



TOWNSHIP ECONOMIES TOOLKIT



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD



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Prepared by



WESTERN CAPE
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INTRODUCTION

TOWNSHIP ECONOMIES IN SOUTH AFRICA

Township economy' generally refers to all economic activities occurring in townships. The township economy is thus a spatial concept that is closely linked to the historical meaning of townships. Definitions of township economies reflect this spatial and historical aspects. A report published by South African Cities Network (SACN) and Urban LandMark defined township economies as "the microeconomic and related activities taking place within areas broadly defined as 'townships'", whereby a township refers to a formally promulgated urban area (McGaffin et al., 2015, p. 12).

There is a great deal of apparent vibrancy and diversity to township economies. Some businesses are dynamic and offer novel goods and services to expanding markets. Many others are more survivalist in nature, lower in productivity and mainly concerned with the circulation of local resources rather than value addition.

Judging by the scale of economic activities, it seems that township entrepreneurs have a positive impact on local income generation and the provision of convenient goods and services to local consumers. They may have a major role to play as incubators of new business formation, sources of new entrants to the wider economy, and locations for bottom-up experimentation in new forms of private and social enterprise.

Townships are probably the most potent political, social and economic spaces in the country today. They accommodate most of the urban population on a relatively small physical footprint. The dense concentration of poverty, unemployment and related social ills makes them the top priority for inclusive growth and development.

While township economies have been recognized as key sites of value creation, labour absorption and local economic drivers in the post-apartheid area, intervention models and strategies remain uncertain.

INTRODUCING THE TOWNSHIP ECONOMIES TOOLKIT

The Department of Economic Development and Tourism of the Western Cape Government requested the Economic Development Partnership to set up a Township Economies Programme, which was implemented in association with the Human Sciences Research Council from August to November 2018. Four stakeholder workshops were convened during this period, including group discussions, expert inputs, site visits and local engagements in two townships in Cape Town.

This toolkit presents a tool to develop a shared agenda and rethink the township economies using various lenses and their tools, which helps the users to share their experience and resources, learn from the existing environment, and explore various economic activities that already exist in the space. The detailed explanation of these lenses is available in the corresponding report "Strengthening Township Economies", which also contains a literature review and details on the four workshops.

Part of this toolkit is a rapid diagnostic model which is currently hosted on Google Forms. This diagnostic model allows the user to answer a few questions and a spider diagram is produced to show the strengths and weaknesses of township economies. The more detailed assessment framework is presented in this document.

The creators of this toolkit hope that it will be used to stimulate dialogue between different role players in any given township, and lead to the creation of tailored and integrated planning processes for township economic development.

THREE LENSES TO ASSESS TOWNSHIP ECONOMIES

The toolkit consists of three lenses that have been used to redefine the township economies agenda. These are capable enterprise, productive placemaking, and resilient social fabric. Each one has an important contribution to a particular township's economic vibrancy.

- 1. Capable Enterprise:** the capable enterprise tools give the details on the aspects needed to increase the capabilities and the resilience of township businesses. The sub-components are resilient entrepreneurship, enabling regulatory environment, sectoral approaches, value chains and improved procurement models.
- 2. Productive Placemaking:** Tools measuring 'Productive Placemaking' helps us understand how streets, public spaces and residential areas play an important role in creating environments conducive for businesses to flourish. The tools consist of improved access and connectivity, urban management and community safety, appropriate intensity and mixed land use activities.
- 3. Resilient Social Fabric:** these tools give a background on recognizing and enhancing the social assets that already exist in the townships, which are important factors in either constraining or enabling economic progress. The resilient social fabric tools consist of social order, community organization, participatory governance and social economy.

In addition to the above, there are cross-cutting interventions required for the whole of society that would not be contained in any local township development strategy. These primarily relate to regulatory changes and red tape reduction to grow the economy and improve the ease of starting and running businesses; skills development aimed at increasing the ability of young people to access income earning opportunities inside or outside of their residential neighbourhood; as well as spatial and mobility programmes to increase proximity and/or access to existing jobs nodes. Where relevant, reference is made to connections to these efforts. The toolkit, however, focuses on methods for tailored local development strategies as opposed to cross-cutting economic interventions.

INTENDED USERS OF THE TOOLKIT

This toolkit will be useful for anyone who wants to know how to start getting involved in the township economic activities space and want to know what the existing initiatives/ programs/ projects are or simply want inspiration on how to intervene and support.

The toolkit allows a rapid overview of some of the key considerations to improve the conditions in which township economies take place, to gauge the social fabric and market conditions, and create enabling physical and regulatory environments. Although users will apply this toolkit for a variety of reasons, it allows collaboration across sectors and boundaries.

Resource Spotlight: Cities Alliance and WIEGO collaborated and produced three toolkits on informal traders, which we highly recommended. Download here: <https://www.citiesalliance.org/newsroom/news/results/new-public-space-and-informal-livelihoods-toolkits>

DEFINING THE STUDY AREA

After acquainting yourself with the lenses and tools presented, it is advisable to undertake a walkabout in the township you intend to study. Identify the boundaries of the township such as local area plans, ward boundaries, and physical boundaries (such as roads). Within the township boundary, you might notice that businesses tend to cluster around main road environments, and it is important to understand how this road links with the road network at the local, district and city-scale.

It can be tempting to only look at the lens that matches your interest, professional training or explicit mandate. If necessary, bring on board partners who are able to understand the other lenses, and can articulate the inter-relations between urban environments, enterprises and social matters. In using the tool, you will notice the interplays between the different components – for example, resilient entrepreneurs will face reduced social shocks and greater access to support networks in instances where there is good public management and a strong social fabric.

HOW TO USE THE TOOLKIT

- **Create a participatory decision making environment:** Workers and entrepreneurs in township economies are best informed about the local dynamics. Start this process by involving all business forums, trader groups, bulk purchase groups and other collectives into a joint decision making process. Explain the intention of conducting the assessment and ensure a highly participatory process where all inputs are validated.
- **Conduct the assessment as a group or individual:** We recommend that a multi-disciplinary and inter-departmental team is established to conduct the review of township economies. You can also conduct this review as an individual business owner or private interests in setting up a business.
- **Conduct a walkabout:** After familiarizing yourself with the contents of the toolkit, organize a walkabout and take photos, make drawings, measure distances and take notes on your walkabout. Speak to local business owners about their experiences of trading in the area.
- **Conduct the rapid assessment:** With this toolkit comes a Google Form-based diagnostic model to rapidly assess the township economy and its strengths and weaknesses. A spider-diagram will give a visual guide on what works and what requires improvement.
- **Do more detailed planning:** The toolkit contains many valuable resources within the measurement framework which can serve as further guidelines for detailed planning for interventions and/or entrepreneurial opportunities.
- **Reflect and Adapt:** Provide feedback and make amendments to the toolkit if required. The toolkit is a guide, and amendments, additions or suggested changes are welcomed based on experiences using it.



LENS ONE

CAPABLE

ENTER

PRISES



Local economic activity within a township will comprise of “injections” (income in the form of individual salaries, grants and business sales to outside markets), “circulation” (trade within the township) and “leakages” (money spent outside the township on various goods and services, or profits returned to shareholders outside the township).

Capable enterprises focuses on increasing injections in the form of sales to outside markets, increasing circulation within the township through diverse goods and services serving the local market, and reducing leakages through increased local offers and increased local ownership. Other sources of injections – such as salaries for labour served elsewhere, or grants, are not addressed here. However, increasing these injections through skills development and social services are important cross-cutting interventions applicable to any township. The capable enterprises lens is essentially about businesses with the various competencies and resources to grow and develop by accessing wider markets and external resources.

TOOL 1.1 RESILIENT ENTREPRENEURSHIP

DESCRIPTION

Entrepreneurial resilience refers to the entrepreneur's capacity to overcome particularly difficult circumstances. It is a dynamic adaptation process that allows entrepreneurs to look forward into the future despite harsh financial setbacks and other shocks to their businesses. Through this process, entrepreneurs are able to face an uncertain future with a positive attitude, access to support networks, and the skills to manage changes in their business environment, rather than with feelings of helplessness, fear, apathy, and desperation. Resilience indicates positive adaptation within the context of significant adversity. Hence, sustained well-being in the face of adversity can be seen as an indication of entrepreneurial resilience. The lower the influence of adverse entrepreneurial conditions on entrepreneurs' well-being, the greater their resilience. Positive affect is considered an indication for coping abilities and for tolerance for high levels of stress.

WHY TO USE THIS TOOL

The objective of this tool is to undertake a preliminary overview of the skills and capabilities of enterprises within with the area of interest. If it is done in consultation with various ecosystem role players, it holds the potential to shape and develop more practical and context relevant entrepreneurship programmes.

STAKEHOLDERS

- Business and SME incubators, hives, and support centres
- Training centres
- Entrepreneurship networks and development fora
- Business support groups, youth groups, community development, arts and culture

ASSESSMENT FRAMEWORK

OUTCOME	GOOD PRACTICE	MEASUREMENTS	RESOURCES
Access to skills development and information	<ul style="list-style-type: none"> • Access to appropriate training and advisory services targeted at various levels of township entrepreneurs. • Training in essential skills such as economic and financial literacy, as well as techno-literacy for existing enterprises and from an early age in pre-school and primary school in order to nurture a pipeline and increase the number of intentional high-growth • Access to information and other support, using diverse information channels, including government web portals, one-stop support centres, SMS campaigns and interaction with representative bodies, to promote awareness and increase take-up of small business support initiatives. 	<ul style="list-style-type: none"> • Do local enterprises have access to diverse information channels, including government web portals, one-stop support centres, SMS campaigns and interaction with representative bodies? • What skills development programmes are available to increase the capabilities of entrepreneurs? How tailored to local needs and sectors are these? • Do businesses have clear ways of understanding their risks and adapting to changes in their environment? • Are there school programmes at primary and secondary level to ensure increasing throughput of entrepreneurs? 	<ul style="list-style-type: none"> • Global Entrepreneurship Monitor • Bureau for Economic Research – The Small, Medium and Micro Enterprise Sector of South Africa Research Note • False Bay College Centre for Entrepreneurship

OUTCOME	GOOD PRACTICE	MEASUREMENTS	RESOURCES
Access to connectivity and technology.	Access to enabling technologies to improve productivity and customer responsiveness.	<ul style="list-style-type: none"> Are there existing forms of technology in the area for entrepreneurs that could be leveraged on? Do entrepreneurs have the capacity to use the existing technology? What technological interventions are suitable in this area that can be easily integrated? 	<ul style="list-style-type: none"> eKasi Entrepreneurs – Black entrepreneurs need research for them to succeed document Cape Digital Foundation Silulo Ilutho Business Incubation Centre Open Design Afrika Innovation Labs
Access to mentoring and other business support.	<ul style="list-style-type: none"> Businesses are supported to be compliant and minimize the risk of stock being seized. First warnings are accompanied with training and red-tape support. Tailored support to identify opportunities for and grow social enterprises (see Box 1) Customized support services for SMMEs at various levels (potential, intentional, start-ups and established businesses) in townships. Municipal managed business hubs and incubation programs for township SMMEs Sharing of knowledge and expertise through peer business mentoring 	<ul style="list-style-type: none"> Do township entrepreneurs have access to mentorship and other peer to peer learning support services? Are their mechanisms such as multi-stakeholder forums to promote dialogue and sharing around entrepreneurship 	<ul style="list-style-type: none"> Social Entrepreneurship in South Africa: Exploring the Influence of Environment Bandwidth Barn
Access to finance and other funding models	<ul style="list-style-type: none"> Funding and access resources to carry out research and development activities 	<ul style="list-style-type: none"> To what extent do local businesses have access to financial support and access to finance, including access to alternative funding models i.e. Stokvels, crowdfunding? To what extent do businesses have access to formal or informal insurance for loss of stock as opposed to relying on personal and family finances? 	<ul style="list-style-type: none"> Small Enterprise Finance Agency (SEFA) iKhokha Cash Advance

OTHER HELPFUL RESOURCES

- University of Western Cape Centre for Entrepreneurship and Innovation <http://entrepreneurship.uwc.ac.za/smmes>
- Greater Good SA <http://www.greatergoodsa.co.za/sector/entrepreneurial-development/>
- SA Institute for Entrepreneurship <http://www.entrepreneurship.co.za/>
- Open Africa <http://www.openafrica.org/>
- Foundr - The Resilient Entrepreneur: How to Become Stronger in the Face of Failure <https://foundr.com/building-resilience-entrepreneur/>
- SMME Third Paper Supporting small business in the Western Cape: Policies and Programmes to support small businesses https://www.westerncape.gov.za/other/2005/11/final_third_paper_printing_smme.pdf
- Sustainable Livelihood Foundation – Supporting Township Microenterprises: Lessons for Business Development Practitioners http://livelihoods.org.za/wp-content/uploads/2018/05/Lessons_for_Business_Development_Practitioners-booklet.pdf
- Launchlab <https://launchlab.co.za/startups-entrepreneurs/>
- MTN Solution Space - UCT GSB <http://gsbsolutionspace.uct.ac.za/our-startups/>
- Redbull Amaphiko <https://www.redbull.com/int-en/projects/red-bull-amaphiko/academies>

APPLYING THIS TOOL SHOULD RESULT IN UNDERSTANDING:

Skills, capacities and service offerings by entrepreneurs meet the demands of the local market.

Box 1: What is a Social Entrepreneur?

Social entrepreneurs are individuals with innovative solutions to society's most pressing social, cultural, and environmental challenges. They are ambitious and persistent – tackling major issues and offering new ideas for systems-level change.

The Stanford Social Innovation Review identifies three essential points that define social entrepreneurs:

1. identifying the reasons why a segment of society that lacks the financial means or political clout to achieve any transformative experiences exclusion, marginalization, or suffering of;
2. developing a social value proposition, and bringing to bear inspiration, creativity, direct action, and courage to meet social transformation needs; and
3. creating a sustained solution of a stable ecosystem around the new conditions of inclusivity, opportunity and social change.

When social entrepreneurship forms social enterprises, business support services can be provided to its beneficiaries (e.g. small businesses) which help them to become more capable and serve their community or markets.

In some township settings, encouraging social entrepreneurship can be seen as a way to address social needs such as dealing with crime, recreation, waste management, basic health and early childhood development while simultaneously creating viable businesses and sustainable livelihoods.

Addressing unmet social and economic needs in townships through social enterprises can build human capabilities, strengthen the social fabric and enhance economic and social wellbeing.



TOOL 1.2 SECTOR APPROACHES, VALUE CHAINS AND IMPROVED PROCUREMENT MODELS

DESCRIPTION

Diversifying the goods and services on offer in a township can increase circulation and reduce leakages. Similarly, connecting township enterprises to formal production networks and moving them up the value chain can increase their incomes, improve productivity and promote sustained growth.

WHY TO USE THIS TOOL

The objective of this tool is to undertake a preliminary overview of the sector diversity and strength of the value chain associated with the area of interest.

STAKEHOLDERS

- Service organisations and groups – Tertiary and vocational education and training institutions,
- Business support groups, recreational and sporting groups, arts and culture groups, youth groups
- Tourism Association, Farmers Associations, Chambers of Commerce
- Indigenous groups Traditional chiefs, land title groups, traditional healers' groups with affiliation to the area
- Employee Representative Groups - Trade Unions

ASSESSMENT FRAMEWORK

OUTCOME	GOOD PRACTICE	MEASUREMENTS	RESOURCES
Access to local, regional and global markets, value chains and improved procurement through access to connectivity.	<ul style="list-style-type: none"> • Access to connectivity e.g. freight, air, rail, roads • Access to enabling technology to connect to markets 	<ul style="list-style-type: none"> • To what extent are local businesses supplying the goods and services required by their community? • To what extent do the goods and services provided offer potential to diversify and innovate into more complex and high-value goods and services or broader markets? 	<ul style="list-style-type: none"> • World Bank guidelines • Atlas of Economic Complexity
Clustering of sectors for easier access to markets and supply chains	<ul style="list-style-type: none"> • Economic clusters to enhance small business activity within local and regional areas. 	<ul style="list-style-type: none"> • To what extent are local businesses supplying the goods and services required by their community? • To what extent do the goods and services provided offer potential to diversify and innovate into more complex and high-value goods and services or broader markets? 	<ul style="list-style-type: none"> • World Bank guidelines • Atlas of Economic Complexity
Access to supplier networks and mentoring	<ul style="list-style-type: none"> • Access to supplier training and mentorship programs • Strengthening entrepreneurial capabilities and linkages through business to business supply chains. 	<ul style="list-style-type: none"> • To what extent are entrants to the township including local businesses in Supplier Development programmes? • To what extent are local business owners accessing procurement opportunities in larger supply chains beyond the township 	<ul style="list-style-type: none"> • Enterprise Development Programmes for Black Entrepreneurs • African Entrepreneurship Development Company • ABSA enterprise Development



OTHER HELPFUL RESOURCES

- Strategies to support innovation and entrepreneurship http://ieg.worldbankgroup.org/sites/default/files/Data/reports/chapters/innovation_chap2.pdf
- Atlas of Economic Complexity <http://atlas.cid.harvard.edu/>
- Strategic interventions towards enhancing rural and township economy revitalization by the wholesale and retail sector <http://www.wrseta.org.za/downloads/Syndicate%20-%20Team%20Foxy.pdf>
- Enterprise Development Programmes for Black Entrepreneurs <https://www.entrepreneurmag.co.za/advice/starting-a-business/how-to-guides-starting-a-business/enterprise-development-programmes-for-black-entrepreneurs/>
- Pick n Pay Small Suppliers Toolkit <https://www.pnp.co.za/doing-good/small-business/supplier-toolkit>

APPLYING THIS TOOL SHOULD RESULT IN UNDERSTANDING:

Government and private sector procurement policies encourage the participation of SMEs in goods and services industries.

TOOL 1.3 ENABLING REGULATORY ENVIRONMENT

DESCRIPTION

Well-designed regulations create an environment of greater certainty and standards to enable enterprises to be established and to flourish. However, excessive red tape creates a burden of compliance and barriers which stifle investment in productive activity, housing and socio-economic projects.

Streamlined government interactions through a variety of easy to subscribe to packages that include setting up the legal entity through which to operate a business, such as all licensing requirements from local municipalities, labour and SARS registrations.

There are cross-cutting red-tape reduction processes and programmes to improve the ease of doing business. This tool focuses on regulatory changes that may be most relevant to a particular township, and how to connect the affected businesses with the appropriate support and/or reform processes.

WHY TO USE THIS TOOL

The objective of this tool is to undertake a preliminary overview of the regulatory environment associated with the area of interest.

STAKEHOLDERS

- Service organisations and groups – Tertiary and vocational education and training institutions, trading authorities
- Non-Governmental Organisations
- Community Based Organisations – Community Forums, Business support groups, youth groups, community development
- Local businesses and associations (including suppliers) – Tourism Association, Farmers Associations, Chambers of Commerce
- Indigenous groups Traditional chiefs, land title groups, traditional groups with affiliation to the area
- Employee Representative Groups - Trade Unions



Did you know? According to the 2017/18 Global Entrepreneurship Monitor South African Report the three main areas cited as critical constraints to entrepreneurial activity were access to finance (58%), government policy (54%), and education and training (52%). These three areas have been highlighted as critical factors since South Africa first participated in GEM in 2001.



ASSESSMENT FRAMEWORK

OUTCOME	GOOD PRACTICE	MEASUREMENTS	RESOURCES
The regulatory environment is conducive for township entrepreneurs	<ul style="list-style-type: none"> • Appropriate business licensing and regulations to enable progressive regularization and formalization of businesses in townships. • Simplified legislative requirements and empowerment frameworks for township based small businesses such as B-BBEE codes and taxes. • Promotion of investment into township based SMMEs 	<ul style="list-style-type: none"> • Are there land use regulations that support land ownership, tenure and promote investment in township property sector? • To what extent can local businesses comply with Health and Safety Regulations for township vendors given available information, land uses and infrastructure? • Are there any local or national tax breaks and other incentives targeted at enterprises based in townships? 	<ul style="list-style-type: none"> • Sustainable Development Goals 2030 • National Development Plan 2030 • Gauteng Township Economy Revitalization Strategy • The Real Economy Bulletin – Small business and industrial policy
Ease of doing business	<ul style="list-style-type: none"> • Reduced red tape for ease of doing business • Law enforcement empowered to issue first warnings that correspond with information and training, before confiscating goods and issuing fines. 	<ul style="list-style-type: none"> • Are trading permits required and if so how easing is it to acquire? • Are there any fast -track mechanisms and one-stop-shops available to bundle business legislative procedures for township economies? 	<ul style="list-style-type: none"> • Western Cape Red Tape Reduction Unit • City of Cape Town Business Support Policy
Good public service that is responsive to the needs of township economies.	<ul style="list-style-type: none"> • Effective mechanisms and capacity at municipal level to assist township entrepreneurs through administrative procedures for starting their businesses. • Encourage small entrepreneurial support groups and Micro Finance Institutions to increase access to finances. 	<ul style="list-style-type: none"> • Is there enough capacity at Municipal level to support township SMMEs? • Are there programmes in place that support innovative micro finances in Townships (e.g. Stokvel's)? 	<ul style="list-style-type: none"> • Guidelines for Reducing Municipal Red Tape • Ashoka Support Network

OTHER HELPFUL RESOURCES

- The Department of Small Business Development <http://www.dsb.gov.za/>
- Economy and finance _ South African Government <https://www.gov.za/about-sa/economy>
- Promotion of Entrepreneurship https://www.thedti.gov.za/sme_development/docs/strategy.pdf
- InvestSA <http://www.investsa.gov.za/one-stop-shop/>
- Sustainable Livelihood Foundation South Africa's Informal Economy <http://livelihoods.org.za/wp-content/uploads/2018/05/South-Africas-Informal-Economy.pdf>
- City of Cape Town Incentives Policy: <http://www.capetown.gov.za/Work%20and%20business/Doing-business-in-the-City/Business-incentives-and-grants/Incentives-for-business-in-Cape-Town>

APPLYING THIS TOOL SHOULD RESULT IN UNDERSTANDING:

The regulatory environment encourages entrepreneurs and investors to establish successful businesses.



LENS TWO

PRODUCTIVE

PLACE

MAKING



The urban environment in which business takes place can be an enabler or constraint to different types of businesses. The availability of appropriately zoned, serviced and managed land has a direct impact on the potential to locate a business in a township. Furthermore, the quality of the urban realm in terms of ease of movement, sense of safety, sense of identity and comfort have an impact on the market potential of an area.

Townships have historically been developed as residential dormitories and require new urbanisms to ensure they become productive places in their own right. There is a growing body of evidence to suggest that three of the most important qualities of productive places are: density, diversity and connectivity. Townships have density by virtue of their sizeable populations in a small area. However, they tend to lack economic diversity (a wide range of different kinds of enterprises and human capabilities) and connectivity.

TOOL 2.1 IMPROVED ACCESS AND CONNECTIVITY

DESCRIPTION

Supporting township-based businesses and value chains can result in more inclusive local economies and requires improved understanding of the spatial and economic connections between town and township. Not all townships are the same and planning for the development on one requires assessment of the different characteristics to make meaningful and impactful interventions in improving access and connectivity between established business nodes and township economies.

Within townships, the trade (often informal) economy tends to agglomerate along 'high street' environments in formalised townships and even informal settlements. Businesses including spaza shops, shebeens, beauty salons, mechanics and others tend to locate where pedestrian footfall is the highest, and these streets often times connect 'attractors' (e.g. train station) and 'destinations' (e.g. social facility).

Streets are therefore not only important for vehicular circulation and connectivity to the broader town, but also play a critical social and economic role within townships. A better understanding of place-making strategies and planning techniques as these relate to access and connectivity could enable local economies to prosper.

WHY TO USE THIS TOOL

These tools are most successful when applied in close consultation with local stakeholder groups. It is advisable to form task teams who can conduct place-based assessments on specific topics.

In new growth areas, the principles and design guidelines underpinning productive places should be incorporated in all phases of road design, town planning, urban design and public space management.

New housing developments, which are increasingly prioritising those older than 40 years old, should take into account principles and design guides for universal access for vulnerable people including the disabled and elderly.

STAKEHOLDERS

- Business and SME support centres
- Business, Development and Informal Trader fora
- Departments of Transport, Roads, Planning, and
- Major tenants such as local mall and/or bulk retailer
- Taxi associations and transport operators

APPLYING THIS TOOL SHOULD RESULT IN UNDERSTANDING:

The urban structure of land use, roads, spaces and facilities allows for a diversity of uses and prioritises pedestrians, retail frontages and upkeep of the built environment.

ASSESSMENT FRAMEWORK

OUTCOME	GOOD PRACTICE	MEASUREMENTS	RESOURCES
The urban structure is conducive to the growth of businesses and economic activities	<ul style="list-style-type: none"> Streets and urban blocks are 'permeable' / allows for a variety of ways to access The activity centres such as business districts are accessible by public transport 	<ul style="list-style-type: none"> To what extent the Spatial Development Framework and Integrated Transport Plan shows links to town and township – is this township currently or planned to be directly connected to an existing economic node? Do Local / Precinct plans give guidance on where commercial activities are emerging? To what extent are zoning codes are supportive of township economies through provision of mixed-use zoning, pro-active up-zoning and/or accessible land use officers? 	<ul style="list-style-type: none"> Urban Hub Design Guide Integration Zone Planning Guidelines
The street / movement network allows for diversity of uses	<ul style="list-style-type: none"> Business rights in zoning codes for properties abutting main roads Wider sidewalks to allow active frontages 	<ul style="list-style-type: none"> Do the Municipal planning By-Laws include land use management and home-based enterprises? How walkable is the area? Have planners conducted transport assessments to improve NMT infrastructure? 	<ul style="list-style-type: none"> Magnificent WalkScore.com
Places cater for a variety of users, including non-motorised transport and universal access	<ul style="list-style-type: none"> Non-motorised / active transport dedicated lanes are incorporated in street design Close attention to design elements to allow for universal access of vulnerable people and the elderly Hosting of Open Streets Festivals to change the perception of places and advocate for greater diversity of use 	<ul style="list-style-type: none"> Is there ongoing building plan enforcement to ensure minimum standards of quality? Do street design standards understand the role streets play in township economies? In the case of new and planned townships, is provision made for NMT and "high streets" with emergent on-street trading? 	<ul style="list-style-type: none"> Universal Design Toolkit (Building for Everyone)
Public spaces are well managed and provide spaces for social and economic exchange	<ul style="list-style-type: none"> Community safety plan for public spaces Dedicated cleaning and management teams accountable to the local government and private land users 	<ul style="list-style-type: none"> Are there community safety plans that work towards situational crime prevention in place? Are there any special urban management initiatives such as cleaning and security via EPWP / CWP or social entrepreneurs? Is the area a targeted investment and improvement zones? 	<ul style="list-style-type: none"> Tactical Urbanism Guide Place Planning MCP TID Concept

OTHER HELPFUL RESOURCES

- Centre for Excellence in Universal Design, Building for Everyone, available online at <http://universaldesign.ie/Built-Environment/Building-for-Everyone>
- Mapnificent, available online at www.mapnificent.net (requires transit data input)
- National Treasury. 2014. Urban Hub Design Toolkit. Design methodology for the urban network strategy. Prepared for NDP
- Project for Public Spaces. 2013. PlacePlanning: A Detailed Step-by-Step Guide. Available online at www.pps.com
- The Streets Plan. Tactical Urbanism: Short-Term Action, Long-Term Change, Vols 1 and 2, available online at <http://tacticalurbanismguide.com/guides/>
- Walkscore, available online at www.walkscore.com
- Metro Central Partnership, Concept note: Targeted Improvement Districts. Available online at www.metrocentral.capetown/resources

TOOL 2.2 URBAN MANAGEMENT AND SAFETY

DESCRIPTION

Urban management is an approach to a multi-sectorial and inter-governmental coordination to stabilising, improving and positioning an area for sustainable growth over time. This requires nuanced strategies in township environments because the interventions at the public transport interchange will most likely not work in a CBD.

Urban management is a process that ensures that basic services are delivered in a particular urban area, and that the required infrastructure for service delivery is maintained and secured. It typically consists of services such as cleansing, solid waste management, maintenance of roads and storm water infrastructure and safety and security services.

One of the most basic requirements of making spaces socially desirable and economic productive is community safety. Security risks are both perceived and real, and in the vibrant spaces of informal economies, greater attention to community safety planning is required.

Community safety is another area that requires participatory action, and over the past few years the overarching framework covering diverse topics includes policies and strategies such as Social Crime Prevention Strategy, the Integrated Urban Development Framework and the 2016 White Paper on Safety and Security.

WHY TO USE THIS TOOL

Planning for community safety is a highly participatory process and required authentic and sustainable relationships between law enforcement agencies of government and those initiative of citizens. Local government plays an important role in urban management and community safety and needs to execute its constitutional mandate in collaboration with local stakeholders.

Moreover, the design of the built environment also has a major role in whether spaces will be perceived as safe, clean, attractive and inviting, and whether or not they will be easily maintained. Design guidelines exist for municipal planners and private sector entrepreneurs to improve the safety of people, infrastructure and buildings in spaces without only resorting moving activity to behind higher walls and security fences. Rather, working together at a precinct level can achieve greater community safety. When community safety planning and urban management coincide, places will benefit greatly, and local economies could prosper.

If done well, good urban management can contribute to a stronger social fabric, and vice versa.

STAKEHOLDERS

- Community Policing Forums
- Municipal departments of electricity and housing, or schools
- Correctional facilities
- Trade unions
- Victim support agencies like Lifeline and Rape Crisis
- Women's organisations and youth groups

ASSESSMENT FRAMEWORK

OUTCOME	GOOD PRACTICE	MEASUREMENTS	RESOURCES
Township precincts are clean, well-managed and attractive	<ul style="list-style-type: none"> Facility maintenance is budgeted for along with capital projects, and is not treated as an after-thought Buildings have active frontages and permeable boundaries to allow for passive surveillance of space 	<ul style="list-style-type: none"> Are there precinct design guidelines in place that provide more insights for management? Are Service Delivery and Budget Implementation Plans (SDBIPs) measuring improvements in service delivery in townships? 	Crime Prevention through Environmental Design guidelines
Users of the space has a sense of safety, happiness, and community in public spaces	<ul style="list-style-type: none"> Situational crime prevention makes people feel safer in public space People tend to feel more at ease when public spaces are active 	To what extent do local residents identify with the place positively, sharing memories and using unique language to describe the history or culture?	Making South Africa Safe
Precinct management strategies are tailored to the unique conditions in township environments.	<ul style="list-style-type: none"> Basic level of service standards guaranteed by the local government with contributions by the private sector Establishment of Special Rated Areas / Improvement Districts where the property rates base provides an adequate asset base 	<ul style="list-style-type: none"> Do business plans for special EPWP contracts exist and to what extent are these tailored to unique urban management needs and community feedback? Is there an active area coordinating committee, ward structure or other platform that ensures that Integrated Development Plan and other relevant public planning consultations and reviews engages community safety perceptions? 	NT Art of Precinct Management
Analysis of the context for community safety will result in contextually appropriate interventions	<ul style="list-style-type: none"> Community safety plans are aligned with the local government's IDP Local capacity such as CPFs is supported 	<ul style="list-style-type: none"> Are there available crime maps that indicates hotspots? To what extent does the Community Safety Plan working partnership with community structures? 	VCP Toolkit for Participatory Safety Planning

OTHER HELPFUL RESOURCES

- Council for Scientific and Industrial Research (CSIR). 2016. **Making South Africa Safe: A Manual for Community-based Crime Prevention.**
- Council for Scientific and Industrial Research (CSIR). 2001. **Designing Safer Spaces – A manual for Crime Prevention through Planning and Design.**
- National Treasury. 2014. **The Art of Precinct Management: A Municipal Guide.** Prepared for NDP
- Institute for Security Studies, Crime Hub and Maps, available online at <https://issafrica.org/crimehub/our-work/maps>
- SaferSpaces, available online at <https://www.saferspaces.org.za/>
- Inclusive Violence and Crime Prevention for Safer Public Spaces (VCP) Programme, A Toolkit for Participatory Safety Planning, available online at <https://www.saferspaces.org.za/learn-how/entry/building-safer-communities-toolkit>

APPLYING THIS TOOL SHOULD RESULT IN UNDERSTANDING:

An urban management plan exists and recognises a multi-sectorial and inter-governmental coordination to stabilising, improving and positioning an area for sustainable growth over time.

TOOL 2.3 APPROPRIATE INTENSITY AND MIX OF LAND USES

DESCRIPTION

Township regeneration involves a diversified approach to property, land use, transport and the spatial inclusion of neighbourhoods that were planned to be segregated from the rest of the town or city.

In townships today, homeowners are consolidating housing stock and delivering small scale rental opportunities. Business premises are being developed which includes SME incubators, workshops, light industry, and trading spaces. The leisure economy is also growing, which includes entertainment and cultural spaces.

Anticipating these trends in township economies are essential towards creating dignified and productive places, and also providing many a pathway out of poverty and upward social mobility.

WHY TO USE THIS TOOL

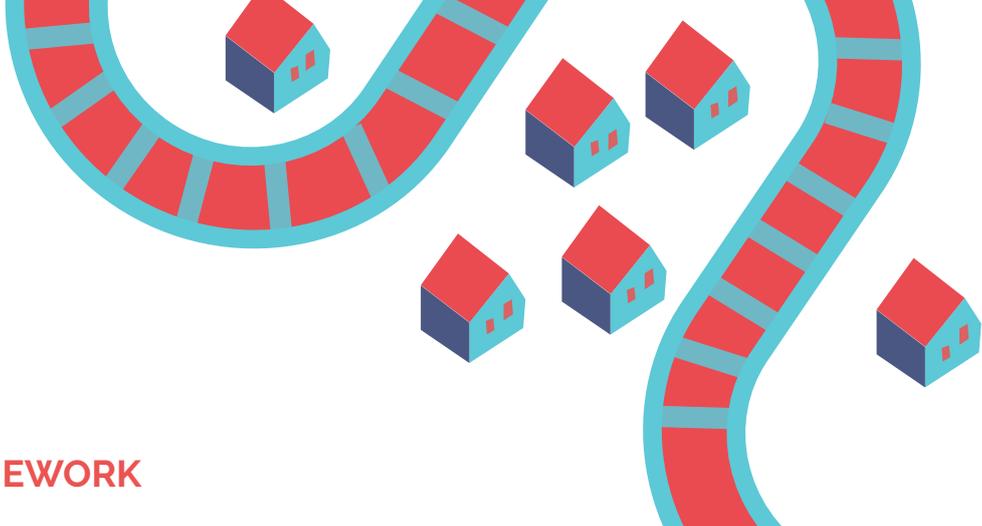
Local governments have a key role in setting investment agendas, and spatial integration is essential given South African apartheid legacies. These tools are appropriate when designed local economic development plans and strategies and engaging private sector on investment locations with social transformation potentials. When community safety planning and urban management coincide, places will benefit greatly, and local economies could prosper.

STAKEHOLDERS

- Business development fora
- Civic organisations
- Health services including hospitals, clinics, district surgeons, social workers and doctors
- Industrial parks and their management structures
- Insurance companies
- Key tenants such as shopping centre or a large retailer
- Local Economic Development practitioners
- Private security companies and banks
- Shops and small businesses



Resource spotlight: Training for Township Renewal Initiative (TTRI) aims to develop an understanding of the needs and dynamics of South Africa's townships, as well as the various ways of transforming them into functional and sustainable neighbourhoods. The Township Renewal Sourcebook was published by the Urban LandMark and South African Cities Network.



ASSESSMENT FRAMEWORK

OUTCOME	GOOD PRACTICE	MEASUREMENTS	RESOURCES
Understand the economic and residential trends in township nodes with a view to making town-to-township links in municipal planning	Structuring of key land uses along transport corridors to achieve transit-oriented development	<ul style="list-style-type: none"> Does the planning authority utilize TOD strategies to make town to township links to ensure inclusive economies? Does the relevant Housing Sector Plan provide for appropriate densities and mixes in new developments? To what extent are zoning codes friendly towards home-based enterprises? To what extent are Micro-developers active in the area 	<ul style="list-style-type: none"> CAHF Analytic Framework ULM Developing Township Regeneration Strategies Integration Zone Planning Guidelines
Promote local economic development strategies which cluster business centres and provides growth potential	<ul style="list-style-type: none"> Business promotion and retention strategies aimed at emerging and established enterprises Creating opportunities for co-location and clustering of industries 	<ul style="list-style-type: none"> To what extent are there LED Strategies which shows which sectors shows greatest potential, and are these matched to land use planning and incentive policies? Are IDP other relevant public planning consultations and reviews engaging the local business community? Integrated Development Plan consultations in townships 	Training for Township Renewal Initiative

OTHER HELPFUL RESOURCES

- CAHF. 2018. An Analytical Framework for Understanding Housing Markets. Available online at <http://housingfinanceafrica.org/documents/an-analytical-framework-for-understanding-housing-markets/>
- National Treasury. N.d. Theoretical and policy content: Settlement making and township development Performance qualities of integrated human settlements
- StepSA, Social Facility and Location Planning, available online at http://stepsa.org/social_facility_tools.html and www.socialfacilityprovisiontoolkit.co.za
- Urban Knowledge Exchange Southern Africa (by CSIR), available online at <https://www.ukesa.info/>
- Urban LandMark & SACN. 2009. Training for Township Renewal Initiative: Sourcebook (6 modules, 3 case studies). Available Online
- Urban LandMark. 2010. Small-scale Private Rental in South Africa. Available Online at <http://www.urbanlandmark.org.za/index.php>
- Urban LandMark. 2015. Developing Township Regeneration Strategies. Available Online at <http://www.urbanlandmark.org.za/index.php>

APPLYING THIS TOOL SHOULD RESULT IN UNDERSTANDING:

Local economic development strategies are promoted which cluster business centres, provides growth potential and anticipates trends in township residential markets (such as small scale rental).

LENS THREE

RESILIENT
SOCIAL
FABRIC



This lens is about the strength of community networks, the stability of the local society, and the presence of social assets such as savings schemes or stokvels. The social environment in townships is often neglected when thinking about economic development.

Many township businesses, however, report the importance of local business forums in their growth or raise concerns about opportunistic crime and corruption as a constraint to their business's performance, for example. The "social" is intimately bound up with the "economic" and cannot be relegated to a secondary consideration addressed by social programmes on their own.

This involves speaking to community, leadership, cultural and social structures that make the place or the enterprise unique as well as negative social factors such as crime, gangsterism and substance use.

TOOL 3.1 SOCIAL ORDER

DESCRIPTION

The existence of social order and stability is fundamental to the ability of individuals to be economically active, and fundamental to business predictability and security. High levels of youth unemployment, gangsterism, substance abuse, violence, crime, protection fees and political unrest are all constraints to economic productivity and human well-being more broadly.

Areas that are characterized by these intersecting issues will require stabilization efforts if any visions for economic inclusion and growth are to be realized.

The presence of social order is often enabled by strong local leaders and coordinated intervention in social, safety, health, welfare and recreational services.

WHY TO USE THIS TOOL

The objective of this tool is to undertake a preliminary overview of the social order and its influence on the innovation of enterprises within the area of interest.

STAKEHOLDERS

- Metro Police
- SAPS
- Department of Social Development
- Department of Health
- Department of Arts, Cultural Affairs and Sports
- Department of Education
- Department of Community Safety
- Social entrepreneurs
- Local CBOs, NGOs, religious organisations, support centres, cultural institutions, local media, neighbourhood watches and community networks
- Corporate Social Responsibility initiatives and funding opportunities

OUTCOME	GOOD PRACTICE	MEASUREMENTS	RESOURCES
Different role players are connecting, communicating and collaborating on local issues and opportunities, reducing incidents of crime and unrest	<ul style="list-style-type: none"> • Collaboration between NGOs, faith leaders, government departments and municipalities, to support township entrepreneurs and address social issues • The use of different languages in community engagement processes, to match South Africa's multi-cultural social contexts. • Increase level of private sector involvement in townships through corporate social responsibility initiatives • Youth development, youth recreation, and youth employment programmes • Social morality initiatives such as The Philippi Brotherhood, Young In Prison and 18 Gangster Museum • Those who qualify have access to social safety nets such as social grants and free basic healthcare 	<ul style="list-style-type: none"> • Do local leaders have access to spatial information about the types and intensity of crime and unrest? • What are the levels of youth unemployment, substance abuse and gang involvement, according to official statistics and/or perception surveys? • To what extent is monitoring and community engagement done in order to cultivate the nature and quality of the social fabric conducive for economic development in townships? • To what extent are diverse communications channels available and utilized (such as local media, neighbourhood Whatsapp groups, Facebook pages, SMS alert services, government one-stop portals and centres?) • Are there easily accessible social and health services that the local community are aware of? 	<ul style="list-style-type: none"> • EDP Connect and Communicate Tool • VPUU • Social audits and crime mapping • StatsSA • Young in in Prisons • 18 Gangster Museum • Safety Lab

ASSESSMENT FRAMEWORK

OUTCOME	GOOD PRACTICE	MEASUREMENTS	RESOURCES
Increase in social value resulting in the well-being of the community and the reduction of crime.	Recognizing and enhancing social assets and soft infrastructure that already exist in townships as a means of enabling and supporting progress (e.g. unique cultural practices and spaces, neighbourhood watches and other CBO.s that promote community interest)	<ul style="list-style-type: none"> Are there any programmes in place that engender active citizenship and social ingenuity? Are there registered neighbourhood watches connected to regional support programmes? To what extent are cultural and recreational facilities available and utilized by community groups? To what extent are cultural and recreational practices supported and protected by local security and leadership groups? 	<ul style="list-style-type: none"> Social Return on Investment COGTA Back to Basics CCT Cultural Assets Map



OTHER HELPFUL RESOURCES

- Social Return on Investment http://www.socialvalueuk.org/app/uploads/2016/03/SROI-Principles_singles_28A.pdf
- Social enterprises in South Africa https://www.gibs.co.za/programmes/the-centre-for-leadership-and-dialogue/Documents/18103%20Stakeholder%20Report_FINAL.pdf
- Social Enterprise academy South Africa <https://www.socialenterprise.academy/za/#>
- Access to finance for smaller social enterprises <https://greaterimpact.co.za/guide-to-finance-for-social-enterprises-in-south-africa/>

APPLYING THIS TOOL SHOULD RESULT IN UNDERSTANDING:

Enterprises are contributing to improved social fabric such as decline in crime, gangsterism and substance use.

TOOL 3.2 COMMUNITY ORGANISING

DESCRIPTION

Community organisation is important as it helps the people to think together, build trust, work together towards a common goal, understand each other's backgrounds, and help each other with the reduction of red tape. These community organisations also require stable leadership with the vision for healthy striving communities.

Community organizations represent a kind of soft infrastructure that provides information, transfers skills and competences, shares resources, offers mutual support and goodwill, and engenders social stability and resilience against sudden shocks and ongoing stresses.

Community social groups work as levers for individual entrepreneurs to latch-on for their success. Ultimately, community organizations foster a human rights-based ethos that promotes active citizenships to campaign on social justice issues and public accountability. These groups also incubate a tolerant and welcoming environment towards marginalised groups such foreign nationals and LGBTQ individuals.

WHY TO USE THIS TOOL

Identifying who local partners are, and investing in building local organizing capacity, can improve planning outcomes and also build structures that offer support to stabilizing social order, and networks for resilient entrepreneurs.

STAKEHOLDERS

- Department of Social Development
- DAG (Development Action Group)
- Inyathelo

OUTCOME	GOOD PRACTICE	MEASUREMENTS	RESOURCES
Better relationships between public and communities in order to facilitate a more resilient social fabric	<ul style="list-style-type: none"> • Support for Community organisations such as Stokvel's, Religious groups organisations, Neighbourhood watch groups, business forums, trader associations, development forums, youth forums, sports clubs etc • Support social audits for Community organisation 	<ul style="list-style-type: none"> • Are there existing structures such as Stokvel's, Religious groups organisations, Neighbourhood watch groups, business forums, trader associations, development forums, youth forums, sports clubs etc ? • Do local organisations have access to clear information on available support such as registration guidelines, funding proposal support services, template constitutions etc. • Are local CBO's seen as having legitimacy with the community they represent? • Do organisations have strong and active membership? 	<ul style="list-style-type: none"> • COGTA Back to Basics Guidelines • NPO Database

ASSESSMENT FRAMEWORK

OUTCOME	GOOD PRACTICE	MEASUREMENTS	RESOURCES
Well-connected CBO's with alliance connections to broader civic platform	<ul style="list-style-type: none"> Monitoring and evaluation of local initiatives in order to learn from experience and share knowledge Creating a platform that different clusters of the community can voice and share their concern 	<ul style="list-style-type: none"> Do CBOs have the Capacity for building initiatives that influence change? Do CBOs know and understand their potential partners and resources within their space? 	<ul style="list-style-type: none"> CDI, EDP and similar org with such skill set could partner with CBO's to impart knowhow EDP Actor Mapping Toolkit EDP Partnering Readiness Assessment
Community Development forums to be representative of the community, with leaders with integrity –and communities' interests at heart.	<ul style="list-style-type: none"> Monitoring and evaluation of local initiatives in order to learn from experience and share knowledge Creating a platform that different clusters of the community can voice and share their concern 	<ul style="list-style-type: none"> Do CBOs have the Capacity for building initiatives that influence change? Do CBOs know and understand their potential partners and resources within their space? 	<ul style="list-style-type: none"> CDI, EDP and similar org with such skill set could partner with CBO's to impart knowhow EDP Actor Mapping Toolkit EDP Partnering Readiness Assessment
Community Development forums to be representative of the community, with leaders with integrity –and communities' interests at heart.	<ul style="list-style-type: none"> CBO's seen as a vehicle to engage with public sector Provide diverse information channels. Create spaces for social building activities such as sports and cultural events to further strengthen social cohesiveness Decentralised Power in the CBO's avoids gatekeeping and nurtures representativeness. 	<ul style="list-style-type: none"> To what extent do CBO's have the requisite capacity to engage with the public sector? Are CBO's accessible to the community—can individual members of the community easily latch on the CBO's network for their benefit? Do CBO's have the wherewithal for activities that foster social cohesion as opposed to division? Do CBO's have a democratic ethos that encourages participating in the life of community by all? Is there public expenditure in capacitating community forums with good governance, communications, and material support? 	<ul style="list-style-type: none"> NGO Pulse SSIR BoardSource
Community Assets are known and leveraged	Transparent good governance of community assets	Do CBO have the technical competencies to ensure assets of the community are well and fairly managed?	DSD Sustainable Livelihoods Toolkit

OTHER HELPFUL RESOURCES

- Department Social Development, Towards Sustainable Livelihoods Toolkit http://cdpsc.co.za/downloads/Oct%202011%20Summit/CDP_Toolkit_July_2009.pdf
- The Department of Small Business Development <http://www.dsbd.gov.za/>
- Economy and finance South African Government <https://www.gov.za/about-sa/economy>
- Promotion of Entrepreneurship https://www.thedti.gov.za/sme_development/docs/strategy.pdf

APPLYING THIS TOOL SHOULD RESULT IN UNDERSTANDING:

Community organizations are functional and represents a kind of soft infrastructure that provides information, transfers skills and competences, shares resources, offers mutual support and goodwill, and engenders social stability and resilience against sudden shocks and ongoing stresses.

TOOL 3.3 PARTICIPATORY GOVERNANCE

DESCRIPTION

Public policy and services have a critical part to play in alleviating social and economic problems as well as in tackling the root causes in joblessness, low pay and precarious employment. Yet government programmes can make things worse if poorly conceived and rigidly implemented.

WHY TO USE THIS TOOL

Local governments have a key role in setting investment agendas, and spatial integration is essential given South African apartheid legacies. These tools are appropriate when designing local economic development plans and strategies and engaging private sector and CBO's on investment locations with social transformation potentials. Participatory governance has a role to play in good urban design and management, regulatory reform and enforcement, and fostering a stable social order.

STAKEHOLDERS

- Business development fora
- Civil organisations
- Business, Development and Informal Trader fora
- Local Economic Development practitioners
- Shops and small businesses
- Ward councilors
- Local Area Coordinating Committees
- Public Participation Officers
- Public Liaison Professionals

ASSESSMENT FRAMEWORK

OUTCOME	GOOD PRACTICE	MEASUREMENTS	RESOURCES
A dedicated civil service that work with township community stakeholders in the delivery of services	Community engagement in decision making	<ul style="list-style-type: none"> • To what extent do social programmes exist that show evidence of ongoing community inputs and collaboration in their implementation? • To what extent do civil servants and local role players have shared objectives, a common workplan, joint performance measurements, and open communication? 	<ul style="list-style-type: none"> • EDP Partnering Capacity Assessment • EDP (via WOSA), • VPUU (via CAP)
Good Governance/ Building trust	<ul style="list-style-type: none"> • CBO's are integrated into policy development as social assets that build human capabilities and promote social stability and trust. • Amendment of policy with regards to continuing creation of townships. • Government to partner with social organizations to build social fabric in townships 	<ul style="list-style-type: none"> • Is there a local participation officer, an area coordinating team or an active ward structure that ensures frequent engagement between civil servants and community members? 	<ul style="list-style-type: none"> • WCG, MOD Programme • CCT Social Development templates for Forum Constitution

APPLYING THIS TOOL SHOULD RESULT IN UNDERSTANDING:

Government and private sector procurement policies encourage the participation of SMEs in goods and services industries.



OTHER HELPFUL RESOURCES

- COGTA, Back to Basics Approach and Concept http://www.cogta.gov.za/cgta_2016/wp-content/uploads/2016/06/The-Back-to-Basics-Approach-Concept-Document.pdf
- WCG, Mass Participation; Opportunity and Access; Development and Growth (MOD) Growth https://www.westerncape.gov.za/dept/cas/documents/public_info/A/47169
- WCG, Oral History Framework <https://www.westerncape.gov.za/general-publication/oral-history-framework-0>

TOWNSHIP ECONOMIES TOOLKIT



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