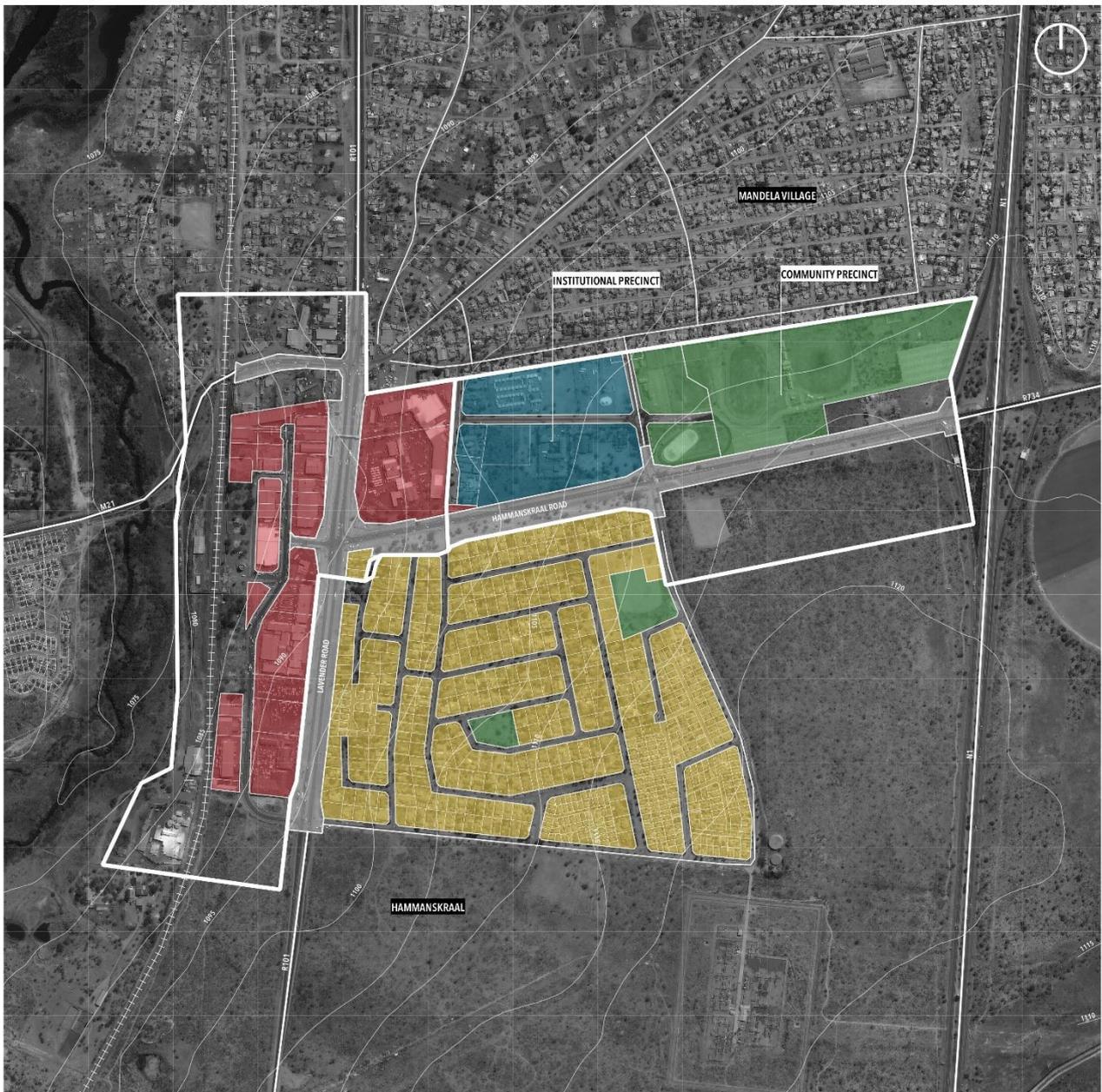
LOCATION KEY

- KEY**
- HAMMANSKRAAL NODE**
- 1. Base Map**
- 1.1 Extent**
- Node
 - High Street
 - Street Commercial Activity
 - Commercial Activity
- 1.2 Connectivity**
- Development Corridor
 - Main Road
 - Arterial Road
 - ++ Railway

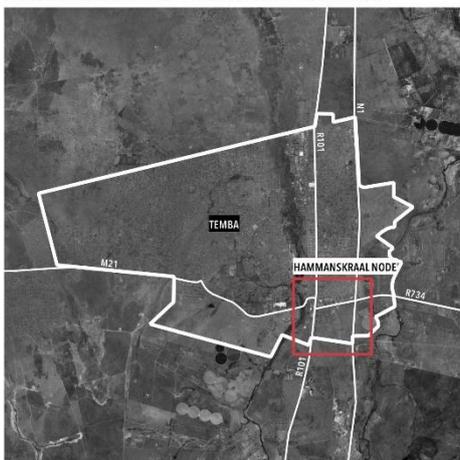
TSHWANE MUNICIPALITY | HAMMANSKRAAL | HAMMANSKRAAL CBD | BASE MAP

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Map 18: Hammanskraal Central Business District Node



HAMMANSKRAAL CBD FOCUS AREA LANDUSE EXISTING



LOCATION KEY

- KEY**
HAMMANSKRAAL NODE
- 1. Base Map**
 - 1.1 Extent**
 - Node
 - 1.2 Connectivity**
 - ▬ Development Corridor
 - Main Road
 - Arterial Road
 - ⋈ Railway
- 2. Land Administration**
 - 2.1 Landuse**
 - 2.1.1 Landuse Existing**
 - Residential
 - Public Open Space
 - Institutional
 - Commercial

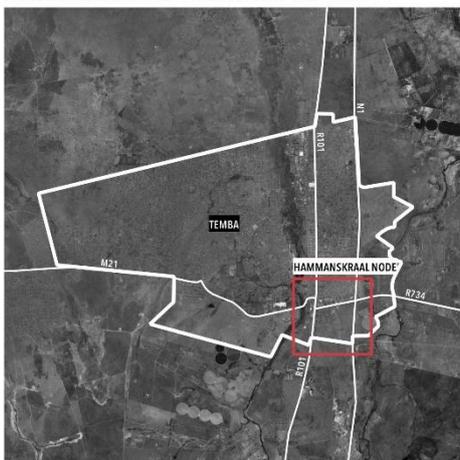
TSHWANE MUNICIPALITY | HAMMANSKRAAL | HAMMANSKRAAL CBD | LANDUSE EXISTING

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Map 19: Existing Land Use, Hammanskraal CDB Node



HAMMANSKRAAL CBD FOCUS AREA LAND OWNERSHIP



LOCATION KEY

- KEY**
HAMMANSKRAAL NODE
- 1. Base Map**
 - 1.1 Extent**
 - Node
 - 1.2 Connectivity**
 - ▬ Development Corridor
 - Main Road
 - Arterial Road
 - ⋈ Railway
 - 2. Land Administration**
 - 2.2 Land Ownership**
 - HK_CSG_PUBLIC_PLACE
 - HK_CSG_ALLOTMENT_TOWNSHIP

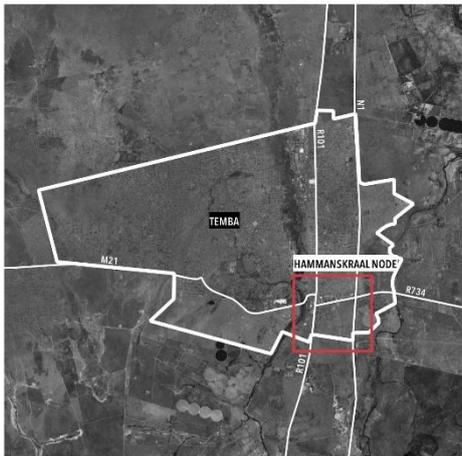
TSHWANE MUNICIPALITY | HAMMANSKRAAL | HAMMANSKRAAL CBD | LAND OWNERSHIP

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

Map 20: Land Ownership, Hammanskraal CBD Node



HAMMANSKRAAL CBD FOCUS AREA WATER & SANITATION



LOCATION KEY

KEY

HAMMANSKRAAL NODE

1. Base Map

- 1.1 Extent**
- Node
- 1.2 Connectivity**
- ▭ Development Corridor
- Main Road
- Arterial Road
- +++ Railway

3. Infrastructure

3.2 Water & Sanitation

- HK_WS_Sewer_Current_Municipal_HouseConnections
- HK_WS_Sewer_Current_Municipal_Links
- HK_WS_Sewer_Current_Municipal_Structures
- HK_WS_Culvert
- HK_WS_Pipes
- HK_WS_Water_Current_Bulk_Links
- HK_WS_Water_Current_Bulk_LinksPoints
- HK_WS_Water_Current_Municipal_Links

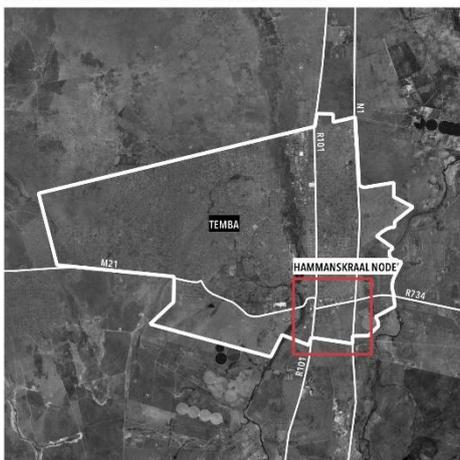
TSHWANE MUNICIPALITY | HAMMANSKRAAL | HAMMANSKRAAL CBD | WATER & SANITATION

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

Map 21: Water, Sanitation and Stormwater Infrastructure, Hammanskraal CBD Node



HAMMANSKRAAL CBD FOCUS AREA TRANSPORT



LOCATION KEY

KEY

HAMMANSKRAAL NODE

1. Base Map

1.1 Extent

— Node

1.2 Connectivity

▭ Development Corridor

— Main Road

— Arterial Road

+++ Railway

3. Infrastructure

3.1 Transport

— HK_TPT_Contract_Bus_Routes

+++ HK_TPT_Proposed_railway_line

🚌 HK_TPT_Other_Taxi_Facilities

🚏 HK_TPT_Taxi_Stops

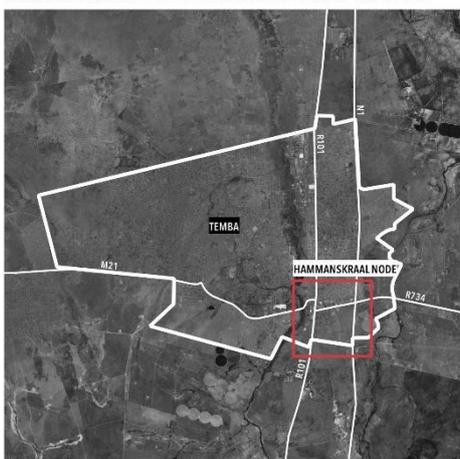
TSHWANE MUNICIPALITY | HAMMANSKRAAL | HAMMANSKRAAL CBD | TRANSPORT

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Map 22: Public Transport Infrastructure, Hammanskraal CBD Node



HAMMANSKRAAL CBD FOCUS AREA DEVELOPMENT PROPOSALS



LOCATION KEY

- KEY**
- HAMMANSKRAAL NODE**
- 1. Base Map**
 - 1.1 Extent**
 - Node
 - 1.2 Connectivity**
 - ▬ Development Corridor
 - Main Road
 - Arterial Road
 - +++ Railway
 - 5. Development Proposals**
 - 5.1 Existing Proposal**
 - ▬ Proposed Intervention
 - Intervention Line

TSHWANE MUNICIPALITY | HAMMANSKRAAL | HAMMANSKRAAL CBD | DEVELOPMENT PROPOSALS

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

Map 23: Development Proposal, Hammanskraal CBD Node

9.3. Temba Local Node

The Temba local node is rather large and poorly defined. Its connective system of streets does not contribute to a diversity of functions, connectivity and urban well-being. The Jubilee Mall is the primary feature of the node and does not appear to have been leveraged to contribute to the broader context – especially in terms of its relationship to transport, creating an inclusive economy, unlocking adjacent property values and creating active streets. A special effort needs to be directed to properties in this node being able to realise greater value and this needs to be done in a manner that deals with the structural, infrastructural and connectivity failures of the area.

In addition to the considerations set forth in the Kudube Smart City Profile, set out in section 10.5. above, the following suggestions are contemplated for the node:

1. **Public Environment Upgrade.** The sidewalks and connections across streets at the node need to be designed to allow for better connectivity and safe walking for commuters/pedestrians and economic opportunity for micro business. This would involve a general public environment upgrade that would include the design and implementation of sidewalk, lighting, signage (directional and advertising) and landscaping (hard and soft).
2. **Secondary Node Activation.** The commercial land around the intersection of Temba and Lebela streets requires optimisation to stimulate coordinated economic activity. The location of this land lends itself to dynamic future growth and requires packaging to ensure this occurs in an intentional and informed manner.
3. **Structural Adjustment -** refers to the larger spatial and economic structural adjustments necessary for the area. These have a long-term horizon, however, need to commence with small, clear and incremental investments. The intention behind these would be to acknowledge existing forces of the node (shopping centre and CBD specifically in this case) and harness these towards a more transformative, inclusive and connected area. The following three work towards this larger idea:
 - a. **East West Linkages.** The connections along Harry Gwala and Lebela Street (proposed) to the eastern CBD is worth considering as two high-level armatures upon which the township expansion (10-20 year) would take place. Rapid growth is expected and these armatures would provide the necessary framework for integrated growth.
 - b. **Linear Street Markets (south side between Temba and Mfumo Street).** The street edges to the south of the street to be reviewed to better support economic activation of adjacent properties. This would need to take into consideration parking, access, trading spaces, signage and lighting. The adjacent properties would leverage off increased activity and value due to this infrastructure as well as the shopping centre.
 - c. **Commercial Micro-Node.** The commercially zoned properties at the intersection of Temba and Harry Gwala are to be optimised to play a key linking role towards the CBD along Lebela Street and the Jubilee Mall. The possibility for dense mixed commercial, retail and transport use functions would be explored.

Opportunity: Pedestrian paths / bridge connections established to link residential areas to the CBD and retail hubs.

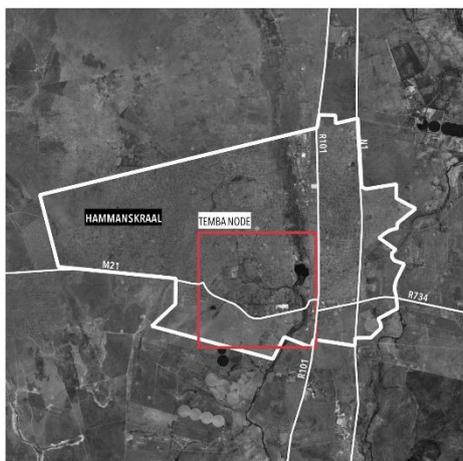
The following section includes a series of maps relating to this node. The table below provides a summary of the status quo for the Temba Node, as indicated in the maps. In instances where the GIS data is not available or has not been provided, the table specifies the gaps.

Table 6: Status Quo of the Temba Node

Connectivity/Transport	Socio-economic Function	Current Zoning	Digital	Stormwater, Water and Sanitation	Energy	Int Human Settlements	Trader Access to Infrastructure
One road (Harry Gwala Avenue) connects the CBD to Temba Road. Proposed rail line to run through the site, to the North of Jubilee Mall, with a train station proposed for this node. At present a bus/taxi route runs along the M21 north along Temba Road. There are five bus/taxi ranks in this node.	Jubilee Mall (corporate and SME retail) is a commercial anchor within the node. The mall precinct includes a formal taxi rank and bus station. Street trade and informal shops occur on the adjacent roads. The broader node includes a Provincial Hospital, City service centres and offices, SAPS station, social, health and educational facilities. Much informal land use along the high streets (Harry Gwala Avenue and Temba Road)	Gap in zoning data in Southern portion of the site. Government and industrial zoning along Temba Road.	No Data Available	The stormwater network in the surrounding residential areas is well-connected, but capacity will need to be extended into the vacant land that is proposed for mixed-use development. Bulk facilities run through the site, with connections running throughout the site.	Streetlights along M21 and Temba Road. Streetlights and High Masts in the residential area adjacent to Temba Road. Electricity Service Connection Feeders along M21. HV Electricity line runs through the precinct.	The Kudube Smart City Plan seeks to establish a mixed-use neighbourhood with 7475 new mixed income housing units.	Along the M21: a degree of formal water access, with no water access predominating. The dynamic is similar for electricity access. Along Temba Road: predominantly formal water and electricity access, with some informal access.



TEMBA NODE FOCUS AREA BASE MAP



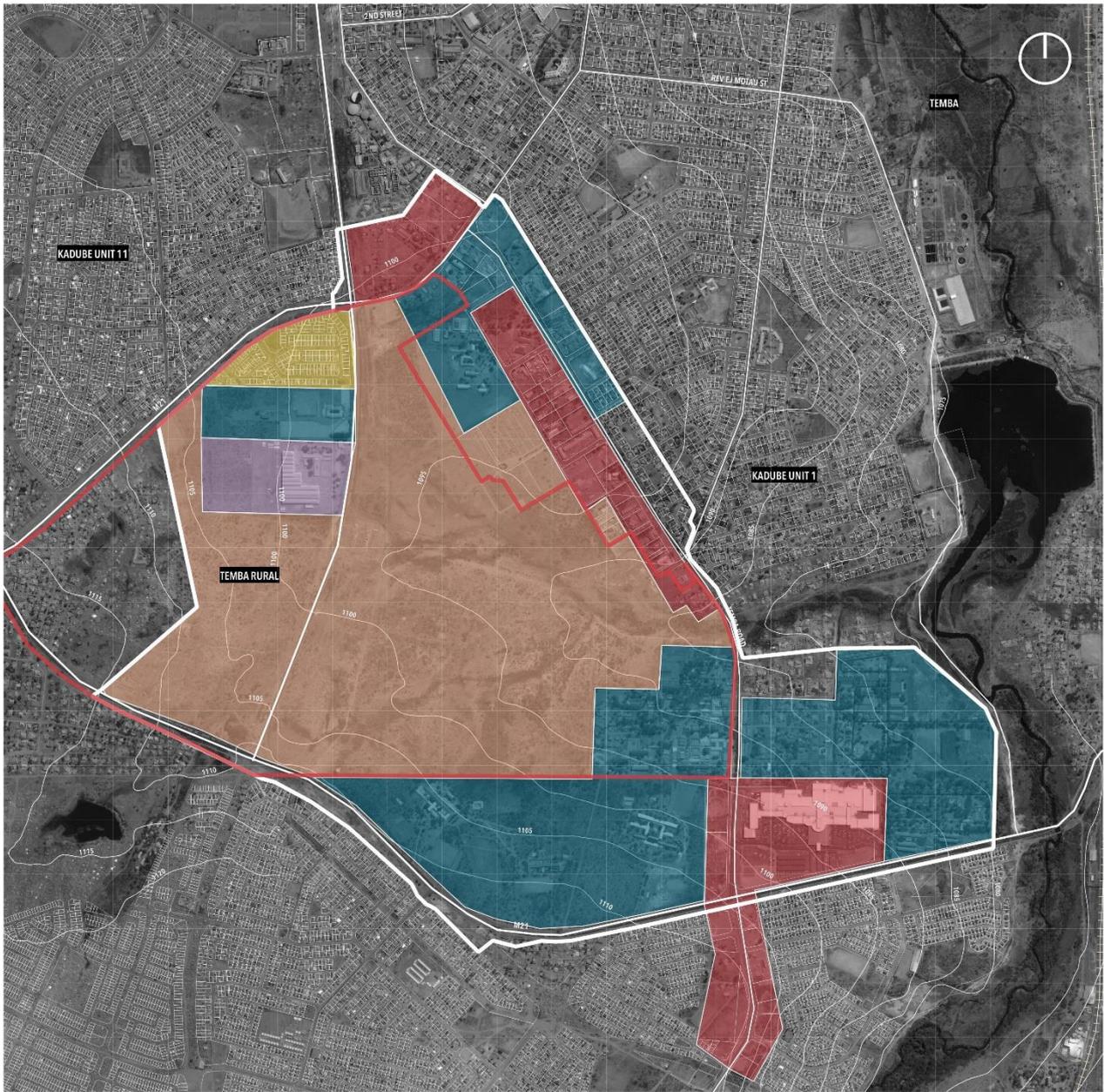
LOCATION KEY

- KEY**
- TEMBA NODE**
- 1. Base Map**
- 1.1 Extents**
- Study Node
 - ▭ Kudube Smart City Site
 - ▭ Commercial Activity
 - ▬ High Street
- 1.2. Connectivity**
- Main Road
 - Arterial Road
 - ⊕⊕ Railway

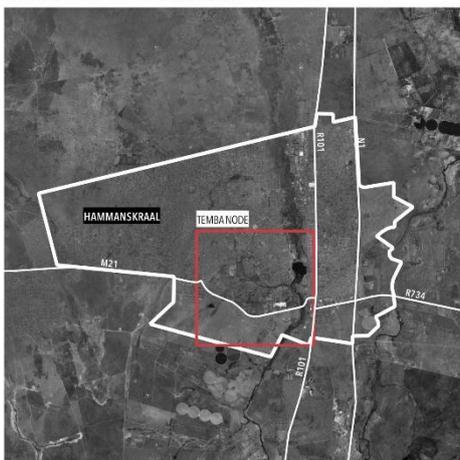
TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA NODE | BASE MAP

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Map 24: Temba Node



TEMBA NODE FOCUS AREA LANDUSE PROPOSED



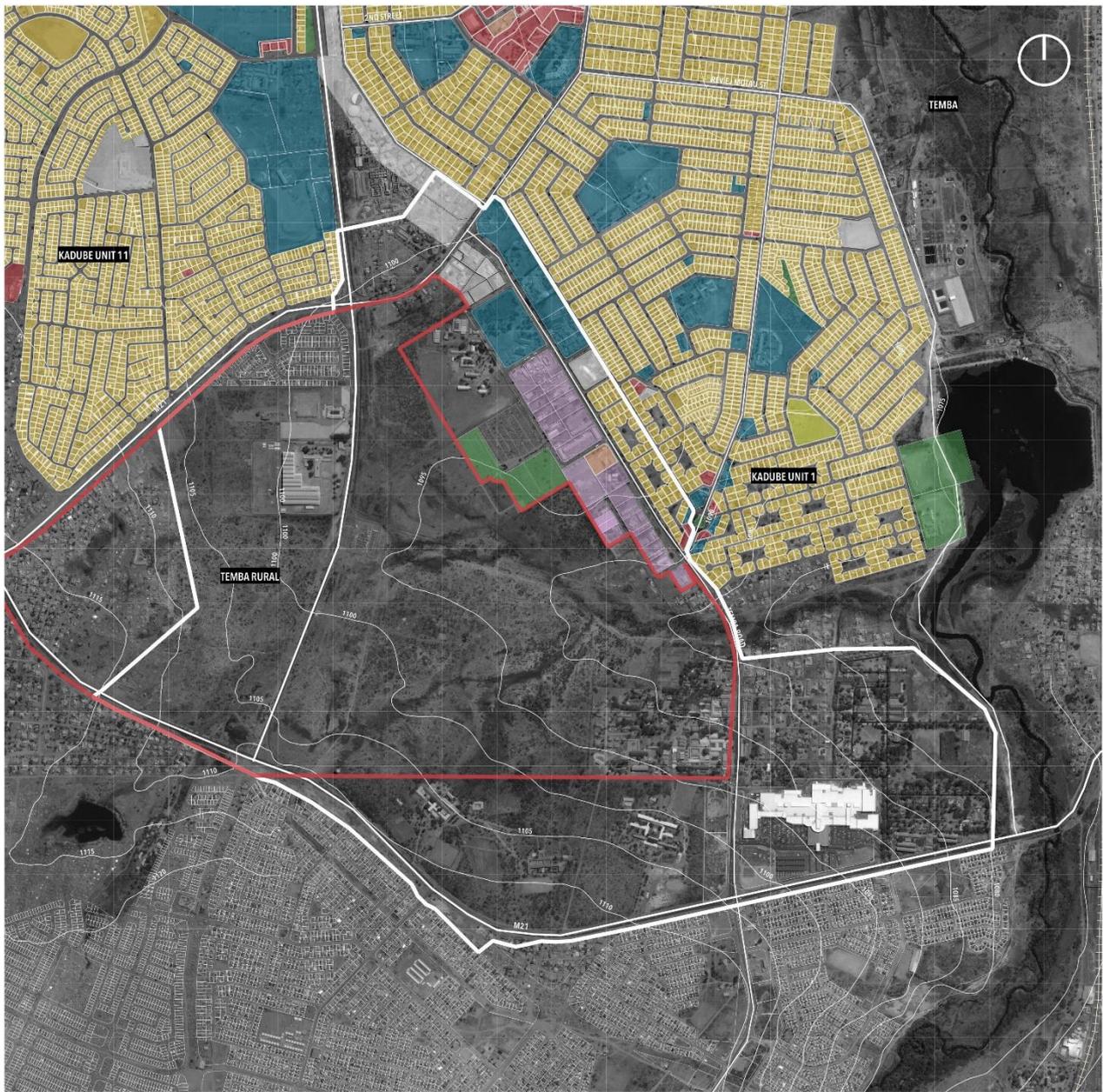
LOCATION KEY

- KEY**
- TEMBA NODE**
- 1. Base Map**
- 1.1 Extents**
- Study Node
 - ▭ Kudube Smart City Site
- 1.2. Connectivity**
- Main Road
 - Arterial Road
 - +++ Railway
- 2. Land Administration**
- 2.1 Landuse**
- 2.1.2 Landuse Proposed**
- ▭ Residential
 - ▭ Mixed Use
 - ▭ Institutional
 - ▭ Industrial
 - ▭ Commercial

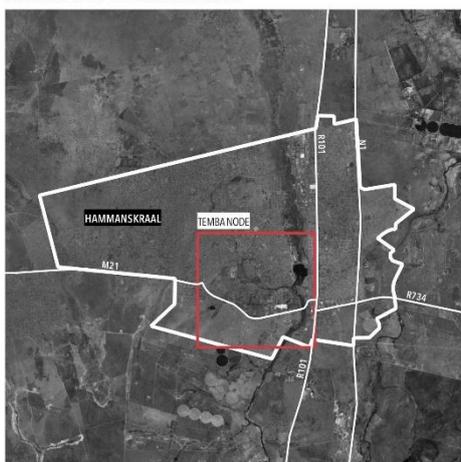
TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA NODE | LANDUSE PROPOSED

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Map 25: Proposed Land Use Temba Node



TEMBA NODE FOCUS AREA ZONING



LOCATION KEY

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>KEY</p> <p>TEMBA NODE</p> <p>1. Base Map</p> <p>1.1 Extents</p> <ul style="list-style-type: none"> — Study Node ▭ Kudube Smart City Site <p>1.2. Connectivity</p> <ul style="list-style-type: none"> — Main Road — Arterial Road +++ Railway | <p>2. Land Administration</p> <p>2.3 Zoning</p> <p>HK_LU_Zoning_LP</p> <ul style="list-style-type: none"> ▭ BUSINESS 1 ▭ BUSINESS 2 ▭ EDUCATIONAL ▭ INSTITUTIONAL ▭ MUNICIPAL ▭ GOVERNMENT ▭ RESIDENTIAL 5 ▭ RESIDENTIAL 4 ▭ RESIDENTIAL 1 ▭ PUBLIC OPEN SPA ▭ CEMETRY ▭ INDUSTRIAL 2 ▭ SPECIAL ▭ PROPOSED STREET ▭ UNDETERMINED |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

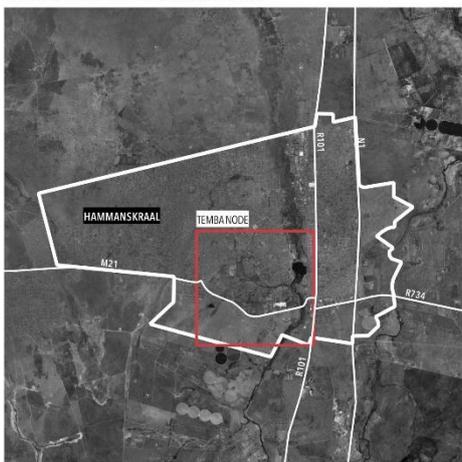
TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA NODE | ZONING

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Map 26: Zoning, Temba Node



TEMBA NODE FOCUS AREA TRANSPORT



LOCATION KEY

KEY

TEMBA NODE

1. Base Map

1.1 Extents

- Study Node
- ▭ Kudube Smart City Site

1.2. Connectivity

- Main Road
- Arterial Road
- +++ Railway

3. Infrastructure

3.1 Transport

- HK_TPT_Contract_Bus_Routes
- 🚉 HK_TPT_Proposed Railway station
- +++ HK_TPT_Proposed railway line
- 🚏 HK_TPT_Other_Taxi_Facilities
- 🚏 HK_TPT_Taxi_Stops

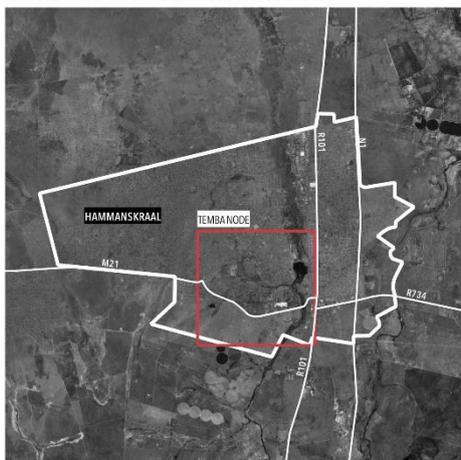
TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA NODE | TRANSPORT

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Map 27: Transport, Temba Node



TEMBA NODE FOCUS AREA WATER & SANITATION



LOCATION KEY

- KEY**
- TEMBA NODE**
- 1. Base Map**
- Study Node
 - Kudube Smart City Site
- 1.1 Extents**
- Main Road
 - Arterial Road
 - Railway
- 1.2. Connectivity**

- 3. Infrastructure**
- 3.2 Water & Sanitation**
- HK_WS_Sewer_Current_Municipal_HouseConnections
 - HK_WS_Sewer_Current_Municipal_Links
 - HK_WS_Sewer_Current_Municipal_Structures
 - HK_WS_Culvert
 - HK_WS_Pipes
 - HK_WS_Water_Current_Bulk_Links
 - HK_WS_Water_Current_Bulk_LinksPoints
 - HK_WS_Water_Current_Municipal_Links

TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA NODE | WATER & SANITATION

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Map 28: Water, Sanitation and Stormwater Infrastructure, Temba Node

9.4. Temba City

This precinct has an ideal set of diverse functions, operates at a good scale. The node is well connected and well located. Interesting and valuable street activity is found around this node, despite the Temba City Mall underperforming economically. The residual functions of the market and taxi rank are valuable economic assets in the precinct and should be acknowledged in the future development of the Mall. There are significant parcels of private and public land in the area that are underperforming, which could benefit from key interventions in the area – specifically the repurposing of the mall and development incentives.

The following suggestions are contemplated for Temba City:

1. Develop an Urban Management Plan and the clearly 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 stakeholder and management plan will create a secure institutional space for increased private investment – especially through the adjacent underperforming land parcels.
2. Mall Adaptive Reuse (Leisure). The mall infrastructure is well kept and suited for repurpose – whilst still retaining the anchor retail tenant. The possibility to make the mall into a destination indoor sports and recreation facility should be investigated. This would retain the shopping centre anchor.
3. Linear Street Market. The market along Mosimegi Street attracts significant activity and is well-located. This market should be amplified and expanded to occupy parts of the street. The existing taxi rank would need to be designed to support the operations and growth of the market.
4. A Civic Garden. The entire block of the Civic Square to be reinforced as a green heart within the neighbourhood through an intensified landscaping and tree planting program. The space could become a retreat for the neighbourhood seeking civic or recreational uses. The park lends itself to be being managed as an asset between multiple stakeholders with the state as an anchoring stakeholder.

Opportunity: A development strategy for Temba City precinct approved.

Opportunity: The Temba City shopping mall revitalised.

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

Residents were mobilised on the Hammanskraal Virtual Imbizo by means of a poll about what improvements Themba City might need. The participants were invited to vote on a poll and comment on whether or not Themba City needs more stalls for informal traders. The post received 120 likes, 26 comments and 3 shares. People commented on the need for more shops in Themba City and how the

complex has been empty. Residents' perceptions were that Jubilee Mall is overcrowded, which has been a problem in the context of COVID-19. Some comments were on place-making issues such as security and the presence of "Nyaope boys" and the need for renovations. One participant, in particular, commented on the need for new management in the complex. The poll specifically asked what would make Themba City better. It provided voters with multiple choice type responses and an option to write any other responses that may have not been provided in the multiple-choice list. Thirteen people voted on the Hammanskraal poll. The most voted suggestion for making Temba Square better was having Wi-Fi access, followed by more trader stalls and having water and electricity for traders. Eleven people provided additional suggestions such as turning the space into a food court, building proper structures and adding ATM facilities. These suggestions, along with a more rigorous public participation process, should be integrated into any design of this node.

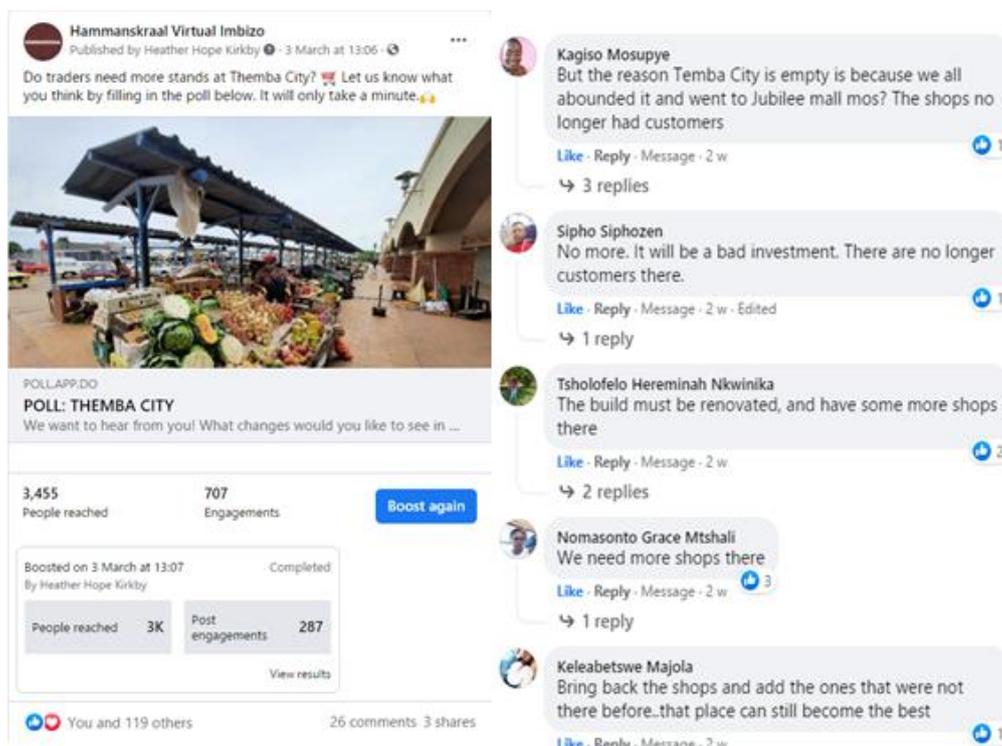


Figure 30: Extracts from the Virtual Imbizo Poll on Temba City Mall



Figure 32: The Themba Shopping Centre is largely defunct par for the existing retail anchor and well-suited to being repurposed. The trading stalls and taxi rank outside are very busy spaces.

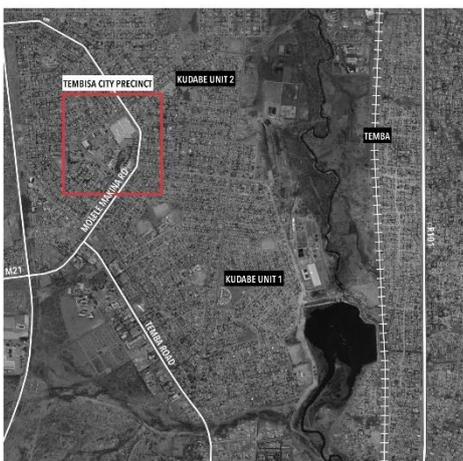
The following section includes a series of maps relating to this node. The table below provides a summary of the status quo for the Temba City Node, as indicated in the maps. In instances where the GIS data is not available or has not been provided, the table specifies the gaps.

Table 7: Status Quo of the Temba City Node

Connectivity/Transport	Socio-economic Function	Current Zoning	Digital	Stormwater, Water and Sanitation	Energy	Int Human Settlements	Trader Access to Infrastructure
Situated along Molefe Makinta Road, which is a municipal bus route. A taxi rank is also located in this node, on Mosimegi Street. The node is situated within the heart of the Temba residential area. Pedestrian and bicycle connectivity are important.	The node comprises the Temba City Shopping Centre, SME retailers and wholesalers, the Moretele Magistrate's court and the Department of Home Affairs. Street traders and micro-enterprises operate from public land and adjacent properties.	The predominant zoning in this micro-node is business 1, which is the site that Themba City Shopping Centre and surrounding properties occupy. Two large erven are zoned for government and educational purposes. The surrounding area supports low density residential, with residential 1 zoning.	No Data Available	Themba City is connected to the water and sewerage network, which is well-connected in this area. There is no indication of stormwater infrastructure in this site.	The electricity grid is well-connected in this micro-node, with public street lighting provided in the form of high-mast lights.	No data available.	A fair number of businesses in this micro-node have access to water, the majority of which have informal access, while some businesses have formal water access. Access to electricity follows a similar pattern.



TEMBA CITY PRECINCT FOCUS AREA BASE MAP

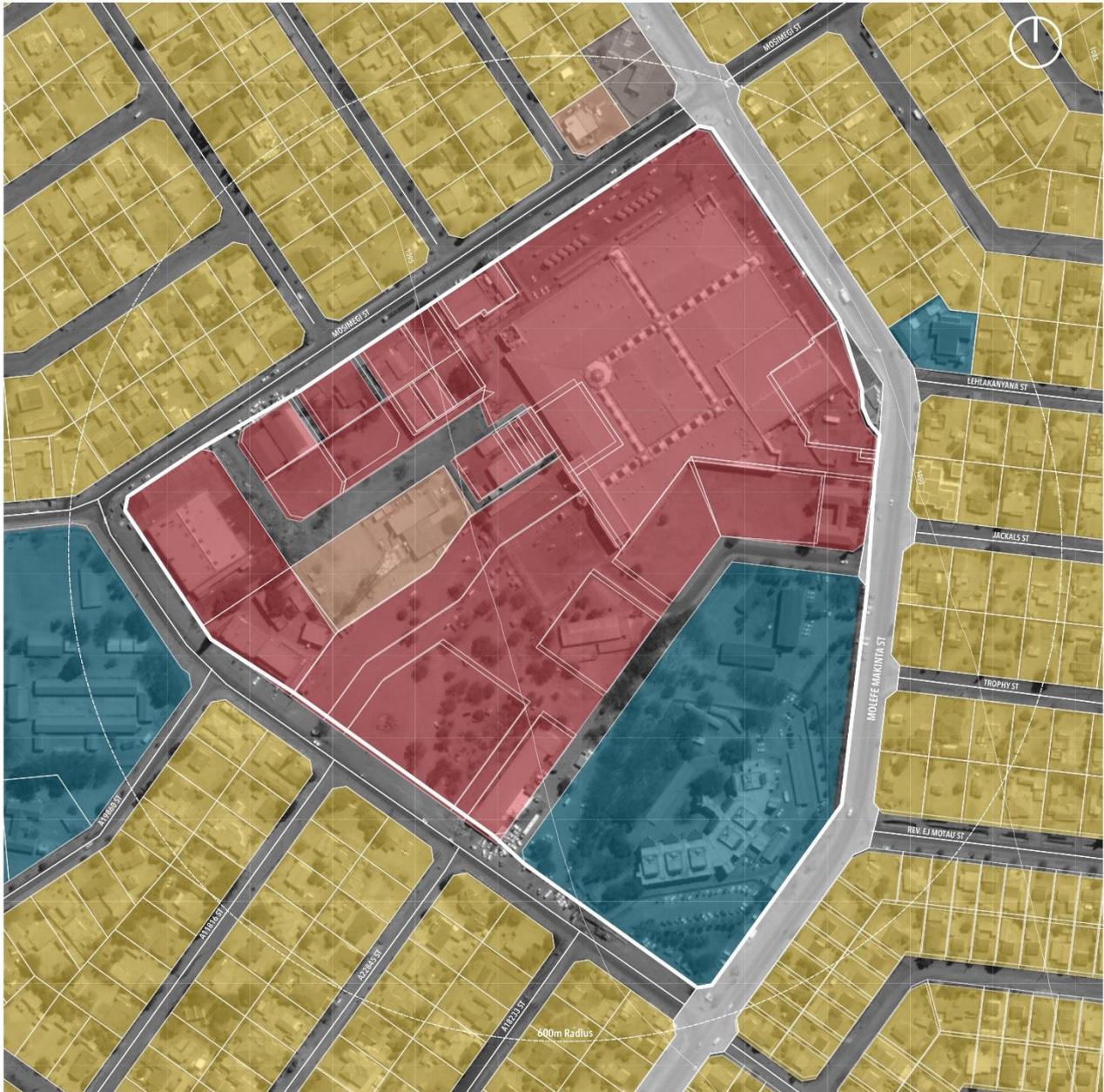


LOCATION KEY

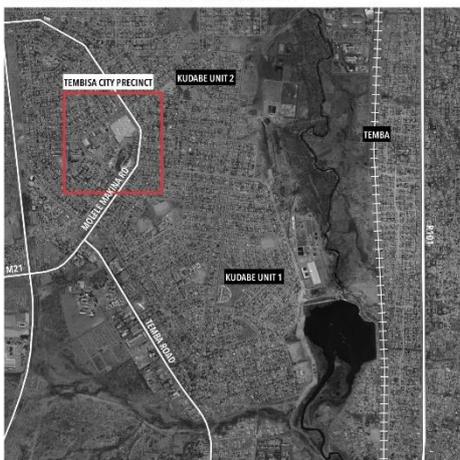
- KEY**
TEMBA CITY PRECINCT
- 1. Base Map**
 - 1. Extents**
 - Extent
 - Business Properties
 - High Street
 - 3. Connectivity**
 - Development Corridor
 - Arterial Road

TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA CITY PRECINCT | BASE MAP

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TEMBA CITY PRECINCT FOCUS AREA ZONING



LOCATION KEY

KEY

TEMBA CITY PRECINCT

1. Base Map

1. Extents

— Extent

3. Connectivity

█ Development Corridor

— Arterial Road

2. Land Administration

2.3 Zoning

HK_LU_Zoning_LP

█ BUSINESS 1

█ EDUCATIONAL

█ MUNICIPAL

█ GOVERNMENT

█ RESIDENTIAL 1

█ SPECIAL

█ PUBLIC GARAGE

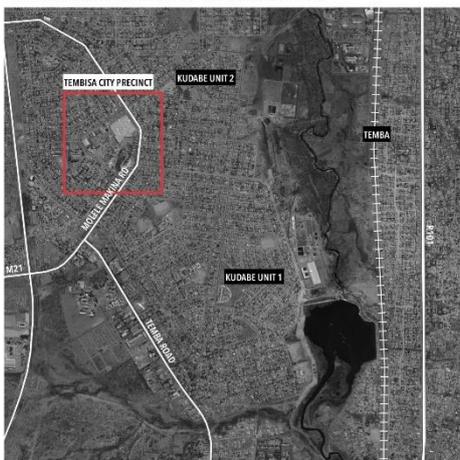
TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA CITY PRECINCT | ZONING

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Map 30: Zoning, Themba City



TEMBA CITY PRECINCT FOCUS AREA TRANSPORT



LOCATION KEY

KEY

TEMBA CITY PRECINCT

1. Base Map

1. Extents

— Extent

3. Connectivity

■ Development Corridor

— Arterial Road

3. Infrastructure

3.1 Transport

— HK_TPT_Contract_Bus_Routes

🚗 HK_TPT_Other_Taxi_Facilities

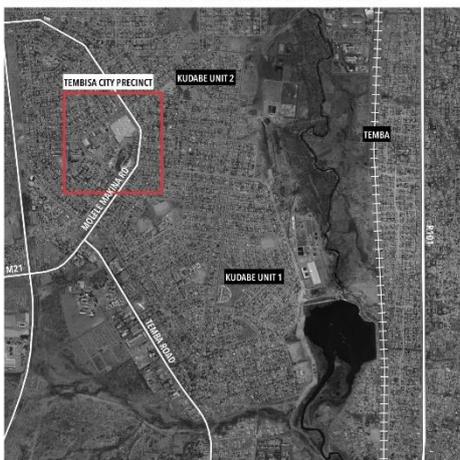
TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA CITY PRECINCT | TRANSPORT

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Map 31: Public Transport Facilities and Routes, Themba City



TEMBA CITY PRECINCT FOCUS AREA WATER & SANITATION



LOCATION KEY

KEY

TEMBA CITY PRECINCT

1. Base Map

1. Extents

— Extent

3. Connectivity

■ Development Corridor

— Arterial Road

TEMBA CITY PRECINCT

3. Infrastructure

3.2 Water & Sanitation

— HK_WS_Sewer_Current_Municipal_Links

● HK_WS_Sewer_Current_Municipal_Structures

— HK_WS_Pipes

— HK_WS_Water_Current_Bulk_Links

● HK_WS_Water_Current_Bulk_LinksPoints

— HK_WS_Water_Current_Municipal_Links

TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA CITY PRECINCT | WATER & SANITATION

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Map 32: Water, Sanitation and Stormwater Infrastructure, Themba City

9.5. Themba Square

Themba Square is a very well used social and public space. It is well-located and used by the community. It exemplifies the capacity for urban spaces to enable the social and cultural life in the township. The site contains a diversity of open space, social, commercial and residential uses at a potentially comfortable scale. Vehicular traffic is managed by the nature of the road infrastructure and allows for safe pedestrian mobility across the spaces. The nature of the built space allows for a natural urban management that is invaluable in this context. There are no vacancies and significant diverse participants using the space at various times of the day creating an organic interdependence on the space and urban upkeep.

The following suggestions are contemplated for Themba Square:

1. Urban Management Plan and the clear demarcation of a precinct within this node. The stakeholders would need to be clearly defined and engaged in the process of the transformation of the node. A secure stakeholder and management plan will create a secure institutional space for increased private investment – especially through the adjacent underperforming land parcels.
2. Edge Condition. The edges of adjacent properties facing onto Themba Square to be enhanced to allow for better parking, activation, landscaping (hard and soft), trading spaces and signage. Special attention to be directed towards lighting.
3. Public Environment Upgrade. The sidewalks and connections across streets at the node need to be designed to allow for better connectivity and safe walking for commuters/pedestrians and economic opportunity for micro business. This would involve a general public environment upgrade that would include the design and implementation of sidewalk, lighting, signage (directional and advertising) and landscaping (hard and soft).
4. Enhance connections. The links towards Themba Dam and the commercial spaces along Themba Road needs to be enhanced through signage, lighting and clear walkways.
5. Public Art. It is also recommended that a public art and creative output program and project is coupled with this development. This would engage local creative practitioners to enhance the precinct and lend a particular creative and brand identity. Outputs could include sculpture, installations, mosaic, murals as well as ephemeral or soft programs like performance.

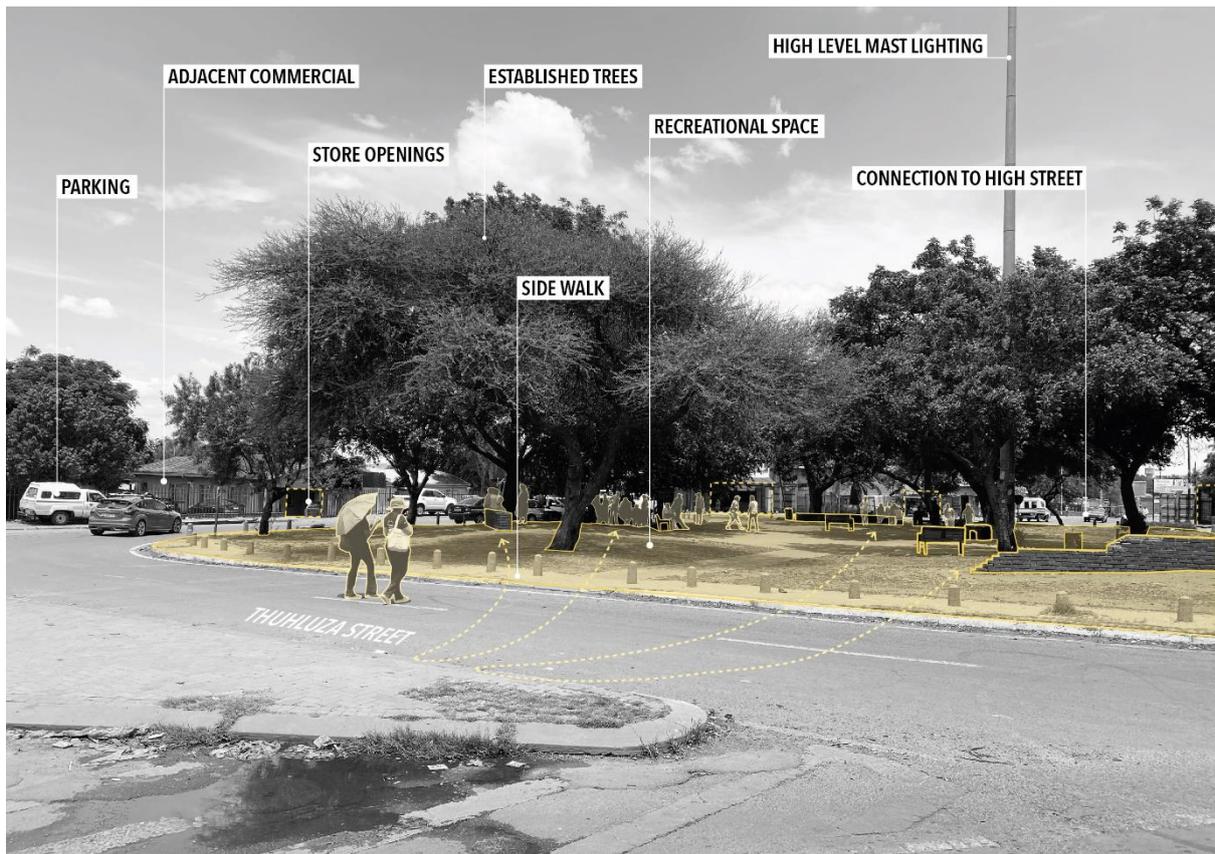
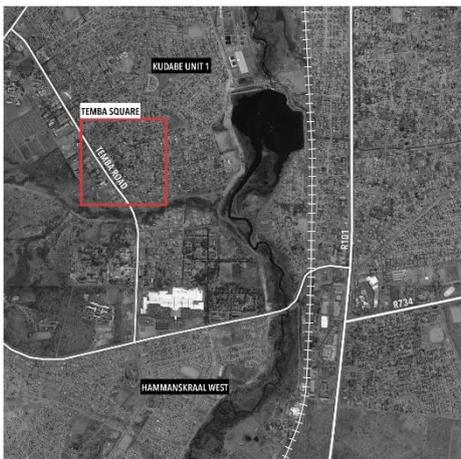


Figure 33: This well-used square is a traffic island with recreational facilities and adjacent social and business uses on the adjacent side of the street. The size, location, landscaping and amenities provided assist in the value the square provides to the township residents.

Opportunity: Temba Square precinct transformed into a hub in support of social and economic opportunities.



TEMBA SQUARE FOCUS AREA BASE MAP



LOCATION KEY

KEY

TEMBA SQUARE

1. Base Map

1.1 Extents

- Temba_Extent
- Commercial Activity
- Street Commercial Activity
- High Street
- Placemaking

1.2 Connectivity

- Development Corridor
- Arterial Road

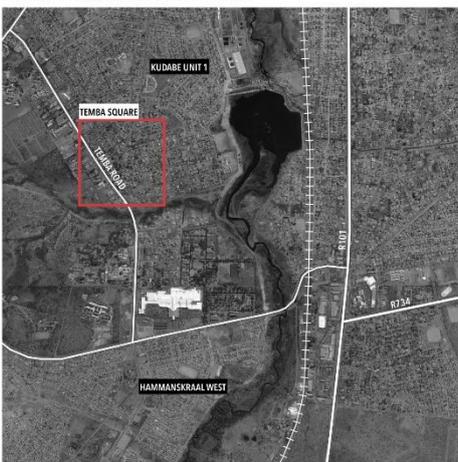
TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA SQUARE | BASE MAP

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Map 33: Temba Square



TEMBA SQUARE FOCUS AREA ZONING



LOCATION KEY

- KEY**
- TEMBA SQUARE**
- 1. Base Map**
- 1.1 Extents**
- Temba_Extent
- 1.2 Connectivity**
- █ Development Corridor
 - Arterial Road
- 2. Land Administration**
- 2.3 Zoning**
- HK_LU_Zoning_LP
- BUSINESS 1
 - EDUCATIONAL
 - INSTITUTIONAL
 - RESIDENTIAL 1
 - PUBLIC OPEN SPA
 - INDUSTRIAL 2

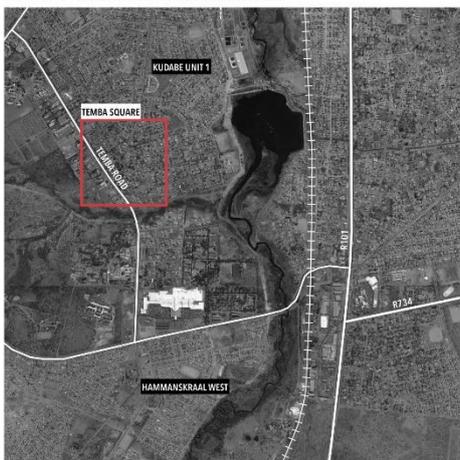
TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA SQUARE | ZONING

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Map 34: Zoning, Themba Square



TEMBA SQUARE FOCUS AREA TRANSPORT



LOCATION KEY

KEY

TEMBA SQUARE

1. Base Map

1.1 Extents

— HMK_Temba_Extent

1.2 Connectivity

■ Development Corridor

— Arterial Road

3. Infrastructure

3.1 Transport

— HK_TPT_Contract_Bus_Routes

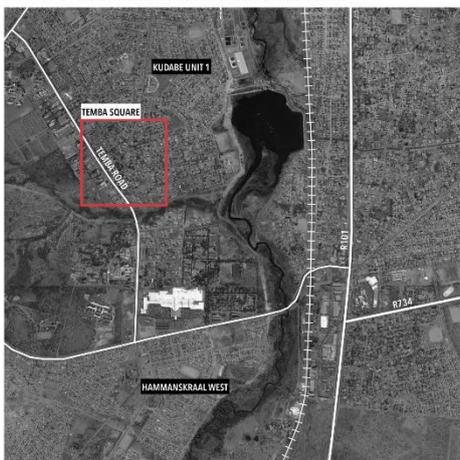
TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA SQUARE | TRANSPORT

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Map 35: Public Transport Facilities and Routes, Themba City



TEMBA SQUARE FOCUS AREA WATER & SANITATION



LOCATION KEY

KEY

TEMBA SQUARE

1. Base Map

1.1 Extents

— HMK_Temba_Extent

1.2 Connectivity

■ Development Corridor

— Arterial Road

3. Infrastructure

3.2 Water & Sanitation

— HK_WS_Sewer_Current_Municipal_Links

● HK_WS_Sewer_Current_Municipal_Structures

— HK_WS_Pipes

— HK_WS_Water_Current_Bulk_Links

— HK_WS_Water_Current_Municipal_Links

TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA SQUARE | WATER & SANITATION

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Map 36: Water, Sanitation and Stormwater Infrastructure, Themba City

9.6. Temba Dam

The dam, particularly between the pedestrian bridge and dam wall is a dynamic and valuable leisure resource in the township. It accommodates recreational users and is naturally well structured to be a high performing natural and recreational asset. The pedestrian bridge provides a critical east-west linkage that connects the two parts of broader Hammanskraal. This is further augmented by an adjacent soccer field. An investment in this space could be coupled with a strong and important environmental program to ensure the optimal function of the environmental system.

The following suggestions are contemplated for Temba Dam:

1. A Leisure Destination. The dam is a rare natural asset and has within this surrounds a series of valuable spaces that can easily be activated to create a unique leisure experience in the township. Towards this the following is considered:
 - a. Place-Making. The dam and immediate surrounds lacks spatial legibility - space to enter, walk or gather. A place-making strategy would guide the spatial configuration of the accessible Dam areas to function with greater legibility. Support built infrastructure for seating, shade, artworks, waiting areas, water points, information and orientation would be included.
 - b. Navigation. Lighting and signage would greatly increase safety, access and orientation at the Dam.
 - c. Program. The dam is a dramatic natural feature which is under performing and underrepresented. Through a careful study of the uses and users of the dam spaces, a careful curation and activation of the spaces would greatly improve the use of the space. The program could also include a strong neighbourhood environmental campaign looking specifically at water and recycling.
2. Sports Facility. The open space between the dam and railway line is to be amplified from a open soccer pitch towards a more consolidated sports facility. The dam itself is to be used for water sports.

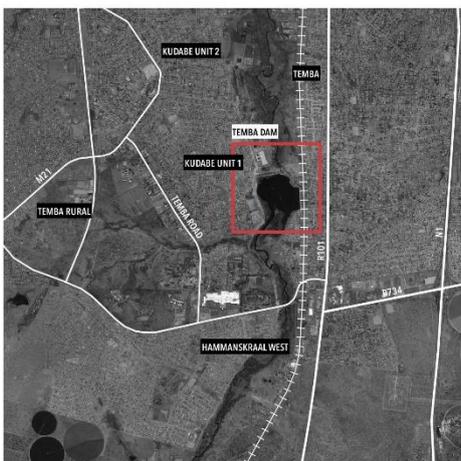


Figure 34: The banks of the dam are popularly referred to as Themba Beach and a valuable vantage point to experience the dam. The natural ecosystem along this edge lends itself to a destination through which the dam and its environments could be experienced.

Opportunity: Temba beach revitalised as a leisure / recreation destination.



TEMBA DAM FOCUS AREA BASE MAP



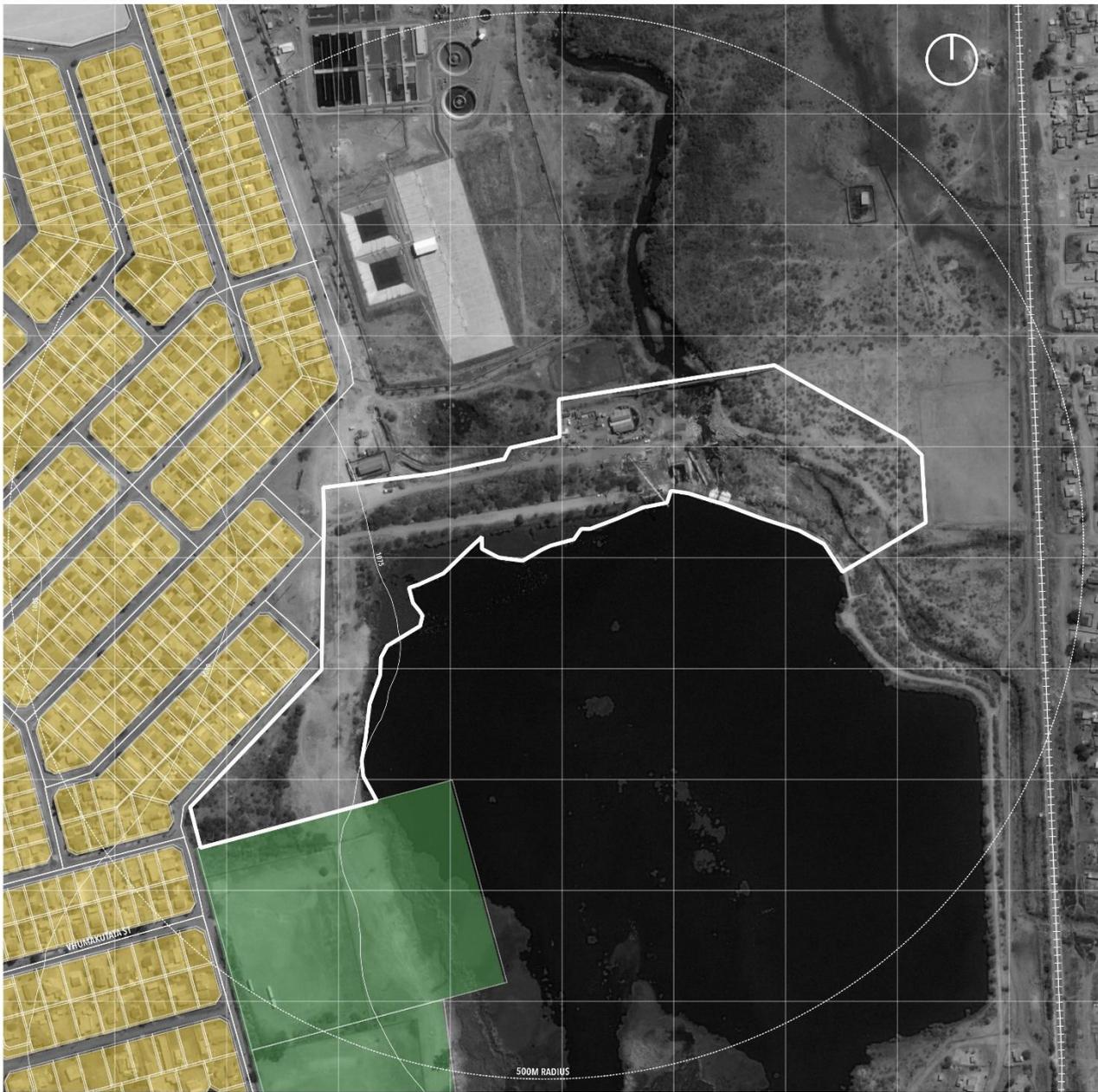
LOCATION KEY

- KEY**
- TEMBA DAM**
- 1. Base Map**
- 1.1 Extents**
-  HMK_Temba Dam_Extent
 -  HMK_Temba Dam_Placemaking
- 1.2 Connectivity**
-  Arterial Road

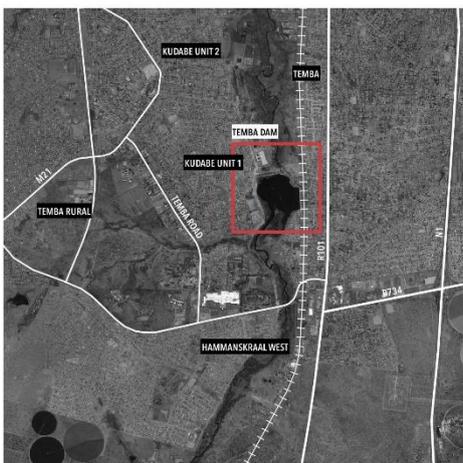
TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA DAM | BASE MAP

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Map 37: Temba Dam



TEMBA DAM FOCUS AREA ZONING



LOCATION KEY

- KEY**
- TEMBA DAM**
- 1. Base Map**
 - 1.1 Extents**
 - HMK_Temba Dam_Extent
 - 1.2 Connectivity**
 - Arterial Road
 - 2. Land Administration**
 - 2.3 Zoning**
 - HK_LU_Zoning_LP RESIDENTIAL 1
 - PUBLIC OPEN SPA
 - UNDETERMINED

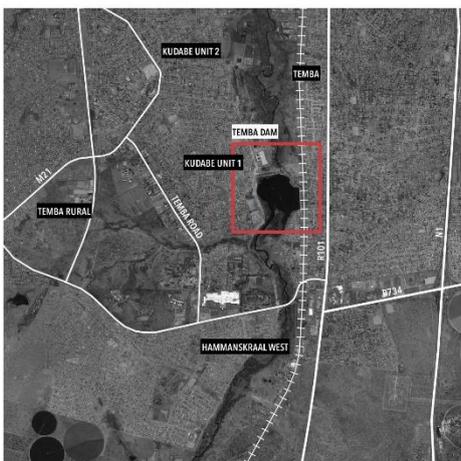
TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA DAM | ZONING

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Map 38: Zoning, Temba Dam



TEMBA DAM FOCUS AREA WATER & SANITATION



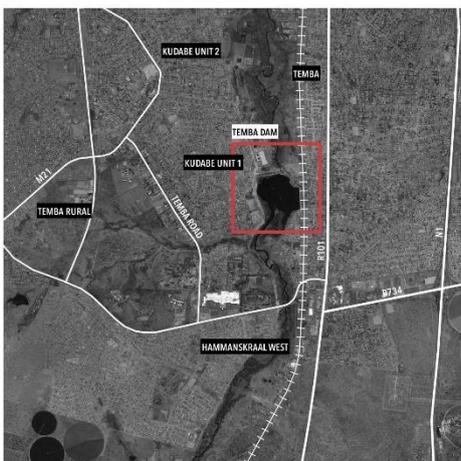
LOCATION KEY

- KEY**
- TEMBA DAM**
- 1. Base Map**
 - 1.1 Extents**
 - HMK_Temba Dam_Extent
 - 1.2 Connectivity**
 - Arterial Road
 - 3. Infrastructure**
 - 3.2 Water & Sanitation**
 - HK_WS_Sewer_Current_Municipal_Links
 - HK_WS_Sewer_Current_Municipal_Structures
 - HK_WS_Pipes
 - HK_WS_Water_Current_Bulk_Links
 - HK_WS_Water_Current_Bulk_LinksPoints
 - HK_WS_Water_Current_Municipal_Links

Map 39: Water, Sanitation and Stormwater Infrastructure, Temba Dam



TEMBA DAM FOCUS AREA ELECTRICITY



LOCATION KEY

- KEY**
- TEMBA DAM**
- 1. Base Map**
 - 1.1 Extents**
 - HMK_Temba Dam_Extent
 - 1.2 Connectivity**
 - Arterial Roads
 - 3. Infrastructure**
 - 3.3 Electricity**
 - Electricity High Mast Light Location
 - Electricity Service Connection Feeder Centreline

TSHWANE MUNICIPALITY | HAMMANSKRAAL | TEMBA DAM | ELECTRICITY

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Map 40: Electricity Infrastructure, Temba Dam

10. Housing

10.1. Overview

This section analyses the role of housing in township economic development in Hammanskraal. 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 Hammanskraal. 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) ¹ 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.

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

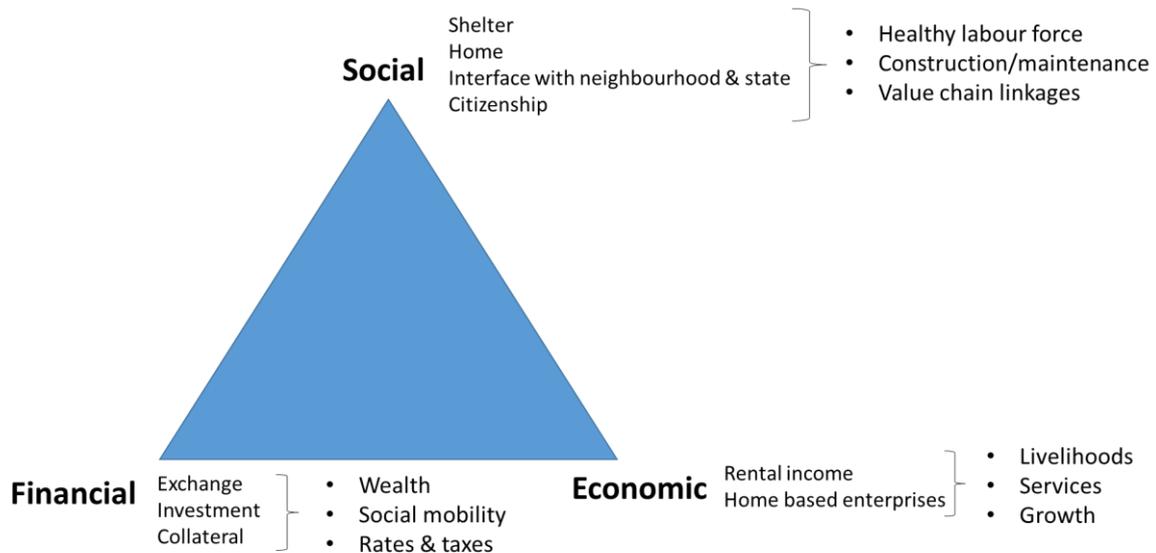


Figure 35: Housing Asset Values and their contribution to TED

10.3. Housing as Social Asset

There seems to be continuous population growth in the area, both through natural growth and immigration, especially young people in search of work. Unfortunately, no recent count of the actual population in the township is available.

Housing delivery is complicated due to problems associated with historical land use and settlement policies, different administrative jurisdictions, tribal authorities and land management. In the Hammanskraal node, the most eastern area is in public ownership, but the commercial core is almost completely in private ownership. All the erven in the Temba node are still under state ownership. A number of properties in the Temba precinct are not registered or verified. Formalisation of traditional land can be hampered by resistance from tribal authorities, who fear to forfeit de facto ownership. In addition, homeowners may be reluctant to formalise their erven because they would then incur rates and service costs. Unregistered land poses challenges for development as long and laborious processes are required to acquire the land. For instance, during a field visit we met people who have been living in their houses for 25+ years without having received their title deeds. The hostels were built by companies during apartheid era, and when factories left and tenants moved out, local residents occupied the units. The houses require maintenance and infrastructure upgrading (especially fixing roofing, formal electricity connection, outside painting), but the lack of security of tenure disincentivise people from investing in their homes.

Hammanskraal has a mix of poor and middle-income population, which is also reflected in the different housing typologies that characterize neighbourhoods. The areas of Temba Unit 1 and Kudube Unit 2 record average property prices of R316,459 and R279,613 respectively, which are the highest in the township. There is a noticeable class of middle-income households living in high quality houses on large

plots. Some of the properties are sold for R650,000 and more in these established neighbourhoods. Homeowners have made substantial investments in their properties, renovating, expanding the original structure and improving place-making. This presents important opportunities for local construction industry and enterprise operating along the value chain.

New gated estate properties have emerged as well as rental apartments targeting middle-income households. For instance, during a field visit we met one property developer who was busy finishing constructing a large double-storey apartment block containing 48 flats. Each have two bedrooms, kitchen and bathroom and cost R4800 per month. All of them but five apartments were booked out already. The owner has been in the construction business for 15 years and has built properties in Pretoria and surrounding areas. He explains that building rental accommodation is profitable as bachelor flats go for R2000 per month, single bedroom for R2800 per month and double-bedroom for R4500 per month. Apparently, he bought the land on which the property is situated on from the local chief in 2010.



Figure 36: An example of housing typologies found in Hammanskraal



Figure 37: An example of housing typologies found in Hammanskraal



Figure 38: An example of housing typologies found in Hammanskraal



Figure 39: An example of housing typologies found in Hammanskraal



Figure 40: An example of housing typologies found in Hammanskraal



Figure 41: An example of housing typologies found in Hammanskraal

The backyard rental market exists but is less significant compared to other project areas. Nevertheless, it offers some opportunities for the local construction and property industry as well as for businesses in up- and downstream industries. Most of the construction of backyard rental accommodation is done by informal builders and micro construction businesses, who contract local labour. Usually, they are youth and unemployed. The construction process is relatively quick and cheap. For instance, during a field visit we met one builder who builds a single-storey block of five rooms within two weeks at a total cost of R17,500 (excluding material). Each room has pre-paid electricity, water tap and en-suite shower. The homeowner sources and provides him with the material, which is purchased at local warehouses and retail stores. Some owners buy cheaper bricks from informal brickmakers, but their quality is inferior to NHBRC certified ones that you buy in formal stores. Many of the builders in Hammanskraal are from Zimbabwe and Mozambique, which makes formalisation even more difficult as they lack some of the documentation required.

Instead of renting backyard dwellings, most low-income households live in RDP/BNG housing or in the expanding informal settlement located on the urban periphery to the west. Land is cheap and available, which contributes to low-density sprawl and fragmentation. The inadequate conditions of informal settlements pose health and safety risks to people, including those who are ineligible for higher quality state-subsidised housing. The formalization of informal settlements is another important strategy for the area. The aim is to implement formal layout plans, install bulk infrastructure and formalize individual erven to transfer ownership to households. However, this is complicated for settlements located on tribal land as the transfer of ownership to individuals is contested. Community politics and local

resistance can also hinder and eventually bring to a halt municipal plans to formalise informal settlements.

Figure 42: Sprawling formal and informal settlement

People have established homes on land under the administration of traditional authorities. Most of these



developments fall outside the urban core and outside municipal oversight. It appears that the lower middle- and middle-income groups (i.e., persons with cars) are moving outwards and investing in and developing properties in these areas. Investment in land under traditional authority administration presents the investor with several benefits: i) affordable and large size plots, ii) no rates, iii) customary rights, such as the right to burial. Some of these neighbourhoods have access to water and electricity.

Opportunity: Informal land use formalised on high-streets and villages.

As of 2019, Hammanskraal had a registered housing stock of 8520. This corresponds well with all formal housing recorded in the 2011 census. Between 2015 and 2019, the stock grew by 1536 registered properties, which is a sizeable 18% of the total registered stock. All of the added properties were BNG houses delivered in the Kanana area for people living in informal settlements. Given the latest announcements by the Department of Human Settlements, indicating that free BNG housing delivery will be drastically reduced and replaced by sites and services schemes, government investments in formal housing may play a less significant role in future. However, there are opportunities for innovative public-private partnerships in delivering higher-density affordable housing within the urban core of the township. Through unlocking strategic sites and enable in-fill developments, the city can promote urban consolidation, compaction and land use intensification. One such opportunity is the Kudube Smart City, which is a 211ha mixed-use and mixed-income project in a significant node in Hammanskraal. While the proposed development is predominantly residential, creating an estimated 7,475 housing units, it also entails commercial, light industrial, educational, institutional and social uses.

10.4. Housing as Economic Asset

Some homeowners in Hammanskraal have rented out their space or purpose-built accommodation in the back- or front-yard of their houses. While some of them are rented for free to family or friends, others are exclusively aimed at generating income.

Home-based enterprises are another important use of the house as an economic asset. 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, education, 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. The recently conducted micro enterprise ecosystem survey recorded the location of entrepreneurs operating in the selected high streets and hotspots, which we grouped into businesses operating from property (private house & business premise) and impermanent structures (containers, shed/shack, table). The survey recorded the location for 285 businesses out of 364 surveyed. The survey highlights that more businesses (161) operate from mobile structures (56%) than from property (124 or 44%). The survey seems to indicate a demand for commercial space in properties in those areas, as 70% of businesses rented the space compared to 25% who owned and 5% who did not declare their tenure status.

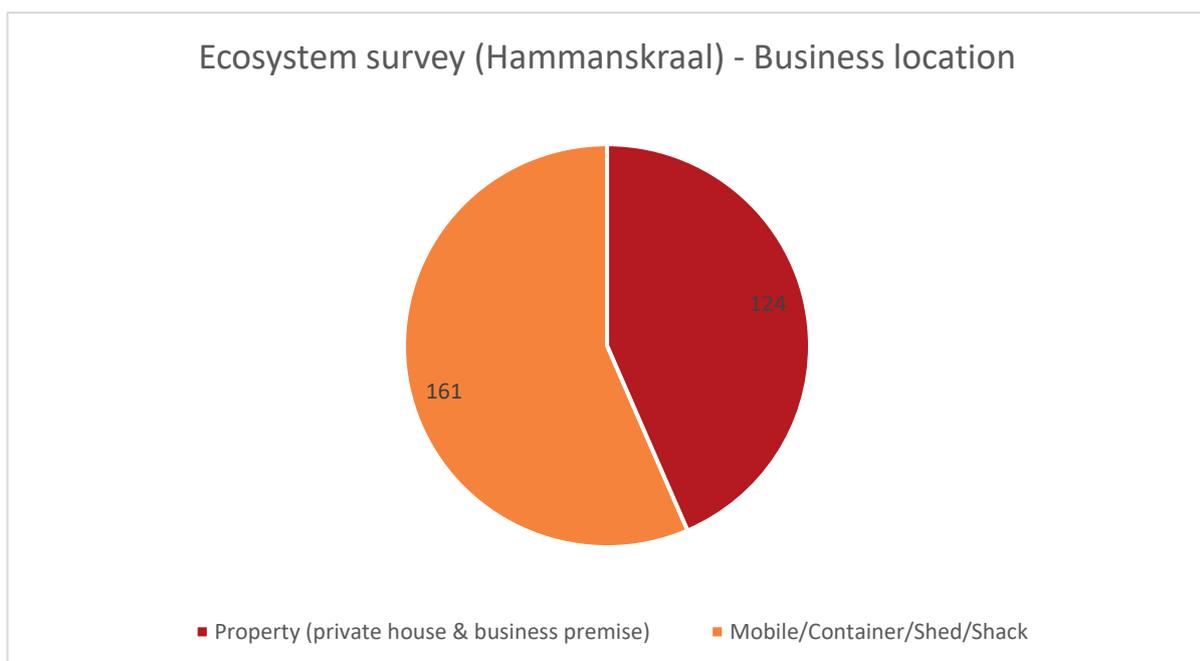


Figure 43: Proportion of businesses operating of a property or an impermanent structure

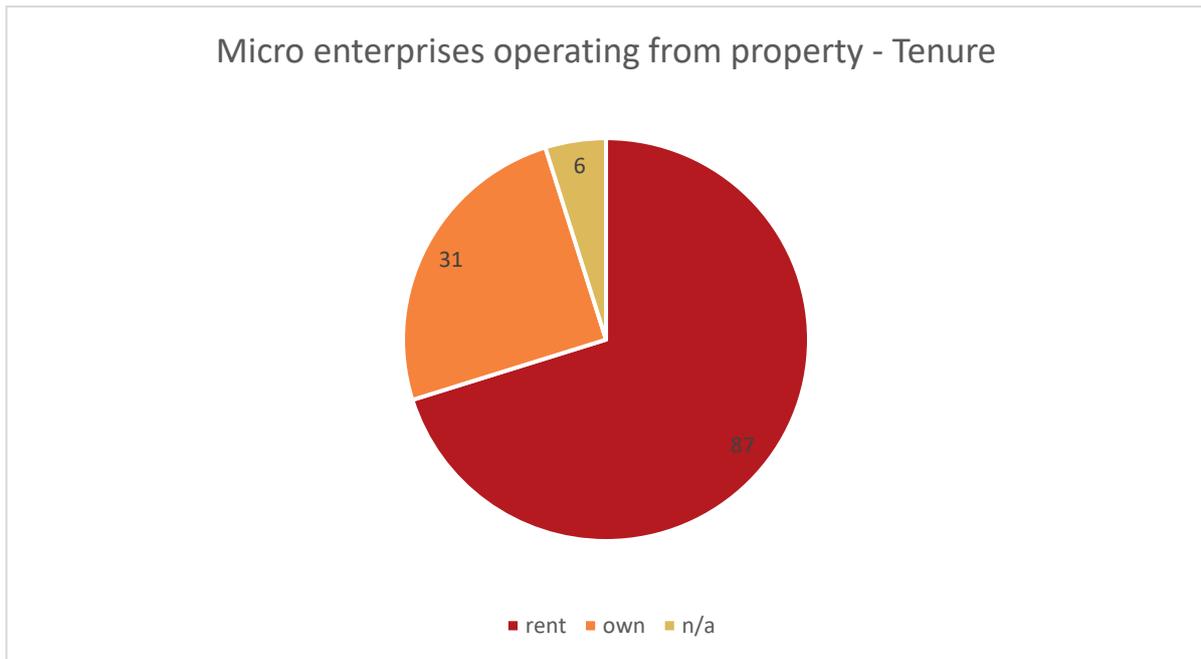
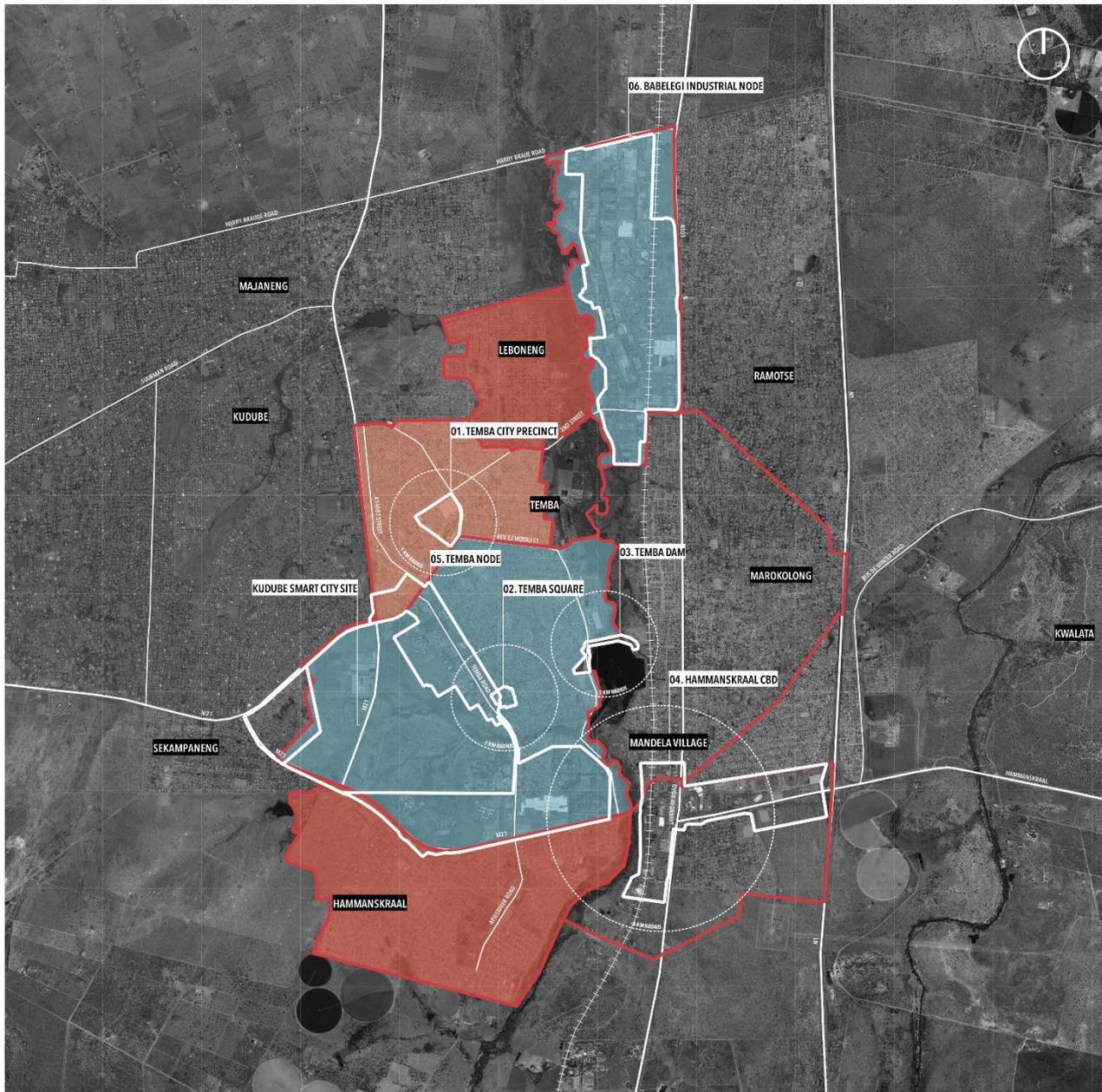


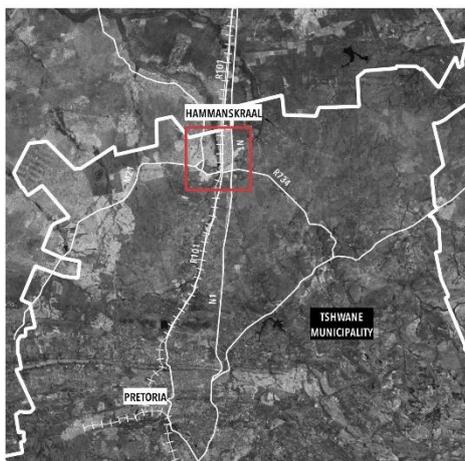
Figure 44: Tenure Status for Micro-Enterprises in Hammanskraal

10.5. Housing as Financial Asset

The property market in Hammanskraal was almost entirely driven by the delivery of new BNG units over the past five years. Property prices were on average low and most areas registered almost no growth. The data suggests that formal tenure within Hammanskraal was widespread, but this did not translate into a market for resales. The notable lack of formal transactions in Hammanskraal over the past five years suggests that housing was rarely activated as a financial asset. Housing-based investments were probably orientated towards owner-upgrades and rentals (and sales were mostly informal). It appears that many property owners still prefer to trade houses informally, which is difficult to quantify as transactions take place under the radar.



HAMMANSKRAAL FOCUS AREA HOUSING PROPERTY GROWTH RATE



LOCATION KEY

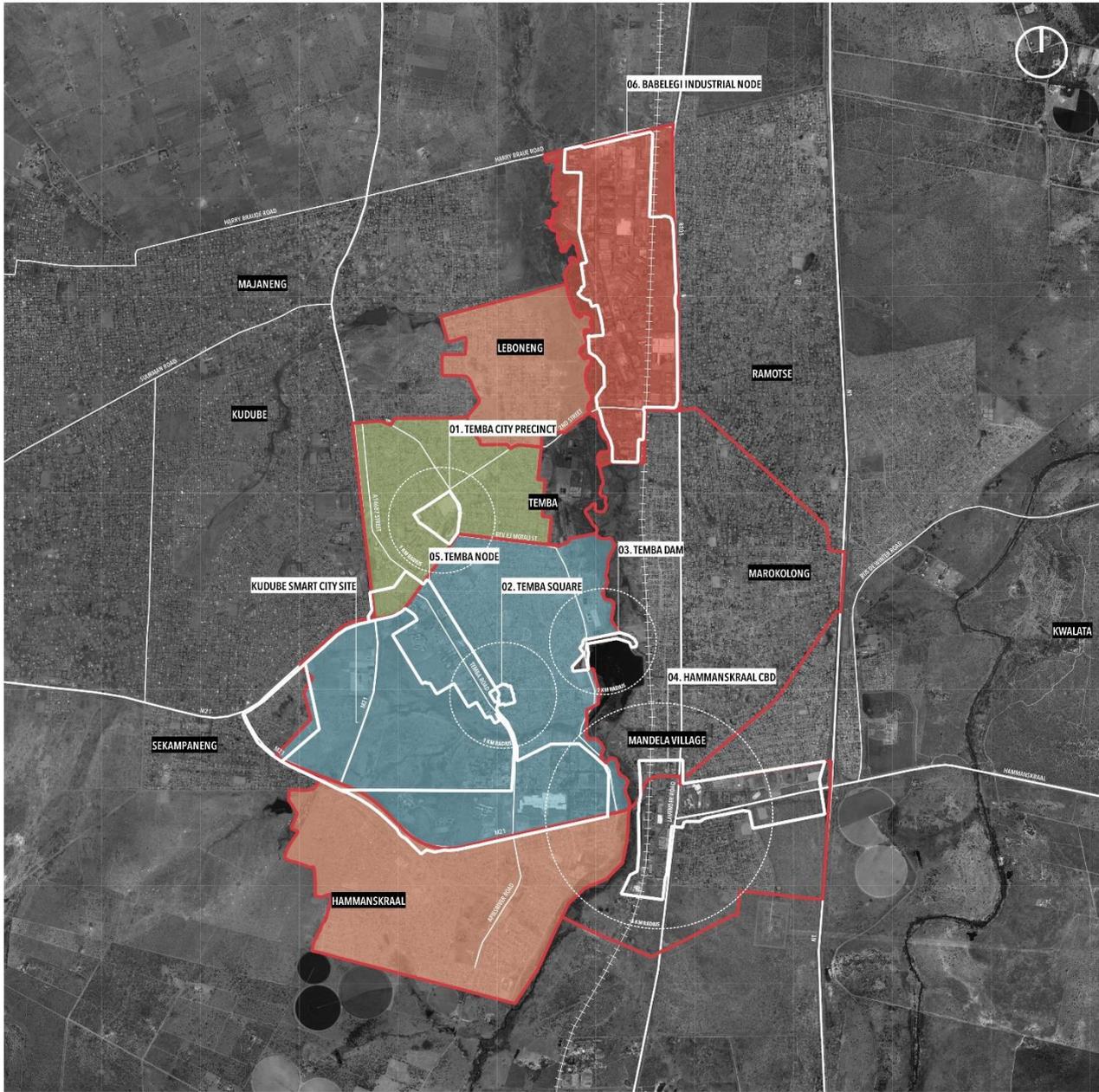
- KEY**
- HAMMANSKRAAL**
- 1. Base Map**
- 1.1 Extents**
- Hammanskraal_Study_Boundary
- 1.2 Nodes**
- Node Extents
 - TED Focus Area
- 1.3 Connectivity**
- Main Highway
 - Arterial Roads
 - Railway Lines

- 3. Infrastructure**
- 3.4 Housing**
- HK_Prop growth rate 2015-19 township properties
- 0.1 - 0
 - 0 - 2
 - 2 - 4
 - 4 - 6
 - 6 - 8
 - 8 - 10
 - 10 - 11.14

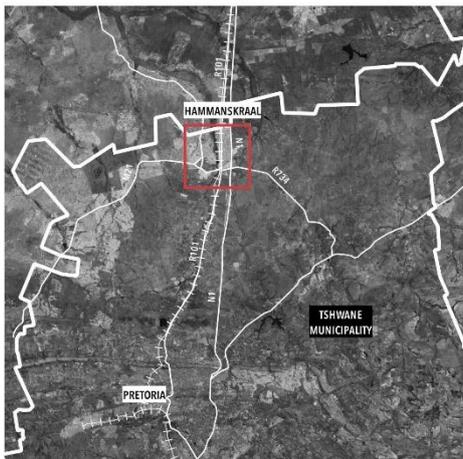
TSHWANE MUNICIPALITY | HAMMANSKRAAL | HOUSING PROPERTY GROWTH RATE

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Map 41: Property Growth Rate, Hammanskraal



HAMMANSKRAAL FOCUS AREA HOUSING AVERAGE PROPERTY VALUE



LOCATION KEY

KEY
HAMMANSKRAAL

- 1. Base Map**
- 1.1 Extents**
 - Hammankraal_Study_Boundary
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 - Main Highway
 - Arterial Roads
 - Railway Lines

3. Infrastructure

3.4 Housing

HK_Avg value 2019 township properties

- 111111 - 120000
- 120000 - 140000
- 140000 - 160000
- 160000 - 180000
- 180000 - 200000
- 200000 - 220000
- 220000 - 240000
- 240000 - 260000
- 260000 - 280000
- 280000 - 300000
- 300000 - 316459

TSHWANE MUNICIPALITY | HAMMANSKRAAL | HOUSING AVERAGE PROPERTY VALUE

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Map 42: Average Property Values, Hammanskraal

11. The Transport System

The Hammanskraal transport network is shown below.

11.1. Transport Infrastructure

The transport infrastructure available in and around the site is discussed in the table below.

Table 8: Hammanskraal transport infrastructure (based on GIS Map)

Infrastructure	Comments
Road network planning	<p>The road network is well designed in most parts of Hammanskraal where clear and adequate accessibility and road hierarchy can be seen, especially around Temba.</p> <p>There are peri-urban sections to the east (outer Temba, close to Suurman), west (Ramotsa and Marokolong) and north (Majaneng) of the site that indicate informality of the roads by the network appearing less grid-like with poor accessibility. The roads in these sections are unsurfaced.</p> <p>Temba's road network is more urban than the above-mentioned areas and appears to be well designed although towards to south-west of Temba there appears to be reduced accessibility.</p>
Taxi ranks	<p>There are nine taxi ranks and facilities within the study area.</p> <p>There is a large taxi rank at Jubilee Mall that is used by the community to gain access to the mall and other surrounding economic activity.</p>
Railway	<p>There is no passenger rail service however there is a commercial railway operational in the area.</p> <p>There is a proposed east-west railway line.</p> <p>There are two train stations that are proposed along the east-west railway line. Engagement with PRASA is required to gain information on planning.</p>
Bus rapid transport (BRT)	<p>The use of BRTs in Hammanskraal is unclear however there is access to City buses.</p>
NMT	<p>There is no information regarding NMT lanes on the GIS maps.</p> <p>The provision of NMT facilities is a priority for the City however the routes are still to be determined.</p>

11.2. Development Challenges

The railway system in Hammanskraal has no station within the CBD, and the railway line is for freight use and not commuter use.

There is evidence of transport infrastructure that has been damaged and vandalised, as well as infrastructure that has been stolen. These include the pedestrian bridge that spans the R101. Some of the sidewalks in the CBD are inaccessible to pedestrians due to street trader encroachment.

Opportunity: A secure pedestrian route created over the R101 within the Hammanskraal CBD.

11.3. Connectivity Between Different Modes

The GIS data indicates a limited number of taxi stops. It is unclear whether this information is complete and accurate however the stops indicated are insufficient to service the population of Hammanskraal and provide adequate connectivity to other modes of transport.

11.4. Transport Options and Services

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

Table 9: Hammanskraal transport options and services

Transport options and services	Comments
Private vehicles	There is a portion of the community that lies within the middle-income group that prefer to make use of their private vehicles over public transport.
NMT	Sidewalks in some instances are used by informal traders and business owners to set up the establishments. This reduces the space available for pedestrians and cyclists to make use of the infrastructure. The sidewalks in the CBD area are narrow and irregular. There is poor lighting and little shade for pedestrians. Bicycles are widely used in this site and therefore adequate NMT infrastructure is required to ensure the safety of cyclists.
Motorcycles	Motorcycles are used as e-hailing services.
E-hailing and e-delivery	Motorbike delivery services are used in Hammanskraal.
Informal taxis	It is unknown whether there are informal taxis operating in the site.
Mini-bus taxis	Mini-bus taxis are available and widely used. There are three formal taxi ranks within the site. The City Transport Plan indicates that approximately eight informal and semi-informal taxi ranks were listed as public transport facilities.
City buses	Local buses are operational within the township. These buses are not as formalized as the BRT system that is found in the greater City and are not easily accessible to commuters residing in the inner sections of Hammanskraal. The Transport Plan indicates that one informal and one formal bus station in Hammanskraal.
Long distance buses	There are long distance bus services, connecting Hammanskraal to several towns in Limpopo such as Polokwane, Mokopane and Modimolle.
Walkability	Walkability in this site is a challenge due to the narrow and poor developed NMT infrastructure. Pedestrians make use of the roads to walk to their desired destinations making it a safety risk as they share the space with motor vehicles. The terrain is flat, making it generally easy for pedestrians to walk around. There is a bridge that spans over the Apies River however there are not any walkways or NMT facilities connecting road pedestrians to the bridge. This is an opportunity for the development of NMT facilities. There is a pedestrian bridge over the R101 that is in good condition however it is unused and poses a safety concern to pedestrians.

11.5. Integrated Public Transport Networks

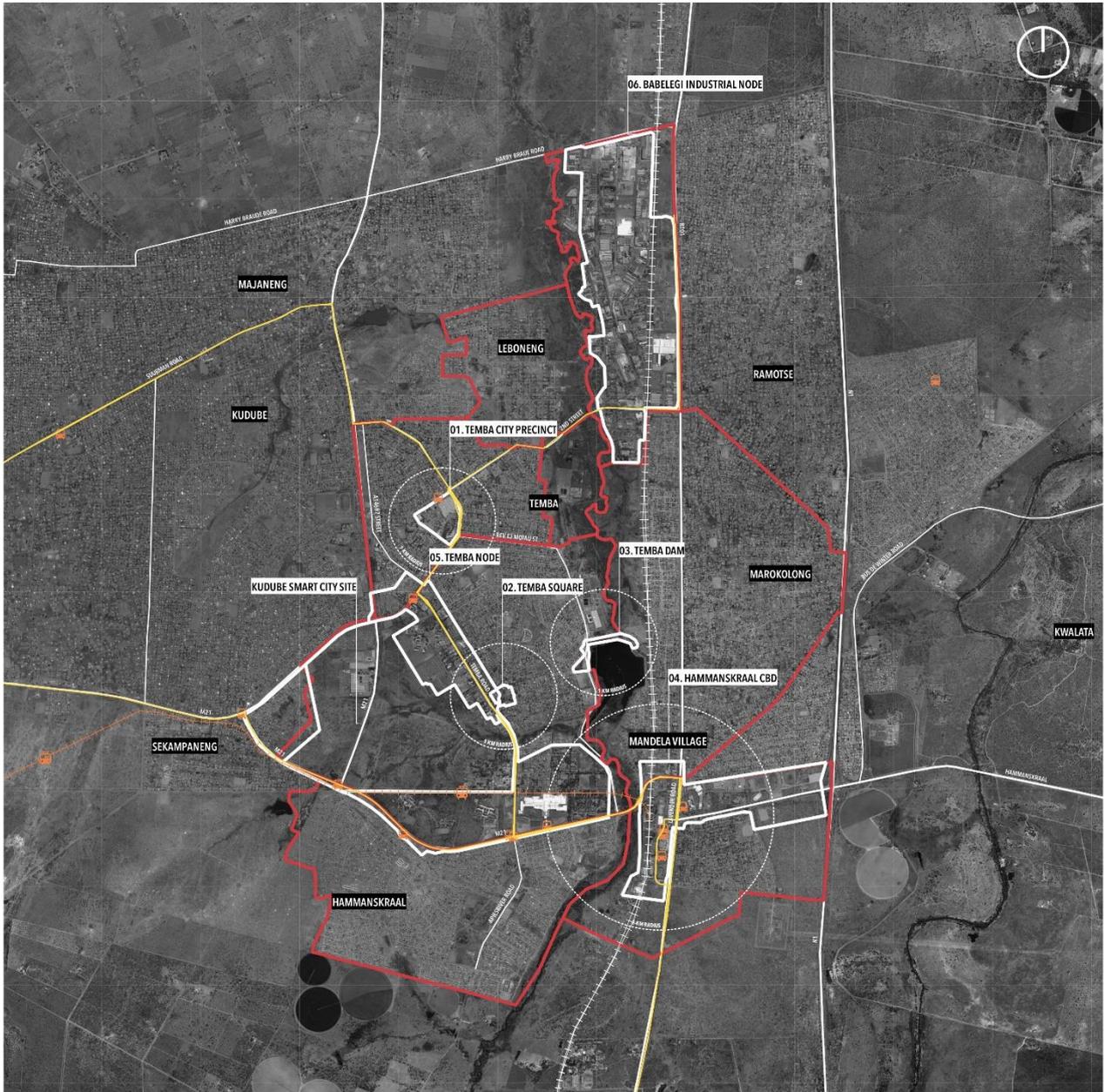
The City strategies include the improvement of mobility options that involve public transport, non-motorized transport and ride sharing.

The City has indicated that there are no plans or determined needs for the development of intermodal facilities in the site. Plans to develop intermodal facilities will be driven largely by the stations that will be built along proposed rail-line extension from Mabopane to Babelegi by PRASA. In its transport plans, the City has identified the areas around the Hammanskraal railway station, the Mabopane railway station, as well as the Kopanong railway station further towards the south in Klip-Kruisfontein as future activity nodes.

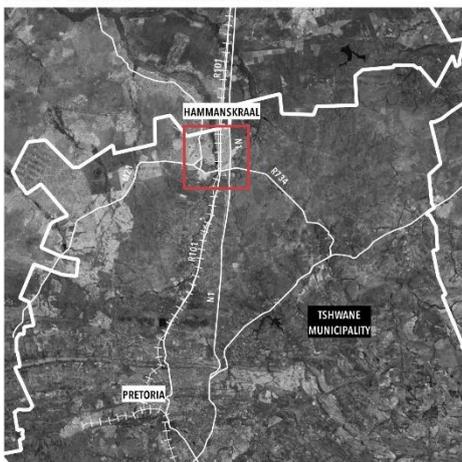
Opportunity: A passenger rail service, connecting Hammanskraal to Pretoria CBD, to be developed.

There were plans to develop a formal taxi rank in Hammanskraal (New Eestersut). However, the site that was identified for construction is now used for residential purpose. The process of updating the City's IPTN will determine if the taxi rank remains a priority. The process will determine whether there is a need to formalise the informal taxi rank facilities. The City has indicated that their current most critical plan related to taxi rank facilities is the major upgrade of existing formal facilities such as the taxi ranks at Renbro Mall and Jubilee Mall.

Information was requested from the City regarding the incorporation of ICT infrastructure in public transport spaces and vehicles such as mini-bus taxis and buses and it was confirmed that the roll out wi-fi is an integral part of their intelligent transport systems and the processes are coordinated by their ICT department. The roll out of ICT infrastructure in public transport facilities has not yet been realised.



HAMMANSKRAAL FOCUS AREA TRANSPORT



LOCATION KEY

- KEY**
HAMMANSKRAAL
1. Base Map
1.1 Extents
 Hammanskraal_Study_Boundary
1.2 Nodes
 Node Extents
 TED Focus Area
1.3 Connectivity
 Main Highway
 Arterial Roads
 Railway Lines

- 3. Infrastructure**
3.1 Transport
 HK_TPT_Contract_Bus_Routes
 HK_TPT_Proposed Railway station
 HK_TPT_Proposed railway line
 HK_TPT_Other_Taxi_Facilities
 HK_TPT_Taxi_Stops

TSHWANE MUNICIPALITY | HAMMANSKRAAL | TRANSPORT

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Map 43: Public Transport Facilities and Routes, Hammanskraal

11.6. Non-Motorised Transport

The City has confirmed that there is a critical need to develop NMT linkages in the form of pedestrian walkways, cyclist pathways and public transport laybys between Hammanskraal and Temba to enhance mobility that will serve the Hammanskraal Activity Node, Jubilee Mall, Jubilee Hospital and Temba Sports Complex. There are also plans to gradually extend the NMT linkage along the M20, Molefe Makinta Drive.

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

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

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

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

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

Opportunity: Pedestrian paths / bridge connections established to link residential areas to the CBD and retail hubs.

11.7. NMT Precedents

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

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

maintenance services, and who are teaching themselves. There is also a mobile mechanic in Delft.

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

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

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

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

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

whether users feel they have a right to be on the streets and needs to be considered in the choice and design of projects and strategies to create more functional streets.

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

Opportunity: Bicycles (cycling) are extensively used as a means of low cost and efficient transport.

11.8. Universal Access

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

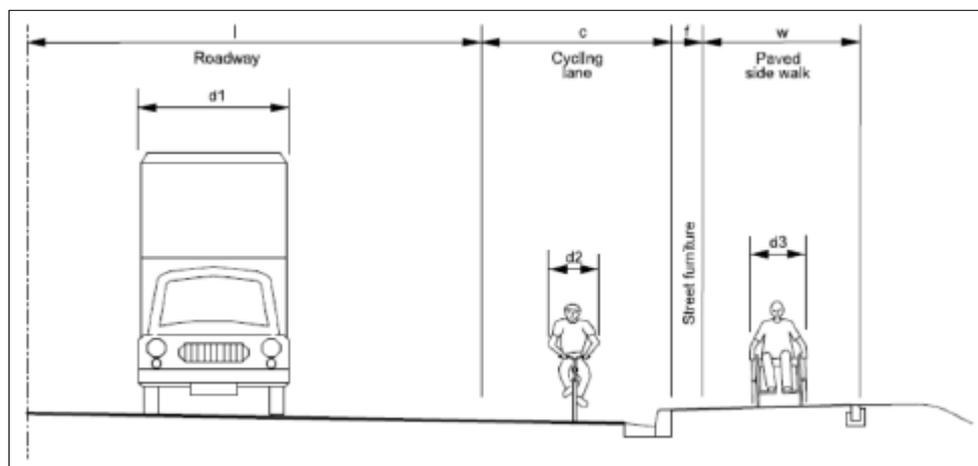


Figure 45: Typical cross section of a complete street with walkway/cycle track

The

objective of universal access design is to provide infrastructure and services that cater to the widest range of users possible². 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. 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

² National Department of Transport Non-Motorised Transport Facility Guidelines, 2014.

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 New Brighton 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
- 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 signaling and signage
- Tactile paving
- Audio traffic lights
- Dropped kerbs.

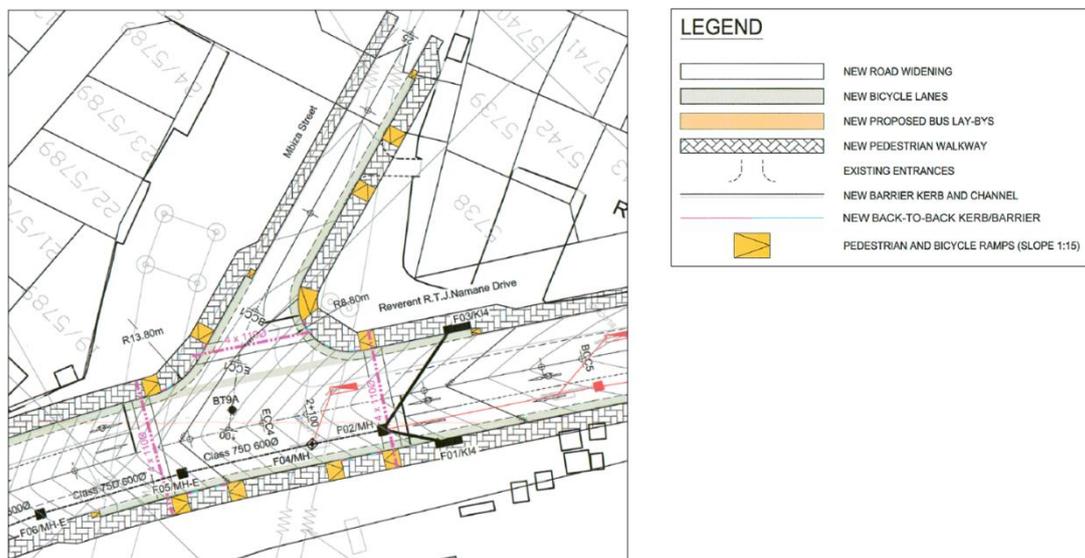


Figure 46: Typical intersection layout with universal access design

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

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



1. Bus Stop



2. Dropped Kerbs



3. Pedestrian Controlled Audio Signal



4. Tactile Paving



5. Speed Humps



6. Cycling Lanes



7. Sidewalks

Figure 47: Examples of non-motorised transport and universal access infrastructure interventions

12. Infrastructure

12.1. Overview

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

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

12.2. Digital Infrastructure

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

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

In 2013 the City rolled out its first phase of free WiFi project. This service has been made available in public spaces providing a capacity of 25 000 users spread across five locations in Soshanguve,

Mamelodi and Atteridgeville. Between 2015 and 2017, a further 1848 sites with free WiFi were deployed (including sites within Hammanskraal) to ensure that every citizen would be within walking distance of free WiFi (Business Tech, 2015). This service has been made available in public spaces, with many of the residents of Tshwane making use of this free service with their digital devices. The second rollout phase of this free WiFi project aims to create increased exponential traffic and will collaborate with Project Isizwe, non-profit making initiative that seeks to provide free internet to Africa. Project Isizwe has managed to assist in establishing a free internet zone in locations around Tshwane. The free internet hotspots in Hammanskraal are under construction, although this has been delayed due to the COVID-19 pandemic (City of Tshwane, 2018)..

The Tshwane Business Process Outsourcing (BPO) Park Project was identified as a technology hub by the City, with facilities including a call centre. A tender was released in 2019 by National Treasury for town planning services to design the BPO area. The City has commenced the first phase of the three-phase development, a R70 million investment on infrastructure and services such as the construction of two new buildings (each with a capacity to seat 500 people), fibre optic cable connection, furniture and IT installation (IOL, 2019).

The BoP development intends to accelerate economic development for residents of the CoT by creating 3300 employment opportunities (1100 permanent jobs and 1980 temporary ones) from unlocking industrial development once all three phases have been completed (IOL, 2019). The BPO park is envisaged to attract an estimated R525million investment in infrastructure into the city (IOL, 2019). The BPO park, once completed aims to extend fibre cabling to Hammanskraal to further enable the area to become a more digital economy.

Opportunity: Through own-initiatives and partnerships with Gauteng Provincial Government, the provision of digital infrastructure to enhance **local microenterprise access to internet, digital services and 4IR** opportunities within Hammanskraal.

12.3. Water and Wastewater Infrastructure

Water supply has been an issue in the area, with water shortages resulting from a small amount of water taps in the area compared to the demand for water, which resulted in the use of tankers to service people's needs in the area. To address this challenge of low water supply, residents started using underground water, but this water supply was later found to be contaminated, a new challenge that affected the health of residents.

Water tests conducted by the Council for Scientific and Industrial Research (CSIR) found that the water in the area was unsafe for human consumption because of traces of E. coli and nitrates resulting from sewerage outflows from the Rooiwal Wastewater Treatment Works into the Apies River, which feeds into Leeuwkraal Dam, the main water supply to Hammanskraal (Mahlangu, 2019). Submissions of ward priorities have identified water and sanitation as constant challenges.

Map 46 indicates the provision of water and sanitation in Hammanskraal. The maps indicate, while there is access to water across the area, water piping only accommodates households per block, rather than per household. These blocks can easily have 30 households sharing a tap.

12.3.1. Sewerage

Currently the only sewer infrastructure is in Kudube, Leboneng, Temba, and a section of Hammanskraal, Mandela Village, and Klipdrift. **Error! Reference source not found.** depicts the current sewer provision well, with many localities not having any sewerage infrastructure. This explains and support findings of sewerage waste in the Apies River.

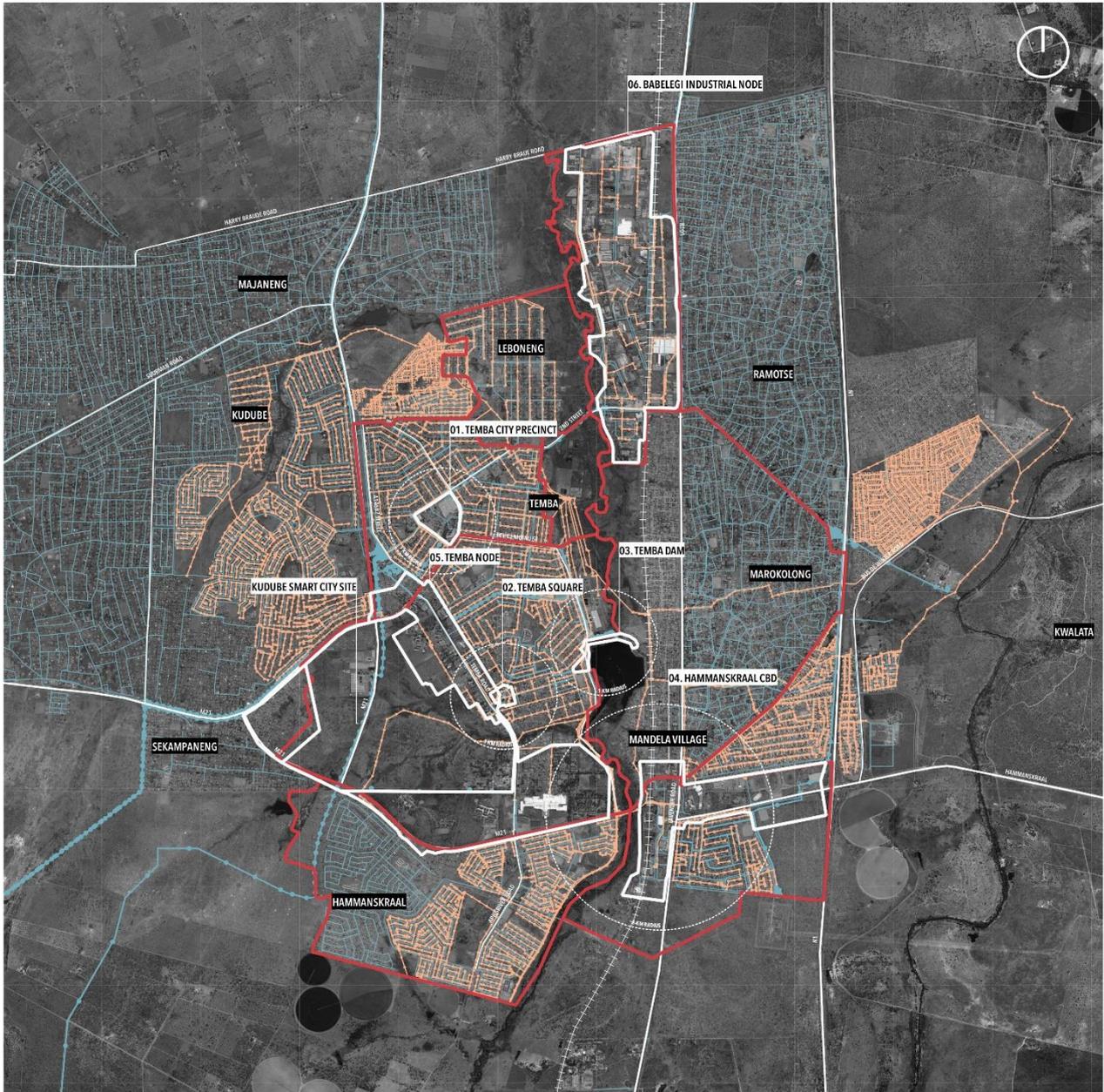
The Rooiwal plant, which treats 200 million litres of sewerage per day before it flows into the Apies River and then the Leeukraal Dam — Hammanskraal's water source, has experienced a number of problems, starting in 2010. Despite having had two upgrades since then, the plant still occasionally discharges partially treated effluent into the river (Smit, 2019).

Aging infrastructure and lack of maintenance resulted in spills of raw sewerage into the Apies River, which feeds into Leeuwkraal Dam, the main water supply to Hammanskraal (Moatshe, 2020). The contamination of the Apies from Rooiwal has caused the potable water provided to the Hammanskraal community to be contaminated by e-coli and other harmful matter. The Temba Water Treatment Works, which extracts water from Leeuwkraal Dam, provides water to Hammanskraal.

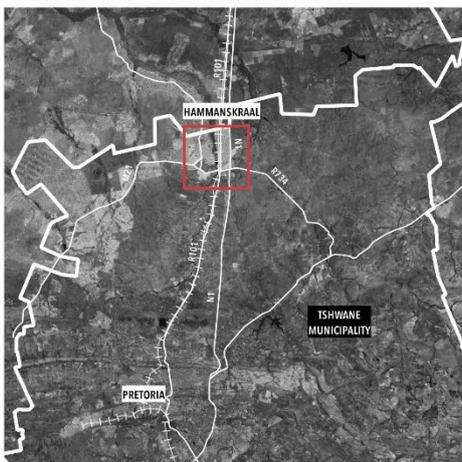
There is currently a R2.1 billion project to improve and expand the capacity of the Rooiwal waste water treatment plant, with the intention to address the longstanding problem of dirty water experienced by Hammanskraal residents (Moatshe, 2020). This project has commenced, and is anticipated to be completed in June 2022.

12.4. Stormwater Infrastructure

Stormwater infrastructure is functioning and maintained to the extent that financial and resources all for the City of Tshwane. The key challenge for stormwater management is illegal dumping, which block drains and exacerbates localised flooding. Key areas for interventions include litter traps and other forms of sustainable urban drainage systems.



HAMMANSKRAAL FOCUS AREA WATER & SANITATION



LOCATION KEY

KEY

HAMMANSKRAAL

- 1. Base Map**
- 1.1 Extents**
 - ▭ Hammanskraal_Study_Boundary
- 1.2 Nodes**
 - ▬ Node Extents
 - ▭ TED Focus Area
- 1.3 Connectivity**
 - ▬ Main Highway
 - ▬ Arterial Roads
 - ▬ Railway Lines

3. Infrastructure

3.2 Water & Sanitation

- HK_WS_Culvert
- HK_WS_Sewer_Current_Municipal_HouseConnections
- HK_WS_Sewer_Current_Municipal_Links
- HK_WS_Sewer_Current_Municipal_Structures
- HK_WS_Pipes
- HK_WS_Water_Current_Bulk_Links
- HK_WS_Water_Current_Bulk_LinksPoints
- HK_WS_Water_Current_Municipal_Links

TSHWANE MUNICIPALITY | HAMMANSKRAAL | WATER & SANITATION

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Map 44: Water, Sanitation and Stormwater Infrastructure, Hammanskraal

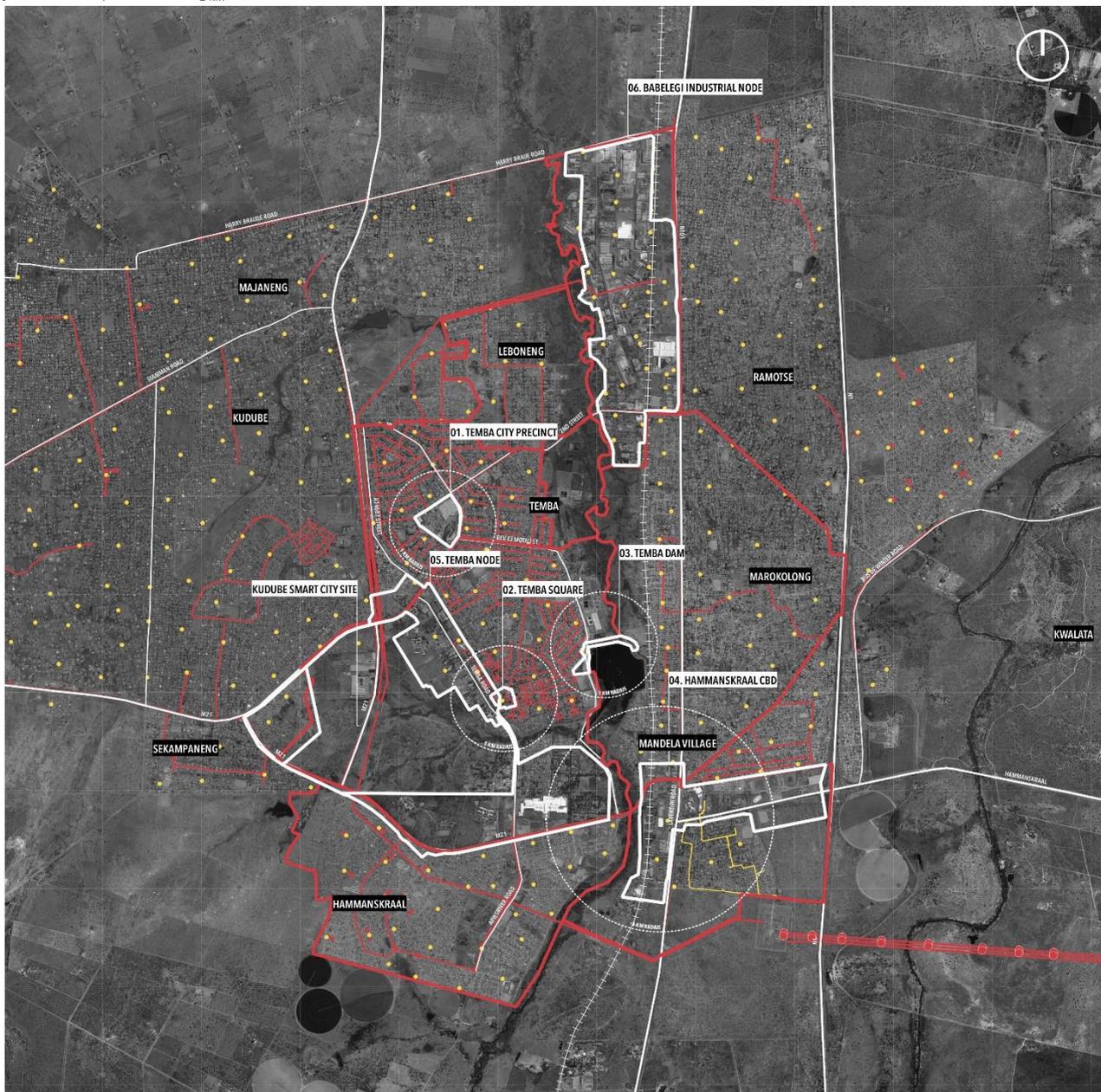
12.5. Energy Provision

The City two power plants, Rooiwal and Pretoria West. These plants are both operating below their optimum capacity. The City announced that both plants will be refurbished to improve their power generation capacity. Hammanskraal has one in feed substation that distributes 11kV of electricity to the region. There have been recent cases of power outages in Hammanskraal due to regular cable theft.

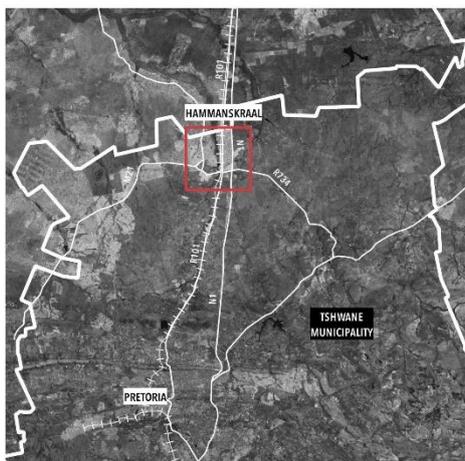
Hammanskraal is served by the ESKOM power facility, and there are two electrical substations in Hammanskraal – Temba Substation and Eskom Substation Temba. However, there have been recent cases of power outages in Hammanskraal due to regular cable theft. The areas has frequently experienced cuts to electricity supply at peak periods, in ESKOM's attempt to protect infrastructure from overloading (Nicolson, 2020). Already, households in Hammanskraal have inadequate access to electricity, with ESKOM providing high voltage lines that households have connected into, formally or informally. Only Temba has adequate access to electricity, with electrical cables on each road.

There is currently no streetlighting in Hammanskraal. Map 47, indicating the electricity and lighting network, shows that the lighting in the area is primarily provided by high light masts. While high light masts do have lighting footprints, there are significant shadowing effects, which makes it dangerous for people to move around. Effective public lighting is necessary to create safer neighbourhoods.

There are plans to produce renewable energy, in particular at the Rooiwal site. The City is investigating the establishment of a 40MW Solar PV generation plant with interest from the automotive industry in Rosslyn as a primary off taker. Opportunities are emerging in the wake of metropolitan municipalities becoming able to procure their own power.



HAMMANSKRAAL FOCUS AREA ELECTRICITY



LOCATION KEY

KEY

HAMMANSKRAAL

- 1. Base Map**
- 1.1 Extents**
 - Hamamnskraal_Study_Boundary
- 1.2 Nodes**
 - TED Focus Area
 - Node Extents
- 1.3 Connectivity**
 - Main Highway
 - Arterial Roads
 - Railway Lines

3. Infrastructure

3.3 Electricity

- Electricity High Mast Light Location
- Electricity Pole location
- Electricity Tower location
- Electricity HV Line Eskom Line Centreline
- Electricity Service Connection Feeder Centreline
- Electricity MV Cable CentreLine
- Electricity LV Line centreline

TSHWANE MUNICIPALITY | HAMMANSKRAAL | ELECTRICITY

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Map 45: Electricity Infrastructure, Hammanskraal

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, 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.

Hammanskraal is recognised as an area that is vulnerable to Tshwane's key climate impacts. The drive to promote the green economy has been intensified in response to the COVID pandemic. The City recognises the need to build food security and climate resilience.

13.2. Urban Agriculture

The Tshwane LED Strategy highlights agriculture, agro-processing, and rural development as a key pillar in the implementation plan. Linked to this, the City has several key programmes to support urban agriculture. Hammanskraal has been prioritised as a pilot site in a project that aims to significantly contribute to agriculture and rural development through improved access to the internet and high-speed fibre connections for agri-businesses (Department of Economic Development and Spatial Planning, 2019).

The City is directly involved in several activities in Region 2 and adjacently in Region 5 which contribute to an enabling and accessible agricultural product market locally. These include an agro-processing hub is planned in Region 5 to promote agricultural beneficiation and local value chain development (TEDA, n.d.). Agricultural development and extension services through the hub will also be offered, ranging from crops to livestock management, and even aqua processing.

Food and Trees for Africa also runs workshops in Hammanskraal, one of 36 areas where their EduPlant Programme is active, which provides schools with introductory permaculture techniques, methods,

skills, and knowledge on how to start and maintain school food gardens (Food & Trees for Africa, 2019).

The

City has also started providing small urban farming cooperatives with input and training in an effort to promote food gardens and combat hunger (Mahlangu, 2015).

The Department of Agriculture has contributed tools, equipment, and training towards urban agriculture initiatives in Hammanskraal like the Food Gardening Programme, led by the Youth in Action Against Unemployment (YAAU)³.

Hammanskraal is densely populated; there are pockets of land, especially around the Apies River and periphery, that remain open and undeveloped and could be used for agriculture. Whilst these areas are important ecological assets, agricultural land is increasingly experiencing encroachment from expanding informal settlement.

Opportunity: Urban agriculture productivity enhanced.

13.3. Decentralised Renewable Energy (Solar PV and Biogas)

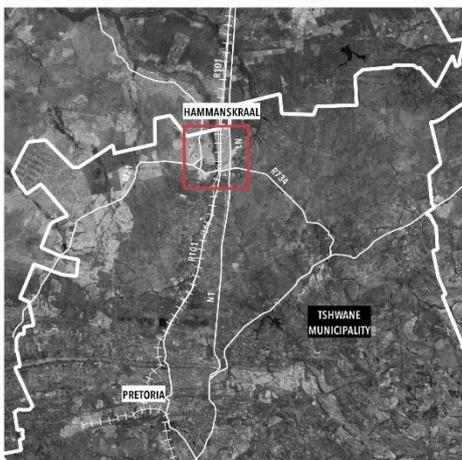
The City has recently completed a rooftop PV installation at City building and are working on expanding the programme to other owned buildings as well as exploring biogas initiatives in Region 2 (including Hammanskraal), 5 and 7. There is also an opportunity to develop a solar harvesting farm around the Rooiwal area (Personal communication, Tshwane Representative, September 2020).

Opportunity: Homeowners utilise water harvesting and solar PV technologies.

³ The SLFs Hammanskraal Virtual Imbizo was used to source this.



HAMMANSKRAAL FOCUS AREA NATURAL FEATURES



LOCATION KEY

- KEY**
HAMMANSKRAAL
- 1. Base Map**
- 1.1 Extents**
 Hammanskraal_Study_Boundary
- 1.2 Nodes**
 TED Focus Area
 Nodes
- 1.3 Connectivity**
 Main Highway
 Arterial Roads
 Railway Lines

- 4. Natural Features**
- CEMETRY
 - PUBLIC OPEN SPA
 - HMK_Relief_Lines_5m

TSHWANE MUNICIPALITY | HAMMANSKRAAL | NATURAL FEATURES

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

Map 46: Natural Features and Open Space, Hammanskraal

13.4. Recycling and Waste Management

A number of City initiatives have provided support to recycling and waste management but for the most-part, these are running at low capacity or not currently operational.

The City has put out tenders to find operators to run buy- back centres but questions remain about optimal placement of equipment and infrastructure around the buy-back centres and whether these can be commercially viable given the low volumes of recyclables collected from surrounding areas (Personal communication, Tshwane Representative, September 2020).

There is also evidence of vermiculture and composting. This could be important to support urban agriculture efforts in the area and provide local markets for farming inputs building sustainability and success of urban farming efforts.

The recycling infrastructure in Hammanskraal provides an important opportunity to upskill recycling entrepreneurs and revive recycling businesses, without large capital outlays for new infrastructure.

13.5. Urban Ecosystem Risks

Hammanskraal is vulnerable to water shortages due to reticulation issues. This challenge may provide an opportunity to consider decentralised water supply options and rainwater harvesting. Heat mapping has also indicated that droughts and hot days are like climate hazards in the future. This makes the maintenance of Hammanskraal's green infrastructure essential to contribute to temperature regulation and the protection of resource-based livelihoods.

Individuals in Hammanskraal are known to have invested in water storage tanks, while the Department of Water and Sanitation also provided 36 water tanks to nine schools in Hammanskraal – each school benefitting from four 2 500 litre water tanks (RSA, 2020). Some storage tanks are linked to harvesting, while others are filled with municipal water.

Opportunity: Homeowners utilise water harvesting and solar PV technologies.

13.6. Policy and regulatory Obstacles

The City's Green Economy Strategy (2014) forms the foundation of its climate response and green economy action. However, it is evident that limited resources and capacity constraints hamper sustainable operations.

14. Urban conditions and management

The City have made notable investments to provide (and enhance) public facilities in Hammanskraal. These include the Nelson Mandel statue outside the sports facility, and the sporting facilities themselves; a pedestrian bridge across the R101; trader storage units; and street paving. The urban core is relatively well provided with urban facilities, that include pocket parks (in Kuduge), sport stadia, municipal offices. The residents have access to public schools, municipal halls, the provincial Jubilee Hospital and post-tertiary training facilities (Tshwane North TVET College).

Economic development in Hammanskraal is constrained by the pattern of development. The expansion of settlement in areas under traditional authorities presents a challenging form of urban / peri-urban sprawl. These outlying areas are disconnected from public institutions and resources. The peri-urban economy is spatially connected to the urban core via mini-bus system, which imposes a high cost-burden on these households. The distance from the CBD and low density mean that these areas are unsuited to transit-oriented-development (TOD) strategies. The spatial disconnection of residential sites from areas of high potential economic opportunity occurs at both regional and nodal scale. In the urban core, the spatial integration challenges include:

- The relatively far distance of the Nelson Mandela sporting facilities from the west residential population. The precinct is peripheral to the CBD and main residential areas. If the Mandela status is a tourist attraction, there is weak evidence of economic multipliers benefiting township micro-enterprises.
- The absence of safe points for pedestrians to cross the R101; the pedestrian bridge is unused for safety reasons.
- There are considerable portions of undeveloped land, including privately owned land.
- The CBD has no inherent centre or logic to its spatial ordering, with the railway line and mobility spines presenting a barrier to integration.
- The absence of a station and passenger rail service (as a potential central point within the CBD).

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

- As an economic hub, the under-utilized land within the CBD, including PRASA land, restricts growth opportunities. The Hammanskraal station precinct is a 'hang-out' for thieves and drug-users and thus harbours security risk.
- Public dumping, especially within CBD and in green belts. In residential areas, there is a particular dumping problem with nappies. There is extensive dumping within the dam site, especially north of the dam wall.

- There are numerous sites at which buildings (and traders) encroachment through unauthorised usage on sidewalks along important pedestrian / cycle routes. These encroachments will impact on effectors to provide pedestrian access and NMT.
- The pedestrian bridge in the CBD has been inappropriately designed. As a result of security risks, the bridge is not used by pedestrians. It has become a 'hang-out' for Nyaope (cannabis, heroin and antiretrovirals combination) addicts.
- We identified several examples where businesses mis-used public resources (municipal water; and electricity).
- Unauthorized construction of commercial properties along high streets, including the R101 and Harry Gwala Avenue.
- Water quality is poor and the water reticulation system is inadequate. The CoT have contracted a service provider to repair the reticulation system, but this work has not been fulfilled / competently conducted.
- Inappropriate spatial planning of Jubilee Shopping Mall (there is insufficient pedestrian access points; taxi routes inter-connect with private vehicles; there is inadequate accommodation for traders inside the mall).
- Public property under the control of the NW Development Corporation, including several SME hives.
- Destruction of property (e.g. taxi office) during political conflicts.
- Property and commercial development on land under traditional authority administration.
- Inadequate facilities for traders in CBD (including abolitions).

The Temba Dam is a recognised recreational facility. We noted that the seating on the dam wall is damaged. The picnic area is in a poor state of maintenance, and inadequate in scale to accommodate potential demand. The dam itself is partially covered with water hyacinth. Yet there is considerable scope for reviving this site as a place of recreation and tourist destination. The suspension bridge, immediately below the dam wall that spans the Apies River, offers a further 'pull' factor.

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



1.



2.



3.



4.



5.



6.

Figure 48: Urban Management Issues

Description of figures 1 – 6:

- 1. Under-utilized land within the CBD, including PRASA land (harbors security risk).*
- 2. Public dumping, especially within CBD and in green belts. In residential areas, there is a particular dumping problem with nappies.*
- 3. Building (and trader) encroachment on sidewalks along important pedestrian / cycle routes.*
- 4. Inappropriately designed bridge in CBD. As a result of security risks, the bridge is not used by pedestrians. It has become a hang-out for Nyaope (cannabis, heroin and antiretrovirals combination) addicts.*
- 5. Misuse of public resources (municipal water; and electricity).*
- 6. Unauthorized construction of commercial properties along high streets.*

The Hammanskraal skills developments centre, along Old Warmbath road, was built in 2006 for training SMME's in tour guiding, tour operation and SA hosting (Tourism division) (University of Pretoria, n.d.). It is not properly marketed within the community. The Tshwane Dam and Apies River are identified as future tourist attraction in Hammanskraal, but not yet developed, and the existing Mandela village community-trading complex has not fully competed in tourism but has great potential as can be incorporated in Dinokeng Tourism initiative (University of Pretoria, n.d.).

Opportunity: Business opportunities for township businesses within the (game park) tourism sector enhanced.

15. Social and Cultural Considerations

Hammanskraal began as a settlement when a group of people known as AmaNdebele-a-Moletlane settled in the area in the late 19th century. The colonial government established a 'Native Commissioners Office' in 1904. The community purchased two farms in 1911 and 1922. According to title deed records, a farm called Hammanskraal 112 JR was bought by Frederick Christoffel Eloff, who then sold it to TW Beckett and Co. TW Beckett and Co. then sold the property on to SB Rens in 1927. The subsequent division of these farms enabled titled deeds to be issued (Godsell, 2015: 47).

Hammanskraal was included in the so-called Bophuthatswana 'bantustan', which was established in 1972, it was subsequently granted 'independence' in 1977 and reintegrated into the Republic of South Africa in 1994 (Godsell, 2015). The Babelegi Industrial area was the first attempt that the government made at industrial decentralization in a 'bantustan'. At its height, Babelegi was an important source of employment. With the transition in the governmental structures post-1994 and the emergence of competing industrial nodes such as Rosslyn, Babelegi has fallen into decline (Godsell, 2015).

With the oldest portions of the site dating to the 1940s, the urban core has a diversely supplied with social and community infrastructure, including places of worship. Outside the urban core, especially in areas under traditional land administration, settlements have fewer social and community amenities in contrast. The settlements are largely unplanned with untarred roads.

There is notable wealth stratification in the greater Hammanskraal area, as evident in the contrast between the upper-middle income & middle-income suburbs, on the one hand, and the settlements of per-urban poor, as well as resident in informal settlements, on the other hand. There is a substantial middle income / upper middle-income population in the study site. In Ward 75, which covers much of the urban core, the 2011 Census reported that 73% of household owned the house and that 51% of households had access to the internet.

Homeowners in middle-income strata have made considerable investment into their properties, renovating, expanding the original building and investing in place-making. Properties in these well-established neighbourhoods cost upwards of R650,000. We identified new gated-estate property developments (Stellenbosch) and flat rentals targeting middle income earners. The site contains a diverse range of business services (professionals, food, car washes etc.), retail offerings, and social & community facilities that underpin the middle-income investment into the township and secures their retention. But there are threats to the sustainability of these strata and neighbourhoods. These threats include under-performing educational facilities; service delivery failure (water, in particular); mobility constraints including traffic jams; and the high-level dependence on employment within the state sector and limited private sector alternatives.

The social tension between the middle-income and poorer strata is partially reflected in the outcome of the municipal election in Ward 75. In 2016, the ANC received 65% of the vote (down from 78% in 2011), whilst both the EFF and the DA polled 16%.

The site includes both municipal and traditional authority administered land. These areas are rapidly expanding, accommodating both middle-income (car owning) and the poor. For those with private transport, property development in these areas presents the investor with a number of benefits: i) affordable and large size plots, ii) no rates, iii) customary rights, such as the right to burial. Some of these neighbourhoods have access to water and electricity and are, in comparative terms, functional in the sense of having a clear organising logic and standards. We heard anecdotal evidence that some traditional authorities stipulate the requirement that buildings should be (informal) planned, meaning that the plans should be generally compliant the municipal regulations. Yet these investments do not contribute to municipal revenue. Furthermore, the land under traditional authorities includes portions of high potential land along mobility and activity corridors which ought to fall within a common municipal land jurisdiction.

In contrast to dense urban settlements, crime is of modest scale. In 2018/2019, the following crimes were noted within the Hammanskraal Police Station area: 14 murders; 62 sexual offences; 15 attempted murders; 483 cases of assault; 346 cases of robbery; and 330 cases of burglary. Robbery and burglary that target businesses, whilst relatively modest sub-component of these figures, presents a risk to entrepreneurial investment and the business ecosystem.

15.1. Learning from the Urban Everyday

Covid-19 has been an important news item in this area, as it has had an impact on peoples' daily lives. Some issues that have been reported on include vandalism to schools in Gauteng, which extended to Hammanskraal. During the initial stages of lockdown, a large group of people gathered, but were dispersed and some were arrested for contravening lockdown regulations. Other noteworthy stories around Covid-19 has related to the fact that Non-Profit Organisations rallied or were started to provide people who were rendered vulnerable by the lockdown some support in the form of food parcels. The lockdown has made accessing retail opportunities more difficult for elderly and vulnerable persons who were required to queue to go shopping.

Some people have responded to the lockdown entrepreneurially - one report covered a story of a woman who started making masks and another of a e-hailing taxi driver who created a shield to be placed between him and passengers with the help of a family member who had tailoring skills.

There has been extensive reporting about water issues that residents of Hammanskraal have experienced. The water quality in Hammanskraal has been reported as being incredibly poor. Some residents have developed illnesses, such as intestinal infections as a result of drinking the tap water in

Hammanskraal. The result has been that Manyone residents have needed to buy their own bottled water, an expense that many households feel is unfairly carried by the individuals. This issue has resulted in some community members organising into a Residents Association in order to organise around this issue. Reports indicated that water was being driven into the area in tanks by the City.

Various reports have indicated that sport has a role to play in this community. We found Facebook Groups for a Netball Association and a Tennis Club in Hammanskraal. A fun run for climate change was well-supported and there are reports that there is a roller-skating rink in this area, which has hosted international events. The SAPS even hosted a soccer fun-day with women from this area for Women's Day in 2019.

Zakes Bantwini conducted a search for musical talent in February 2020, as part of an initiative started by the NGO Khulisa Social Solutions. The talent search was intended to take place nation-wide, with Hammanskraal as the first place to start from. The intention for the talent search was to assist artists with skills development, in order to facilitate a platform for artists. 40 aspiring musicians from Hammanskraal attended.

Some reports have indicated issues around maintenance of schools. Two noteworthy reports include a small boy who died on school grounds when a soccer goal post fell on him. Another incident that was reported on related to a classroom ceiling that collapsed while a group of learners were inside the building, injuring twenty pupils.

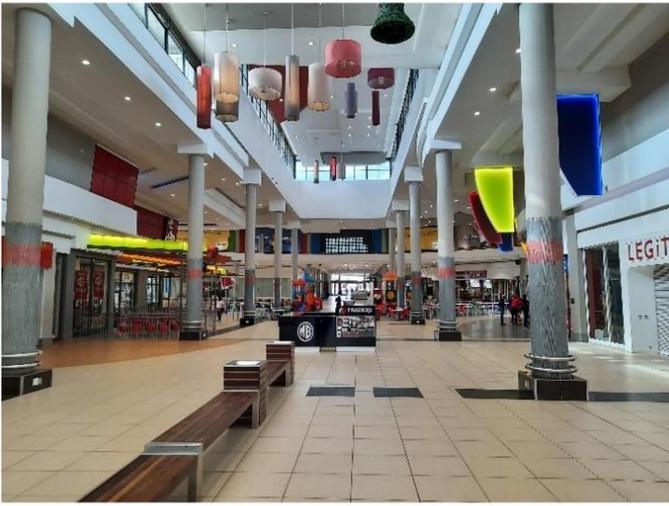
There have also been reports of illegal firearms, that were found buried on someone's property, as well as arms that were stolen from the South African National Defence Force in this area.

There is a cycling club – the Hammanskraal Cycling Club – which has a social media presence. It has promoted the use of bicycles as a form of transport, means of exercise, as well as for the development of young and aspiring cyclists.

16. Potential Development Opportunities

Based on the extensive fieldwork evidence and consultation with City specialists, the TAT has identified a range of potential development opportunities. These have been considered in view of the socio-economic, institutional and spatial situation as detailed in this report. 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.



1. Jubilee Mall



2. Themba City Precinct.



3. Themba Square



4. Themba Dam



5. Industrial Hives



6. Property

Figure 49: Potential Spatial Development Opportunities

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

Table 10: Project Opportunities in Hammanskraal

16.1. Policy and Strategy

Opportunity	Notes
Shopping malls foster and enable opportunities for micro-enterprises.	The City to engage shopping mall owners to agree on strategies to integrate micro-enterprises into their business precincts, through adherence to development planning agreements and proactive measures.
Industrial hives sustainably managed to support small and micro-enterprises, including micro-manufacturing.	The City to secure ownership of the existing business hives (currently under the North West Development Corporation) and to institute a management plan to ensure the sustainability and appropriate use of the facilities.
Revenue collection from rates improved.	The City to develop and implement a strategy to improve rates revenue from commercial businesses, including home-based enterprises and businesses operating in retail nodes.
Un-utilised land in the urban core unlocked for development.	The City to develop a strategy and partnerships to unlock under-utilised land within the urban core for development, including affordable housing.
Commercial high streets activated in strategic sites / road corridors.	The City to foster the growth of commercial high streets, through incentives, land use planning and supporting infrastructure (lighting, off-street parking, paving).
The TED situational analysis evidence utilised in area-based strategic plans.	The City to incorporate the evidence from the TED situation analysis into strategic plans, including the IDP, SDF, and BEPP.

16.2. Enterprise Development

Opportunity	Notes
Business opportunities for township businesses within the (game park) tourism sector enhanced.	The City to identify potential tourism products, services, and market opportunities for township businesses, including tours, artisanal crafts, and leisure venues.
Micro-enterprises have improved access to business development support services.	The City to integrate the DSBD district ecosystem facilitation approach within its enterprise development programmes, using a pilot initiative create a demand-driven approach to ecosystem facilitation & BDS service provision.
Micro-enterprises have improved access to digital services to participate in the digital economy & 4IR technologies.	The City to facilitate collaboration and partnerships, including Gauteng Prov. Gov., to improve digital access in Hammanskraal, through (inter alia) digital hubs, free wi-fi, and linkages to marketing platforms.
Opportunities unlocked in the creative and leisure economies provide youth a pathway to transition into jobs and livelihoods.	The City to conceptualise a strategy to promote creative activities focusing on youth interest, including hobbies, via social enterprises and community-based programmes, use of City facilities, the staging of events, linkages to BDS services.
Mechanics / panel beaters in the after-sales automotive sector have access to business development support services to grow and professionalise.	The City to facilitate and support partnership with private sector companies, the Gauteng Prov. Gov. and the DSBD's TREP to provide equipment / skills training / supply agreements / finance to township entrepreneurs.

An annual trade marketing event held in Hammanskraal to link the community to retail business opportunities.	The City to conceptualise and support a trade promotion event in Hammanskraal to stimulate opportunities for direct marketing, supplier agreements and digital services. The event will aim to connect home-based traders & producers to companies / markets.
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.
Urban agriculture productivity enhanced.	The City to support localised agro-processing with technical support and linkages to City initiatives (Rethabiseng food and energy centre, Tshwane Agro-processing Hub, City of Tshwane Fresh Produce Market).
Businesses have greater financial literacy and have access to services and technologies, including digital platforms Street signage / public advertising extensively utilised to promote local businesses.	The City to facilitate partnerships, including Gauteng Prov. Gov. and Finmark Trust, to extend financial literacy training and improve access to services and technologies. The City to develop and implement a project (with partnerships) to provide street signage / advertising boards to promote local enterprises.
BDS support for businesses in the micro-manufacturing and artisanal sector	Alongside the opportunity to reformulate the policy and investment environment to regularize urban residential densification, there is scope for City support towards the various artisans manufacturing furniture, fitted kitchens and other household items to support this activity.

16.3. Nodal Development

Opportunity	Notes
A development strategy for Temba City precinct approved.	The City to develop a strategy and implementation plan to stimulate investment in the Temba City precinct, synergising with property developers and micro-enterprises.
The Temba City shopping mall revitalised	The City to engage the mall owners (Public Investment Corporation; Mowana Properties) to conceptualise a strategy to revive the mall, aiming to accommodate local micro-enterprises and social enterprises.
Temba Square precinct transformed into a hub in support of social and economic opportunities.	The City to develop and implement a plan to enhance the social and entrepreneurial opportunities in Temba square and surrounding properties, focusing on upgrading park facilities, lighting, off-street parking, and paving and utilising crime prevention through environmental design tools.
Public facilities serving transport and informal trading in the CBD enhanced.	The City to implement a precinct management plan and identify strategic projects to enhance facilities, including waste management, ablutions, and taxi operations.

16.4. Spatial Integration

Opportunity	Notes
Bicycles (cycling) are extensively used as a means of low cost and efficient transport.	The City to promote cycling within the Hammanskraal area, through improving safety, fostering partnerships, and enhancing accessibility via an expanded network of NMT / cycle lanes.
A passenger rail service, connecting Hammanskraal to Pretoria CBD, to be developed.	The City to engage PRASA, Provincial and National government on the development of the passenger rail service and provide strategic advice on the role of the station precinct within the CBD.

Pedestrian paths / bridge connections established to link residential areas to the CBD and retail hubs.	The City to expand a network of pedestrian lanes and NMT lanes, prioritising the connection between the CBD and Temba.
Infrastructure developed to provide and enable universal access to public transport.	The City to embrace and implement designs for universal access in public transport hubs to ensure that people living with disabilities / mobility requirements have access to public transport infrastructure.
A secure pedestrian route created over the R101 within the Hammanskraal CBD.	The City to commission research / planning to identify options to re-design and re-develop the pedestrian bridge, addressing safety concerns and facilitating usage.

16.5. Housing and Property

Opportunity	Notes
Homeowners utilise water harvesting and solar PV technologies.	The City to strategize incentives to encourage homeowners invest in water harvesting and energy generation (solar), providing technical support through partnerships.
Encourage housing investments by the public and private sectors in strategic sites to raise population densities, encourage mixed land uses and stimulate additional economic activity.	The City will introduce procedures to fast-track higher density housing investments, including PPPs, in strategic sites, including within the CBD and Temba node.
Informal land use formalised on high-streets and villages.	The City to develop an approach (land use model) with the support of National Government to formalise unauthorised developments on land outside formal townships, focusing on commercial use along high streets and villages within the urban core.

16.6. Social and Community Infrastructure

Opportunity	Notes
Temba beach revitalised as a leisure / recreation destination.	The City to develop a strategy for reviving Temba beach as a leisure / recreation destination and define project components.

16.7. Urban Management

Opportunity	Notes
Public Employment Programmes utilised to address urban management challenges, including the maintenance of recreational and ecosystem resources.	The City to develop a strategy to re-purpose PEP to address urban management challenges, including dumping with the river system and CBD, through identifying partnerships and new approaches.

PART II: PROJECT CHARTERS



17. Hammanskraal TED Project

17.1. Development Opportunity Evaluation

In Phase 2 of the CSP supported TED project, the TAT worked with the CoT 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 Hammanskraal 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 CoT 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 Hammanskraal TED project were:

PROJECT 1: ENHANCE PUBLIC FACILITIES IN HAMMANSKRAAL CBD

The project goal is to achieve a highly functional, economically vibrant and well managed public environment in the Hammanskraal CBD. This can be achieved through infrastructure interventions, increased connectivity for pedestrians and NMT, traffic control and precinct management.

The TED project will contribute towards this goal by providing technical support towards an urban management and development plan for the Hammanskraal CBD sub-precinct (Annex 2) that outlines a series of CoT management interventions, as well as detailed designs for infrastructure improvements.

PROJECT 2: DEVELOP NON-MOTORISED TRANSPORT INFRASTRUCTURE

The project goal is to improve accessibility and connectivity between the Hammanskraal CBD, Temba City precinct and Jubilee Mall (Temba local node) and Babelegi Industrial Park by providing safe and easy-to-use NMT facilities that include suitable environmental design (for maximum visibility, safety and crime reduction goals in mind) with dedicated lanes, hardened surfaces and universally accessible infrastructure (including and enabling environment with gender and disability inclusiveness and emphasis on encouraging cycling by school learners). These identified areas attract high pedestrian and NMT traffic volumes.

In contributing towards this goal, the TED project will support the City of Tshwane to advance the planning, design and implementation of strategic NMT infrastructure on routes that enhance spatial connectivity. The project will contribute towards updating and refining the Integrated Transport Plan in respect of the Hammanskraal township.

PROJECT 3: IMPROVE ACCESS TO BUSINESS DEVELOPMENT SUPPORT FOR MICRO-ENTERPRISES

The overall Project goal is to create an efficient, effective and responsive business development support service through an integrated metro (district) approach, with local level outreach components.

This TED Project aims to contribute towards this goal through developing a pilot project in Hammanskraal, to be known as an ecosystem facilitation hub, to effectively integrate local enterprises in the business development services ecosystem. The learnings from this pilot will inform the replication of the approach in up to 7 sites. The pilot is to form part of the overarching partnership agreement between the CoT and Seda to provide business development support in the City.

PROJECT 4: ENHANCE POST-HARVEST URBAN AGRICULTURAL PRODUCTIVITY

The project goal is to develop and implement a post-harvest support programme, targeting primary producers and market traders in Hammanskraal, to enhance product value adding and strengthen local agricultural produce supply chains.

In contributing towards this goal, the Hammanskraal TED project will identify beneficiary needs in two market segments: i) small scale butcheries or meat processors and ii) producers and informal traders

of vegetables. The findings of the needs assessment will be used to inform a CoT programme intervention to support these sectors grow and benefit the township community.

PROJECT 5: REVITALISED TEMBA DAM AS A LEISURE AND RECREATION DESTINATION

The Project goal is to develop the Temba Dam precinct as a viable tourism feature in Hammanskraal, for both residents and the citizens of Tshwane. The realisation of this goal will enable the dam site, along with the natural features of the Apies River system, to contribute impactfully to social, recreational and economic advancement in the township community.

The TED Project will contribute towards this goal by supporting the City to plan for the spatial transformation of Temba Dam sites as a neighbourhood asset and strategise the activation of its existing resources and the insertion of proposals for supporting infrastructure developments.

PROJECT 6: DEVELOP A STRATEGY TO REVITALISED TEMBA CITY PRECINCT

The project goal is to achieve a highly functional, coherent and optimally performing civic and commercial precinct in the Temba area that leverages off existing social and economic assets. The realisation of this goal requires the optimisation of underperforming open spaces, including municipal land, and facilitation of private investment into property and businesses. Through a coherent public environment upgrade and institutionalisation of precinct management, the Project envisions a safe, legible, liveable urban space that provides a rich range of neighbourhood amenities, including access to micro-enterprises and street traders.

The TED Project will contribute towards this goal through supporting the City to institutionalise a development planning process to create a public investment and management plan and alignment of key stakeholders.

PROJECT 7: ENHANCE BUSINESS DEVELOPMENT SUPPORT FOR THE TOWNSHIP TOURISM AND CREATIVE ECONOMIES SECTORS

The overall Project goal is to capacitate self-employed and creative economy enterprises in Hammanskraal with market knowledge and skills to access to local tourism economy linked to game farms and conservation tourism extant in the adjacent areas to the community. Furthermore, the project will support creating valuable links to these township businesses with respect to business support and formalisation programmes.

This TED Project aims to contribute towards this goal through developing this pilot project in Hammanskraal to more effectively integrate creative enterprises into the tourism economy, and other accessible local markets, and the business development services ecosystem. The learnings from this pilot will inform the replication of the approach in other townships in the City of Tshwane.

PROJECT 8: BICYCLES ARE EXTENSIVELY USED AS A MEANS OF TRANSPORT

The project goal is to develop a thriving cycling economy in Hammanskraal, benefiting both the needs of commuter cyclists, community users and micro-enterprises, thus enhancing access to an affordable and environmentally sustainable mode of transport as well as enabling spatial integration. The attainment of the project goal will require:

- Improving access to affordable, sustainable and reliable cycling-focused mobility options as part of an improved NMT landscape.
- Opening access to social and economic opportunities through bicycles and cycling related activities, specifically incorporating inclusiveness in gender, the differently abled, and the economically marginalised who use trollies / carts (e.g. waste recyclers).
- Using bicycles to improve community safety initiatives in the area.
- Using bicycles to improve tourism opportunities in the area, by developing new tourism products, and by facilitating linkages to existing tourism opportunities.
- Consideration and implementation of bike sharing schemes.
- Improving road safety in the area through safety training initiatives.
- Enabling opportunities for businesses that support the cycling economy.

In contributing towards this goal, the CSP TED team will develop a strategy and operational plan for promoting the use of bicycles and other modes of NMT for commuting, micro-enterprise business activities, and community initiatives such as safety and security, as well as strengthening the underlying value chains.

17.2. 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 Hammanskraal in October with the following themes:

- Traders from the Hammanskraal CBD,
- Micro-enterprises engaged in the tourism and crafts sector,
- Post-harvest agricultural producers,
- Community members with an interest in the Temba Dam,
- Stakeholders with an interest in cycling and non-motorised transport.

A total of 84 persons from Hammanskraal attended the workshops.

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

As part of the mobilisation process, the TAT utilised local community liaison persons, including some of the field researchers hired during the ecosystem survey in Phase 1. The CoT assisted with

mobilisation of trader groups and individuals in the agriculture and other sectors. The trader organisations were: i) Hammanskraal Informal Traders and Hawkers Association and ii) Tshwane Berekisi Forum.

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 creative and tourism economy workshop and residents around the Temba Dam area. To support the engagement process at the workshops, the TAT secured the participation of business support specialists from SEDA and the CoT including representatives from relevant line departments.

The methods used to facilitate the community engagements included:

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

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

17.3. Project Charter Development

The 8 TED projects are detailed in a project charter document (see below). The projects (as set out in the charters) are the implementing mechanism for the Hammanskraal 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 CoT 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 CoT spatial, sectoral and development plans and programmes.

The TAT have 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 Hammanskraal TED Project Charters have been submitted to CoT 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 & 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 Tshwane
Township Economic
Development Project

Project Charter

Hammanskraal
Enhance public facilities in
Hammanskraal CBD

Project Number: 1
Date: 21 April 2022
Version: 5



ctiEs
SUPPORT PROGRAMME

 **national treasury**
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA


CITY OF
TSHWANE
IGNITING EXCELLENCE


Sustainable
Livelihoods
Foundation

 **2030
NDP**
 **STRY
SAFE**
PROTECT SOUTH AFRICA

18. Project Charter 1: Enhance Public Facilities in Hammanskraal CBD

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Hammanskraal central business district (CBD) is an important retail and service node within the wider township and sub-regional economy. The node supports a range of retail activities across different business sizes and categories, as well as spatial situations. The latter include two privately managed shopping malls, a number of independent and corporate retail stores, informal trader stands provided by the City of Tshwane (CoT) and unregulated informal trader structures. The node includes the station sub-precinct. There are three mini-bus taxi ranks in the node, two of which are situated within the retail shopping malls.</p> <p>The node is spatially divided by the R101 Provincial Road, which presents a barrier to spatial integration. A pedestrian bridge was constructed to connect the two portions of the node; however, it is not used because of security risks. There are considerable safety and security concerns within the node, including crime, violence, vandalism, road safety risks, and ill-health risks from illegal waste dumping.</p> <p>The Hammanskraal CBD is an important site for informal and micro-enterprises who benefit from the relatively high pedestrian footfall on routes between the retail hubs. There is an important development opportunity in regularising the street trading environment, through reordering structures and infrastructure development, and strengthening the integration between street-based traders and the retail shopping malls. Furthermore, the node would realise its dormant economic and social potential through a focused series of interventions around traffic management, precinct management (focusing on crime and waste), trading and related infrastructure.</p> <p>The primary opportunity within the node centres around creating a consolidated street trading environment, integrating existing and new street businesses, within a defined spatial relationship (connection) to the private retail spaces and malls. Trader infrastructure needs to be designed and managed in a manner that</p>	<p><i>Indicate the main departments / divisions involved in the project.</i></p> <ol style="list-style-type: none"> 1. Economic Development and Spatial Planning <ol style="list-style-type: none"> a. Economic Development Division – Business Compliance and Regulations Section b. City Planning and Development Division 2. Roads and Transport – Transportation and Traffic Engineering 3. Transport Development – Stakeholder Liaison 4. City Strategy and Organisational Performance – IDP, SDIP, NDPG 5. Department of Public Works /Electricity 6. Water and Sanitation 7. Environment and Agricultural Management – Waste Management Division 8. Safety and Security: crime prevention through environmental design and active policing. 9. Regional Service Delivery: maintenance within the precinct. 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Bob Sebola <ol style="list-style-type: none"> a. BobS@tshwane.gov.za b. Monica Mofokeng 2. MonicaP@tshwane.gov.za, <ol style="list-style-type: none"> a. TBC 3. Frank Lambert <ol style="list-style-type: none"> a. FrankL@Tshwane.gov.za 4. Mmakanaga Shai mmakanagas@tshwane.gov.za 5. Andy Manyama <ol style="list-style-type: none"> a. AndyM@tshwane.gov.za 6. TBC 7. TBC 8. TBC 9. Charmaine Sutil CharmaineS@tshwane.gov.za 10. Busisiwe Motsepe BusisiweM@tshwane.gov.za

<p>contributes towards a coherent and high-performing economic cluster of business activities. The traffic system needs to order through a combination of self-management and technical interventions, that improve functionality and accommodate diverse users.</p> <p>Note: The Project will synergise with Hammanskraal TED <i>Project 2: Develop Non-Motorised Transport Infrastructure</i>.</p>		
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Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The project goal is to achieve a highly functional, economically vibrant and well managed public environment in the Hammanskraal CBD. This can be achieved through infrastructure interventions, increased connectivity for pedestrians and NMT, traffic control and precinct management.</p> <p>The TED project will contribute towards this goal by providing technical support towards an urban management and development plan for the Hammanskraal CBD sub-precinct (Annex 2) that outlines a series of CoT management interventions, as well as detailed designs for infrastructure improvements.</p>	<p><i>Which department / division will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> 1. IDP SDIP and NDPG 2. Economic Development 	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> 1. Andy Manyama 2. Bob Sebola

Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. A facilitated transversal engagement on the outcome of the participatory engagement process conducted by August 2022. 2. A high-level spatial development concept, building upon the Project Charter, agreed by September 2022. 3. A set of recommendations on situational crime prevention workshop with the CoT by December 2022. 4. ToRs developed and service providers appointed to create an urban management and development plan, with detailed designs, by September 2022. 5. An overarching and functional sub-precinct coordinating entity for active stakeholder engagement established by December 2022. 6. A waste management and safety strategy programme, deploying PEP participants, instituted by June 2022. (January to June 2022). 	<p><i>Provide a motivation for and indicate the roles of the partners.</i></p> <ol style="list-style-type: none"> 1. National Treasury Neighbourhood Development Partnership Programme. NDPP will provide funding towards feasibility studies, urban design and infrastructure construction. 2. CSP TED Project. The project technical assistance team will support the project through research, facilitation, and planning. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Bulelwa Kondile bulelwa.kondile@treasury.gov.za, Collins Sekele Collins.Sekele@treasury.gov.za; 2. Thiresh Govender, Jessica Blumberg, Andrew Charman, Carol Masingi 3. TBC 4. TBC

<ol style="list-style-type: none"> 7. Council acceptance of urban management and development plan, with secure project funding for implementation by July 2023. 8. An agreement with PRASA secured to safeguard the station site, including land use control, in anticipation of future development by December 2024. 9. Increased and safer pedestrian access over R101 (Old Warmbaths Road) / Hamman Street/R734 intersection by December 2024. The existing pedestrian bridge is decommissioned and repurposed. 10. Douglas Rens Road rehabilitated through a public environment upgrade with street trader plan by December 2024, developments include: <ol style="list-style-type: none"> 1. Trader infrastructure and storage, 2. Signage and lighting, 3. NMT access 4. Street layout plan 5. Traffic plan 	<ol style="list-style-type: none"> 3. Gauteng Province: Roads and Transport (bridge over R101). 4. PRASA / Intersite – to resolve and find clarity on land use. 	
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Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> 1. Facilitate a transversal workshop to review the outcome of the initial participatory community engagement process undertaken in October 2021. 2. Support the City to conceptualise a high-level spatial development concept for the sub-precinct (as indicated in Annex 2) to enable greater connectivity between nodes and modes of retail, optimisation of transport infrastructure, and advancement of diverse economic activity through new street trader infrastructure within a safe and well-managed node. 3. Advise the City to assess the scope for situational crime prevention strategies, focusing on the trader market and spatial connections, and provide recommendations for crime prevention through environmental design investments. 4. Support the City to develop ToRs for appointing specialists to prepare an implementation plan, an urban management development plan, including detailed designs for infrastructure improvement and public environment upgrades. The plan should detail: <ol style="list-style-type: none"> a) Trade infrastructure (architectural design), b) Improved signage, c) Street lighting, d) Wi-Fi, e) Public ablutions, 	<p><i>Provide a motivation for and indicative the roles of the stakeholders.</i></p> <ol style="list-style-type: none"> 1. Hammanskraal Informal Traders and Hawkers Association (HITHA): precinct management. 2. Taxi associations 3. Formal Business Community including shopping mall owners: precinct management 4. PRASA / Intersite – to resolve and find clarity on land use. 5. Gauteng Province: Roads and Transport (bridge over R101). 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Traders Committee 2. The participation of taxi associations and other public transport stakeholders to be facilitated by the Transport Development Division. 3. TBC 4. TBC 5. TBC

<ul style="list-style-type: none"> f) Trader storage g) A street layout plan h) A transport management plan, with prioritised NMT routes, universal access and public transport routes. i) A precinct management plan, focusing on cleaning, security and placemaking. <ol style="list-style-type: none"> 5. Advise the City to facilitate the establishment of a sub-precinct management co-ordinating entity, comprising representatives from traders, mall owners, independent retailers and taxi organisations. The coordinating entity is to advance a rules-based system with self-enforcement by hawker and taxi associations, including taxi marshals. 6. Advise the City on the use of public employment programme work opportunities, including EPWP, to address the need for improved safety, waste management and place making (art works) within the node. 7. Advise the City to integrate the outcome of the urban management development plan into area and sector development plans and support the City to mobilise budget / funding options for project implementation. 8. Advise the City on advancing its engagement with PRASA/Intersite to identify an action plan to secure land use at the defunct station. 9. Advise the City on engaging with the Provincial Department of Transport on the need for a safe pedestrian crossing and the decommissioning / repurposing of the existing pedestrian bridge. 10. Facilitate infrastructure development. 		
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City Beneficiaries

Risks

<p><i>Target departments and programmes.</i></p> <p>The TED Project will enhance the City's capacity to advance development planning in respect to the Hammanskraal CBD sub-precinct. The project partners will provide the City with technical and financial support to undertake planning processes. The TED technical assistance team will advise on the institutionalisation of the project. The project will enhance transversal planning amongst the following:</p> <ol style="list-style-type: none"> 1. Economic Development and Spatial Planning 2. City Strategy and Organisational Performance – IDP, SDIP, NDPG 3. Roads and Transport – Transportation and Traffic Engineering 4. Environment and Agriculture Management. 	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> 1. Land irregularities can impede an integrated development. This can be mitigated by either working within these constraints through the design and packaging or finding a means to expediate the regularisation of land. This risk is particularly related to PRASA's land which is underutilised and unmanaged. 2. Political instability can be disruptive in following through with the long-term vision of the project. 3. Limited bulk infrastructure capacity. Assess capacity and align project to availability. Alternatively make application for increased capacity where applicable. 4. Limited support by trader and business stakeholders can compromise the performance and functionality of the project. Mitigate through meaningful stakeholder engagement and alignment of project towards these processes.
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	<ol style="list-style-type: none"> 5. Conflicts within and between trader associations (claims & disputes). This can be mitigated through an engagement process that leads towards a tangible and operational trading plan. 6. Conflicts within and between taxi associations (routes and operating license holders). This can be mitigated by engaging the mother bodies (Greater Tshwane Regional Taxi Council) for recognition of the legal operating taxi associations and continual updating of any agreements reached. 7. Poor and absent urban management will render infrastructure investment to be ineffective and prone to decay. This can be mitigated by ensuring that the investments are preceded by a strong management plan with active stakeholder engagement. 8. Shopper / community perception of the sub-precinct relative to Jubilee Mall. This can be managed ensuring that the node is safe, accessible and that the spaces within the node are connected in managed corridors / buffers.
Community Beneficiaries	Assumptions
<p><i>Target groups and numbers.</i></p> <ol style="list-style-type: none"> 1. HITHA & other trade associations. 2. Taxi Associations. 3. SMME retail businesses. 4. Commuters. 5. General community that shops and accesses services within the Hammanskraal CBD. 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 1. The National Treasury is fully committed to providing project preparation grant funding to the City to undertake feasibility studies, management strategies and the development of detailed designs. 2. The City will engage with PRASA / Intersite to address illegal land use and improve security. 3. The project will be supported by a localised urban management structure that is functional and effective in security, cleaning, marketing and operations of the area. 4. The project will be supported by line departments with transversal interests in street trader activation, including law enforcement, transportation, spatial planning and land use management. 5. Law enforcement will act against identified local businesses / individuals that dump waste within the sub-precinct. 6. NMT will be developed within the CBD, in accordance with CoT NMT guidelines, to enhance spatial integration.

Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The Project aligns with the following programmes:</p> <ol style="list-style-type: none"> 1. Township Renewal Programme (NDPG) 2. Expanded Public Works Programme / Presidential Employment Stimulus. 	<p style="text-align: right;">Metro / City</p> <p style="text-align: right;">Capex</p> <p style="text-align: right;">Opex</p> <p style="text-align: right;">External Sources</p> <p style="text-align: right;">Total</p>	<p style="text-align: center;">TBC</p>
Alignment with Policies	Status of external funding	
<p><i>Indicate how project aligns with metro policies.</i></p> <p>Policies and Plans:</p> <ol style="list-style-type: none"> 1. City of Tshwane Draft 2022 – 2026 Integrated Development Plan This project upholds the following core objectives: <ul style="list-style-type: none"> • Objective 2.3.2., which promotes a hygienic environment to live and play in. • Objective 2.3.5., invest in safe, reliable, affordable public transport. • Objective 2.3.6., which emphasises the need for infrastructure development and maintenance. • Objective 2.3.7., which seeks to improve safety and combat crime. • Objective 2.3.8., which promotes a focus on getting the basics right first. 2. City of Tshwane Municipal Spatial Development Framework, 2018 <ul style="list-style-type: none"> • The Hammanskraal CBD is in an area designated for mixed use development, as such this project upholds the intention of the SDF. 3. City of Tshwane Regional Spatial Development Framework (Region 2), 2018 <ul style="list-style-type: none"> • This project supports the function of the ‘transit node’ and supports transit-oriented development by proposing the rationalisation of modal functions and mixed uses in support of the function of public transport. 4. Hammanskraal/Temba Spatial Development Framework, 2012 	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The NT NDPP has, in-principle, indicated its support to advance the Project. A funding agreement will be determined in accordance with the NDPP requirements.</p>	

<ul style="list-style-type: none"> This project seeks to enhance the functionality of the portion of the CBD that is designated for 'business' – the project upholds the intention set out in the SDF. <p>5. Hammanskraal Urban Precinct and Development Plan and Strategy, 2021</p> <ul style="list-style-type: none"> This project upholds the mixed-use functions proposed in this plan and seeks to accommodate various stakeholders in this area while improving the accessibility and safety of this precinct. <p>6. Comprehensive Integrated Transport Plan, 2016</p> <p>By-Laws:</p> <p>7. City of Tshwane Land Use Management By-Law, 2016</p> <p>8. City of Tshwane Metropolitan Municipality Street Trading By-Laws</p>	
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Endorsement

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

Partner's Endorsement

<p><i>Indicate the status of partner endorsement.</i></p> <p>Endorsement from NDPP pending submission of funding request.</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><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>Notes:</p> <p>For an overview of the Hammanskraal CBD, see section 10.4. and 11.2. of the Hammanskraal Situational Analysis Report: https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/Hammanskraal%20Situational%20Analysis%20Report%20v.2.5.pdf</p>

Annexes:

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

GENERAL STUDY AREA & PROJECTS

01. HAMMANSKRAAL CBD
Public facilities serving transport and informal trading in the CBD enhanced.

02. PEDESTRIAN PATHS
Pedestrian paths / bridge connections established to link residential areas to the CBD and retail hubs.

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

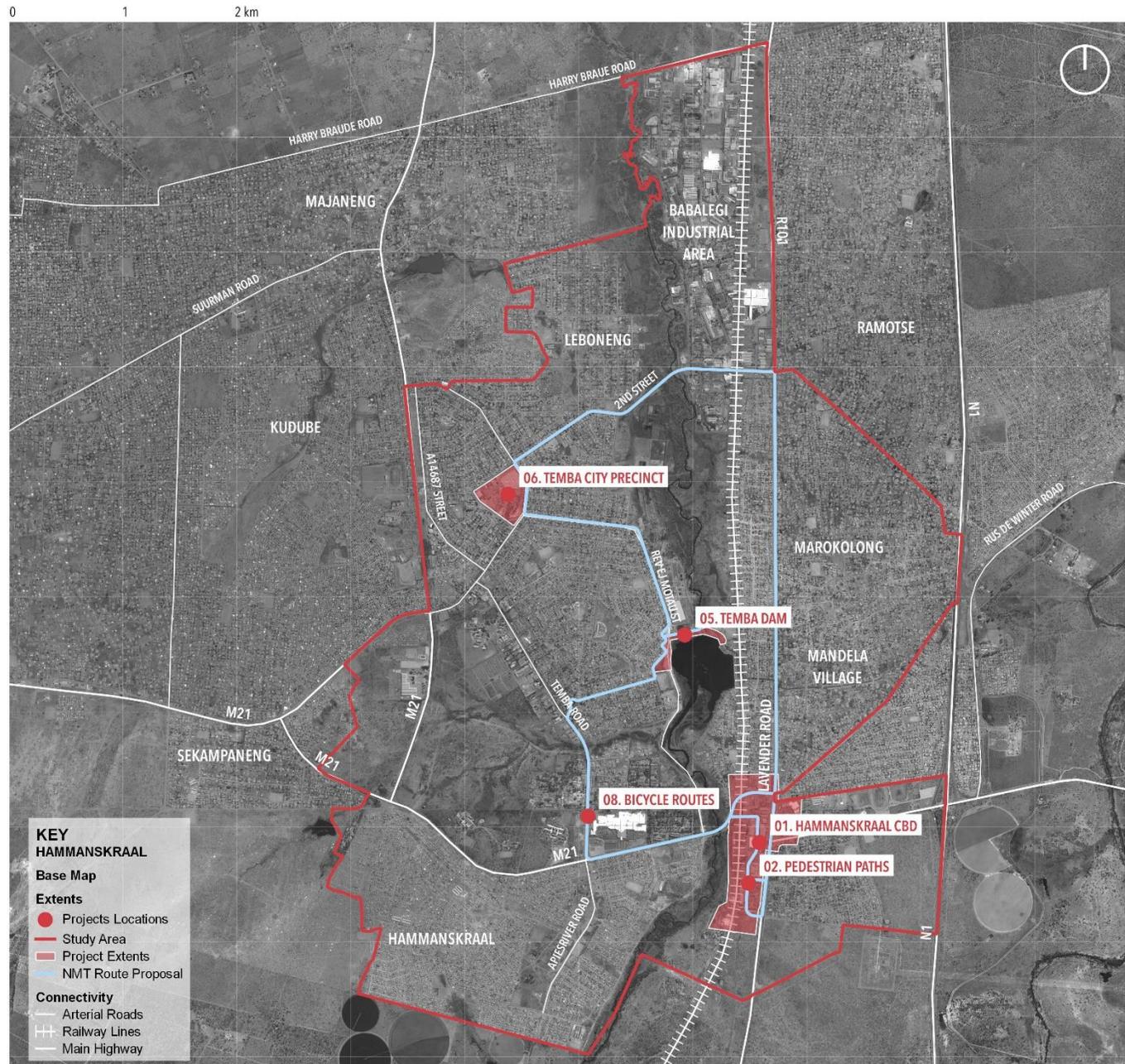
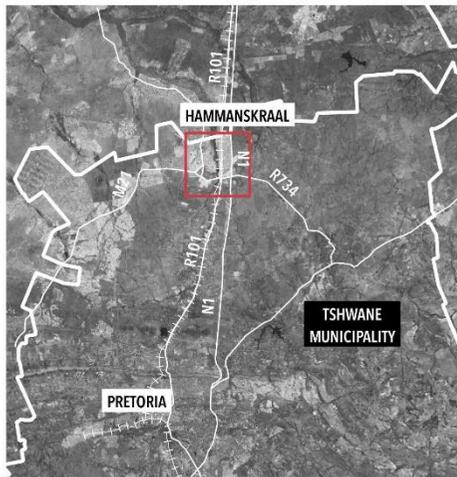
04. URBAN AGRICULTURE
Urban agriculture productivity (post-harvest) enhanced.

05. TEMBA DAM
Temba beach revitalised as a leisure / recreation destination.

06. TEMBA CITY PRECINCT
A development strategy for Temba City precinct approved

07. BUSINESS OPPORTUNITIES
Business opportunities for township tourism businesses, including the game park sector, enhanced.

08. BICYCLE ROUTES
Bicycles are extensively used as a means of transport



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

Figure 50: Hammanskraal Study Area indicating spatial location of projects



Figure 51: Hammanskraal CBD Preliminary Concept Proposal

HAMMANSKRAAL TRADERS WORKSHOP

What do you want to see in the Hammanskraal City Centre that will help your business?

You are invited to a planning workshop.

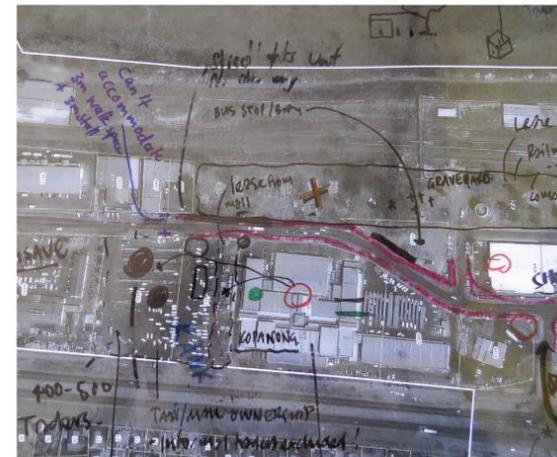
Date: 20 October 2021
Venue: Temba Council Chambers, 4244 Molefe Makinta
Time: 8:30 - 17:00



01. Mobilisation Invitation

02. Site Walkabout

03. Workshop Introduction



04. Small Group Discussion

05. Small Group Feedback

06. Co-produced Map of the CBD

Figure 52: Hammanskraal CBD Participatory Engagement Workshop

Charter Checklist

Have community needs been incorporated into project design?	Yes, a workshop with street trader organisations was conducted.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	Yes, it forms part of the CBD Urban Hub Precinct Plan.
Have project partners agreed to their roles and commitments?	Yes, as per stipulated.

City of Tshwane
Township Economic
Development Project

Project Charter

Hammanskraal
Develop non-motorised transport
infrastructure

Project Number: 2
Date: 11 April 2022
Version: 3

CTIES
SUPPORT PROGRAMME

 **national treasury**
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

 **CITY OF TSHWANE**
IGNITING EXCELLENCE

 Sustainable
Livelihoods
Foundation

 2010
NDP

 **STRY**
SAFE
PROTECT SOUTH AFRICA



19. Project Charter 2: Develop Non-Motorised Transport Infrastructure

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Hammanskraal Township Economy Development (TED) project responds to an urgent need to facilitate impactful investments in township economies. In phase 1 of the TED project, the Situational Analysis highlighted development opportunities through improving spatial connections. The report emphasised the need for better spatial connectivity and non-motorised transport (NMT) infrastructure between the following spaces: the Hammanskraal Central Business District (CBD), the Temba local node and Jubilee Mall, the Temba City Precinct and Temba City Mall as well as social and community assets such as Temba Square and Temba Dam, and the Babelegi Industrial Park. The TED Situational Analysis also identified the need to support the growth of bicycle (and scooter) use, which reflects an important mode of transport in this peri-urban context.</p> <p>The performance of the above-mentioned areas / spaces can be improved by the provision of NMT and universal access facilities that will enhance connectivity and movement between the various nodes.</p> <p>The City of Tshwane (CoT) recognises the need for improved non-motorised transport (NMT) infrastructure within Hammanskraal. The importance of NMT was highlighted in the Comprehensive Integrated Transport Plan (CITP) of 2015.</p> <p>There is an important development opportunity in making NMT more visible, culturally acceptable and safe. The planning of NMT infrastructure should be done in line with Crime Prevention Through Environmental Design (CPTED) principles, which include an emphasis on natural surveillance. These efforts should also convey the message that NMT can be 'mainstream' and worthy of consideration. Several potential initiatives can help to concentrate activity on specific routes to improve the levels of 'safety in numbers' and to increase visibility to encourage more cycling. Furthermore, special emphasis should be made on encouraging cycling among children and school learners. Greater uptake of NMT will help to justify budgeting for NMT infrastructure on strategic</p>	<p><i>Indicate the main departments / divisions involved in the project.</i></p> <ol style="list-style-type: none"> 1. Roads and Transport / Transportation and Traffic Engineering. 2. City Strategy and Organisational Performance – IDP, SDIP, NDPG. 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Frank Lambert, Velly Phala, Lourens Swanepoel, Hosana Ndlovu, Monica Mofokeng, Provia Mtimkulu, Lerato Seakamela 2. Andy Manyama.

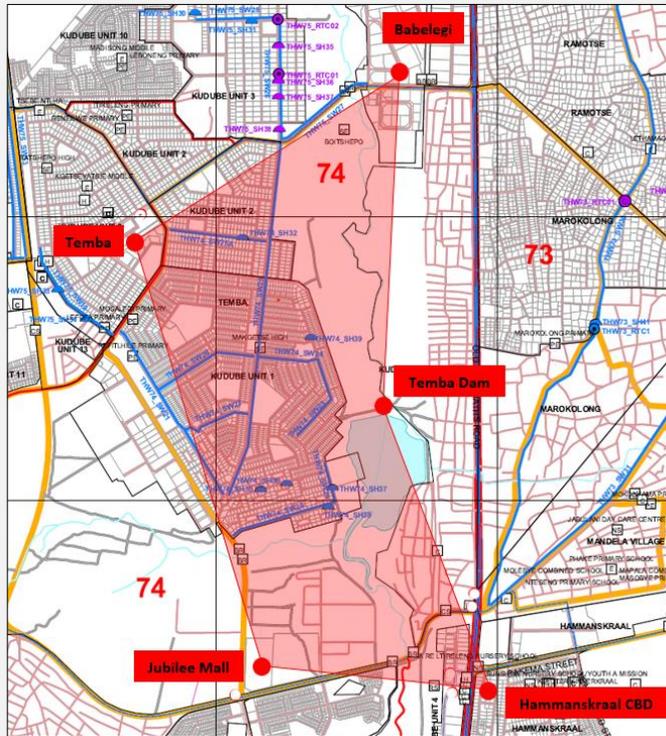
<p>routes. Efforts to promote NMT must, however, be tied to improvements in infrastructure for pedestrians, cyclists and other forms of NMT. Note: This project opportunity aligns with TED <i>Project 8: Promote Non-Motorised Transport Use</i>.</p>		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The project goal is to improve accessibility and connectivity between the Hammanskraal CBD, Temba City precinct and Jubilee Mall (Temba local node) and Babelegi Industrial Park by providing safe and easy-to-use NMT facilities that include suitable environmental design (for maximum visibility, safety and crime reduction goals in mind) with dedicated lanes, hardened surfaces and universally accessible infrastructure (including and enabling environment with gender and disability inclusiveness and emphasis on encouraging cycling by school learners). These identified areas attract high pedestrian and NMT traffic volumes.</p> <p>In contributing towards this goal, the TED project will support the City of Tshwane to advance the planning, design and implementation of strategic NMT infrastructure on routes that enhance spatial connectivity. The project will contribute towards updating and refining the Integrated Transport Plan in respect of the Hammanskraal township.</p>	<p><i>Which department / division will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> 1. Transportation and Traffic Engineering. 2. IDP, SDIP, NDPG. 	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> 1. Frank Lambert, Velly Phala 2. Andy Manyama
Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. A Hammanskraal NMT development plan with specific projects for facilities and infrastructure completed by September 2022, linking 5 strategic nodes: Babelegi, Temba City, Temba Dam / Square, Jubilee Mall and the CBD. 2. A status quo report on the proposed routes completed by February 2023. 3. NMT masterplan updated for Hammanskraal by February 2023. 4. Council approval of the plan and funding secured, via NDPP, for project implementation by February 2023. 5. Terms of reference (ToRs) for feasibility and engineering studies to implement approximately 13.1km of NMT laneways developed by July 2023. 6. Prioritised NMT facilities constructed as designed by December 2024. 7. Improved signage instituted in up to 5 localities by December 2024. 	<p><i>Provide a motivation for and indicate the roles of the partners.</i></p> <ol style="list-style-type: none"> 1. NT NDPP: Funding of feasibility studies, detailed designs and project implementation. 2. CSP TED Project: Research, community engagement, knowledge sharing, partnership facilitation, and inter-governmental facilitation. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Bulelwa Kondile Bulelwa.Kondile@treasury.gov.za; Collins Sekele Collins.Sekele@treasury.gov.za. 2. Ntsako Masangu, Riyaaaz Nieftagodien, Thiresh Govender, Andrew Charman

8. Bike storage infrastructure implemented in up to 2 localities by December 2024.		
Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> 1. Support the City to conduct a strategic planning workshop to review the proposed NMT corridors (as per the Charter, Annex 2 and 3) and determine a hierarchy of interventions. 2. Support the City to undertake a status quo inspection of the proposed corridors to assess the volume of NMT traffic, desire lines / pedestrian behaviour, and the infrastructure needs (including barriers, constraints, and limitations) and requirements for universal access. 3. Support the City to update and refine the Comprehensive and Integrated Transport Plan (as it is currently being updated). This should note NMT reference in the recently approved Climate Action Plan. Such updates will include NMT requirements in Hammanskraal with special focus on environmental design, gender and ability inclusiveness and economic opportunity such as local recycling economy waste collectors and non-standard NMT (cargo bikes and other economic transport modalities). (Note: Metro partnership with the City of Aarhus). 4. Support the City to obtain Council approval of the NMT infrastructure and prepare funding proposals for Capital grants. 5. Upon project approval and funding, the City to commission consulting and engineering services to undertake impact assessments, provide detailed design and undertake construction of the required infrastructure in accordance with the updated plan and route prioritisation. 6. Facilitate infrastructure implementation. 7. Advise the City on instituting street signage, lighting and dedicated (painted) cycle lanes to improve safety for cyclists along high-risk routes (in terms of factors such as traffic and crime). 8. Advise the City on providing suitable bike-racks for the safekeeping in bicycles in the Hammanskraal CBD and other hub destinations. 	<p><i>Provide a motivation for and indicative the roles of the stakeholders.</i></p>	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p>

City Beneficiaries	Risks
<p><i>Target departments and programmes.</i></p> <p>The CoT stands to benefit from this project through enhancement of the capacity of City officials to manage and implement the development opportunity, including risks, and formulate suitable responses, both within the City’s mandate and at inter-governmental level.</p> <p>Formalised NMT facilities will improve the safety of the roads and reduce the number of accidents and fatalities that are due to insufficient facilities for road users (such as traffic calming measures and sidewalks for pedestrians), thus reducing City costs associated to these events.</p> <p>The City would create employment through (labour intensive) construction opportunities and by procuring services from local suppliers for e.g., the manufacturing of bricks and kerbs, gardening and landscaping, security, facility maintenance and cleaning and provision of ablution facilities.</p>	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <p>Some of the risks identified include:</p> <ol style="list-style-type: none"> 1. Insufficient funding within City and partner budgets to achieve the project goal. 2. Legal and technical challenges related to identified limitations and constraints. 3. Existing municipal by-laws that may hamper the implementation or use of NMT. 4. Proximity of properties and presence of special flora and / or fauna in project area. 5. Physical obstructions during implementation such as existing signage, underground services, hard rock, problem soils etc. 6. Space constraints along corridor during implementation. 7. Road reserve and land ownership challenges. 8. Underestimation of project effort and cost estimates. 9. Poor acceptance and adoption of the infrastructure by community beneficiaries. 10. Continued high number of accidents and fatalities should the project not be implemented 11. Unfulfilled expectations of residents. 12. Poor implementation / workmanship during construction. 13. Inability to employ residents of Hammanskraal during construction phase. 14. Poor maintenance of infrastructure reducing the design life of the project. 15. Theft and vandalism of constructed infrastructure. 16. Insufficient funding to maintain infrastructure during and beyond the design life.
Community Beneficiaries	Assumptions
<p><i>Target groups and numbers.</i></p> <p>Extended and improved NMT facilities will benefit the local community of Hammanskraal, particularly those that do not own private vehicles but rather rely on public transport and modes of NMT to commute between the various economical, recreational and residential centres.</p> <p>Specific benefits include:</p> <ul style="list-style-type: none"> • NMT users (cyclists, disabled persons and other users, including trollies) will have safe spaces and dedicated facilities. • Motorised transport users will benefit from modal separation, which will improve road safety and reduce accidents. • Retail and recreational hubs will benefit from easier access and increased traffic from pedestrians and other non-motorised transport users. 	<p><i>Describe the main assumptions upon which successful project implementation is contingent</i></p> <p>The assumptions made for achieving the intended benefits include:</p> <ol style="list-style-type: none"> 1. The project will receive adequate transversal support from CoT departments with a stake in NMT (including spatial planning, land use, engineering) to ensure alignment with future land use and planning. 2. The NDPP remains committed to support the CoT to advance the development of NMT infrastructure and facilities in Hammanskraal. 3. Investment in infrastructure will result in acceptance and adoption of proposed NMT facilities by community members and other beneficiaries. 4. Community stakeholders will be engaged on the plan and projects. 5. The necessary by-laws to encourage and/or regulate the use of NMT as well as an NMT friendly environment will be developed by the City.

<ul style="list-style-type: none"> • Small scale developers operating in or being attracted to the area due to improved facilities and increased activities. • Incorporation of gender, disability and alternative economic groups and perspectives to ensure NMT has relevance across all groups, including those with special needs • Sustainable infrastructure. • Job opportunities during the implementation phase of the project. <p>Beneficiary groups include:</p> <ul style="list-style-type: none"> • Women and vulnerable groups will benefit from enhance surveillance application of CPTED principles in network design. • Local SMME entrepreneurs, • Local street-based bicycle mechanics, • Learners benefitting from improved mobility, • Community safety initiatives, • The local tourism sector, • Local recreational cyclists, • Cycling-based commuters 	
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Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The proposed NMT improvements supplement the Traffic and Pedestrian Safety masterplan for Temba and Hammanskraal shown in Annexure 3. No amendments are suggested to this masterplan, however, there is a requirement to include additional NMT infrastructure in the focus area shaded in the image below because minimal planning has been completed.</p> <p>The Strategic Framework for NMT has proposed the following NMT vision for the City: “NMT forms a safe, attractive and well used component of any trip or journey in the City of Tshwane and has become an instinctive choice for travel in the City.”</p> <p>The project aligns with the Gauteng Department of Roads and Transport bicycle distribution scheme.</p> <p>This vision has been supported by 7 themes and are noted in the CITP indicating the importance of this project.</p>	<p>Metro / City</p> <p>Capex</p> <p>Opex</p> <p>External Sources</p> <p>Total</p>	<p>TBC</p>



Alignment with Policies

Indicate how project aligns with metro policies.

The CoT completed its NMT Framework in 2013 which highlights the vision, key goals and plans. This framework was used to develop policies and strategic actions.

Various plans and strategies as well as guidelines have been developed to guide NMT planning and implementation within the City. These are highlighted in the City's CIP and include:

- Gauteng 25 Year Integrated Transport Plan, 2013
- The City of Tshwane's NMT Masterplan, 2010

Status of external funding

Indicate what actions are required to access funding and the status of applications.

<ul style="list-style-type: none"> • The City of Tshwane’s Universal Access Design Plan, 2012 • The City of Tshwane’s NMT Framework, 2014 • The City of Tshwane’s NMT Network linked to the IRPTN, 2014 <p>Other policies, guidelines, frameworks and regulations supporting and guiding the development of NMT include:</p> <ul style="list-style-type: none"> • White Paper on National Transport Policy, 1996 • National Land Transport Strategic Framework, 2006 • Public Transport Strategy and Action Plan, 2007 • Rural Transport Strategy for South Africa, 2007 • Department of Transport Draft Policy Document on NMT 	
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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 / divisions and will be submitted to EXCO for approval.</p>	Start Date	April 2022
	End Date	
	Total Time	Months

Partner’s Endorsement

<p><i>Indicate the status of partner endorsement.</i></p> <p>In-principle endorsement from NDPP in respect to the development of NMT infrastructure.</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

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:

The development of NMT projects will not only create a safe and accessible living environment for community members but it will encourage increased economic activity between the nodes.

The different elements of NMT and universally accessible modes, infrastructure and facilities anticipated in this project include but are not limited to the following:

- Sidewalks
- Walkways
- Bicycle lanes
- Guardrails
- Pedestrian crossings
- Pedestrian bridges
- Traffic calming
- Drop kerbs
- Tactile paving
- Audible signals
- Increased green time
- Raised intersections
- Signage
- Road markings
- Lighting

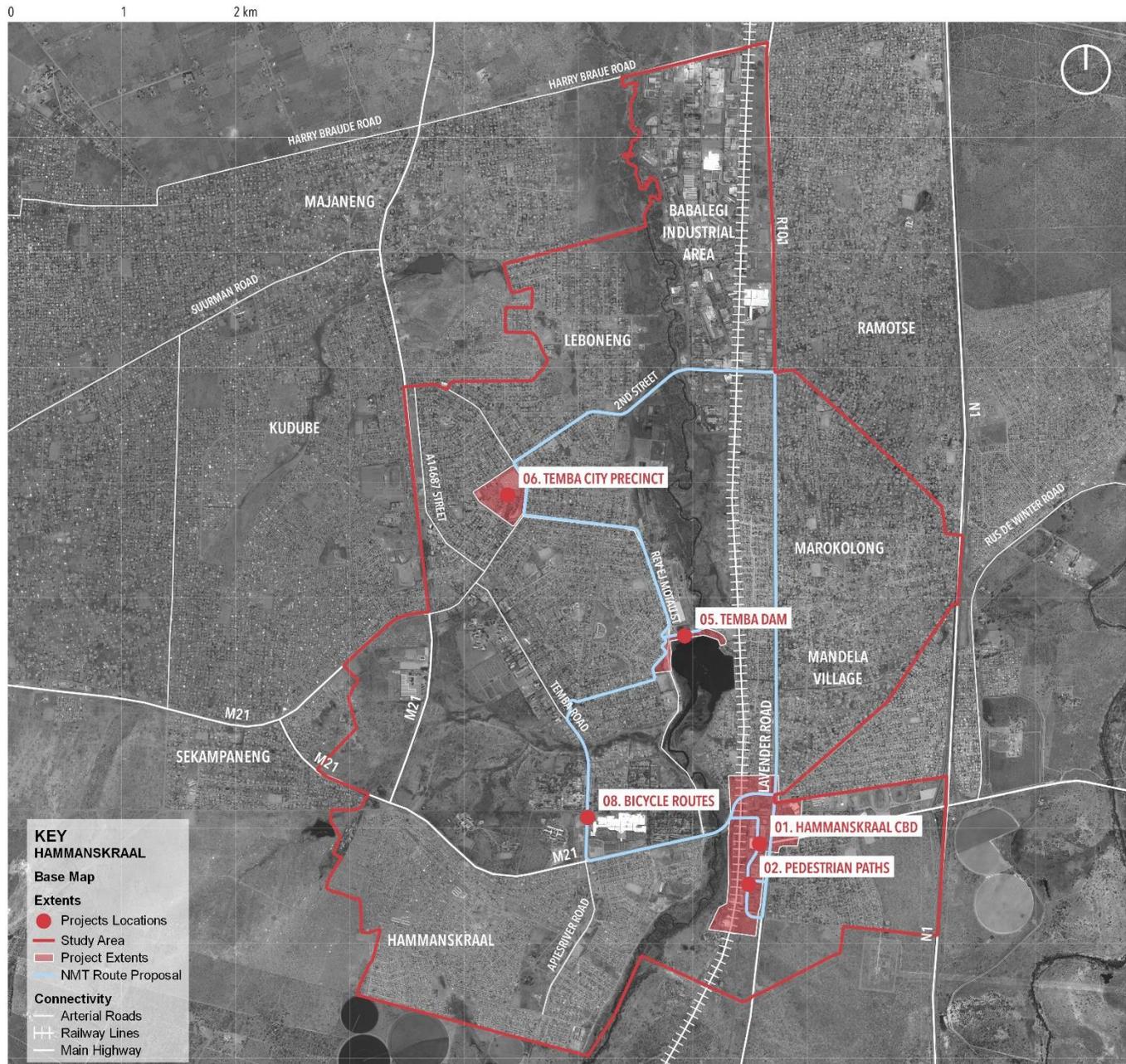
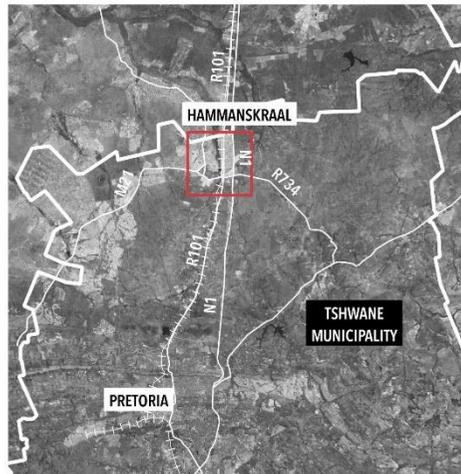
Overall, the types of facilities that will attract the most users depend on patterns of land use, land prices, travel needs, topography and the layout of existing infrastructure and services.

Observed NMT movement in the identified areas and examples of anticipated NMT infrastructure are shown in Annexures 1 and 2 respectively.

1. **Hammanskraal Study Area:** Indicating where the Township Economic Development projects are located spatially, this applies to those projects that have specific locations.
2. **Hammanskraal NMT Preliminary Concept Proposal:** Informed by the Situational Analysis and Stakeholder Engagement Workshops.
3. **Hammanskraal NMT Proposal – Engineering Interventions**

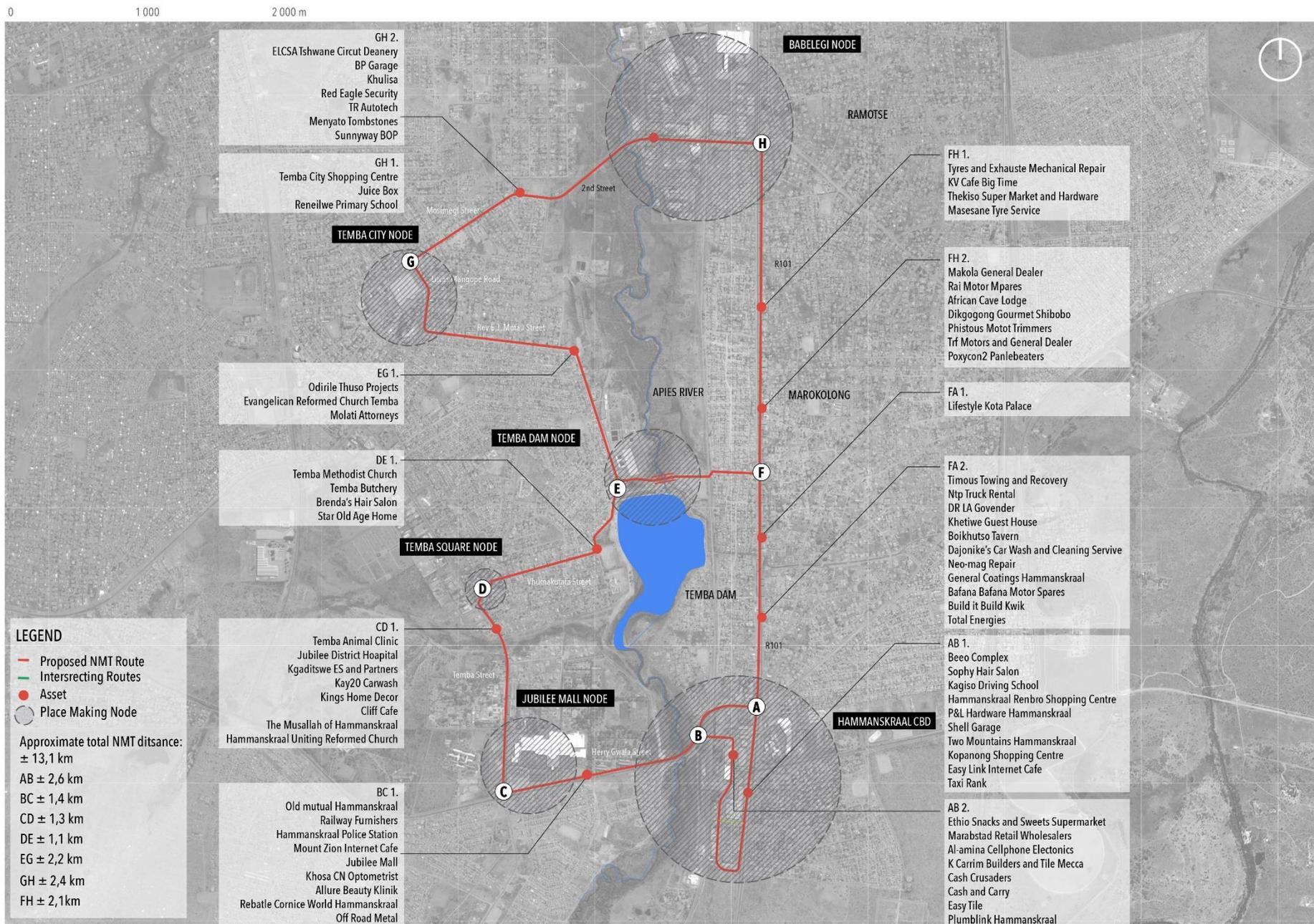
GENERAL STUDY AREA & PROJECTS

01. **HAMMANSKRAAL CBD**
Public facilities serving transport and informal trading in the CBD enhanced.
02. **PEDESTRIAN PATHS**
Pedestrian paths / bridge connections established to link residential areas to the CBD and retail hubs.
03. **MICRO ENTERPRISES**
Micro-enterprises have improved access to business development support services
04. **URBAN AGRICULTURE**
Urban agriculture productivity (post-harvest) enhanced.
05. **TEMBA DAM**
Temba beach revitalised as a leisure / recreation destination.
06. **TEMBA CITY PRECINCT**
A development strategy for Temba City precinct approved
07. **BUSINESS OPPORTUNITIES**
Business opportunities for township tourism businesses, including the game park sector, enhanced.
08. **BICYCLE ROUTES**
Bicycles are extensively used as a means of transport



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

Figure 53: Hammanskraal Study Area Indicating Where Projects Are Located



Annex 2: Hammanskraal NMT Preliminary Concept Proposal: Informed by the Situational Analysis and Stakeholder Engagement Workshops.

Figure 54: Preliminary Concept Proposal for NMT in Hammanskraal

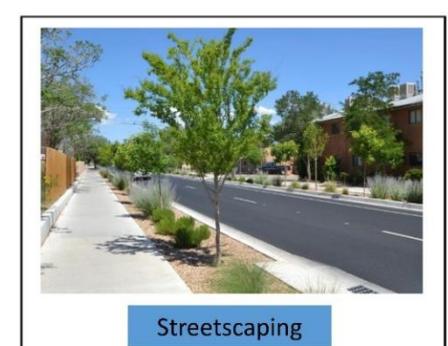
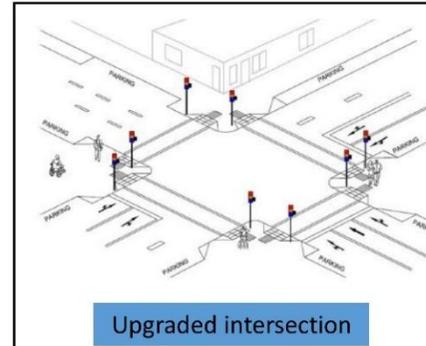
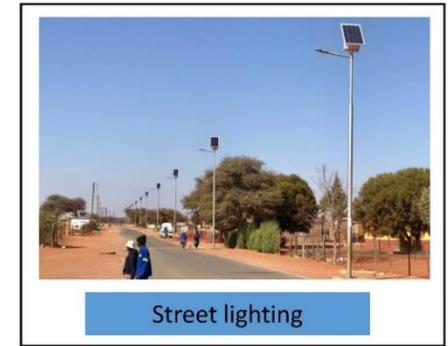
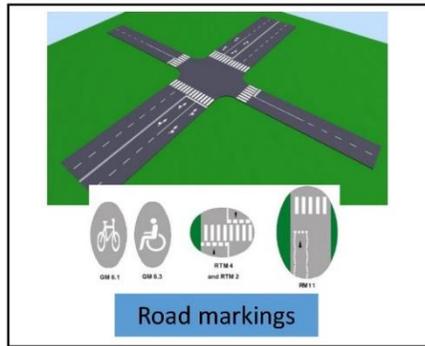
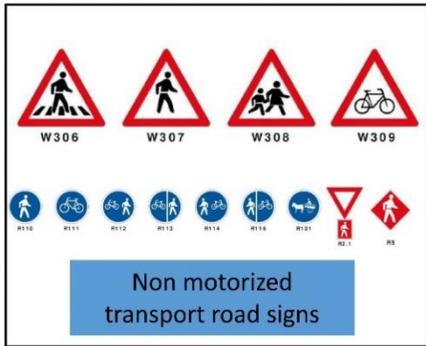


Figure 55: Proposed Non-Motorised Transport Improvements for Hammanskraal

Charter Checklist

Have community needs been incorporated into project design?	Yes, a workshop with cyclists and other users of NMT infrastructure was conducted.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	Yes, NMT is included in the IDP.
Have project partners agreed to their roles and commitments?	Yes, further engagements with NDPP required to secure funding.

City of Tshwane
Township Economic
Development Project

Project Charter

Hammanskraal
Improve access to business
development support
for micro-enterprises

Project Number: 3
Date: 12 April 2022
Version: 3

CTIES
SUPPORT PROGRAMME



20. Project Charter 3: Improve Access to Business Development Support for Micro-Enterprises

Project Team		
Opportunity Statement	Department / Roles	Members
<p>The National Department of Small Business Development and the City of Tshwane (CoT) are both committed to enhancing the competitiveness, productivity and sustainability of SMMEs in the township economy.</p> <p>Towards this objective, an important opportunity has been made available via the adoption of a new model of ecosystem co-ordination and enablement to complement the direct delivery of services. In this respect, the Department of Small Business Development (DSBD) and its business development support agencies Small Enterprise Development Agency (Seda) and Small Enterprise Finance Agency (Sefa) are undertaking a transformative shift in approach to playing a "primary coordinator" role at a district level. A critical component of this shift will be the move towards the development of digital platforms as an enabler to scale the delivery of services to a far greater proportion of SMMEs.</p> <p>Walk-in services are still important in the township context, where micro-enterprises are still poorly integrated into the digital economy and where digital inclusion is hampered by costly technology and social/cultural preferences for in-person and cash-based transactions.</p> <p>The City of Tshwane partnered with Seda to operationalise a co-location in Hammanskraal CBD in 2020-2021. This site serves the township and rural communities within the northern neighbourhoods of the City. The current project charter responds to the strategic opportunity to continue this partnership, although it amends the approach in order to align with the new role of Seda an enabler of Business Development Support (BDS) better. The project also recognises the need to extend BDS across the spectrum of enterprises in the township and surrounding environments, including the industrial park of Babelegi.</p> <p>The City of Tshwane is relatively well resourced in BDS infrastructure, including technology hubs, though co-ordination between these role-players is inadequate and thus township SMMEs are under serviced.</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <p>1. Economic Development and Spatial Planning / Economic Development</p> <p>2. Seda/Sefa</p>	<p><i>Indicate the key persons responsible for implementation.</i></p> <p>1. Sunday Mahlangu: SundayM@tshwane.gov.za</p> <p>2. Colin Francis cfrancis@seda.org.za</p>

<p>The project opportunity lies in the reactivation of Hammanskraal CBD co-location with a new mandate and operational plan to fulfil an enabling role in ensuring that BDS responds to local demand.</p>		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The overall Project goal is to create an efficient, effective and responsive business development support service through an integrated metro (district) approach, with local level outreach components.</p> <p>This TED Project aims to contribute towards this goal through developing a pilot project in Hammanskraal, to be known as an ecosystem facilitation hub, to effectively integrate local enterprises in the business development services ecosystem. The learnings from this pilot will inform the replication of the approach in up to 7 sites. The pilot is to form part of the overarching partnership agreement between the CoT and Seda to provide business development support in the metro.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <p>1. Economic Development</p>	<p><i>Contact details of the lead / coordinator</i></p> <p>1. Sunday Mahlangu: SundayM@tshwane.gov.za</p>
Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <p>Specific indicators of achievement will be developed for the Business Hub. High level indicators are:</p> <ol style="list-style-type: none"> By July 2023, the CoT and Seda/Sefa appoints a team of 3 persons to operationalize BDS support at the Hammanskraal Ecosystem Facilitation Hub. By July 2023, a monthly programme of BDS support with partners agreed and instituted for 2023-2024. 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> Seda/Sefa: Implementation of the hub programme, entrepreneurship training, finance, and facilitation of access to BDS, etc. EDSE / DSBD programme: facilitation of alignment with national, provincial and private BDS programmes. CSP TED Project: technical support to the development of the Project charter and facilitation of partnership. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> Colin Francis (Acting Provincial Manager) / Caren Coetzee (Tshwane Manager) Martin Feinstein (Technical Advisor) and Andrew Bam (Seda) Andrew Charman & Leif Petersen (Technical Advisors). Rudewaan Arendse rudewaan.arendse@gmail.com (Technical Advisor).

	4. CSP Industrial Park Revitalization Project: facilitation of partnerships and linkages to SMMEs in Babelegi.	
Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <p>Secure partnership agreement between CoT and Seda to staff and operate Ecosystem Facilitation Hub for at least three staff members (2 business advisors and an admin support person)</p> <ul style="list-style-type: none"> • Drive alignment between programmes from government and private sector via the Hub. • Identify and commit funding and technical support from partners for the operationalisation of the Hub. • Develop service delivery standard operating procedure (SOP) for Ecosystem Facilitation Hub and partners. • Aling project to Seda Learning Academy to enhance capacity of technical support to play a facilitation role within the township economy ecosystem. • Design and implement a monthly engagement programme to “crowd-in” business development support activities and opportunities to the local micro-enterprises in the township economy. Programmes should be sector and opportunity specific and linked to partners. • Design and implement a business development information and market awareness programme. • Identify and facilitate access to market opportunities. • Enable aligned opportunities for SMME businesses within the Hub, to provide support services including Wi-Fi, printing, scanning facilities, refreshments, etc. • Consolidate a database of local entrepreneurs, drawing upon membership of business organisations and associations. 	<p><i>Provide a motivation for and indicate the roles of the stakeholders.</i></p> <ol style="list-style-type: none"> 1. Industrial Development Corporation 2. Black Umbrellas 3. World Bank Group, South Africa 	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <ol style="list-style-type: none"> 1. TBC 2. Mark Frankel - BU MarkF@blackumbrellas.org 3. Ganesh Rasagam - grasagam@worldbank.org
City Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The Project will benefit the CoT through:</p> <ul style="list-style-type: none"> • Facilitating the optimisation of the Hub. • Increasing revenue from sustainable businesses. 	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> 1. Political conflict undermines the project and prevents consolidated and coordinated processes. 	

<ul style="list-style-type: none"> Contributing towards the City's developmental objectives, including local economic development in Hammanskraal. Enhancing institutional and organisational capacity within the Department of Economic Development to fulfil the role of BDS. 	<ol style="list-style-type: none"> Changing policy environment and lack of continuity in programmes. Partners fail to fulfil financial and technical commitments. Challenges to Project or partner financial sustainability. Misaligned beneficiary expectations. Micro enterprises not willing or able to formalise to benefit from government support programmes. Lack of community support. Enterprises adopt formalisation only for immediate opportunity. 	
Community Beneficiaries	Assumptions	
<p><i>Target groups and numbers.</i></p> <ul style="list-style-type: none"> Emerging and small businesses in the Hammanskraal township and SMME manufacturing businesses in Babelegi Industrial Park. Job creation in the benefiting enterprises. Businesses to be supported with formalisation, technical skills, business skills, market access, etc. Seda cooperative support – 50 p.a. trained. Seda business skills training – 50 p.a. trained. 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> Identified partners will commit to participation and the Charter mandate. Sufficient funding is secured for the pilot Hub. Benefits would be mutually shared for partners and communities. Existing and identified CoT facilities will be used. Seda/Sefa operationalises the District Information Management System and District Ecosystem Delivery Approach. 	
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"> The Project is aligned to district-based approach to enterprise development support advanced by the DSBD / COGTA. The Project aligns with the <i>Gauteng Township Economic Revitalization Strategy</i> for LED in various sectors. 	<p style="text-align: center;">Metro / City</p> <p style="text-align: center;">Capex</p> <p style="text-align: center;">Opex</p> <p style="text-align: center;">External Sources</p> <p style="text-align: center;">Total</p>	<p style="text-align: center;">TBC</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"> Gauteng Township Economic Revitalization Strategy 	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>Project to be funded as part of a partnership agreement between the CoT and Seda.</p> <p>The Hammanskraal Ecosystem Facilitation Hub will be situated with a CoT facility in the Hammanskraal CBD. The facility comprises office rooms, training facilities and parking.</p>	

Endorsement

City Endorsement

Project Timeframe

Indicate the status of metro endorsement.

The Project charter was developed in collaboration with the Department of Economic Development and Seda Tshwane Branch.

Start Date 1 July 2023

End Date 30 June 2026

Total Time 36 Months

Partner's Endorsement

Indicate the status of partner endorsement.

The EDSE / DSBD Programme is fully committed to support the development and implementation of the Project pilot via the partnership with the CSP Township Economic Development (TED) project.

The CSP TED Project has secured technical support until February 2023 (subject to a project extension until December 2023).

Additional notes and annexes

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

Annexes:

1. Situational Analysis for Hammanskraal (SLF 2020).
<https://csp.treasury.gov.za/csp/DocumentsProjects/Hammanskraal%20Situational%20Analysis%20Report%20v.2.5.pdf>

Charter Checklist

Have community needs been incorporated into project design?	Yes, indirectly, as engaged in the Hammanskraal Township Economic Development Project Situational Analysis.
Has the project concept been internally reviewed?	Yes
Has the project been included in the IDP?	No, but it aligns to the IDP objectives

Have project partners agreed to their roles and commitments?

Yes, Seda Tshwane Office has given in-principle endorsement to support the Hub.

City of Tshwane
Township Economic
Development Project

Project Charter

Hammanskraal
Enhance post-harvest urban
agricultural productivity

Project Number: 4
Date: 11 April 2022
Version: 2



CTIES
SUPPORT PROGRAMME

 **national treasury**
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA


CITY OF
TSHWANE
IGNITING EXCELLENCE

 Sustainable
Livelihoods
Foundation

 2030
NDP

 STRY
SAFE
PROTECT SOUTH AFRICA

21. Project Charter 4: Enhance Post-Harvest Urban Agriculture Productivity

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>Agriculture and post-harvest production (primary processing) of agricultural products are important aspects of the wider township economy of Hammanskraal. The Hammanskraal TED Situational Analysis identified urban agricultural activities within the geospatial area, though the study noted that many of these activities were project-linked and relatively small in scale. The Situational Analysis report also identified a strategic opportunity in supporting post-harvest and livestock processing activities to enable primary producers to better access to urban markets, including those within the township CBD.</p> <p>Post-harvest activities add value to primary products through packaging and re-packaging, portioning, preserving, and processing, but include activities that enable producers to access fresh produce markets.</p> <p>In consultation with City of Tshwane (CoT) officials, the TED technical advisory team learned of two priority aspects of post-harvest production for the township economy:</p> <ol style="list-style-type: none"> i) support for small-scale butcheries to access and process meat ii) support to link fresh produce owners with market traders to enable localised purchases of agricultural products. <p>The CoT have specified that interventions must respond to beneficiaries 'needs' to ensure an alignment between project support and capacity for take up. The CoT have developed an Agri-Parks Masterplan. Under this plan, projects such as the Winterveldt Farmer Production Support Unit, can provide valuable lessons on opportunities to enhance post-harvest production.</p> <p>Note: The project opportunity is aligned to Hammanskraal TED <i>Project 3, Improve access to Business Development Services for micro-enterprises.</i></p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <ol style="list-style-type: none"> 1. Environment and Agriculture Management / Agriculture & Rural Development 2. Economic Development and Spatial Planning / Economic Development 3. Environmental Heath 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Ntsikane Maine; James Modiba 2. John Nkuna & Marcia Moabi (Sector Development Support section), Devenand Loykisoonaal & Bob Sebola (Business Compliance & Regulations), Sunday Mahlangu (SMMEs)
Project Goal	Lead / Coordinator	Contact

<p><i>Summarise the project goal.</i></p> <p>The project goal is to develop and implement a post-harvest support programme, targeting primary producers and market traders in Hammanskraal, to enhance product value adding and strengthen local agricultural produce supply chains.</p> <p>In contributing towards this goal, the Hammanskraal TED project will identify beneficiary needs in two market segments: i) small scale butcheries or meat processors and ii) producers and informal traders of vegetables. The findings of the needs assessment will be used to inform a CoT programme intervention to support these sectors grow and benefit the township community.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> 1. Agriculture and Rural Development (primary production aspects) 2. Economic Development & Spatial Planning Department (ED Division - Sector Development Support Section) (business development aspects) 	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> 1. Ntsikane Maine, James Modiba 2. John Nkuna, Marcia Moabi
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Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. A scoping report on post-harvest activities / businesses in Hammanskraal undertaken and presented to the City by September 2022. 2. A business development needs assessment report on the requirements to support township butcheries and vegetable producers / traders submitted to the City by December 2022. 3. A development strategy for targeted technical support to butcheries or meat processors and vegetable producers in the Hammanskraal township economy completed by February 2023. 4. Up to two partnership agreements / opportunities facilitated to support the City to operationalise targeted support interventions by February 2023. 5. Up to 50 community beneficiaries access technical and financial support services via the City / Seda partnership and other industry role players in Hammanskraal CBD by December 2023. 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> 1. CSP TED Project. The project technical assistance team will support the project through research, facilitation and planning. 2. Gauteng Department of Agriculture and Rural Development (GDARD): potential partner for technical and financial support. 3. National Department of Agriculture, Land Reform, and Rural Development. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Andrew Charman, Leif Petersen, Carol Masingi. 2. TBC. 3. TBC.

Key Activities / Deliverables	Other Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> 1. Support the City to undertake a scoping of all post-harvest agricultural activities in the Hammanskraal township economy and highlight key opportunities and constraints on the development of these activities. 2. Conduct a participatory engagement process with small-scale butcheries or meat processors in the Hammanskraal area to understand their business needs (including operational capacities) and the opportunities to strengthen local supply chains. Document the outcome. 3. Conduct a participatory engagement process with local producers and informal traders to explore the scope for facilitating localised supply of vegetables to traders and explore possible modalities. Document the outcome. 4. Support the City to develop a strategy with key interventions to support the target groups in the two sub-sectors, including on ways to enhance extension support via social and popular media. 5. Advise the City on partnerships to enhance the provision of targeted extension and technical/business support and mentoring. 6. Advise the City on integrating technical/business development support for these sub-sectors via the proposed City/Seda partnership and other industry role players, including raising awareness on suitable training and funding opportunities. 	<p><i>Provide a motivation for and indicate the roles of the Stakeholders.</i></p> <ol style="list-style-type: none"> 1. University of Pretoria: technical advice (TBC). 2. Dr Sam Motsuenyane Rural Development Foundation: technical advice (TBC) 3. Tshwane Economic Development Agency (TEDA) 4. African Farmers Association of SA (AFASA): technical advice (TBC) 5. Agricultural Research Council (ARC): technical advice (TBC) 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <p>The participation of other stakeholders will be established based on the needs assessment. Stakeholder participation will be secured through partnership agreements.</p>
City Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The target departments are:</p> <ul style="list-style-type: none"> • Economic Development & Spatial Planning Department (ED Division - Sector Development Support Section) and • Environment & Agriculture Department (Agriculture & Rural Development Division and Environmental Health Section). <p>The project will enhance the capacity of the departments / divisions to identify needs in post-harvest activities and formulate a suitable development support programme.</p>	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> 1. Political conflict undermines the project and prevents consolidated and coordinated processes. 2. Changing policy environment and lack of continuity in programmes. 3. Partners fail to fulfil financial and technical commitments. 4. High beneficiary expectations for government grant funding. This risk needs to be managed through careful stakeholder engagement. 5. Traders do not purchase from local producers as a result of comparative advantages of price and quality. Technical support should enable producers to understand market dynamics and respond to suitable opportunities through competitive strategies. 	

Community Beneficiaries	Assumptions	
<p><i>Target groups and numbers.</i></p> <p>The primary target group are:</p> <ol style="list-style-type: none"> 1. small-scale butcheries or meat processors operating within the Hammanskraal area and surrounding villages. 2. producers of vegetables within the surrounding villages. 3. informal traders that sell vegetables in the Hammanskraal CBD and other key nodes. 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 1. Strong transversal collaboration can be secured from line departments with responsibility for the agricultural value chain. 2. National and Provincial government departments and agencies responsible for small scale agriculture development provide both technical and financial support to enable the beneficiary to enhance productivity and expand their position in the value chain. 3. Beneficiaries, especially the butcheries/meat processors, recognise and support the need for compliance with environmental health (food safety management) requirements. 	
Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The project is in alignment with the Tshwane Metropolitan Municipality Agri-Parks Master Plan (2018).</p>	<p style="text-align: center;">Metro / City</p> <p style="text-align: center;">Capex</p> <p style="text-align: center;">Opex</p> <p style="text-align: center;">External Sources</p> <p style="text-align: center;">Total</p>	<p style="text-align: center;">TBC</p>
Alignment with Policies	Status of external funding	
<p><i>Indicate how project aligns with metro policies.</i></p> <p>The Project will ensure alignment with the:</p> <ol style="list-style-type: none"> 1. Meat Safety Act 2000 2. Agricultural Product Standards Act 1990 	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The CSP has committed funding for the TED technical support component.</p>	

Endorsement

City Endorsement

Project Timeframe

Indicate the status of metro endorsement.

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

Start Date April 2022

End Date December 2023

Total Time Months

Partner's Endorsement

Indicate the status of partner endorsement.

The CSP TED Project has secured technical support until February 2023 (subject to a project extension until December 2023).

Additional notes and annexes

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

Annexes:

Hammanskraal Situational Analysis: <https://csp.treasury.gov.za/csp/DocumentsProjects/Hammanskraal%20Situational%20Analysis%20Report%20v.2.5.pdf>

Charter Checklist

Have community needs been incorporated into project design?	No, needs assessment is a key aspect of the Project.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	No, but indirectly relates to key IDP objectives
Have project partners agreed to their roles and commitments?	Yes, further partnerships to be facilitated.

City of Tshwane
Township Economic
Development Project

Project Charter

Hammanskraal
Revitalise Temba Dam as a leisure and
recreation destination

Project Number: 5
Date: 12 April 2022
Version: 4

CTIES
SUPPORT PROGRAMME



22. Project Charter 5: Revitalise Temba Dam as a Leisure and Recreation Destination

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>Temba Dam is an important water reservoir for the Hammanskraal area. The space also provides a valuable and dynamic recreational space in the broader Temba residential area and is currently used for socialising / picnics. The site is popularly known as Temba Beach.</p> <p>The project area extends between the pedestrian bridge, the dam wall and the western bank. This space accommodates recreational users and is naturally well structured to be a high performing recreational asset for multiple user groups. The pedestrian bridge, downstream of the dam wall, provides a critical east-west linkage that connects Temba to the Hammanskraal CBD. Pathways to the bridge are informal tracks. In the Hammanskraal Township Economic Development (TED) Project No. 2, it is proposed that the pedestrian route across the bridge be considered for the establishment of a formal non-motorised transport infrastructure development. The recreational function of the Temba Dam space is further augmented by an adjacent soccer field.</p> <p>The infrastructure facilities on the dam site are currently in a state of decay and neglect. Infrastructure has been damaged, illegal dumping takes place around the dam, the dam is overgrown with water hyacinth and is polluted, and the area is generally unsafe. The Apies River that flows into the dam is also heavily polluted.</p> <p>In light of the ecosystem and recreational services this open space provides, there is an important development imperative to revitalise Temba Dam as a leisure and recreation destination supported by a cluster of social facilities.</p> <p>Note: The Project synergises with Hammanskraal TED <i>Project 2: Develop Non-Motorised Transport Infrastructure.</i></p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <ol style="list-style-type: none"> 1. Environment & Agriculture Management /Parks, Recreation and Crematorium Operations 2. Agriculture Division 3. Environmental & Agriculture Management / Environmental Management 4. Resorts Operations 5. Cities Strategies and Organisational Performance / IDP SDIP and NDPG 6. Economic Development and Spatial Planning / Tourism 7. Regional Service Delivery 8. Group Property Management 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Ntokozo Xaba NtokozoX@TSHWANE.GOV.ZA 2. Rudzani Mukheli RudzaniM@TSHWANE.GOV.ZA 3. Boniswa Masinyana BoniswaM@TSHWANE.GOV.ZA 4. Willie O. Mothowamodimo WillieOM@Tshwane.gov.za 5. Leloko Puling LelokoP@TSHWANE.GOV.ZA 6. Sibusiso Dlamini 7. SibusisoDI@TSHWANE.GOV.ZA 8. Aluoneswi Mafunzwaini AluoneswiM@TSHWANE.GOV.ZA 9. Andy Manyama 10. Mbalo Sibulele MbaloSibuleleM@TSHWANE.GOV.ZA 11. Busisiwe Motsepe BusisiweM@TSHWANE.GOV.ZA 12. Thabiso Hlongwane Thabisoh2@TSHWANE.GOV.ZA

Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The Project goal is to develop the Temba Dam precinct as a viable tourism feature in Hammanskraal, for both residents and the citizens of Tshwane. The realisation of this goal will enable the dam site, along with the natural features of the Apies River system, to contribute impactfully to social, recreational and economic advancement in the township community.</p> <p>The TED Project will contribute towards this goal by supporting the City to plan for the spatial transformation of Temba Dam sites as a neighbourhood asset and strategise the activation of its existing resources and the insertion of proposals for supporting infrastructure developments.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> 1. Environment & Agriculture Management / Parks, Recreation and Crematorium Operations 	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> 1. Sibusiso Dlamini 2. Willie O. Mothowamodimo

Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. A transversal workshop conducted with the project team, with recommendations for a spatial development concept, by July 2022. 2. A high-level spatial development concept for the Dam and surrounding area completed by December 2023. 3. A strategy developed by June 2022 to utilise the Public Employment Programme (PEP) in the maintenance of the Dam site's public open spaces. 4. A community engagement workshop undertaken to identify modalities for stakeholder-driven precinct management, with roles and responsibilities for advancing this role through a 'Friends of Temba Dam' organisational structure by December 2022. 5. Consultants appointed to undertake a feasibility study and develop an investment strategy, operationalising the spatial concept, by July 2023. The study to detail the scope and costing for: <ul style="list-style-type: none"> • Clubhouse (ablutions, hall, sports facilities, restaurant) ± 250sqm by December 2023. • Public leisure infrastructure (landscaping, lighting, signage, seating, braai facilities, urban farming, parks, viewing decks, sports facilities, market) by December 2023. • Safe circulatory system (entrance, walkways, parking) with NMT integration. 6. A strategy institutionalised to rehabilitate the water ecology and surrounding natural system by December 2023. 7. The Temba Dam development project approved by Council by December 2023. 8. Planning approval for the proposed development secured from environmental authorities by December 2023. 9. An operational urban management plan, through a public-private partnership arrangements, established by December 2024 with funding secured to undertake infrastructure development and rehabilitation of facilities by April 2024. 10. A Temba Dam leisure resort facility fully operationalised, with a public-private-partnership management arrangement, by December 2025. 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> 1. Neighbourhood Development Partnership Programme (NDPP): technical support and project preparatory grant funding. 2. CSP TED Project. The project technical assistance team will support the project through research, facilitation, and planning. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Bulelwa Kondile, Collins Sekele, Lee Rosenzweig Lee. 2. Thiresh Govender, Jessica Blumberg, Andrew Charman, Carol Masingi.

Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> 1. Facilitate a transversal workshop to review the outcome of the initial participatory community engagement process undertaken in October 2021. 2. Support the City to develop a high-level spatial development concept that enables diverse economic activity, greater connectivity and optimisation of natural resources, through upgrading and rehabilitating existing Dam infrastructure for leisure and recreation. 3. Advise the City on utilising public employment programmes (PEP and EPWP) in the maintenance of the Dam site and enhancement of the place-making in support of the leisure / recreation function 4. Advise the City on a strategy for mobilising community interest groups to participate in precinct management of the space through a 'Friends of Temba Dam' approach. Target groups include residents (and associations), NGOs, cultural leaders, school governing bodies, tourism stakeholders, conservation groups and SMMEs. Share learning from other TED projects on suitable strategies to improve precinct management, including the adoption of Crime Prevention through Environmental Design principles. 5. Support the City to develop ToRs for appointing specialists (environmental planner, conveyancers, town planners, economists) to develop an environmental impact assessment, feasibility and investment strategy (including partnership opportunities), for the rehabilitation and maintenance of the Dam space, including leisure facilities, pedestrian routes and surrounding ecosystem. Key elements include: <ol style="list-style-type: none"> a. Environmental Impact Assessment b. Business Modelling c. Marketing Strategy d. Operational Management Plan e. Phasing, prioritisation and implementation strategy f. Feasibility 6. Advise the City on actions to rehabilitate the ecosystem serves of the Apies River, Temba Dam and surrounding lands, focusing on water ecology improvement. 7. Advise the City to integrate the recommendations of the feasibility study and investment strategy into area and sector (Department of Resorts) development plans (and where appropriate, the IDP). 	<p><i>Provide a motivation for and indicate the roles of the stakeholders.</i></p> <ol style="list-style-type: none"> 6. Participants in the Expanded Works Programme / Presidential Employment Stimulus – Public Employment Programme: cleaning, security monitoring and place making. 	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <p>Community and SMME stakeholders to be identified in preparatory phase.</p>

<ol style="list-style-type: none"> 8. Secure planning approvals for the rehabilitation and redevelopment of the Temba Dam site. 9. The City to enter into partnership agreements and to secure funding for the development and sustainable operation of the leisure facilities, as well as the management of the broader precinct. 10. Facilitate the development and operationalisation of the recreational and tourism facilities at Temba Dam. 		
City Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The TED Project will enhance the City's capacity to advance development planning in respect to the Temba Dam site. The project partners will provide the City with technical and financial support to undertake planning processes. The TED technical assistance team will advise on the institutionalisation of the project and the formation of transversal collaboration between the project member departments / divisions.</p>	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> 1. Land irregularities that can impede an integrated development. This can be mitigated by either working within these constraints through the design and packaging of development or finding a means to expedite the regularisation of land. 2. Political instability can be disruptive in following through with the long-term vision of the project. This can be mitigated by creating institutional security through MOUs with the private sector and related stakeholders. 3. Limited support by community stakeholder/end-users can compromise the performance and functionality of the project. Mitigate through meaningful stakeholder engagement and alignment of project towards these processes. 4. Poor and absent urban management will render infrastructure investment to be ineffective and prone to decay. This can be mitigated by ensuring that the investments are preceded by a strong management plan with active stakeholder engagement. 5. Environmental contamination and damage through invasive species and illegal dumping threaten the viability of the site for leisure / recreational uses. 6. Infrastructure investments require high levels of coordination for implementation to manage the risk of these investments becoming unsustainable and fragmented. This can be mitigated by a clear prioritisation and phasing plan that is linked to and operational and budget framework. 	
Community Beneficiaries	Assumptions	
<p><i>Target groups and numbers.</i></p> <ol style="list-style-type: none"> 1. Residents will benefit from access to the leisure and recreational facilities, as well as the benefit from improvements to the water quality in the Apies River and Dam. 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 1. The City is fully committed to protecting and maintaining the environmental health of the Dam site sub-precinct and improving water ecology in particular. 	

<ol style="list-style-type: none"> 2. The development will benefit regional visitors and the township tourism sector. 3. Local small business in the creative and tourism sectors. 4. NMT users and pedestrians using the safe connection between Temba City and the Hammanskraal CBD. 5. Livestock and small-scale farmers. 6. Local youth employed in public employment programmes. 	<ol style="list-style-type: none"> 2. The project will be supported by a localised urban management structure, potentially private sector partner, that is functional and effective in security, cleaning, marketing and operations of the area. 3. The project will be supported by line departments with transversal interests in public open space including environment, agriculture, law enforcement, transportation, spatial planning, and land use management among others. 4. Law enforcement will act against identified local businesses / individuals that dump rubble and domestic waste in the Dam precinct. 5. Environmental conditions are incorporated in the design and management of the leisure facilities.
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Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The City has activated programmes to manage foreign and invader plants that threaten environmental sustainability.</p> <ol style="list-style-type: none"> 1. Township Renewal Programme (NDPG) 2. Expanded Public Works Programme / Presidential Employment Stimulus 3. The Tshwane NMT Master plan 4. City of Tshwane Water Development Plan 	<p>Metro / City</p> <p>Capex</p> <p>Opex</p> <p>External Sources</p> <p>Total</p>	<p>R1,000,000 (TBC)</p>

Alignment with Policies	Status of external funding
<p><i>Indicate how project aligns with metro policies.</i></p> <p>The Project will be advanced to align with the Tshwane Open Space Framework and the Hammanskraal Local Open Space Plan.</p> <p>9. City of Tshwane Draft 2022 – 2026 Integrated Development Plan This project upholds the following core objectives:</p> <ul style="list-style-type: none"> • Objective 2.3.2., which promotes a hygienic environment to live and play in. • Objective 2.3.2., which seeks to reclaim public spaces for all residents. • Objective 2.3.6., which emphasises the need for infrastructure development and maintenance. • Objective 2.3.7., which seeks to improve safety and combat crime. <p>10. City of Tshwane Municipal Spatial Development Framework, 2018</p>	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The project has been identified as potentially suitable for inclusion in the National Treasury PPP SG grant (July 2022) to fund a landscape architect / architect to develop detailed plans.</p> <p>The CSP has committed funding for the TED technical support component.</p>

- Temba Dam is in an area designated for TOD, compaction, infill and appropriate densification. This project supports this intention by seeking to develop an existing natural asset into a quality open space for a neighbourhood that is positioned to densify and intensify.

11. City of Tshwane Regional Spatial Development Framework (Region 2), 2018

- Temba Dam is located in a biodiversity zone in the region and this project supports the rehabilitation and sustainable management of this asset in this area.

12. Hammanskraal/Temba Spatial Development Framework, 2012

- Temba Dam is indicated as public open space in the SDF – this project seeks to maintain and enhance this use for the benefit of Temba and Hammanskraal.

Endorsement

City Endorsement

Project Timeframe

Indicate the status of metro endorsement.

Start Date April 2022

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

End Date December 2024

Total Time Months

Partner's Endorsement

Indicate the status of partner endorsement.

The CSP TED Project has secured technical support until February 2023, pending an extension to December 2023.

The current PEP programme has identified the need for cleaning up litter in the Dam site.

Additional notes and annexes

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

See section 11.6. of the Hammanskraal Situational Analysis report for reference:

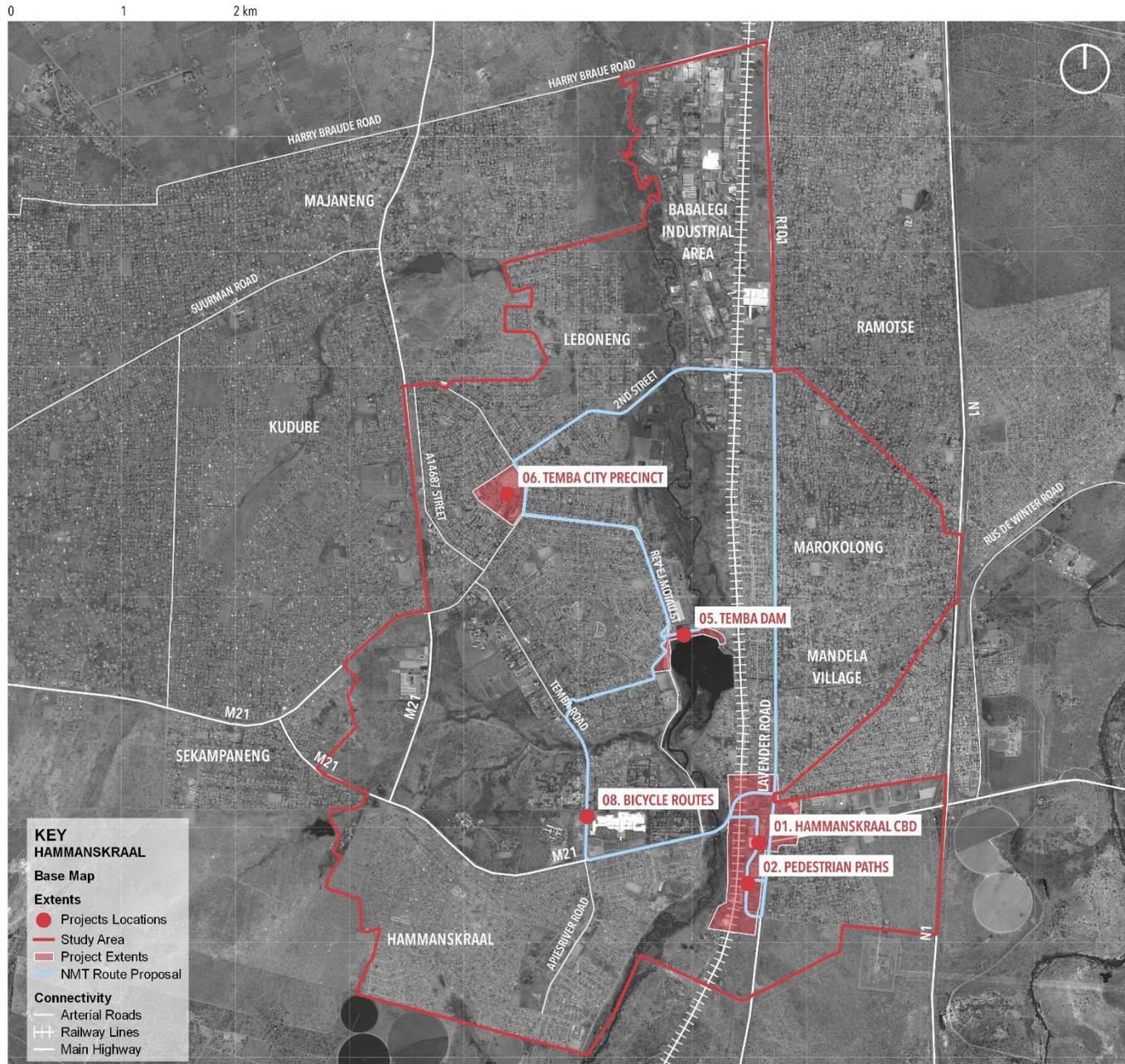
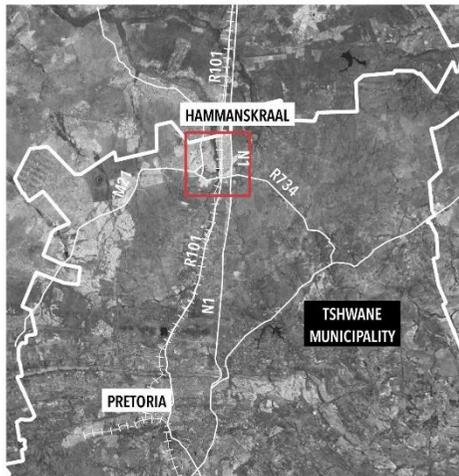
<https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/Hammanskraal%20Situational%20Analysis%20Report%20v.2.5.pdf>

Annexes:

4. **Hammanskraal Study Area:** Indicating where the Township Economic Development projects are located spatially, this applies to those projects that have specific locations.
5. **Temba Dam Conceptual Development Proposal - Layout:** Informed by the Situation Analysis and stakeholder engagement workshops.
6. **TEMBA DAM – Floodlines**
7. **Stakeholder Engagement Workshop Visuals**

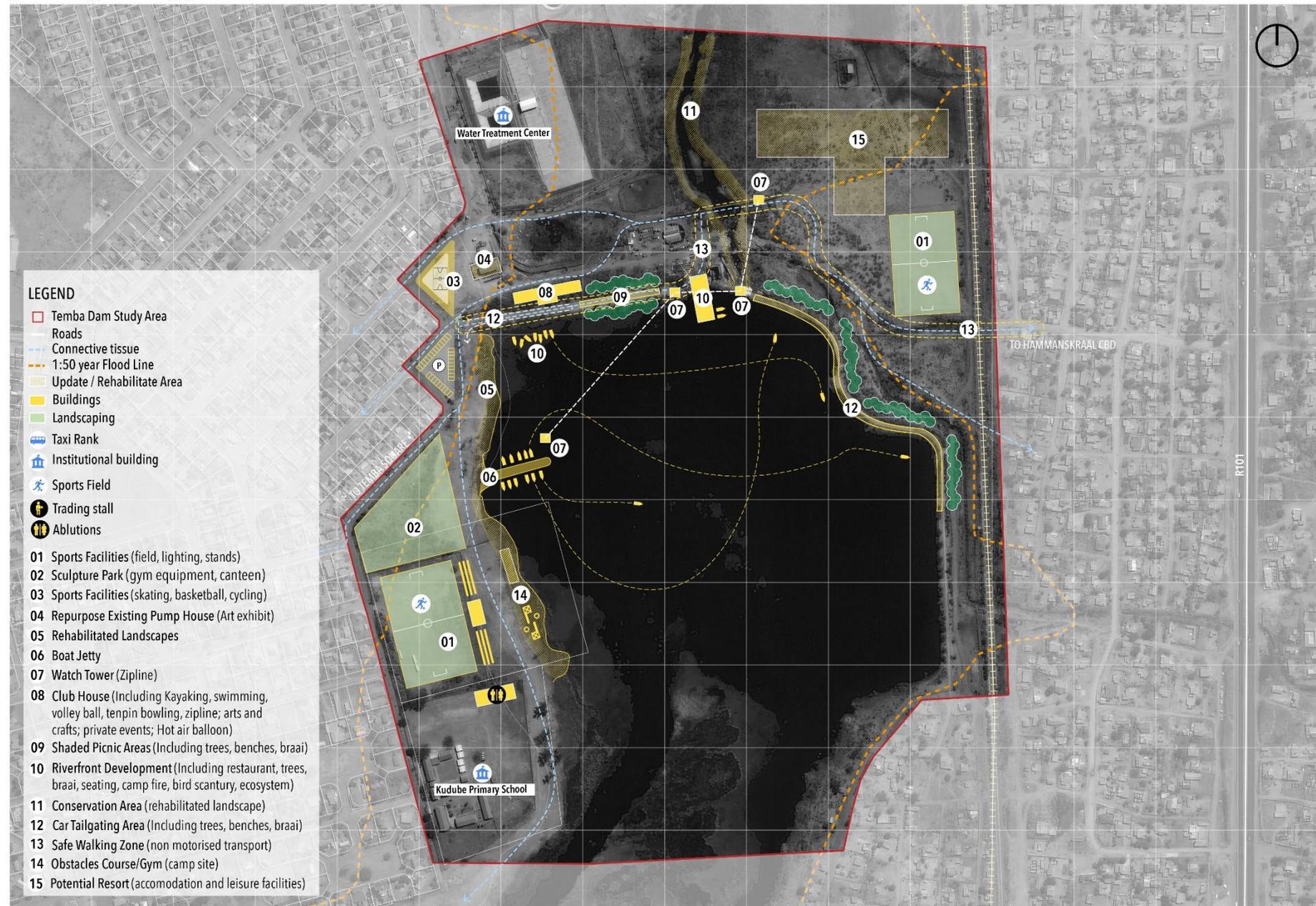
GENERAL STUDY AREA & PROJECTS

01. **HAMMANSKRAAL CBD**
Public facilities serving transport and informal trading in the CBD enhanced.
02. **PEDESTRIAN PATHS**
Pedestrian paths / bridge connections established to link residential areas to the CBD and retail hubs.
03. **MICRO ENTERPRISES**
Micro-enterprises have improved access to business development support services
04. **URBAN AGRICULTURE**
Urban agriculture productivity (post-harvest) enhanced.
05. **TEMBA DAM**
Temba beach revitalised as a leisure / recreation destination.
06. **TEMBA CITY PRECINCT**
A development strategy for Temba City precinct approved
07. **BUSINESS OPPORTUNITIES**
Business opportunities for township tourism businesses, including the game park sector, enhanced.
08. **BICYCLE ROUTES**
Bicycles are extensively used as a means of transport



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

Figure 56: Projects in the Hammanskraal Study Area



Annex 2: Temba Dam Preliminary Concept Proposal: Informed by the Situation Analysis and Stakeholder Engagement Workshops

Figure 57: Preliminary Concept Proposal for Temba Dam

TEMBA DAM

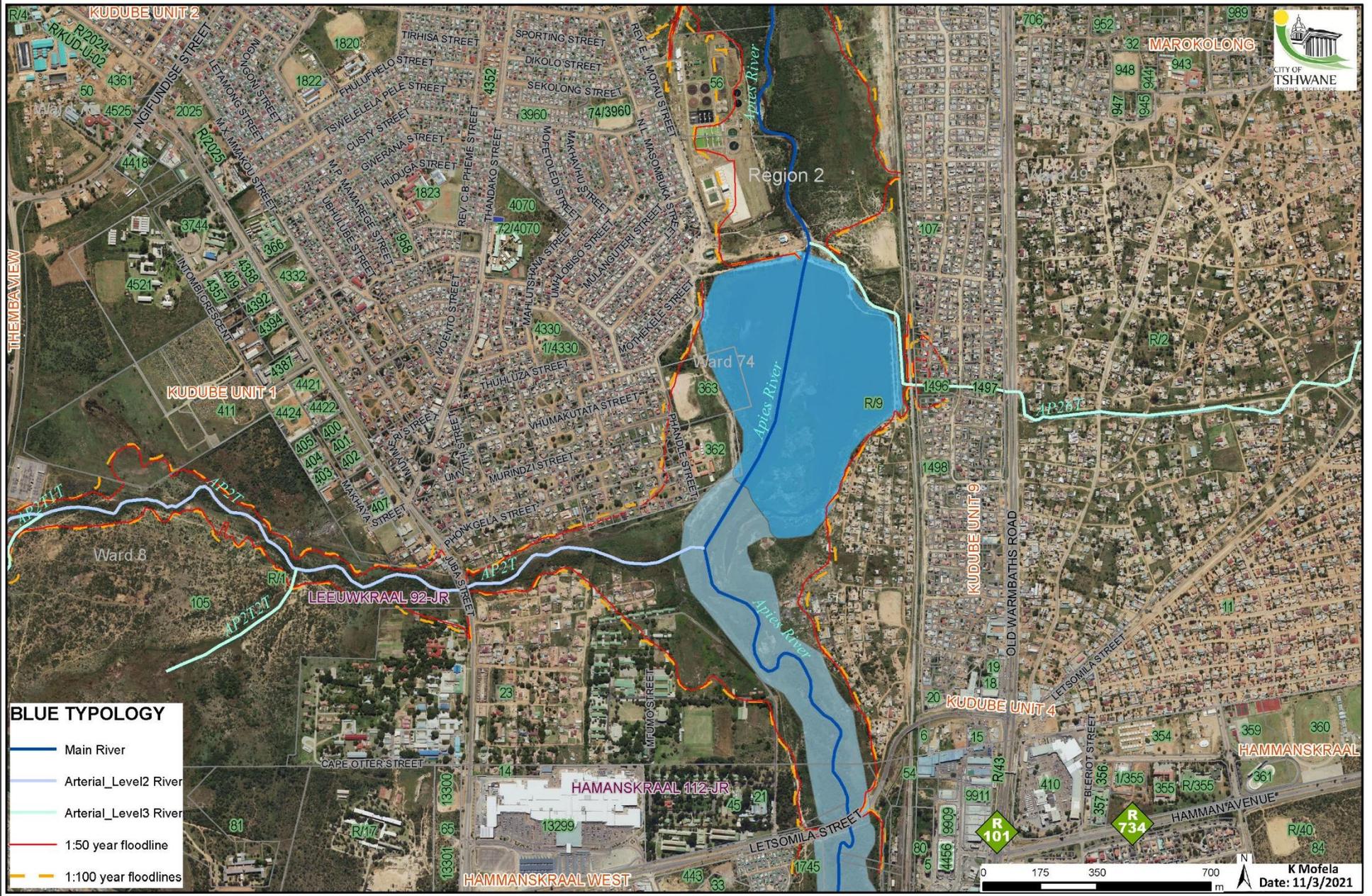


Figure 58: Temba Dam and Apies River Flood lines

Charter Checklist

Have community needs been incorporated into project design?	Yes, a participatory workshop was conducted.
Has the project charter been internally reviewed?	Yes.
Has the project been included in the IDP?	No, but the project has been identified for prioritisation in project planning.
Have project partners agreed to their roles and commitments?	Yes (partially).

City of Tshwane
Township Economic
Development Project

Project Charter

Hammanskraal
Develop a strategy to revitalise
Temba City precinct

Project Number: 6
Date: 12 April 2022
Version: 3

CTIES
SUPPORT PROGRAMME



23. Project Charter 6: Develop a Strategy to Revitalise Temba City Precinct

Project Team		
Opportunity Statement	1. Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Temba City precinct is a cluster of institutional and commercial facilities that is well-located within the township residential urban fabric. It includes a Magistrates Court, a post office and office of National Department of Home Affairs – key public institutions that lend a civic character to this urban space. The precinct also accommodates wholesalers, SME retailers, a shopping mall (Temba City Mall), and a diverse range of micro-enterprises and street traders. A significant portion of the land within the precinct is under-utilised.</p> <p>The various spatial entities within the Temba City precinct operate in an isolated and insular manner. Streets, pavements and public open spaces are poorly integrated adding to the under-performance of the precinct, despite its immense potential. The urban location of this site and the cluster of properties and its facilities provides a valuable opportunity to consolidate, integrate and enhance the urban, public and economic offering through a management plan and institutional framework for the benefit of the township citizenry.</p> <p>The development opportunity in this precinct lies in spatially integrating the various components, unlocking land, and instituting a curated programme to enable investment and secure the public environment as a safe, well-functioning and competitive space to the Jubilee Mall and Hammanskraal CBD. The Temba City Shopping Centre is severely underperforming due to market fluctuations and is ripe for repurposing at this phase of its life cycle. The large parcels of land that constitute the precinct can play a role in consolidating and integrating a greater mix of uses.</p> <p>The Project is aligned to Hammanskraal TED <i>Project 2: Develop Non-Motorised Transport Infrastructure</i>; this project seeks to integrate the City precinct with Babelegi Industrial Park, Jubilee Mall and the CBD.</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <p>10. Cities Strategies and Organisational Performance / IDP SDIP and NDPG</p> <p>11. Economic Development and Spatial Planning / City Planning</p>	<p><i>Indicate the key persons responsible for implementation.</i></p> <p>1. Andy Manyama (andym@tshwane.gov.za)</p> <p>2. Zashes Pheeha (zashes@tshwane.gov.za)</p> <p>3. Tebello Ramorapeli (tebellor@tshwane.gov.za)</p>
Project Goal	Lead / Coordinator	Contact

<p>The project goal is to achieve a highly functional, coherent and optimally performing civic and commercial precinct in the Temba area that leverages off existing social and economic assets. The realisation of this goal requires the optimisation of underperforming open spaces, including municipal land, and facilitation of private investment into property and businesses. Through a coherent public environment upgrade and institutionalisation of precinct management, the Project envisions a safe, legible, liveable urban space that provides a rich range of neighbourhood amenities, including access to micro-enterprises and street traders.</p> <p>The TED Project will contribute towards this goal through supporting the City to institutionalise a development planning process to create a public investment and management plan and alignment of key stakeholders.</p>	<ol style="list-style-type: none"> 1. IDP SDIP and NDPG 2. City Planning 	<ol style="list-style-type: none"> 1. Andy Manyama 2. Zashe Pheeha, Tebello Ramorapeli
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Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. A participatory engagement to identify development needs and priorities with precinct stakeholders completed by June 2022 with transversal City engagement on the outcome. 2. A high-level spatial development plan for the precinct, focusing on City owned land, developed by December 2022. 3. The establishment and commitment of key stakeholders (facility managers, state owned properties and building managers, and private property owners) towards an institutional framework for the precinct by March 2023. 4. The development of ToRs for the appointment of consultants to develop a precinct public investment and management plan by December 2022. 5. The integration of the public investment and management plan in Tshwane spatial development plans by December 2024. 6. The implementation of first component elements of the public investment plan, by December 2025, focusing on key infrastructure investments: <ol style="list-style-type: none"> a. Public environment upgrade (lighting, signage, landscaping, street furniture, artworks) focusing on streets and internal movement routes within the central land parcel b. Park upgrades with public facilities c. Upgraded and increased trading facilities and taxi rank 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> 5. National Treasury Neighbourhood Development Partnership Programme. NDPP will provide funding towards feasibility studies, urban design and infrastructure construction. 6. CSP TED Project. The project technical assistance team will support the project through research, facilitation, and planning and strategic direction. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Bulelwa Kondile, Collins Sekele, 2. Thresh Govender, Jessica Blumberg, Andrew Charman

Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> 11. Support the City to conduct a participatory engagement workshop with core stakeholders within and affected by the precinct to identify and prioritise development needs and community-driven strategies to enhance precinct management. 12. Support the City to conceptualise a high-level spatial development concept that enables greater connectivity, optimisation of land uses, business integration within a safe and well-managed precinct. 13. Advise the City to conduct a series of engagements with Department of Public Works, Magistrates Court, Home Affairs and Post Office to understand their long-term participation within the precinct. 14. Support the City to develop ToRs for appointing specialists to develop a precinct public investment and management plan, reflecting the development concept (activity 2 above), with the following elements: <ol style="list-style-type: none"> a) Public environment upgrades, b) Trader infrastructure (architectural design), c) The release of municipal lands for mix-used development, d) Land use zoning, e) Provision of signage and lighting, f) Traffic management, including parking, g) Waste management and cleaning, h) Safety and security, i) Public place making, with artworks. j) An appropriate institutional structure / framework for precinct management. 15. Integrate the outcome of the precinct public investment and management plan into area and sector development plans and support the City to mobilise budget / funding options for project implementation. 16. Advise the City on engaging with the Temba City Shopping Mall owners on synergies between the mall and wider precinct, integrating their long-term participation within the precinct in the public investment and management plan. 	<p><i>Provide a motivation for and indicate the roles of the stakeholders.</i></p> <ol style="list-style-type: none"> 1. National Department of Public Works as landowners and stakeholders in the Magistrates Court, Post Office and Home Affairs. 2. Temba City Mall Owners 	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <ol style="list-style-type: none"> 6. TBC: stakeholders to be engaged as part of the planning process. 7. TBC: stakeholders to be engaged as part of the planning process.
City Beneficiaries	Risks	

<p><i>Target departments and programmes.</i></p> <p>The TED Project will enhance the City's capacity to advance development planning in respect to the Temba City precinct. The project partners will provide the City with technical and financial support to undertake planning processes. The TED technical assistance team will advise on the institutionalisation of the project. The project will enhance transversal planning amongst the following:</p> <ol style="list-style-type: none"> 5. Economic Development and Spatial Planning 6. City Strategies and Organisational Performance – IDP, SDIP, NDPG 7. Roads and Transport – Transportation and Traffic Engineering 	<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"> 9. Private property owners are unable / unwilling to support the Project goal and vision for the development of the precinct. 10. The precinct has limited bulk infrastructure capacity to sustain greater densification and mixed-use development. This could be mitigated through assessing capacity and aligning the development plan to available capacity or alternatively initiating planning processes for increasing capacity. 11. The development of the precinct is not incorporated in the IDP as a result of competing projects and / or budget limitations. 																
Community Beneficiaries	Assumptions																
<p><i>Target groups and numbers.</i></p> <ol style="list-style-type: none"> 1. Community members of Hammanskraal will benefit from a socially vibrant, economically competitive, and service-oriented hub with multiple functions. 2. SMMEs and micro-enterprises operating within the precinct will benefit from the increase pedestrian and shopper traffic that a revived precinct will generate. 3. Private landholders, including properties bordering the precinct, will benefit from the greater investment opportunities that will derive from the enhance social and economic functions of the precinct and measures to manage the space, including improved safety and security, and waste management. 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 7. The City is committed to unlocking under-utilised City land in support of the development of precinct. 8. The National Treasury is committed to providing project preparation grant funding to the City to undertake feasibility studies, management strategies and the development of detailed designs. 9. Precinct planning will be supported by line departments with transversal interests in the revitalisation and development of Temba City, including law enforcement, transportation, spatial planning and land use management. 10. Law enforcement will act against local businesses / individuals that operate in non-compliance with precinct management prescripts. 																
Alignment with Programmes	Funding Requirement	Estimated Budget															
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>The project would contribute towards the Hammanskraal CBD Urban Hub development, which is included in the IDP.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Metro / City</td> <td></td> </tr> <tr> <td style="text-align: center;">Capex</td> <td></td> </tr> <tr> <td style="text-align: center;">Opex</td> <td></td> </tr> <tr> <td style="text-align: center;">External Sources</td> <td style="text-align: center;">R1,000,000</td> </tr> <tr> <td style="text-align: center;">Total</td> <td></td> </tr> </table>	Metro / City		Capex		Opex		External Sources	R1,000,000	Total		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="height: 20px;"></td> </tr> </table>					
Metro / City																	
Capex																	
Opex																	
External Sources	R1,000,000																
Total																	

Alignment with Policies	Status of external funding
<p><i>Indicate how project aligns with metro policies.</i> The project aligns with the following:</p> <p>Policies and Plans:</p> <p>13. City of Tshwane Draft 2022 – 2026 Integrated Development Plan This project upholds the following core objectives:</p> <ul style="list-style-type: none"> • Objective 2.3.2., which promotes a hygienic environment to live and play in. • Objective 2.3.5., invest in safe, reliable, affordable public transport. • Objective 2.3.6., which emphasises the need for infrastructure development and maintenance. • Objective 2.3.7., which seeks to improve safety and combat crime. • Objective 2.3.8., which promotes a focus on getting the basics right first. <p>14. City of Tshwane Municipal Spatial Development Framework, 2018</p> <ul style="list-style-type: none"> • The Temba City precinct is in an area designated for mixed use development, as such this project upholds the intention of the SDF. <p>15. City of Tshwane Regional Spatial Development Framework (Region 2), 2018</p> <ul style="list-style-type: none"> • Temba City precinct is designated as a local node with mixed uses. This project upholds this development vision for this area. <p>By-Laws:</p> <p>16. City of Tshwane Land Use Management By-Law, 2016 17. City of Tshwane Metropolitan Municipality Street Trading By-Law</p>	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The project has been included within the National Treasury PPP SG funding allocation to the City of Tshwane.</p> <p>The CSP has committed funding for the TED technical support component.</p>

Endorsement

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

Partner's Endorsement

Indicate the status of partner endorsement.

The CSP TED Project has secured technical support until February 2023 (pending project extension until December 2023).

Additional notes and annexes

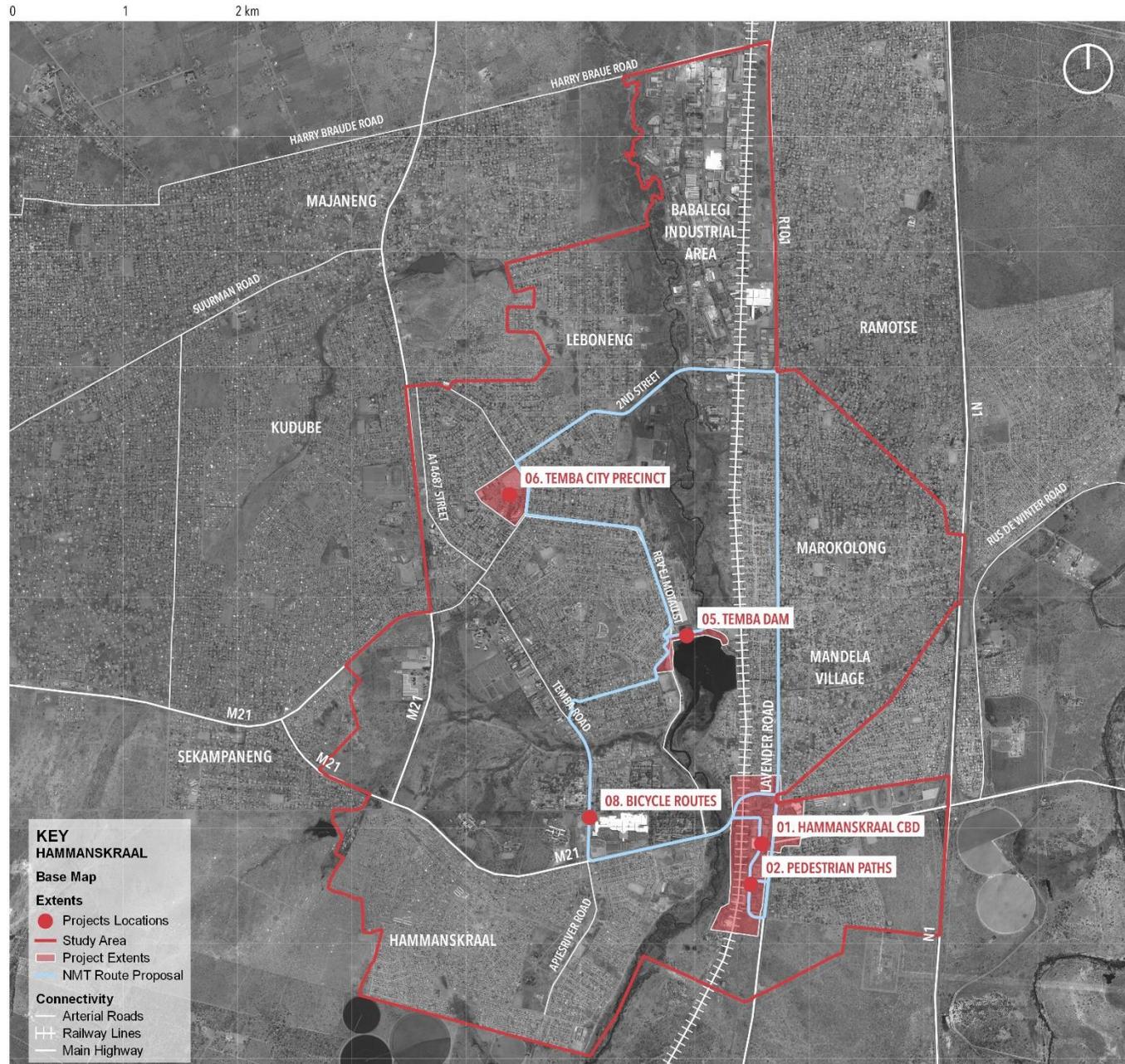
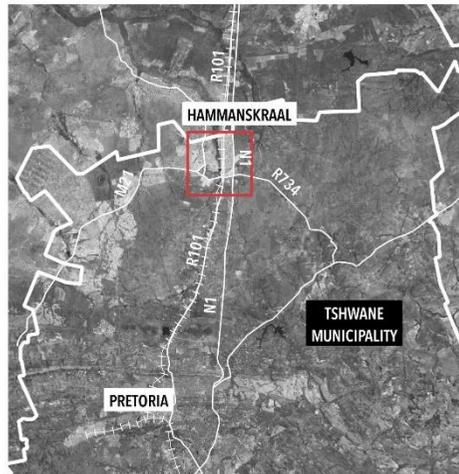
Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.

Annexes:

8. **Hammanskraal Study Area:** Hammanskraal Study Area indicating location of project sites.
9. **Temba City Precinct Conceptual Development Proposal - Layout:** Informed by Situation Analysis.

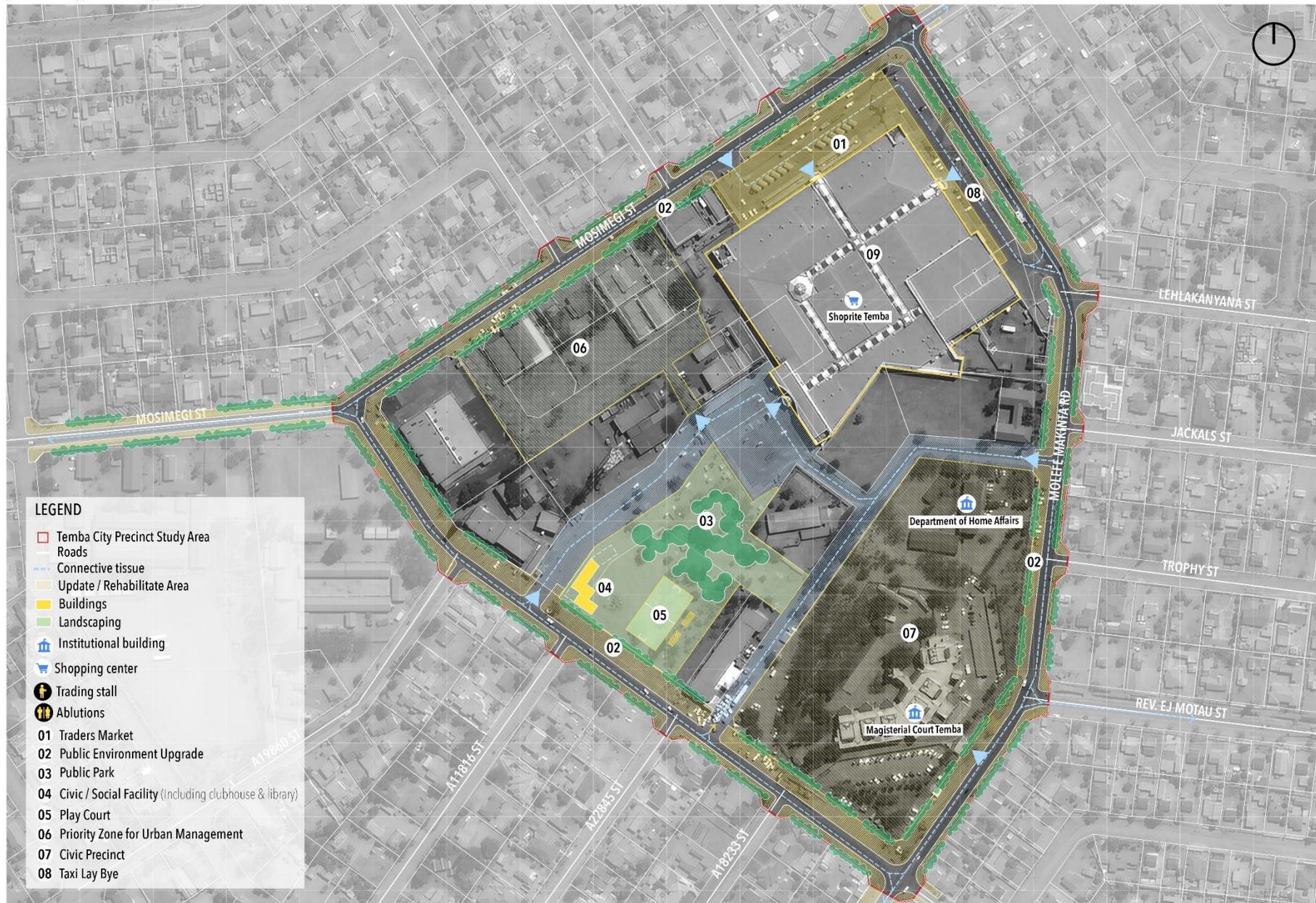
GENERAL STUDY AREA & PROJECTS

01. **HAMMANSKRAAL CBD**
Public facilities serving transport and informal trading in the CBD enhanced.
02. **PEDESTRIAN PATHS**
Pedestrian paths / bridge connections established to link residential areas to the CBD and retail hubs.
03. **MICRO ENTERPRISES**
Micro-enterprises have improved access to business development support services
04. **URBAN AGRICULTURE**
Urban agriculture productivity (post-harvest) enhanced.
05. **TEMBA DAM**
Temba beach revitalised as a leisure / recreation destination.
06. **TEMBA CITY PRECINCT**
A development strategy for Temba City precinct approved
07. **BUSINESS OPPORTUNITIES**
Business opportunities for township tourism businesses, including the game park sector, enhanced.
08. **BICYCLE ROUTES**
Bicycles are extensively used as a means of transport



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

Figure 60: Projects in the Hammanskraal Study Area



Annex 2: Temba City Precinct Preliminary Concept Proposal: Informed by the Situation Analysis and Stakeholder Engagement Workshops

Figure 61: Preliminary Concept Proposal for Temba City

Charter Checklist

Have community needs been incorporated into project design?	No, community engagement will be undertaken as part of the project.
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, the project has been approved for PPP SG funding.

City of Tshwane
Township Economic
Development Project

Project Charter

Hammankraal

Enhance business development
support for the township tourism
and creative economies sectors

Project Number: 7
Date: 24 April 2022
Version: 4



ctiEs
SUPPORT PROGRAMME

 national treasury
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA


CITY OF
TSHWANE
IGNITING EXCELLENCE

 Sustainable
Livelihoods
Foundation

 2010
NDP
 STRY
SAFE
PROTECT SOUTH AFRICA

24. Project Charter 7: Enhance Business Development Support for the Township Tourism and Creative Economies Sector

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The City of Tshwane (CoT) is committed to enhance the competitiveness, productivity and sustainability of SMMEs in the township economy. Among the many vibrant sectors within the township economy, creative businesses have much latent potential. This potential could be unlocked through strategic support and access to markets, among others including those linked to the local tourism sector in the vicinity of Hammanskraal. Potentially untapped tourism markets for creative entrepreneurs include the Dinokeng Game Reserve, the Tswaing Crater, and curio markets, and within the township sites such as Temba Dam, local lodges, and the Mandela community precinct. Furthermore, there is also a growing domestic market for creative goods, homeware, and fashion.</p> <p>The City have invested in building facilities within the township to support creative industries and provide market access. These include the creative hub/skills centre in Sekampaneng. The range of township business sectors that have benefited from these services include crafts, film, fashion, and performing artists. Since the CoT has an unfunded mandate to support arts and culture, the project will seek to facilitate partnership opportunities with suitable entities to provide access to funding, training and market development.</p> <p>The current Project charter responds to the strategic opportunity of linking the township creative economy with markets and business development support services, with the aim to improve market knowledge and transfer skills development in a manner that could bring about collective benefit to the Tshwane city-wide economy.</p> <p>Note: the project will benefit from the partnership between the CoT and SEDA to provide business development support via an Ecosystem Facilitation Hub, situated in the Hammanskraal CBD. The operation of this Hub is defined in Hammanskraal TED <i>Project #3: Improve Access to Business Development Support for Micro-Enterprises</i>.</p>	<p><i>Indicate the main departments / divisions are involved in the project.</i></p> <ol style="list-style-type: none"> 1. Economic Development and Spatial Planning / Tourism. 2. City and Regional Development / Arts and Culture / Creative Industries Policy Development 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Hulisani Thabela HulisaniT@Tshwane.gov.za 2. Hendrina Viljoen HendrinaV@tshwane.gov.za

Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The overall Project goal is to capacitate self-employed and creative economy enterprises in Hammanskraal with market knowledge and skills to access to local tourism economy linked to game farms and conservation tourism extant in the adjacent areas to the community. Furthermore, the project will support creating valuable links to these township businesses with respect to business support and formalisation programmes.</p> <p>This TED Project aims to contribute towards this goal through developing this pilot project in Hammanskraal to more effectively integrate creative enterprises into the tourism economy, and other accessible local markets, and the business development services ecosystem. The learnings from this pilot will inform the replication of the approach in other townships in the City of Tshwane.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> 1. Tourism 2. Arts and Culture / Creative Industries Policy Development 	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> 1. Hulisani Thabela HulisaniT@Tshwane.gov.za 2. Hendrina Viljoen HendrinaV@tshwane.gov.za
Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. By July 2022, market research study conducted on scope for markets in local game park tourism economy. By end-August 2022 the study findings to be workshopped with the CoT. 2. By October 2022, at least one partnership agreement established between the CoT and aligned institutions to provide strategic support, training and access to funding. 3. By October 2022, a training programme for enhancing product / service access into tourism markets developed, targeting township micro-enterprises; 4. Up to 25 creative economy beneficiaries benefit from the pilot training programme. 5. A database system developed by February 2023, with supporting partners, to document, support and engage with creative economy producers. 6. Up to 12 products / services showcased on the Hammanskraal Virtual Imbizo by February 2023. 7. By end-2022, up to 100 township creative businesses linked for engagement and support by SEDA programmes via the Ecosystem Facilitation Hub. 	<p><i>Provide a motivation for and indicate the roles of partners.</i></p> <ol style="list-style-type: none"> 1. Craft and Design Institute (CDI) - to support local creative businesses through a targeted training programme that will focus on building creative economy capacity. 2. CSP TED Project - The project technical assistance team will support the project through research, facilitation, and planning. The TED Project will promote businesses via the Hammanskraal Virtual Imbizo. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Erica Elk erica.elk@thecdi.org.za 2. Leif Petersen Leif.Petersen@livelihoods.org.za
Key Activities / Deliverables	Potential Stakeholders	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> 1. Support the CoT to undertake a market opportunity study of the demand for creative economy products and services within the tourism sector (to be led by CSP-TED team). 	<p><i>Provide a motivation for and indicate the roles of stakeholders.</i></p>	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <ol style="list-style-type: none"> 1. Colin Francis cfrancis@seda.org.za

<ol style="list-style-type: none"> 2. Secure partnership agreement between CoT and strategic partners, including the CDI and other entities and training institutions. 3. Conceptualize and pilot a training programme to enhance the capacity of township creatives to access untapped markets. CoT to provide training venue and support for local logistics. 4. In conjunction with partners, implement a training programme for creative producers with products / services that are market ready. 5. Support CoT to build an institutional platform (information management system) for engagement with township creatives in respect to opportunities for training, markets, and funding. 6. Utilize the Hammanskraal Virtual Imbizo on Facebook to mobilise creatives and showcase creative outputs and services. 7. Advise CoT on actions to improve the market effectiveness of City facilities, including curio stalls, focusing on product range, services, publicity and ease of doing business. 8. Enable aligned opportunities for SMME business development support via the Ecosystem Facilitation Hub. 	<ol style="list-style-type: none"> 1. SEDA – SEDA will support the Project via providing access to the Ecosystem Facilitation Hub. 2. Gauteng Department of Economic Development’s Dinokeng Projects team – to support the project through facilitation with the Dinokeng project stakeholders including community structures linked to the tourism areas. 	<p>2. Daniel Molokwane daniel.molokwane@gauteng.gov.za</p>
City Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The Project will benefit the CoT through:</p> <ul style="list-style-type: none"> • Generating important market knowledge that can integrate (for example) local game farm tourism with township economy creative economy participants, • Capacity building for Hammanskraal residents • Increasing revenue from increasingly sustainable businesses, • Contributing towards the City’s developmental objectives, including local economic development in the target townships. • Enhancing institutional and organizational capacity within the Department of Economic Development to fulfil the role of BDS. 	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> 1. Political conflict undermines the project and prevents consolidated and coordinated processes. 2. Changing policy environment and lack of continuity in programmes. 3. Partners fail to fulfil financial and technical commitments. 4. Challenges to Project or partner financial sustainability. 5. Misaligned beneficiary expectations. 6. Micro enterprises not willing or able to formalize to benefit from government support programmes. 7. Lack of community support. 8. Enterprises adopt formalization only for immediate opportunity. 9. Low market interest in products and/or participants are not able to maximise the opportunity 	
Community Beneficiaries	Assumptions	
<p><i>Target groups and numbers.</i></p> <ul style="list-style-type: none"> • Support for 25 emerging and small businesses in the Hammanskraal township • Businesses to be supported with local market insights and opportunities report 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 1. Local tourism economy willing to engage and lend support to market development for township SMMEs 	

<ul style="list-style-type: none"> • CDI creative economy capacity training, including product and market readiness and business aptitude – 25 business owners trained • Seda business support – 25 businesses linked to opportunities from various programmes 	<ol style="list-style-type: none"> 2. Identified partners will commit to participation and Charter mandate. 3. Benefits would be mutually shared for partners and communities 4. Existing and identified CoT facilities will be used. 5. Seda/Sefa can fulfil their mandate in this site and instance 	
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"> • The Project is aligned to district-based approach to enterprise development support advanced by the DSBD. • The Project aligns with the Gauteng Township Economic Revitalization Strategy for LED in various sectors. • The Project aligns with the newly established Gauteng Township Economic Development Bill. • The project aligns with the City of Tshwane’s Local Economic Development Strategy. 	<p>Metro / City</p> <p>Capex</p> <p>Opex</p> <p>External Sources</p> <p>Total</p>	
Alignment with Policies	Status of external funding	
<p><i>Indicate how project aligns with metro policies.</i></p>	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The TED Project will provide the CDI with funding and logistical support for 10 days of specialist technical support.</p>	
Endorsement		
City Endorsement	Project Timeframe	
<p><i>Indicate the status of metro endorsement.</i></p> <p>Pending internal review. The project is subject to overarching technical and financial agreements between the CoT, CDI and SEDA.</p>	<p>Start Date 1 July 2022</p>	
	<p>End Date 30 June 2023</p>	
	<p>Total Time 12 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

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

Annexes:

- Situational Analysis for Hammanskraal (SLF 2020).
- District Ecosystem Facilitation Model (SEDA 2020)
- Participatory Workshop Process

Charter Checklist

Have community needs been incorporated into project design?	Yes, a workshop was conducted with community stakeholders to understand their main development requirements,
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.

CREATIVES WORKSHOP

What needs do you have as a creative entrepreneur?

You are invited to a workshop.

Date: 21 October 2021
Venue: Temba Methodist Church, Kudube Unit 1
Time: 13:00 - 15:30
Cell: 0641475560



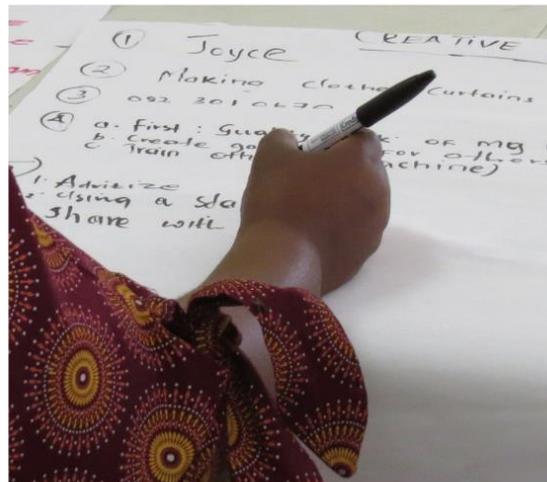
01. Mobilisation Invitation



02. Workshop Introduction



03. Seda Representatives in attendance



04. Participant developing a poster



05. Poster Feedback



06. Workshop Discussion

Figure 62: Creative Economy Participatory Engagement Workshop

City of Tshwane
Township Economic
Development Project

Project Charter

Hammanskraal
Bicycles are extensively used
as a means of transport

Project Number: 8
Date: 5 April 2022
Version: 3



CTIES
SUPPORT PROGRAMME

 **national treasury**
Department:
National Treasury
REPUBLIC OF SOUTH AFRICA


CITY OF
TSHWANE
IGNITING EXCELLENCE

 Sustainable
Livelihoods
Foundation

 2030
NDP

 STRY
SAFE
PROTECT SOUTH AFRICA

25. Project Charter 8: Bicycles are Extensively Used as a Means of Transport

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity</i></p> <p>The Hammanskraal township economy is well suited to the development of a cycling economy and non-motorised transport. The broader settlement is geographically dispersed, which limits the potential for high density settlements and transit-oriented development with the feature of walkability between nodes of public transport. In the context of a typography suitable to the use of bicycles and limitations of walking, many residents use bicycles for transport. These include school children, informal economy workers and sports / recreational users. However, there is still a need to enhance gender inclusivity in cycling. There is an emerging culture of recreational cycling in Hammanskraal, which has been nurtured by local social organisations and networks. The development of cycling in Hammanskraal could make an important contribution to the City's efforts to enhance environmental sustainability and reduce climate change.</p> <p>The growth of the cycling economy is hampered by infrastructural, economic and safety issues (see technical notes in the <i>Additional Notes and Annexes</i> section). The CoT is committed to improving the scale and reach of the NMT infrastructure in Hammanskraal, as indicated in CSP TED Project 2. The current project focuses on strengthening the cycling value chain through providing targeted support to SMMEs and facilitating cycling related business opportunities. The project also proposes to enhance the culture of cycling through supporting 'open street' type activation events, distributing bicycles to select groups, and fostering awareness among both general road users and cyclists on issues of road safety. There is an important strategic opportunity for the CoT to partner with experienced organisations to roll-out cycling programmes, thus drawing on their experience, expertise and capacity for resource leveraging.</p> <p>Note: This Project synergises with Hammanskraal TED <i>Project 2: Develop Non-Motorised Transport Infrastructure</i>. The development of NMT infrastructure will adhere to Crime Prevention Through Environmental Design (CPTED) principles, as set out in the project charter.</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <ol style="list-style-type: none"> 1. Tshwane Mayor's Office – City Sustainability Unit 2. Tshwane Roads and Transport 3. Tshwane Community Safety – Office of the Staff Officer 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Lutske Newton, Thabo Tshukudu 2. Nomsa Sibanyoni, Velly Phala, Bavusile Ramekane, Noma Sibanyoni 3. Charmaine Sutil

Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The project goal is to develop a thriving cycling economy in Hammanskraal, benefiting both the needs of commuter cyclists, community users and micro-enterprises, thus enhancing access to an affordable and environmentally sustainable mode of transport as well as enabling spatial integration. The attainment of the project goal will require:</p> <ul style="list-style-type: none"> • Improving access to affordable, sustainable and reliable cycling-focused mobility options as part of an improved NMT landscape. • Opening access to social and economic opportunities through bicycles and cycling related activities, specifically incorporating inclusiveness in gender, the differently abled, and the economically marginalised who use trollies / carts (e.g. waste recyclers). • Using bicycles to improve community safety initiatives in the area. • Using bicycles to improve tourism opportunities in the area, by developing new tourism products, and by facilitating linkages to existing tourism opportunities. • Consideration and implementation of bike sharing schemes. • Improving road safety in the area through safety training initiatives. • Enabling opportunities for businesses that support the cycling economy. <p>In contributing towards this goal, the CSP TED team will develop a strategy and operational plan for promoting the use of bicycles and other modes of NMT for commuting, micro-enterprise business activities, and community initiatives such as safety and security, as well as strengthening the underlying value chains.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <p>1, Tshwane Mayor's Office – City Sustainability Unit</p>	<p><i>Contact details of the lead / coordinator</i></p> <p>1. Lutske Newton (lutsken@tshwane.gov.za)</p>

Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <p>The following would constitute evidence of success:</p> <ul style="list-style-type: none"> • Changes in the modal share – increased take up of cycling. • Increased awareness of NMT options. • Increased activity on terms of the development of NMT infrastructure – evidence of new projects (dedicated lanes, lighting, access points), increased budget allocation to NMT infrastructure. 	<p><i>Provide a motivation for and indicate the roles of partners.</i></p> <p>1. CSP TED: Technical support for partnership facilitation, resource leveraging, research and strategy development.</p>	<p><i>Indicate the key persons responsible for partner activities.</i></p> <p>1. Andrew Charman, Leif Petersen and Carol Masingi</p>

<ul style="list-style-type: none"> • Increased use of bicycles among key constituencies – commuters, scholars, recreational users etc. • Increased road safety programme roll-out. • Increased scholar mobility resulting in lower absenteeism and late-coming. • Increased inclusion across genders, of differently abled and of the economically marginalised (e.g. waste recyclers). • Reduced congestion on the roads. • Increase in cycling related SMME activity including linkages to local tourism assets. • Qualitative narratives of success – positive feedback from cyclists and other constituencies. • Integration of NMT elements into the relevant spatial master planning processes and products. • Up to two partnership agreements with cycling advocacy organisations secured by December 2022, detailing commitment to support the development of cycling safety, SMME training, the establishment of up to 2 Bicycle Empowerment Centres and bicycle distribution programmes. • A CoT strategy to be developed to build the township economy cycling value chain completed and adopted by December 2022. • A cycling awareness activation event, drawing on national and international experience and led by local stakeholders, planned and undertaken by February 2023. • Up to 100 bicycles distributed to target groups by February 2024. 		
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Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> 1. Support the CoT to forge partnerships, including the Bicycling Empowerment Network (BEN), to develop SMME resource packs aimed at opportunity development in the following bicycle-based delivery services covering: <ol style="list-style-type: none"> a. Garden services, b. Food delivery, c. Courier services, d. Medical services – including medicine delivery, counselling services etc. e. Recycling 	<p><i>Provide a motivation for and indicative the roles of the stakeholders.</i></p> <ol style="list-style-type: none"> 1. Bicycling Empowerment Network (BEN) – establishment of BECs, skills development and transfer, cycling safety programmes, general consulting advice on required infrastructure, access to bicycles and associated programming, advocacy initiatives. 	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <ol style="list-style-type: none"> 1. Tim Mosdell – Bicycling Empowerment Network – tim@benbikes.org.za 2. Jannis Jagger - jannis@pedalpower.org.za 3. Lisa Olivier – lisa@ghubeka.org

2. Support the CoT to investigate the potential for the development of cycling related tourism activities that could include:
 - a. The development of tourism products such as township tours, local history tours, outrides, cycling routes in the Temba Dam area, etc.
 - b. Exploring and developing linkages to other tourism opportunities in the area including the Dinokeng Nature Reserve, mountain biking opportunities, etc.
(Note – these activities fall within the scope of Charter No. 7, which focuses on Tourism).
3. In partnership with partners and stakeholders, develop a strategy for enhancing existing local value chain capacity with a view to developing Bicycle Empowerment Centres (BECs) focusing on the sale and servicing of bikes in the area using local resources and drawing from the experience and expertise that BEN has accumulated in doing this work over the past 20 years. This will involve community consultation, site identification, entrepreneur identification, skills transfer and training (mechanical and SMME skills), premises development, tooling and equipping, provision of seed inventory, on-going support and development, impact monitoring.
4. Advise the CoT on developing a Bicycle Distribution Programme. To this end, the Western Cape Department of Transport's Bicycle Distribution Project, which is part of their Provincial Sustainable Transport Programme (PSTP), provides a good implementation model that could be modified and adopted. This programme could consider the following functional areas:
 - a. Scholar mobility - providing bicycles to those learners that live some distance from their schools – thereby improving access to schooling and learner outcomes,
 - b. SMME support by providing bicycles to improve the efficiency and effectiveness of emerging entrepreneurial activity, in particular participants in the recycling sector
 - c. Community Safety - In partnership with community safety officials and the neighbourhood watch community, strengthen local community safety initiatives with bicycles – providing bicycles to neighbourhood watch programmes and/or CPFs
5. Facilitate partnerships between Hammanskraal stakeholders and cycling advocacy organisations to support, develop and grow cycling recreation programmes in the area by capacitating local cycling initiatives and clubs as well as developing recreational cycling routes and infrastructure – pump tracks, cycling routes, developing cycling opportunities in the Temba Dam area etc.

2. Pedal Power Association (PPA) – access to bicycles and associated programming, cycling safety programmes, advocacy initiatives.
3. Qhubeka Charity – advocacy initiatives, general consulting advice on infrastructure and programming,
4. Western Cape Department of Transport and Public Works - for their insights and experience in mass bicycle distribution programmes,
5. Open Streets – advocacy initiatives.
6. Hammanskraal Cycling Club

4. Faizel Williams - Faizel.Williams@westerncape.gov.za
5. Kirsten Wilkins – kirsten@openstreets.co.za
6. Dr Thabo Manyane – Hammanskraal Cycling Club' Jan Dithake – Hammanskraal Cycling Club

<p>6. In partnership with Cycling Advocacy organisations such as Open Streets, BEN, PPA and Qhubeka, initiating high-profile, cycling road safety awareness programmes in Hammanskraal drawing from the Open Streets/Ciclo Via model, as well as the Cool Kind on a bike safety training programme.</p>		
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City Beneficiaries	Risks
<p><i>Target departments and programmes.</i></p> <p>The project will enhance the capacity of key departments to plan and implement programmes that promote non-motorised transport and build associated value chains, whilst also enhancing road safety for cyclists. The benefiting departments include:</p> <ul style="list-style-type: none"> • The City Sustainability Unit • Community Safety • Roads and Transport 	<p><i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i></p> <ol style="list-style-type: none"> 1. Lack of official buy-in – mitigated by engagement. 2. Lack of community buy-in – mitigated by engagement. 3. Poor partner participation – mitigated by engagement. 4. Lack of resources – mitigated by joint fund-raising with development partners.

Community Beneficiaries	Assumptions
<p><i>Target groups and numbers.</i></p> <ul style="list-style-type: none"> • Local SMME entrepreneurs • Local street-based bicycle mechanics • Learners benefitting from improved mobility • Community safety initiatives • The local tourism sector • Local recreational cyclists • Cycling-based commuters 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 1. Political will to drive the process exists among key departments. 2. Budget/resource will be allocated to project implementation. 3. Willingness of external strategic partners to engage with the project and allocate resources to the partnerships. 4. Accurate beneficiary targeting.

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 with the vision and activities of the City Sustainability Unit in the Mayor's Office. The project further aligns with the Gauteng Department of Roads and Transport bicycle distribution scheme.</p>	<p>Metro / City</p> <p>Capex</p> <p>Opex</p>	<p>TBC</p> <p>Indicative R2,500,000 (bike procurement and programming (400) and BEC development (2))</p> <p>Indicative R250,000 p.a. (ongoing skills development and training, safety training, BEC support and maintenance, ongoing)</p>

		support to recreational clubs, awareness campaigns etc.)
	External Sources	TBC
	Total	

Alignment with Policies

Status of external funding

<p><i>Indicate how project aligns with metro policies.</i></p> <ol style="list-style-type: none"> 1. Integrated Development Plan (IDP 2021 to 2026) <ul style="list-style-type: none"> • Strategic Pillar One (Economic Growth and Job Creation) • Strategic Pillar Two (Promotion of Inclusivity) 2. Metropolitan Spatial Development Framework <ul style="list-style-type: none"> • Spatial expression of the IDP 3. Comprehensive Integrated Transport Plan <ul style="list-style-type: none"> • Strategic Objective Two (Accelerated Economic Development Growth) • Strategic Objective Three (Integrated Social Services and Sustainable Communities) 	<p>The CSP Hammanskraal TED project will provide technical support towards the implementation of the specified activities.</p>
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Endorsement

City Endorsement

Project Timeframe

<p><i>Indicate the status of metro endorsement.</i></p> <p>The charter was compiled in consultation with the relevant departments / divisions and will be submitted to EXCO for approval.</p>	Start Date	April 2022
	End Date	July 2024
	Total Time	24 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 to December 2023).

Identified external partners and stakeholders have all expressed an interest in collaborating on and endorsing this initiative. The nature and quantum of support is still to be discussed and negotiated.

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.

Technical Notes on Opportunities and Challenges:

Cycling in Hammanskraal is currently constrained by a number of factors, including, but not necessarily limited to:

1. Patchy and incomplete walking and cycling physical infrastructure,
2. Relative lack of popular take-up at any meaningful scale,
3. Poor integration with other transport modes,
4. Lack of access to good quality, affordable bicycles,
5. Safety concerns, both in terms of criminal activity, and road safety,
6. Limited opportunity for the repair and maintenance of bicycles,
7. Negative perceptions around the use of bicycles for commuting – considered to be counter aspirational,
8. Limited SMME activities related to cycling,
9. Very little intersection between cycling and local tourism initiatives.

All of these factors tend to contribute to:

10. Limited NMT related opportunities in general and cycling in particular,
11. Ongoing road congestion and the impacts that this leads to, including long travel times, expensive commuting costs, elevated greenhouse gas emissions, constrained access to work and learning opportunities, limited cycling related SMME activities.

Addressing some or all of these issues opens up opportunity to:

12. Improve the conditions required to grow NMT,
13. Improve access to bicycles and consequently affordable and efficient mobility,
14. Facilitate better access to schools and workplaces.
15. Reduce congestion and provide a positive response to climate change,
16. Improved access to SMME opportunities and the development of a township cycling economy that could include the elements of:
 - a. Bike-based delivery services – food, medicines, last-mile courier services etc.,
 - b. Bike-based garden services and other entrepreneurial activity.
17. Recreational activities including the development of cycling clubs, recreational routes, pump-tracks etc.
18. Safety and security initiatives – capacitating neighborhood watch programmes, and CPF activities,
19. Bicycle and accessory sales,

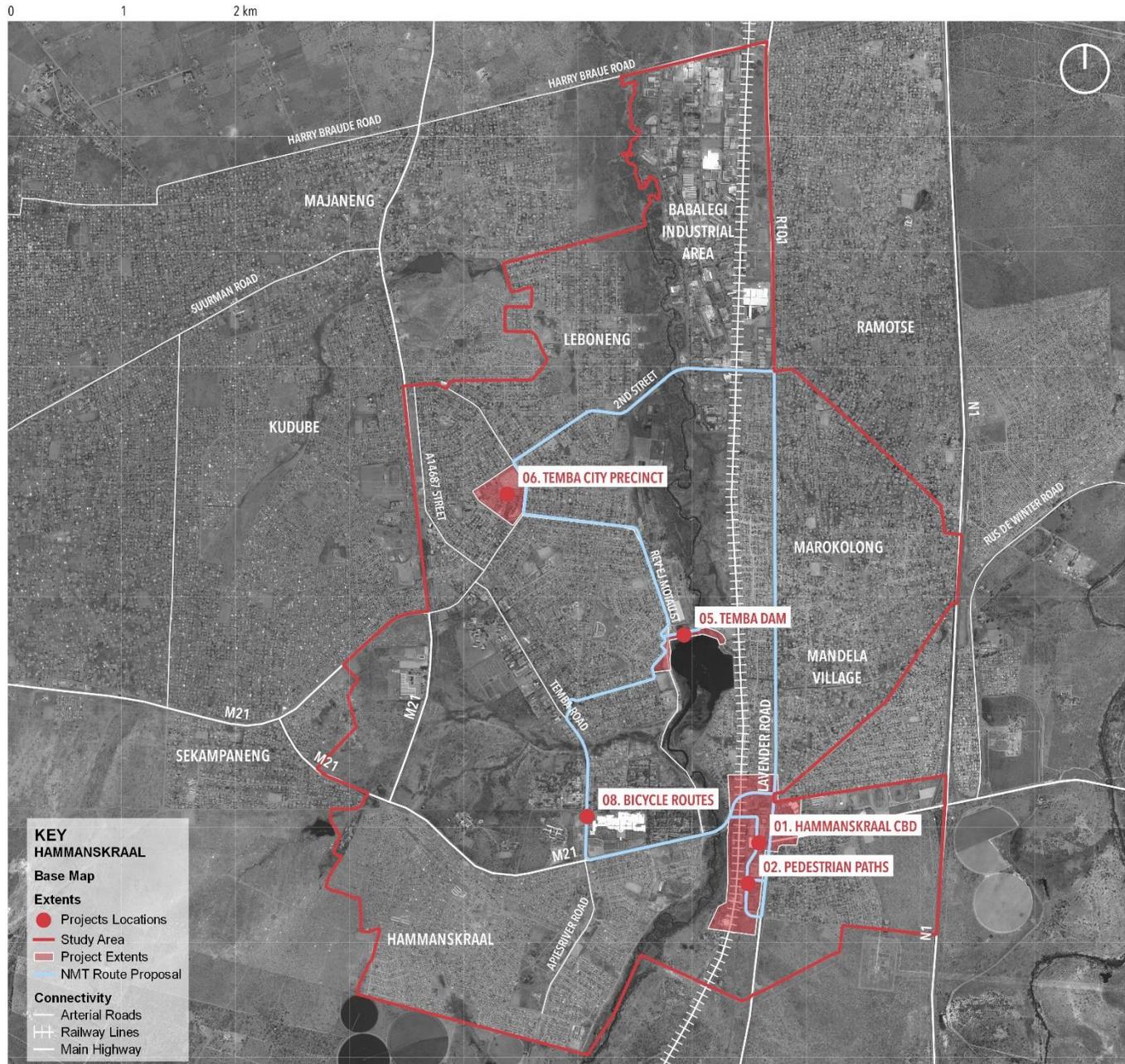
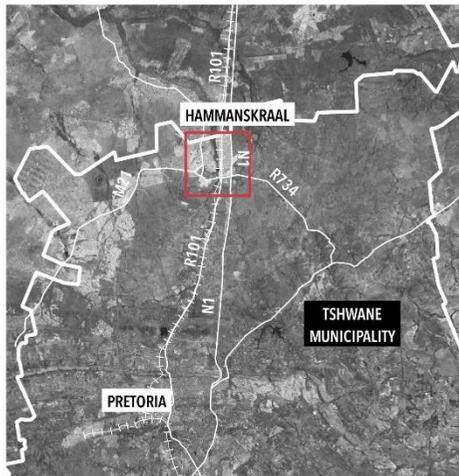
20. Bicycle repair and maintenance services,
21. Skills development and transfer – bicycle mechanic and maintenance training,
22. Development of cycling tourism – township tours, linkages to local tourist facilities, linkages to mainstream tourism assets in the broader area.

Annexes:

4. **Hammanskraal Study Area:** Indicating where the Township Economic Development projects are located spatially, this applies to those projects that have specific locations.
5. **Hammanskraal NMT Preliminary Concept Proposal:** Informed by the Situational Analysis and Stakeholder Engagement Workshops.
6. **Stakeholder Engagement Workshop Visuals**

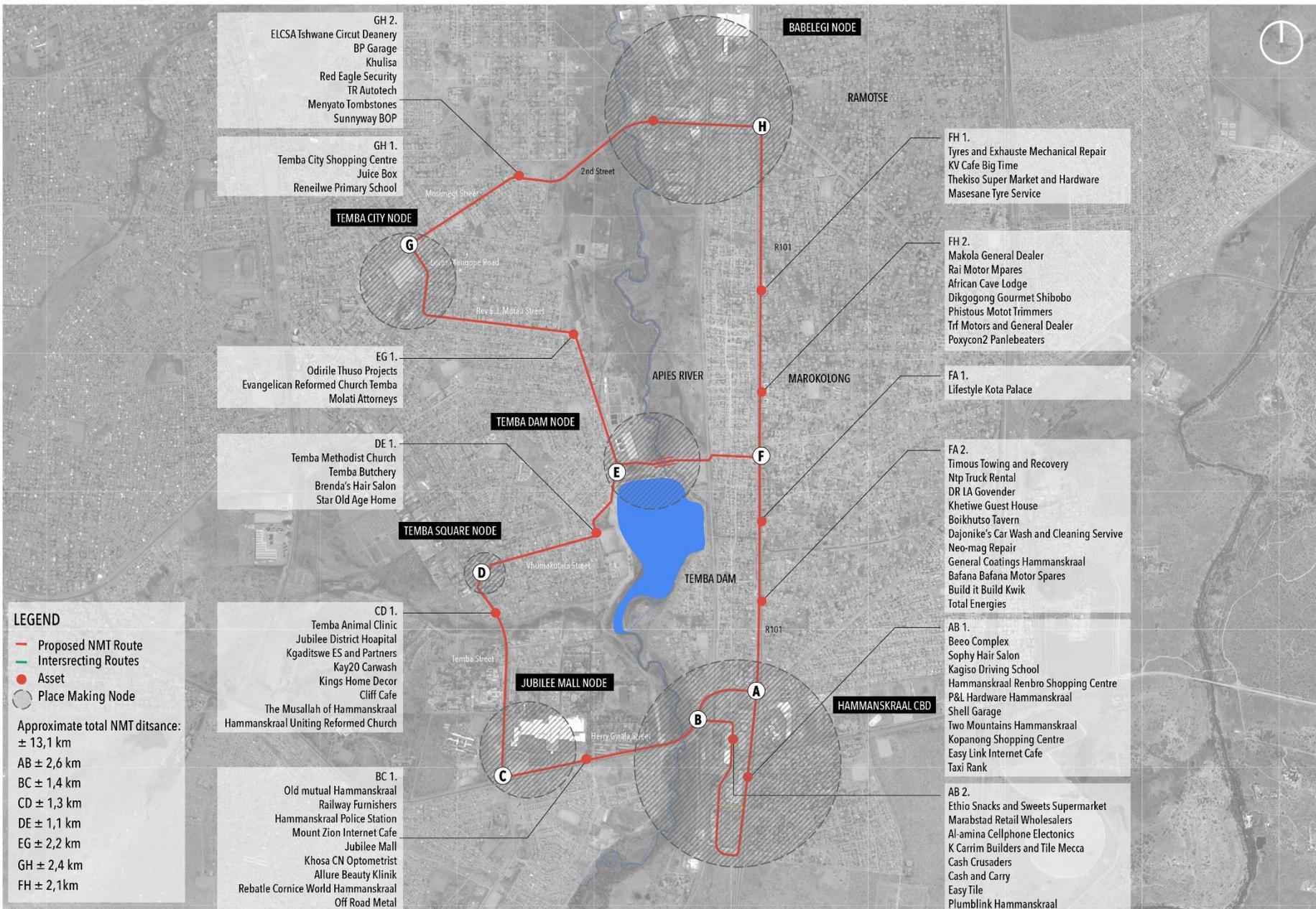
GENERAL STUDY AREA & PROJECTS

01. **HAMMANSKRAAL CBD**
Public facilities serving transport and informal trading in the CBD enhanced.
02. **PEDESTRIAN PATHS**
Pedestrian paths / bridge connections established to link residential areas to the CBD and retail hubs.
03. **MICRO ENTERPRISES**
Micro-enterprises have improved access to business development support services
04. **URBAN AGRICULTURE**
Urban agriculture productivity (post-harvest) enhanced.
05. **TEMBA DAM**
Temba beach revitalised as a leisure / recreation destination.
06. **TEMBA CITY PRECINCT**
A development strategy for Temba City precinct approved
07. **BUSINESS OPPORTUNITIES**
Business opportunities for township tourism businesses, including the game park sector, enhanced.
08. **BICYCLE ROUTES**
Bicycles are extensively used as a means of transport



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

Figure 63: Projects in the Hammanskraal Study Area



Annex 2: Hammanskraal NMT Preliminary Concept Proposal: Informed by the Situational Analysis and Stakeholder Engagement Workshops.

Figure 64: Preliminary Concept Proposal for NMT in Hammanskraal



01. Focus Group Discussion



02. Participants developing posters



03. Focus Group Discussion



04. Focus Group Participants



05. Focus Group Discussion



06. Bicycle repair seen during a site visit

Figure 65: Cycling Focus Group Engagement

Charter Checklist

Have community needs been incorporated into project design?	Yes, a workshop was conducted with cycling groups.
Has the project concept been internally reviewed?	Yes.
Has the project been included in the IDP?	No, NMT is recognised within the IDP.
Have project partners agreed to their roles and commitments?	Yes.

26. Annexures

26.1. References

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26.2. Persons Consulted

Surname	Name	Unit / Department
Arendse	Rudewaan	CSP Industrial Park Revitalization Project
Babamia	Mehboob	CoT
Bam	Andrew	Seda
Brand	Evan	CoT, City Sustainability
Coetzee	Carin	Seda/Sefa/ Tshwane Manager
Dithake	Jan	Hammanskraal Cycling Club
Dlamini	Sibusiso	CoT
Dyi	Lolita	CoT
Elk	Erica	Craft and Design Institute
Etsebeth	Chris	CoT, Roads and Transport
Feinstein	Martin	EDSE
Francis	Colin	Seda/Sefa
Frankel	Mark	Black Umbrellas
Hilder	Tommy	CoT
Hlatshwayo	Sabelo	CoT
Hlongwane	Thabiso	CoT Group Property Management
Hoosain	Ahmed	CoT
Jagger	Janis	Pedal Power Association
Kondile	Bulelwa	NT Neighbourhood Development Partnership Programme
Lambert	Frank	CoT
Loykisoonalal	Devenand	CoT, Business Compliance & Regulation
Mabitsi	Rashela	CoT
Madumo	Dennis	CoT, Spatial Planning
Maine	Ntiski	CoT, Urban Agriculture
Mafunzwaini	Aluoneswi	CoT Resorts Operations
Maharaj	Kosheek	AIDC Stakeholder Relations Manager
Mahlangu	Sunday	CoT, SMME Development & Support
Malungane	Remmy	AIDC
Manasoe	Benjamin	CoT, Executive Director Economic Development
Manyama	Andy	CoT, City Strategy and Organisational Performance
Manyane	Thabo	Hammanskraal Cycling Club
Masinyana	Boniswa	CoT
Masombuka	Levy	Hammanskraal Business Forum
Matlala	Sepele	Senior Specialist: Automotive, Economic Development and Spatial Planning
Melly	Terence	CoT
Mbangxa	Sisa	African Panelbeaters and Motor Mechanics Association
Mbhokodo	Ismael	CoT
Moabi	Marcia	CoT, Economic Development
Modiba	James	CoT Environment and Agriculture Management / Agriculture & Rural Development
Modiselle	Kedibone	CoT
Mofokeng	Monica	CoT City Planning and Development Division
Molokwane	Daniel	Gauteng Department of Economic Development's Dinokeng Projects team
Mosdell	Tim	Bicycling Empowerment Network
Mosidi	Sibusiso	CoT
Mothowamodimo	Willie O.	CoT
Motsepe	Busisiwe	CoT, Regional Director: Region 2
Moraba	Evelyn	CoT
Mphaga	Sello	CoT, City Sustainability
Mtimkulu	Provia	CoT Roads and Transportation/Transportation and Traffic Engineering
Mukheli	Rudzani	CoT

Ndlovu	Hosana	CoT Roads and Transportation/Transportation and Traffic Engineering
Neshehe	Fhelani	CoT
Newton	Lutske	CoT, Adaptation and Resilience
Ninham	Eugenie	NT, NDPP
Nkuna	John	CoT Economic Development and Spatial Planning / Economic Development
Oelofse	Tinus	CoT, Electricity Department
Olivier	Lisa	Qhubeka Charity
Phala	Velly	CoT Roads and Transportation/Transportation and Traffic Engineering
Pheela	Zashe	CoT, Spatial Planning
Puling	Leloko	CoT
Ramekane	Bavusile	Tshwane Roads and Transport
Ramorapeli	Tebello	CoT Economic Development and Spatial Planning / City Planning
Rasagam	Ganesh	World Bank Group, South Africa
Seakamela	Lerato	CoT Roads and Transportation/Transportation and Traffic Engineering
Sebola	Bob	CoT Economic Development Division/Business Compliance and Regulations Section
Sekele	Collins	NT Neighbourhood Development Partnership Programme
Sibanyoni	Nomsa	Tshwane Roads and Transport
Sibulele	Mbalo	CoT
Shai	Mmakanaga	CoT
Sutil	Charmaine	CoT Tshwane Community Safety – Office of the Staff Officer
Swanepoel	Lourens	CoT Roads and Transportation/Transportation and Traffic Engineering
Thabela	Hulisani	CoT Economic Development and Spatial Planning / Tourism
Thale	Gordon	CoT, Metro Planning
Tshukudu	Thabo	City of Tshwane Mayor's Office – City Sustainability Unit
Van der Merwe	Ewoud	CoT, Public Works and Infrastructure Development
Viljoen	Hendrina	CoT, Creative Industries and Policy Development
Wilkins	Kirsten	Open Streets
Williams	Faizel	Western Cape Department of Transport and Public Works
Xaba	Ntokozo	CoT Environment & Agriculture Management /Parks, Recreation and Crematorium Operations

26.3. Business Development Services

Name of Organisation	Services Provided	National/Provincial/Local
NATIONAL		
Dept. of Small Business Development -	<ul style="list-style-type: none"> - Debt Relief Fund - Business Growth /Resilience Fund - Township & Rural Entrepreneurship Programme (TREP) * Autobody Repairers & Mechanics * Bakeries & Confectioneries * Butcheries support * Shisanyamas & Cooked Food support 	
Dept. of Science & Innovation * Mmamose Seloane – Director Technology Localisation Unit Department of Trade, Industries & Competition – dtic www.thedtic.gov.za > incentives > black-industrialists-scheme	<ul style="list-style-type: none"> - Technology Stations programme) https://www.tia.org.za/blog/20202/06/15tia-partners-with-black-vc-partner-wz-capital - Black Industrialists Programme (seeks to increase the level of participation of black South Africans in ownership & control of productive enterprises in key sectors & value chains) - SMEs & township & rural - SEZ & Industrial Parks 	
Small Enterprise Development Agency- SEDA http://www.seda.org/MYBUSINESS/S TP/Pages/Incubation.aspx	<p>Various including:</p> <ul style="list-style-type: none"> - Supplier Development Programme - Hubs & Incubators (Seda Technology Programme) - Fem_In-Tech Development Programme:https://youtube.be/_-M1Oxgdn4 - COVID-19 One-Stop Information Portal - www.seda.org.za - https://pmg.org.za/cpmmitee-meeting/305221/ &30616/ & 30665/ - South African Furniture Industry – SAFI - District Development Model – https://www.cogta.gov.za/ddm/ SEDA Automotive Technology Centre http://www.satec.co.za/ 	
National Youth Development Agency – NYDA http://www.nyda.gov.za/	<p>Youth Development Agency</p> <ul style="list-style-type: none"> - Various youth-focused services both financial and non-financial - Youth Micro Enterprise Relief Fund (YMERF) Platform for 600 SMMEs two-way communication consumes & businesses, geo-location services connecting consumers to SMMEs in their vicinity & in-app stock orders. Also provides access to finance through its alternative credit scoring 	National and Provincial
Little Fish – www.itweb https://www.itweb.co.za/content/RgeVDqPYGegvKJN3	<p>Business development service</p> <p>The LITTLE FISH 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.</p>	
PILLAR 5 GROUP Address: Baruch Regent House (3rd Floor), Cnr Voortrekker &, Durban Rd, Bellville, 7530 Phone: 074 932 4911	<p>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.</p>	
Fetola www.fetola.co.za https://fetola.co.za/mentor-hotline/	<ul style="list-style-type: none"> Tailor-made enterprise & supplier development programmes - Mentorship 	<ul style="list-style-type: none"> - National - Cape Town

<p>The Awethu Project www.awethuprojects.co.za</p>	<ul style="list-style-type: none"> - Business Incubation - Reputation & brand building - Youth, Women & People with disabilities enterprises - Green/Sustainable sector, food security, & farming, local manufacturing & technology <p>The Awethu Project Launch Pad Incubator aims to grow businesses focusing on micro businesses throughout South Africa</p>	<p>National</p>
<p>Red Bull Amaphiko Academy www.redbull.com</p>	<ul style="list-style-type: none"> - A launch pad for start-up social entrepreneurs - 10 day of connection & collaboration with leading innovators, entrepreneurs & storytellers - One-on-one mentor who will assist you to develop business, personal & strategic development plans that will take 18 months 	
<p>BizQube www.abbc.co.za/index.php/incubator</p>	<ul style="list-style-type: none"> - Offers accredited business training - Customised mentoring - Enterprise supplier development opportunities in food, beverage, cosmetic & pharmaceutical manufacturing 	
<p>Smorgasbord https://smorgasbord.co.za/</p>	<p>An organisation dedicated to supporting & incubating food start-ups (food & beverage related)</p> <p>Focus on building & sustaining food & beverage sector in South Africa</p> <ul style="list-style-type: none"> - Invest in & create market opportunities for early stage food od business 	
<p>Raizcorp https://raizcorp.com</p>	<p>Works with entrepreneurs at stages of their life cycle</p> <ul style="list-style-type: none"> - Incubation services <p>Business acceleration for entrepreneurs</p> <ul style="list-style-type: none"> - Execute enterprise & Supplier development on behalf of corporates 	
<p>The Thomson Reuters Labs https://innovation.thomsonreuters.com/labs/labs/incubator.html</p>	<p>The incubator is a 6 - 12 month programme</p> <p>Diverse group of mentors</p> <p>Free office space</p> <p>Access to data & tools</p> <p>Customers Networks Investor circle</p> <p>Focussing on:</p> <ul style="list-style-type: none"> RegTech LegalTech Taxtech <p>Newstech amongst other things provides affordable business opportunities & workshop to empower entrepreneurs</p> <p>Practical workshops including manufacturing</p>	<p>Cape Town</p>
<p>The Furniture Technology Centre Trust – Furntech furntech.org.za French Tech capetown.lafrenchtech.com</p>	<p>Support to existing & start-up businesses providing incubation to entrepreneurs with skills in the furniture manufacturing industry</p> <p>A global incubator that aims to connect entrepreneurs from France & South Africa & also find funding for these start-ups in Africa</p>	<p>Cape Town Johannesburg</p>
<p>Private Sector SAB Foundation Tholoane Enterprise Programme – www.sabfoundation.co.za/tholoana-enterprise-programme Kick-Start SABInbev</p>	<p>R157 million invested in supporting 473 entrepreneurs</p> <ul style="list-style-type: none"> Youth Enterprise Programme Women Owned Taverns Programme 	<p>SAB Tholoana First Floor, Block C Plum Park 25 Gabriel Road Plumstead, Cape Town</p>

Kuba	Online ecosystem for small business development. Job Booster programme aimed at accelerating job creation through supporting & empowering micro-enterprises (https://www.iol.co.za/business-report/careers/50-entrepreneurs-set-to-benefit-from-job-booster-programme-8e4e6fc9-0e32-4b9e-9f3e-2e08b01abc63)	Cape Town based with a national footprint
Kandua	An online market place which focuses on providing home services with 10 000 vetted SMME and independent individuals in 100 service categories. https://ventureburn.com/2020/09/sa-tech-startup-partners-with-french-development-agency	Johannesburg base with a national footprint
Transnet Hub http://www.transnet.net/BusinessWith/Pages/Enterprise Development-HUB.aspx SA Business Hub http://www.sabusinesshub.co.za/	- This is an enterprise development hub - Aimed at expanding business opportunities for smaller enterprises & new business entrants - A website based hub that offers affordable & on demand business training, knowledge and information, coaching, an online marketplace for goods & services	National
Pick “n Pay Small Business – Enterprise Foundation http://www.picknpay.co.za/foundation-our-projects/small-business-incubation	- Financial & non-financial support for enterprises _ Committed to enterprises currently receiving their support	National
Shanduka Black Umbrellas www.shandukablackumbrellas.org./	- 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



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