



SERVICE DELIVERY PARTY / POLICY FRAMEWORK

The Cape Town Economic and Social Mobility Framework

Regenerating historically disadvantaged communities, with particular attention to Coloured communities

Need decides where we build. History shapes what we build.



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Foreword

This framework sets out a long term policy for the economic and social advancement of historically disadvantaged communities in Cape Town and the Western Cape. It gives particular attention to historically Coloured communities, whose experience of spatial exclusion and economic insecurity is distinctive and has too often been overlooked.

It is written for a specific reason. Too much of our public debate has become a competition between poor communities for a limited number of jobs, houses and bursaries. That competition benefits nobody except those who already hold power.

This document rejects that competition. Recognition must lead to regeneration. Regeneration must lead to mobility. Mobility must lead to leadership and ownership.

The framework is detailed because detail matters.

Every promise must have a plan. Every plan must have a budget. Every budget must have measurable outcomes. Every outcome must have a public deadline.

OVERVIEW

Executive Summary

The Service Delivery Party recognises the historic, cultural, social and economic importance of the Coloured community to Cape Town and the Western Cape.

The Coloured community is not a peripheral community. It is one of the defining communities of the province. Census 2022 recorded Coloured residents as the largest single population group in the Western Cape, at 42.1 per cent of the provincial population of 7.4 million. That is about 3.1 million people.

Black African residents were recorded at 38.8 per cent (about 2.9 million). White residents were 16.4 per cent and Indian and Asian residents 1.1 per cent. The Coloured share of the province has fallen from 48.8 per cent in 2011 while the Black African share has risen from 32.8 per cent.

The Western Cape is a genuinely plural province with no majority community. No policy for its poorest neighbourhoods can be built on the assumption that it has one.

Substantial parts of the historically Coloured working class continue to experience poverty, unemployment, spatial exclusion and insecurity. The same is true of substantial parts of historically Black African communities. The problem is not simply historical.

Apartheid spatial planning placed large numbers of Coloured and Black African families far from the economic core of Cape Town. The end of apartheid removed formal racial segregation. It did not remove the geography, the infrastructure deficits or the economic disadvantages that had accumulated over generations.

The result is visible across the Cape Flats and northern Cape Town and in the townships of the south east and Philippi. There are neighbourhoods where formal housing stands alongside informal structures. There are neighbourhoods where young people struggle to find pathways into skilled employment.

Government has too often managed these neighbourhoods rather than built them. They must be regenerated.

Regeneration means rebuilding neighbourhoods, improving public services, reconnecting communities to economic opportunity and strengthening local enterprise. It means developing young people, improving safety and creating

pathways from employment into management, leadership and ownership.

The SDP also recognises a second problem. Too much of the public debate has become a competition between historically disadvantaged communities for a limited number of opportunities.

We reject this zero sum approach. A young Black South African entering professional employment is not responsible for the economic hardship experienced by a Coloured family in Elsies River. A Coloured graduate struggling to find work is not responsible for poverty in Khayelitsha.

The answer is not to make another community poorer. The answer is to expand opportunity.

Need decides where we build. History shapes what we build. That is the two key rule of this framework. A neighbourhood enters the queue by need and its plan is shaped by its own history.

The SDP therefore proposes a comprehensive programme built around five principles.

RECOGNITION. Recognise the history, contribution, culture, languages and lived experience of the Coloured community and of every historically disadvantaged community in Cape Town.

REGENERATION. Concentrate public investment in neighbourhoods where accumulated disadvantage has become entrenched.

MOBILITY. Create pathways from school to skills, skills to employment, employment to management and management to leadership and ownership.

DIGNITY. Ensure that residents experience government as competent, accessible and responsive rather than as a distant bureaucracy.

SOCIAL COHESION. Pursue redress and economic mobility without directing legitimate frustration towards other vulnerable South Africans.

The programme starts small and earns its way up. Three pathfinder compacts come first. Further waves are released only when the earlier compacts show published results.

The ultimate objective is simple.

From recognition to regeneration. From regeneration to mobility. From mobility to leadership. From leadership to ownership.

Key figures

Measure	Figure	Source
Western Cape population, 2022	7.4 million	Stats SA, Census 2022
Coloured share of Western Cape population	42.1% (48.8% in 2011)	Stats SA, Census 2022 Provincial Profile
Black African share	38.8% (32.8% in 2011)	Stats SA, Census 2022 Provincial Profile
Western Cape unemployment rate, Q2 2026	19.5%	Stats SA, QLFS Q2 2026
National unemployment rate, Q2 2026	33.6%	Stats SA, QLFS Q2 2026
National youth (15 to 34) unemployment rate, Q2 2026	47.4%	Stats SA, QLFS Q2 2026
City of Cape Town 2026/27 budget	R87.7 billion	City of Cape Town, adopted 29 June 2026
City infrastructure investment, 2026/27 to 2028/29	About R40 billion	City of Cape Town
Spatial Budget Tag target	Up to R4 billion (10% of the R40 billion), released in waves. R1.2 billion for three pathfinder compacts	SDP proposal, section 6
New running cost of this framework	About R30 million a year in wave 1 and R66 million at full rollout, plus R80 to R120 million a year to maintain new assets at full build out	SDP estimate, Schedule A

Note on census data: Stats SA reported a net undercount of 35.6 per cent for persons in the Western Cape, the highest of any province. Population group shares are therefore indicative. The framework will use updated municipal and Stats SA estimates as they become available.

PART ONE**Purpose and Context**

01 Purpose of the Framework

The purpose of this framework is to establish a long term policy for the economic and social advancement of historically disadvantaged communities in Cape Town and the Western Cape, with particular attention to historically Coloured communities.

The framework will recognise the historical contribution and experiences of Coloured communities and of other historically disadvantaged communities. It will identify neighbourhoods experiencing accumulated spatial, social and economic disadvantage.

It will concentrate investment in the regeneration of those neighbourhoods. It will improve access to employment, skills, entrepreneurship and economic opportunity.

The framework will create pathways for talented people to progress beyond entry level and middle management employment. It will strengthen professional leadership and executive development.

It will support local ownership, enterprise and wealth creation. It will improve safety, public spaces and community infrastructure. It will protect language, cultural heritage and community institutions.

The framework will establish measurable outcomes so that government can demonstrate whether mobility is actually occurring.

The framework is not intended to establish a permanent racial entitlement system. Its purpose is to address identifiable historical and contemporary disadvantage. It is also intended to build the conditions under which communities can become increasingly economically independent.

02 Who This Framework Serves

This framework requires a clear definition of who it serves. That definition must be operational rather than rhetorical.

The primary beneficiaries are residents of historically disadvantaged neighbourhoods experiencing accumulated spatial, economic, infrastructural and social disadvantage. The relevant question is not whether a

neighbourhood is a Coloured area.

The relevant question is whether a neighbourhood has experienced accumulated disadvantage requiring concentrated intervention. This principle applies equally to historically Black African communities experiencing similar conditions.

The framework is therefore needs based. It also explicitly recognises the particular historical experience of Coloured communities.

Where a neighbourhood meets the needs based criteria and is also a historically Coloured area, both considerations apply together. Where a historically Black African area faces identical accumulated disadvantage, it must not be crowded out of the resource sequence.

This balance is achieved through transparent prioritisation criteria. These criteria are published. They are applied consistently. They are open to public scrutiny.

The framework records the self identified population group of beneficiaries in its monitoring data. This is done for accountability rather than for exclusion. It allows government and communities to see whether the communities the framework was designed to reach are being reached.

The monitoring data keeps the Stats SA categories so that results can be compared over time. It also offers an optional sub-identity field for people who wish to record a Khoi, San, Cape Malay or other identity.

Two measures will be published every year for every group in the data. The first is the number of residents of that group reached by each programme and their share of all beneficiaries. The second is the reach ratio. This is the group's share of beneficiaries divided by its share of the population of the eligible neighbourhoods.

The reach ratio is a diagnostic and not a target. No programme and no official is scored on it. A ratio outside a published band (the SDP proposes 0.8 to 1.2) triggers a review of eligibility criteria and outreach. It never triggers a review of individuals.

03 The Historical Context

The Coloured community of the Western Cape has a complex history that predates apartheid.

Its history encompasses Indigenous Khoisan communities, the descendants of enslaved people, Cape Muslim communities, people of mixed ancestry, migrants and generations of people who developed distinctive social, linguistic, religious, cultural and economic institutions in the Cape.

The development of Afrikaans itself cannot be separated from the complex history of the Cape.

Coloured communities have contributed extensively to the development of Cape Town through teaching, medicine, nursing, construction, transport, manufacturing, public administration, commerce, sport, religion, music, journalism and civil society.

The apartheid state subsequently imposed racial classifications and spatial policies that fundamentally shaped the development of the Western Cape. The Group Areas system and forced removals displaced communities and created the geography of separation that remains visible in Cape Town today. Black African residents were subject to influx control and confined to townships such as Langa, Gugulethu and Nyanga.

The two experiences differed. Both were experiences of dispossession and exclusion.

The historical record is complicated. Some Coloured communities experienced relative advantages compared with Black African communities under apartheid. This included differentiated access to employment and services.

Those relative advantages should be acknowledged honestly. They do not however justify romanticising apartheid. A system can provide relative advantages to one oppressed population while simultaneously denying that population full political, economic and human equality.

The SDP therefore rejects both historical denial and historical nostalgia. We recognise what communities lost. We recognise what communities built. We recognise the ways in which communities adapted and survived.

Most importantly, we recognise that history must inform the future without becoming a prison.

04 The Present Challenge

The central challenge is no longer simply formal racial exclusion. It is the persistence of accumulated disadvantage.

The Western Cape contains substantial differences in income, wealth, safety, infrastructure, employment opportunity and access to economically productive locations. Cape Town's spatial structure continues to impose a substantial penalty on many working class households.

The headline figures conceal this. The Western Cape's official unemployment rate was 19.5 per cent in the second quarter of 2026, well below the national rate of 33.6 per cent. A provincial average is not a neighbourhood experience.

National youth unemployment stood at 47.4 per cent in the same quarter and employment in the Western Cape fell by 48 000 jobs over the quarter. Unemployment rates are not published routinely at neighbourhood level. The first year of every compact is therefore a baseline year, built from census ward level tables where available and City administrative data.

The City itself identifies spatial transformation as a major planning objective. It uses its Spatial Development Framework and District Plans to coordinate infrastructure, land use and investment. The SDP believes that the scale of neighbourhood level intervention must now match the scale of the accumulated problem.

A community cannot be transformed by isolated projects. A new house does not create an economy. A road does not create employment by itself. A bus route does not create safety by itself.

A skills course does not create a career unless it connects to employers. A government job does not create economic independence if the individual has no pathway beyond it.

The policy therefore treats neighbourhood regeneration and economic mobility as interconnected systems.

05 The Structural Bottlenecks in the Regional Economy

Any serious mobility policy must confront the structure of the regional labour market. It is not enough to train people if the economy cannot absorb them.

The Western Cape economy has grown faster than most other provinces. That growth has however been uneven. It has concentrated in services, finance, tourism, logistics and parts of the technology sector. Recent year on year job gains have come mainly from finance, trade and agriculture.

These sectors require increasing levels of formal qualification and digital capability. They offer fewer openings for low skilled and semi-skilled workers than the older manufacturing and construction economies once did.

Several structural bottlenecks constrain mobility in the region. The first is a mismatch between the skills produced by parts of the education and training system and the skills demanded by growing sectors.

The second is the geographic concentration of employment. Economic activity clusters in the CBD, the northern suburbs, the airport precinct and selected nodes along the N1 and N2 corridors.

The third is the decline of labour intensive manufacturing in areas that once employed large numbers of working class residents. The fourth is the rising qualification threshold for entry into stable employment.

These bottlenecks cannot be resolved by training alone. They require deliberate industrial and spatial intervention.

The framework will therefore align its skills programmes with identified growth sectors. It will use municipal procurement and land release to support labour intensive activity in regeneration areas. It will prioritise transport connections between disadvantaged neighbourhoods and employment nodes.

The framework will also commission an annual Western Cape Labour Market Bottleneck Report at an estimated R3 million a year. This report will identify which industries are slowing, which skills are in surplus and which geographic areas are losing employment density. It will be published so that training providers, employers and communities can respond to the same evidence.

PART TWO

The Fiscal Foundation

06 Paying for Regeneration

This framework will not repeat the mistake of promising everything and funding nothing. A promise without a budget is not a policy. It is an advertisement.

The starting point is money the City has already planned to spend. The City adopted an R87.7 billion budget for 2026/27. It includes a capital budget of about R13 billion (R13.4 billion after the August 2026 adjustments budget) and roughly R40 billion of infrastructure investment over three years.

The largest components include R16.7 billion for water and sanitation, R6 billion for the electricity grid, R3.7 billion for roads and stormwater, R3.3 billion for the MyCiTi Cape Flats expansion and R3.3 billion for informal settlement upgrading and state subsidised housing. The City has stated that 75 per cent of its infrastructure spending is aimed at lower income communities.

The SDP does not propose a new tax, a new fund or a parallel budget. It proposes to show where planned spending lands and to concentrate more of it where disadvantage is deepest. Two instruments do that work.

The Spatial Budget Tag

Every capital line in the City budget is tagged to the neighbourhood it serves. The R4 billion in this framework is a target for tagged spend and not a pot of new money. It is up to 10 per cent of the R40 billion planned infrastructure programme, located in priority neighbourhoods.

The target is released in waves. R1.2 billion is for the three pathfinder compacts (R400 million each). Up to R2.8 billion is for up to seven further compacts as each wave passes its gate (section 9).

Conditional grants and committed projects are not moved. The work is done by the siting and sequencing of spending that is already planned.

The Per Capita Parity Test

Capital spend per resident in compact neighbourhoods must reach a published multiple of the citywide average. The SDP proposes 1.5 times. The baseline will be published within the first 100 days of a new administration.

If the City is already delivering, the test costs nothing to pass. If it is not, the test shows exactly where the gap is. Either result serves residents.

Three Tiers of Funding

Tier one is the municipal allocation. This is the tagged planned spend. The framework has a ten year vision and three year appropriations. Each tranche is adopted through the IDP, the SDBIP and the MTREF. The independent evaluations at months 36 and 72 decide whether the next tranche is released.

Tier two is matched funding from provincial and national transfers. The target is R1 of matched funding for every R1 of tagged spend, or up to R4 billion across all waves. Formula grants are not negotiated project by project. The rule is therefore use it or move it.

The City funds its own tranche for years one to three regardless. Any unmatched portion of a compact's target flows to the next ranked neighbourhood. A missing match becomes an incentive to secure one.

Tier three is leveraged participation from the private sector and development finance institutions.

The framework proposes an Enterprise and Ownership Fund of R250 million over five years. The City's R50 million seed acts as a first loss guarantee inside existing institutions such as sefa, the NEF or the IDC. It is released in tranches only against signed third party commitments. No new lending vehicle is created.

On these targets the full programme would command up to R8 billion of public investment across all waves before any private leverage.

What the Framework Itself Costs

The new running costs of the programmes created by this framework are estimated at about R30 million a year in wave 1 and R66 million a year at full rollout (Schedule A). Employers fund their own Leadership Ladder participants, an estimated R30 million a year at full scale.

New assets also need maintenance. At an assumed 2 to 3 per cent of capital value a year, the full R4 billion of tagged spend carries R80 million to R120 million a year at full build out. The honest total at full rollout is about R146 million to R186 million a year, or roughly 0.2 per cent of the City's R74.7 billion operating budget.

Guarantees

Each compact will include a Funding Sources and Guarantees schedule. It lists confirmed funding, pending funding and the confirmation timeline for each pending item. No compact is signed without identified funding for its first three years. No compact continues beyond year three unless funding for the following three years is confirmed.

Where matching funds do not materialise, the compact is publicly reviewed. The review decides whether it is rescope, suspended or terminated. The framework will also pursue a dedicated regeneration window within existing national and provincial funding instruments. This avoids parallel bureaucracies and ensures that regeneration areas compete on published criteria rather than on political favour.

All rand figures for SDP programmes are planning estimates subject to the independent costing described in section 24. Figures for the City budget are taken from the adopted 2026/27 budget and associated reporting.

07 The Cape Town Mobility Compact

The SDP proposes a formal Cape Town Mobility Compact between the City of Cape Town, the Western Cape Government and national government.

The compact will also bring together TVET colleges, universities, SETAs, private employers, industry associations, organised labour, community organisations, civil society and financial institutions.

The purpose will be to align skills, employment, infrastructure, housing, transport, enterprise, investment and leadership development.

The compact will not be a new layer of bureaucracy. Its convening authority will rest with an existing executive agency. The most appropriate home is the municipal department responsible for economic development.

That department will hold the secretariat function. It will publish progress reports. It will refer non delivery to the relevant accounting officer.

The compact will have teeth through existing accountability instruments. These include municipal budget processes, provincial departmental planning cycles and the annual reports of participating institutions.

Where a partner fails to deliver, the failure is recorded publicly. Where a partner repeatedly fails to deliver, the compact may suspend that partner's participation.

PART THREE

The Regeneration Model

08 The Forgotten Neighbourhoods Problem

Across Cape Town there are communities where accumulated disadvantage has become normalised. Historically Coloured examples include parts of Elsies River, Valhalla Park, Manenberg, Hanover Park, Bonteheuwel, Lavender Hill, Mitchells Plain and Tafelsig.

Historically Black African examples include parts of Gugulethu, Nyanga, Philippi, Khayelitsha, Mfuleni and Dunoon. Delft is home to both communities.

The SDP will not define these neighbourhoods exclusively by race. The relevant question is whether a neighbourhood has experienced accumulated spatial, economic, infrastructural and social disadvantage requiring concentrated intervention.

The same principle applies to every neighbourhood on this list. The framework is therefore needs based while explicitly recognising the particular historical experience of Coloured communities. The list above is illustrative. Priority is set by the published indicators in section 9 and not by the list.

09 The Cape Town Forgotten Neighbourhoods Renewal Programme

The SDP proposes the creation of a long term Forgotten Neighbourhoods Renewal Programme.

Priority neighbourhoods will be identified using measurable indicators. These indicators include poverty, unemployment and youth unemployment. They include housing deprivation, informal housing and infrastructure condition.

They include crime, access to public transport and distance from employment. They include access to schools and healthcare. They include the quality of public space, economic activity, private investment, property conditions and access to recreation and sport.

The SDP will publish the indicator data and the full ranking for every ward. An independent review panel will hear disputes about selection. Every neighbourhood will be able to see its own position in the queue and what would move it up.

Three Pathfinders First

The programme starts with three pathfinder compacts and not ten. The first is Rebuild the Spine, which links Khayelitsha and Mitchells Plain along the Spine Road corridor. It serves historically Black African and historically Coloured communities together and so tests the framework's core claim in a single place.

The other two are selected from the published ranking. If the indicators select a mix of historically Coloured and historically Black African areas, that will be the result of the method and not of a decision. The selection method will be published and reviewed either way.

Further waves are released only when earlier compacts pass a published gate. The SDP proposes that a wave passes when at least 85 per cent of the scheduled capital tranche has been spent and at least 80 per cent of scheduled milestones have been met on time. The principle is simple. Earn the next wave.

A Package for Every Neighbourhood

A neighbourhood just below the cut must not feel abandoned. Every neighbourhood outside the programme receives a light package. It consists of case tracking, published service standards and a First 100 Days Ledger (section 25).

The Compact

Each selected neighbourhood will receive a ten year regeneration compact. A compact will establish a baseline and a ten year vision.

It will set out capital requirements and operating requirements. It will set out annual budgets and the responsible government institutions. It will set out measurable outputs, measurable outcomes, annual milestones and public deadlines.

The objective is not simply to spend money. The objective is to change the trajectory of the neighbourhood.

10 The Seven Systems of Regeneration

Every regeneration plan will address seven systems simultaneously. These systems are housing, basic infrastructure, public space, safety, economic development, transport and youth.

A neighbourhood cannot be regenerated through housing alone. It cannot be regenerated through policing alone. It must be regenerated as a connected system.

This framework is the coordination layer for the wider SDP policy suite. It decides where to build, in what order and how progress is scored. Each system is developed in detail in a companion paper.

System	Developed in detail in
Housing	SDP High-Risk Settlement Management Framework
Basic infrastructure	SDP Water Dignity and Resilience Policy; SDP Energy and Renewables Policy
Public space	Rebuild the Spine (Micro Urban Regeneration Zones)
Safety	The Ward 66 Community Safety Pilot; SDP Child First; Keeping Our Women and Children Safe in Cape Town

System	Developed in detail in
Economic development	Cape Town Works 2031; Rebuild the Spine
Transport	DASSIE Integrated Taxi Transformation Programme
Youth	Cape Town Works 2031; SDP Child First

Settlements classified as Red under the High-Risk Settlement Management Framework are addressed first, whatever their position in the ranking. Safety comes before sequence.

10.1 Housing

Regeneration will include new affordable housing and infill development. It will include the upgrading of existing council housing and the servicing and upgrading of informal settlements where appropriate.

It will include better management of municipal rental stock. It will include mixed income housing and affordable rental accommodation. It will include housing closer to employment and transport. It will include better use of underutilised public land.

Housing policy must avoid reproducing apartheid geography. It must not repeatedly move low income families further from economic opportunity.

The City has allocated R3.3 billion over three years for informal settlement upgrading and state subsidised housing. The SDP will direct a defined share of this into compact neighbourhoods and will publish the spend against the housing budget each year so that underspending is visible.

The City is already reviewing its spatial frameworks and District Plans. These plans determine the location and form of future development. The SDP will use these planning processes to pursue more connected and economically integrated communities.

10.2 Basic Infrastructure

Regeneration will include water, sanitation, electricity and stormwater. It will include roads, street lighting and waste management. It will include public transport infrastructure and pedestrian infrastructure. It will include parks and community facilities.

Infrastructure must be maintained after construction. Every major capital project must therefore include a funded operations and maintenance plan. This plan must be costed for the full asset life cycle. It must identify the responsible maintenance authority.

10.3 Public Space

Neighbourhood regeneration must make public space usable again. This includes parks, sports fields, playgrounds, public squares, libraries and community halls.

It includes walking routes, lighting, landscaping and street furniture. It includes public toilets where appropriate. A neighbourhood should not only contain housing. It should contain places where people want to live.

10.4 Safety

Safety will be treated as a core component of urban regeneration. The City cannot replace SAPS or the criminal justice system.

Municipal responsibilities include lighting and public space design. They include law enforcement within municipal powers, traffic management and by law enforcement. They include CCTV and other appropriate technologies.

They include safe transport interchanges and urban management. They include support for youth diversion and prevention programmes. The City has allocated a record R6.8 billion for safety and security in 2026/27. The SDP will publish, for each compact neighbourhood, how much of that spending is deployed there.

National government remains responsible for policing, criminal investigations and the criminal justice system. The framework will therefore establish formal cooperation mechanisms between the City, the Western Cape Government, SAPS, the National Prosecuting Authority and community organisations.

10.5 Economic Development

Every regeneration area will receive a local economic development plan. This may include small business premises, markets, workshops, commercial space and industrial space.

It may include business support, local procurement opportunities and digital infrastructure. It may include skills centres, enterprise development and micro finance partnerships. It may include apprenticeships and business incubation.

The objective is to ensure that public investment creates an environment in which private economic activity can develop. The Enterprise and Ownership Fund described in section 6 (R250 million over five years) is the main financing instrument.

10.6 Transport

Transport must connect residents to opportunity. Priority will be given to rail integration and MyCiTi expansion. Priority will also be given to taxi integration and safe pedestrian connections.

Priority will be given to interchange upgrades, non motorised transport and affordable transport. The City has allocated R3.3 billion over three years for the MyCiTi Cape Flats expansion. The framework will use compact selection to align that investment with the neighbourhoods that need it most.

The principle is simple. A poor person should not have to spend a disproportionate amount of their income and time simply reaching work.

10.7 Youth

Every regeneration area should have a youth pathway. This pathway connects school, career guidance and skills assessment. It connects sport, recreation, apprenticeships, TVET, employment and enterprise.

This will connect directly with the SDP Cape Town Youth to Work Pipeline. The existing SDP proposal already establishes the principle that public investment should create infrastructure output, service output and a skills dividend. The regeneration programme will apply the same principle at neighbourhood level.

The City expects about 130 000 construction related jobs from its capital programme in the current term. The SDP will require that a published share of those jobs and apprenticeships go to residents of compact neighbourhoods.

One rule protects the count. One job, one ledger. No job is counted twice across this framework and the companion papers.

10.8 The Right to Stay

Regeneration must not price out the people it is meant to serve. Every compact will therefore carry a Right to Stay rule.

There will be no net loss of affordable housing units in a compact neighbourhood. Existing residents will receive priority in the allocation of new affordable units. Land value uplift created by public investment will be

captured through conditions on rezoning and development contributions to fund affordable housing and maintenance.

Displacement will be tracked on the public dashboard. Rising rents, evictions and resident turnover in a compact neighbourhood trigger a public review.

PART FOUR

The Mobility Ladder

11 The Economic Mobility Ladder

The SDP believes that transformation must be measured vertically as well as horizontally. It is not enough to ask how many people have entered employment. We must ask whether people are moving upwards.

The economic mobility ladder begins at school. It proceeds to skills and then to a first opportunity. It continues into employment and then into skilled employment.

It proceeds to supervision and then to management. It continues into senior management and then into executive leadership. It culminates in entrepreneurship, ownership, investment and mentorship.

The goal is not for government to guarantee every individual a promotion. The goal is to remove unnecessary barriers to progression. It is also to create pathways that allow capability to translate into advancement.

12 The Leadership and Belonging Programme

The SDP recognises that professional advancement involves more than qualifications. Many capable professionals learn how to become excellent employees without receiving equivalent exposure to leadership.

A person can be hardworking, reliable, well educated, technically competent, loyal and a strong team player. That person can still remain trapped at middle management level.

The framework therefore proposes a Leadership and Belonging Programme. Its purpose is not to tell people that they lack confidence. Its purpose is to create professional environments in which talented people understand that they belong.

The programme will include mentorship. Experienced professionals will support emerging managers. It will include executive sponsorship. Senior leaders will actively identify capable employees and provide access to strategic opportunities.

It will include leadership rotations. High potential professionals will receive exposure to strategy, finance, infrastructure, operations and governance. It will include postgraduate support. Partnerships with universities and professional institutions will support appropriate honours, masters, MBA and professional qualifications.

It will include executive exposure. Emerging managers will receive structured exposure to executive decision making and board processes. It will include network development. Participants will build professional networks beyond their immediate workplace.

It will include alumni networks. Participants who progress will become mentors and sponsors for the next cohort.

13 From Employee to Owner

The ultimate objective cannot be a larger pool of employees competing for existing jobs. Cape Town needs more professionals, executives, entrepreneurs, business owners, investors and employers.

The framework will therefore support a progression from employee to manager. It will support progression from manager to entrepreneur. It will support progression from entrepreneur to employer. It will support progression from employer to owner, from owner to investor and from investor to mentor.

Enterprise support should include business planning, accounting and tax compliance. It should include procurement readiness, digital systems and access to finance. It should include commercial property and market access. It should include municipal procurement information, export readiness and management training.

The objective is to create wealth rather than merely redistribute income. The Enterprise and Ownership Fund (R250 million over five years, with a R50 million City seed acting as a first loss guarantee) is intended to finance the businesses that graduate from this progression.

14 The Cape Town Leadership Ladder

The SDP proposes the establishment of a Cape Town Leadership Ladder for young professionals and emerging managers from disadvantaged communities.

The programme will not be restricted to one race. Eligibility is set by the Origin Index described in section 15. The programme will however monitor whether historically disadvantaged Coloured communities are progressing through the professional pipeline. It will publish the same monitoring for Black African participants and all other groups.

The planning assumption is 500 participants a year at about R60 000 each, or R30 million a year at full scale. Employers fund their own participants. The City convenes the programme through a small programme office at an estimated R5 million a year at full scale.

Participants will receive career assessment and professional mentoring. They will receive leadership training and executive sponsorship. They will receive postgraduate guidance, project exposure, entrepreneurship support and networking opportunities.

Success will be measured by progression rather than participation. Indicators will include promotion rates, management appointments and senior management appointments. They will include executive appointments and professional qualifications.

They will include business formation, business survival and income progression.

15 Measuring Mobility Without Racial Quotas

This framework must operate within the law. It must also avoid the legal and political traps that have weakened previous transformation instruments.

The framework therefore explicitly rejects legally binding racial quotas for promotion or appointment. It also rejects the use of racial targets that would conflict with national employment equity legislation.

Instead the framework adopts a progression rate method. This method measures whether employees from disadvantaged origins advance at the same rate as employees from advantaged origins.

The Origin Index

Disadvantage is measured by where a person started and not by where they now live. A professional from Manenberg who now lives in an advantaged suburb still carries the disadvantage of their start. The same is true of a professional from Gugulethu.

The Origin Index has three markers. The first is the quintile of the school the person attended for most of their secondary schooling. The second is whether the person is the first in their family to complete a degree or diploma. The third is the postcode where the person lived at age sixteen.

A person who meets at least two of the three markers falls in the disadvantaged origin band. The markers are self declared and can be verified against school and matric records with the person's consent. They are objective and verifiable and they are not racial classifications.

The Mobility Charter

The City cannot compel private employers to disclose employment data. Employment law is a national competence. The framework therefore proposes a voluntary Mobility Charter linked to municipal procurement conditions.

Each participating employer runs the progression analysis itself. It measures promotion speed, salary progression and access to development opportunities across origin bands. It sends the City aggregate results only, with small cell suppression. The City never holds individual records.

Where systematic differences appear, the employer publishes an explanation and a remediation plan. Remediation may include mentorship, sponsorship, rotation and structured development.

Why This Design

The method is designed to be defensible in law and in politics because it does not classify people by race. That defensibility is subject to the independent legal review in section 24 and is not assumed.

It also delivers for the intended communities. People from the identified neighbourhoods carry the accumulated disadvantage that the framework exists to address.

Data will be disaggregated by race in the public dashboard where this is legally and statistically appropriate. This satisfies the legitimate demand for transparency. It also allows communities to see whether they are being reached.

PART FIVE**Dignity and Culture**

16 The Coloured Heritage and Cultural Programme

Economic mobility should not require cultural erasure. The framework will support Cape history education and oral history projects.

It will support community archives, heritage sites, local museums, Cape Muslim heritage, Khoisan history and District Six history. It will support community arts, music, sport and Afrikaans language development. It will support multilingual public services.

The objective is not to construct a single definition of Coloured identity. The Coloured community is diverse. The City should therefore provide space for communities to define their own histories and identities rather than imposing an official identity upon them.

The same support will be open, on the same terms, to the heritage projects of isiXhosa speaking and other communities. This includes the history of Langa, Gugulethu and Nyanga and of forced removals from District Six and Crossroads.

The programme will be funded through a Heritage and Cultural Fund of about R20 million a year at full scale, allocated through open and published calls.

17 Language and Access

Government must be accessible in the languages residents actually use. The SDP proposes multilingual community access desks rather than racial government desks.

These desks would provide Afrikaans support, isiXhosa support and English support. They would provide translation and service navigation. They would provide municipal complaint assistance, application assistance and community engagement.

The planning assumption is one desk in each compact neighbourhood at about R1.5 million a year. That is three desks in wave 1 and ten at full rollout.

The principle is simple. Recognise culture without institutionalising racial separation.

18 Community Dignity and Traceable Government

Residents should not have to repeatedly prove that their problems are legitimate. The framework proposes neighbourhood service centres and mobile municipal services.

It proposes community liaison officers, case tracking and public service standards. It proposes complaint escalation, quarterly community meetings and public project dashboards.

A resident who reports a problem should receive a reference number. That resident should receive the name of a responsible department. That resident should receive a target date and a progress update. That resident should receive a resolution or a full explanation.

Government must become traceable.

PART SIX

A New Approach to Transformation

19 Measuring Transformation Across the Ladder

The SDP rejects the idea that transformation should be measured only by the racial composition of an organisation. Representation matters. Representation at the bottom of an organisation and representation at the top are not the same thing.

Transformation must therefore be measured across the entire occupational ladder. The framework proposes tracking entry level representation and skilled employment. It proposes tracking supervisory representation and management representation.

It proposes tracking senior management representation and executive representation. It proposes tracking board representation, entrepreneurship and business ownership.

The objective is upward mobility. A person should not spend an entire career being told that simply having entered the system represents transformation. The question must be whether they can rise.

20 The Who Runs the Organisation Test

The SDP proposes a simple test for economic transformation. When assessing an organisation, government should not ask only who works there.

It should also ask who supervises. It should ask who manages and who makes strategic decisions. It should ask who controls procurement. It should ask who sits on the executive committee and who sits on the board.

It should ask who owns the company and who has access to capital. It should ask who is being developed to lead the organisation in ten years.

This shifts the conversation from representation to power, capability and mobility.

21 Ending the Politics of Scarcity

The SDP recognises the frustration that can arise when people believe that other communities are receiving opportunities denied to them. That frustration should be heard.

It should not be weaponised against other vulnerable South Africans. The SDP rejects a politics in which a Black South African is blamed for a Coloured person's unemployment.

We reject a politics in which a Coloured South African is blamed for a Black person's poverty. We reject a politics in which a migrant worker is blamed for structural unemployment. We reject a politics in which a public servant is blamed for failures created by institutional systems.

We reject a politics in which one poor community is encouraged to resent another poor community. The problem is not that disadvantaged South Africans have too much. The problem is that too many South Africans have too little.

The answer is to expand the supply of skills, jobs, businesses and housing. It is to expand infrastructure, investment, transport, education and capital. It is to expand leadership opportunities.

The SDP therefore adopts the principle that no community should have to become poorer for another community to become prosperous.

This principle must be more than a slogan. It requires a deliberate political practice. Where relative deprivation sentiment emerges, the framework responds with evidence rather than dismissal.

The annual Western Cape Labour Market Bottleneck Report will place credible data in the public domain. This allows legitimate frustration to be directed at structural failures rather than at neighbouring communities.

22 Recognising the Past Without Living in It

Many people remember aspects of earlier community life with nostalgia. They may remember stronger neighbourhood relationships and family networks.

They may remember community organisations, religious institutions and sports clubs. They may remember local businesses and greater familiarity. They may remember social cohesion.

These memories should not be dismissed. The SDP does not however advocate a return to apartheid. The objective is to preserve the social strengths of communities while removing the restrictions that limited their freedom, mobility and opportunity.

We can preserve community without preserving segregation. We can preserve language without preserving racial hierarchy. We can preserve heritage without preserving exclusion.

We can build safety without surrendering equality. We can remember the past without living in it.

PART SEVEN

Implementation and Accountability

23 Government Responsibilities

The policy will clearly distinguish responsibilities between spheres of government.

The City of Cape Town is responsible for municipal infrastructure, water and sanitation and electricity distribution. It is responsible for roads under municipal jurisdiction and waste management. It is responsible for public spaces and municipal housing functions.

The City is responsible for spatial planning and land use management. It is responsible for public transport functions within its powers. It is responsible for local economic development and municipal facilities. It is responsible for municipal safety and enforcement functions.

The Constitution requires municipalities to promote social and economic development. It requires them to structure their planning and budgeting processes to prioritise basic needs and social and economic development.

The Western Cape Government has important responsibilities. These include education, provincial healthcare and provincial roads. They include skills and economic development functions.

They include provincial housing responsibilities and social development. They include provincial policing oversight functions where applicable.

National government retains responsibility for areas including SAPS and criminal justice. These include employment legislation and national economic policy. They include higher education policy, social grants and national housing policy and funding. They include national skills legislation and employment equity legislation.

The framework therefore requires a formal intergovernmental compact rather than pretending that the City can solve every problem itself.

24 The Legal and Policy Compatibility Review

This framework is designed to be lawful and durable against legal challenge. That design is tested rather than assumed.

The SDP will therefore commission an independent legal and policy compatibility review before implementation. This review will assess the framework against the Constitution, the Employment Equity Act, the Public Service Act and the Municipal Finance Management Act.

It will assess the framework against the Municipal Systems Act, the Protection of Personal Information Act and the pending Employment Equity Amendment Act. It will assess any relevant provincial legislation and municipal by laws. It will pay particular attention to the Mobility Charter, the Origin Index and the treatment of population group data.

The review will identify every area of potential conflict. For each conflict the review will state one of three positions.

The first position is that the framework adjusts its design to comply fully. The second position is that the framework seeks a lawful exemption or transitional arrangement. The third position is that the SDP will advocate for legislative amendment through the proper democratic process.

The review will be published in full. This protects the framework from legal risk. It also protects residents from policies that are announced and then withdrawn after challenge.

An independent costing review will run alongside the legal review. It will test every rand figure in this document and in Schedule A against actual City, provincial and national budget data. It will replace planning assumptions with sourced comparators and publish its findings.

25 Setting Milestones, Trigger Points and the First 100 Days

A ten year compact must not become a ten year excuse. Long horizons are necessary for real regeneration. Long horizons must however contain short term accountability.

Every compact has a ten year vision and is funded in three year appropriations. It also carries two mandatory trigger points.

The first trigger point falls at month thirty six. At this point an independent evaluation measures progress against the compact baseline. The evaluation is published in full.

The second trigger point falls at month seventy two. At this point a second independent evaluation measures progress against the mid term targets. This evaluation is also published in full.

Where a compact fails to meet its mid term milestones, the trigger point activates a public review. That review may rescope the compact. It may reallocate resources to areas of stronger performance within the same neighbourhood. It may replace a non performing delivery partner.

Where a compact meets or exceeds its milestones, the review may accelerate funding or expand the compact to adjacent areas. This rewards delivery rather than mere intention.

The First 100 Days Ledger

Residents should not have to wait for year three to see a change. Within the first 100 days of every compact, five visible and checkable fixes are delivered and published in a First 100 Days Ledger.

The five fixes are chosen with the neighbourhood assembly (section 29). Typical choices are repaired street lighting, pothole repairs, a working case tracking system, a staffed service desk and one restored public space. The ledger records what was promised, what was delivered and by which date. The same ledger is published for every neighbourhood receiving the light package.

26 The Investment Principle

Every major regeneration project must answer five questions.

What are we building. What service will it provide. What economic activity will it enable.

What skills will it create. How will we measure whether the neighbourhood is better off.

This becomes the SDP regeneration test. Public expenditure must leave behind more than physical infrastructure. It should leave behind human capability and economic opportunity.

27 The Ten Year Neighbourhood Compact

Each priority neighbourhood will receive a public ten year compact. The compact will contain a baseline describing the condition of the neighbourhood today.

It will contain a target describing what the neighbourhood should look like in ten years. It will contain a budget stating what the programme will cost in three year appropriations. It will contain a delivery plan listing which projects will be completed each year.

It will contain a responsibility schedule stating which institution is responsible for each commitment. It will contain a measurement framework stating which indicators will demonstrate progress. It will contain a public deadline for each outcome.

Seven systems span many directorates and nobody can own a neighbourhood by committee. Each compact therefore has one Compact Director. The director holds authority over a pooled budget line and has a single public name and number. The planning assumption is R1.2 million a year per director including a small support team.

The SDP principle remains.

Every promise must have a plan. Every plan must have a budget. Every budget must have measurable outcomes. Every outcome must have a public deadline.

28 Measuring Mobility

The framework will establish a public Economic and Social Mobility Dashboard. Together with the comparator neighbourhood study below it has a planning assumption of R6 million a year in wave 1 and R8 million a year at full rollout.

Indicators will include household income, employment and youth unemployment. They will include school completion, post school education and technical qualifications. They will include apprenticeships, business formation and business survival.

They will include home ownership and affordable rental supply. They will include commute times, crime and public space quality. They will include infrastructure reliability. They will include the displacement indicators required by the Right to Stay.

They will include management representation, senior management representation and executive representation. They will also include the progression rate measures described in section 15.

The dashboard will publish, for every programme and every compact neighbourhood, the number of Coloured residents reached, the Coloured share of beneficiaries and the reach ratio described in section 2. The same figures will be published for Black African residents and for all other groups in the monitoring data.

It will also publish, for each compact neighbourhood, the share of the City's infrastructure, housing, transport and safety spending actually deployed there and the per capita parity test result. The public can then compare the City's claims with the record.

Comparator Neighbourhoods

Ten years of outcomes will be shaped by forces no compact controls. Each compact neighbourhood is therefore paired with a comparable neighbourhood outside the programme. Results are reported as the difference between the two and not as the raw level.

Privacy and Data Quality

Small cells are suppressed so that no individual can be identified. Data is disaggregated where legally and statistically appropriate. The objective is not surveillance of communities. The objective is accountability for outcomes.

29 The Neighbourhood Assemblies

The SDP proposes a Neighbourhood Assembly in every compact neighbourhood. Each assembly is convened from the residents of that neighbourhood and includes business, youth, women and workers.

It includes professionals, faith communities, artists, educators and community organisations. It includes sports organisations, older residents, entrepreneurs and academics. The composition of every assembly is published and monitored so that it reflects the neighbourhood it serves.

The role of an assembly is advisory. It will not replace democratic government or elected councillors. Its purpose is to ensure that policy remains connected to lived experience. The planning assumption is R300 000 a year per assembly.

Each assembly has a duty to respond mechanism. When an assembly submits written advice, the receiving institution must respond in writing within a fixed period. That response must state whether the advice is accepted or rejected.

Where advice is rejected, the institution must give reasons. Those reasons are published. This transforms consultation from a ceremonial exercise into a disciplined exchange.

The Heritage Forum

Alongside the assemblies the framework proposes an open Cape Town Heritage Forum. It gives Coloured history, Cape Muslim history, Khoi and San history and the history of every other community in the city a standing voice. It advises on the Heritage and Cultural Fund described in section 16.

30 Youth and the Next Generation

Young people must not inherit grievance without inheriting opportunity. The policy will connect the framework to the SDP Cape Town Youth to Work Pipeline.

The existing proposal establishes a single front door connecting fragmented programmes. It includes assessment, practical training and employer engagement. It includes a Skills and Employment Passport and two years of follow up.

The programme explicitly measures success by whether young people are economically active twelve months later. It does not measure success by the number of certificates issued.

This framework will add a longer term question. Where are those young people ten years later.

The objective is to build a generation that moves from unemployment to capability. It moves from capability to opportunity. It moves from opportunity to work.

It moves from work to economic independence. It moves from economic independence to leadership. It moves from leadership to ownership.

PART EIGHT

Position and Vision

31 What This Policy Is Not

This policy is not a return to apartheid. It is not a Coloured only government. It is not an argument against Black advancement.

It is not an argument against employment equity. It is not a guarantee of employment. It is not a guarantee of promotion. It is not a racial allocation of every municipal job.

It is not a rejection of historical redress. It is not a nostalgia project. It is not a programme designed to make communities dependent on government.

It is a programme for recognition, regeneration, mobility, leadership and ownership.

32 The SDP Position

Need decides where we build. History shapes what we build.

The Service Delivery Party believes that the Coloured community should never have to choose between acknowledging its history and building its future. We hold the same for every historically disadvantaged community in Cape Town.

We recognise the pain created by forced removals, spatial exclusion, economic inequality and generations of insecurity. We recognise the enormous contribution Coloured communities have made to Cape Town and the Western Cape.

We recognise the frustration of young people who look at their communities and ask why economic progress seems so distant. We recognise the frustration of professionals who work hard, perform well and nevertheless struggle to move into senior leadership.

We recognise the pensioner who feels forgotten. We recognise the family living beside informal structures. We recognise the parent who fears for a child because of gangs.

We recognise the young graduate who cannot find a way into the economy. We recognise the entrepreneur who cannot obtain capital or a suitable place to operate. We recognise the community that has heard promises for decades.

Recognition must however lead to delivery. The SDP will not tell Coloured South Africans to blame another vulnerable community for their difficulties. We will not tell them that their concerns are illegitimate.

We will tell them that their concerns deserve an answer. The answer is not a fight for scraps. The answer is a bigger table.

A stronger economy. Better neighbourhoods. Better schools. Better transport.

Safer communities. More businesses. More skilled workers. More managers.

More senior managers. More executives.

More entrepreneurs. More owners. More leaders.

The objective is not to keep a historically rooted community waiting. The objective is to give it the confidence, capability and economic opportunity to move forward and upward.

33 The SDP Vision

We want a Cape Town in which a child growing up in Elsies River can imagine becoming an engineer.

A young person in Manenberg can become an entrepreneur. A graduate from Mitchells Plain can become a senior executive. A skilled worker from Valhalla Park can own a company.

A young woman from Bonteheuwel can sit in a boardroom. A family in Hanover Park can live in a safe and dignified neighbourhood. A pensioner can remain in the community they helped build.

A young person from Khayelitsha can pursue the same ambitions. A young person from Gugulethu can lead a company. A young person from Philippi can become a doctor.

A young person from Delft can build a business. A young person from anywhere in Cape Town can look at the future and see a path rather than a wall.

That is what economic and social mobility means. It does not mean simply getting people into the system. It means helping them rise within it.

It does not mean simply regenerating buildings. It means regenerating neighbourhoods. It does not mean simply preserving history. It means using history as a foundation for the future.

It does not mean asking communities to fight one another for scarce opportunities. It means creating more opportunities for everyone.

The Service Delivery Party believes that Cape Town must move beyond the politics of permanent promises and permanent delay. We must move from recognition to regeneration.

From regeneration to mobility. From mobility to leadership. From leadership to ownership. From ownership to opportunity for the next generation.

SCHEDULE A

Indicative Costing

All SDP programme figures below are planning estimates to be tested by the independent costing review (section 24). City budget figures are taken from the adopted 2026/27 budget.

A1. Capital, Matching and Leverage

Item	Amount	Basis
Spatial Budget Tag target, all waves	Up to R4 billion	10% of the City's R40 billion three year infrastructure programme, located in priority neighbourhoods
Wave 1: three pathfinder compacts	R1.2 billion (R400 million each)	First release of the target
Later waves: up to seven compacts	Up to R2.8 billion	Released as each wave passes its gate
Matched provincial and national funding (target)	Up to R4 billion (R1.2 billion in wave 1)	1:1 match, confirmed in writing before signing. Unmatched portions move down the ranking
Combined public investment (target)	Up to R8 billion (R2.4 billion in wave 1)	Before private leverage
Enterprise and Ownership Fund, five years	R250 million	R50 million City first loss guarantee inside existing institutions. R200 million sought from DFIs and private investors. Released in tranches

A2. New Recurring Operating Costs

Programme	Wave 1	Full rollout	Basis
Compact Directors (section 27)	R3.6 million	R12 million	About R1.2 million each including a small support team
Multilingual access desks (section 17)	R4.5 million	R15 million	About R1.5 million per desk
Neighbourhood Assemblies (section 29)	R0.9 million	R3 million	About R300 000 per assembly
Leadership Ladder programme office (section 14)	R2 million	R5 million	Participant costs are funded by employers
Heritage and Cultural Fund (section 16)	R10 million	R20 million	Open and published calls

Programme	Wave 1	Full rollout	Basis
Labour Market Bottleneck Report (section 5)	R3 million	R3 million	Annual publication
Dashboard and comparator study (section 28)	R6 million	R8 million	Running costs after set up
Total programme cost	R30 million	R66 million	
Asset maintenance (2 to 3% of capital value)	R24 to R36 million	R80 to R120 million	Assumed ratio, applies as assets are built
Total including maintenance	R54 to R66 million	R146 to R186 million	About 0.2% of the R74.7 billion operating budget at full rollout
Leadership Ladder participants (employer funded)	About R12 million	R30 million	200 and 500 participants at about R60 000 each

A3. Context: City of Cape Town 2026/27 Budget

Item	Amount
Total budget	R87.7 billion
Operating budget	R74.7 billion
Capital budget	About R13 billion (R13.4 billion after adjustments)
Infrastructure investment, three years	About R40 billion
Water and sanitation, three years	R16.7 billion
Electricity grid, three years	R6 billion
Roads and stormwater, three years	R3.7 billion
MyCiTi Cape Flats expansion	R3.3 billion
Informal settlement upgrading and subsidised housing	R3.3 billion
Safety and security, 2026/27	R6.8 billion

Sources

Stats SA, Census 2022 Provincial Profile: Western Cape (population group shares for 2011 and 2022). Stats SA, Census 2022 results briefing (net undercount rates). Stats SA, Quarterly Labour Force Survey Q2 2026 (national unemployment 33.6 per cent and youth unemployment 47.4 per cent).

Western Cape Government release on Q2 2026 (provincial unemployment 19.5 per cent). City of Cape Town, 2026/27 to 2028/29 Budget and reporting on its adoption on 29 June 2026 and on the August 2026 adjustments budget.

CONCLUSION

The SDP Commitment

We see you.

We hear you.

You have not been forgotten.

Your history matters.

Your community matters.

Your dignity matters.

Your future matters.

Now we build the ladder. We help you climb it.