

NELSON MANDELA BAY

Metropolitan Municipality

NEW BRIGHTON TOWNSHIP ECONOMIC DEVELOPMENT STRATEGY



Cities Support Programme

Township Economy Development Strategy

**Project Site New Brighton, Nelson Mandela Bay
Metropolitan Municipality**

Prepared by the TED Project Team

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I. Executive Summary

The Cities Support Programme (CSP) of National Treasury (NT) has entered into an agreement with the Nelson Mandela Bay Metropolitan Municipality (NMBM) since 2019 to provide technical support for a township economy development (TED) project in New Brighton. The three-year TED project aims to strengthen the capacity of the NMBM 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 New Brighton. The CSP provided the NMBM 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 NMBM and relevant departments indicated in the specific projects to develop the TED strategy for New Brighton. The process of formulating the strategy has been thoroughly consultative, with multiple engagements held with Metro officials and members of the New Brighton community.

The strategy has also been informed by the CSP township economy theory of change (ToC). The ToC recognises townships as requiring a spatial and systems-oriented development approach, influenced by, inter alia, i) provision (and quality) of public goods and services, ii) an effective and appropriate regulatory environment, iii) the capacitation and organisational strengthening of society, and v), targeted business development support services. A central component of the ToC is the requirement for a context specific understanding of development opportunities, drawing on an appreciation of community needs, capabilities and institutions. The New Brighton 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 NMBM 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 New Brighton 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 New Brighton. The aim of the Situational Analysis is to identify aspects of the township economy that could benefit from strategically aligned project

interventions. Part 1 thus provides a status report and evidence base relating to crucial aspects of the township economy. The analysis focused on: i) the business ecosystem, ii) township micro-enterprises, iii) the land use systems and characteristics, iv) strategic spatial nodes, including precincts, v) housing, vi) public transport, vii) physical infrastructure, and viii) the environment. Based on this analysis, the CSP technical assistance team recommended 32 development opportunities. These opportunities fall within core Metro 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 NMBM 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 NMBM integrate these opportunities into existing programme or develop and institutionalise specific projects.

The New Brighton TED strategy provides the NMBM 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 NMBM to leverage institutional impacts through knowledge sharing, strengthening Metro strategies, facilitating transversal and participatory planning processes, sourcing funding, and building partnerships. The New Brighton TED benefits the Metro through strategic planning, project formulation, institutional alignment, the leveraging of funding and the facilitation of partnerships to implement the 8 projects.

Part 1: New Brighton Situational Analysis Report

The New Brighton 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 NMBM plans and programmes.
- A desk-top identification of all relevant municipal planning documents, and feasibility studies for economic projects. In all, 82 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 New Brighton Virtual Imbizo page on Facebook.
- Collection and collation of spatial information, including open-source data and NMBM 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 301 businesses (micro-enterprises, SMEs and corporates), recorded 41 business hotspots and 48 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 key precincts that are identified in NMBM plans. These were i) the Daku Road/Dibanisa Street Commercial High Street, ii) Njoli Square Precinct iii) Embizweni Square precinct, as well as New Brighton Beach. High level observations on these socio-economic spaces:

- **Daku/Dibanisa Street.** The spatial and functional aspects of Daku Street, make this street well-suited to high street activation. The design of the edges to allow for parking, pedestrian access and economic activity is necessary along these streets to intensify economic activity. However, at present, the street design is best suited to maximise mobility and zoning around this street is for low-density monofunctional residential use. Addressing the land use and street design will contribute to the economic function of this street.
- **Njoli Node** is a well-located transport node at the intersection of two mobility corridors but lacks coherent spatial legibility. The connections between land parcels are compromised due to the divisive nature of the busy vehicular roads that intersect this node. The intersection creates four distinct developmental quadrants. The recent investments in taxi infrastructure do not adequately deal with edge conditions, the operationality of the space or unlocking economic opportunities for new businesses.
- **Embizweni Square** is a well-defined neighbourhood node, which provides a range of commercial and recreational services. The square is actively used by residents in the surrounding area, but empty land around the node has resulted in a range of urban decay issues including illegal dumping.

- **New Brighton Beach** is well located in relation to New Brighton. The beach is sandy and accessible via a concrete pavilion. There are facilities at the beach, but these are run down and have been vandalised. The pier at the beach is worn and in need of repair. There are braai facilities and a lawn close to the beach, which are well-used. The water at the beach is contaminated; this issue needs to be addressed to make the beach safer to swim at.

During the Situational Analysis phase, 32 developmental opportunities in New Brighton, which align with Metro mandates, were identified. See the table below for a detailed overview of these opportunities.

A. Policy and Strategy

Opportunity	Notes
Land-use obstacles for business formalisation and investment in property reduced.	The Metro to conceptualise a strategy for reducing land-use obstacles via overlay zones or other suitable instruments, focusing in particular on micro-nodes, high streets, Embizweni and Njoli.
Property investment in backyard rental accommodation units enabled and formalised.	The Metro to develop guidelines / criteria for the development of backyards accommodation units, through reducing land-use and development restrictions.
Street signage / advertising extensively utilised to promote local businesses.	The Metro to expand the provision of street signage / advertising boards to promote township businesses.
Revenue collection from rates improved.	The Metro to develop and implement a strategy to generate rates revenue from commercial businesses, including home based enterprises and businesses operating in retail nodes.
Informal sedan taxi's formalised.	The Metro to strategize an approach to formalise informal taxis and implement a pilot initiative.
Regulated business sectors are formalised and able to access state-subsidies / industry programmes.	The Metro to engage with the E.C. Prov. Gov to address constraints on ECDC, taverns / restaurants, undertakers and other regulated sectors from attaining compliance with business licencing.
Shopping malls foster and enable opportunities for micro-enterprises.	The Metro to engage shopping mall developers / owners to agree on strategies to integrate micro-enterprises into the shopping mall precinct, through adherence to development planning agreements and proactive measures to support micro-enterprises.
TED evidence utilised in area-base strategic plans.	The Metro to incorporate the evidence from the TED situation analysis into strategic plans, including the IDP, SDF, and BEPP.

B. Enterprise Development

Opportunity	Notes
The New Brighton arts and crafts facility activated to enable creative economy business development and marketing.	The Metro to devise a strategy, with partnerships, to reposition the arts and crafts facility to directly support the township

Mechanics / panel beaters and associated businesses in the after-sales automotive sector have access to business development support services to grow and professionalise.	creatives, providing facilities, training and market development. The Metro to facilitate partnerships with private sector companies, BDS stakeholders including DSBD / SEDA, to provide equipment / skills training / supply agreements / finance to automotive sector micro-enterprises.
Micro-enterprises have improved access to business development support services.	The Metro 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 Metro to facilitate partnerships to improve digital access in New Brighton, through (inter alia) digital hubs, free wi-fi, and linkages to marketing platforms. Investigate the feasibility to situating a digital hub within the Red Location.
An annual trade marketing event to be held in New Brighton to link the community to retail business opportunities.	The Metro to conceptualise and implement a trade promotion event to stimulate opportunities for direct marketing, supplier agreements and digital services, connecting home based traders / producers to companies and markets.
The income and productivity of township recyclers improved.	The Metro to facilitate market linkages between waste collectors and buy-backs centres. To enhance the sector productivity, the Metro to provide business development support.
Businesses have greater financial literacy and have access to services and technologies, including digital platforms	The Metro to facilitate partnerships to extend financial literacy training to township micro-entrepreneurs and improve access to services and technologies.
Opportunities unlocked in the creative and leisure economies, provide youth a pathway to transition into jobs and livelihoods.	The Metro to support the development of creative sector / hobbies via social enterprise / community based organisation programmes, use of Metro facilities, the staging of events, and linkages to BDS services.

C. Nodal Development

Opportunity	Notes
Daku /Dibanisa Roads transformed into a commercial high street.	The Metro to conceptualise, plan and implement projects to transform Daku/ Dibanisa Road to support an economic high street. Projects to include investments in physical and trader infrastructure and land-use amendment.
Njoli square developed as a retail and transport hub with affordable accommodation and upgraded trader stands.	The Metro to formulate a business strategy, management plan and site specific projects to develop the Njoli precinct.
Embizweni square as a social and economic precinct enhanced through investment and land unlocking.	The Metro to conceptualise a plan to enhance the social and entrepreneurial opportunities in Embizweni square, focusing on enabling investment in surrounding properties.
A business corridor from Njoli to Main Road developed.	The Metro to conceptualise and plan projects to foster the growth of commercial activities along Njoli, Norongo and Main Roads.

D. Spatial Integration

Opportunity	Notes
Affordable public transport enhanced through expansion of local e-hailing services. An integrated public transport system achieved.	The Metro to promote the use of e-hailing via information awareness and safety campaigns. The Metro to devise strategies for integrating mini-bus taxi, train, BRT and long-distance bus modes and payment systems
Infrastructure developed to provide and enable universal access to public transport	The Metro to implement designs for universal access in transport hubs to ensure that people living with disabilities / mobility requirements have access to public transport services.
Road link between John Tallant Road and Seyisi Street is completed.	The Metro to plan, resource and commission the construction of the road linkage from John Tallant Road to Seyisi Street.

E. Housing and Property

Opportunity	Notes
The housing and commercial property market strengthened.	The Metro to facilitate partnerships with housing market actors to promote the formalisation of housing market transactions, focusing on enabling homeowners to access title deeds and resolve inheritance blockages.
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 Metro will introduce procedures to fast-track higher density housing investments in the Red Location precinct and Tambo informal settlement. The Transnet flats and site may present a public-private housing partnership opportunity.
The Solar PV usage advanced, with capacity strengthened for local installation and maintenance.	The Metro to upscale the installation of Solar PV, drawing on lessons from the NMU 'pilot' , building partnerships, and facilitating skills development for installing and maintenance by local technicians.

F. Social and Community Infrastructure

Opportunity	Notes
The facilities at New Brighton Beach and linkages to township revitalised.	The Metro to conceptualise plan with projects to revitalise New Brighton Beach and supporting facilities, in respect to upgrading and maintaining these facilities, enhancing accessibility, improving security, reducing environmental hazards, creating opportunities for traders and instituting a precinct management plan.
The tourism and economic multiplier opportunities of the Red Location museum and historical monuments revived.	The Metro to develop and implement a strategy to revive the tourism and economic multipliers from the Red Location museum and other monuments, building linkages to township micro-enterprises.

G. Urban Management

Opportunity	Notes
Public Employment Programmes utilised to address urban management challenges, including the maintenance of ecosystem resources.	The Metro to strategies the repurposing of PEP to improve urban management challenges, including dumping with wetlands / monuments, through identifying partnerships and new approaches.
The sustainability of the Swartkop estuary achieved through community and business partnerships.	The Metro to Identify and implement projects to reduce waste entering Swartkop estuary, mobilising local micro-enterprises and community based organisations.
Public Private Partnerships improve safety and security for local businesses in retail hubs and trading sites.	Support the Metro to devise strategies for improving consumer and business safety & strengthening security, involving PPP, local organisational groups and Crime Prevention Through Environmental Design (CPTED) approaches.

Part 2: New Brighton TED Project

In Phase 2 of the TED project, the TAT worked with the NMBM teams to undertake an institutional assessment of the development opportunities and select 8 projects for implementation within the New Brighton 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 Metro programme and project priorities.
- can be funded by the Metro.
- 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 New Brighton TED project were:

Project 1: Develop and implement a strategy to revitalise the Daku Road commercial high street

The project goal is to enhance the function of Dibanisa Road and Daku Street as a connectivity (mobility) corridor and commercial (activity) high street in the iBhayi area by intensifying the land use rights for properties along this corridor and by upgrading the public realm, placemaking and providing informal trader infrastructure in strategic sites. The scale and nature of the project warrants an incremental phasing of work packages, including first fixes, to ensure the overall project objectives are achieved in a timeous, responsive and effective manner.

Project 2: Develop and implement the Njoli Square precinct plan

The project goal is to implement the Njoli Precinct Plan, 2019. The New Brighton TED project will contribute towards the operationalisation of the Njoli Precinct Plan, 2019 through strategic technical support on project advancement. This will be done through refining the conceptual spatial development plan, specifying and packaging catalytic projects, and supporting the NMBM to resource and implement first-fix project components.

Project 3: Enhance Embizweni Square as a social and economic precinct by unlocking land

The project goal is the revival of Embizweni Square as a social, cultural and economic node in New Brighton through the repurposing of existing infrastructure, facilitation of new investment opportunities, land use management and property regularisation.

The rehabilitation and activation of the Square will have a direct catalytic impact on surrounding community resources. In addition to improving physical infrastructure, the project goal is to realise a sustainable social and precinct management intervention.

Project 4: Strengthen the Mendi Arts Centre as a sustainable community asset and creative economy resource

The Project goal is to develop a business plan to provide strategic direction and financial sustainability for the Mendi Arts Centre. The business plan will be for five-year period, from 2022-2027.

The plan will detail strategies for facility maintenance, the building of partnerships with the private sector and non-state actors, the scope and reach of programmes, and actions to minimise risks to Mendi Arts Centre sustainability.

Project 5: Support the development of the township tourism sector

The Project goal is to promote economic opportunities for New Brighton and broader township micro-enterprises in the tourism sector.

The New Brighton TED project will contribute towards this goal through supporting a tourism development programme (as part of the Heritage Route) that would link township enterprises together, whilst providing a set of cultural experiences for local (self-guided) and international (guided) tourists and enhancing creative economy businesses.

Project 6: Improve business development support for micro-enterprises in the after-sales automotive sector

The Project goal is to transform township micro-enterprises in the after-sales automotive sector into formalised, profitable, reputable, and growth-oriented businesses, able to maximise opportunities.

Project 7: Support creatives to professionalise and generate income from hobbies and activities in the creative economy

The Project goal is to transform township micro-enterprises in the creative economies sector into formalised, profitable, reputable, and growth-oriented businesses able to maximise opportunities.

This will be done by capacitating beneficiaries; developing appropriate working spaces for creatives; and facilitating partnership to assist creatives to formalise and access appropriate business development services.

Project 8: Revitalise facilities and improve access to Brighton Beach

The Project Goal is to revitalise the public environment at Brighton Beach through restoring, repairing, and upgrading public facilities, whilst institutionalising a precinct management strategy and action plan to guide the revival of this important recreational resource in the context of a leisure destination for iBhayi townships.

In contributing towards this goal, the Project will support the NMBM to develop a strategy for the revitalisation of Brighton Beach, identifying specific work-packages and facilitating a transversal planning team to guide and implement components.

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 New Brighton 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 Metro 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 NMBM 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 New Brighton 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 NMBM 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 New Brighton TED Project Charters have been submitted to NMBM Exco for approval. It is anticipated that the approved charters will simultaneously provide a mandate to further embed the projects institutionally within Metro departments (and their alignment with programmes) and provide a framework to guide implementation. In the CSP Project Phase 3, the TAT will advise the Metro and provide technical support to advance project implementation.

II. Abbreviations and Acronyms

AIDC	Automotive Industry Development Council
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
COGTA	Cooperative Governance and Traditional Affairs
CSP	Cities Support Programme
DALRRD	Department of Agriculture, Land Reform and Rural Development
DSBA	Department of Small Business Development
DEDEA	Department of Economic Development and Environmental Affairs
DIMS	District Information Management System
ECDC	Eastern Cape Development Forum
ED	Economic Development
EDSE	Ecosystem Development for Small Enterprise programme
EDTA	Economic Development Tourism and Agriculture
GIS	Geographic Information System
IMEDP	Informal Micro-Enterprise Development Programme
IPTNP	Integrated Public Transport Network Plan
LSDF	Local Spatial Development Framework
MBDA	Mandela Bay Development Agency
MPV	Multi-Purpose Vehicles
MSDF	Municipal Spatial Development Framework
MTEF	Medium-Term Expenditure Framework
NMBM	Nelson Mandela Bay Metro
NMT	Non-motorised transport
NT	National Treasury
NYDA	National Youth Development Agency
PEP	Public Employment Programme
PPE	Personal Protection Equipment
SEDA	Small Enterprise Development Agency
SEFA	Small Enterprise Finance Agency

SLF	Sustainable Livelihoods Foundation
SMME	Small, Medium and Micro-Enterprises
SPLUMA	Spatial Planning and Land Use Management Act
StatsSA	Statistics South Africa
TAT	Technical Assistance Team
TED	Township Economic Development Project
TER	NMBM Township Economy Revitalisation
ToC	Theory of Change
TREP	Township and Rural Entrepreneurship Programme (DSBD)
TTP	Township Transition Project
WGB	World Bank Group (South Africa)

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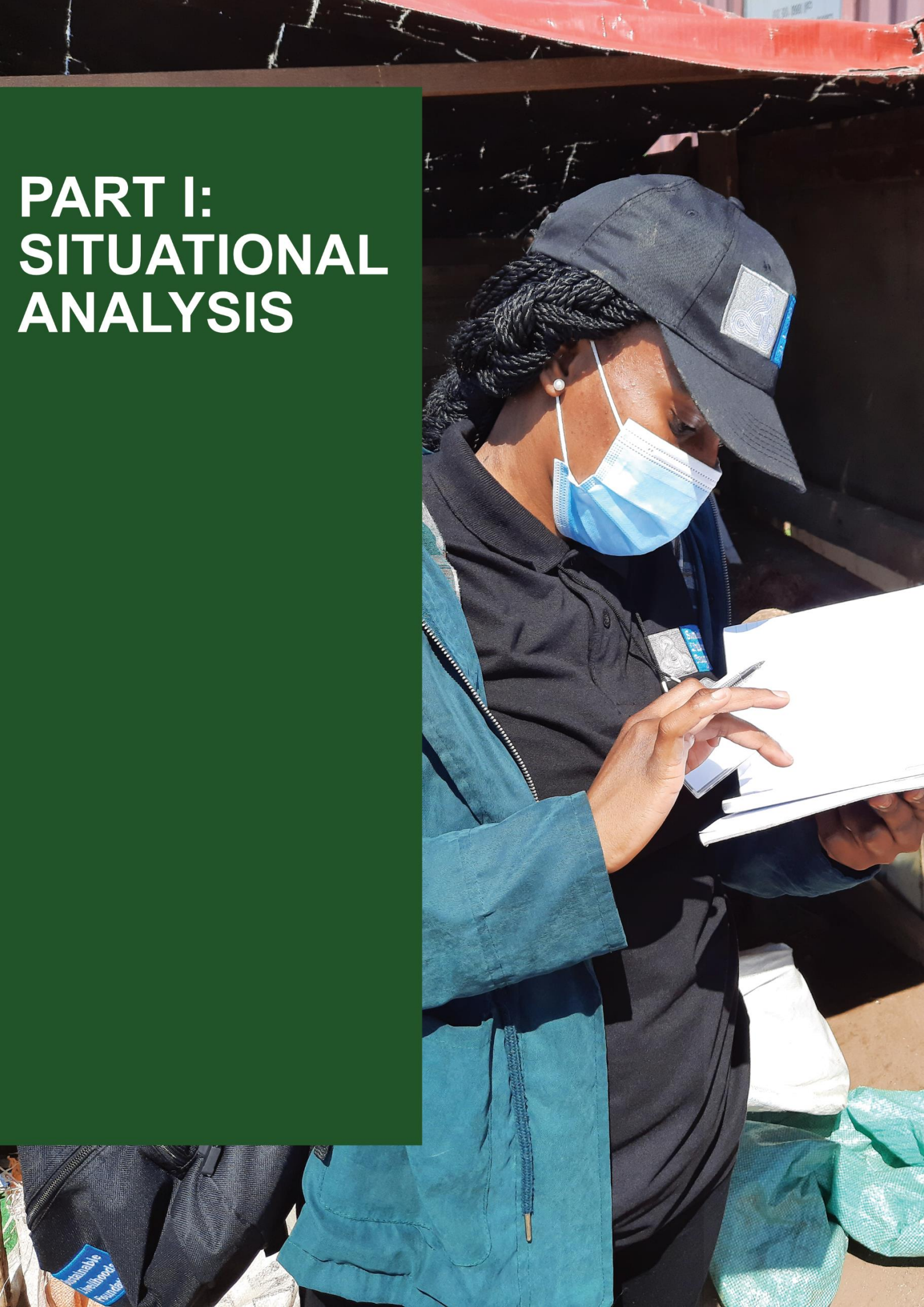
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PART I: SITUATIONAL ANALYSIS



1. Situational Analysis Aims

1.1. The CSP TED Project

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

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

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 Metro to conceptualise an overarching TED strategy for New Brighton. 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 NMBM to align the strategy to existing and emerging NMBM development frameworks, plans and projects.

1.2. CSP TED Theory of Change

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

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

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

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

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

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

In supporting the NMBM to develop a TED strategy, 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 metro and project access to development support opportunities within a broader ecosystem centred on the DSBD, which includes the Small Enterprise Development Agency (SEDA) and the Small Enterprise Finance Agency (SEFA). Additionally, the EDSE programme provides linkages to private sector led opportunities and leverage to engage on matters of policy and strategy.

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

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

2. Approach and Methods

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

2.1. Establishment of Transversal team

The project was institutionally landed in an initial series of high-level engagements, which commenced in 2019. In this project introductory phase, the TAT team was introduced to the Metro departments of economic development and CSP Metro co-ordinator. The Metro 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, we accessed feasibility studies for economic projects. Through examining these documents, we were able to comprehend Metro spatial and economic development priorities in New Brighton. The subsequent ecosystem survey and field research investigation focused on the identified nodes, precincts and high streets. The consulted plans and literature are listed in Annexure: References. We identified and consulted a total of 84 sources, comprising official publications, academic publications and unpublished reports.

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

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

2.3. Participatory Engagement

In the context of Covid-19, the TAT instituted on-line engagements. This was achieved through the establishment of a ***New Brighton 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 Imibizo to investigate socio-economic conditions and business developments in New Brighton. These action research interventions included campaigns to understand innovative forms of non-motorised transport; to investigate the scope of activities within the creative sector; and understand peoples' leisure time activities. Through the virtual imbizo page, the TAT was able to recruit local field research to support the TAT undertake the ecosystem surveys.

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

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

- Likes: 2526
- Follows: 2621

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



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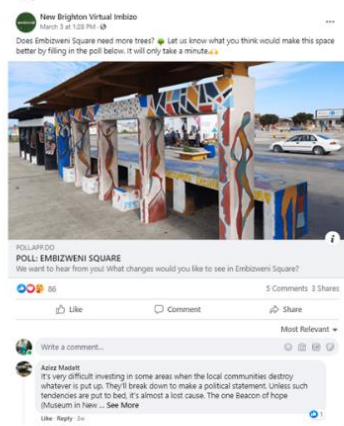
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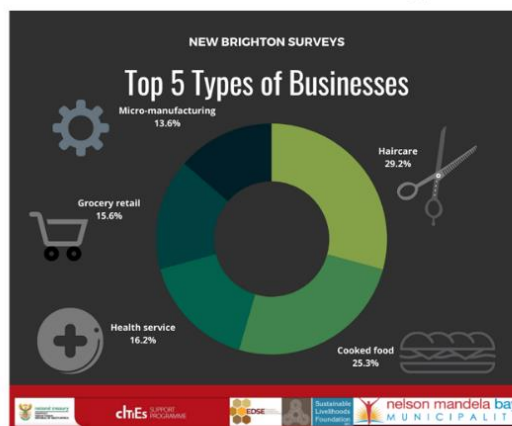
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1. Cover Image
2. Profile Picture
3. Fieldworker Recruitment
4. Participatory Action Engagement for the Automotive Sector
5. Heritage Day Participatory Action Engagement
6. Embizweni Square Poll
7. Survey Infographic

Figure 1: Examples of Content published on the New Brighton Virtual Imbizo

2.4. Spatial Information

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

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.

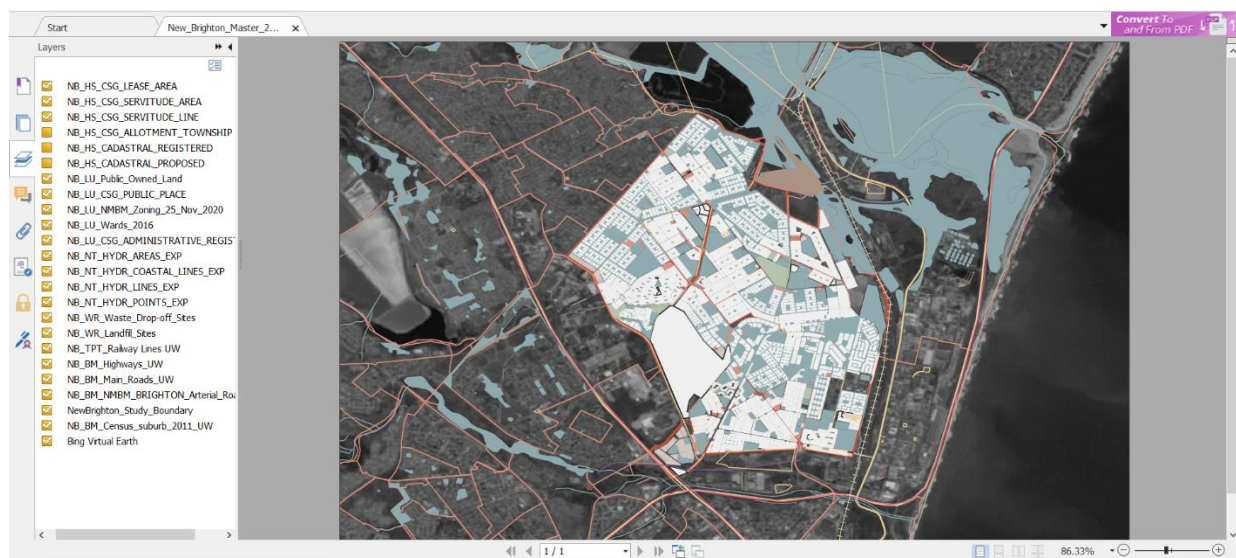


Figure 2: The Interactive GIS Tool

The TAT undertook a spatial analysis of high streets, business nodes and development precincts as identified in planning documents. The precise area of these spaces is illustrated in our analysis of their economic potential. The site layout, cadastral units and land-use zones have been extracted from the

geospatial portal and represented within accompanying diagrams. Within each of these micro-context analyses, we have sought to indicate the proposed building footprint of developments. Furthermore, we have utilised annotated photographs and field research notes / observations to comment on the economic potential of these spaces.

2.5. Ecosystem Survey

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

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

Field research was undertaken from August to November 2020. The survey was undertaken from the 21st to the 25th September 2020. The local field researchers were supported by experienced SLF researchers. The 8 local field researchers were selected from 90 applications. Measures were instituted to ensure that the field research team adhered to recommended guidelines to minimise exposure to COVID-19.

In New Brighton, the researchers undertook 397 surveys, which included surveys of 227 township micro-enterprises businesses. We recorded 55 small and medium enterprises (SME) (these included all large, non-corporate businesses), 20 corporates, 41 business 'hotspots' and 45 institutional services (which included financial services). During the field research, the team undertook interviews with 6 local stakeholders.

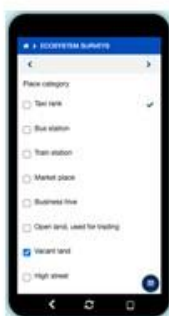
Ecosystem survey entry point



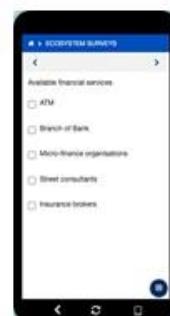
Business surveys



Business hotspot



Institutional services



Stakeholder



Figure 3: The Ecosystem Survey Setup as used in the CommCare App



1.



2.



3.



4.



5.



6.

Figure 4: The fieldwork team in New Brighton

Description of figures 1 – 6:

- 1. Field work training day. We recruited eight residents via the Virtual Imbizo to be trained as field workers.*
- 2. Field training using the CommCare App/ ecosystem survey tool.*
- 3. Covid-19 infection control measures included a daily health and temperature check.*
- 4. Micro-enterprise interviews were conducted in-situ.*
- 5. A fantastic team of dedicated researchers!*
- 6. A security advisor was recruited to maintain vigilance for crime risks.*

2.6. Site Field Research and Engagement

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

- The Red Location,
- Ferguson Road,
- Singaphi Street,
- Sheya Kulati Drive / Avenue A,
- Mendi Road,
- Embizweni Square,
- Main Road (Ntshekisa Road),
- Monduka Road,
- Norongo Road,
- Njoli Street,
- Njoli Square precinct,
- Daku Street (Dibanisa Road),
- Daku Square precinct,
- Isaac Wolfson Stadium precinct,
- Seyisi Street
- New Brighton Beach

The enterprise surveys were largely undertaken on Ferguson Road, Mendi Road, Ntshekisa road, Norongo Road, Njoli Street and Daku Street.

The research team inspected the taxi ranks at Njoli Square (both the long distance and metropolitan rank).

2.7. Sector Specific Investigations

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

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

3. Limitations

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

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

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

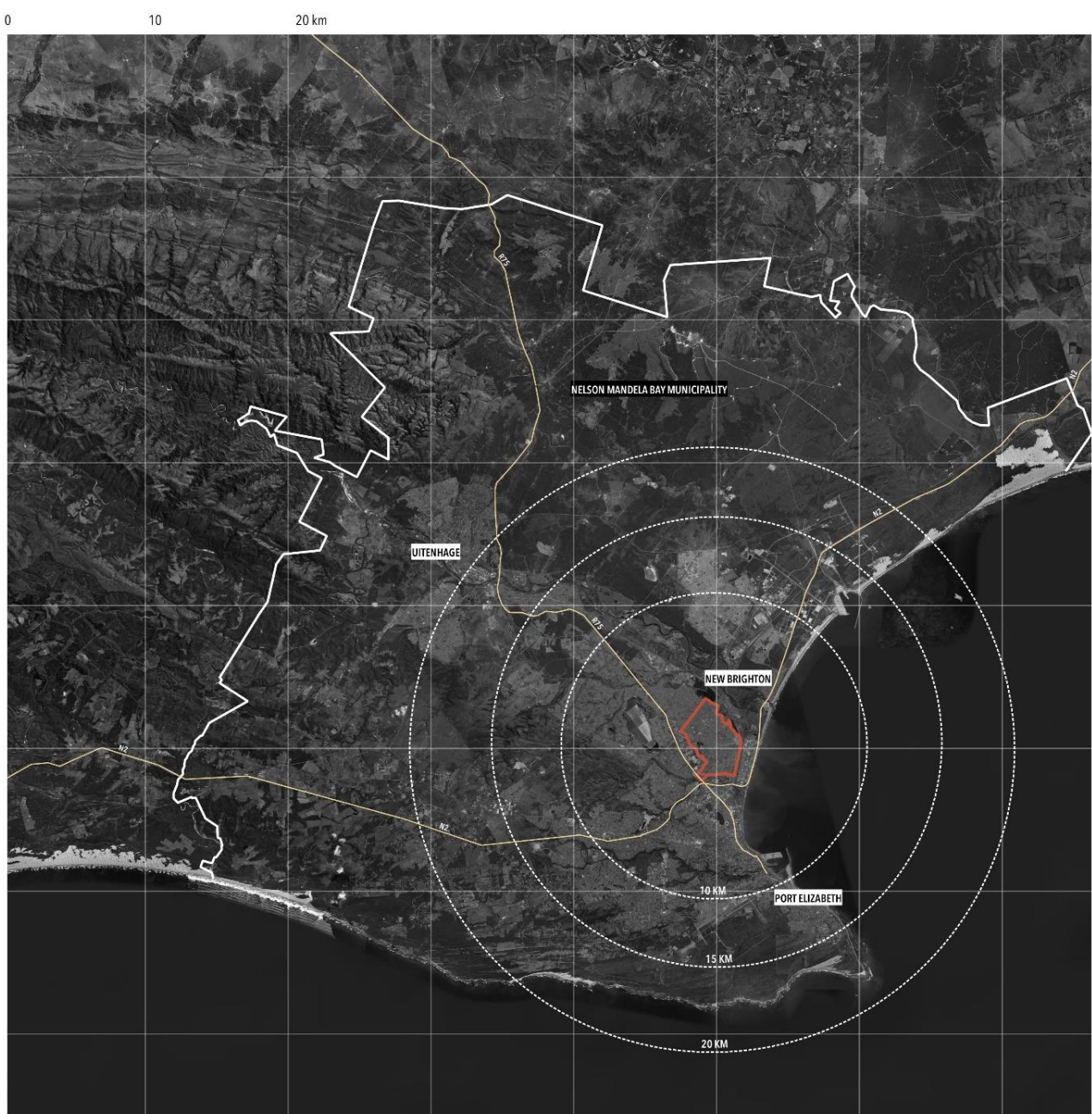
Shortly after the commencement of the project, the Covid-19 pandemic necessitated strict control measures (lockdown) which then limited opportunities for in-person engagements and field-based activities. Online engagements were instituted and proved to be a partially effective substitution for in-person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

The ecosystem enterprise survey method was intended to provide an initial insight of business activities within New Brighton. 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, such as minibus taxis. Since participation in the survey was voluntary, several business operators did not participate for various reasons including their desire to avoid enumeration and fear of state interference in their business practice (in other words, enabling formalisation).

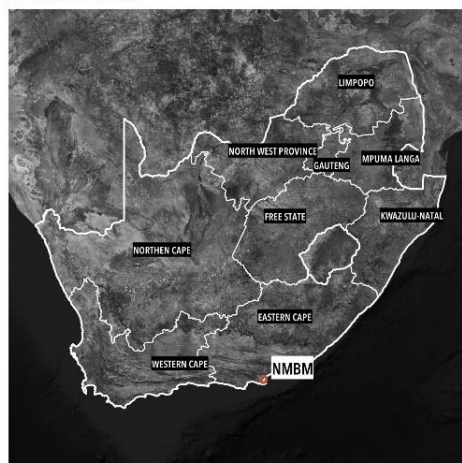
4. Project Site

New Brighton and KwaZakhele form part of the iBhayi township cluster in NMBM. New Brighton is spatially situated about 12 kilometres east of the Port Elizabeth/Gqberha central business district (CBD). The site is bordered by the N2 to the south and Swartkops estuary to the east. Two industrial parks border this area – Deal Party to the South and Struandale to the west.

The site comprises a core area and a secondary area. The core area comprises the following sub-places (StatsSA): New Brighton and part of KwaZakhele, including the following the sub-places: KwaFord, New Brighton 1, New Brighton 2, KwaZakhele 1, KwaZakhele 2, and KwaZakhele 3. The area is shown in Map 1.



NMBM STUDY AREA



LOCATION KEY

- KEY**
- NELSON MANDELA BAY MUNICIPALITY**
- 1. Base Map**
- 1.1 Extents**
- NMB_Study Area_Extent
- NMBM Municipality
- 1.2 Connectivity**
- Highways

Map 1: New Brighton in the Context of Nelson Mandela Bay Metro

5. Institutional Ecosystem

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

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

Government strategies and programmes at national, provincial and 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). Business Development Services (BDS) and BDS 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 (BBSDP), Co-operatives Incentive Scheme (CIS), Shared Economic Infrastructure Facility (SEIF) and the Informal Micro Enterprise Development Programme (IMEDP). Some of the key partners and programmes under the DBSD mandate are discussed below:

5.1.1. Small Enterprise Development Agency

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

An ecosystem appraisal undertaken as part of the inception of the EDSE programme observed that although SEDA was designed to be the premier hub for the delivery of 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 EDSE 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 had sufficient capacity to resolve these issues. SMMEs face challenges in accessing supply chains and would benefit from support to identify opportunities and facilitate programmes (BDS, financial services) that could enable access to these markets.

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

5.1.2. Small Enterprise Finance Agency

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

different loan programmes as follows: direct lending (R108 million), sholesale lending to SMEs (R52 million); Khula Credit Guarantee (R13 million), microfinance (R22 million) and co-operatives lending (R3 million). A Township Entrepreneur Fund has recently been announced.

5.1.3. Black Business Supplier Development Programme

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

The BBSDP provides funds to black owned township enterprises. The support to township enterprises has decreased from 123 (R56.2 million) to 77 (R37.9 million) from 2016-2019. The budget for the current medium term expenditure framework 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 number of co-operatives supported through CIS has decreased from 58 to 15 from 2015-2019. The amount disbursed has decreased from R11.6 million to R2.7 million from 2015-2019. Of this, 6.7% was to co-operatives based in townships.

5.1.5. Shared Economic Infrastructure Facility

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

5.1.6. Informal and Micro Enterprises Development Programme

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

The objectives of the IMEDP are:

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

5.1.7. The Small Business Innovation Fund

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

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

5.1.8. Township and Rural Entrepreneurship Programme

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

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

- Personal care services: R90 million

Current priorities within the programme include:

- **Small-scale bakeries** – the assistance comes in the form of a financial package, through SEFA, structured to cover the cost for equipment and working capital. It also proposes an off-take agreement with Spaza's for distribution of goods.
- **Informal and small-scale clothing/textile producers** – this support is aimed at the funding of small clothing or textile makers including PPE (Personal Protection Equipment) manufacturing. The improvement in quality manufacturing of garments is also taken into consideration that will enhance competitiveness.
- **Automotive Aftermarkets Support** – is aimed at independent automotive aftermarket businesses or enterprises located in townships and villages. 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 DSBD and SEDA. SheTrade aims to enhance support to women by connecting beneficiaries to potential investors, business support organisations, and potential buyers. Through SheTrade platform, female entrepreneurs will be exposed to a global market by connecting nationally, and regionally with other female entrepreneurs and networks. The goal is to have 250 000 women-owned or led businesses connect to markets by 2023.

5.1.10. District Information Management System

An ongoing challenge faced by the different levels of government, department agencies and programmes are poor coordination of BDS services. As a result, the SMME development landscape is fragmented, whilst 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 of these interventions, offer quality assurance and improved enterprise supplier development, and enable shared information on the BDS ecosystem. A key benefit of the DIMS is alignment with the existing datasets of the DSBD and agencies in a "single version of the truth". The DIMS is to be managed by SEDA but will be accessible to the BDS ecosystem as a whole.

5.1.11. Small Business Economic Development Portal

The Small Business Economic Development Portal – an initiative by the DSBD, SEFA and SEDA has been established to draw in and register SMMEs for support from the Department – in particular linked

to the economic downturn caused by the COVID-19 pandemic. The portal is coordinated through the website www.smmesa.gov.za and a hotline. The portal and initiative include:

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

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

5.2. Provincial Government Programmes

5.2.1. Department of Economic Development and Environmental Affairs

The Eastern Cape Provincial Government's (ECPG) Department of Economic Development and Environmental Affairs (DEDEA) is responsible for local economic development in the Eastern Cape. It

estimated that there are some 180,000 SMMEs in the province, with 144,000 of these being informal businesses. The DEDEA lists the major business challenges that these enterprises face as:

- Poor business infrastructure
- The highly informal nature of many microenterprises that restricts much of their operational opportunity
- A lack of skills within the informal and township sectors – especially as they relate to market requirements (for example Fourth Industrial Revolution relevant skillsets)
- A lack of markets for enterprises to trade into – especially those reliant on customers from a geographically limited base
- A proliferation of government programmes that have been both non-responsive to township entrepreneurs and the dynamics in which they operate, and also a lack of coordination of such programmes meaning that patchy and uneven outcomes of interventions are commonplace
- A range of dynamic socio-economic factors including the poverty context, cultural outlooks and the impact of family shocks on microenterprise,
- High levels of unemployment.
- The “proliferation” of foreign national operated retail outlets in townships and informal settlements.

Within its “Developing Sustainable Township and Rural Economies Programme”, the DEDEA has highlighted strategic interventions that should stimulate growth within the sector:

- Mapping of township businesses and demographic profiles to enable policymakers to speak to specificities within local municipalities.
- Developing a package of support for township entrepreneurs including a review of initiatives in terms of: Access to markets; Skills development; Procurement and buying strategies; Formations of business associations
- Industrialization of township economies, focusing on investment in labour absorbing sectors.
- Infrastructure development in response to socio-economic opportunities identified within the spatial strategic Integrated projects (SIPS).
- Inclusive business: attracting new businesses to locate in the townships.
- Strategies to locate government and other key services in townships to support existing and attracting new businesses.
- Interventions to reduce transport costs for township dwellers.

The influence of the ECPG in the township economy is limited to specific spheres (such as education, health, aspects of housing and roads), and sectors (licensing for child care facilities and liquor traders permits) in which the Province has jurisdiction and mandates. As such, ECPG interventions tend to reflect strategic policy and investment opportunities, with much of the day-to-day provision of services and BDS programmes left to the Metro.

5.2.2. Other Provincial Agencies

The following agencies are important actor in the regional Eastern Cape economy, and could play a role in fostering enhanced local economic development.

- **The Eastern Cape Development Corporation**

The Eastern Cape Development Corporation (ECDC) is a wholly owned entity of the Eastern Cape Government. The ECDC is the economic development and investment agency of the ECPG. It provides support, resources, investment and capital opportunities to SMMEs for strategic development impact. These activities are achieved through development finance and business support.

- **The Regional Innovation Forum**

The Regional Innovation Forum aims to promote regional innovation. The forum is an initiative of a number of different stakeholders in the Nelson Mandela Bay Metro / Sarah Baartman District Municipality and falls under the auspices of the Department of Science & Innovation. It consists of 18 members including representatives of the Automotive Industry Development Council (AIDC), which body aims to increase the global competitiveness of the South African automotive industry.

- **Chemin**

Chemin is a technology business incubator specializing in supporting the start-up and growth of small and medium enterprises in the downstream chemical industry.

5.3. Nelson Mandela Bay Programmes

5.3.1. Long Term Growth and Development Plan 2017-2032

The Long-Term Growth and Development Plan 2017 – 2032 was formulated through a ward consultation process in September and October 2016. The plan makes specific mention of ten sectors of strategic importance: agriculture; green economy; tourism; manufacturing; SMMEs; services and transport.

The Plan furthermore references the need for catalytic interventions to develop the township economy, enhancing Metro confidence and leading to ongoing growth, development and job creation. The plan encourages the development of economic partnerships between stakeholders for strategic economic development in sectors of tourism, manufacturing, automotive, and SMMEs. Importantly for the township economy and SMMEs, it also supports reviewing and streamlining of the Metro's procurement and contract management policies and processes to benefit SMMEs.

5.3.2. Township Economy Revitalisation Strategy

The Metro recognises that a lot of township economic activity is trapped within a narrow band of informal activities, bringing about low financial returns and limited employment multipliers. It recognises that street traders, spazas and shebeens are prominent and important businesses with many operating from homes. In addition, the Metro highlights the important role of services within the township economy including the taxi industry and ancillary enterprises such as tyre repairs and carwashes, and other services such as personal and social services, food preparation, hair salons and early childhood development centres. Manufacturing enterprises that exist are commonly unlinked to the mainstream economic sectors and opportunities and markets outside the townships.

The Township Economy Revitalisation (TER) strategy was outlined in 2019, which sets out the development principles and protocols to guide institutional decision-making processes and includes a recommended development implementation plan. Due to changing internal political relationships in the Metro and the advent of the COVID-19 pandemic in 2020 there has been little further development of the TER since 2019.

7.3.3. Mandela Bay Development Agency

The Mandela Bay Development Agency (MBDA) is an entity of the NMBM. The Agency drives catalytic projects within the Metro to achieve social, spatial and economic transformation. It implements projects across five workstreams, being urban renewal, facilities and area management, innovation and research, psychological support projects, and in respect to the management of the Nelson Mandela Stadium and precinct. The MBDA has undertaken a legacy of projects to support TED (and in support of the CSP's ToC in respect to social-spatial-economic transformation) in the project site, including: the T.C. Magqabi Swimming Pool, Singaphi street environment upgrade, and the Safety and Peace through Urban Planning Programme.

6. Enterprise activity

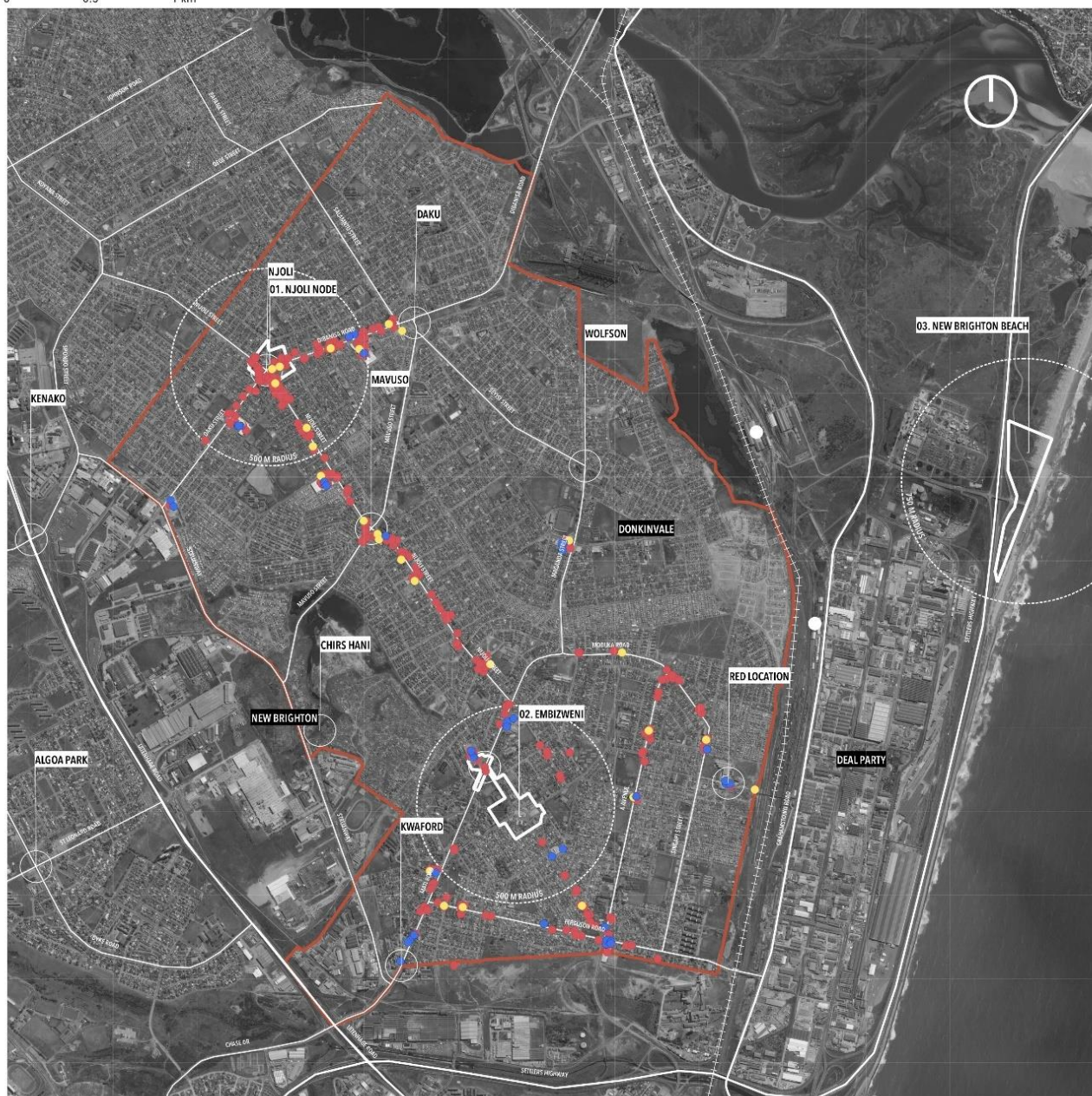
6.1. Micro-Enterprise Ecosystem

6.1.1. Approach

The first phase of surveys for the TED Ecosystem project were conducted in New Brighton and completed between 16th and 25th of September 2020. The aim of the ecosystem survey was to record evidence of: i) business activities, ii) institutional facilities and iii) business hotspots and spatial opportunities within predefined areas of the community. The investigation comprised of researchers from SLF and New Brighton who were sourced through the virtual imbizo and local business forums. The team used GPS and cloud-connected electronic tablets to record spatial, photographic and qualitative data (through interviews) on each of the recorded businesses within the selected research sites. This ecosystem business survey (the methodology of which is fully described in the project proposal and inception report) is designed to provide a snapshot of the business activities located within the community.

The research team recorded and interviewed 305 businesses, 41 business hotspots and 45 institutional services within the research focus areas of New Brighton.

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



NEW BRIGHTON FOCUS AREA BASE MAP



LOCATION KEY

KEY

NELSON MANDELA BAY

1. Base Map

1. Extents

NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes

Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Ecosystem survey

● Institutional service [44]

● Business hotspot [29]

● Micro-enterprise [305]

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | BASE MAP

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Map 2: Businesses, Hotspots and Institutional Services in New Brighton

6.1.2. Scale and Categorisation

The field research revealed a diverse scale and categorisation of businesses extant within the New Brighton community. Whilst a variety of business types was encountered, of the 305 businesses identified, 8% (20) were Corporates, 18% (55) were SMEs, and 75% (227) micro-enterprises. All corporates and 96% (53) SMEs were formal businesses and reportedly compliant with legal frameworks, whilst 90% (204) micro-enterprises were reported as informal businesses.

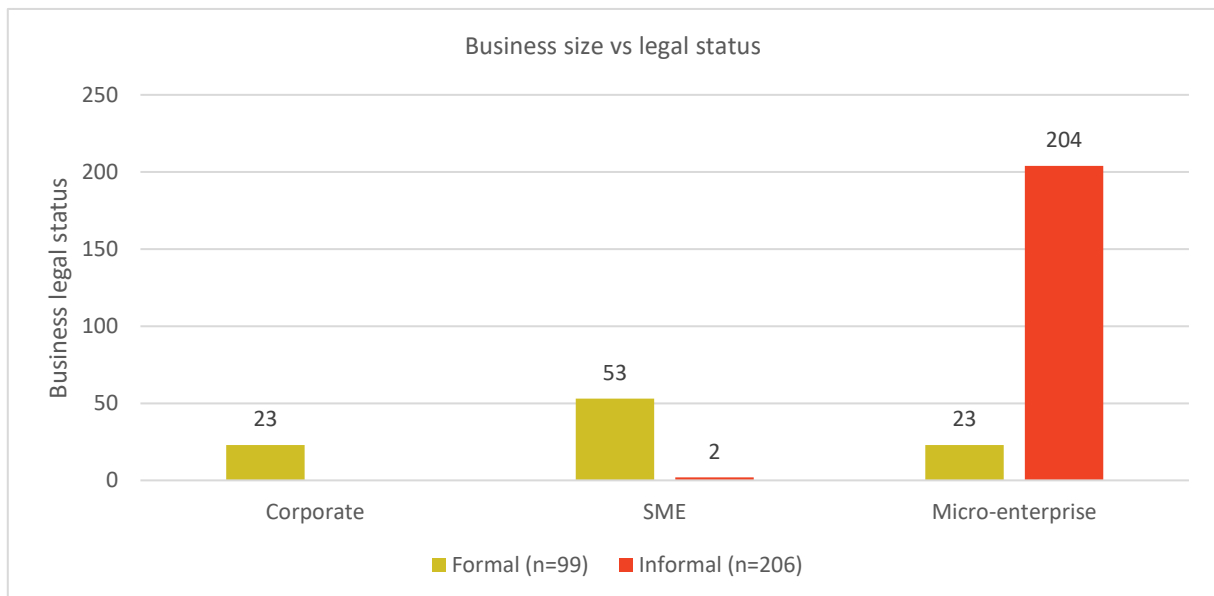


Figure 5: Overview of business size and legal status

6.1.3. Business Dynamics

Micro-enterprises make up 75% of businesses identified in New Brighton. Of the 227 micro-enterprises identified in the research process, 208 businesses were open and full interviews were recorded. The range of categories is shown in the figure below. The most common categories were those operating hair salons (19%/44), those selling takeaways (13%/30), micro-manufacturing (8%/18), grocery retailers (8%/18) and car repair services (7%/17).

The hair salon business commonly fringes the high streets and is an important business for both South African and immigrant entrepreneurs. The local food economy is also important and includes a wide range of enterprises from spaza shops (grocery retail), to cooked food, braai meat, green grocering and meat and poultry retailers. New Brighton has a large number of health care practitioners that reflect a wide range of medical services, from traditional healers to university trained medical doctors operating on local high streets. The survey identified a number of businesses that conduct micro-manufacturing (for items including furniture, welding, windows and gates), and car repairs.

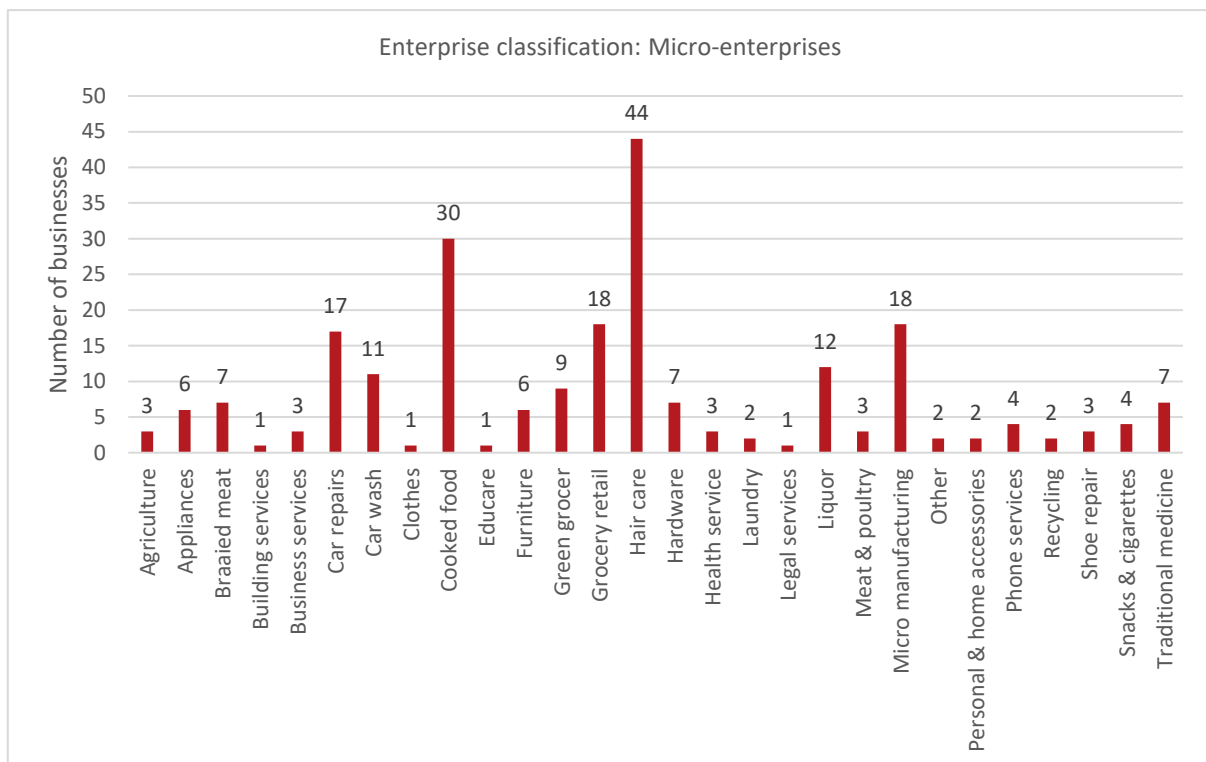
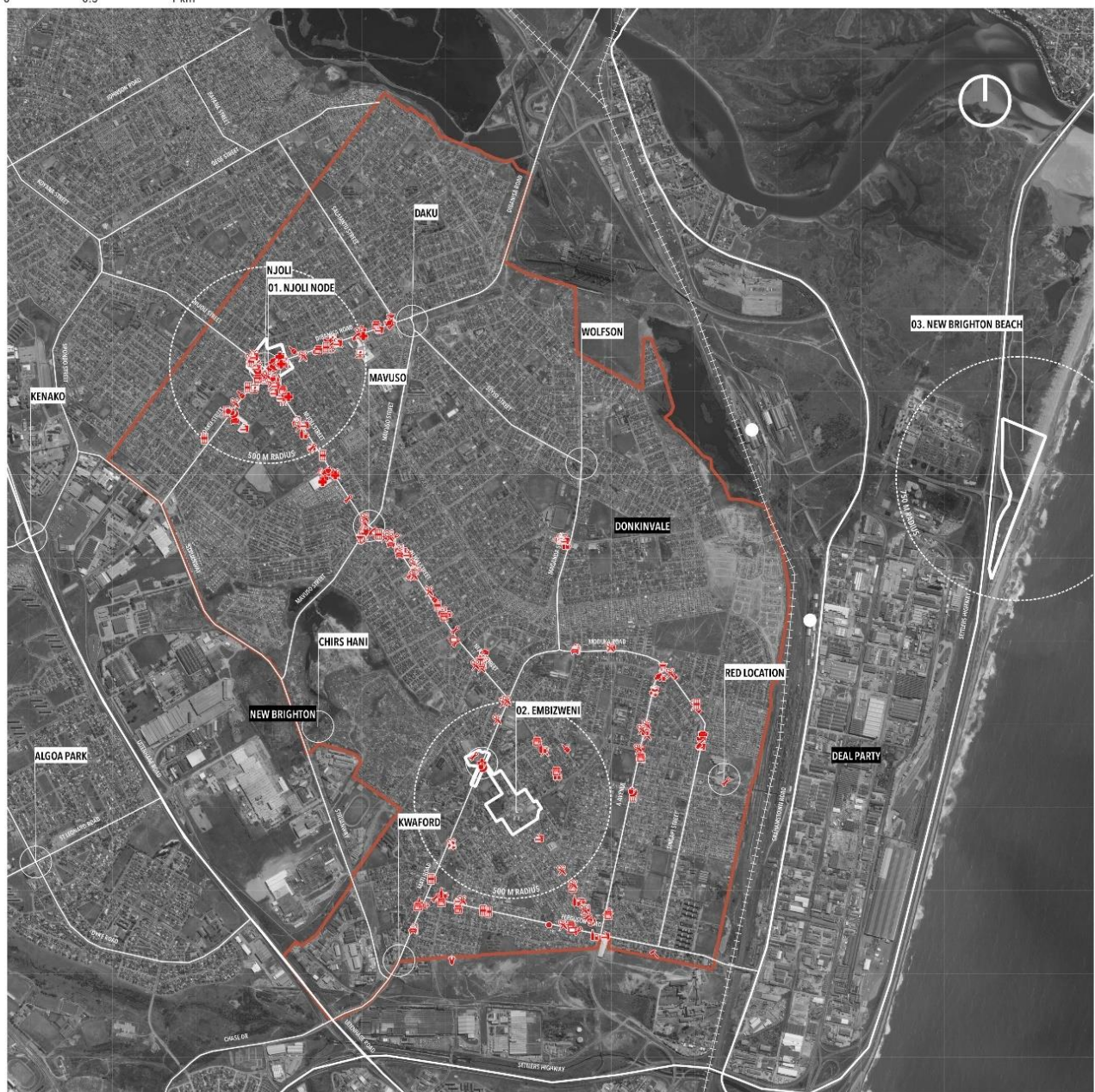


Figure 6: Micro-enterprise businesses by enterprise classification



NEW BRIGHTON FOCUS AREA BASE MAP



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NMB_Study Area_Extent

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Municipality Identified Nodes
Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Micro-enterprise [227]

Hair care [44]

Cooked food [30]

Grocery retail [18]

Micro manufacturing [18]

Car repairs [17]

Liquor [12]

Car wash [11]

Health services [10]

Green grocer [9]

Braai meat [7]

Building material [7]

Appliances [6]

Furniture [6]

Other [4]

Phone services [4]

Snacks & cigarettes [4]

Business services [3]

Meat & poultry [3]

Shoe repair [3]

Live animals [2]

Personal & home accessories [2]

Recycling [2]

Agriculture [1]

Building services [1]

Clothes [1]

Educare [1]

Legal services [1]

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | BASE MAP

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Map 3: Micro-enterprise businesses by enterprise classification



NEW BRIGHTON FOCUS AREA BASE MAP



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NMB_Study Area_Extent

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Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Micro-enterprise: Open source [47]

Take away [16]

Grocery retail [9]

Hair salon [7]

Tavern [7]

Accommodation [6]

Micro-enterprise: Survey [227]

Hair care [44]

Cooked food [30]

Grocery retail [18]

Micro manufacturing [18]

Car repairs [17]

Liquor [12]

Car wash [11]

Health services [10]

Green grocer [9]

Braai meat [7]

Building material [7]

Appliances [6]

Furniture [6]

Other [4]

Phone services [4]

Snacks & cigarettes [4]

Business services [3]

Meat & poultry [3]

Shoe repair [3]

Live animals [2]

Personal & home accessories [2]

Recycling [2]

Agriculture [1]

Building services [1]

Clothes [1]

Educare [1]

Legal services [1]

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | BASE MAP

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Map 4: Survey and Open-Source Micro-Enterprises by Classification



1.



2.



3.



4.



5.



6.

Figure 7: Examples of Micro-Enterprises in New Brighton

Description of figures 1 – 6:

1. A carwash.
2. Tyre sales.
3. A restaurant advertising the sale of “African Food”.
4. A container-based cellphone and electronics repair shop.
5. Shoe and accessory repairs.
6. A multi-functional space – a hair salon that also provides cellphone repairs and accessories.

Opportunity: There is a need for basic services and utilities to service businesses in New Brighton. Service delivery for utilities should include consideration of strategies to gain important revenues from beneficiaries of Metro services.

Demographics

Of the micro-enterprises interviewed, three quarters (157) are run by South Africans. The majority of the non-South Africans originate from sub-Saharan African countries such as Zimbabwe (11%), Malawi, (6%), Burundi (5%) and the Democratic Republic of the Congo (5%). The foreign nationals operate a range of local business sectors but Ghanaian nationals are noticeably active in hair salons / hair care and products (12); whilst Somali nationals are noticeably active in grocery retail shops (12).

Half (104) of the respondents are owners of the business, whilst 80% of whom (i.e. the owners) are South African. Conversely, most Non-South African respondents were employees. The data indicates that 46% of the business operating in the high street context are operated by employees, with the business owners indirectly involved in day-to-day operations.

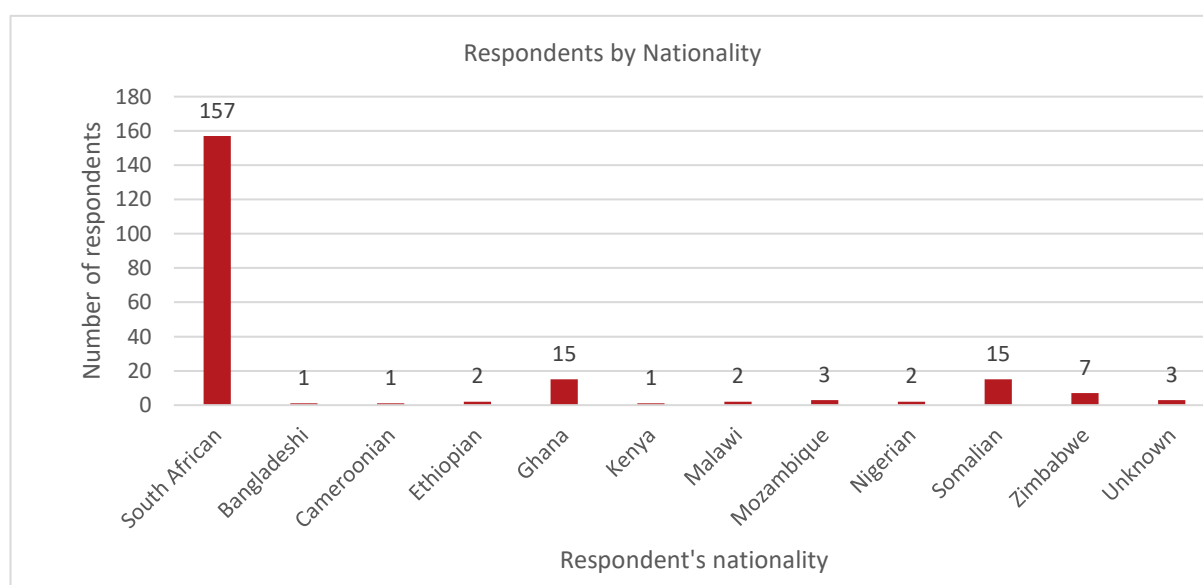


Figure 8: Nationality of respondents

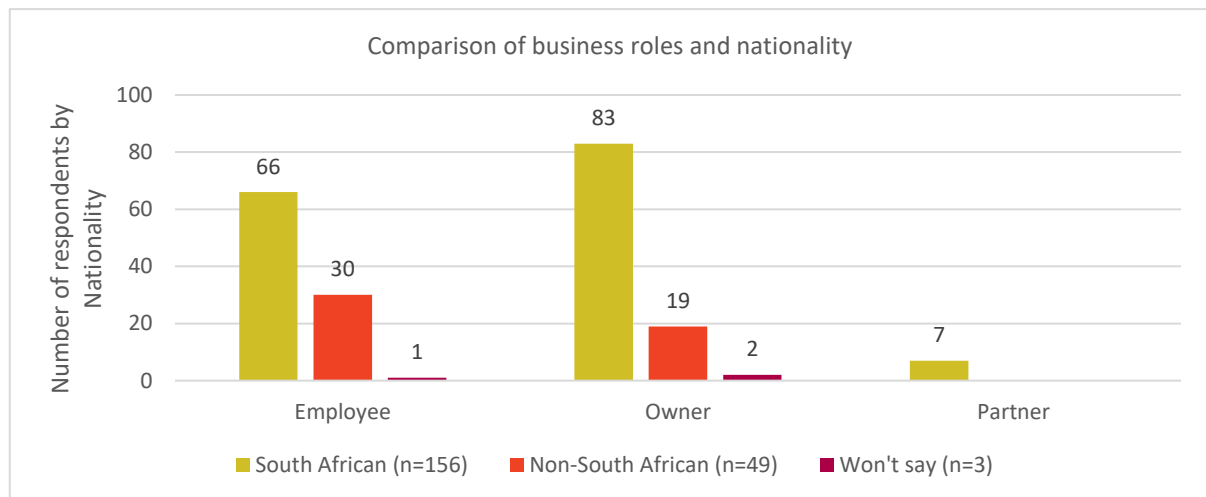


Figure 9: Respondent business roles and nationality

Within New Brighton, the proportion of males operating in the local economy was slightly over-represented compared to similar studies in other metros. Of the 208 respondents interviewed, 62% (128) were men, 44% (56) of whom are in their 30s. Two thirds of all women (78) located in the study are in their 30s (33%/26) and 40s (30%/24). Similar to the Western Cape research site of Delft, whilst there was a reasonable diversity with respect to age, the most prominent cohort of business operators is that of early middle-aged persons.

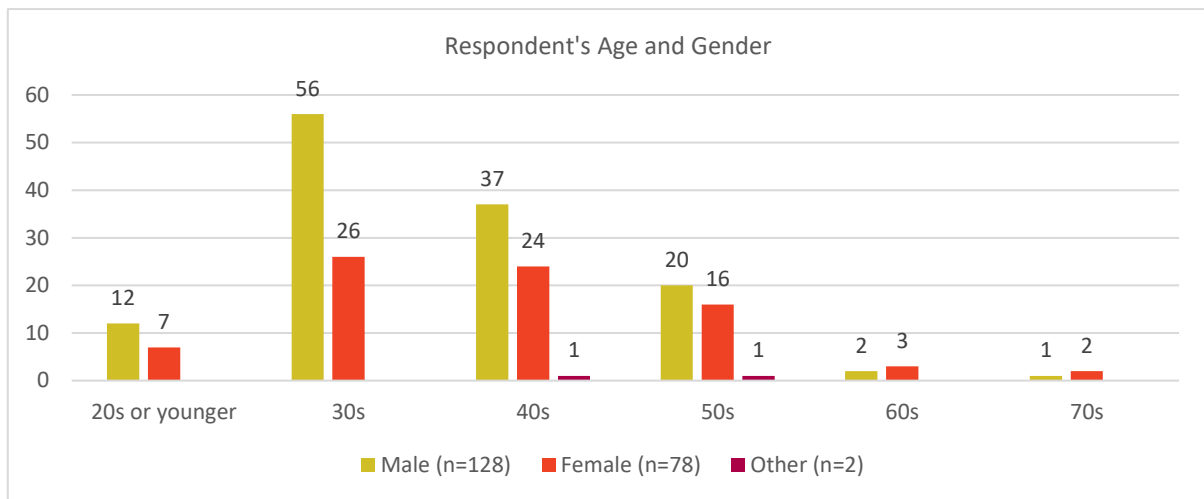
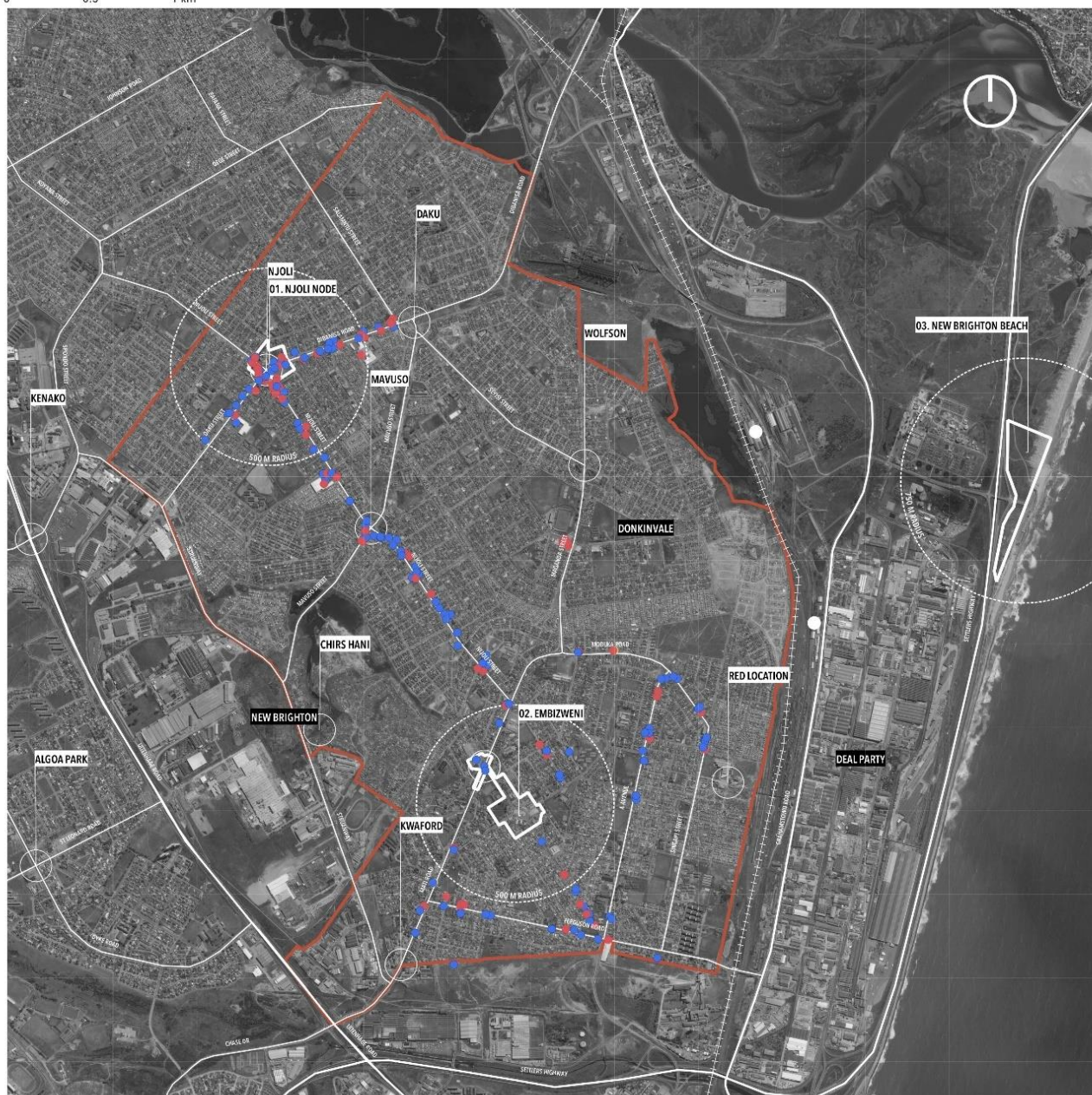


Figure 10: Respondent age and gender



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2. Nodes

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Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Gender [208]

Male [128]

Female [78]

Other [2]

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | BASE MAP

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Map 5: Micro-Enterprise Respondent Gender

Infrastructure

New Brighton micro-enterprise businesses operate from a range of structures which also determined their position. Possibly a legacy of Port Elizabeth / Gqeberha as a harbour town, the majority of local businesses operated from repurposed shipping containers (71) whilst a number of others ran their business from a business premises (50) and private house (44). The street also served an important trading location for local businesses.

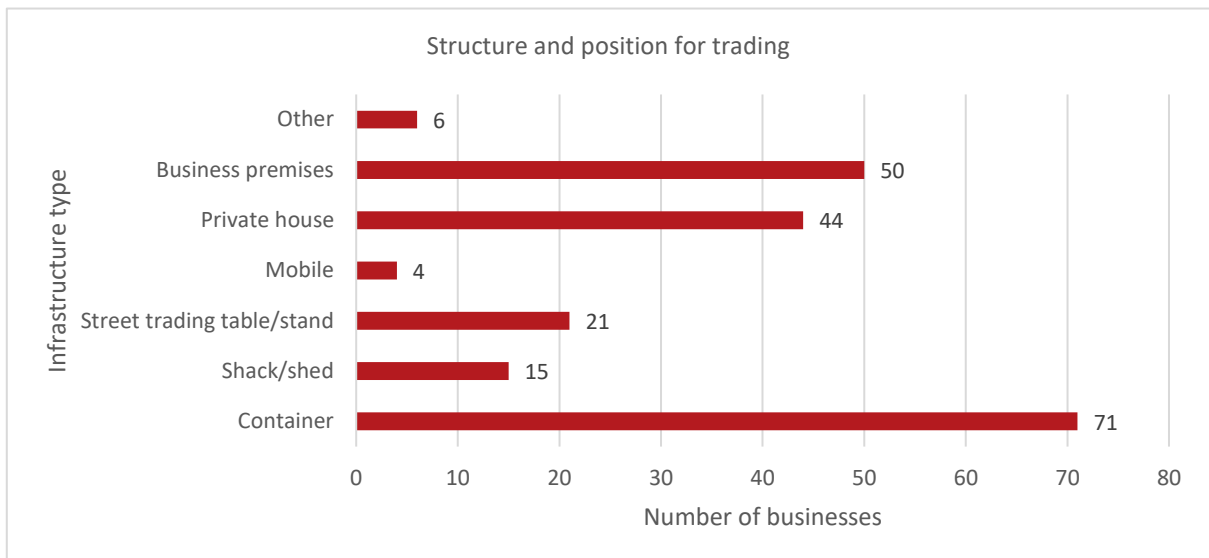


Figure 11: Business infrastructure



Figure 12: Repurposed shipping containers are a valuable and secure business premises

Rent

Most (42% / 88) respondents reported that their businesses paid rent for the premises on / in which they operated. Just over a third (56) of South Africans paid rent whilst 61% (32) non-South Africans paid rent – primarily to the South African landowners. The monthly rental amounts ranged between R250 and R10,000 with the median falling between R1,000 and R1,500 per month.

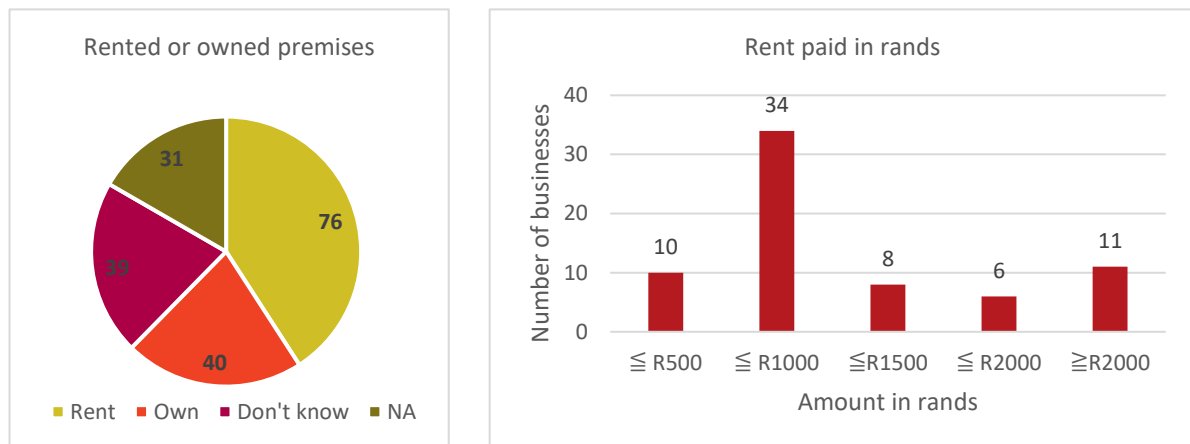


Figure 13: Occupation model and rent paid in ZAR



NEW BRIGHTON FOCUS AREA BASE MAP



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1. Base Map

1. Extents

NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes

Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Site rental [208]

Own [82]

Rent [88]

Unknown [18]

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | BASE MAP

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Map 6: Micro-Enterprise Site Rental

Access to Utilities

Much of New Brighton is formally developed and has reasonable access to utilities, including water, electricity and rubbish removal services. Whilst many businesses had formal access to water and electricity (97 and 110, respectively), most likely as 45% (94) of businesses operate from a private house or business premises, on average 25% (53) had informal and 24% (51) no access at all. Those with no water or electricity access were (predominantly) operating their business from a container (19 and 18, respectively), shack (6 and 10, respectively) or a table on the street (15 and 16, respectively).

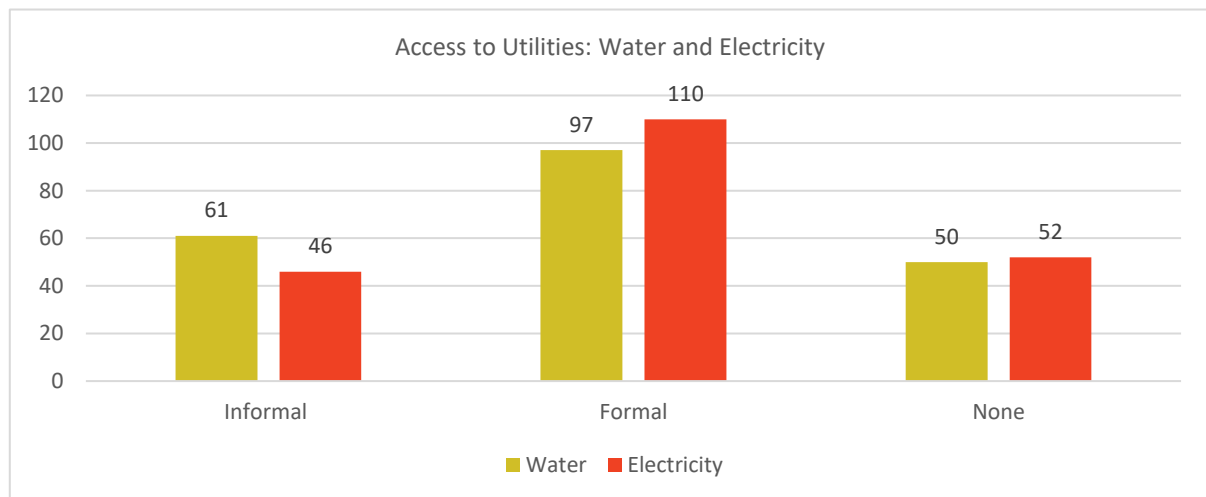


Figure 14: Available utilities



NEW BRIGHTON FOCUS AREA BASE MAP



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NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes

Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Water access [208]

Formal [97]

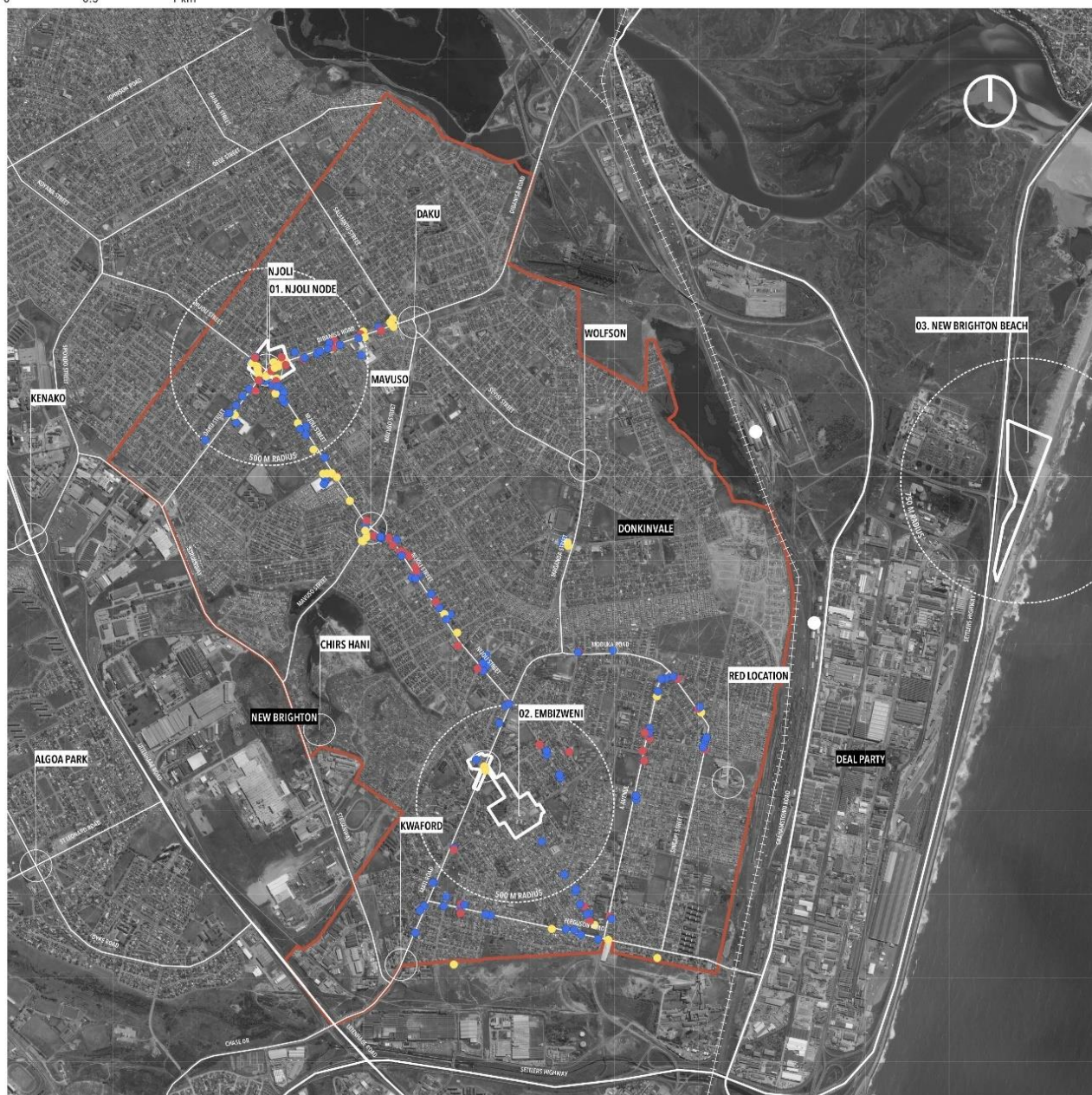
Informal [61]

None [50]

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | BASE MAP

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Map 7: Micro-Enterprise Water Access



NEW BRIGHTON FOCUS AREA BASE MAP



LOCATION KEY

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NELSON MANDELA BAY

1. Base Map

1. Extents

NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes

Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Electricity Access [208]

Formal [110]

Informal [46]

None [52]

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | BASE MAP

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Map 8: Micro-Enterprise Electricity Access

Time in Business

Many micro-enterprises in New Brighton have been established in the past few years. Interestingly, for the 30% (62) who have been operating between one and four years there is a relatively even spread of business ages, with 24% (15) operating for one year; 34% (21) for two years; and 27% (17) for three years. Business sustainability for enterprises after the first five years is reasonable, with 11% (24) operating for five years, 9% (19) for ten years, 6% (13) for 15 years, and 4% (9) for 20 years.

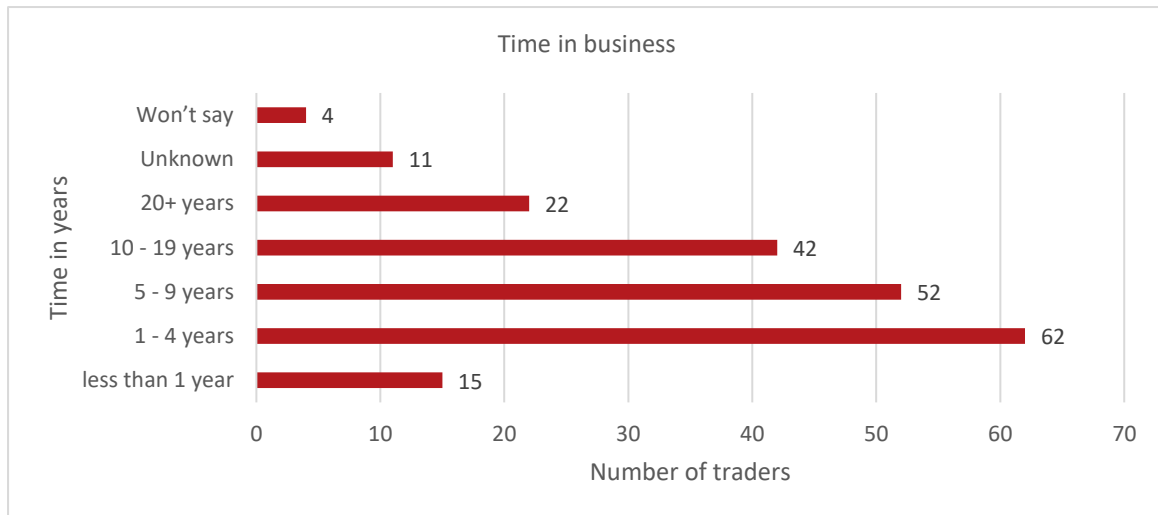


Figure 15: Time in business

Overall, 62% (129) of businesses have been operating for less than ten years. This pattern is reflective of most business owners being in their 30s and 40s, respectively.

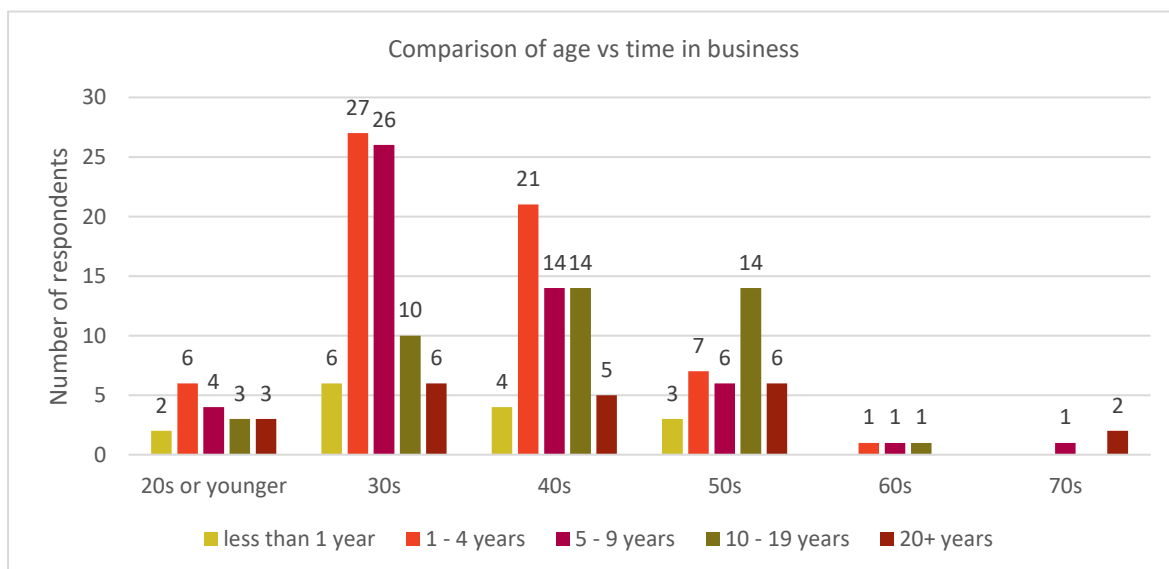


Figure 16: Comparison of respondent age and time in business

6.1.4. Operating Challenges

Researchers recorded further challenges experienced by respondents, including competition, COVID-19, access to utilities and sanitation, support to register, feeling unsafe, financial stress, empty promises

Some respondents provided comments, noting their challenges were interlinked with crime, storage and infrastructure: Land insecurity and the absence of permission from the Metro to occupy sites; crime is high because businesses are spread out; space is limited to operate and hold supplies; inadequate infrastructure provides no protection from the elements; more security is needed to protect their shop and themselves from criminals; gangsters robbing customers and businesses; and competitiveness challenges with similar businesses already operating and new ones opening in close proximity to theirs. The most common reported challenge is crime (95 respondents). The challenge of crime is multifaceted and affects different people in different ways.

- *“This is one of the oldest shops according to the employees and their biggest worry is crime and the shopkeeper said their customers get stabbed when they come for shopping”*
- *“Although I could clearly see that the Ghanaian lady is the owner, she chose to have one of her local employees do the interview. When I posed the question about challenges the employee said there is none and the Ghanaian lady quickly jumped in to say crime was a huge problem.”*
- *“The lady has been terrorised by robbers’ countless times and her container has been victim of car accident and the car owner never came back to repair the container. The beauty mirrors are broken, the water tap is shifted a bit from its original position and needs careful attention when washing client’s hair.”*
- *“Crime is the major challenge and the problem is that traders don’t assist each other they laugh. So, unless traders begin to see it as a challenge affecting everyone then it will never end. Taxis drivers buy from the thugs so they don’t help.”*
- *“I spoke to a lady who is an employee and the main challenge they facing is high crime rate and she would love for the community to come together and fight against crime as it is not safe. Across the street there’s an informal settlement which adds as a main disadvantage.”*
- *“He has been working for people and decided to start working for himself in 2004. The place he rents gets robbed and they steal his equipment so he has had to buy new ones every time.”*

Linked to criminality, New Brighton endures challenges of public disorder – in particular vandalism of Metro infrastructure – making the lack of infrastructure / inadequate service delivery a significant business challenge. Similarly, despite being a largely formalised and well-established site New Brighton was built as a residential settlement and has little provision for businesses. Practically this means that infrastructure has not been sufficiently developed for commercial uses such as the provision of storage, nor is there common access to three phase electricity or land legitimately available for activities such as micro-manufacturing. Combined with substandard service delivery (rubbish removal, Metro asset maintenance) the local township economy business environment is under considerable strain.

- *There is an empty field that is used as a dumping site at the back of the Shack. Most stands in this hub trade food they have a challenge of the dumping because it smells. They have called the counsellor, showed him and asked to be assisted but they were not helped it's been more than a year now."*
- *"He is the head of the household. He trades and takes piece jobs to support his family. The money from trading supports his children's needs, electricity, policies etc. He wants to expand his business to fruit and veg market but does not have finance and a proper shelter to trade in."*
- *"The biggest problem is rubbish dumping and there are woman doing food."*

A third highlighted challenge reported by New Brighton business owners is that of competition (49) from other businesses. This was commonly highlighted by grocery retailers (such as house shop operators who are unable to match the terms of their competitors). The nature of township business competition has reportedly intensified with the recent arrival of a new class of business owner in the form of foreign nationals. Many of these business owners have established themselves in grocery retailing (spaza) shops and in informal street trade sectors.

"This is a house shop. They trade as a family in a window under their garage. It has been here for more than 20 years. Their major challenge is there are many foreign shops and sell at low prices, which they cannot do if they want to have interest (profit)."

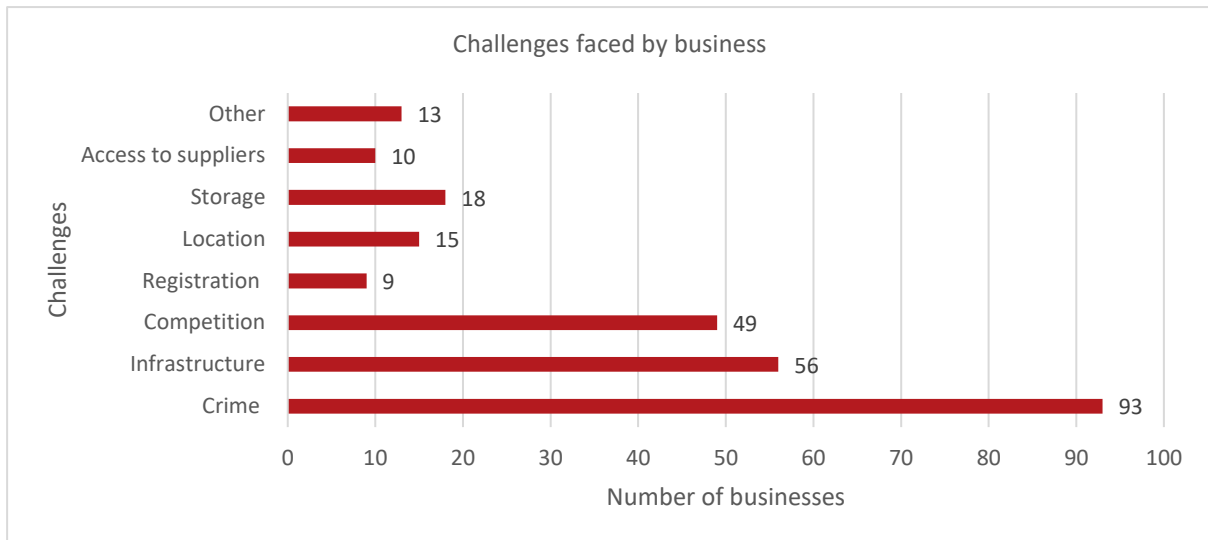


Figure 17: Challenges faced by businesses



Figure 18: The nature of competition, especially in the retail grocery sector, has changed dramatically in the last decade

Whilst not specifically raised, respondents were asked to informally discuss their views on the impact of COVID-19 pandemic:

- *“The business is slow due to lockdown. The employee also sells and repair shoes at the salon he works at. The shoe business seems to be busier than the salon. There is one person doing*

hair. About 3 who came to fetch repaired shoes and 1 who bought a pair whilst I am busy doing the interview.”

- “He is running the business with his wife and he does sand deliveries and cement. Business is no longer as good as it was before lock down. The landlord is also making things harder by not negotiating better payment options.”
- “She used to trade at a mission. She left due to Covid and hasn’t gone back. She depends on business and does not yet qualify for old age grant. She also wishes to expand her business. She started building her house but had to stop during Covid because of funds.”
- “She worked at KFC for 6 years before starting her own food business at home. She then moved from home because customers were taking on credit. Lock down has affected her business because before that she used to get the full rent in 4 days but now, she owes the container company rent money. She has a land use permit from Municipality.”

Importantly, comparing the micro-enterprise survey results against a review of the government programmes to support economic growth, one can identify the mismatches between business support offerings and the capacity and capabilities of township micro-enterprises. Important misalignments are largely reflective of the conditions of deep informality that preclude many micro-enterprises from eligibility for support. Characteristics such as formal business registration, permits / licences and documentation are commonly not in place for informal business yet are required as minimum conditions for support.

Opportunity: There are many regulated business sectors in the New Brighton township economy such as liquor retailing and ECD enterprises. **Bringing these businesses into the formalisation framework** in partnerships between the Metro and Provincial Government agencies such as the ECDC would both create enterprise legitimisation but also give these enterprises greater access to business support services currently on offer.

6.1.5. Business Support

Many respondents said that a Metro focus on enhancing the state of infrastructure and financial support would help them to:

- grow the business;
- employ more people;
- operate from a better location and bigger space.

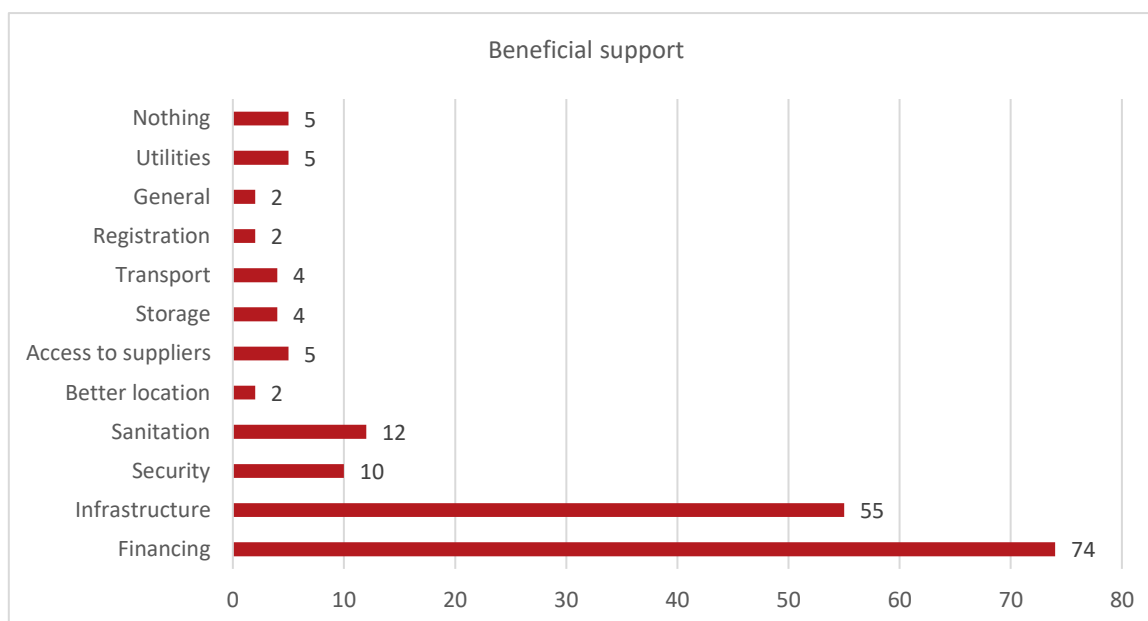


Figure 19: Support deemed beneficial by respondents

The strong interest in financing reflects both the desire for operational capital and the need for enhancing financial inclusion. The lack of operational capital experienced by many informal businesses relates to their lack of access into formal financial sector systems. BDS programmes that aim to increase their access to financial services could represent an important economic development intervention.

6.2. SMEs and Corporates

6.2.1. Corporates

Of the 23 corporates included in the survey, the most commonly found corporate businesses were 26% (6) cooked food/take away businesses, 17% (4) grocery retailers and 17% (4) businesses selling clothes. Some of the corporates operating in New Brighton include KFC, Pep, Shoprite, Steers, Superspar, Rebels liquor, Tops, and Caltex and Engen service stations.

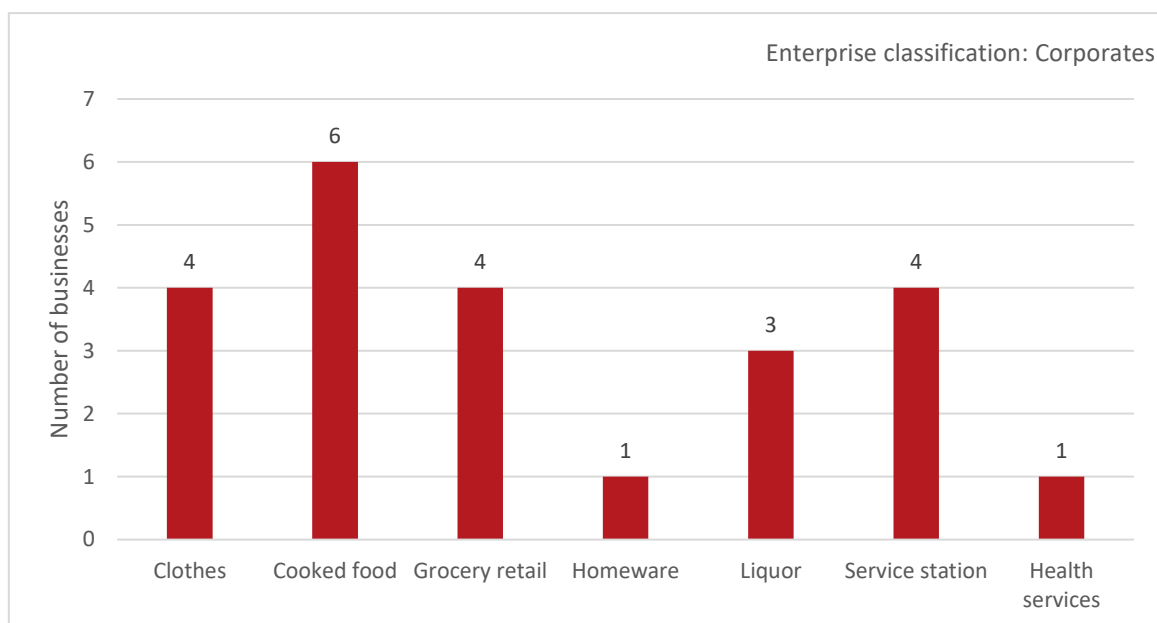


Figure 20: Corporates Enterprise Classification

There is scope for diversifying the benefits of the mall environment if the NMBM mandated business centres such as shopping malls or centres to include a proportion of informal businesses within their property boundaries. At a minimum, such interventions could include micro-enterprises of retail traders, car washers, or informal foodservice.

Table 1: List of corporate businesses by enterprise classification

Category	Business name	No of businesses
Clothes	Fashion Coast	1
Clothes	Pep	2
Clothes	Rage	1
Cooked food	Debonnaires	1
Cooked food	Fire and Grill	2
Cooked food	Zebras, Steers	1
Cooked food	Zebros	1
Cooked food	KFC	1
Grocery retail	Boxer Supermarket	1
Grocery retail	Shoprite	2
Grocery retail	Superspar	1
Health services	Spar Pharmacy	1
Homeware	no name	1
Liquor	Picardy Rebel	1
Liquor	Shoprite Liquor	1
Liquor	Tops (Spar)	1
Service station	Caltex	1
Service station	Engen	2
Service station	Global petrol station	1

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



NEW BRIGHTON FOCUS AREA BASE MAP



LOCATION KEY

KEY**NELSON MANDELA BAY****1. Base Map****1. Extents**

NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes
Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Corporate enterprise [21]

Cooked food [5]

Clothes [4]

Grocery retail [4]

Liquor [3]

Service station [3]

Health services [1]

Homeware [1]

SME enterprise [57]

Health services [21]

Funeral services [5]

Cooked food [4]

Other [4]

Furniture [3]

Legal services [3]

Accommodation [2]

Business services [2]

Car repairs [2]

Grocery retail [2]

Hardware [2]

Service station [2]

Green grocer [1]

Hair care [1]

Liquor [1]

Live animals [1]

Phone services [1]

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | BASE MAP

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

Map 9: Surveyed Corporates and SMEs in New Brighton



NEW BRIGHTON FOCUS AREA BASE MAP



LOCATION KEY

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | BASE MAP

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

KEY**Corporate enterprise: Survey [21]**

- ☑ Cooked food [5]
- 👕 Clothes [4]
- 🛒 Grocery retail [4]
- 🍷 Liquor [3]
- 🛢 Service station [3]
- 🏥 Health services [1]
- 🏠 Homeware [1]

SME enterprise: Survey [57]

- 🏠 Health services
- 🍷 Funeral services [5]
- 🍷 Cooked food [4]
- 🍷 Other [4]
- 🍷 Furniture [3]
- 🍷 Legal services [3]

- 🏠 Accommodation [2]
- 🏢 Business services [2]
- 🔧 Car repairs [2]
- 🛒 Grocery retail [2]
- 🔧 Hardware [2]
- 🛢 Service station [2]
- 🌱 Green grocer [1]
- 💇 Hair care [1]
- 🍷 Liquor [1]
- 🐾 Live animals [1]
- 📞 Phone services [1]

Corporate enterprise: Open source [73]

- 🏢 Manufacturing [40]
- 🚚 Transport service [13]
- 🛢 Service station [5]
- 🏠 Warehouse [4]
- 🏢 Business services [3]

- 🛒 Supermarket [3]
- ♻ Recycling [2]
- 🔧 Car repair [1]
- 🔧 Hardware [1]
- 🍷 Liquor retail [1]

SME Enterprise: Open source [53]

- 🏢 Manufacturing [26]
- 🚚 Transport service [7]
- 🔧 Car repair [6]
- ♻ Recycling [6]
- 🏢 Building services [2]
- 🍷 Meat & poultry [2]
- 🍷 Liquor retail [1]
- 🍷 Take away [1]
- 🍷 Tavern [1]

Map 10: Open-Source Data on Corporates and SMEs in New Brighton

6.2.2. Small and Micro-Enterprises

Although there were a variety of SMEs operating in New Brighton, 38% (21) of them were in the health services, followed by 9% (4) funeral services.

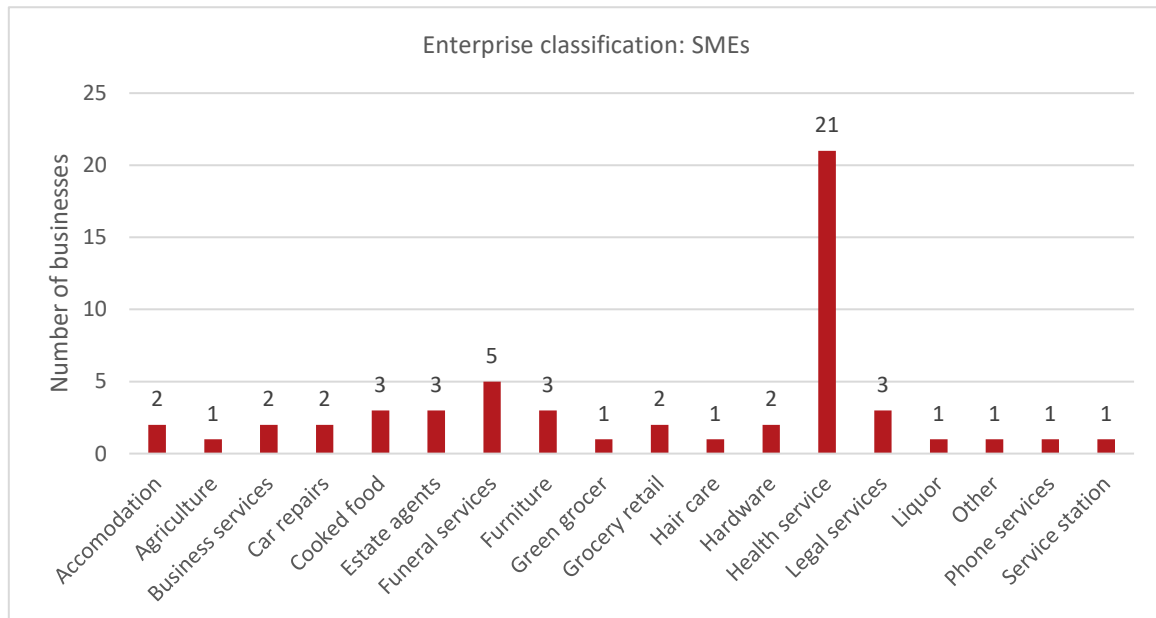


Figure 21: SME businesses by enterprise classification

6.3. Business Hotspot Surveys

The TAT mapped the business environment of New Brighton. Understanding the link between the types of sites and their potential attractiveness for local business activity has potential to inform future spatial development decision making and infrastructure projects.

6.3.1. Hotspots

The survey documented 41 potential business hotspots during the fieldwork process. Of these, only 12% (5) were identified as vacant land not currently used for any regular business activity. The remainder were geographic sites where township businesses had emerged through organic processes of concentration and agglomeration and included marketplaces, high streets and open ground.

6.3.2. Characteristics

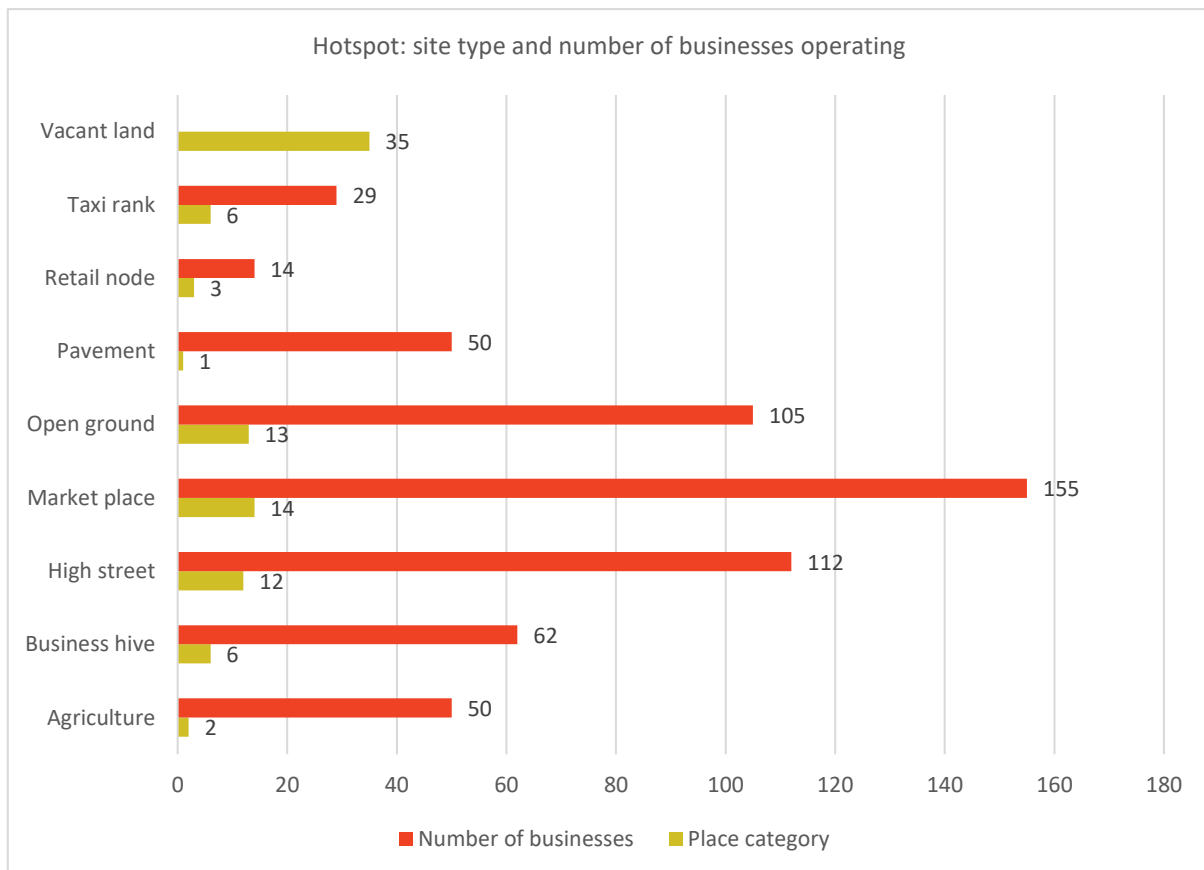


Figure 22: Number of businesses per site type

It is fairly apparent that New Brighton businesses have arranged themselves around the most viable operational sites and have capitalised on this where possible.

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



Figure 24: Space is at a premium in the New Brighton economy - especially for light industrial or automotive businesses

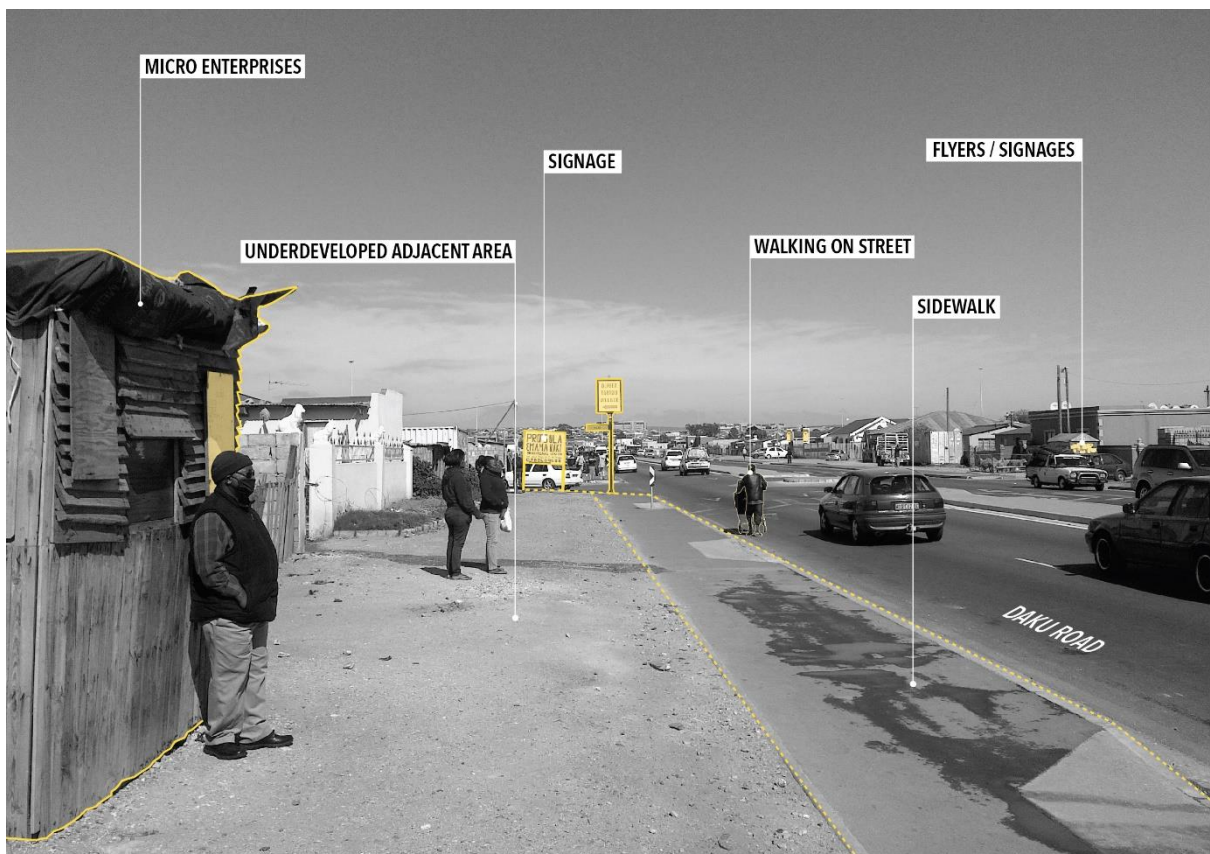


Figure 23: Signage is critical to micro street businesses and are well located to attract potential clients and showcase services. These signs, their business, location and coordination presents a valuable opportunity to strategise a coordinated response to signage and space making.

6.3.3. Available Services

Overall, access to utilities and services found in business hotspots was uneven. Of the 37 hotspots with business activity, 57% (21) of respondents had access to wifi, 59% (22) and 51% (19) had some access to water and electricity. The lack of waste disposal (a Metro service) is clearly a challenge to most businesses (86%/49). Yet, despite municipal failings it is clear that New Brighton business owners have conducted their own assessments of the costs and benefits of selecting and occupying a trading site and sites considered optimal for trading thus appear to take priority over infrastructure needs. Planners should thus consider the 'organic' emergence of township businesses within a site before investing in creating new, and untested trading areas or infrastructure such as market stalls or communal facilities.

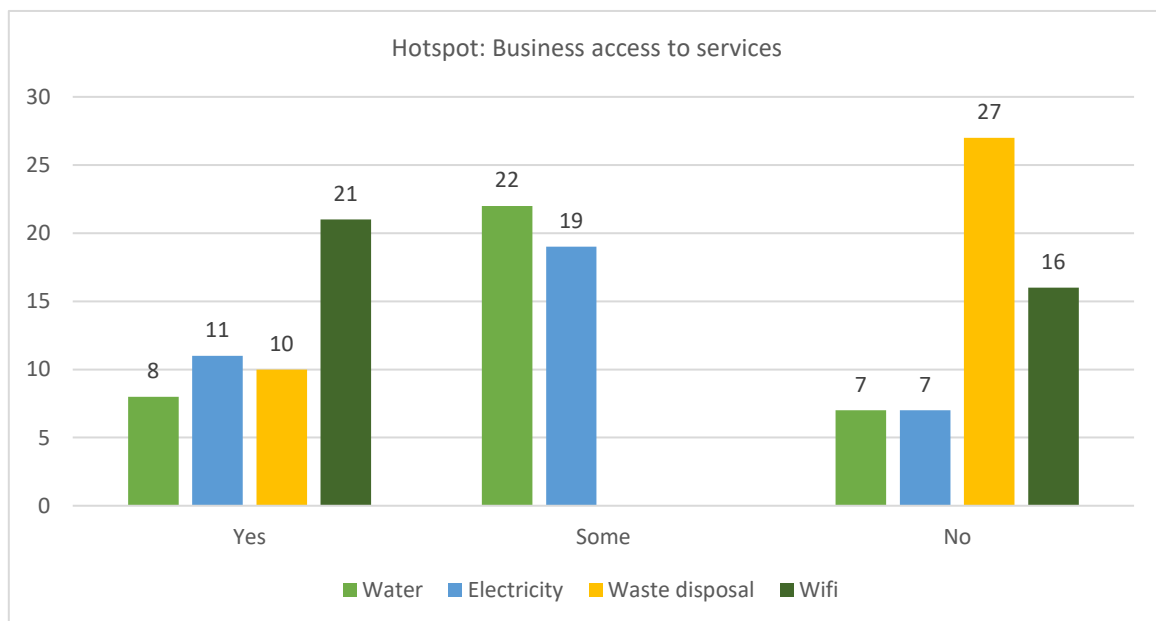


Figure 25: Access to services

6.3.4. Place Categories

The types of places in which people conduct business varied. There were 7 business hives with 80 businesses operating, 7 open ground areas with 69 businesses, 3 taxi ranks with 48 businesses. The high streets (5) housed 44 businesses and five marketplaces had 38 businesses.

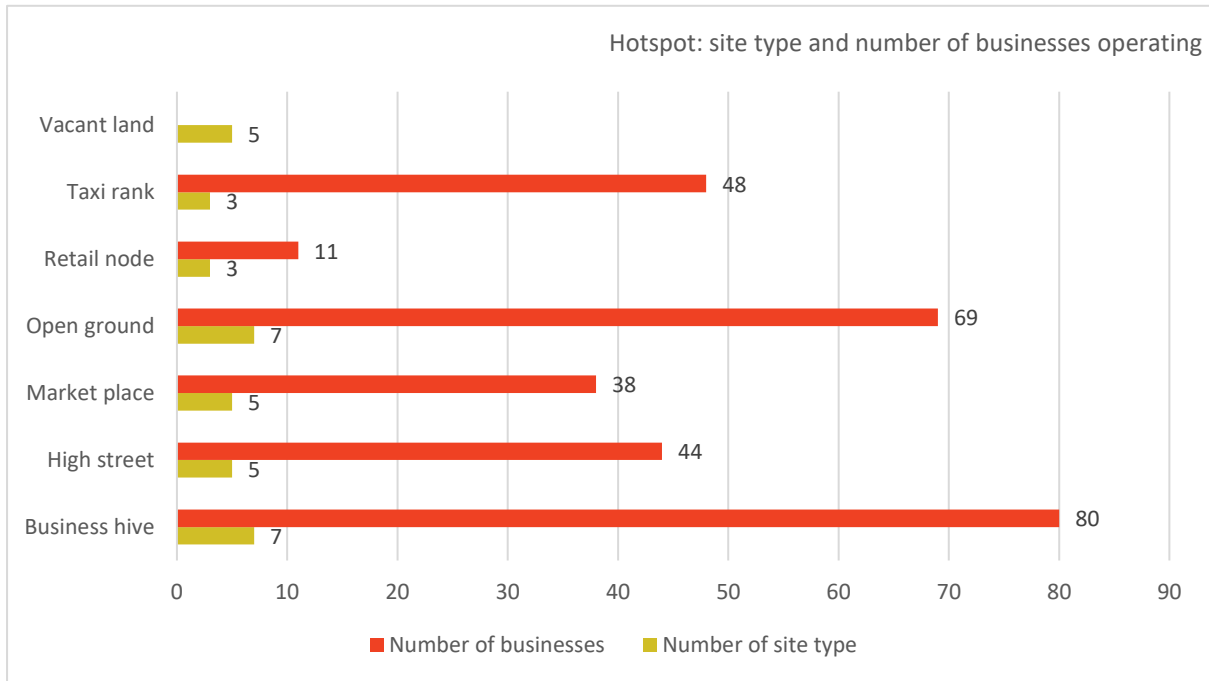
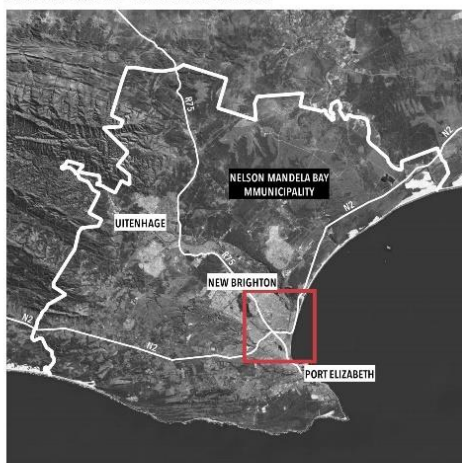


Figure 26: Business Hotspot Place Categories

Opportunity: The high concentration of businesses within marketplaces and retail nodes presents an important opportunity for **marketing these ‘hubs’ and the businesses within them**. The Metro could, via **partnerships** (perhaps with entities such as the **Nelson Mandela Business Chamber**) work to provide **street signage and advertising boards** for this purpose.



NEW BRIGHTON FOCUS AREA BASE MAP



LOCATION KEY

KEY

NELSON MANDELA BAY

1. Base Map

1. Extents

NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes
Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Business hotspots [29]

- Business hive [7]
- Shopping mall [6]
- High street [5]
- Market place [5]
- Taxi rank [3]
- Retail node [2]
- Retail node other [1]

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | BASE MAP

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

Map 11: Place Categories for Business Hotspots in New Brighton



NEW BRIGHTON FOCUS AREA BASE MAP



LOCATION KEY

KEY

NELSON MANDELA BAY

1. Base Map

1. Extents

NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes

Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Vacant land

Vacant land

Open ground

Public owned land

Vacant land

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | BASE MAP

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

Map 12: Vacant Land in New Brighton

6.3.5. Barriers to Operating

Of the 37 active hotspot sites, 21 had no site infrastructure and many of the incumbent respondents 44% (25) didn't know whether the space was under any form of coordinated management. For those wishing to conduct business and gain security of operating rights to a business premises / site there was little to no available space to rent (on a formal basis) for 92% of active hotspot sites. Anecdotally, the fieldworkers observed that there was space for new microenterprises to operate in 54% (31) of sites. The greatest challenge preventing businesses from operating in these areas were reportedly local gatekeepers and crime.

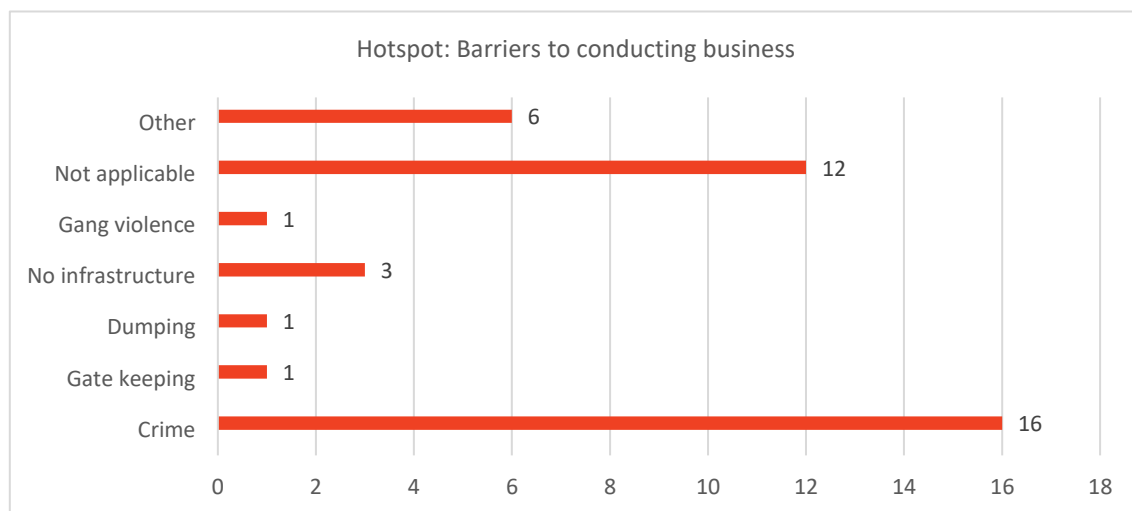


Figure 27: Operating barriers

6.4. Institutional Services

Across the New Brighton research site there were 45 institutional services recorded. The most prominent institutional services was financial services 66% (34 outlets). Various remaining services included 11 facilities operated by the NMBM including clinics and halls, with the remainder being operated by the private sector. Those recorded as 'Other' were a memorial park, a community arts centre, art gallery, museum, YMCA, and magistrate's court. Most of the institutional services were closed to the public during the fieldwork process.

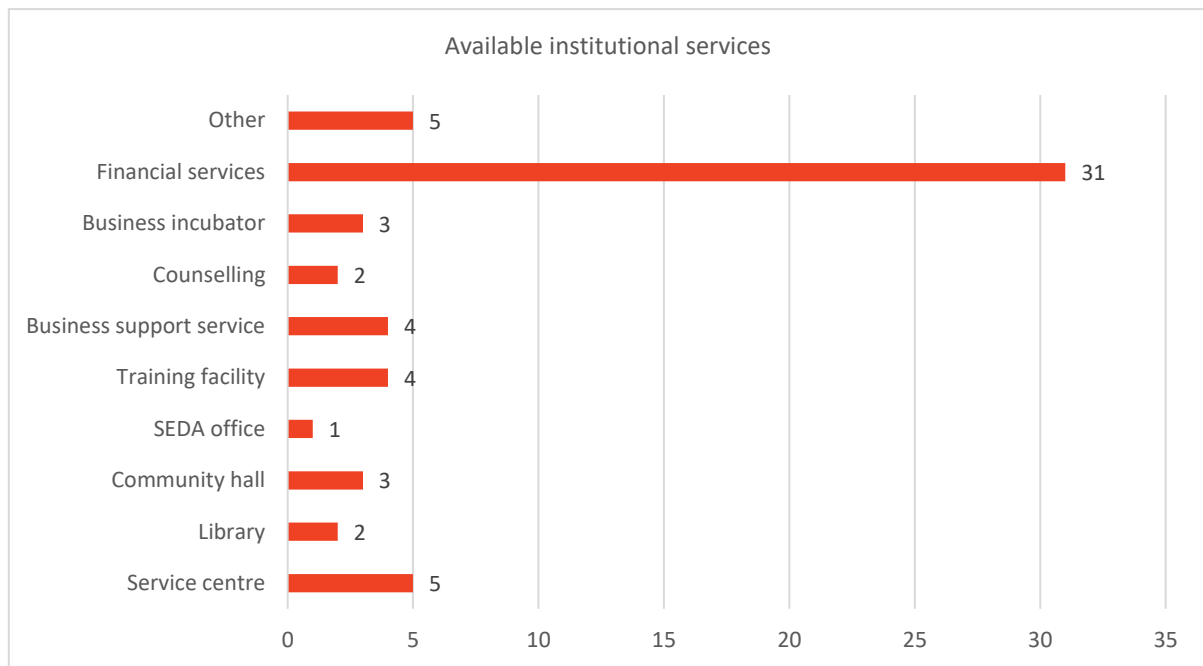


Figure 27: Institutional services



NEW BRIGHTON FOCUS AREA BASE MAP



LOCATION KEY

KEY**NELSON MANDELA BAY****1. Base Map****1. Extents**

NMB_StudyArea_Extent

2. NodesMunicipality Identified Nodes
Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

● Railway Station

+++ Railway Lines

— Main Roads

— Arterial Roads

Institutional services

● Community hall

● Financial services

● Library

● Other

● Service centre

● Training facility, counselling, other

● Educational

● Sports facility

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | BASE MAP

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

Map 13: Institutional Services in New Brighton

Of the financial services (30), 80% (24) are ATMS. The micro-finance organisations identified were all providing cash loans. The remaining community infrastructure was in variable condition. ATMS were reportedly damaged and considered unreliable. Community parks and memorials have experienced vandalism and neglect. This is showcased by the condition and community views about the Red Location museum:

“This is a community museum that is not functional. It is demolished and closed down. I'm told that it was vandalised during the rolling mass action. It is not taken care of and doesn't seem as an important institution in the community. There are kids playing around in it writing on the doors. I met a councillor who was furious that there are 'amaphara' thugs in the area. We were supposed to inform her so she can speak with the neighbourhood watch to assist and look out for us.”

“The Red Location Library is a massive building that is not functioning anymore. Community challenges caused the closure of the place.”



Figure 28: The dysfunctional Red Location Museum facilities

6.5. Township-Wide Ecosystem

6.5.1. Surrounds

The Struandale and Deal Park industrial areas have an influence on the New Brighton economy. A number of large SMEs and corporate businesses are located within Struandale, including car wheel and engine manufacturers (Ford Motor Company), vehicle assembly plants (Isuzu), and tyre manufacturing (Continental). Within Deal party there is also a range of large businesses, including businesses in recycling and construction, transport services and warehousing.

Opportunity: Various localities within New Brighton (such as the **Daku / Dibanisa Rds, Njoli Square, Embizweni Square**) 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.

6.5.2. BDS Services

Other BDS programmes for micro-enterprises within the Metro include:

- SEDA Nelson Mandela Bay Incubator
- Eastern Cape Development Corporation
- Kululeka Development Services – Facilitators of Early Childhood Development (ECD) programmes and services in targeted, disadvantaged, rural areas, working with communities, civil society and state structures, to consolidate a replicable model that contributes to the vision of taking ECD in South Africa to scale
- Propella Business Incubator – in partnership with local industry the Propella business incubator works to develop industrial and ICT ventures.

Opportunity: Linking New Brighton incubators / hubs to **business development support services** – **DBSD, SEDA and SEFA** and possibly the **Nelson Mandela Business Chamber** would bolster sustainability and further support New Brighton businesses. Furthermore, there is scope to link these incubators to markets through an **annual trade and marketing event** that would link these local businesses to economic opportunities.

7. Important Sectors

Whilst the micro-enterprise form and function in New Brighton is fairly typical of South African township economies, there are some important local sectors that stand out as having potential for growth and development. 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 SME or Corporate business sectors, or due to other socio-economic circumstances that enhance local advantage.

7.1. 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 New Brighton – in particular in the Red Location precinct - and should be further explored and encouraged. An important initiative that could be driven by the Metro 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 Eastern Cape Provincial Government. 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**.

7.2. Automotive Sector

The township automotive sector – especially subsectors of mechanics, tyre fitment and car detailing / washing are important contributors to economic opportunities and job creation. It is therefore important to promote investment activities and private sector BDS to support these SMME opportunities. In New Brighton the opportunities that are currently accessible in the aftermarket include post-sales maintenance, repairs, refitment, spares, disposal of vehicles and recycling.

7.2.1. Stakeholders within the Township Automotive Industry

The main stakeholders within the township automotive industry can be categorised into four main areas:

- i) micro-enterprises and the associations that represent them; government and SOE; private sector Original Equipment Manufacturers (OEMs) with B-BBEE targets; and customers (motorists including those who own taxis and buses).

Micro-enterprises and the Associations

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

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

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

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

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

Opportunity: There is scope for the **after-market automotive sector** in New Brighton to benefit from **Metro-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.

7.3. Recycling

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

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

7.4. Tourism and Cultural Heritage

At present the legacy of the Red Location Museum and memorials is poor. If these assets could be unlocked and the political impasse resolved these could bring much value to the New Brighton community in the form of visitors and tourism. Revitalizing the tourism and cultural heritage sector has important knock-on impacts that can support the local creative economy of artists, craft makers and musicians whom all stand to benefit from recreational visitation. The New Brighton creative economy has potential to be more effectively linked to both government-initiated arts and creatives funding, but also the tourism sector. The Metro have programmes to support SMMEs and microenterprises through workshops, networking, registration and directing them to financing. Fostering these links would be an effective tool for supporting local SMMEs. The DSBD TREP programme specifically supports clothing, textile and leather enterprises that are located in townships and villages in terms of business support as well as access to funding, whilst SEDA focuses on skills development in the jewellery sector.

Opportunity: The Metro to devise a strategy, with appropriate partnerships to reposition arts and crafts to directly support township creatives – facilities, training and market development. In the Metro to support the development of a creative sector through existing **BDS** services and mechanisms of enterprise formalisation in order for creatives of various sectors to gain **enhanced access to formal sector funding opportunities**, such as that from the National Arts Council or the National Lottery Commission Trust. The Red Location is an obvious (if currently contentious) opportunity for this sector.

7.5. Financial Inclusion

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

Opportunity: There is important scope for the Metro to use existing **BDS services** to extend financial literacy training to township microentrepreneurs and improve access to services and technologies

8. Land Use

8.4. Land Administration Policies

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

- Municipal Spatial Development Framework

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

- Local Spatial Development Framework

The Local Spatial Development Framework provides detailed planning directives that align with the MSDF for each district in the Metro. This planning tool identifies issues and directives for specific areas within each district and provides a shorter-term directive than the MSDF.

- Built Environment Performance Plan

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

- Municipal Planning By-Law and Development Management Scheme

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

8.5. Development Plans

8.5.1. Nelson Mandela Bay Metropolitan Spatial Development Framework, 2015

The Spatial Development Framework identifies the iBhayi cluster as a regional node. Struandale and Deal Party are identified as important industrial nodes in the Metro. Two noteworthy local nodes are also listed in this area, namely: i) Njoli Precinct and ii) Daku Square.

The MSDF (2015) mentions New Brighton several times. Two sections relate to Struandale and Deal Party, which, while important for the economic function of these areas, sit outside our project boundary and mandate. Another section relates to updating the informal settlements upgrading policy. The MSDF also indicates that the rail system has an important role to play in connecting New Brighton and the Red Location cultural precinct to the CBD, though neither the rail system nor Red Location precincts are operating.

8.5.2. iBhayi Local Spatial Development Framework, 2017

The iBhayi Local Spatial Development Framework (2017) identifies important nodes and corridors in this site, as well as areas that represent opportunities for catalytic change. These include:

- creating a vehicular access route to the N2
- providing pedestrian crossing points over Uitenhage Road and enhancing Non-Motorised Transport (NMT) in the site more generally
- providing alternative housing options for residents living in informal settlements
- providing quality middle income housing opportunities
- rehabilitating and enhancing the quality of open spaces and the environment
- creating opportunities for quality retail spaces.

8.5.3. Built Environment Performance Plan, 2019/20 – 2021/22

The Built Environment Performance Plan highlights the following sites as important sites for development interventions:

- Njoli Square, which is a regeneration project
- Khulani Corridor, which is an integration zone/mobility route intended to link Motherwell and New Brighton to the Port Elizabeth CBD
- The Red Location Cultural Precinct, which hosts a museum, art gallery, library and backpackers

Additionally, the BEPP identified the following institutions and facilities as contributing to the economic development of the site, though they sit outside our core area (2019, 46):

- Kenako Shopping Centre, a recently developed retail space
- Opposite the Kenako Centre, the Eastern Cape Training Centre,
- The Vista Campus, which is a satellite campus for Nelson Mandela Bay Metropolitan University (NMMU)

- The Dora Nginza hospital, which is intended as an academic hospital for NMMU medical school
- The Vistarus Informal Settlement, which has been flagged for development as part of the Zanemvula Project.

The BEPP also provides detailed information about the Red Location, which is considered a secondary hub in New Brighton, with a cultural function. The revitalization of this hub will serve as a tourist attraction in the New Brighton area. The BEPP indicates that the Red Location hub should be considered as a supporting element in the effective functioning of the Khulani Corridor and the Njoli precinct.

A number of catalytic projects are identified in New Brighton (2019: 116; 209):

- I. Njoli Precinct Plan (explored in more detail below).
 - a. Njoli Square Redevelopment – a proposal for mixed use development,
 - b. Njoli/Ibhayi Precinct development – the development of the remainder of the Njoli precinct, as identified in the plan.
- II. Red Location Precinct Planning – developing a precinct plan for the Red Location precinct.
- III. Red Location Housing Development – scoping the potential for infill housing project.
- IV. Mendi Bottle Store Renovation – the renovation and conversion of this site into a cultural and arts centre. This project has been completed.
- V. Singaphi Street Environmental Upgrade – public facility upgrades. This project has been completed.
- VI. Commercial Road Upgrade.
- VII. Road Infrastructure improvements.
- VIII. Waste beneficiation park.
- IX. The construction of the New Brighton Swimming Pool. This project has been completed.

The TAT have aligned our nodal focus, see below, with the prioritization of the Njoli Precinct and the parts of the Khulani Corridor that can be classed as high streets.

Opportunity: A business corridor from Njoli to Main Road developed.

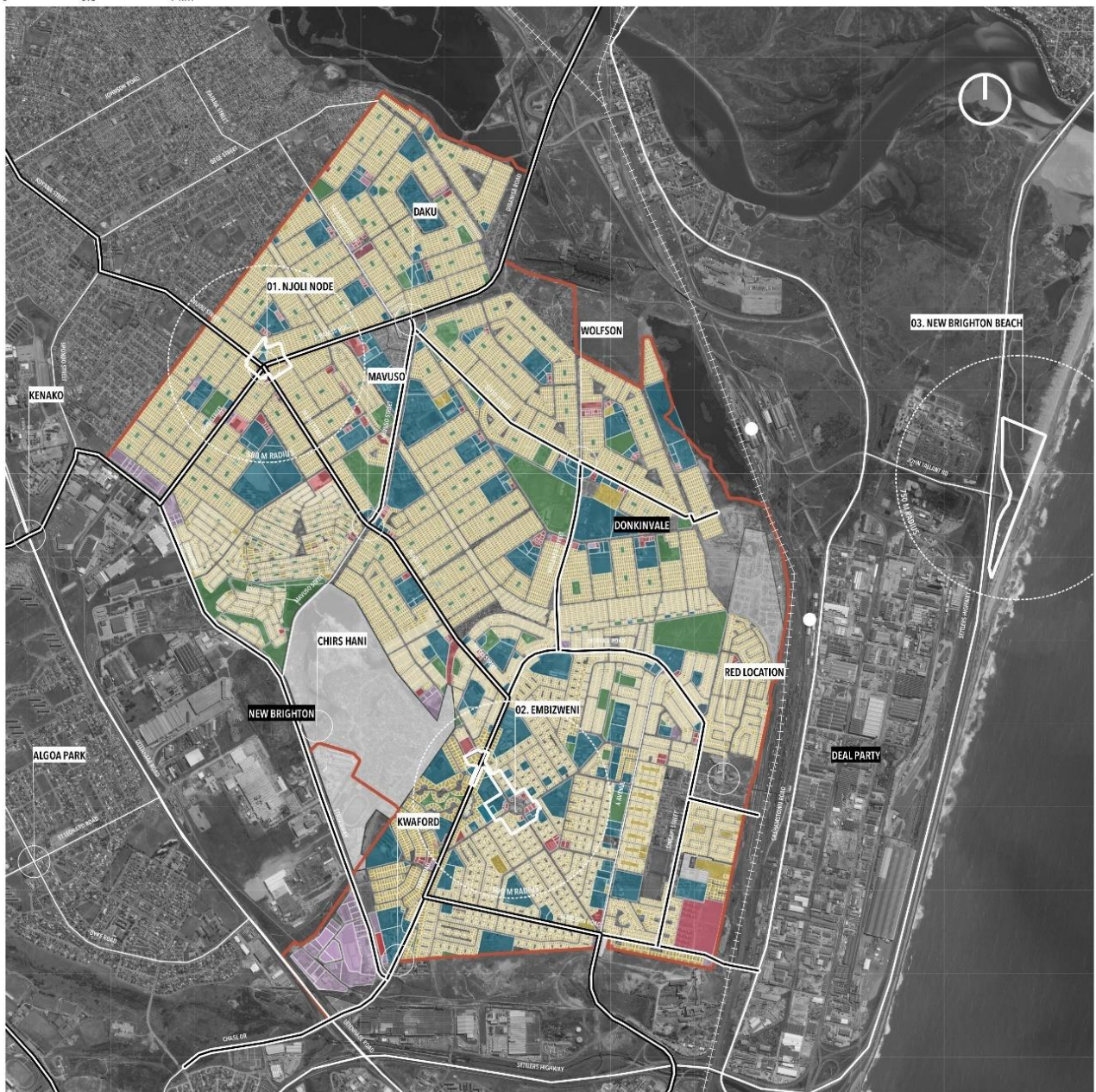
8.6. Land Use Dynamics

NMBM issued the Draft Spatial Planning and Land Use Management (SPLUM) Bylaw in January 2020. It is not clear whether this document has been promulgated.

The Draft Integrated Zoning Scheme was issued in 2008 as a proposal for consolidating and replacing the twelve zoning schemes that previously made up the area that has been consolidated into the Metropolitan Area. It is not clear whether a more recent document has been issued, or whether this

Draft zoning scheme has been adopted. It is likely that the 2008 scheme will need to be updated in order to align with the SPLUM By-Law.

The most common zoning designation in the study area is residential, primarily Residential 1. There are also numerous institutional zonings. With the core area, a significant proportion of land is owned by the municipality, including residential properties, whilst some of the unutilized land is designated for open space or institutional purposes. Municipal land use requires further investigation.



NEW BRIGHTON FOCUS AREA ZONING



LOCATION KEY

KEY

NEW BRIGHTON

1. Base Map

1. Extents

NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes

Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Neighbourhood Activity Corridor

Metro Activity Corridor

2. Land Administration

2.3 Zonning

NB_LU_NMBM_Zoning

BUS

COM3

IND

INST1

OS1

PUOS

RES 1

SERV

SPEC ZONE

SPURP

STR

UND

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | ZONING

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Map 14: Zoning

Table 2: Uses Permitted Under Residential 1

Residential 1	
Primary Use Dwelling Unit	Consent Use Additional Dwelling Unit Creche Guest House Home Enterprise Shelters Social Facility Tavern

Table 3: Development Guidelines for Residential 1

Building Lines			Density	Min. Erf Size	Height	Coverage	
Street		Lateral and Rear	1 dwelling unit per erf or cadastral unit and 1 additional dwelling unit subject to Council's consent	In line with erf sized and character of surrounding area OR Subject to Council's policy on minimum erf sizes for the area	8.5m	Erven < 350 m2	80%
Erven < 350 m2	1m	1m on 1 boundary				Erven between 351 to 599 m2	70%
Erven between 351 to 599 m2	3m	1m				Erven >600m2	60%
Erven >600 m2	5m	1.5m					

8.7. Njoli Precinct Plan, 2019

The Njoli Precinct Plan was finalized in 2019. It provides details for the upgrading of the Njoli Square in KwaZakhele and the Embizweni/Mendi Square in New Brighton, as well as the activity/public transport corridor between these two anchoring points. This regeneration strategy is focused on the following outcomes: fostering a sense of place, making the public environment more liveable through appropriate upgrades to pedestrian facilities, encouraging a mix of land uses and providing for residents' needs by enhancing access to public facilities.

In terms of the plan, the Njoli Square precinct covers an area of 198 Ha, including 5456 single residential erven. Currently, Njoli Square is the site for the largest public transport interchange in the area. The two taxi ranks provide for a range of destinations, including long-distance trips. The Embizweni precinct covers 20061 residential erven. The Njoli and Ebizweni precincts form part of the Khulani Corridor, as defined in the Integrated Public Transport Network Plan.

9. Prioritised and High Potential Nodes

9.4. Overview

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

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

In order to effectively bring about impact within the township, it is critical that the geographic extents be appropriately identified. These are often described in spatial terms as nodes – a concentration, 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 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 and 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 for how developmental impact can be optimised through seeing these nodes as operating in isolation or in relation to each other.

Following our assessment of the nodes and field investigations, these nodes were either adopted, reprioritised or *removed* within the project scope and node identification. In addition to the identified nodes, the TA 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 Metro and the TAT assessment of evidence – which revealed the priority nodes for the scope of the TED project.

The prioritised nodes for New Brighton include:

- (i) Embizweni Square

- (ii) Njoli Node
- (iii) New Brighton Beach

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

9.4.1. Node Context

The study area has a well-established distribution of social and recreational spaces and a good street network and corresponding hierarchy. The identified development nodes are well placed to allow them to be connected and have a positive impact on the immediate. The cultural and heritage resources across the study area are in a state of disrepair and neglect - highlighting systemic governance and programmatic dysfunction - these create urban pockets of abandonment. These sites, left unchecked, run the risk of compromising the development of neighbourhood and investment in residential homes. New Brighton can potentially benefit from the numerous commemorative heritage assets found in this area. However, these memorials have been vandalised and, in some cases, have become dysfunctional spaces. Therefore, an investigation into the strategic integration of heritage and cultural resources into TED needs to be undertaken urgently.

The land parcels and properties have the capacity to adjust to policy and market variations with ease due to their arrangement, ownership, density and size. The nature of streets (width, length, edge conditions) and nodal proximity strongly lean towards the implementation of high streets along key connectors. The land use typologies are rich in potential with regards to their plot size, block dimensions, orientation of top structure and integration of cul-de-sacs.

9.4.2. Infrastructure and Natural Systems

The major activity corridors generate significant economic and social activity along their routes, which encourages nodal development. This pattern is consistent across the study area. These nodal developments are taken up primarily by private interests and needs to be better integrated into the development of public land and amenities. Major street intersections are surrounded by open space and should be prioritised for place-making interventions.

The site's proximity to the beach (New Brighton beach) as a natural recreational asset needs to be acknowledged and integrated into TED strategic considerations. The railway station does not appear to have a generative capacity for enterprise development or the functioning of the Red Location precinct. The vehicular transport systems, in contrast, fulfil an important generative role, as seen by the various taxi ranks found across the study area. This allows for a shift in developmental focus towards minibus taxis as the main form of public transport.

Opportunity: The tourism and economic multiplier opportunities of the Red Location museum and historical monuments revived.



NEW BRIGHTON FOCUS AREA BASE MAP



LOCATION KEY

KEY

NEW BRIGHTON

1. Base Map

1. Extents

NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes

Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

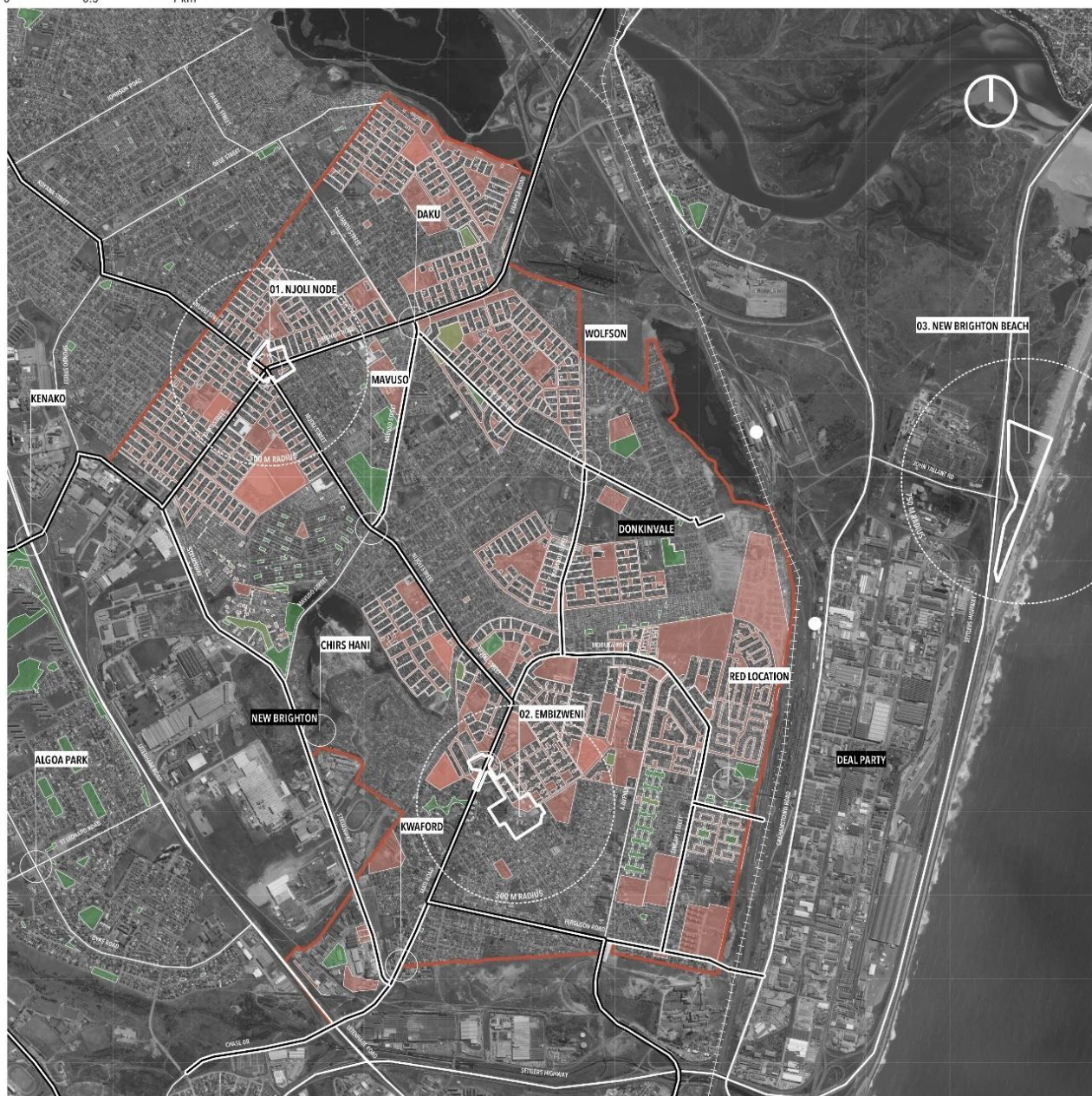
Neighbourhood Activity Corridor

Metro Activity Corridor

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | BASE MAP

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Map 15: Nodes in New Brighton



NEW BRIGHTON FOCUS AREA LAND OWNERSHIP



LOCATION KEY

KEY

NEW BRIGHTON

1. Base Map

1. Extents

NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes

Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Neighbourhood Activity Corridor

Metro Activity Corridor

2. Land Administration

2.2 Land Ownership

NB_LU_CSG_PUBLIC_PLACE

NB_LU_Public_Owned_Land

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Map 16: Land Ownership

9.5. Embizweni Square

Embizweni Square is well located, designed and spatially organised. It has a good mix of adjacent land uses and real estate occupancy – although some properties and land are under-performing, with limited occupancy. The node could benefit from systematic precinct management. It is situated in proximity to the north-south route that passes through the site – rendering it well-suited towards reactivation through programming and physical rehabilitation. In the context of the township, the site is well-suited to providing social, economic and cultural amenity to the surrounding neighbourhoods. The square has a reasonable level of physical infrastructure in place and needs its performance needs to be carefully assessed before making further infrastructure investments.

The following suggestions are contemplated for the node:

- Establish an urban management plan. The stakeholders would need to be clearly defined and engaged in the process of the transformation of the node. The plan should aim to create a secure institutional space for increased private investment – especially through the adjacent underperforming land parcels.
- The Metro should utilise land-use management tools, including amendments to the zoning scheme, to stimulate property investment in mix-used buildings.
- Business infrastructure support. The existing businesses adjacent to the square need to be acknowledged as critical agents in the well-being of the precinct. The businesses adjacent to the square, especially those providing leisure related services, should drive the development of the precinct.
- 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 opportunities for pop-up 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).
- 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. This program would need to be integrated with the one that currently exists to ensure reinforcement.

Opportunity: Embizweni square as a social and economic precinct enhanced through investment and land unlocking.

Opportunity: Regulated business sectors are formalised and able to access state-subsidies / industry programmes.

Opportunity: Street signage / advertising extensively utilised to promote local businesses.

Opportunity: Public Private Partnerships improve safety and security for local businesses in retail hubs and trading sites.



Figure 29: The square has good public environment infrastructure but performs poorly in terms of activation. The adjacent business and trading infrastructure appear to be working sub-optimally.

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

Table 4: Status Quo of Embizweni Square

Connectivity/Transport	Socio-economic Function	Current Zoning	Digital	Sanitation	Energy	Int Human Settlements	Trader Access to Infrastructure
Situated within a residential area. The site is disconnected from mini-bus taxi routes. The square is situated on a pedestrian route that connects two shopping malls. At the weekend, private vehicle provide access to the square and its leisure activities.	Embizweni square is a leisure destination. The economic anchors are braai and butchery and bar venues. There are a cluster of micro-enterprises in historic trading buildings. Metro built trader stalls are not utilised. The node include vacant land and the unused post-office.	The Embizweni Square node is defined by a mix of land uses. The plaza that gives this node its name is framed by erven with business zoning and uses. Several large erven in this node are zoned for institutional purposes. The surrounding area is dominated by residential uses.	No Data Available	Embizweni Square is well provisioned with sanitation pipes and manholes. The grid in this node is well connected.	The area around Embizweni Square has street lighting.	The Mavuso Road (200 informal structures) and Chris Hani (1471 informal structures) informal settlements are north of this site. Mavuso has been identified for relocation as part of the Chris Hani/Struanway Tip Site Project. The Chris Hani Informal Settlement has also been identified for relocation as part of the Chris Hani New Brighton Tip Site project. The Chris Hani Settlement has three standpipes, poor access, no formal lighting and no formal water and sanitation system in place.	Businesses primarily have formal access to water and electricity.



EMBIZWENI CORE FOCUS AREA LANDUSE EXISTING



LOCATION KEY

KEY

EMBIZWENI NODE

1. Base Map

1.1 Extent

— Embizweni Core

1.2 Connectivity

— Development Corridor
— Main Roads

2. Land Administration

2.1 Landuse

2.1.1 Landuse Existing

Special Purpose

Open Spaces

Industrial

Buisness

Residential

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Map 17: Current Land Use, Embizweni Square



EMBIZWENI CORE FOCUS AREA LAND OWNERSHIP



LOCATION KEY

KEY

EMBIZWENI NODE

1. Base Map

1.1 Extent

— Embizweni Core

1.2 Connectivity

— Development Corridor

— Main Roads

2. Land Administration

2.2 Land Ownership

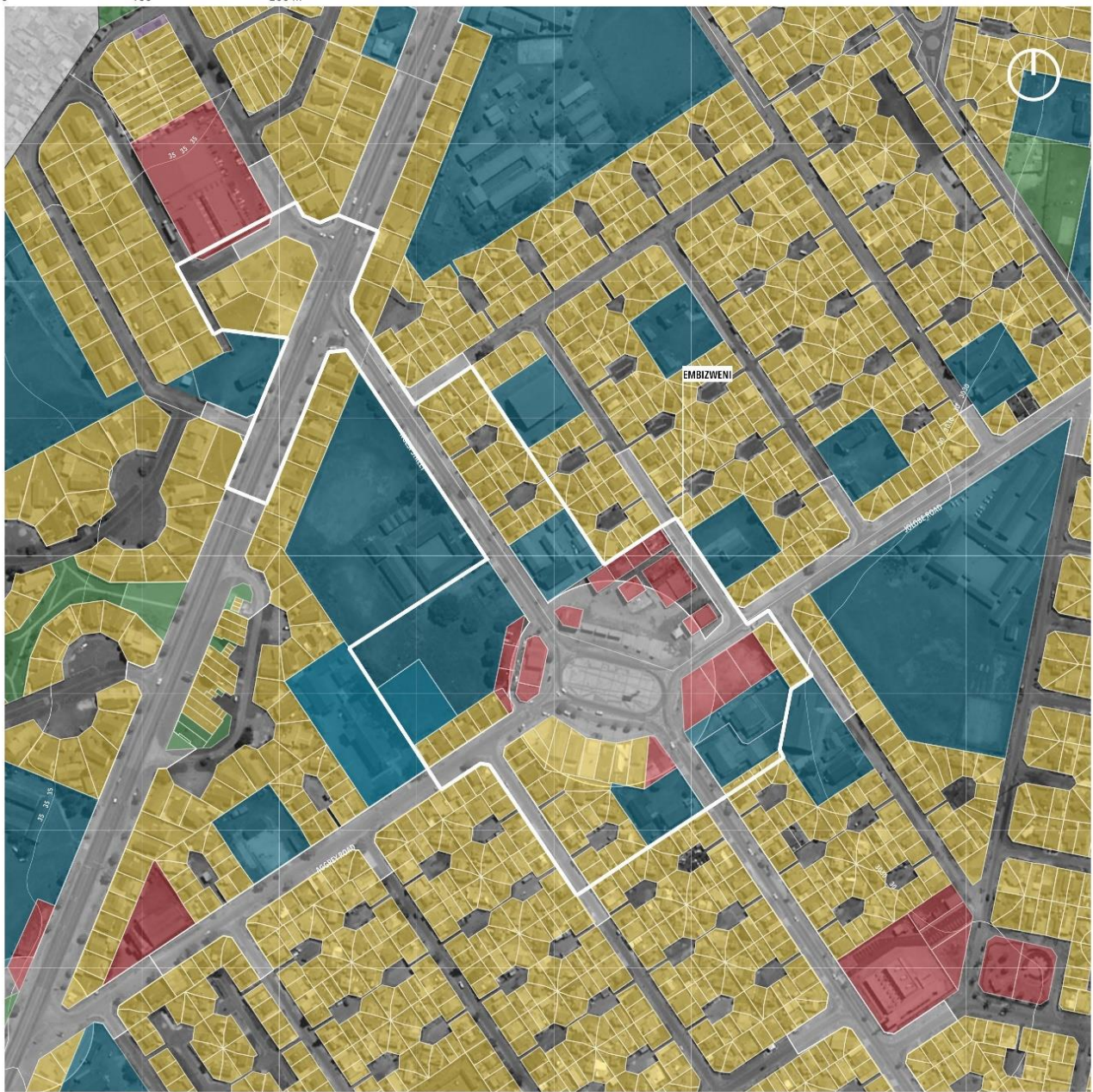
— NB_LU_CSG_PUBLIC_PLACE

— NB_LU_Public_Owned_Land

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | EMBIZWENI CORE | LAND OWNERSHIP

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Map 18: Land Ownership, Embizweni Square



EMBIZWENI CORE FOCUS AREA ZONING



LOCATION KEY

KEY

EMBIZWENI NODE

1, Base Map

1.1 Extent

— Embizweni Core

1.2 Connectivity

— Development Corridor

— Main Roads

2. Land Administration

2.3 Zoning

NB_LU_NMBM_Zoning_25_Nov_2020

- BUS
- INST1
- INST2
- INST3
- OS1
- RES1
- RES2
- SERV
- SPURP
- UND

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Map 19: Land Ownership, Embizweni Square



EMBIZWENI CORE FOCUS AREA TRANSPORT



LOCATION KEY

KEY

EMBIZWENI NODE

1. Base Map

1.1 Extent

— Embizweni Core

1.2 Connectivity

— Development Corridor

— Main Roads

3. Infrastructure

3.1 Transport

— ABC Bus Routes 2

— Njoli Starter Routes 2020

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | EMBIZWENI CORE | TRANSPORT

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Map 20: Transport, Embizweni Square



EMBIZWENI CORE FOCUS AREA SANITATION



LOCATION KEY

KEY

EMBIZWENI NODE

1. Base Map

1.1 Extent

- Embizweni Core
- Embizweni Study Area

1.2 Connectivity

- Development Corridor
- Main Roads

3. Infrastructure

3.4 Sanitation

- EDAMS_SewerPipes
- EDAMS_Manholes

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Map 21: Sanitation Infrastructure, Embizweni Square



EMBIZWENI CORE FOCUS AREA DEVELOPMENT PROPOSALS



LOCATION KEY

KEY

EMBIZWENI NODE

1, Base Map

1.1 Extent

— Embizweni Core

1.2 Connectivity

— Development Corridor

— Main Roads

5. Development Proposals

5.1 Existing Proposals

— Proposed Intervention

— Proposed BRT

— NB_HS_CADASTRAL_PROPOSED

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | EMBIZWENI CORE | DEVELOPMENT PROPOSALS

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 10.03.2021

Map 22: Development Proposals, Embizweni Square

9.6. Njoli Node

Njoli Node is a well-located transport node at the intersection of two mobility corridors but lacks coherent spatial legibility. Land uses in the node could be optimised to bring a greater economic activities and investment. However, the connections between land parcels are compromised due to the divisive nature of the busy vehicular roads that intersect this node. The intersection creates four distinct developmental quadrants. The current edge conditions and street arrangement present challenges for safe street edges. The confluence of two taxi hierarchies (local and long distance) presents a significant opportunity harness this industry towards increased economic activity and social amenity. The recent investments in taxi infrastructure do not adequately deal with edge conditions, the operationality of the space or unlocking economic opportunities for new businesses.

Daku Road, which intersects with the Njoli Node, lends itself well to a commercial high street activation due to its spatial attributes, which include edges, sidewalk size, adjacent properties and walkable distance.

The following suggestions are contemplated for the node:

1. Develop an urban management plan. The stakeholders would need to be clearly defined and engaged in the process of the transformation of the node. The plan should aim to create a secure institutional space for increased private investment – especially through the adjacent underperforming land parcels. The land (currently used for low-scale trading) to the western quadrant is performing below capacity and requires urgent review to activate its potential at this crucial transport interchange.
2. Taxi terminus. Design a taxi terminus that includes clear traffic management, signage, shelter, offices, trading spaces, ablutions, waiting areas, Wi-Fi, lighting and landscaping. This design clarity would allow for a better operation and consolidation of economic investment at the rank. The current design and infrastructure conditions are inefficient utilisation of the space. This upgrade should seek to stimulate not only investment in the open/public land parcels, but also enable private actors to invest in the area.



Figure 30: The edges of Njoli Square are poorly defined and does not enable coordinated economic opportunity at the busy taxi interchange. Many traders work from improvised structures, with no utilities and are poorly located. The large road reserve prevents linkages to adjacent land parcels, resulting in the node working as a set of fragmented land parcels.

3. Urban design. The poor design and lack of management creates vague territories for appropriation and power dynamics to establish themselves. This enhances the propensity for power struggles and violence. The design of the taxi rank needs to consider the necessity to create a safe space for commuters through design. This can be achieved through clear demarcation of territory, a management plan, sight lines and business interdependencies. A safe and well-managed space will encourage more established and secure business to develop and bring increased investment to the node.
4. Daku-Njoli street engineering. Special attention needs to be directed towards the road-edge interface across Njoli and Daku roads. These roads are engineered towards maximum traffic efficiencies, which fragments the four quadrants of land to work inter-dependently – limiting its spatial and economic performance. In so doing it neglects the quality of spaces, connections across the roads and how the intersection works as a cohesive whole. The crossings, lanes and traffic management need to be reviewed.
5. Daku Street high street activation. The spatial and functional aspects of Daku Street, and a small portion of Njoli Street, make this street well-suited to high street activation. The design of the edges to allow for parking, pedestrian access and economic activity is necessary along these streets to intensify economic activity. (see Public Environment Upgrade below for how this could be approached)

6. 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, while also creating economic opportunities 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).
7. Public Art. It is also recommended that a public art and creative output program is coupled with this development. This would engage local creative practitioners to enhance the precinct and lend a particular creative identity. Outputs could include sculpture, installations, mosaic, murals as well as ephemeral or soft programs like performance.
8. Improved trader infrastructure. There is need to enhance shelter and storage for the traders who operate within the square. Trading stands should be provided with electricity and water / sewerage. The use of the site for business activities should be planned and instituted in a Metro approved trader plan.

Opportunity: Daku /Dibanisa Roads transformed into a commercial high street.

Opportunity: Njoli square developed as a retail and transport hub with affordable accommodation and upgraded trader stands.

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

Opportunity: Street signage / advertising extensively utilised to promote local businesses.

Opportunity: Public Private Partnerships improve safety and security for local businesses in retail hubs and trading sites.

Opportunity: A business corridor from Njoli to Main Road developed.



Figure 31: Daku Road as a high street has valuable opportunities to optimise investment along its edges. The street as it is currently designed is hard to navigate across and walking environment very compromised due to vehicular conflicts.

The following section includes a series of maps relating to this node. The table below provides a summary of the status quo for the Njoli 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 5: Status Quo of Njoli Node

Connectivity/Transport	Socio-economic Function	Current Zoning	Digital	Sanitation	Energy	Int Human Settlements	Trader Access to Infrastructure
The site is in an early phase of development. It includes two minibus taxi ranks (local and long distance). Street traders operate within the ranks and along the high streets (Daku Street; Dibanisa Road, Njoli Street). The high streets are important pedestrian routes.	There is a cluster of street traders at the taxi ranks and intersection. Daku Street, Dibanisa Road and Njoli Street have high street characteristics. Dibanisa Road is the most commercially active, and includes Daku Square shopping mall and Metro services (Daku Hall). An under-performing bee-hive is active at the corner of Dibanisa Road and Mavuso Street. Municipal containers for street traders (barber zone) are situated at the intersection of Njoli and Mavuso Streets.	The primary zoning in this site is residential. The taxi ranks are accommodated on land that is zoned institutional 3. Small erven, which are zoned for business purposes and open space (primarily OS1) are unevenly distributed across this site.	No Data Available	Embizweni Square is well provisioned with sanitation pipes and manholes. The grid in this node is well connected.	The Njoli Square area is connected to the grid and has street lighting, which stands in contrast to the lack of access to the grid that KwaZakhele experiences.	The Njoli Precinct plan proposes to use "gap taps" for infill residential development at higher density, which will be targeted at small-scale/emerging property developers. Portion of Remainder Erf 590 Bethelsdorp (11,299m ²) is suited to infill development for higher density residential development.	At the intersection of Daku, Njoli and Dibanisa, businesses on Daku Street and Njoli Street predominantly have formal access to water and electricity. Most businesses on Dibanisa Road have informal water access and no access to electricity. Formal water and electricity access are predominantly available along Dibanisa Road.



NJOLI CORE FOCUS AREA LAND OWNERSHIP



LOCATION KEY

KEY

NJOLI NODE

1. Base Map

1.1 Extent

— Njoli Core Node

1.2 Connectivity

— Main Roads

2. Land Administration

2.2 Land Ownership

— NB_LU_Public_Owned_Land

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Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 10.03.2021

Map 25: Land Ownership, Njoli Node



NJOLI CORE FOCUS AREA HOUSING



LOCATION KEY

KEY

NJOLI NODE

1, Base Map

1.1 Extent

— Njoli Core Node

1.2 Connectivity

— Main Roads

3. Infrastructure

3.6 Housing

— Housing Programmes

— NB_HS_CSG_SERVITUDE_AREA

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | NJOLI CORE | HOUSING

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Map 26: Housing, Njoli Node



NJOLI CORE FOCUS AREA TRANSPORT



LOCATION KEY

KEY

NJOLI NODE

1. Base Map

1.1 Extent

— Njoli Core Node

1.2 Connectivity

— Main Roads

3. Infrastructure

3.1 Transport

● Informal Ranks

● Formal Ranks

— ABC Bus Routes 2

— Njoli Starter Routes 2020

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | NJOLI CORE | TRANSPORT

Cities Support Program | Sustainable Livelihoods Foundation | Township Economic Development Project | Situational Analysis Report | 10.03.2021

Map 27: Transport, Njoli Node



NJOLI CORE FOCUS AREA SANITATION



LOCATION KEY

KEY

NJOLI NODE

1. Base Map

1.1 Extent

— Njoli Core Node

1.2 Connectivity

— Main Roads

3. Infrastructure

3.4 Sanitation

— EDAMS_SewerPipes

• EDAMS_Manholes

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | NJOLI CORE | SANITATION

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

Map 28: Sanitation, Njoli Node



NJOLI CORE FOCUS AREA DEVELOPMENT PROPOSALS



LOCATION KEY

KEY

NJOLI NODE

1. Base Map

1.1 Extent

— Njoli Core Node

1.2 Connectivity

— Main Roads

5. Development Proposals

5.1 Existing Proposals

— lines

— polylines

— NMB_Njoli_Proposed BRT

— Proposed Intervention

— NB_HS_CADASTRAL_PROPOSED

5. Development Proposals

5.1 Existing Proposals

— Proposed Intervention

— Proposed BRT

— NB_HS_CADASTRAL_PROPOSED

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | NJOLI CORE | DEVELOPMENT PROPOSALS

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Map 29: Development Proposals, Njoli Node

9.7. New Brighton Beach

New Brighton Beach is east of New Brighton. This beach can be accessed via the M3, which crosses over the N2 highway. The de-commissioned pier and derelict recreational facilities are well-located in relation to the iBhayi township cluster. The beach is a major recreational and natural asset, which could be better integrated into the social life of township residents. The leisure functions of the townships are seen to be a critical and necessary part of the township economy and, as such, should be considered for redevelopment. The location of the beach allows it to serve a broad social and demographic group.

The following suggestions are contemplated for New Brighton Beach:

1. Establish an urban management plan. The stakeholders would need to be clearly defined and engaged in the process of the transformation of the beach precinct.
2. Pier Rehabilitation. The pier is an iconic relic infrastructure that provides a dramatic relationship to the ocean. It is a significant urban landmark. The pier should be reconceptualised to be more active to support more complex social and recreational needs, these may include fishing, surfing, stargazing, space to eat, observation deck and historical and culturally relevant art installations.
3. Landscape Rehabilitation. The adjacent land used for socialising requires better design to allow for protection from the environmental elements and relationship to each other and related amenities.
4. Beach amenities rehabilitation. The amenities, including toilets and changing rooms, need to be rehabilitated.
5. Public Art. It is also recommended that a public art and creative output program is coupled with this development. This would engage local creative practitioners to enhance the precinct. Outputs could include sculpture, installations, mosaic, murals as well as ephemeral or soft programs like performance. Lighting would play a crucial role in the performance of the space especially in terms of safety.
6. Mixed use developments. The Metro should investigate the scope for mix-used development, including accommodation, within the beach precinct.



Figure 32: New Brighton Beach and the existing pier offer valuable opportunity to provide a high-quality leisure destination in close proximity to the township. The facilities are in place and requires repurposing and activation.

Opportunity: The facilities at New Brighton Beach and linkages to township revitalised.

10. Housing

10.1. Overview

This section analyses the role of housing in township economic development in New Brighton. 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 New Brighton. 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/>

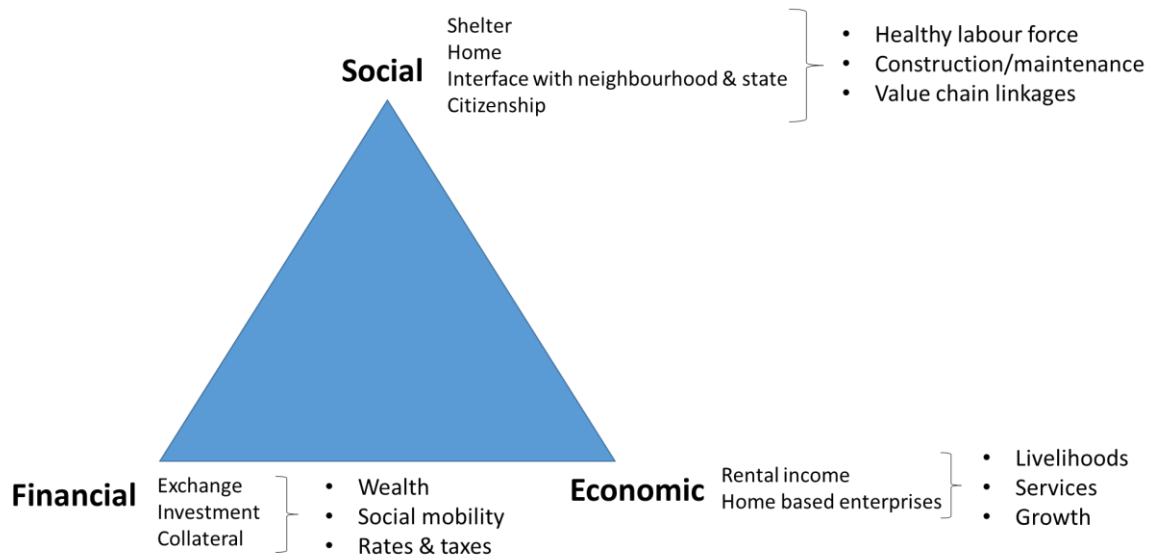


Figure 33: Housing Asset Values and their contribution to TED

10.3. Housing as Social Asset

Different housing typologies characterise different suburbs in the township, resulting from various rounds of government housing delivery during the past 100 years or so. Some neighbourhoods have also witnessed an enormous growth of backyard structures. In the western part of the study area, in New Brighton 1, informal settlements seem to be growing. The following pictures aim to illustrate the diverse housing typologies that make up the built environment.



Figure 34: An example of typologies found in New Brighton



Figure 35: An example of typologies found in New Brighton



Figure 36: An example of typologies found in New Brighton



Figure 37: An example of typologies found in New Brighton



Figure 38: An example of typologies found in New Brighton

Property prices across the township are very low. The area of Brighton 1 has the highest average property prices at R306,109. There is a noticeable class of middle-income households living in higher quality houses on larger plots. Some of the properties are sold for R695,000 in more established neighbourhoods like Kwaford. 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.



Figure 39: Middle-class home in New Brighton

As of 2019, New Brighton had a registered housing stock of 18979, which is 80% of all the formal houses recorded in the census 2011. The mismatch indicates the challenges with the transfer of formal title deeds to individual homeowners. The township is long established with no new houses being added

to the stock. Between 2015 and 2019, the stock grew by merely 4 properties, which is most likely the result of registering old properties rather than newly built.

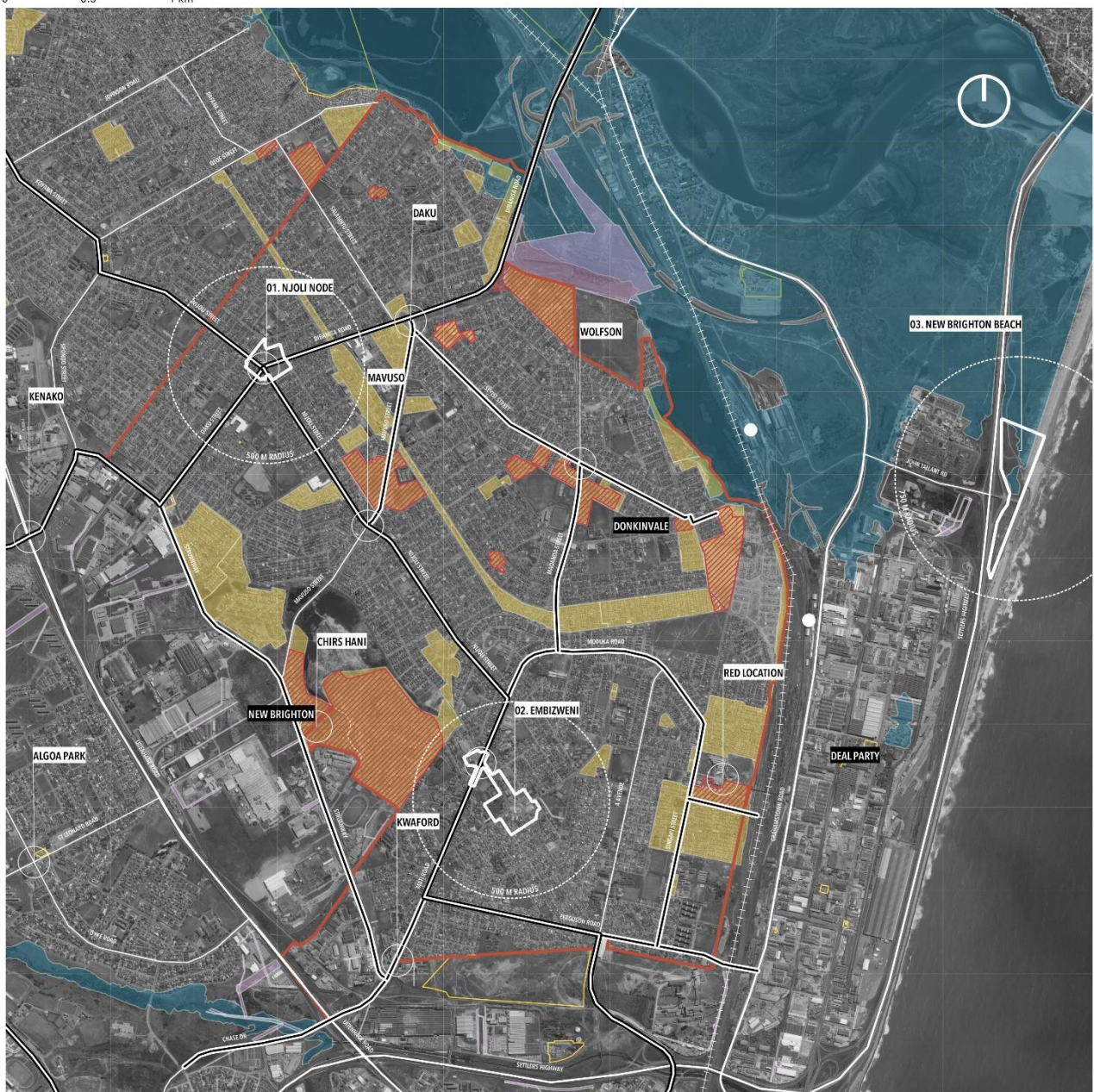
10.4. Formal Housing Delivery

Given the latest announcements by the Department of Human Settlements, indicating that free BNG housing delivery will be drastically reduced and replaced by sites and services schemes, it is unlikely that government investments in formal housing will play a significant role in future. However, there are opportunities for innovative public-private partnerships in delivering higher-density affordable housing. Through unlocking strategic sites and enable in-fill developments, the Metro can promote urban consolidation and renewal.

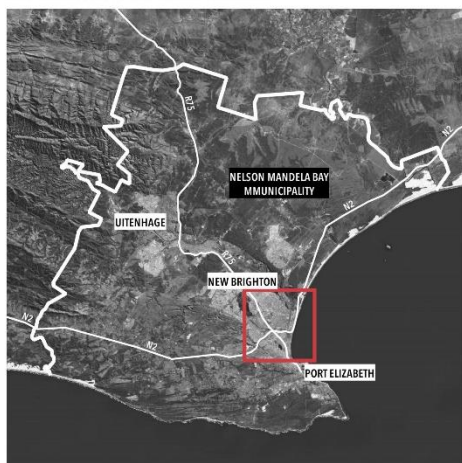
One of these areas is Embezweni square, where property owners could be incentivised to promote vertical extension. The same could be done along Daku road, which too demonstrates potential for vertical expansion. In Njoli square there seems to be opportunities to develop the rental market and to upgrade pockets of informal settlements. Several properties located in these strategic sites seem to be under-performing. There is very little reinvestment in the building and the surrounding space. Some of these buildings are held by families with multiple beneficiaries / claimants. This process could be supported through regulatory reform (including the consolidation of properties), incentivising vertical expansion, fast-tracking building applications, promoting property market (formal) development.

Another opportunity relates to the subdivision of land owned by educational institutions and social organisations. Past planning practices have allocated large sites for these institutions where buildings occupy approximately 50% or less of the land. Therefore, large parcels of land remain vacant and in some cases are used for informal activities. This situation perpetuates spatial fragmentation. The underused portions of the land could be redeveloped into higher density residential blocks.

Opportunity: Formal housing established in strategic sites.



NEW BRIGHTON FOCUS AREA HOUSING



LOCATION KEY

KEY

NEW BRIGHTON

1. Base Map

1. Extents

NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes

Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Neighbourhood Activity Corridor

Metro Activity Corridor

3. Infrastructure

3.6 Housing

Informal Settlement

Housing Programmes

NB_HS_CSG_SERVITUDE_AREA

Floodplain_100_year

NB_HS_CSG_LEASE_AREA

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Map 30: Housing, New Brighton

10.5. Informal Housing Delivery

There seems to be considerable demand for affordable rental accommodation, reflected in the growth of backyard dwellings in recent years. In addition to the low-cost shacks and 'wendy' houses, there has been a noticeable rise in solid brick and mortar micro flats. As elsewhere in the country, individual homeowners and enterprising developers are investing in their backyard property to meet the growing demand in affordable, higher quality rental accommodation (Scheba and Turok 2020)². The backyard real estate market offers important opportunities for the local construction and property industry as well as for businesses in up- and downstream industries: brick makers, builders, joiners, plumbers, electrician, real estate agents, architects, conveyancers and so forth. However, most backyard rental dwellings are not formally approved because of land use regulations, building plan issues or lack of title deeds. Support to homeowners to formalise and upgrade backyard structures would contribute to creating higher quality, affordable rental accommodation and promote densification in the Metro.

Both the private and public sector have recognised the growth and potential of the backyard real estate market. In other Metros, companies like Indlu and Bitprop have begun to work with individual homeowners to build higher quality rental stock. They enable homeowners with no or very little capital to build and benefit from rental accommodation by financing the development and entering into a benefit sharing agreement. Similar initiatives could be explored in New Brighton.

In addition to backyard dwellings, the number of free-standing shacks also seems to be growing. Several pieces of vacant land are vulnerable to unauthorised land occupations. Addressing the challenge will require tackling the underlying problem of the lack of available land for settlement. There is an opportunity to redirect occupations via sites and services schemes on suitable sites within and outside of New Brighton. In addition, existing and future informal settlements on well-located sites could be incrementally upgraded and vertically densified to free up public spaces, install basic services and connect them to the rest of the township. The Municipality has a dedicated programme for the elimination of informal settlements, as contained in the Informal Settlements Upgrading Plan. The policy priority is to upgrade informal settlements in-situ and relocate only as last resort. The Informal Settlements Upgrading Plan is part of the NMBM Human Settlements Plan.

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

10.6. Housing as Economic Asset

Many homeowners in New Brighton 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.

² Scheba, A. & Turok, I. (2020) Informal rental housing in the South: dynamic but neglected. *Environment and Urbanization*. Vol 32(1):109-132

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, educate, 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 mobile location (containers, shed/shack, table). The survey recorded the location for 208 businesses out of 305 surveyed. The survey highlights that more businesses (121) operate from mobile structures (58%) than from property (87 or 42%). The low percentage of properties as business location along high streets and business hotspots signals an opportunity for redevelopments of buildings in these spaces, promoting more mixed-use buildings. The survey seems to indicate a demand for commercial space in properties in those areas, as 66% of businesses operating from properties rented the space compared to 21% who owned and 13% who did not declare their tenure status.

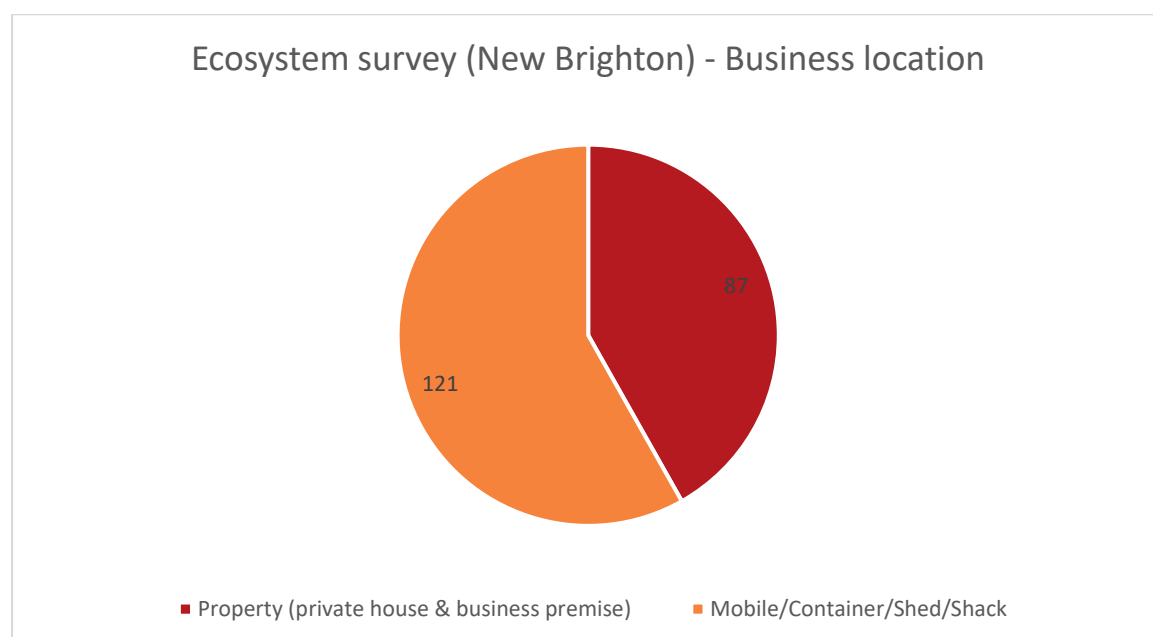


Figure 40: Proportion of businesses operating from a property or a movable structure

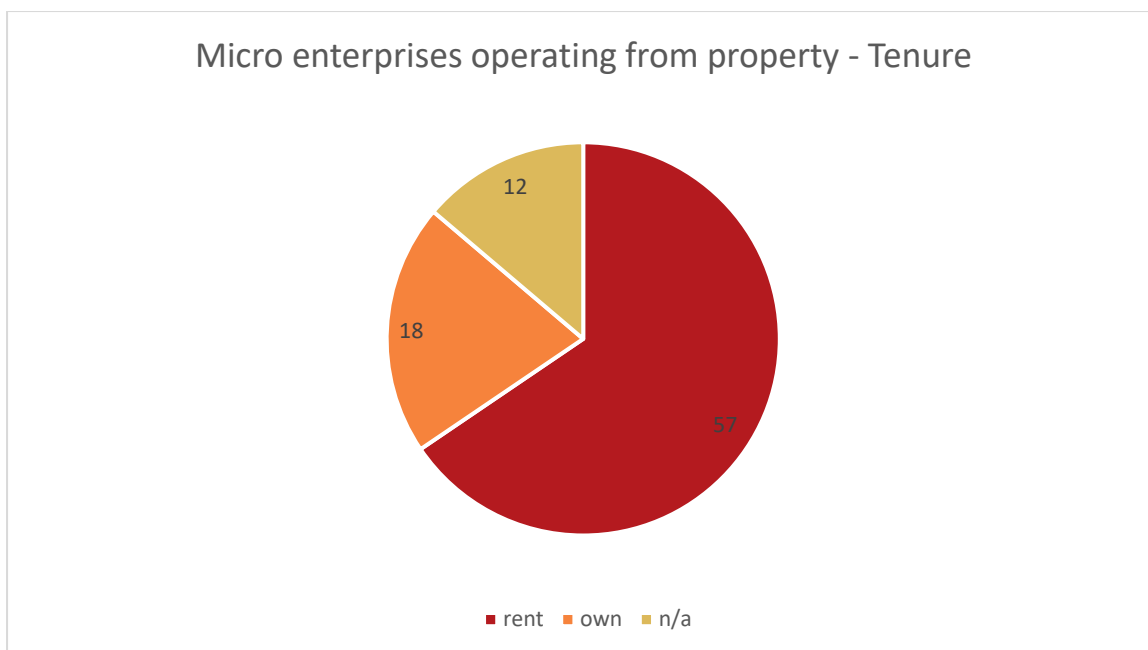


Figure 41: Tenure Status for Micro-Enterprises in New Brighton

10.7. Housing as Financial Asset

Formal property in New Brighton was cheap although did show encouraging signs of growth over the past five years even outperforming average returns on property in the rest of Nelson Mandela Bay. Property was also much more affordable in Nelson Mandela overall which could have encouraged individuals to reach for cheaper properties in other parts of the city. Yet it seems unlikely that owners of properties in New Brighton realised any significant financial returns because the formal buying and selling of properties was low. The data also suggests that most property owners in the area had received formal title. The residential property market did not appear to promote social mobility through conventional buying and selling of real estate. It appears that many property owners still prefer to trade houses informally, which is difficult to quantify as transactions take place under the radar.

Opportunity: The housing and commercial property market strengthened.



NEW BRIGHTON FOCUS AREA HOUSING PROPERTY GROWTH RATE



LOCATION KEY

KEY

NEW BRIGHTON

1. Base Map

1. Extents

NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes

Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

3. Infrastructure

3.6 Housing

NB_Prop growth rate 2015-19 township properties

5.53 - 6

6 - 6.5

6.5 - 7

7 - 7.5

7.5 - 8

8 - 8.5

8.5 - 9

9 - 9.5

9.5 - 10

10 - 10.5

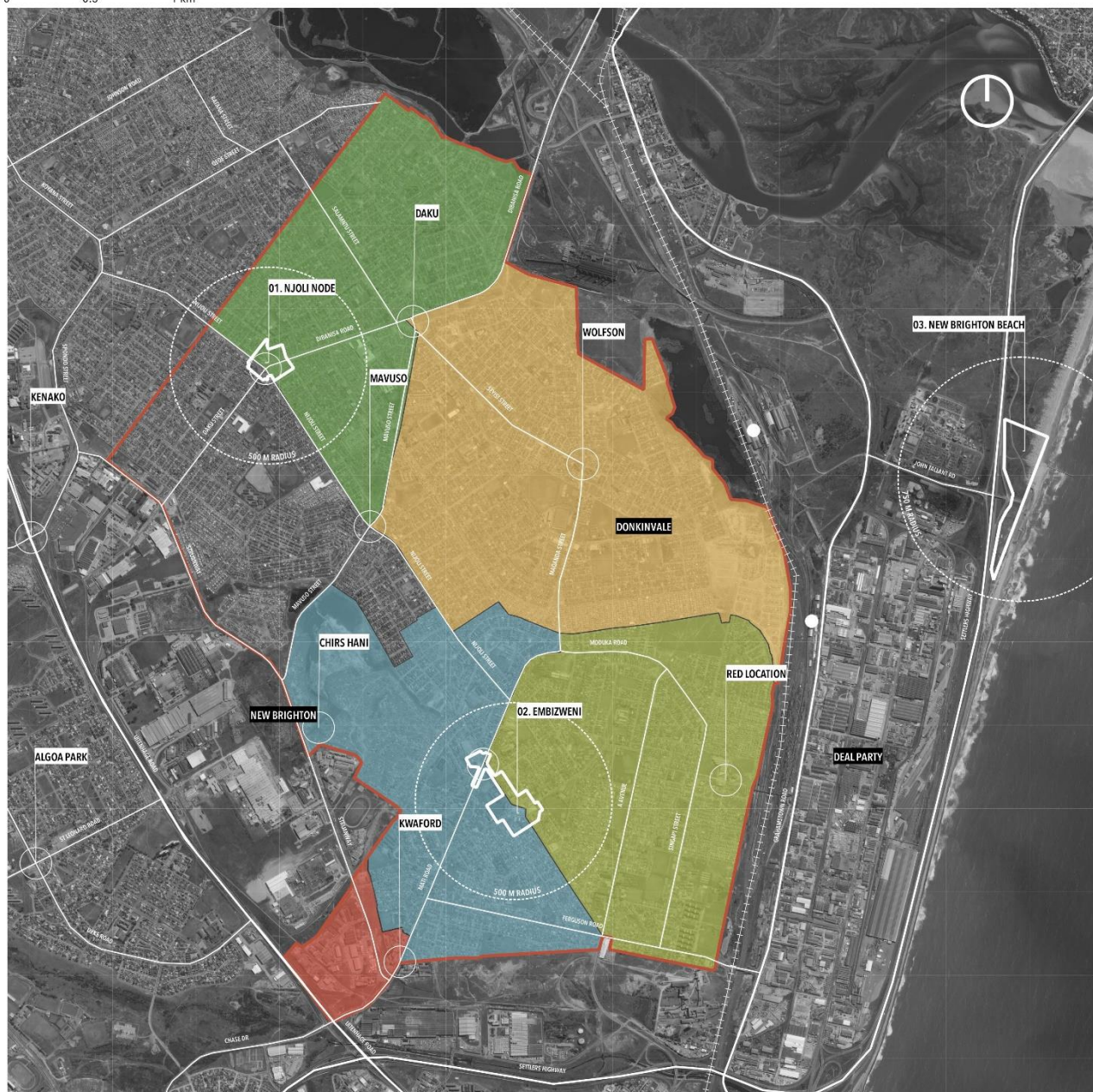
10.5 - 11

11 - 11.11

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | HOUSING PROPERTY GROWTH RATE

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Map 31: Housing Property Growth Rate, New Brighton



NEW BRIGHTON FOCUS AREA HOUSING AVERAGE PROPERTY VALUE



LOCATION KEY

KEY

NEW BRIGHTON

1. Base Map

- 1. Extents**
 NMB_Study Area_Extent

2. Nodes

- Municipality Identified Nodes
 Opportunity Nodes
 TED Focus Area
 Other Nodes

3. Connectivity

- Railway Station
 Railway Lines
 Main Roads
 Arterial Roads

3. Infrastructure

3.6 Housing

NB_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 - 306109

NELSON MANDELA BAY MUNICIPALITY | NEW BRIGHTON | HOUSING AVERAGE PROPERTY VALUE

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

Map 32: Average Property Value, New Brighton

11. The Transport System

The New Brighton transport network is in the below maps.

11.1. Transport Infrastructure

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

Table 6: New Brighton transport infrastructure (based on GIS Map)

Infrastructure	Comments
Road network planning	There is limited information indicating road network planning; it can be seen from the GIS maps that the road hierarchy is clear and well organized.
Taxi ranks	The planned, but not undertaken, road link between John Tallant Road and Seyisi Street would improve the connectivity of the township to the N2 as well as provide direct access to the beach. No information indicating taxi ranks on the GIS map. It is known that there are three major taxi ranks; two in Njoli and the other in Motherwell.
Railway	There is railway infrastructure in New Brighton however the trains are not available on weekends. Engagement with PRASA is required to obtain information regarding the rehabilitation of rail infrastructure.
Train station	The station is situated in the Red Location precinct. The station is not connected to taxi systems and the poor access makes it a challenge for commuters to switch between different transport modes.
Bus rapid transport (BRT)	We were unable to obtain spatial information indicating Metro buses or BRT. However, Metro business services operate along the main transport corridors, whilst BRT routes are planned.
NMT lanes	There is no information indicating NMT infrastructure on the GIS map.
Opportunity: Road link between John Tallant Road and Seyisi Street is completed.	



NEW BRIGHTON FOCUS AREA TRANSPORT



LOCATION KEY

KEY

NEW BRIGHTON

1. Base Map

1. Extents

NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes

Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

3. Infrastructure

3.1 Transport

Informal Ranks

Formal Ranks

ABC Bus Routes 2

Njoli Starter Routes 2020

g_s_LDR_G_S_RAIL_MUNICIPAL_LINE

g_s_LDR_G_S_RAIL_SPOORNET_LINE

Khulani Corridor

Proposed Link Road

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Map 33: Transport Facilities and Routes, New Brighton

11.2. Development Challenges

The GIS data for New Brighton does not have sufficient information to comment on the non-existent or absent infrastructure.

11.3. Connectivity Between Different modes

The absence of clear intermodal connections between minibus taxis, informal taxis, buses and the train system present a major weakness in the public transport system.

Opportunity: An integrated public transport system achieved.

Opportunity: Njoli square developed as a retail and transport hub with affordable accommodation and upgraded trader stands.

11.4. Transport Options and Services

Table 7: Transport Options and Services Available in New Brighton

Transport options and services	Comments
Private vehicles	There is use of private vehicles by owners.
NMT	Poor condition of NMT infrastructure has been observed with dumping taking place on sidewalks and stolen block paving in some areas.
Motorcycles	Motorcycles are not widely used in New Brighton.
E-hailing and e-delivery	Limited use of e-hailing services.
Informal taxis	Compact Multi-Purpose Vehicles (MPV's) such as the Toyota Avanza, which are partially formal, provide short trips and inter-township connections, including the route to Motherwell townships. Amaphela taxis are completely informal and provide short trips within the site and to taxi ranks. They are highly unregulated and unlicensed and require formalizing and regulations.
Minibus taxis	Minibus taxis are available within the site and provide both short, local trips as well as long distance trips. There are plans to provide additional bus services in New Brighton.
Metro buses	New Brighton is part of the Njoli Contract Area (Phase 1D) of the bus service provision and the route is planned to be implemented in 2026/2027 financial year. Available in the site, community appears to be well serviced although the cost are considered high.
Long distance buses	Long distance bus service is available in the site.
Walkability	Walking in New Brighton is a challenge as the township is large and key development nodes / precincts are spatially disconnected. The absence of NMT facilities also have a negative impact on walkability within the site.



Figure 42: Sidewalks in good condition on Njoli Street, New Brighton

Whilst minibus taxi services are well supplied, both formal and informal, alternative modes of transport, including e-hailing and motorcycles are under-served despite their growth potential. The formalisation of informal taxis would permit more effective management of these services, enable their integration within the transport system and improve the quality of the service, and reduce negative externalities and risks.

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

Opportunity: Informal sedan taxis formalised.

11.5. Integrated Public Transport Networks

In 2009, a BRT system was started in the NMBM in anticipation of the 2010 FIFA World Cup. Due to certain technical errors in design and implementation, the buses purchased were not compatible with the bus station platforms which were to be used. There are also plans to extend the Bus Rapid Transit system into New Brighton, via the Khulani Corridor, which runs along roads Sheya Kulati Drive, Ferguson Road, Ntshekisa Road, Norongo Road/Njoli Street and onto Daku/Dibanisa Street.

The Metro indicated that as part of their process of updating their integrated transport plan, public transport facility surveys and condition assessment on all formal taxi ranks and bus terminals in the Metro were conducted. The surveys indicated that there are inadequate facilities at most taxi ranks.

11.6. Non-Motorised Transport

A non-motorised transport masterplan has been developed for NMBM to address the lack of NMT facilities in the city. A large portion of the population in NMB rely on NMT to reach their destinations. Due to road congestion and spatial disconnection of desired destinations, conflict arises between motorised and NMT road users which results in traffic accidents.³ The masterplan highlights the need to establish sufficient sidewalks and cycle paths to improve pedestrian safety. Njoli Street is mentioned as one of the three most high-risk roads in terms of total number of road accidents within the municipality and improvement of non-motorised transport could play a significant role in reducing the number of road fatalities.

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.

³Nelson Mandela Metropolitan Municipality: Infrastructure and Engineering Business Unit, Pedestrian Sidewalk and Cycle Path Masterplan, 2005

- 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.

11.6.1. NMT Precedents

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

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

powered, with both passenger and cargo configurations. They have offered passenger services in Stellenbosch and the V&A Waterfront, and they have partnered with DHL who provide deliveries in central Cape Town using the cargo Mellowvans.

- Mobile bike repair and maintenance - Nomadic Mechanic is run by Khaltsha Cycles in Khayelitsha. The Langa Bicycle Hub operates “Bike Brigades” that also provide on-call mobile maintenance services, and who are teaching themselves. There is also a mobile mechanic in Delft.

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

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

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

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

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

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

11.7. 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. Figure XX below, extracted from the the National Department of Transport NMT Facility Guidelines of 2014, displays a typical example of a road cross section that accommodates all road users and it is recommended that it be considered in the non-motorised transport and universal access improvements.

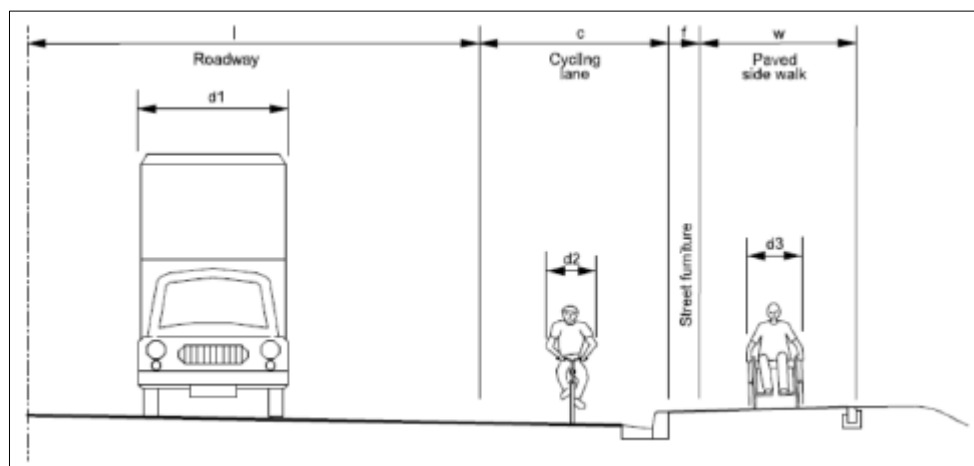


Figure 43: Typical cross section of a complete street with walkway/cycle track.

The objective of universal access design is to provide infrastructure and services that cater to the widest range of users possible⁴. 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

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

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 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.

The development NMT infrastructure is required to be complete and coherent, safe and easy to use, speed appropriate, attractive and barrier free, as shown in the below set of images. 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 New Brighton.

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

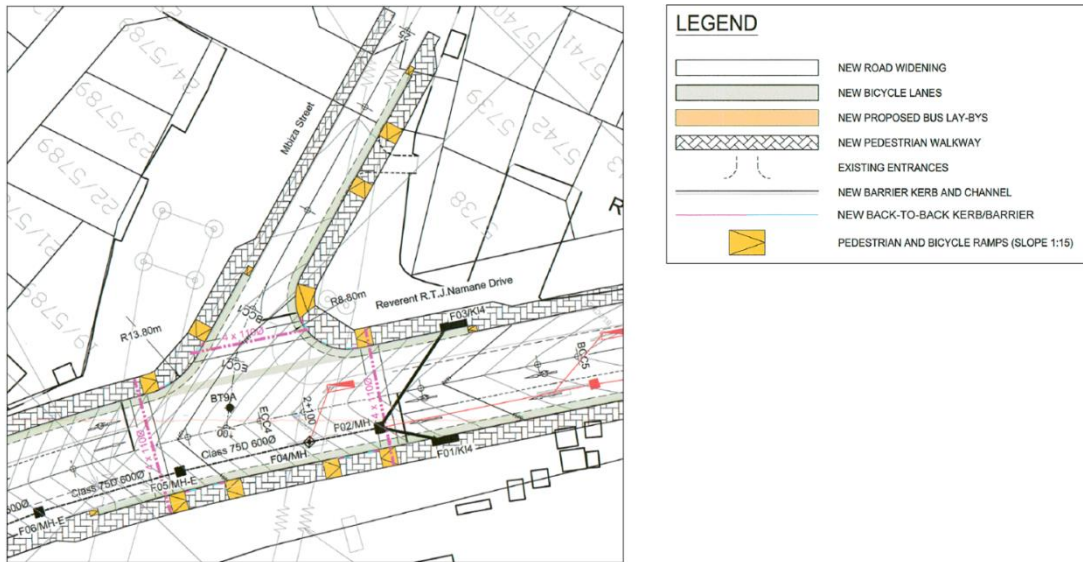


Figure 45: Typical road intersection with universal access

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 biogas, rainfall harvesting, solar PVs etc.).

12.2. Stormwater Management

Stormwater drains are filled with litter and act as dumps when there is no water in them. Many stormwater draining channels are also overgrown with vegetation. Both these factors would reduce the capacity of the drains to deal with large amounts of water needing drainage; overflows would also result in polluting water downstream. Informal dwellings are also built right up to the edge of the stormwater drains, which threatens the safety of dwellers, while further threatening drainage water with raw sewerage.

12.3. Water and Sanitation

The Eastern Cape has been experiencing a severe drought for the last few years. This has culminated in the NMBM declaring a Day Zero due to its dams running dry in September. Access to water is thus limited in all NMBM areas, with water tankers providing water when needed. The Metro also rerouted a 450mm water main pipeline, cutting off all water in Ibhayi, Govan Mbeki, Veeplaas, Soweto-on-Sea, New Brighton, Kwazakhele, Zwile and Missionvale for the duration of the construction.

12.4. Sewerage

New Brighton has a serious sewerage problem, where raw sewerage has been known to leak from various manholes across the settlement for months at a time. This is a danger and health hazard for street users and surrounding communities, especially in times of flood when entire streets are flooded with raw waste. While the NMBM is sometimes known to respond to requests to repair manholes and

sewerage pipes, this is an ongoing problem with the infrastructure as it is old and having to work much above its capacity to cope with the size of the settlement.

At the New Brighton Beach a sewerage outlet is impacting the beachfront ecosystem and undermining the use and health of the coastal asset.

The Chatty River receives raw sewerage and polluted stormwater runoff from the area. Similarly, the Swartkops River system wetlands within township contaminated with sewerage and domestic waste and building rubble.

Opportunity: The sustainability of the Swartskop estuary achieved through community and business partnerships.

12.5. Solid Waste

The collection of refuse is not frequent enough to cope with demand, with collection done fortnightly rather than the prescribed weekly. Approximately 30% of households in the Metro receive a fortnightly collection service on wheely bins. National regulations prescribe a minimum of a weekly collection service in urban areas, meaning the fortnightly collection services will be phased out over a period of three years. The closest landfill sites are Arlington in the south and Koedoeskloof in the north. The Arlington Landfill Site, in Victoria Drive is the busiest landfill in the Metro, receiving 380 trucks of waste at daily (The Waste Trade Company, 2019). Informal workers work to recover recyclable material at the landfill, but most material is contaminated, putting workers at risk of injury and illness. Arlington has an estimated 40 year until it is full (The Waste Trade Company, 2019)

According to the Integrated Waste Management Plan for the Metro, there is only limited recycling of domestic waste at source and the Metro needs to put systems in place to achieve its legal recycling mandate. Map 35 indicates sites waste collection and recycling in New Brighton, including the location of the refuse drop-off site to the southwest of New Brighton on Ditchling Street in Algoa Park. This refuse drop-off site provides an informal recycling service too, accepting paper, cardboard, and plastic. However, there are concerns that the Ditchling Street refuse drop-off site has become unmanageable (Herald Live, 2016).

There is a lack of awareness regarding key waste management issues such as what can be recycled, where to drop off recyclables, the by-laws and their enforcement and how to report illegal dumping cases. Communication between Metro Waste management and the public as well as industry can be improved.

Skip sites are used to areas used to collect and remove construction, demolitions, garden, and other waste as well as litter. This method makes collection more efficient for refuse trucks, who then only

need to collect waste from one site. However, the sites can easily turn into informal dumping grounds for all kinds of public waste if there is urban neglect. There are six skip sites in New Brighton.



NEW BRIGHTON FOCUS AREA WASTE & RECYCLING



LOCATION KEY

KEY

NEW BRIGHTON

1. Base Map

1. Extents

NMB_Study Area_Extent

2. Nodes

Municipality Identified Nodes

Opportunity Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Neighbourhood Activity Corridor

Metro Activity Corridor

3. Infrastructure

3.8 Waste & Recycling

NB_WR_Waste_Drop-off_Sites

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Map 34: Waste and Recycling, New Brighton

12.6. The Digital Economy

There are 318 free WiFi hotspots in the whole of the metro, with two of these within New Brighton, at the New Brighton Customer Care, and New Brighton Library (NMBM, n.d.). This is part of the b-connect service – NMBMs broadband project that delivers affordable wireless voice and internet services to residents and businesses of the Metro.

The NMBM also has an e-connect service which is a dedicated in-door service that brings the classroom to citizens. On registration, it allows students to link up with Metro learning sites and the NMBM website for free (NMBM, n.d.). Each person gets 100Mb per device per day for free to brows other sites not listed above (NMBM, n.d.).

New Brighton currently does not have any fibre cabling. However, directly across Grahamstown Road, in the area of Deal Party there is access the fibre. Vuma is the only fibre service provider in Deal Party. The main internet providers in New Brighton are MTN and Telkom.

Progress was initially made toward establishing a digital library in the Red Location but due to community protests the library was vandalised and the facilities now lie dilapidated.

GoMetro Pro is a data collection initiative designed to track the movement of commuters and their numbers. GoMetro Pro helps make informed changes to the delivery of effective transport and accessibility of target areas. Apps such as this could be applied in New Brighton, where the conditions of the roads that people travel on are of low quality, creating more difficulty in movement. Data collected from commuters' feedback in large numbers can help with identifying high problems areas to address.

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

12.7. Electricity

The NMBM already experiences a shortage of energy, with the closure of the Swartkops coal-fired power station reducing and putting strain on the number of plants that provide energy to the metro. The COVID-19 pandemic has worsened this with the socio-economic challenges resulting in an increased number of illegal connections and tampering (NMBM, 2020). This has put severe strain on existing infrastructure and resulted in overloading of the electrical infrastructure, with increased losses in electricity.

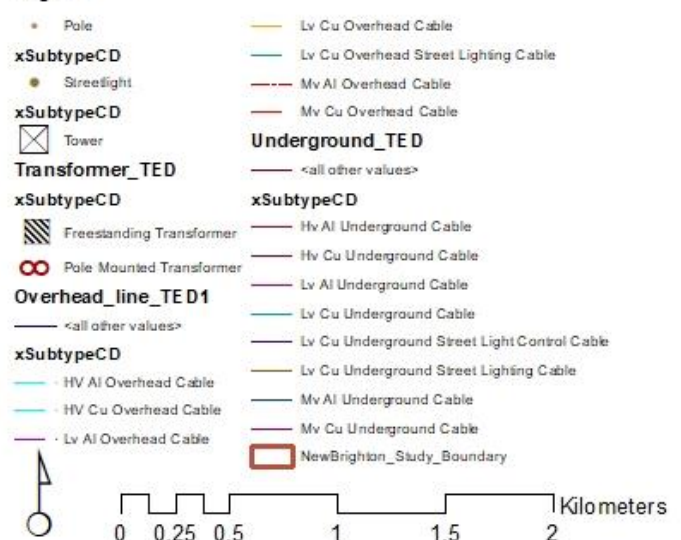
Metrol data indicates that there is partial provision of public street lighting in this site. Most of New Brighton is provided with street lighting. However, a significant portion of KwaZakhele has no public street lighting.

Similarly, New Brighton has more extensive electricity access than Kwazakhele. Unless further provision is planned, this may limit the development potential in Kwazakhele.



New Brighton Electricity Infrastructure

Legend



Map 35: Electricity Infrastructure, New Brighton

13. Environment

13.1. Overview

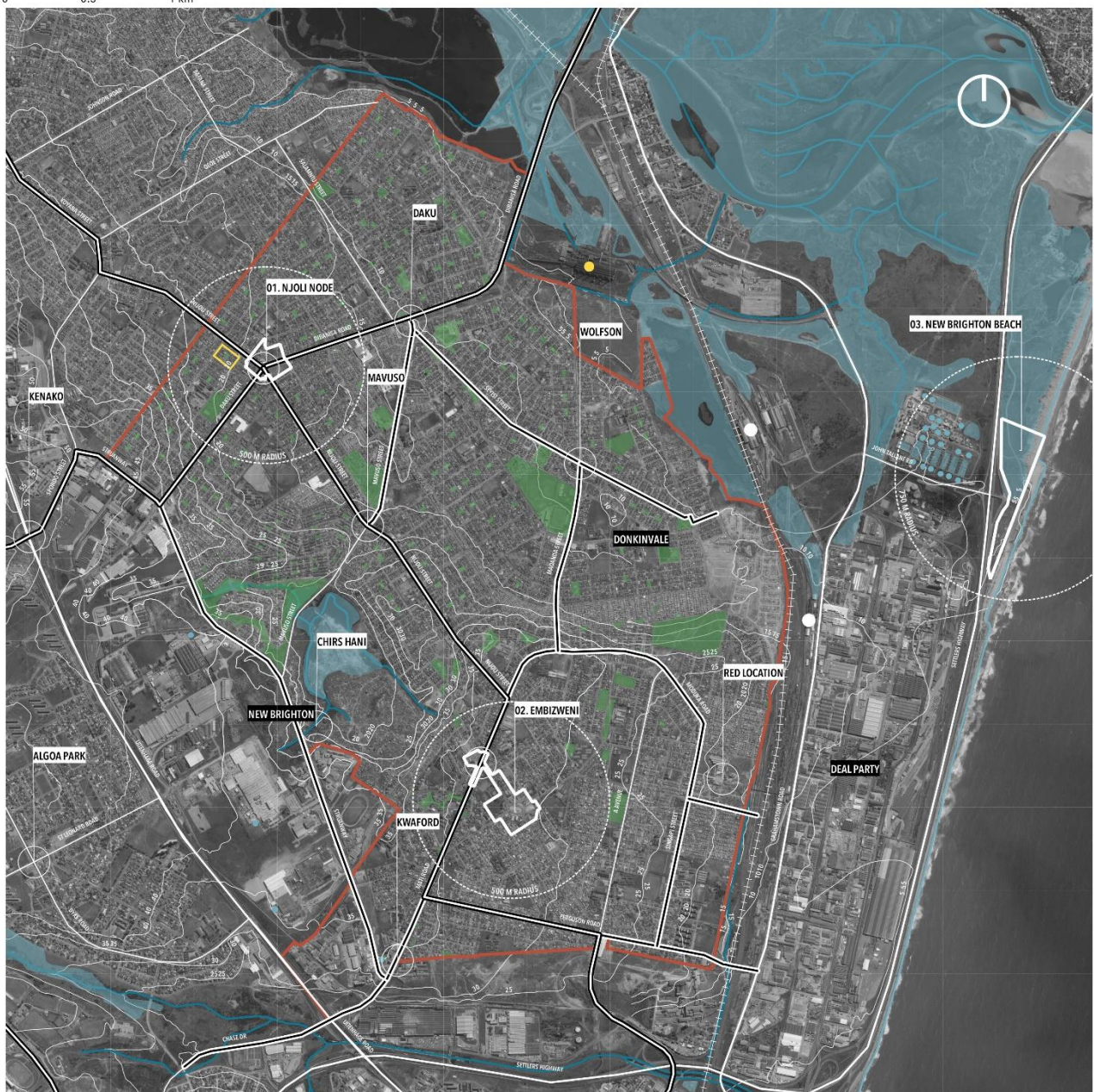
Where many cities are now mainstreaming 'green economy' considerations to address sustainability challenges, the view that an inclusive green economy should explicitly recognise and integrate the informal economy is gaining traction. Some provinces are starting to mainstream green economy strategies,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

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

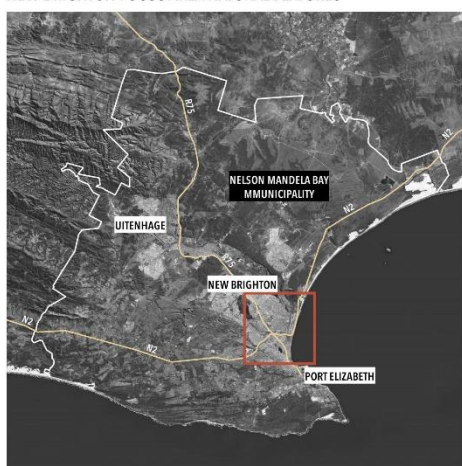
13.2. Green Economy Initiatives

Green economy initiatives for the Nelson Mandela Metro are planned and prioritised with the Metro's Climate Change and Green Economy Action Plan (2015). Within the Action Plan, a range of green economy activities are encouraged, with those most relevant to New Brighton included here:

- Urban agriculture is encouraged to contribute to the supply chain for informal traders
- Urban Greening/Development of green Infrastructure. While greening and landscaping may not be a business model in and of itself, the process of construction could be used to integrate the community into green infrastructure/urban ecosystems awareness programmes, training, and skills development opportunities. Such a programme might link to the LSDF which identifies open space management for green infrastructure a foundational concept for effective spatial planning and urban management (iBhayi, 2017).
- Waste management and recycling. There is scope for supporting increased recycling and waste management/collection opportunities. Illegal dumping and lack of effective waste management is a key challenge in New Brighton.
- Manufacturing. The township's proximity to a SEZ (Struandale Industrial) provides employment opportunities. However, the manufacturing companies in this SEZ and in New Brighton do not support a green economy.



NEW BRIGHTON FOCUS AREA NATURAL FEATURES



LOCATION KEY

KEY

NEW BRIGHTON

1. Base Map

1. Extents

NMB_Study Area_Extent

2. Nodes

Nodes

TED Focus Area

Other Nodes

3. Connectivity

Railway Station

Railway Lines

Main Roads

Arterial Roads

Neighbourhood Activity Corridor

Metro Activity Corridor

4. Natural Features

OS 1

PUOS

NB_NT_HYDR_AREAS_EXP

NB_NT_HYDR_COASTAL_LINES_EXP

NB_NT_HYDR_LINES_EXP

NB_NT_HYDR_POINTS_EXP

Township Transition Pilot Project

Old Swarkops Power Station

Relief_Lines_5m

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Map 36: Environmental Features, New Brighton

13.2.1. Wetland Conservation

The Swartkops estuary and river system has been polluted due to contaminated run-off from the surrounding settlement. This is contributing to public health risks as well as undermining the ecological functioning of the wetland in terms of water purification capabilities and even stormwater/flood attenuation. There is scope to improve this ecosystem through establishing green-economy opportunities through wetland clean-up and maintenance projects.

The Zwartkops conservancy was established to protect and conserve the Swartkops Estuary, the most important neutral area in the Metro, and one of the most important estuaries in South Africa due to the large number of invertebrates and nursery areas for fish found in the estuary (Zwartkops Conservancy, 2017). Industrial and domestic pollution is the biggest negative factor affecting the water quality and estuary environment.

The conservancy, in a joint venture with Khuboni Bus and NMBM, has an education programme for pupils from township primary schools where 2000 pupils each year embark on various trails, learning about plants, ecosystem services and environmental feedbacks, and impacts of pollution and sewerage; the Masazi Project where pupils embark on clean-ups for the 'Greening our Environment' project; the Environmental Club where pupils learn traditional singing and dancing and plays with a message about saving the environment and not littering, they also do clean-ups, tree planting, gardening and recycling (Zwartkops Conservancy, 2017).

Opportunity: The sustainability of the Swartskop estuary achieved through community and business partnerships.

13.2.2. Green Infrastructure

There is a need to provide and improve provision of infrastructure in New Brighton, including energy, water connections, landscaping, public toilets, and lighting. Providing green infrastructure, such as introducing solar panels for energy, would support the growth of micro-enterprise development because of increased energy sources, while provision of improved trader bays would provide increased opportunities for traders and micro-enterprises to trade and grow. A project model already exists (the Singaphi Environment Upgrade) where local SMME's are contracted to implement environmental upgrades.

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

13.2.3. Waste Management and Recycling

The NMBM needs to enable recycling through the provision of recycling facilities at transfer stations and drop-off centres and the use of public awareness campaigns to promote these facilities (Nelson Mandela Bay Municipality, 2016). The Metro also identified the potential to establish a Waste Park and associated waste management infrastructure as part of a broader Waste Diversion and Waste Beneficiation Programme. A key site identified for the development of a material recovery facility under this programme was Markman, located just north of the New Brighton study site. The status of this Waste Park is uncertain at the time of writing.

Public-Private partnerships with other actors in the waste sector may also be pursued. The Waste Takers located in New Brighton, conducts recycling awareness campaigns at local and regional schools and communities, as well as competitions to incentivise recycling. There are also several buy-back centres located in the Deal Party Industrial Estate just east of New Brighton, which represent important off-take options for recycling entrepreneurs in the site.

Noting the limited existing infrastructure, but the potential for public-private partnerships, a key opportunity to establish waste for trade exchange programmes linking micro-manufacturers to larger industry and buy-back centres. The Cannibal Recycling Company, started in 2003, started as a glad recycling company that now recycles cardboard and plastic, operating from Deal Park (Cannibal Recycling, 2020). Cannibal operate buy-back centres for recyclable products across the Eastern Cape, providing a market for small entrepreneurs and individuals. A partnership with companies such as Cannibal Recycling would incentivise the growth of the green economy through recyclables collection in New Brighton.

Opportunity: The income and productivity of township recyclers improved.

13.3. Environmental Projects

The Transition Township Project (TTP) was started by scholars within the NMMU as a partnership between the Department of Development Studies at Nelson Mandela University, the Amandla! and COPAC (the Cooperative and Policy Alternative Centre) Resource and Information Centre wanting to pilot a sustainable localised economy within the Kwazakhele township. The aim was to transition to a new model of economic development in townships, where residents take control of their own resources, and create sustainable livelihoods in an integrated and localised economy. The TTP identified the following development opportunities:

- Food gardens established on permaculture principles (self-sustaining in terms of inputs) which are integrated into local fresh produce markets.
- Finance, energy, waste and food cooperatives which are integrated with each other and are both owned and controlled by residents of the Ward.

- New housing developments integrated with wetland recreational and ecotourism development.
- Cultural industries integrated with local businesses such as jazz cafes providing a platform for local performers and restaurants utilising local ingredients.
- Piloting of a rooftop solar energy cooperative – one which will see residents of Kwazakhele producing energy and feeding it into the grid, and generating income which can be reinvested into the local economy.
- Residents to create jobs and livelihoods from producing energy, producing food, and recycling waste.
- Food, energy, culture and waste cooperatives will be formed by residents to control existing resources and manage the income that is generated from these resources.

TTP undertook a detailed feasibility study for implementation on a “gap tap” or public open spaces. The project aims to demonstrate that the transition of townships into localised and largely self-sufficient economies can provide a radical and sustainable solution to problems. The possibilities include the use of 120 “gap taps” for food and energy production, waste recycling and waste-to-energy/waste-to-plastics facilities, fresh produce markets, and locally owned restaurants, food outlets and entertainment facilities (Cherry, 2018). All such initiatives would be owned and managed by residents of the area, in an interlocking set of neighbourhood cooperatives.

In addition, the decommissioned Swartkops power station (with a prime location and no imminent use or developments planned) and Pond 6, a wetland which forms part of the Swartkops estuary have potential to form part of a hub of green industry and eco-tourism.

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

The amendment to the Electricity Regulations Act, which will allow municipalities to purchase electricity from Independent Power Producers (IPP's) could be utilized to develop the renewable energy economy of the Metro (NMBM, 2020). An Energy Efficiency Centre has been established in conjunction with business and academia to promote energy efficiency in the Metro (NMBM, 2020). As well as this, an Energy Mix Master Plan is to be prepared to enable the Metro to reduce the use of fossil fuels and reliance on the Eskom grid (NMBM, 2020). This plan will consider alternative energy sources, which could, in turn, result in decreased cost of energy to consumers.

13.4. Climate Change

Climate change will affect service delivery and infrastructure development. It will heighten the risks of droughts and floods. Coastal storm surges are already posing challenges to sustainable service delivery and the provision of infrastructure. The threats associated with climate change in the Metro cannot be

solved by the Metro alone, but require the involvement of national and provincial government, parastatals, the private sector business, NGOs and researchers. The 1:100 year flood line indicates an expected rise of 2 metres above sea level when combining natural sea level rise with climate change effects. A 2-metre rise in sea level will severely affect the areas around the river and estuary system, including adjacent township settlements.

Urban green infrastructure, including actions to rehabilitate the Swartkops River, estuary and wetlands, will enhance the delivery of ecosystem goods and services, hence contributing to climate change mitigation, whilst also improving business activities that rely on a functioning natural resources base (such as urban agriculture). Wetland rehabilitation will reduce the impacts felt by sea-level rise and flooding, as the healthy environment will be more resilient and able to absorb flood damage.

The Metro's Metropolitan Open Space System (NM MOSS) prescribes a network of protected areas to ensure the conservation of a representative portion of biodiversity and natural features (SRK 2007a) through the area. The Swartkops Estuary (and River) is designated as Critical Biodiversity Areas (CBAs) that needs to be protected. Within this category, the Swartkops River/Estuary has been assigned a category of Critical Biodiversity Area 1 (CB1) with the recommendation that it should form part of the formal protected area system.

14. Urban Conditions and Management

The NMBM have made numerous investments to provide (and enhance) public facilities in the site. These investments include: the Red Location precinct (Apartheid Museum, a public library, an art gallery and backpackers lodge); the redevelopment of Singaphi Street with pocket-parks, street paving, public artworks and signage; the creation of memorials (including Sheya Kulati Drive, Mendi, Wilson Khayingo and struggle heros); the establishment of an arts and crafts facility; place making investments in Embizweni Square and to promote a spatial corridor to Njoli; the erection of street benches; and the provision of trader infrastructure on Njoli Street to list some of the notable public assets. The Metro has established several neighbourhood public parks and recreational facilities. The site has a relatively well-established infrastructure of facilities that include councillor offices, public halls, health clinics, a library, and sports amenities (a swimming pool and a cycling track). At the time of the field research, most facilities were closed to the public in accordance with the national lockdown.

These parks are an important community asset that contain play equipment and gyms (outdoor fitness equipment); the parks are, in our view, well maintained and respected by the community.

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

- Social protest (and accompanying vandalism) in the Red Location precinct and facilities has resulted in extensive infrastructure damage and theft of equipment / infrastructure (water and electricity fixtures). The revitalisation of this precinct will require a substantial investment of capital.
- The expansion of unauthorised informal settlements. These include sites within the New Brighton railway station / Red Location precinct; under powerline and in low-lying wetland areas.
- The removal of paving stones from sidewalks.
- The park signage in Singaphi Street has been vandalised and is no longer legible.
- The dumping of domestic waste and building rubble on public open ground, within the settlement and on the periphery. We noted dumping at monument sites, on payments and outside Metro facilities. The dumping of babies nappies is a particularly worrying environmental and public health challenge.
- The encroachment of business infrastructure on public land, including public open spaces. This encroachment includes the placement of shipping containers in these sites. Whilst shipping containers are an important business infrastructure in the New Brighton / KwaZakhele economy, their placement has been haphazard, which as a result, means that land is inefficiently used and the manner of their alignment is not necessarily conducive to other users, including pedestrians. Whereas high street properties can evolve in ways that support multiple functions, the placement of containers on these sites inhibits infrastructural development.

- Illegal / informal electricity connections provide businesses with power. These are especially notable along activity streets to business operating from shipping containers and shacks.
- The vandalism to infrastructure at New Brighton Beach. The changing room facilities have been substantially damaged.
- Public toilets are inaccessible and broken (non-functional).
- We identified numerous sewerage spill overs, which inter alia, has contaminated wetlands and Swartskop estuary.
- In the older parts of New Brighton, most of the historical retail nodes are under-performing as property assets. Some buildings have been boarded up. We noted that immigrant run spaza shops now operate in these nodes. There is little evidence of re-investment into these buildings or investments from the business operators to improve the environment (through paving, lighting etc.) or manage waste.

Opportunity: The facilities at New Brighton Beach and linkages to township revitalised.

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

Opportunity: Public Private Partnerships improve safety and security for local businesses in retail hubs and trading sites.



1.



2.



3.



4.



5.



6.

Figure 46: Urban Management Issues

Description of figures 1 – 6:

1. *Dumping on sidewalks*
2. *Sewerage overspill, contaminating wetland*
3. *Waste dumping on peripheral vacant land*
4. *Vandalism, removal of paving and property destruction*
5. *Informal electricity connection being accessed by an informal settlement*
6. *Inaccessible public toilets*

15. Social and Cultural Considerations

New Brighton is one of South Africa's old township settlements, dating to the 1870s, though official established in 1902. New Brighton was intended as a 'model' township and the colonial government provided housing and services. As one of the first urban African settlements in Port Elizabeth, the township has a long social and political legacy, which is reflected in community social infrastructure, and sites of religious worship and the careers of its notable citizens. New Brighton has been the home of many well-known actors and creatives (Baines, 2005). New Brighton has an important political legacy as the birthplace and home of numerous anti-apartheid activists. This legacy has been honoured through the establishment of memorials and position of the Apartheid museum in the Red Location, an area which derived its name from the red colour of the corrugated iron structures once established on this site.

Over time the informal settlements were planned and re-ordered within a grid-pattern, framed by mobility streets. Within the original neighbourhoods, such as Ithembaletu, properties were ordered around communal taps, an ordering that has evolved into street pattern of cul-de-sacs (gap-taps) linked to activity streets. This urban settlement form has meant that the 'gap-tap' neighbourhoods facilitate social cohesion with a high degree of surveillance and control over movement. The first municipal houses were established in the 1920s; some of these original homes are still visible. The built form has substantially changed. Today, these neighbourhoods provide testament to the extensive investment into properties, as homeowners have renovated and entirely rebuilt their homes, with notable features including boundary walls, the construction of garages, face brick facades, iron-gates and aluminium doors and windows and front gardens. Inside the homes, owners have customised kitchens and bathrooms. Parts of New Brighton (and KwaFord) has since acquired a middle-income heritage.

The settlement of KwaFord is situated close the Ford Motor Factory. Once an informal settlement built from wooden crates (the waste products from the packing of engine kits), the neighbourhood was planned, and housing established through private initiative and industry support. KwaZakehe was established in the 1950s under the aegis of the apartheid policy of separate development to accommodate African residents forcefully removed from the suburb of Korsten. The area includes form migrant labour barracks. In both New Brighton and KwaZakehe subsidised houses have been established since 1994 to replace informal settlements. These include the more extensive 48m² Reconstruction and Development Programme (RDP) houses and the smaller 40m² Breaking New Ground (BNG) houses.

New Brighton has received significant external investment for memorials. Prominent in these outcomes is the Red Location Museum (including library and community hall) which was developed and opened in 2006. The museum is dedicated to the local people, places and activities undertaken to oppose the Apartheid regime. However, as a consequence of community protest for housing and service delivery (from communities living in informal settlements within the precinct), the museum, library and all facilities

has remained closed since 2013. The Mendi Memorial was built to commemorate the sinking of the SS Mendi, which transported the 'Native Labour Corps' in WWI until it was sunk off the coast of Plymouth (UK) killing troops and crew. This attraction is also in poor condition.

Community stakeholders highlight the deep political and social resistance to what they see as underperforming government officials. In this context of political animosity towards government, both local and national, the memorials and other public assets, have been directly and indirectly disrespected, neglected and vandalized.

The New Brighton Anti-Crime Community Movement was set up this year in response to crime becoming accepted as a part of life that can no longer be tolerated. The community leaders of the settlement hosted a volunteer programme where over 100 people volunteered to become street patrollers for the anti-crime initiative, who will work with the police.

Opportunity: The tourism and economic multiplier opportunities of the Red Location museum and historical monuments revived.

15.1. Urban Everyday

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

Reporting on Covid-19 indicated that the initial response from certain groups of people was one of resistance. For instance, a report in May 2020 indicated that nurses who work at Empilweni tuberculosis hospital protested a decision that was taken to convert this hospital into a Covid-19 field hospital. This response was fueled by an alleged lack of preparedness for the conversion – such as training and adequate personal protective equipment. In a similar vein, minibus taxi drivers went on a wildcat strike in Njoli precinct in March because of the restrictions that were imposed on passenger numbers and operating hours.

These moments of picketing are not isolated, as older reports point to other moments, for instance, when parents closed a school in order to protest poor service delivery and protests that took place after the South African rugby team bus did not visit key locations where people had gathered in numbers during the post-World Cup Tour – a particularly painful moment because Siya Kolisi is from Zwide. These reports thus suggest that there is a culture of mobilisation among people in this area.

A more pernicious expression of this skill is multiple reports and some studies conducted on vigilante killings in this area, where residents gather and take the law into their own hands in response to criminal behaviour. This is fuelled in part by the high crime rate that is reported in various newspaper reports. The reporting on crime indicates that a lot of crime is violent and is frequently linked to alcohol and drug use.

Nevertheless, New Brighton is also an area that supports a variety of recreational habits, such as team sports like rugby and soccer. We found a football association on Facebook and reports of a the Mzwandile Mali Easter Rugby Tournament that took place. New Brighton is also home to an international draughts champion, Lubabalo Kondlo. Kondlo plays for the Vulindlela Draught Club and was introduced to the game and coached by players from the area. He has been national draughts champion since 1999 and became world champion in 2007. A documentary called King Me, by Geoff Yaw was released in 2010. New Brighton also has a legacy of producing actors – John Kani and Nomhle Nkonyeni are two well-known actors from this area. The tradition is carried on by the younger generation, such as Zwai Mgijima, a playwright who released a new play called New Brighton Noah earlier this year.

The Siyanqoba Cycling Club is based in New Brighton with over 135 cyclists. The Club is an annual beneficiary of the Herald VW Cycle Tour Development Fund. Track cycling is becoming ever more popular and cyclists have use of the New Brighton cycling velodrome. The venue has been on part of the route for the 2019 Africa Cup road cycling race. These activities have greatly increased interest in the use of bicycles as a form of exercise.

16. Potential Project Opportunities

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

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

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



1. Embizweni Square



2. Njoli Precinct



3. Daku Road



4. New Brighton Beach



5. Investments in Property



6. Creative Economy

Figure 47: Spatial Development Opportunities in New Brighton

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

Table 8: Potential TED Opportunities for New Brighton

16.1. Policy and Strategy

Opportunity	Notes
Land-use obstacles for business formalisation and investment in property reduced.	The Metro to conceptualise a strategy for reducing land-use obstacles via overlay zones or other suitable instruments, focusing in particular on micro-nodes, high streets, Embizweni and Njoli.
Property investment in backyard rental accommodation units enabled and formalised.	The Metro to develop guidelines / criteria for the development of backyards accommodation units, through reducing land-use and development restrictions.
Street signage / advertising extensively utilised to promote local businesses.	The Metro to expand the provision of street signage / advertising boards to promote township businesses.
Revenue collection from rates improved.	The Metro to develop and implement a strategy to generate rates revenue from commercial businesses, including home based enterprises and businesses operating in retail nodes.
Informal sedan taxi's formalised.	The Metro to strategize an approach to formalise informal taxis and implement a pilot initiative.
Regulated business sectors are formalised and able to access state-subsidies / industry programmes.	The Metro to engage with the E.C. Prov. Gov to address constraints on ECDC, taverns / restaurants, undertakers and other regulated sectors from attaining compliance with business licencing.
Shopping malls foster and enable opportunities for micro-enterprises.	The Metro to engage shopping mall developers / owners to agree on strategies to integrate micro-enterprises into the shopping mall precinct, through adherence to development planning agreements and proactive measures to support micro-enterprises.
TED evidence utilised in area-base strategic plans.	The Metro to incorporate the evidence from the TED situation analysis into strategic plans, including the IDP, SDF, and BEPP.

16.2. Enterprise Development

Opportunity	Notes
The New Brighton arts and crafts facility activated to enable creative economy business development and marketing.	The Metro to devise a strategy, with partnerships, to reposition the arts and crafts facility to directly support the township creatives, providing facilities, training and market development.
Mechanics / panel beaters and associated businesses in the after-sales automotive sector have access to business development support services to grow and professionalise.	The Metro to facilitate partnerships with private sector companies, BDS stakeholders including DSBD / SEDA, to provide equipment / skills training / supply agreements / finance to automotive sector micro-enterprises.

Micro-enterprises have improved access to business development support services.	The Metro 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 Metro to facilitate partnerships to improve digital access in New Brighton, through (inter alia) digital hubs, free wi-fi, and linkages to marketing platforms. Investigate the feasibility to situating a digital hub within the Red Location.
An annual trade marketing event to be held in New Brighton to link the community to retail business opportunities.	The Metro to conceptualise and implement a trade promotion event to stimulate opportunities for direct marketing, supplier agreements and digital services, connecting home based traders / producers to companies and markets.
The income and productivity of township recyclers improved.	The Metro to facilitate market linkages between waste collectors and buy-backs centres. To enhance the sector productivity, the Metro to provide business development support.
Businesses have greater financial literacy and have access to services and technologies, including digital platforms Opportunities unlocked in the creative and leisure economies, provide youth a pathway to transition into jobs and livelihoods.	The Metro to facilitate partnerships to extend financial literacy training to township micro-entrepreneurs and improve access to services and technologies. The Metro to support the development of creative sector / hobbies via social enterprise / community based organisation programmes, use of Metro facilities, the staging of events, and linkages to BDS services.

16.3. Nodal Development

Opportunity	Notes
Daku /Dibanisa Roads transformed into a commercial high street.	The Metro to conceptualise, plan and implement projects to transform Daku/ Dibanisa Road to support an economic high street. Projects to include investments in physical and trader infrastructure and land-use amendment.
Njoli square developed as a retail and transport hub with affordable accommodation and upgraded trader stands.	The Metro to formulate a business strategy, management plan and site specific projects to develop the Njoli precinct.
Embizweni square as a social and economic precinct enhanced through investment and land unlocking.	The Metro to conceptualise a plan to enhance the social and entrepreneurial opportunities in Embizweni square, focusing on enabling investment in surrounding properties.
A business corridor from Njoli to Main Road developed.	The Metro to conceptualise and plan projects to foster the growth of commercial activities along Njoli, Norongo and Main Roads.

16.4. Spatial Integration

Opportunity	Notes
Affordable public transport enhanced through expansion of local e-hailing services. An integrated public transport system achieved.	The Metro to promote the use of e-hailing via information awareness and safety campaigns. The Metro to devise strategies for integrating mini-bus taxi, train, BRT and long-distance bus modes and payment systems
Infrastructure developed to provide and enable universal access to public transport	The Metro to implement designs for universal access in transport hubs to ensure that people living with

Road link between John Tallant Road and Seyisi Street is completed.

disabilities / mobility requirements have access to public transport services.
The Metro to plan, resource and commission the construction of the road linkage from John Tallant Road to Seyisi Street.

16.5. Housing and Property

Opportunity	Notes
The housing and commercial property market strengthened.	The Metro to facilitate partnerships with housing market actors to promote the formalisation of housing market transactions, focusing on enabling homeowners to access title deeds and resolve inheritance blockages.
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 Metro will introduce procedures to fast-track higher density housing investments in the Red Location precinct and Tambo informal settlement. The Transnet flats and site may present a public-private housing partnership opportunity.
The Solar PV usage advanced, with capacity strengthened for local installation and maintenance.	The Metro to upscale the installation of Solar PV, drawing on lessons from the NMU 'pilot', building partnerships, and facilitating skills development for installing and maintenance by local technicians.

16.6. Social and Community Infrastructure

Opportunity	Notes
The facilities at New Brighton Beach and linkages to township revitalised.	The Metro to conceptualise plan with projects to revitalise New Brighton Beach and supporting facilities, in respect to upgrading and maintaining these facilities, enhancing accessibility, improving security, reducing environmental hazards, creating opportunities for traders and instituting a precinct management plan.
The tourism and economic multiplier opportunities of the Red Location museum and historical monuments revived.	The Metro to develop and implement a strategy to revive the tourism and economic multipliers from the Red Location museum and other monuments, building linkages to township micro-enterprises.

16.7. Urban Management

Opportunity	Notes
Public Employment Programmes utilised to address urban management challenges, including the maintenance of ecosystem resources.	The Metro to strategise the repurposing of PEP to improve urban management challenges, including dumping with wetlands / monuments, through identifying partnerships and new approaches.
The sustainability of the Swartskop estuary achieved through community and business partnerships.	The Metro to Identify and implement projects to reduce waste entering Swartskop estuary, mobilising local micro-enterprises and community based organisations.
Public Private Partnerships improve safety and security for local businesses in retail hubs and trading sites.	Support the Metro to devise strategies for improving consumer and business safety & strengthening security, involving PPP, local organisational groups and Crime Prevention Through Environmental Design (CPTED) approaches.

PART II: PROJECT CHARTERS



17. New Brighton Project

17.1. Development Opportunity Evaluation

In Phase 2 of the TED project, the TAT worked with the NMBM teams to undertake an institutional assessment of the development opportunities and select 8 projects for implementation within the New Brighton 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 Metro programme and project priorities.
- can be funded by the Metro.
- 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 NMBM 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 New Brighton TED project were:

Project 1: Develop and implement a strategy to revitalise the Daku Road commercial high street

The project goal is to enhance the function of Dibanisa Road and Daku Street as a connectivity (mobility) corridor and commercial (activity) high street in the iBhayi area by intensifying the land use rights for properties along this corridor and by upgrading the public realm, placemaking and providing informal trader infrastructure in strategic sites. The scale and nature of the project warrants an incremental phasing of work packages, including first fixes, to ensure the overall project objectives are achieved in a timeous, responsive and effective manner.

Project 2: Develop and implement the Njoli Square precinct plan

The project goal is to implement the Njoli Precinct Plan, 2019. The New Brighton TED project will contribute towards the operationalisation of the Njoli Precinct Plan, 2019 through strategic technical support on project advancement. This will be done through refining the conceptual spatial development plan, specifying and packaging catalytic projects, and supporting the NMBM to resource and implement first-fix project components.

Project 3: Enhance Embizweni Square as a social and economic precinct by unlocking land

The project goal is the revival of Embizweni Square as a social, cultural and economic node in New Brighton through the repurposing of existing infrastructure, facilitation of new investment opportunities, land use management and property regularisation.

The rehabilitation and activation of the Square will have a direct catalytic impact on surrounding community resources. In addition to improving physical infrastructure, the project goal is to realise a sustainable social and precinct management intervention.

Project 4: Strengthen the Mendi Arts Centre as a sustainable community asset and creative economy resource

The Project goal is to develop a business plan to provide strategic direction and financial sustainability for the Mendi Arts Centre. The business plan will be for five-year period, from 2022-2027.

The plan will detail strategies for facility maintenance, the building of partnerships with the private sector and non-state actors, the scope and reach of programmes, and actions to minimise risks to Mendi Arts Centre sustainability.

Project 5: Support the development of the township tourism sector

The Project goal is to promote economic opportunities for New Brighton and broader township micro-enterprises in the tourism sector.

The New Brighton TED project will contribute towards this goal through supporting a tourism development programme (as part of the Heritage Route) that would link township enterprises together,

whilst providing a set of cultural experiences for local (self-guided) and international (guided) tourists and enhancing creative economy businesses.

Project 6: Improve business development support for micro-enterprises in the after-sales automotive sector

The Project goal is to transform township micro-enterprises in the after-sales automotive sector into formalised, profitable, reputable, and growth-oriented businesses, able to maximise opportunities.

Project 7: Support creatives to professionalise and generate income from hobbies and activities in the creative economy

The Project goal is to transform township micro-enterprises in the creative economies sector into formalised, profitable, reputable, and growth-oriented businesses able to maximise opportunities.

This will be done by capacitating beneficiaries; developing appropriate working spaces for creatives; and facilitating partnership to assist creatives to formalise and access appropriate business development services.

Project 8: Revitalise facilities and improve access to Brighton Beach

The Project Goal is to revitalise the public environment at Brighton Beach through restoring, repairing, and upgrading public facilities, whilst institutionalising a precinct management strategy and action plan to guide the revival of this important recreational resource in the context of a leisure destination for iBhayi townships.

In contributing towards this goal, the Project will support the NMBM to develop a strategy for the revitalisation of Brighton Beach, identifying specific work-packages and facilitating a transversal planning team to guide and implement components.

17.2. Participatory Workshops

In formulating projects and delineating implementation plans, the TAT facilitated several participatory engagements with target beneficiaries and New Brighton community members. Workshops were conducted in New Brighton from 29 November – 2 December 2021 with the following themes:

- Traders and interested parties from Njoli Square ,
- Traders and interested parties from Daku/Dibanisa Street,
- Micro-enterprises engaged in the tourism and crafts sector,
- Community members with an interest in Embizweni Square,
- Participants in the Creative Economy.

A total of 84 persons from New Brighton attended the workshops.

Stakeholders were mobilised via a process of community out-reach. The TAT designed flyers that were posted on the New Brighton 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.

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 economy, tourism economy workshops. Traders and interested parties in Njoli Square, Dibanisa Street and residents around Embizweni Square were invited in person, too. To support the engagement process at the workshops, the TAT secured the participation of the NMBM, 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 New Brighton 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 Metro 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 NMBM 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 NMBM 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 New Brighton TED Project Charters have been submitted to NMBM Exco for approval. It is anticipated that the approved charters will simultaneously provide a mandate to further embed the projects institutionally within Metro departments (and their alignment with programmes) and provide a framework to guide implementation. In the CSP Project Phase 3, the TAT will advise the Metro 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 Metro and NT budgeting process,
- Project spatial and architectural design,
- Quick-win implementation,
- Enterprise development training support.

Nelson Mandela Bay Township Economic Development Project

Project Charter

New Brighton

Develop and implement a strategy to
revitalise the Daku Road commercial
high street

Project Number: 1

Date: 3 May 2022

Version: 5

ctiEs
SUPPORT PROGRAMME



18. Project 1: Develop and Implement a Strategy to Revitalise the Daku Road commercial High Street

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>Dibanisa Road and Daku Street form part of the Khulani Corridor Integration Zone (IZ), which has metropolitan significance. These streets connect to nodes and have a vital connectivity and commercial role to play in the surrounding neighbourhood. Dibanisa Road is found in KwaZakhele 2, and connects the iBhayi area to Motherwell, Daku Street plays a role in connecting New Brighton/KwaZakhele to the wider metro. Sections of the corridor between the Njoli Square node and KwaZakhele Spar as well as between Njoli Square node and Daku Steet Shoprite function as an emerging economic high street, which should be further enabled as a spatial development edge. Njoli Square is a central feature to the high street which currently houses underperforming local and long-distance taxi ranks and their resultant economic activity. Njoli Square also plays a significant commercial, community and heritage role in the Nelson Mandela Bay metro and the two shopping centres play a role in serving the needs of the surrounding neighbourhood.</p> <p>The TED Project Situational Analysis highlighted noteworthy concerns along the high street, including the restrictive nature of residential zoning, which renders most business activities on these erven irregular. The public realm along this high street also requires investment in non-motorised transport infrastructure, including landscaping, outdoor furniture, and pavement upgrades. As such, there is an important development opportunity to regularise the configuration, ownership and zoning of erven fronting onto this street, to increase the densities in support of the connectivity function of this corridor, as well as the intensities, which would serve to enhance the commercial and recreational function of Dibanisa Road. Providing key public realm upgrades would also serve to further activate this high street. The high street would realise its economic and social potential through a focused series of interventions around land use management, traffic management and related infrastructure. Enhancing the function of this high street and its emergent developments will have a positive impact on the quality of the urban fabric and character of the surrounding neighbourhood. In addition to</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <ol style="list-style-type: none"> 1. Economic Development Tourism and Agriculture 2. Transport Directorate 3. Human Settlements, Spatial Planning and Land Use Management 4. Public Health, Waste Management 5. Infrastructure and Engineering 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Amelia Buchner, Malusi Andries 2. Yussuf Gaffore, Zama Kele 3. Nyasha Bhebbhe, Nomusa Sibiya, 4. Annalisa Dyakala 5. Barry Martin

<p>physical infrastructure, the project should realise a sustainable social and precinct management programme to ensure the optimisation of the infrastructure investments. The investments and economic opportunities need to have direct local beneficiation and be institutionally sustainable.</p> <p>The long-term opportunity for this corridor centres on intensifying the land use rights, to support the commercial operation of this street, as well as to encourage a denser urban form. In the short term, infrastructure and landscaping interventions need to be designed, implemented and managed in a manner that contributes towards enhancing the liveability of the public realm.</p> <p>The Project will contribute towards the refinement of the Transport Road Network Masterplan for the upgrading of Daku and Dibanisa Roads.</p> <p>Note: The Project is aligned to New Brighton TED <i>Project 2: The Development of Njoli Square</i>.</p>		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The project goal is to enhance the function of Dibanisa Road and Daku Street as a connectivity (mobility) corridor and commercial (activity) high street in the iBhayi area by intensifying the land use rights for properties along this corridor and by upgrading the public realm, placemaking and providing informal trader infrastructure in strategic sites. The scale and nature of the project warrants an incremental phasing of work packages, including first fixes, to ensure the overall project objectives are achieved in a timeous, responsive and effective manner.</p> <p>The project will contribute towards this goal by providing a design framework for the first fix for Sub-Precinct B of the Njoli Node, through technical support towards interventions that address the need to upgrade the public realm and provide guidance on the urban form that is desirable along this emerging economic high street. The infrastructure proposal will be integrated into a business and operational plan. This layered proposal aims to test an implementation, operational, governance and financial model for this node that will catalyse an approach towards much needed precinct management.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> 1. Economic Development Tourism and Agriculture 2. Human Settlements, Spatial Planning and Land Use Management 	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> 1. Amelia Buchner, Malusi Andries 2. Nyasha Bhebhe, Nomusa Sibiyi

Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <p>Sub-Precinct B (see Annex 2):</p> <ol style="list-style-type: none"> 1. A design concept and project packaging developed for first-fix activation and establishment of market stalls (in sub-precinct B, refer to Annex 2) by March 2023. 2. Implementation of traders' stalls (and market infrastructure) to consolidate and integrate the land parcel with the existing taxi rank. This would include trading structures, storage, ablutions, storage. <p>Dibanisa/Daku commercial high street:</p> <ol style="list-style-type: none"> 3. The complete implementation of the following key infrastructure investments in Dibanisa/Daku high street including: <ol style="list-style-type: none"> a. NMT infrastructure, b. A public environment upgrade, including paving sidewalks, street furniture, lighting, landscaping, signage (this may be phased starting with the sidewalk between Njoli Square and Daku Spar). 4. A high street development framework for the Dibanisa/Daku high street developed by December 2022. This would highlight opportunities for tactical urbanism and activation along the road reserves/sidewalks with the intention to shape the direction of development, enhance orderliness, promote land use efficiency and enable precinct management. 5. Land use mechanisms utilised to unlock economic growth (including rezoning to more appropriate zones, and development incentives). 	<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. 3. Mandela Bay Development Agency. MBDA will foster alignment with the Heritage Route programme. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Ndimphiwe Jamile 2. Thiresh Govender, Jessica Blumberg, Andrew Charman, Carol Masingi and Heather Kruger 3. Dorelle Sapere, Thandie Mafu.
Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <p>Sub-Precinct B:</p> <ol style="list-style-type: none"> 1. Support the NMBM to create a conceptual first-fix design and development strategy on sub-precinct B, with architectural 	<p><i>Provide a motivation for and indicative the roles of the stakeholders.</i></p> <p>Stakeholders to be identified and roles agreed.</p>	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <p>TBC.</p>

<p>representation, project packaging, elemental costing, and an operating management plan.</p> <ol style="list-style-type: none"> 2. Advise the NMBM on precinct management, including the role of a trader / business forums and taxi associations for the high street (activity to be undertaken in conjunction with Charter #2). 3. Advise the NMBM on the implementation of first-fix infrastructure projects to secure the sub-precinct. <p>Dibanisa/Daku commercial high street:</p> <ol style="list-style-type: none"> 4. Support the NMBM to conduct a participatory engagement workshop with core stakeholders within and affected by the Dibanisa/Daku high street to identify property owners and community needs for the functioning of this high street. 5. Support the NMBM to conceptualise a land use pilot strategy, to activate the Dibanisa/Daku high street, that enables economic activity and densification. In this respect, activities would include: <ol style="list-style-type: none"> 1. Investigating the development of an overlay zone for the Dibanisa/Daku High Street. 2. Engaging with property owners about the benefits of rezoning. 3. Developing an incentives strategy for emerging high street businesses within private properties. 4. Supporting the metro to undertake a review of the public environment upgrading along the high street (landscaping, street furniture, NMT infrastructure) and advise on opportunities for synergies for commercial high street development. 		
Metro Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The Project will enhance the capacity (both financial and technical) of the NMBM, specifically EDTA and Human Settlements to advance the implementation of the Njoli Precinct Plan and create an enabling land-use and infrastructure environment in support of township economic development.</p> <ol style="list-style-type: none"> 1. Economic Development Tourism and Agriculture 2. Roads and Transport Directorate 3. Human Settlements, Spatial Planning and Land Use Management 4. Public Health, Waste 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. Limited capacity by the municipality to advance the procurement and execution of the required packaging of projects towards implementation. This could result in delays or disruption in the process. Municipality to actively review what mechanisms and instruments it has and how these would be deployed to the various project components. 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 MOU's with the private sector and related stakeholders. 	

	<ol style="list-style-type: none"> 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. 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 (see TED Project Charter 2). 	
Community Beneficiaries	Assumptions	
<p><i>Target groups and numbers.</i></p> <p>The project will directly benefit ward 21 and 22. Directly the project will also benefit:</p> <ul style="list-style-type: none"> Business owners on Dibanisa Road Micro-enterprise owners along Dibanisa Road Property owners along Dibanisa Road Public transport users who commute via the Njoli Square transport interchanges Residents in proximity to Dibanisa/Daku high street Residents and commuters of greater New Brighton 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 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. Infrastructure investment requires careful and timely coordination and activation that is aligned with suitable node operations/management. The project will be supported by line departments with transversal interests in the Dibanisa/Daku High Street, including roads and transportation, human settlements, law enforcement, infrastructure and engineering and others. The project will be supported by an active and functional stakeholder steering committee that is aligned and consent to the project's objectives. 	
Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <ol style="list-style-type: none"> Nelson Mandela Bay Municipality Integrated Development Plan 2017/18 – 2021/22: Project 1 upholds the following strategic objectives indicated in the IDP: <ul style="list-style-type: none"> (d) Grow and diversify the local economy through the attraction of new investment, skills development and the facilitation of an enabling environment for small business growth and job creation. (e) Facilitate and promote infrastructure led growth, development and tourism. (f) Execute existing design and implement new projects that competitively differentiate Nelson Mandela Bay as a destination city for business, tourism and investment – including through strategic partnerships. 	Metro / City Capex Opex External Sources Total	 TBC TBC

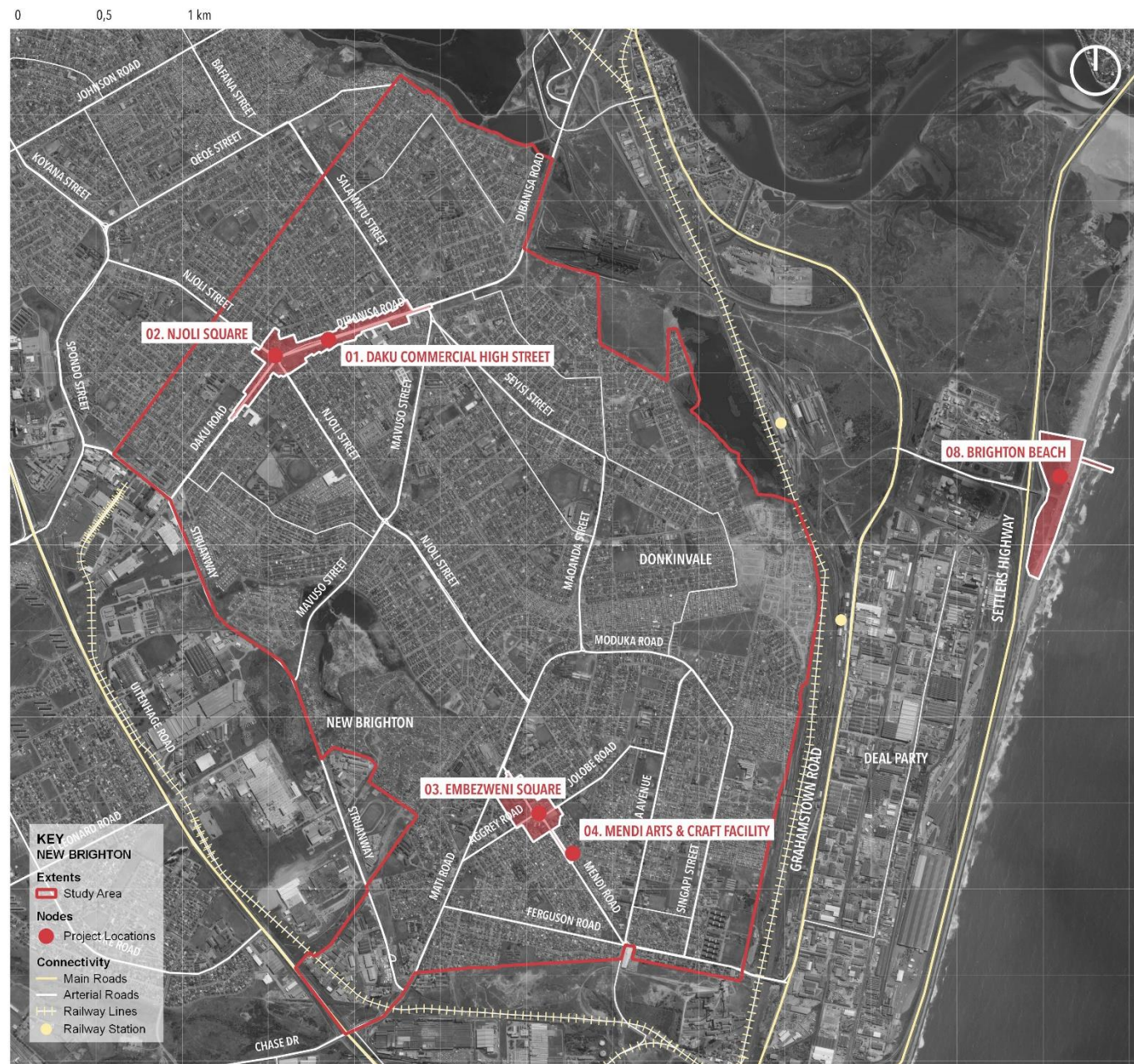
<p>(g) Develop an effective and integrated public transport system that promotes access to opportunity through mobility.</p> <p>(i) Provide infrastructure that improves the safety of communities and visitors.</p> <p>(j) Improve the safety and security of Nelson Mandela Bay communities.</p> <p>(l) Spatial and built developments that promote integrated neighbourhoods, inclusive communities and a well-connected Nelson Mandela Bay.</p> <p>2. Built Environment Performance Plan, 2021 This project will further key projects set out in the BEPP Programme Matrix.</p> <p>3. Economic Recovery Framework and Strategic Implementation Plan 2021.</p>		
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Alignment with Policies	Status of external funding
<p><i>Indicate how project aligns with metro policies.</i></p> <p>The project aligns with the following policies:</p> <ol style="list-style-type: none"> 1. Nelson Mandela Bay Municipality Metro Spatial Development Framework, 2015 The project will enhance the functioning of Njoli Square, which is a node of regional significance. 2. iBhayi Local Spatial Development Framework 2014 – 2020, 2017 The Njoli Square redevelopment is identified as a catalytic intervention in the LSDF; the project will activate a catalytic intervention. Njoli Square is identified as a commercial/community/heritage node of metropolitan significance. This project will enhance the role of this node in the iBhayi area and the greater metro. 3. Njoli Precinct Plan, 2019 This project upholds the urban design principles for the redevelopment of Njoli Square and seeks to progress the vision set out for this node in this precinct plan. 	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The NMBM will engage the NDPP / NT on project funding as part of the Njoli Precinct implementation plan.</p> <p>The CSP has committed funding for the TED technical support component.</p>

Endorsement	
Metro Endorsement	Project Timeframe
<p><i>Indicate the status of metro endorsement.</i></p> <p>The charter was compiled in consultation with the relevant directorates and will be submitted to EXCO for approval.</p> <p>The Njoli redevelopment is acknowledged in the Capital and Operating Project Budgets by Ward.</p>	<p>Start Date April 2022</p>
	<p>End Date TBC</p>
	<p>Total Time Months</p>
<p>Partner's Endorsement</p> <p><i>Indicate the status of partner endorsement.</i></p> <p>The CSP TED Project has secured technical support until February 2023, pending an extension to December 2023.</p>	
<p>Additional notes and annexes</p> <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> <ul style="list-style-type: none"> Refer to section 11.3. of the New Brighton Situational Analysis Report for analysis of the Dibanisa/Daku High Street: https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/New%20Brighton%20Situational%20Analysis%20Report%20v%202.4.1%20-%20Copy.pdf <p>Annexes:</p> <ol style="list-style-type: none"> New Brighton Study Area: Indicating location of project sites. Daku Road Commercial High Street Conceptual Development Proposal - Layout: Informed by the Situation Analysis and stakeholder engagement workshops. Stakeholder Engagement Workshop Visualisation 	

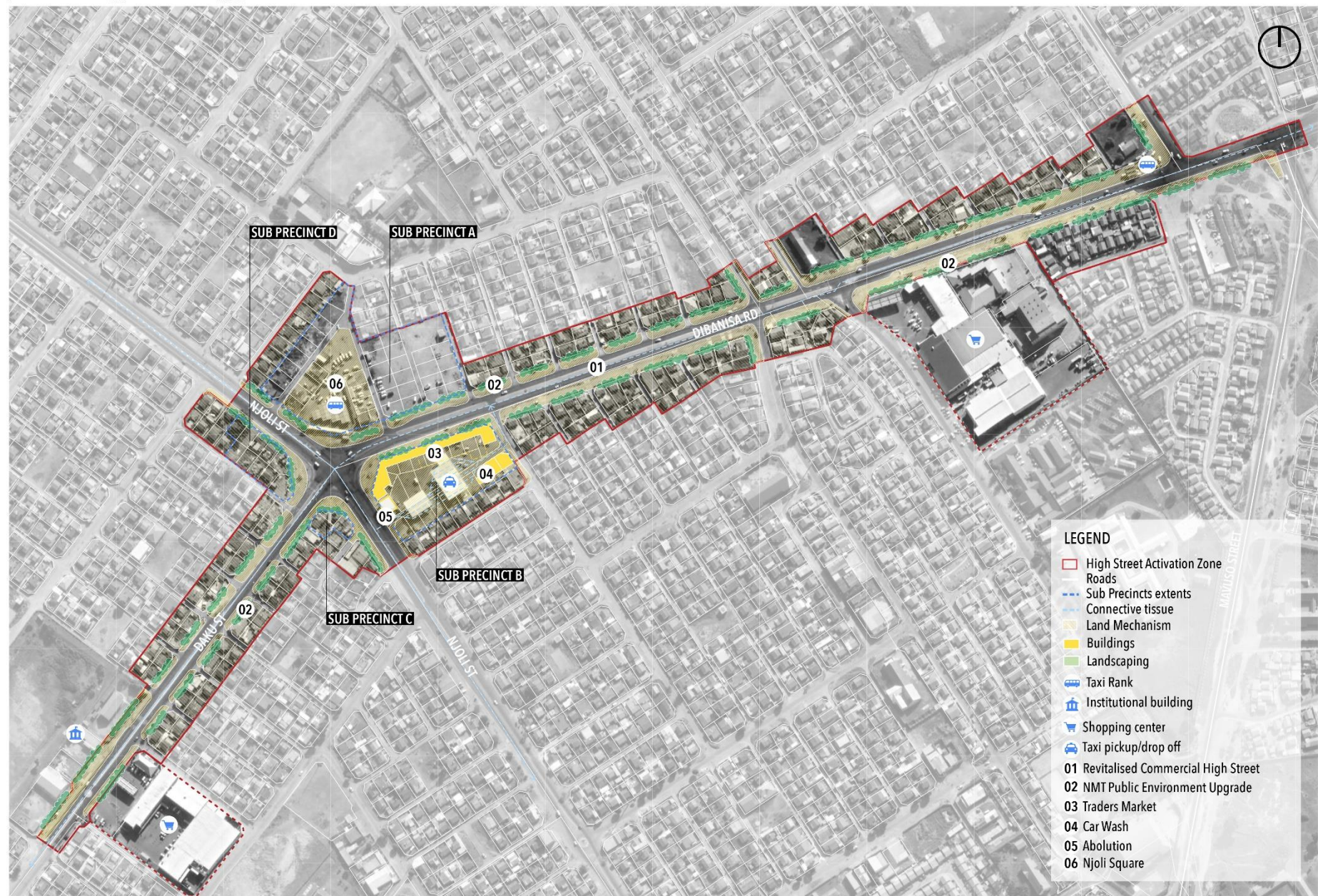
GENERAL STUDY AREA & PROJECTS

01. DAKU / DIBANISA STREETS
transformed into a commercial high street
02. NJOLI SQUARE
developed as a retail and transport hub with affordable accommodation and upgraded trader stands
03. EMBIZWENI SQUARE
as a social and economic precinct enhanced through investment and land unlocking
04. MENDI ARTS & CRAFTS FACILITY
Strengthen the Mendi Arts Centre as a sustainable community asset and creative economy resource
05. TOWNSHIP TOURISM PROMOTION
Support the development of the township tourism sector
06. AUTOMOTIVE SECTOR
Improve business development support for micro-enterprises in the after-sales automotive sector
07. LEISURE ECONOMIES
Opportunities for jobs and livelihoods are unlocked in the creative and leisure economies
08. BRIGHTON BEACH
The facilities at New Brighton Beach and linkages to township revitalised.



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

Figure 48: New Brighton Study Area, Location of Spatially Targeted Projects



Annex 2: Daku Road Commercial High Street Preliminary Concept Proposal: Informed by the Situation Analysis and Stakeholder Engagement Workshops

Figure 49: Preliminary Concept for Daku Road



01. Workshop Invitation



02. Site Visit



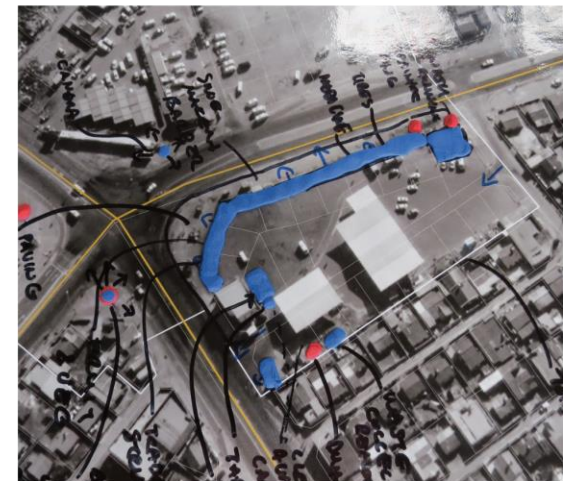
03. Workshop Introduction and Questions



04. Focus Group



05. Workshop Feedback Session



06. Co-produced Map

Figure 50: Visual Summary of Community Engagement, Daku Road

Charter Checklist

Have community needs been incorporated into project design?	Yes.
Has the project concept (charter) been internally reviewed?	Yes.
Has the project been included in the IDP?	Yes.
Have project partners agreed to their roles and commitments?	Yes.

Nelson Mandela Bay Township Economic Development Project

Project Charter

New Brighton

Develop and implement
the Njoli Square precinct plan

Project Number: 2

Date: 3 May 2022

Version: 4

ctiEs
SUPPORT PROGRAMME



19. Project 2: Develop and Implement the Njoli Square Precinct Plan

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>Njoli Square is a node of commercial, community and heritage value at the metropolitan level. Njoli Square is located in KwaZakhele 2 (Ward 22) and is linked to the Khulani Corridor Integration Zone. Njoli Square accommodates two important public transport interchanges, which have a role to play in local and long-distance connectivity.</p> <p>The Njoli Precinct Plan, 2019 sets out the development vision for this node. To achieve the vision for Njoli Square, there is a need to provide phased, detailed designs to achieve the desired land configuration and infrastructure for a mixed-use, high density, node, to the benefit of the surrounding neighbourhood and metro.</p> <p>The project will enhance the spatial integration of the township within the metro economy via implementing catalytic projects at two major transportation interchanges hub, as identified in the Ibhayi Spatial Development Framework, 2020 and Njoli Precinct Plan, 2019.</p> <p>Njoli has been a development priority since 2007. Progress with the project has advanced slowly due to the complexity of land uses within the nodes. The node comprises four quadrants or sub-precincts, as shown in Annexure 2. It is necessary to consolidate the numerous erven and terminate disused roads within each sub-precinct. The development of the Njoli node is also contingent on the upgrading of the Dibanisa / Daku corridor and associated public environment. Improvements to the street / road infrastructure are currently underway with project financial support from the Neighbourhood Partnership Development Programme.</p> <p>The land in Njoli node is currently under threat from unauthorised use, the irregular placement of shipping containers / business structures and dumping. It is therefore necessary to consider proposals that can circumvent the developmental complexity by suggesting rapid investment to stabilise the node, whilst still allowing for further long-term planning and uses to materialise. The</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <ol style="list-style-type: none"> 1. Economic Development Tourism and Agriculture, Strategic Projects. 2. Human Settlements / Land Planning and Management. 3. Department of Transport 4. Infrastructure and Engineering 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Amelia Buchner, Malusi Andries 2. Nyasha Bhebehe, Nomusa Sibiya 3. Yussuf Gaffore, Zama Kele 4. Barry Martin

<p>developmental cycle of the Njoli Precinct Plan requires a first fix to define the direction of development and to create an attractive environment for investment.</p> <p>Note: The Project is aligned to New Brighton TED <i>Project Charter 1: Develop and implement a strategy to revitalise the Daku Road commercial high street</i>. The activities focusing on precinct management refer to both Project Charters.</p>		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The project goal is to implement the Njoli Precinct Plan, 2019.</p> <p>The New Brighton TED project will contribute towards the operationalisation of the Njoli Precinct Plan, 2019 through strategic technical support on project advancement. This will be done through refining the conceptual spatial development plan, specifying and packaging catalytic projects, and supporting the NMBM to resource and implement first-fix project components.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> Economic Development, Tourism and Agriculture, Strategic Projects 	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> Amelia Buchner
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"> A. Terms of reference for a feasibility study, business plan, project packaging and partnership opportunities for Sub-Precinct A developed by July 2022. B. Completed consultancy/technical support outputs, including project packaging by June 2023. High-level land use and property development vision completed by July 2022. A first-fix proposal, using tactical strategies, developed by July 2022. Up to three detailed community consultation processes completed, with high level endorsement of the plan secured, by June 2023. Land packing processes (including zoning, consolidation, ownership, rights, SPV) commenced (June 2023) and concluded by December 2023. Quarterly progress reports submitted to EXCO over the course of the technical support, until December 2023. 	<p><i>Provide a motivation for and indicate the roles of the partners.</i></p> <ol style="list-style-type: none"> National Treasury's Neighborhood Development Partnership Programme (NDPP): The NDPP are committed to support feasibility studies and project packaging. CSP TED Project: The project technical assistance team will support the project through research, facilitation, design and planning. Mandela Bay Development Agency: MBDA will foster alignment with the Heritage Route programme. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> Ndimphiwe Jamile. Thiresh Govender, Jessica Blumberg, Carol Masingi, Heather Kruger and Andrew Charman. Dorelle Sapere, Thandie Mafu

<ol style="list-style-type: none"> 7. Up to two workshops conducted to assess the scope for innovative procurement in mobilising market responses / solutions, with a roadmap developed to guide such a process. 8. A. Terms of reference for the formulation of a detailed implementation plan, including precinct management strategy, for Sub Precinct A by June 2023. B. Completed consultancy/technical support outputs by December 2023. 		
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 metro to develop terms of reference for a development feasibility study, business plan, project packaging and implementation plan, and assessment of partnership opportunities for the development of sub-precinct A (refer to locality plan, Annexure 2). 2. Provide a high-level land and property development framework to guide the feasibility study with conceptual direction on the use of the land within Njoli to best achieve the outcome of the approved Njoli Precinct Plan. This initiative is to find alignment with the High Street Activation of Daku Road (TED Project 1). 3. Through a conceptual design, propose infrastructure and spatial uses (tactical urbanism) to realise, rapid investment to stabilise the site while still allowing longer term aspirations to materialise. 4. Support the metro to conduct participatory engagement workshops with core stakeholders within and affected by the Njoli Square node. These would serve to identify community-driven strategies that could contribute towards the enhancement and management of the precinct and to sensitise key stakeholders of the revised vision for Njoli square. 5. Institutionalise a strategy for appointing relevant service providers/entities to get the land ready for development (consolidation, zoning, ownership), subject to the outcome of point 1 (sub-precincts A, B, C and D). 6. Support project reporting and monitoring to the EXCO. 7. Support the NMBM to investigate the scope for using innovative procurement processes to mobilise private investors to advance the implementation of the Njoli Precinct Plan. 8. Support the NMBM to develop a precinct management plan and strategy for the sustainable management and operationalisation of the node (sub-precincts A, B, C and D). 	<p><i>Provide a motivation for and indicative the roles of the stakeholders.</i></p> <ol style="list-style-type: none"> 1. All taxi associations operating in the Njoli Square node, including NCEDO Taxi Association, Uitenhage Taxi Association. 	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <ol style="list-style-type: none"> 1. Stakeholders to be confirmed.

Metro Beneficiaries	Risks
<p><i>Target departments and programmes.</i></p> <p>The TED Project will enhance the NMBM's capacity to advance development planning in respect to the Njoli precinct. The project partners will provide the NMBM with technical and financial support to undertake planning processes. The TED technical assistance team will advise on the institutionalisation of the project and support transversal planning amongst the following:</p> <ol style="list-style-type: none"> 1. Economic Development, Tourism and Agriculture, 2. Road and Transport Directorate, 3. Human Settlements, Spatial Planning and Land Use 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. Limited capacity by the municipality to advance the procurement and execution of the required packaging of projects towards implementation. 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 MOU's/SPV's 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. Inability to integrate the Taxi Association(s) into a meaningful and functional urban management and development partnership. Mitigate through intensive engagement processes. 5. 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. 6. Land irregularities that can impede integrated development. Restrictive land configuration may compromise the development yield. This can be mitigated by either working within these constraints through the design and packaging of development or finding a means to expediate the regularisation of land.
Community Beneficiaries	Assumptions
<p><i>Target groups and numbers.</i></p> <p>The project will directly benefit ward 21 and 22. Directly the project will also benefit:</p> <ol style="list-style-type: none"> 1. Njoli node commuters 2. Njoli residents and the community (beneficiaries of housing) 3. Taxi Associations and operators at Njoli 4. Local traders and SMMEs 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 1. There is sufficient capacity within the municipality to advance the technical and procedural aspects of the project in a timely and effective manner. 2. The development will be supported by a localised precinct urban management structure that is functional and effective in security, cleaning, marketing and operations of the area. 3. Infrastructure investment requires careful and timely coordination, phasing and activation that is aligned with suitable precinct operations/management. 4. The project will be supported by line departments with transversal interests in the Njoli square precinct, including transportation, human settlements, law enforcement and others. 5. There is sufficient bulk infrastructure provision to realise and accommodate the projects ambitions for increased uses.

	6. Policy certainty (land use, housing, transportation) is required for a predictable development environment. 7. The packaging of the development is attractive to private investment and calibrated to their capacity to participate with reasonable risk and reward.	
Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>Njoli Square is identified as a commercial/community/heritage node of metropolitan significance. This project will enhance the role of this node in the iBhayi area and the greater metro.</p> <p>1. Nelson Mandela Bay Municipality Integrated Development Plan 2017/18 – 2021/22: This project upholds the following strategic objectives indicated in the IDP: (d) Grow and diversify the local economy through the attraction of new investment, skills development and the facilitation of an enabling environment for small business growth and job creation. (e) Facilitate and promote infrastructure led growth, development and tourism. (f) Execute existing design and implement new projects that competitively differentiate Nelson Mandela Bay as a destination city for business, tourism and investment – including through strategic partnerships. (g) Develop an effective and integrated public transport system that promotes access to opportunity through mobility. (i) Provide infrastructure that improves the safety of communities and visitors. (j) Improve the safety and security of Nelson Mandela Bay communities. (l) Spatial and built developments that promote integrated neighbourhoods, inclusive communities and a well-connected Nelson Mandela Bay. (n) Facilitate and promote infrastructure-led growth, development and tourism</p> <p>2. Economic Recovery Framework and Strategic Implementation Plan 2021.</p>	<p>1. Metro / City</p> <p>Capex</p> <p>Opex</p> <p>External Sources</p> <p>Total</p>	<p>TBC</p> <p></p> <p>TBC</p> <p></p>

Alignment with Policies		Status of external funding	
<i>Indicate how project aligns with metro policies.</i>		<i>Indicate what actions are required to access funding and the status of applications.</i>	
<p>3. Built Environment Performance Plan, 2021 This project will further key projects set out in the BEPP Programme Matrix.</p> <p>4. Nelson Mandela Bay Municipality Metro Spatial Development Framework, 2015 This project will enhance the functioning of Njoli Square, which is a node of regional significance.</p> <p>5. iBhayi Local Spatial Development Framework 2014 – 2020, 2017 The Njoli Square redevelopment is identified as a catalytic intervention in the LSDF, this project will activate a catalytic intervention.</p> <p>6. Njoli Precinct Plan, 2019 This project upholds the urban design principles for the redevelopment of Njoli Square and seeks to progress the vision set out for this node in this precinct plan.</p> <p>7. Integrated Public Transport Plan (IPTP),</p> <p>8. Urban Network (UNS) & Nodal Development Strategy and the Njoli Square KwaZakhele</p>		<p>The NMBM will engage the NDPP / NT on project funding as part of the Njoli Precinct implementation plan.</p> <p>The CSP has committed funding for the TED technical support component.</p>	
Endorsement			
Metro Endorsement		Project Timeframe	
<i>Indicate the status of metro endorsement.</i>		Start Date	On-going
		End Date	
		Total Time	Months
<i>The charter was compiled in consultation with the relevant directorates and will be submitted to EXCO for approval.</i>			
Partner’s Endorsement			
<i>Indicate the status of partner endorsement.</i>			
<p>The charter was compiled in consultation with the NDPP.</p> <p>The CSP TED Project has secured technical support until February 2023 (subject to an extension until December 2023).</p>			

Additional notes and annexes

Notes:

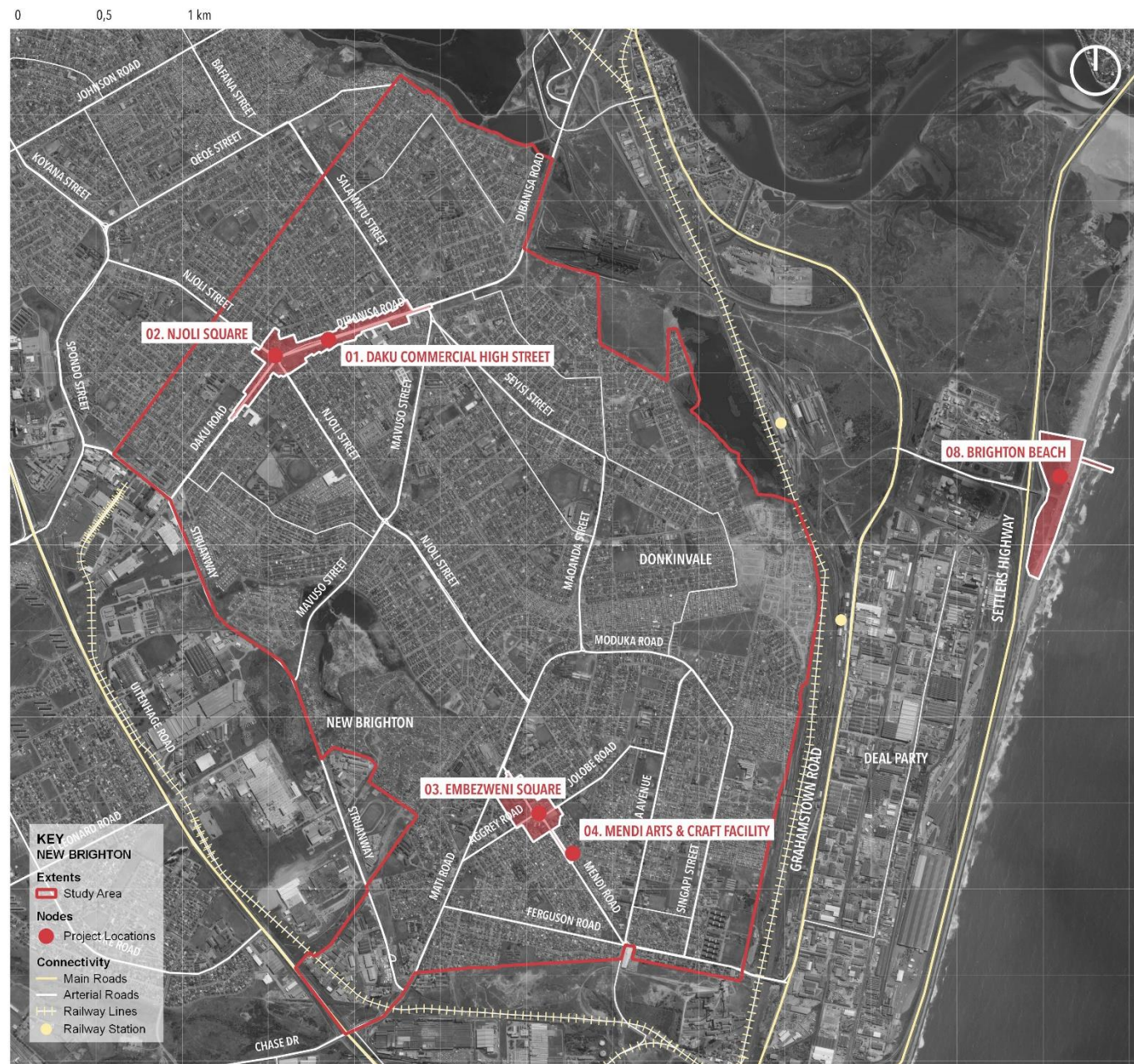
- Refer to sections 10.4. and 11.3. of the New Brighton Situational Analysis Report for analysis on the Njoli Square node:
<https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/New%20Brighton%20Situational%20Analysis%20Report%20v%202.4.1%20-%20Copy.pdf>
- Please refer to Project Charter #1 Dibanisa/Daku High Street for details on the Sub Precinct B and its integration into the Njoli Square Precinct.

Annexes:

1. **New Brighton Study Area:** Indicating location of project sites.
2. **Njoli Square Conceptual Development Proposal - Layout:** Informed by the Situation Analysis and stakeholder engagement workshops.
3. **Stakeholder Engagement Workshop Documentation**

GENERAL STUDY AREA & PROJECTS

01. DAKU / DIBANISA STREETS
transformed into a commercial high street
02. NJOLI SQUARE
developed as a retail and transport hub with affordable accommodation and upgraded trader stands
03. EMBIZWENI SQUARE
as a social and economic precinct enhanced through investment and land unlocking
04. MENDI ARTS & CRAFTS FACILITY
Strengthen the Mendi Arts Centre as a sustainable community asset and creative economy resource
05. TOWNSHIP TOURISM PROMOTION
Support the development of the township tourism sector
06. AUTOMOTIVE SECTOR
Improve business development support for micro-enterprises in the after-sales automotive sector
07. LEISURE ECONOMIES
Opportunities for jobs and livelihoods are unlocked in the creative and leisure economies
08. BRIGHTON BEACH
The facilities at New Brighton Beach and linkages to township revitalised.



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

Figure 51: New Brighton Study Area, Location of Spatially Targeted Projects



Annex 2: Njoli Square Precinct Plan Preliminary Concept Proposal: Informed by the Situation Analysis and Stakeholder Engagement Workshops

Figure 52: Preliminary Concept for Njoli Square Precinct



01. Workshop Invitation



02. Site Visit



03. Workshop Introduction



04. Focus Group



05. Workshop Feedback Session



06. Workshop Participants

Figure 53: Visual Summary of Community Engagement Process, Njoli Square

Charter Checklist

Have community needs been incorporated into project design?	Yes
Has the project concept (charter) been internally reviewed?	Yes
Has the project been included in the IDP?	Yes
Have project partners agreed to their roles and commitments?	Yes

Nelson Mandela Bay Township Economic Development Project

Project Charter

New Brighton

Enhance Embizweni Square as a
social and economic precinct by
unlocking land

Project Number: 3

Date: 3 May 2022

Version: 4

CTiEs
SUPPORT PROGRAMME



20. Project 3: Enhance Embizweni Square as a social and economic precinct by unlocking land

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity</i></p> <p>Embizweni Square is an important community and socio-economic node of metropolitan significance. The node supports a range of retail, community (social) and leisure activities. Embizweni Square is situated at the intersection of Mendi Road, Aggrey Road, Jolobe Road and Ngesi Street. It is defined by a central square, which includes public seating, public art and a performing space. Social activity in this area is anchored by butcheries as well as pop-up events that take place on a monthly basis. The node is an important site for small business owners and residents who benefit from the facilities in the square as well as the well-located nature of the node. There is a bus station in the site, which provides connectivity to the wider neighbourhood and city.</p> <p>Despite the Square's significant social and economic value to the broader community, there are noteworthy safety concerns within the node, including crime, vandalism and the illegal dumping of waste. In addition, vacant land and underperforming buildings weigh negatively on the potential of the node. Local residents have called for its revival. The Mandela Bay Development Agency (MBDA) has commenced a Heritage Route programme that will support the revitalisation of the Square in ways that celebrate and enhance the social, cultural, material, and environmental heritage of such spaces.</p> <p>There is an important development opportunity to regularise the configuration, ownership and zoning of erven (land parcels) that frame the node, as well as to provide key public realm upgrades to further activate the square so that it functions more intensively, to the benefit of the surrounding neighbourhood. The node would realise its emerging economic and social potential through a series of interventions around traffic management, land use management (facilitating optimisation), precinct management, and the provision of trading and related infrastructure. The MBDA Heritage Route will position Embizweni Square as a must-see destination, whilst unlocking opportunities in the tourism and creative economies.</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <ol style="list-style-type: none"> 1. Economic Development Tourism and Agriculture, Strategic Projects. 2. Human Settlements / Land Planning and Management. 3. Infrastructure and Engineering. 4. Sports, Recreation, Arts and Culture. 5. Mandela Bay Development Agency 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Amelia Buchner, Malusi Andries 2. Nyasha Bhebhe, Nomusa Sibiya 3. Barry Martin 4. Veliswa Gwintsa 5. Dorelle Sapere, Thandie Mafu. Oyama Vanto, Lerato Muzah, George Jerry

<p>The primary opportunities within the node centres on enhancing land use / property investment and infrastructure in the public realm. Infrastructure interventions need to be designed and managed in a manner that contributes towards the liveability of the public realm.</p> <p>Note: In respect to facilitating land use efficiency and high street development, the Project is aligned to <i>New Brighton TED Project1: Develop and implement a strategy to revitalise the Daku Road commercial high street.</i></p>		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The project goal is the revival of Embizweni Square as a social, cultural and economic node in New Brighton through the repurposing of existing infrastructure, facilitation of new investment opportunities, land use management and property regularisation.</p> <p>The rehabilitation and activation of the Square will have a direct catalytic impact on surrounding community resources, including the Mendi Arts Centre. In addition to improving physical infrastructure, the project goal is to realise a sustainable social and precinct management intervention to ensure the optimisation of the infrastructure investments and effective management of the space. The investments and economic opportunities need to have direct local benefit and be institutionally sustainable.</p> <p>The New Brighton TED Project will contribute towards this project goal by providing strategic technical support towards investigating interventions that address these challenges.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> 1. Economic Development Tourism and Agriculture Directorate 	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> 1. Amelia Buchner
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 Metro to review the outcome of initial participatory community engagement by March 2022. 2. An urban design and land use master plan for the Embizweni Node developed by February 2023, including recommendations on the consolidation and packaging of underutilised land, land use zoning and land development incentives (building on the Daku Road pilot in TED 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> 1. National Treasury Neighbourhood Development Partnership Programme. NDPP could provide funding, via PPPSG, towards feasibility studies and urban design. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Ndimphiwe Jamile 2. Thiresh Govender, Jessica Blumberg, Andrew Charman, Carol Masingi, & Heather Kruger.

<p>Project 1). The plan must incorporate the findings from the Heritage Route consultancy.</p> <ol style="list-style-type: none"> 3. A nodal economic development strategy and precinct management strategy developed by February 2023. The strategy to include stakeholder feedback (via participatory engagements), first-fix interventions and project packaging, and recommendations for effective precinct management. 4. An agreement with the South African Post Office secured by December 2023 to utilise or dispose of the unused Post Office Building. 5. A traffic management plan for weekend / special events developed and instituted in partnership with local community stakeholders by December 2023. 	<ol style="list-style-type: none"> 2. CSP TED Project. The project technical assistance team will support the project through research, facilitation, and planning. 	
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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"> 6. Facilitate a transversal workshop to review the outcome of the initial participatory community engagement process undertaken in November 2021. 7. Support the NMBM to conceptualise an urban design and land use master plan, to rehabilitate Embizweni Square Node, that enables economic activity and community / social functions, including a focus on optimising land use management and property development. The urban design should build upon the findings of the Heritage Route consultancy. 8. Support the NMBM to develop ToRs for appointing specialists to develop a public environment implementation plan, with nodal economic development and investment strategies. The strategy should include partnership opportunities. The plan to include elements of tactical urbanism to provide first-fixes and identify community driven strategy that could contribute towards precinct management and nodal investment. First-fixes to be considered are: <ol style="list-style-type: none"> a. Public environment upgrade (including covered area, dedicated trading structures, lighting, landscaping, water points, signage, advertising), b. Traffic management and parking facilities (short-term and long-term), c. Ablution facilities, d. Security management, e. Rehabilitation of the trader stalls and car wash (better use of available land, improve security) 	<p><i>Provide a motivation for and indicate the roles of the stakeholders.</i></p> <ol style="list-style-type: none"> 1. Blawa Market (Community Group) 2. Churches x 2 along Nikiwe Street. To be custodians and roles players in the programming of Nikiwe Street. 3. Johnson Primary School/ Sophakama High School. To provide event parking. 4. South African Post Office. 	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <ol style="list-style-type: none"> 1 Njengele Nkumanda 2. Other community stakeholder member to be identified. 3. Schools leaders to be engaged. 4. The SA Post Office to be engaged in respect to the vacant building.

<ol style="list-style-type: none"> Advise the NMBM on a strategy to engage with the South African Post Office to reinstate the Post Office and / or incorporate other functions in the existing Post Office building. Advise the NMBM on traffic management needs within the node in respect to special events, including church functions, and utilising school grounds for parking. 		
Metro Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The Project will enhance the capacity (both financial and technical) of the NMBM, specifically EDTA and Human Settlements to advance the implementation of the Njoli Precinct Plan (Embizweni Square) and create an enabling land-use and infrastructure environment in support of township economic development.</p> <ol style="list-style-type: none"> Economic Development Tourism and Agriculture Directorate SRAC / Mendi Arts Centre Human Settlements, Spatial Planning and Land Use Management 	<p>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</p> <ol style="list-style-type: none"> Absent and disengaged landowners (South African Post Office) and decaying properties undermine the development potential of the node. These properties and their integrated functioning are critical to the success of the Embizweni Square and influence future investments into the node. 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 embedding the project within strategic development plans and concluding MOU's with the private sector and related stakeholders. Limited support by community stakeholder/end-users can compromise the performance and functionality of the node development. This can be mitigated through meaningful stakeholder engagement and alignment of project towards these processes. 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. Land irregularities, inappropriate zoning and tenure insecurity can impede an integrated development. 	
Community Beneficiaries	Assumptions	
<p><i>Target groups and numbers.</i></p> <p>The Project will benefit Ward 17. Other direct beneficiaries are:</p> <ol style="list-style-type: none"> Residents of New Brighton, especially property owners on Mendi Road, Aggrey Road, Jolobe Road and Ngesi Street Business owners surrounding Embizweni Square. Blawa Market (traders, performers, and other SMMES) Local Schools 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> The NMBM will drive engagement with the Post Office on the use of the Old Post Office site. Development planning applications within Embizweni Square are aligned to the Njoli Precinct Plan and urban design masterplan. 	

5. Local Churches 6. Mendi Arts Centre	3. The project will be supported by line departments with transversal interests in the Embizweni Square Node, including human settlements, law enforcement, and transportation. 4. The design and implementation of public environment interventions will be supported by active stakeholder who are aligned to the project's objectives. 5. Law enforcement will act against identified local businesses / individuals that dump rubble and domestic waste in public space and utilise land unlawfully.
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Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>1. Nelson Mandela Bay Municipality Integrated Development Plan 2017/18 – 2021/22: This project upholds the following strategic objectives indicated in the IDP: (d) Grow and diversify the local economy through the attraction of new investment, skills development and the facilitation of an enabling environment for small business growth and job creation. (e) Facilitate and promote infrastructure led growth, development and tourism. (i) Provide infrastructure that improves the safety of communities and visitors. (j) Improve the safety and security of Nelson Mandela Bay communities. (l) Spatial and built developments that promote integrated neighbourhoods, inclusive communities and a well-connected Nelson Mandela Bay. (n) Facilitate and promote infrastructure-led growth, development and tourism.</p> <p>2. Economic Recovery Framework and Strategic Implementation Plan 2021.</p> <p>3. MBDA New Brighton Heritage Route</p>	<p>Metro / City</p> <p>Capex</p> <p>Opex</p> <p>External Sources</p> <p>Total</p>	<p>TBC</p> <p>TBC</p>

Alignment with Policies	Status of external funding
<p><i>Indicate how project aligns with metro policies.</i></p> <p>1. Nelson Mandela Bay Municipality Metro Spatial Development Framework, 2015</p>	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>The NMBM will engage the NDPP / NT on project funding as part of the Njoli Precinct implementation plan. The project is potentially suitable for PPP SG funding from National Treasury.</p>

<p>Embizweni Square forms part of the Njoli Precinct; developing Embizweni Square will enhance the function of the Njoli Precinct, which is a node of regional significance.</p> <p>2. iBhayi Local Spatial Development Framework 2014 – 2020, 2017 Developing Embizweni Square forms part of the Njoli Precinct redevelopment, which is identified as a catalytic intervention in the LSDF. EmbizweniSquare is identified as a commercial/community node of metropolitan significance. This project will enhance the role of this node in the iBhayi area and the greater metro.</p> <p>3. Njoli Precinct Plan, 2019 This project upholds the urban design principles for the redevelopment of Embizweni Square and seeks to progress the vision set out for this neighbourhood asset.</p>	<p>The CSP has committed funding for the TED technical support component.</p>
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Endorsement

Metro Endorsement	Project Timeframe	
<p><i>Indicate the status of metro endorsement.</i></p> <p>The charter was compiled in consultation with the relevant directorates and MBDA and will be submitted to EXCO for approval.</p>	Start Date	On-going
	End Date	
	Total Time	Months

Partner's Endorsement

<p><i>Indicate the status of partner endorsement.</i></p> <p>The charter was compiled in consultation with the NDPP.</p> <p>The CSP TED Project has secured technical support until February 2023.</p>
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Additional notes and annexes

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

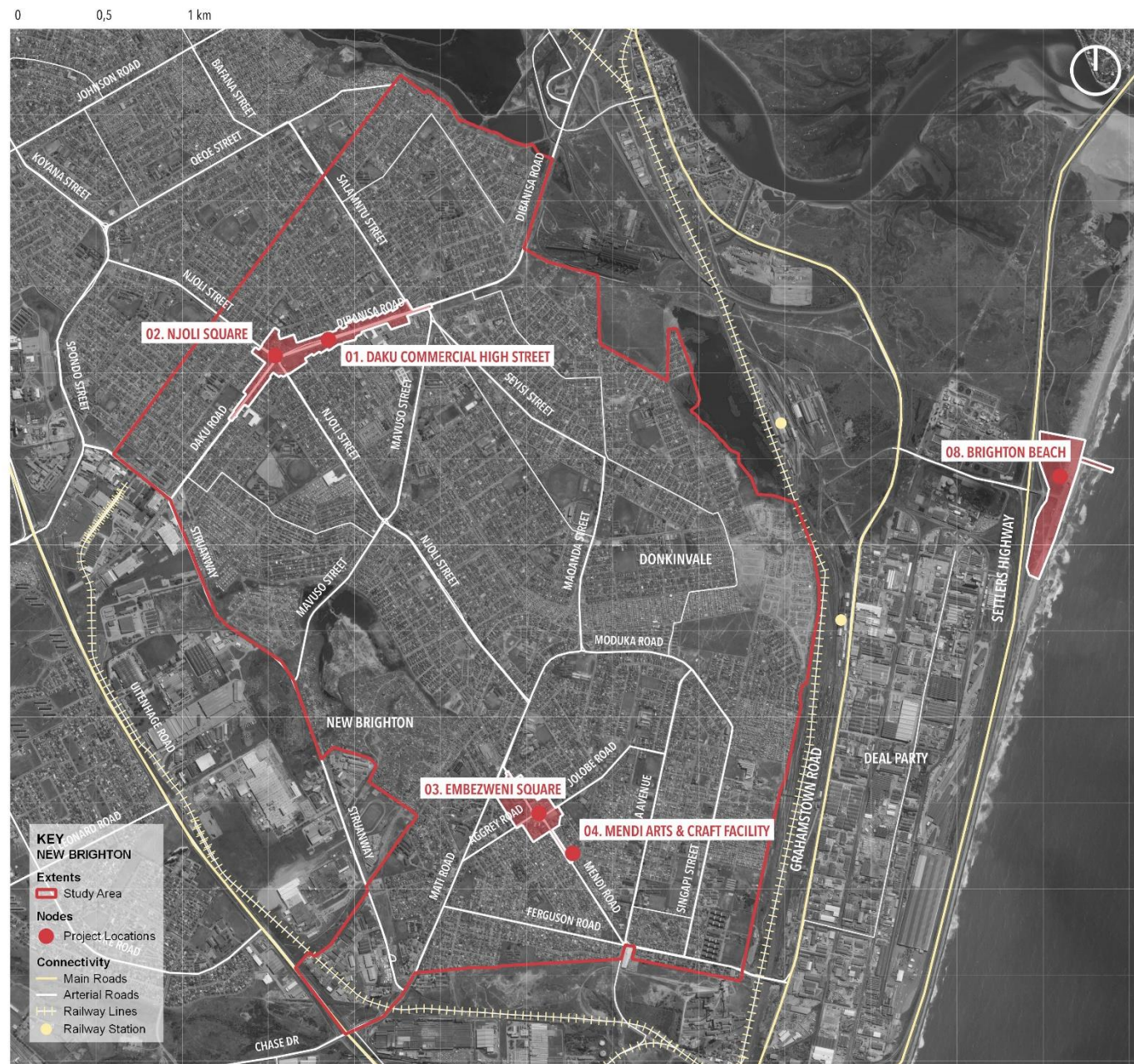
- Refer to sections 10.4. and 11.2. of the New Brighton Situational Analysis Report for analysis on the Embizweni Square node:
<https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/New%20Brighton%20Situational%20Analysis%20Report%20v%202.4.1%20-%20Copy.pdf>

Annexes:

1. **New Brighton Study Area:** Indicating location of project sites.
2. **Njoli Square Conceptual Development Proposal - Layout:** Informed by the Situation Analysis and stakeholder engagement workshops.
3. **Stakeholder Engagement Workshop Documentation**

GENERAL STUDY AREA & PROJECTS

01. DAKU / DIBANISA STREETS
transformed into a commercial high street
02. NJOLI SQUARE
developed as a retail and transport hub with affordable accommodation and upgraded trader stands
03. EMBIZWENI SQUARE
as a social and economic precinct enhanced through investment and land unlocking
04. MENDI ARTS & CRAFTS FACILITY
Strengthen the Mendi Arts Centre as a sustainable community asset and creative economy resource
05. TOWNSHIP TOURISM PROMOTION
Support the development of the township tourism sector
06. AUTOMOTIVE SECTOR
Improve business development support for micro-enterprises in the after-sales automotive sector
07. LEISURE ECONOMIES
Opportunities for jobs and livelihoods are unlocked in the creative and leisure economies
08. BRIGHTON BEACH
The facilities at New Brighton Beach and linkages to township revitalised.



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

Figure 54: New Brighton Study Area, Location of Spatially Targetted Projects



Annex 2: Embizweni Square Preliminary Concept Proposal: Informed by the Situation Analysis and stakeholder engagement workshops.

Figure 55: Preliminary Concept for Embizweni Square Precinct



01. Workshop Invitation



02. Site Visit



03. Workshop Introduction



04. Focus Group



05. Workshop Feedback Session



06. Workshop Participants

Figure 56: Visual Summary of Participatory Engagement, Embizweni Square

Charter Checklist

Have community needs been incorporated into project design?	Yes
Has the project concept (charter) been internally reviewed?	Yes
Has the project been included in the IDP?	Yes
Have project partners agreed to their roles and commitments?	Yes

Nelson Mandela Bay
Township Economic
Development Project

Project Charter

New Brighton

**Strengthen the Mendi Arts Centre as a
sustainable community asset and
creative economy resource**

Project Number: 4

Date: 3 May 2022

Version: 3

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SUPPORT PROGRAMME



21. Project 4: Strengthen the Mendi Arts Centre as a Sustainable Community Asset and Creative Economy Resource

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Nelson Mandela Bay Metro built a community Arts Centre on the site of the historic Mendi Bottle Store. The rationale for the facility is the need to serve the creative economies of the township economy with a 'state of the art' facility suitable to host live-music events, provide workshop / studio space, and to enable local creatives to exhibit products. The Mendi facility is situated adjacent to Embizweni Square. The Center is spatially situated with the Embizweni node and is acknowledged as an important directional influence on community arts and culture development within the iBhayi Local Spatial Development.</p> <p>At present, the Mendi Arts Centre is currently reliant on NMBM opex (operational budget) to fund facilities management and implement programmes. As a result of limited funding, programme duration tends to be short and there are insufficient resources to fully realise the potential of the facility to leverage development impact. It is envisaged that rental income, via leasing the facilities to artists and creatives, would provide an income stream to support operational sustainability. There is scope to expand the facilities within the Mendi site (footprint), though NMBM budget constraints limit the scope for further investment in this facility over the short-term.</p> <p>The Project is aligned to the Mandela Bay Development Agency (MBDA) Heritage Route programme. The Heritage Route will celebrate New Brighton history, unlocking opportunities in the tourism and creative economies. The Mendi Arts Centre is both a heritage site and strategic community asset and creative economy resource.</p> <p>Note: The Project Charter aligns with <i>Project Charter 5: Stimulate the Tourism Sector in the Township Economy</i> and <i>Project Charter 7: Support Creatives to Professionalise and Generate Income from Hobbies and Activities in the Creative Economy</i>.</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <ol style="list-style-type: none"> 1. Sports, Recreation, Arts and Culture (SRAC). 2. Economic Development, Tourism and Agriculture (EDTA) 3. Mandela Bay Development Agency 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Veliswa Gwintsa, Uthando Baduza 2. Wandisile Makwabe Punki Nogqala, Done Louw 3. Dorelle Sapere, Thandie Mafu. Oyama Vanto, Lerato Muzah, George Jerry

Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The Project goal is to develop a business plan to provide strategic direction and financial sustainability for the Mendi Arts Centre. The business plan will be for five-year period, from 2022-2027. The plan will detail strategies for facility maintenance, the building of partnerships with the private sector and non-state actors, the scope and reach of programmes, and actions to minimise risks to Mendi Arts Centre sustainability.</p>	<p><i>Which department (s) will provide the lead / co-ordination?</i></p> <p>Sports, Recreation, Arts and Culture Economic Development, Tourism and Agriculture</p>	<p><i>Contact details of the lead / coordinator</i></p> <p>Veliswa Gwintsa Wandisile Makwabe</p>
Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. A strategic partnership opportunity analysis conducted by December 2022. 2. A series of workshops conducted to agree on institutional roles and strategize partnerships to support the roll-out of Mendi Arts Centre programmes by December 2022. 3. A strategic risk assessment conducted by September 2022. 4. A comprehensive business plan developed for Mendi Arts Centre for the period 2022-2027, including an operational plan and financial management plan by February 2023. 5. Agreement secured by September 2022 to integrate and align NMBM TED Projects with the Mendi Arts Centre, supporting creative economy micro-enterprises and township tourism operators. 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <p>1. CSP TED Team: technical support towards the development of a business plan.</p>	<p><i>Indicate the key persons responsible for partner activities.</i></p> <p>1. Andrew Charman; Leif Petersen; Carol Masingi, Heather Kruger</p>
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 NMBM (and MBDA) to identify strategic partners to support the implementation of creative programmes within the Mendi Arts Centre. 2. Facilitate a transversal workshop to determine all institutional roles and responsibilities, including gaps, in the operationalization of the Mendi Arts Centre. The workshop to highlight personnel requirements and service costs. 	<p><i>Provide a motivation for and indicative the roles of the partner.</i></p> <p>Stakeholder to be identified and roles agreed.</p>	<p><i>Indicate the key persons responsible for partner activities.</i></p>

<ol style="list-style-type: none"> 3. Support the NMBM to assess risks to the operation and sustainability of the Mendi Arts Centre, including the use of adjacent vacant land. 4. Support the NMBM to develop a 5-year business plan and operational strategy, with details of partnerships, facility maintenance, extension programmes, expansion plans and income generation. 5. Facilitate an alignment and integration of symbiotic NMBM programmes, including the MBDA Heritage Route and TED projects to promote tourism, the creative economies and enterprise support for township micro-enterprises. 6. Ensure support is provided to entrepreneurs in the creative economy through the sector development's Enterprise Development Program 		
Metro Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The Project will enhance the capacity (both financial and technical) of the NMBM, specifically SRAC, to manage the Mendi Arts Centre. SRAC will benefit through access to technical assistance to conceptualise and develop a robust business plan. The project will support SRAC to strengthen transversal collaboration across the NMBM in support of the operation of the Mendi Arts Centre and alignment to the New Brighton Heritage Route. The project will ensure sustainability through enterprise development initiatives provided to support entrepreneurs operating in various sectors and industries.</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. Community based interest groups seek to control, damage and/or disrupt the operation of the Arts Centre for political / economic gain or as a means of conflict. 2. Safety and security risks within and outside the Centre impact on programmes and community use. 3. Budget cuts impact on the provision of staff, maintenance and operation of Art Centre programmes. 4. Institutional conflicts (and personal disputes) impact on strategies to build partnerships and leverage programme synergies. 	
Community Beneficiaries	Assumptions	
<p><i>Target groups and numbers.</i></p> <p>The project will specifically benefit Ward 17. Other direct beneficiaries include creative groups and communities in New Brighton and surrounding iBhayi townships. The creative beneficiaries will include crafters, artisanal producers, visual artists, musicians, producers, microenterprises, and tourism service providers.</p>	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 1. SRAC will provide appropriately skilled expertise to support the development of the business plan or mobilise short-term expertise. 2. EDTA will provide support towards entrepreneurs and SMMEs operating in the creative industry space to ensure sustainability and viability of the project. 3. The NMBM is willing to embrace partnership with the private sector and other non-state actions to enhance Centre sustainability. 4. The NMBM is willing to support the development of a diverse range of income-streams to generate Centre revenue. 	

	5. The NMBM is committed to ensure safety and security within the node, including ensuring regular waste collection.	
Alignment with Programmes	Funding Requirement	Estimated Budget
<i>Indicate how project aligns with current or planned programmes.</i> 1. Nelson Mandela Bay Municipality Integrated Development Plan 2017/18 – 2021/22: Project 4 upholds the following strategic objectives indicated in the IDP: (d) Grow and diversify the local economy through the attraction of new investment, skills development and the facilitation of an enabling environment for small business growth and job creation. (e) Facilitate and promote infrastructure led growth, development and tourism. (f) Execute existing design and implement new projects that competitively differentiate Nelson Mandela Bay as a destination city for business, tourism and investment – including through strategic partnerships. (l) Spatial and built developments that promote integrated neighbourhoods, inclusive communities and a well-connected Nelson Mandela Bay. 2. Economic Recovery Framework and Strategic Implementation Plan 2021. 3. MBDA New Brighton Heritage Route	Metro / City	
	Capex	
	Opex	TBC
	External Sources	TBC
	Total	
Alignment with Policies	Status of external funding	
<i>Indicate how project aligns with metro policies.</i>	<i>Indicate what actions are required to access funding and the status of applications.</i> Funding opportunities to be investigated as part of the business plan.	
Endorsement		
Metro Endorsement	Project Timeframe	
<i>Indicate the status of metro endorsement.</i> The charter was compiled in consultation with the relevant directorates and MBDA and will be submitted to EXCO for approval.	Start Date	April 2022
	End Date	February 2023
	Total Time	Months 10

Partner's Endorsement

Indicate the status of partner endorsement.

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

Additional notes and annexes

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

Annexes:

Charter Checklist

Have community needs been incorporated into project design?	Yes.
Has the project concept (charter) been internally reviewed?	Yes.
Has the project been included in the IDP?	Yes, high level alignment.
Have project partners agreed to their roles and commitments?	Project partnerships to be secured.

Nelson Mandela Bay Township Economic Development Project

Project Charter

New Brighton

Support the development of the
township tourism sector

Project Number: 5

Date: 3 May 2022

Version: 3

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SUPPORT PROGRAMME



22. Project 5: Support the Development of the Township Tourism Sector

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The NMBM New Brighton township economic development (TED) project responds to an urgent need to facilitate impactful investments in township economies. The New Brighton TED Situational Analysis highlighted development opportunities in the New Brighton tourism sector through supporting existing enterprises and creating new opportunities to tap into its rich cultural heritage and diverse business environment.</p> <p>There is a diverse range of tourism opportunities in the iBhayi townships. These include monuments and memorials, leisure economy businesses such as taverns, butcheries and restaurants, special events and major socio-cultural-religious gatherings, accommodation services, NMBM facilities (the Red Location and Mendi Arts Centre) and arts and music, to list some of the major attractions.</p> <p>In recognition of this potential, the Metro and Mandela Bay Development Agency (MBDA) have developed programmes to support the township tourism economy. A gateway programme is the MBDA's New Brighton Heritage Route. This a route will help to promote and celebrate the social, cultural, natural and built environments of the township to a new audience of visitors to Nelson Mandela Bay.</p> <p>The NMBM TED project, with the support of the Cities Support Programme's technical assistance team, conducted workshops with tourism related micro-enterprises in New Brighton to identify development opportunities in the sector and at the business level. The proposed project will aim to support and enhance the development and implementation of the Heritage Route.</p> <p>Note: The TED Project has direct synergies with <i>Project 3: Enhance Embizweni Square as a social and economic precinct by unlocking land</i>; <i>Project 4: Activate the Mendi Arts Centre to enable creative economy business development and marketing</i>; <i>Project 7: Support creatives to professionalise and generate income from hobbies and activities in the creative economy</i>; and <i>Project 8: Revitalise facilities and improve access to Brighton Beach</i>.</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <ol style="list-style-type: none"> 1. Department Economic Development, Tourism and Agriculture (EDTA) 2. Mandela Bay Development Agency 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Babalwa Nogqala, Done Louw, Erenei Louw 2. Dorelle Sapere, Thandie Mafu. Oyama Vanto, Lerato Muzah, George Jerry

Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The Project goal is to promote economic opportunities for New Brighton and broader township micro-enterprises in the tourism sector.</p> <p>The New Brighton TED project will contribute towards this goal through supporting a tourism development programme (as part of the Heritage Route) that would link township enterprises together, whilst providing a set of cultural experiences for local (self-guided) and international (guided) tourists and enhancing creative economy businesses.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <p>1. NMBM EDTA 2. MBDA</p>	<p><i>Contact details of the lead / coordinator</i></p> <p>1. Babalwa Nogqala, Done Louw, Erenei Louw 2. Dorelle Sapere, Thandie Mafu. Oyama Vanto, Lerato Muzah, George Jerry</p>
Quantifiable Indicators of Achievement	Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> Partnership agreements secured by July 2022, specifying roles, relationships and resource contributions to leverage the development of the township tourism sector. A tourism development and strategic plan developed to define EDTA enterprise development support to the township tourism sector in New Brighton, including linkages to industry and government, by February 2023. Technical support afforded to support the development and implementation of the MBDA's New Brighton Heritage Route. Up to 50 tourism related micro-enterprises in New Brighton to receive access to business development support and partnerships training / marketing opportunities by December 2023. 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> 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"> Leif Petersen, Carol Masingi
Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> Secure agreements between project partners to provide technical and financial commitments to the Project goal. Advise the MBDA / Metro on a suitable tourism development programme and strategic plan that links the iBhayi townships to broader tourism opportunities in the metro as well as links to industry and government opportunities. 	<p><i>Provide a motivation for and indicative the roles of the stakeholders.</i></p> <p>TBC on project implementation.</p>	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p>

<ol style="list-style-type: none"> 3. Support the MBDA, via a stakeholder reference group, to conceptualise and implement a township heritage route. 4. Support the NMBM and partners to institute a business development support / capacitation programme, targeting up to 20 township micro-enterprises, with linkages to government support programmes including DSBD (SEDA and SEFA). 		
Metro Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The project will enhance the capacity (both financial and technical) of the NMBM EDTA and broaden the City tourism offering with new products. The project will contribute towards the development of the MBDA's New Brighton Heritage Route.</p>	<p><i>Describe the main risks to the metro in project implementation</i></p> <ol style="list-style-type: none"> 1. Political interference in the development and implementation of tourism support programmes and products. 2. Partners do not meet their mandated obligations due to changes in organisational strategy and policies 3. The safety and security situation in the township context may influence the nature and scope for tourism development. These include community projects that target tourist destinations. 	
Community Beneficiaries	Assumptions	
<ul style="list-style-type: none"> • The project will benefit Wards 14, 15, 16, 17, 18, 19, 21, 22. • The project will direct benefit tourism related SMMEs in the iBayi township economy. The project has the potential to facilitate the creation of employment opportunities with tourism businesses and in activities related to tourism (such as tour guides). 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 1. All partners will collaborate and cooperate to achieve shared goals, through transparent and inclusive engagements. 2. The project will not include direct beneficiary business funding by partners unless clearly articulated and agreed to by all stakeholders beforehand. 3. Project beneficiaries have a desire to grow their businesses and progress along the path of formalisation. 4. MBDA will utilise EDTA and CSP TED technical support to maximise institutional capacity and skills availability. 5. NMBM EDTA to actively promote the Heritage Route in its suite of tourism offerings. 	
Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p>	<p>Metro / City</p> <p>Capex</p>	<p>TBC</p>

<p>This project aligns with MBDA prior research, community engagement and plans for strategic development of a heritage route and associated products in the New Brighton township, which in-turn builds on the NMBM EDTA mandate of supporting local economic development and tourism in the broader Metro.</p> <p>Furthermore, the project responds to:</p> <p>2. Nelson Mandela Bay Municipality Integrated Development Plan 2017/18 – 2021/22: This project upholds the following strategic objectives indicated in the IDP: (d) Grow and diversify the local economy through the attraction of new investment, skills development and the facilitation of an enabling environment for small business growth and job creation. (e) Facilitate and promote infrastructure led growth, development and tourism. (i) Provide infrastructure that improves the safety of communities and visitors. (j) Improve the safety and security of Nelson Mandela Bay communities. (n) Facilitate and promote infrastructure-led growth, development and tourism.</p> <p>4. Economic Recovery Framework and Strategic Implementation Plan 2021.</p>	Opex	
	External Sources	TBC
	Total	

Alignment with Policies	Status of external funding
<p><i>Indicate how project aligns with metro policies.</i></p> <p>See above.</p>	<p><i>Indicate what actions are required to access funding and the status of applications</i></p> <p>The status of partner funding to be confirmed. There is potential for partners to resource the development of tourism products and provide business development support services.</p>

Endorsement
Metro Endorsement
<p><i>Indicate the status of metro endorsement.</i></p>

Project Timeframe	
Start Date	April 2022
End Date	December 2023

The charter was compiled in consultation with the relevant directorates and MBDA and will be submitted to EXCO for approval.	Total Time	TBC
Partner's Endorsement		
<i>Indicate the status of partner endorsement.</i>		
The CSP TED Project has secured technical support until February 2023, pending an extension to December 2023.		
Additional notes and annexes		
<i>Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.</i>		
<p>The project approach is informed by the New Brighton Township Economy situational analysis, prepared by the Sustainable Livelihoods Foundation (SLF) who are the Technical Advisory Team to the TED. The Situational Analysis report considered that appropriate sector support would include the bolstering of a range of skills and knowledge of township tourism businesses in order to capacitate themselves and their businesses to be more optimally positioned for business growth and new markets.</p> <p>Annexes</p> <ul style="list-style-type: none"> • Situational Analysis report on New Brighton township as prepared by SLF for the CSP-TED: https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/New%20Brighton%20Situational%20Analysis%20Report%20v%202.4.1%20-%20Copy.pdf <p>Annex 1: Stakeholder Engagement Workshop Visualisation</p>		

Date: Wed, 1 December 2021
Venue: Ithemba lethu Guest House

01. Workshop Invitation



02. Workshop Agenda and Project Structure



03. Workshop Session



04. Workshop Discussion



05. Workshop Discussion



06. Workshop Participants

Figure 57: Visual Summary of Participatory Engagement, Tourism Sector

Charter Checklist

Have community needs been incorporated into project design?	Yes.
Has the project concept (charter) been internally reviewed?	Yes.
Has the project been included in the IDP?	Yes.
Have project partners agreed to their roles and commitments?	Yes, in principle agreements to collaborate on tourism development. Project partnerships to be secured and roles specified in the inception phase.

Nelson Mandela Bay Township Economic Development Project

Project Charter

New Brighton

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

Project Number: 6

Date: 31 March 2022

Version: 5

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SUPPORT PROGRAMME



23. Project 6: Improve Business Development Support for Micro-Enterprises in the After-sales Automotive Sector

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The Nelson Mandela Bay Metro township automotive development programme responds to an urgent need to facilitate impactful investments in township economies across the metro. The New Brighton Township Economic Development (TED) project Situational Analysis highlighted development opportunities in the after-sales automotive sector, through creating functional and value driven partnerships; building on existing enterprise development initiatives; exploiting the comparative advantages of the automotive section within the region; and, through targeted training, mentorship and appropriate business support mechanisms. Furthermore, the project is informed to the strategic opportunities of links to industry enterprise development support programmes and technical and financial support programmes of national government SEDA / SEFA.</p> <p>NMBM and the wider Eastern Cape Province are home to original equipment manufacturers (OEMs) and vehicle assembly facilities. These businesses, along with supporting development trusts, present a strategic opportunity for leverage partnerships in support of the development of the township automotive aftersales sector. In addition, the metro has important technical resources that could aid the provision of business development support, including the Nelson Mandela Metropolitan University and the Port Elizabeth TVET College. The TED project will endeavour to facilitate partnerships and programme support with these entities.</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <ol style="list-style-type: none"> 1. EDTA 2. Filpro 3. Port Elizabeth TVET College (EC Department of Higher Education and Training) 4. SEDA / SEFA 5. VWBBBEE Trust / VWSA 6. DSBD 7. NMMU Engineering Department 8. AIDC Eastern Cape 9. Other industry partners such as Isuzu, Ford, Continental, Goodyear 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Wandisile Makwabe, Tanduxolo Ngubelanga 2. Bonnie Magada 3. TBC (PE TVET College) 4. Xolisa Singeni 5. Nonkqubela Maliza 6. Cinderella Mkhonto 7. Karl du Preez 8. Hoosain Mahomed 9. TBC
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The Project goal is to transform township micro-enterprises in the after-sales automotive sector into formalised, profitable, reputable, and growth-oriented businesses, able to maximise opportunities.</p> <p>The specific aims of the NMBM township automotive development projective are:</p> <ul style="list-style-type: none"> • To mobilise value-driven partnerships in the public and private sector. 	<p><i>Which department will provide the lead / co-ordination?</i></p> <p>EDTA: Under EDTA, a project Committee consisting of a group of high-level partner advisors will coordinate the project and provide it with strategic direction.</p>	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> 1. Wandisile Makwabe, Tanduxolo Ngubelanga

<ul style="list-style-type: none"> • To leverage financial and non-financial resources for impactful socio-economic transformative investments in the township automotive economy. • Encourage and develop partnerships with various role players that bring about an annual and ongoing commitment to training. • To capacitate at least 200 project beneficiaries in various sub sectors of the township automotive economy. At least 20 opportunities would be from the New Brighton / Kwa-Zakhele areas. • To strategise tangible steps towards formalisation of township automotive sector enterprises. • Facilitate the implementation of a training programme. • To bring SMMEs into supply and value chains serving the township segment. • To investigate NMBM opportunities for SMME integration. • To facilitate engagements with the private sector (OEMs, Trusts) on programme alignment, technical and financial support. • To demonstrate social impact as an outflow from enhanced commercial activity in the area. 		
Quantifiable Indicators of Achievement	Key Partners / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <p>From the time of signing the partnership agreement, the duration of the project will be undertaken in 36 months.</p> <ul style="list-style-type: none"> • In total, 300 potential beneficiaries operating in NMBM townships will be identified and screened for access to the project. From this group, 200 beneficiaries will be trained in fields of aftermarket car care – washing, car detailing (100), motor servicing (50) and tyre/brakes fitment/panel beating (50) by December 2024. Twenty of these beneficiaries will be operating from New Brighton and Kwa-Zakhele. • EXCO support from the NMBM for the programme by end-April 2022. • Partnership with GUD/Filpro to be secured by end-April 2022. • Partnership with TVET secured to provide access to training facilities by June 2022. • Up to three partnerships with OEMs/development trusts and government agencies with technical and financial resource commitments secured for programme implementation by end 2022. • Up to 50 businesses supported to formalise and apply for TREP funding. • Up to 10 SMME business beneficiaries will have secured government service contracts for fleet maintenance support by December 2024. 	<p><i>Provide a motivation for and indicate the roles of the partner.</i></p> <ol style="list-style-type: none"> 1. Filpro: 2. Provide strategic direction and resources where available to the project. 3. Provide technical support to the project and monitor progress. 4. Provide training support for the project in various sub sectors. 5. Provide inputs, support and supplies to the project. 6. Facilitate the mentorship interventions for the beneficiaries. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Bonnie Magada (Filpro)

Key Activities / Deliverables	Supporting partners / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <p>The NMBM township automotive development programme seeks to achieve five outcomes, namely, social sustainability, enterprise development, job creation, financial inclusion and transformation. This will take place over a three-year programme, from 2022 - 2024.</p> <p>Key activities include:</p> <ol style="list-style-type: none"> 1. Secure agreements between all partners to provide technical and financial training and support (mentorship). 2. Support the NMBM to facilitate executive leadership endorsement for the charter. 3. Establish a project steering committee to co-ordinate roles and responsibilities. 4. In conjunction with partners such as SEDA, conceptualise, design and implement a process of selecting and screening candidates from automotive aftermarket care, mechanics and fitment / panel beating specialists and other sub sectors. 5. In collaboration with project partners, institute training and mentorship processes to deliver increasingly capacitated township automotive economy members in various subsectors. 6. In collaboration with project partners, implement business support services to assist beneficiaries to register their businesses and make them industry compliant. 7. In collaboration with project partners, facilitate business access to relevant resources and opportunities (e.g. TREP), market opportunities and value chains such as those potentially offered by the NMBM. 8. Draw upon technical and logistic partners to grow capacity, relevance and sustainability of programme. 	<p><i>Provide a motivation for and indicative the roles of the stakeholders.</i></p> <ol style="list-style-type: none"> 1. SEDA / SEFA – provide training support and formalisation interventions for the project - Where suitable, provide co-funding, machinery, equipment, technology, inputs, support and supplies to the project. 2. DSBD – Access to opportunities via the TREP programme for township enterprise – advisory role on technical training 3. Port Elizabeth TVET College – training venue / facilities (to be confirmed) 4. NMMU – expertise and research for technical and logistic support where required 5. AIDC Eastern Cape – expertise and research for technical and logistic support where required 	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p> <ol style="list-style-type: none"> 1. Andile Yengeni / Xolisa Singeni (SEDA) 2. Cinderella Mkhonto (DSBD) 3. TBC (PE TVET College) 4. Carl du Preez (NMMU) 5. Hoosain Mahomed (AIDC)
Metro Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The Project will enhance the capacity (both financial and technical) of the NMBM EDTA to provide targeted support to township automotive businesses. The TED technical assistance team will facilitate partnerships and project commitments.</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 interference in the project. This can be minimised through ensuring that beneficiary selection is fair, transparent and competitive. 2. The safety and security situation in the township context may influence the nature and commitment of participation by beneficiaries, and future business success. This must be monitored on a regular basis. 	

	3. Partners do not meet their financial and technical obligations due to changes in organizational strategy and policies.	
Community Beneficiaries	Assumptions	
<p><i>Target groups and numbers.</i></p> <p>All aftermarket automotive microenterprises that reside within Wards 14, 15, 16, 17, 18, 19, 21, 22, which fall within New Brighton / Kwa-Zakhele plus the broader metro.</p> <p>200 businesses, including 20 from New Brighton / Kwa-Zakhele, screened and activated for support mechanisms inclusive of:</p> <ul style="list-style-type: none"> • 100 people from NMBM township economies trained in aftermarket car washing / maintenance products and business development and / or other sectors. • 50 people from NMBM township economies trained in motor servicing, and products and / or other sectors. • 50 people from surrounding townships trained in brakes, fitment and suspension and / or other sectors. • Up to 50 businesses supported to formalize access to SMME support opportunities and advance their business within value chains. • The intervention incorporates specific mentoring initiatives of the trainees by partners and industry 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> 6. All partners will be engaged with one another and the project with the aim of efficient implementation 7. The project will not include direct beneficiary business funding by partners unless clearly articulated and agreed to by all stakeholders beforehand. 8. Project beneficiaries have a desire to grow their businesses and progress along the path of formalisation and are willing to commit to training and business development processes. 9. Training will be relevant to requirements and will meet market needs. 10. Participants will, to the best of their ability, commit to complete the training programmes and engage in a mentorship program, as follows: <ul style="list-style-type: none"> • Training sessions for aftermarket car care will be five days duration, • Training sessions for motor vehicle servicing / tyre and brake fitment / panel beating will include 5 days for technical skills, two days for financial and business management skills and one day for marketing. • Contract with a mentor for a period of time that will provide support and ensure practical application of training received 	
Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>This charter builds on prior project concepts by the NMBM that are yet to be implemented. Further details can be considered from within those more specific documents.</p> <p>Further programme alignments include:</p> <ul style="list-style-type: none"> • National Department of Small Business Development Township and Rural Enterprises Programme, automotive sector component. • Aligns with GUD/Filpro program for capacity development 	<p>Metro / City</p> <p>Capex</p> <p>Opex</p> <p>External Sources</p> <p>Total</p>	<p></p> <p></p> <p>R1,000 000</p> <p>R6,000 000</p> <p>R7,000 000</p>

Alignment with Policies		Status of external funding	
<p><i>Indicate how project aligns with metro policies.</i></p> <p>The Project aligns with <i>the IDP and Economic Recovery Framework and Strategic Implementation Plan 2021</i>.</p> <ol style="list-style-type: none"> Nelson Mandela Bay Municipality Integrated Development Plan 2017/18 – 2021/22: Project 6 upholds the following strategic objectives indicated in the IDP: (d) Grow and diversify the local economy through the attraction of new investment, skills development and the facilitation of an enabling environment for small business growth and job creation. Competition Commission findings on vehicle servicing. 		<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <ul style="list-style-type: none"> Filpro – in principle approval from senior management for rolling out training programme as per various specifications (to take place with signing of this charter) Other private sector entities - as above NMBM – release of funds allocated for automotive training programme into operational service (to occur at signing of agreements). SEDA – mobilising of internal resources in order to support automotive sector businesses for formalisation efforts. 	
Endorsement			
Metro Endorsement		Project Timeframe	
<p><i>Indicate the status of metro endorsement.</i></p> <p>The charter was compiled in consultation with the relevant directorates (in principal support from NMBM management) and will be submitted to EXCO for approval.</p>		Start Date	January 2022
		End Date	December 2024
		Total Time	36 Months
Partner's Endorsement			
<p><i>Indicate the status of partner endorsement.</i></p> <ul style="list-style-type: none"> FILPRO has committed a contribution of R3,498,425 over 3 years (Year 1 = R973,567; Year 2 = R1,325,341; Year 3 = R1,199,518). The funding includes I) Mentoring and Coaching; II) Signage, III) Shelter, IV) Technical Assessments, V) Technical Training. SEDA via the TREP could potentially provide beneficiaries (50 formalised businesses) with grant funding up to R2,500,000 in total. OEMs within the NMBM will be engaged to provide the balance of funding. CSP TED Project has secured technical support until February 2023 (subject to project extension until December 2023). 			
Additional notes and annexes			
<p><i>Provide additional notes to clarify project aims, indicators of achievements, the role of partners, budget requirements or any other information that can inform metro support for the project and aid implementation. Provide a list of Annexes.</i></p>			

The project approach is informed by the New Brighton Township Economy situational analysis, prepared by the Sustainable Livelihoods Foundation (SLF) who are the Technical Advisory Team to the TED. The Situational Analysis report considered that appropriate sector support would include the bolstering of a range of skills and knowledge of township automotive sector businesses in order to capacitate themselves and their businesses to be more optimally positioned for business growth and new markets.

Annexes:

- Situational Analysis report on New Brighton township as prepared by SLF for the CSP-TED:
<https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/New%20Brighton%20Situational%20Analysis%20Report%20v%202.4.1%20-%20Copy.pdf>
- Concept document to NMBM from Filpro to support training within automotive sector programme

Charter Checklist

Have community needs been incorporated into project design?	Yes.
Has the project concept (charter) been internally reviewed?	Yes.
Has the project been included in the IDP?	Yes.
Have project partners agreed to their roles and commitments?	Yes, in principle agreements to be finalised in project inception.

Nelson Mandela Bay Township Economic Development Project

Project Charter

New Brighton

Support creatives to professionalise
and generate income from hobbies
and activities in the creative economy

Project Number: 7

Date: 3 May 2022

Version: 3

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SUPPORT PROGRAMME



24. Project 7: Support Creatives to Professionalise and Generate Income from Hobbies and Activities in the Creative Economy

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>The NMBM New Brighton Township Economic Development (TED) Project responds to an urgent need to facilitate impactful investments in the township economy. The New Brighton TED Situational Analysis highlighted development opportunities in the creative economies sector. This sector comprises businesses engaged in the production of creative products and provision of creative services. The various sub-components in the creative economy include musicians, visual artists, performers (actors, DJs, etc.), artistic and music producers, artisanal crafters, graphic designers, video gamers and digital programmers. The sector is particularly relevant to youth entrepreneurs. New Brighton, as a community, has produced globally and nationally recognised artists (including George Pemba), actor / play writers (John Kani) and musical groups (Soul Jazzman).</p> <p>The NMBM has developed and operates the Mendi Arts Centre in support of the creative economy. The Centre is situated in New Brighton, though serves communities throughout the metropolitan area. The Mendi Arts Centre provides a strategic resource to leverage business development within this sector.</p> <p>The current TED project responds to the opportunity to build on existing enterprise and creative development initiatives, including the Mendi Arts Centre and New Brighton Heritage Route developed by the Mandela Bay Development Agency, coupled with targeted training, mentorship and appropriate business support mechanisms. The latter would including industry enterprise development support programmes and technical and financial support programmes of the provincial and national governments.</p> <p>The TED project has supported the development of the New Brighton Virtual Imbizo, hosted on Facebook. The Virtual Imbizo has over 2200 followers. It provides a means for mobilising project beneficiaries and sharing information with creative micro-enterprises.</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <p>10. EDTA</p> <p>11. SRAC / Mendi Arts Centre</p> <p>12. Mandela Bay Development Agency</p>	<p><i>Indicate the key persons responsible for implementation.</i></p> <p>10. Wandisile Makwabe,</p> <p>11. Veliswa Gwintsa, Uthando Baduza</p> <p>12. Dorelle Sapere, Thandie Mafu. Oyama Vanto, Lerato Muzah, George Jerry</p> <p>Additional team members to be confirmed.</p>

Note: The project is aligned to <i>TED Project 4: Strengthen the Mendi Arts Centre as a sustainable community asset and creative economy resource.</i>		
Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The Project goal is to transform township micro-enterprises in the creative economies sector into formalised, profitable, reputable, and growth-oriented businesses able to maximise opportunities.</p> <p>In support of the Project goal, the TED project aims to:</p> <ul style="list-style-type: none"> • Capacitate at least 75 project beneficiaries in various sub sectors of the township creative economy. • In conjunction with the Mendi Arts Centre and alignment to the Heritage Route development, support provision of appropriate working spaces for businesses in the creatives sector. • Facilitate partnerships to support creative sector enterprises to formalise and access business development support. 	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> 1. EDTA 	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> 2. Wandisile Makwabe.
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. Up to 2 partnership agreements secured to support the professionalisation of creative businesses by December 2022. 2. An agreement secured with the Mendi Arts Centre to provide facility access to creatives entrepreneurs. 3. Up to 25 creatives accommodated in the Mendi Arts Centre on a yearly basis. 4. Up to 75 potential beneficiaries operating in NMBM townships inclusive of New Brighton and KwaZakhele will be identified and screened for access to the project in the first six months. 5. From this group, 50 beneficiaries will gain access to use of facilities at the Mendi Arts Centre, in accordance with their and the Centre's requirements. Furthermore, at least half of this group and up to an additional 25 will receive additional technical and financial support via partnership opportunities 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. SEDA / SEFA: Provide strategic direction and resources to the project beneficiaries, including technical support, training and advice on business formalization. (TBC) 2. Eastern Cape Development Cooperation (ECDC): Provide resources and training to the project beneficiaries. (TBC). 3. DSBD: 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Andile Yengeni / Xolisa Singeni 2. Vuyo Zozi 3. Mhlanganisi Masoga 4. Leif Petersen and Andrew Charman

<p>6. Up to 12 creative businesses and 2 business development opportunities showcased on the New Brighton Virtual Imbizo by December 2023.</p> <p>From the time of signing the partnership agreement the duration of the project will be undertaken in 24 months.</p>	<p>Access (via SEDA) to the TREP programme for business support in the creatives economies sector.</p> <p>4. CSP TED Team: Technical support and facilitation.</p> <p>All partners and their roles to be confirmed in the project start-up phase.</p>	
Key Activities / Deliverables	Stakeholders / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <p>Key activities include:</p> <ol style="list-style-type: none"> 1. Facilitate agreements between the NMBM and partners to achieve the goals and activities stated above. 2. Secure agreement on the terms of the use of the space within the Mendi Arts Centre and other creative spaces as identified within the New Brighton Heritage Route. 3. Enable creatives to secure space within the Mendi Arts Centre and other Metro spaces to market their products / services. 4. Support the NMBM to conceptualise, design and implement a process of selecting and screening candidates from the local township economy to participate in the project. 5. In collaboration with project partners, institute training and mentorship processes to deliver increasingly capacitated township creative economy members (with formalised businesses). 6. Showcase creative businesses on the New Brighton Facebook Virtual Imbizo Page and disseminate information on relevant business development services. 	<p><i>Provide a motivation for and indicative the roles of the stakeholders.</i></p> <p>Other stakeholders to be identified in the project inception phase.</p>	<p><i>Indicate the key persons responsible for stakeholder activities.</i></p>
Metro Beneficiaries	Risks	
<p><i>Target departments and programmes.</i></p> <p>The Project will enhance the capacity (both financial and technical) of the NMBM, specifically EDTA and SRAC, to provide targeted support to township creative economy businesses. The project will contribute towards the integration of township businesses within the New Brighton Heritage Route.</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 interference in the project and selection of beneficiaries. This can be minimised through ensuring that beneficiary selection is fair, transparent and competitive. 	

	<ol style="list-style-type: none"> The safety and security situation in the township context may influence the nature and commitment of participation by beneficiaries, and future business success. This must be monitored on a regular basis. Partners do not meet their financial and technical obligations due to changes in organisational strategy, budget and policies. 		
Community Beneficiaries	Assumptions		
<p><i>Target groups and numbers.</i></p> <p>The project will benefit all wards in the New Brighton / Kwazakhele township economy (14, 15, 16, 17, 18, 19, 21, 22).</p> <ul style="list-style-type: none"> Up to 75 businesses, including 50 from New Brighton / Kwazakhele, screened and activated for support mechanisms inclusive of: 50 people from NMBM township economies gaining access to the Mendi Arts Centre facilities for furthering their work activities. Between 25 and 50 businesses capacitated through partner programmes. 	<p><i>Describe the main assumptions upon which successful project implementation is contingent.</i></p> <ol style="list-style-type: none"> There will be effective transversal collaboration and co-ordination between project member departments. The Mendi Arts Centre will support the project and afford access to the project beneficiaries. The project will not include direct beneficiary business funding by partners unless clearly articulated and agreed to by all stakeholders beforehand. Project beneficiaries have a desire to grow their businesses and progress along the path of formalisation, thus completing all necessary training and business development processes and committing to workshop attendance. Beneficiaries will be selected on a fair, transparent, and competitive basis. Training will be relevant to requirements. 		
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:</p> <ol style="list-style-type: none"> Nelson Mandela Bay Municipality Integrated Development Plan 2017/18 – 2021/22: This project upholds the following strategic objectives indicated in the IDP: (d) Grow and diversify the local economy through the attraction of new investment, skills development and the facilitation of an enabling environment for small business growth and job creation. (e) Facilitate and promote infrastructure led growth, development and tourism. (f) Execute existing design and implement new projects that competitively differentiate Nelson Mandela Bay as a destination city for business, tourism and investment – including through strategic partnerships. 	<p>Metro / City</p> <p>Capex</p> <p>Opex</p> <p>External Sources</p> <p>Total</p>	<p>R</p> <p>TBC</p> <p>TBC</p>	

<p>(g) Develop an effective and integrated public transport system that promotes access to opportunity through mobility.</p> <p>(i) Provide infrastructure that improves the safety of communities and visitors.</p> <p>(j) Improve the safety and security of Nelson Mandela Bay communities.</p> <p>(l) Spatial and built developments that promote integrated neighbourhoods, inclusive communities and a well-connected Nelson Mandela Bay</p>		
2. <i>The Economic Recovery Framework and Strategic Implementation Plan 2021.</i>		
3. MBDA New Brighton Heritage Route		
Alignment with Policies		Status of external funding
<p><i>Indicate how project aligns with metro policies.</i></p> <p>See above (alignment with programmes).</p>	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <ul style="list-style-type: none">• The project aims are aligned to the objectives of the TREP programme of the DSBD / SEDA / SEFA. Technical support will endeavour to facilitate the inclusion of project beneficiaries within the TREP programme.• The CSP TED project is funded by National Treasury.	
Endorsement		
Metro Endorsement	Project Timeframe	
<p><i>Indicate the status of metro endorsement.</i></p> <p>The charter was compiled in consultation with the relevant directorates and MBDA and will be submitted to EXCO for approval.</p>	Start Date	April 2022
	End Date	
	Total Time	24 Months
Partner’s Endorsement		
<p><i>Indicate the status of partner endorsement.</i></p> <p>The CSP TED Project has secured technical support until February 2023 (pending an extension to December 2023).</p>		

Additional notes and annexes

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

- The project approach is informed by the New Brighton Township Economy Situational Analysis, prepared by the Sustainable Livelihoods Foundation (SLF) who are the Technical Advisory Team to the TED. The Situational Analysis report considered that appropriate sector support would include the bolstering of a range of skills and knowledge of township creative sector businesses in order to capacitate themselves and their businesses to be more optimally positioned for business growth and new markets. The full document can be downloaded here:
<https://csp.treasury.gov.za/csp/DocumentsConferencesWorkshops/New%20Brighton%20Situational%20Analysis%20Report%20v%202.4.1%20-%20Copy.pdf>
 - Annex 1: Stakeholder Engagement Workshop
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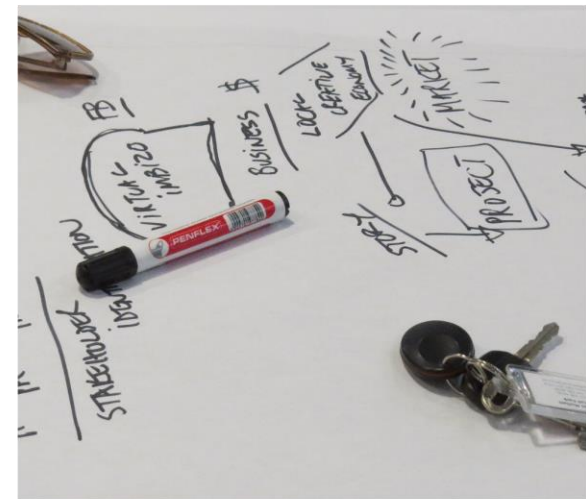
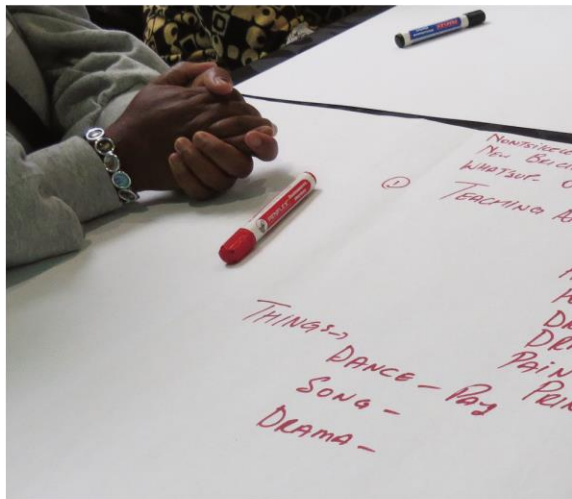


Figure 58: Visual Summary of Participatory Engagement, Creative Economy Sector

Charter Checklist

Have community needs been incorporated into project design?	Yes
Has the project concept (charter) been internally reviewed?	Yes
Has the project been included in the IDP?	Yes, high level alignment.
Have project partners agreed to their roles and commitments?	Partner commitments to be secured.

Nelson Mandela Bay Township Economic Development Project

Project Charter

New Brighton

Revitalise facilities and improve access
to Brighton Beach

Project Number: 8

Date: 3 May 2022

Version: 3

CTiEs
SUPPORT PROGRAMME



25. Project 8: Revitalise Facilities and Improve Access to Brighton Beach

Project Team		
Opportunity Statement	Department / Roles	Members
<p><i>Provide a high-level statement of the project opportunity.</i></p> <p>Brighton beach is situated near to the iBhayi township cluster. It is a popular recreational destination for the residents that live in surrounding areas. The beach and facilities form part of the Northern cluster of beaches in NMBM. The beach environment comprises a number of recreational facilities that include a picnic and braai area, a (contaminated) swimming beach with facilities, an open beach, a pier and parking facilities. These facilities benefit a range of user groups that include families, fishing communities, religious groups, photographers and recreational users of the space. The beach is also used by event organisers who host music, cultural, sports and recreation events. In recognition of the beach's significance, the NMBM plans to designate the beach with Blue Flag status. The beach is an important social and environmental heritage asset.</p> <p>The facilities at the beach are in a state of disrepair. The pier needs to be rehabilitated and structurally repaired. The pier supports a sewerage outlet pipeline. The ablution facilities, life-guard offices and access to public utilities (water and electricity) have been vandalised and all fixtures and fittings stolen. Access to the swimming beach from the ablution facilities is potentially unsafe, as the set of steps are extremely steep.</p> <p>The main challenge to the safe use of the beach for swimming / surfing relates to the poor water quality, which results from the discharge of unhygienic effluent with high bacterial levels from the sewerage outlet linked to the Fishwater Flats Wastewater Treatment Works.</p> <p>The broader beach environment is poorly managed. Large trucks utilise the parking area from time to time. Access to the beach is constrained by the absence of a direct route between the iBhayi townships and the beach. Local residents access the beach by walking and crossing the N2, which is illegal and dangerous. The proposed construction of the John Tallant Road bridge / extension will provide a direct and safe road linkage between the township and the beach environment.</p>	<p><i>Indicate the main departments / directorates involved in the project.</i></p> <ol style="list-style-type: none"> 1. Sports, Recreation, Arts and Culture / Beaches, Resorts and Events. 2. Economic Development Tourism and Agriculture (EDTA) 3. Public Health: Parks Department. 4. Human Settlements 5. Electricity and Energy Department 6. Roads and Transport. 7. Safety and Security Department (Metro Police and Safety and Security) 8. Mandela Bay Development Agency (MBDA) 	<p><i>Indicate the key persons responsible for implementation.</i></p> <ol style="list-style-type: none"> 1. Dr Kithi Ngesi, Khanyisa Ntsila 2. Punki Nogqala, Done Louw, Erenei Louw 3. Member of the Project team to be identified. 4. Member of the Project team to be identified. 5. Member of the Project team to be identified. 6. Yussuf Gaffore, Zama Kele 7. Member of the Project team to be identified. 8. Dorelle Sapere, Thandi Mafu, Oyama Vanto, Lerato Muzah, George Jerry

Project Goal	Lead / Coordinator	Contact
<p><i>Summarise the project goal.</i></p> <p>The Project Goal is to revitalise the public environment at Brighton Beach through restoring, repairing, and upgrading public facilities, whilst institutionalising a precinct management strategy and action plan to guide the revival of this important recreational resource in the context of a leisure destination for iBhayi townships.</p> <p>In contributing towards this goal, the Project will support the NMBM to develop a strategy for the revitalisation of Brighton Beach, identifying specific work-packages and facilitating a transversal planning team to guide and implement components.</p>	<p><i>Which department will provide the lead / co-ordination?</i></p> <ol style="list-style-type: none"> 1. Sports, Recreation, Arts and Culture / Beaches, Resorts and Events. 2. Economic Development and Tourism and Agriculture. 	<p><i>Contact details of the lead / coordinator</i></p> <ol style="list-style-type: none"> 1. Dr Kithi Ngesi, Khanyisa Ntsila 2. TBC
Quantifiable Indicators of Achievement	Partner / Roles	Members
<p><i>Provide Specific, Measurable, Achievable, Relevant and Timely indicators of project achievement.</i></p> <ol style="list-style-type: none"> 1. A strategic environmental review of the sea water quality undertaken by December 2022, including an assessment of water quality data and the terms of the discharge permit from the National Department of Environmental Affairs. 2. A clear implementation plan to address the water quality in the beach bathing area developed by June 2023. 3. A series of stakeholder engagement workshops, with opportunities for stakeholder-driven precinct management strategies identified and roles and responsibilities agreed, by June 2022. 4. A Brighton Beach investment, implementation plan, management and maintenance strategy developed by December 2023. 5. The complete implementation of the following key infrastructure investments in Brighton Beach by December 2024: <ol style="list-style-type: none"> a. The rehabilitation of the existing pavilion facility including lifeguard lookout tower, ablutions and trading spaces. b. Safe access to the beach including stairs, rails and ramp c. Repairs, rehabilitation or activation of the pier. 6. A precinct management plan and strategy operationalised by December 2024, with local stakeholder ownership / commitments and actions to ensure security and maintenance. 	<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. The TED project can facilitate linkages to specialists in innovative public procurement. 	<p><i>Indicate the key persons responsible for partner activities.</i></p> <ol style="list-style-type: none"> 1. Andrew Charman, Carol Masingi, Thiresh Govender, Jessica Blumberg, Heather Kruger

7. The Brighton Beach Lifesaving Club re-constituted and operational by December 2024.		
Key Activities / Deliverables	Stakeholder / Roles	Members
<p><i>Specify the main activities and deliverables.</i></p> <ol style="list-style-type: none"> 1. Advise the NMBM to undertake an environmental strategic review of the sea water quality in the area adjacent to the beach, focusing on the effluent discharged from the outflow pipe from the Fishwater Flats Wastewater Treatment works. The strategic review to consider the terms of the discharge permit and requirements for upgrading or removal of the treated water discharge outlet. 2. Support the NMBM to facilitate an engagement between SRAC, Engineering Department and Environmental Heath to consider the findings of the strategic review and agree on an action plan to redress the public health problem from unsafe water discharge. 3. Support the NMBM to develop a conceptual spatial development framework for the beach environment that includes rehabilitation of existing facilities, upkeep / maintenance and safety and security. The framework to provide detailed recommendations on the rehabilitation of the existing pavilion facility towards a sustainable and functional public resource. 4. Support the NMBM to develop Terms of Reference for the appointment of engineering and quantity surveying services to assess the damage to the pavilion (and related) facilities and draw up a cost estimate for effecting repairs. This includes detailed design to improve safety in accessing the swimming beach via rails and modification of the steps. 5. Support the NMBM to develop (and implement) a business development strategy to provide operational rights to small businesses within the beach facilities, including restaurants, takeaways and street trader stalls. The plan should consider the scope for utilising innovative approaches to public procurement to enable market driven solutions where suitable. 6. Advise the NMBM to engage with Law Enforcement and Transport to assess issues of access to the beach, and the implementation of restrictive access and parking rules. 7. Advise the NMBM to advance a public awareness campaign to target anti-social behaviour in respect to littering and the breaking of glass bottles. 8. Advise the NMBM in linking (physically and symbolically) the northern and southern beaches via the existing NMT link, including repairs to the pathway. 	<p><i>Provide a motivation for and indicative the roles of the stakeholders.</i></p> <ol style="list-style-type: none"> 1. National and Provincial Departments of Environmental Affairs, Economic Development and Tourism <p>Other possible stakeholders:</p> <ol style="list-style-type: none"> 2. Eastern Cape Tourism Agency 3. Nelson Mandela Bay University 4. National Sea Rescue Institute Port Elizabeth 5. South African Maritime Safety Authority – Port Elizabeth Office 6. Lifesaving Nelson Mandela Bay: NMBM has a MoU: support to revive the Brighton Beach Lifesaving Club. 	<p><i>Indicate the key persons responsible for stakeholder activities</i></p> <ol style="list-style-type: none"> 1. TBC: directorate responsible for environmental health. undertaking surveys of water quality. 2. Other partners to be identified and roles clarified.

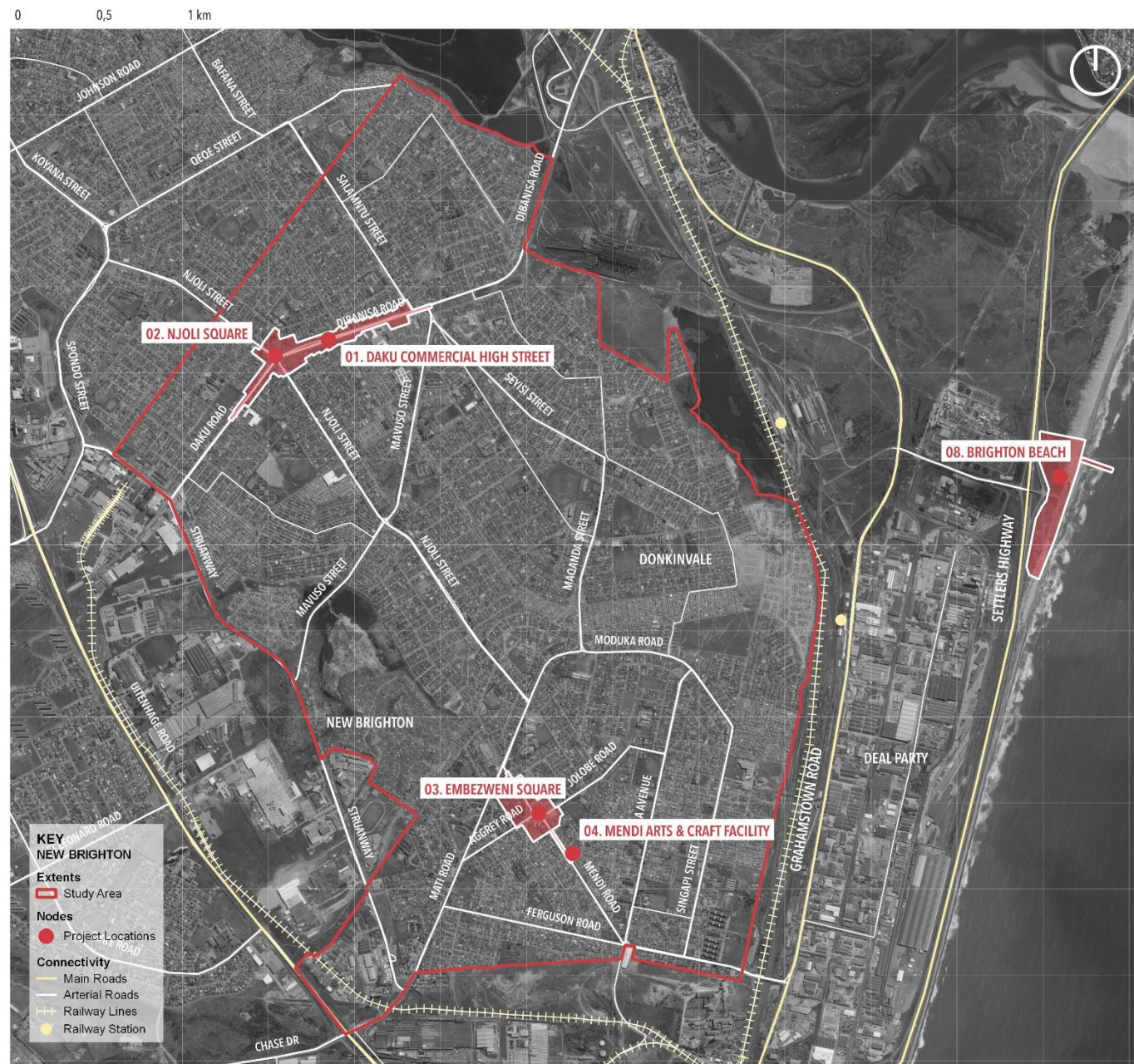
9. Support NMBM to facilitate an engagement with local lifeguard associations, NGOs and community stakeholders to develop a strategy to revive the Brighton Beach Lifesaving Club and training of local residents in lifeguard development / surf/swimming skills.		
10. Support NMBM to develop a precent management plan to address safety and security, including the empowering local stakeholders / facility users to bear responsibility for management.		
Metro Beneficiaries	Risks	
<i>Target departments and programmes.</i> The Project will provide technical support, strategic advice and facilitation to the department of Sports, Recreation, Arts and Culture / Beaches, Resorts and Events and well as Economic Development Tourism and Agriculture	<i>Describe the main risks to the metro in project implementation and indicate how these can be mitigated.</i> <div>1. A major risk to the revitalisation of the beachfront would be weak ‘political will’ within the NMBM to address the water quality challenge and allocate sufficient technical and financial resources to address the problem.</div> <div>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 embedding the project within strategic development plans.</div> <div>3. The absence of a clearly defined community stakeholder/ end-users cohort can compromise the implementation of precinct management. Mitigate through broad and meaningful stakeholder engagement and alignment of project towards these processes and user needs.</div> <div>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.</div> <div>5. There is sufficient market appetite by the private sector to participate in the project, unless suitable opportunities are enabled.</div>	
Community Beneficiaries	Assumptions	
<i>Target groups and numbers.</i> The project will directly benefit Ward 16, though benefit residents through iBayi area wards (14, 15, 16, 17, 18, 19, 21, 22). The project will therefore benefit: <ul style="list-style-type: none">Local residents.	<i>Describe the main assumptions upon which successful project implementation is contingent.</i> <div>1. The project will have a clear and designated NMBM institutional custodian to ensure the sustainable advancement of the project.</div>	

<ul style="list-style-type: none">Local businesses in New Brighton particularly within the tourism industry.Local fishermen, beach users and the events industry.Local lifesavers will benefit from the revival of the Brighton Beach Lifesaving Club and lifeguard development programmes.Lifesaving Nelson Mandela Bay.	<ol style="list-style-type: none">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.The project will be supported by line departments with transversal interests in Brighton Beach, including EDAT, Public Health, SRAC, Environmental Management, Roads and Transportation, Law Enforcement and others.The nature of the environmental rehabilitation is complex and protracted. This requires a multistage approach, with short-, medium- and long-term rehabilitation strategies.	
Alignment with Programmes	Funding Requirement	Estimated Budget
<p><i>Indicate how project aligns with current or planned programmes.</i></p> <p>See policies below.</p> <p>The revitalisation of Brighton Beach aligns with the development of a New Brighton Heritage Route. This programme is being implemented by the Mandela Bay Development Agency.</p>	<p>Metro / City</p> <p>Capex</p> <p>Opex</p> <p>External Sources</p> <p>Total</p>	<p>TBC</p> <p>Potentially suitable for PPPSG.</p>
Alignment with Policies	Status of external funding	
<p><i>Indicate how project aligns with metro policies.</i></p> <p>1. Nelson Mandela Bay Metropolitan Integrated Development Plan 2019/2020</p> <p>Project 8 will address the following strategic objectives set out in the IDP:</p> <ul style="list-style-type: none">(i) Provide infrastructure that improves the safety of communities and visitors.(l) Spatial and built developments that promote integrated neighbourhoods, inclusive communities and a well-connected Nelson Mandela Bay.(p) Promote the health and well-being of all communities through the spatially equitable provision of social infrastructure.(q) Provide effective general environmental and public health services.(t) Develop an environmentally friendly sustainable city through proactive planning, conservation of resources, and natural and built environments.	<p><i>Indicate what actions are required to access funding and the status of applications.</i></p> <p>Project activities are potentially suitable for inclusion within the National Treasury PPP SG funding facility.</p> <p>The adjusted Ward Based Budget for Ward 16 has indicated a sum of R800,000 in capital expenditure for beach rehabilitation in 2022/2023.</p>	

<div>2. Nelson Mandela Bay Metropolitan Spatial Development Framework, 2015</div> <div>3. Integrated Environmental Policy for Nelson Mandela Bay Metro, 2012. This project directly upholds principle 9 of the NMBM's vision for the environment found in s.3.2. of this policy. The principle reads as follows: "Safe, secure and tourist-friendly environment for all, including coast and beaches."</div>							
Endorsement							
Metro Endorsement	Project Timeframe						
<div>Indicate the status of metro endorsement.</div> <div>The charter was compiled in consultation with the relevant directorates and the MBDA and will be submitted to EXCO for approval.</div>	<table><tr><td>Start Date</td><td>April 2022</td></tr><tr><td>End Date</td><td></td></tr><tr><td>Total Time</td><td>TBC</td></tr></table>	Start Date	April 2022	End Date		Total Time	TBC
Start Date	April 2022						
End Date							
Total Time	TBC						
Partner's Endorsement							
<div>Indicate the status of partner endorsement.</div> <div>The CSP TED Project has secured technical support until February 2023 (pending extension until December 2023). The TED team will support the NMBM to develop terms of reference for the contracting of suitable specialists, facilitate engagement process, provide research support and advise on appropriate precinct management.</div>							
Additional notes and annexes							
<div>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.</div> <div>Annexes:</div> <div><div>1. New Brighton Study Area: Indicating location of project sites.</div><div>2. Brighton Beach Conceptual Development Proposal - Layout: Informed by the Situation Analysis and stakeholder engagement workshops.</div></div>							

GENERAL STUDY AREA & PROJECTS

01. DAKU / DIBANISA STREETS
transformed into a commercial high street
02. NJOLI SQUARE
developed as a retail and transport hub with affordable accommodation and upgraded trader stands
03. EMBIZWENI SQUARE
as a social and economic precinct enhanced through investment and land unlocking
04. MENDI ARTS & CRAFTS FACILITY
Strengthen the Mendi Arts Centre as a sustainable community asset and creative economy resource
05. TOWNSHIP TOURISM PROMOTION
Support the development of the township tourism sector
06. AUTOMOTIVE SECTOR
Improve business development support for micro-enterprises in the after-sales automotive sector
07. LEISURE ECONOMIES
Opportunities for jobs and livelihoods are unlocked in the creative and leisure economies
08. BRIGHTON BEACH
The facilities at New Brighton Beach and linkages to township revitalised.



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

Figure 59: New Brighton Study Area, Location of Spatially Targeted Projects



Annex 2: New Brighton Beach Preliminary Concept Proposal: Informed by the Situation Analysis and stakeholder engagement workshops.

Figure 60: Preliminary Concept, New Brighton Beach

Charter Checklist

Have community needs been incorporated into project design?	No, indirectly through feedback from Metro officials.
Has the project concept (charter) been internally reviewed?	Yes.
Has the project been included in the IDP?	Yes.
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
Andries	Malusi	NMBM Economic Development, Tourism and Agriculture
Baduza	Uthando	NMBM Sports, Recreation, Arts and Culture
Brennan	Patrick	IPMC UK and Ireland
Bhebhe	Nyasha	Human Settlements, Spatial Planning and Land Use Management
Brummer	Calvin	NMBM, Human Settlements Department
Buchner	Amelia	NMBM, Strategic Project, EDTA
Burchell	Lindy	EDAMS: Water and Sanitation
Cherry	Janet	NMU
Cilliers	Franco	NMBM, GIS Analyst
Cilliers	Franco	NMBM, Geographic Information Systems Department
Davids	Justine	NMBM, Electricity and Energy Department
Du Preez	Karl	NMMU Engineering Department
Dyakale	Annalisa	NMBM Public Health, Waste Management
Gaffore	Yussuf	NMBM, Transportation Department
Gwintsa	Veliswa	NMBM Sports, Recreation, Arts and Culture
Hansen	Debra	NMBM, Graphic Services
Jamile	Ndimphiwe	NT, NDPP
Jerry	George	Mandela Bay Development Agency
Jordaan	Allister	NMBM, Corporate Services: Asset Management
Kele	Zama	Transport Directorate
Labuschagne	Melinda	NMBM, Public Health Department
Louw	Done	NMBM Economic Development Tourism and Agriculture
Louw	Erenei	NMBM Economic Development Tourism and Agriculture
Mafu	Thandie	Mandela Bay Development Agency
Magada	Bonnie	Filpro
Mahomed	Hoosain	AIDC Eastern Cape
Makwabe	Wandisile	NMBM Economic Development Tourism and Agriculture
Masoga	Mhlanganisi	DSBD
Maliza	Nonkqubela	VWBBBEE Trust / VWSA
Marele	Sonwabo	NMBM, EDTA
Martin	Barry	NMBM Infrastructure and Engineering
McCarthy	Dawn	NMBM, Snr Director, Strategic Planning and Coordination
Mconi	Khayaletu	NMBM, Transportation Department
Mkhonto	Cinderella	DSBD
Mnyaka	Sicelo	NMBM, EDTA
Msimanga	Mthulisi	Nelson Mandela Bay Development Agency
Mutisi	Stanley	CSP NMBM City Advisor
Muzah	Lerato	Mandela Bay Development Agency
Ngesi	Kithi	NMBM Sports, Recreation, Arts and Culture/Beaches, Resorts and Events
Ngubelanga	Tanduxolo	NMBM Economic Development Tourism and Agriculture
Ninham	Eugenie	NT, NDPP
Nkumanda	Niengele	Blawa Market Community Organiser
Nogqala	Babalwa	NMBM Economic Development Tourism and Agriculture
Ntsila	Khanyisa	NMBM Sports, Recreation, Arts and Culture/Beaches, Resorts and Events
Qaba	Anele	NMBM
Sapere	Dorelle	Mandela Bay Development Agency

Scholtz	Adri	NMBM, Human Settlements Department
Sekele	Collins	NT, NDPP
Sibiya	Nomusa	Human Settlements, Spatial Planning and Land Use Management
Singeni	Xolisa	Seda/Sefa
Vanto	Oyama	Mandela Bay Development Agency
Wait	Jacques	NMBM
Weyers	Roelf	NMBM, Corporate Services: Asset Management
Yengeni	Andile	Seda/Sefa
Zozi	Vuyo	Eastern Cape Development Co-operation

26.3. Business Development Services

Name of Organisation	Services Provided	National/Provincial/ Local
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/STP/Pages/Incubation.aspx	<ul style="list-style-type: none"> Various including: - 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/cpmmittee-meeting/305221/&30616/ & 30665/ - South African Furniture Industry – SAFI - District Development Model – https://www.cogta.gov.za/ddm/ - SEDA Automotive Technology Centre http://www.satec.co.za/ 	
National Youth Development Agency – NYDA http://www.nyda.gov.za/	<ul style="list-style-type: none"> Youth Development Agency - Various youth-focused services both financial and non-financial - Youth Micro Enterprise Relief Fund (YMERF) 	National and Provincial

Little Fish – www.itweb.co.za/content/RgeVDqPYGegvKJN3

PILLAR 5 GROUP
Address: Baruch Regent House
(3rd Floor), Cnr Voortrekker &
Durban Rd, Bellville, 7530
Phone: 074 932 4911

Fetola
www.fetola.co.za
<https://fetola.co.za/mentor-hotline/>

The Awethu Project
www.awethuprojects.co.za

Red Bull Amaphiko Academy
www.redbull.com

BizQube
www.abbc.co.za/index.php/incubator

Smorgasbord
<https://smorgasbord.co.za/>

Raizcorp
<https://raizcorp.com>

The Furniture Technology
Centre Trust – Furntech
furntech.org.za
French Tech
capetown.lafrenchtech.com

The Cape Innovation &
Technology Initiative

Platform for 600 SMMEs two-way
communication consumes & businesses, geo-
location services connecting consumers to
SMMEs in their vicinity & in-app stock orders.
Also provides access to finance through its
alternative credit scoring

Business development service
The PILLAR 5 GROUP is a leading Business
Development Group with a strong focus on
entrepreneurial support. Our aim is to deliver
superior strategic content and provide brand
support to aspiring entrepreneurs and young
innovators seeking to expand into international
markets and rise to the top echelons of their
respective industries.

Tailor-made enterprise & supplier development - National
programmes

- Mentorship
- Business Incubation
- Reputation & brand building
- Youth, Women & People with disabilities enterprises
- Green/Sustainable sector, food security, & farming, local manufacturing & technology

The Awethu Project Launch Pad Incubator
aims to grow businesses focusing on micro
businesses throughout South Africa

- A launch pad for start-up social entrepreneurs
- 10 day of connection & collaboration with leading innovators, entrepreneurs & storytellers

- One-on-one mentor who will assist you to
develop business, personal & strategic
development plans that will take 18 months

- Offers accredited business training
- Customised mentoring
- Enterprise supplier development opportunities in food, beverage, cosmetic & pharmaceutical manufacturing

An organisation dedicated to supporting &
incubating food start-ups
(food & beverage related)

Focus on building & sustaining food &
beverage sector in South Africa
- Invest in & create market opportunities for
early stage food od business

Works with entrepreneurs at stages of their life
cycle

- Incubation services
- Business acceleration for entrepreneurs
- Execute enterprise & Supplier development on behalf of corporates

Support to existing & start-up businesses
providing incubation to entrepreneurs with
skills in the furniture manufacturing industry
A global incubator that aims to connect
entrepreneurs from France & South Africa &
also find funding for these start-ups in Africa

The incubator offers several enterprise
development programmes:

National

Cape Town
Johannesburg

www.citi.org.za

Private Sector

SAB Foundation Tholoane
Enterprise Programme –
www.sabfoundation.co.za/tholoana-enterprise-programme
Kick-Start
SABInbev
Kuba

R157 million invested in supporting 473 entrepreneurs

Youth Enterprise Programme
Women Owned Taverns Programme

SAB Tholoana First
Floor, Block C Plum
Park 25 Gabriel Road
Plumstead, Cape Town

Kandua

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>)

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>

Cape Town based with a national footprint

Johannesburg base with a national footprint

Transnet Hub
<http://www.transnet.net/BusinessWith/Pages/EnterpriseDevelopment-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>
Shanduka Black Umbrellas
www.shandukablackumbrellas.org/

- Financial & non-financial support for enterprises
_ Committed to enterprises currently receiving their support
- Opportunities for new BEE suppliers
Emerging businesses support infrastructure mentorship and collaboration to assist their transition from incubation to viable independent businesses office space & facilities business software & database of business tools bookkeeping drivers and vehicles

National

National



NEW BRIGHTON TOWNSHIP ECONOMIC DEVELOPMENT STRATEGY

Nelson Mandela Bay

Metropolitan Municipality

NATIONAL TREASURY

Private Bag | Pretoria, 0001 | South Africa

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www.treasury.gov.za



national treasury

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National Treasury
REPUBLIC OF SOUTH AFRICA