

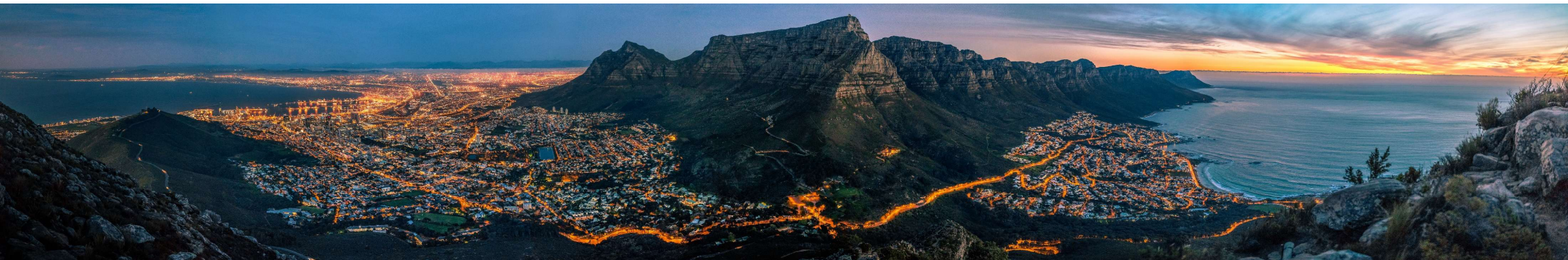


Systemic Dialogue Network (SDN)

Triple helix dialogues to link the Government and University teams
to improve Business Environment Systemic Competitiveness.

**The best thinkers explore the best options
to address the most critical challenges.**

17 September 2026



Agenda

Time	Session	Facilitator	Duration
16h00	Welcome	Christiaan Vorster	3 min
16h03	Welcome Venue Host	Anton Van Metzinger	2 min
16h05	Overview of the SDN process and progress	John Lawson	3 min
16h08	Introduction of Topic 1 and panel facilitator	John Lawson	2 min
16h10	Topic 1: Tech support for Safety & Security Philippi-East pilot project — results and implications	Guy Lamb	25 min presentation + 30 min panel + 15 min Q&A
17h20	Introduction of Topic 2 and panel facilitator	John Lawson	2 min
17h22	Topic 2: Manufacturing Competitiveness (& Confidence) SLIM Industrial Park study — results and implications	Courtney Grant	20 min presentation + 30 min panel + 20 min Q&A
18h32	SDN next steps	John Lawson	3 min
18h35	Acknowledgements and closure of formal proceedings	Christiaan Vorster	3 min
18h38	Informal networking, group photographs and interviews	All	90 min

..... explore the best options to address **the most critical challenges**

Crime in South Africa costs the economy at least 10% of Gross Domestic Product (GDP) every year.

A major [World Bank](#) report titled *Safety First: The Economic Cost of Crime in South Africa* pegged this toll at roughly **R700 billion annually**.

The Breakdown of Costs

- **Protection Costs (4.2% of GDP, R294bn):** Spending money on private security, guards, alarms, and insurance policies.
- **Theft and Losses (2.6% of GDP):** Direct property loss from burglaries, robberies, merchandise theft, and infrastructure vandalism like copper cable theft.
- **Opportunity Costs (1.8% of GDP):** Missed economic activity, such as lost tourism, higher transportation bills, and deals that never happen because investors get spooked.
- **Foregone Public Spending (1% of GDP):** Government funds diverted toward extra crime prevention and safety measures instead of developmental projects.

Can we find ways to reduce crime dramatically?

- Can smart tech provide more cost-effective ways of doing this, sustainably?
- Can we demonstrate how reduced crime unlocks economic opportunities?

Below: A pilot case study with - 46%

Arresting the decline of manufacturing is the most effective structural mechanism to combat our severe unemployment crisis.

SA official 2026 2nd quarter stats:

- Unemployment rate: **33.6%** **8.5 million people**
- Expanded Unemployment Rate: **43.8%** (incl. discouraged work seekers)

Manufacturing GDP contribution: From 25% high to now only 11.5%.

- Export-linked manufacturing supports roughly 490,000 jobs, now vulnerable.

Manufacturing decline has a catastrophic domino effect on other jobs.

- **Every 1 direct factory job** created or sustained, an additional **4 to 5 indirect jobs**.
 - Upstream Suppliers (Mining, Agriculture, Components)
 - Downstream Services (Logistics, Warehousing, Retail)
 - Induced Economy (Consumer Spending, Local Shops)

Forcing the economy to rely on financial or digital services **leaves millions of low- and semi-skilled citizens structurally excluded from the workforce.**

Can we find a way to make manufacturing more competitive?

- What needs to change in how we think and what we do?
- Will the key stakeholders agree to this? Can we succeed?

Below: A new architecture for + 56-67%

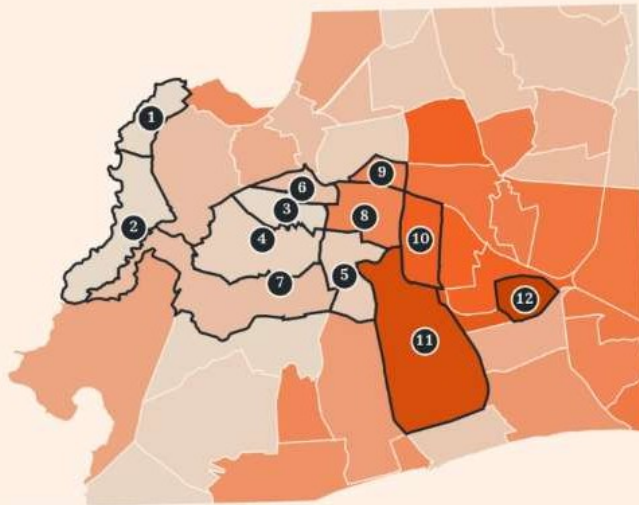
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Tech support for Safety & Security: Philippi-East pilot project

Murder rate in Cape Town, selected police precincts

Murders per 100 000 residents, April 2024 – March 2025



Murders per 100 000

1 Sea Point	0	7 Wynberg	29
2 Camps Bay	0	8 Athlone	94
3 Rondebosch	0	9 Langa	96
4 Claremont	9	10 Manenberg	146
5 Lansdowne	12	11 Philippi	218
6 Mowbray	27	12 Philippi East	258

Murders per 100 000 residents, by precinct

0 50 100 150 200 250

Source: SAPS crime statistics / Stats SA Census 2022, via Adrian Frith / The Common Sense

Why Philippi East?

A trauma shared by society and business.

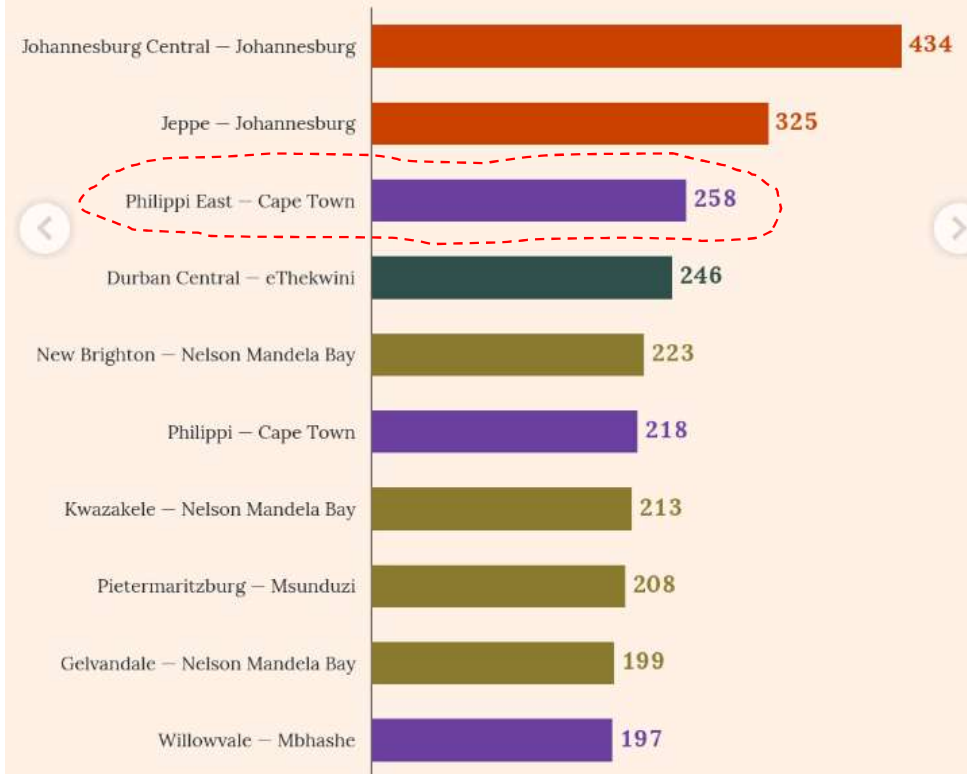
Can business help?

Cape Chamber
OF COMMERCE AND INDUSTRY

Highest murder rates by police precinct in South Africa

Precincts with over 10,000 residents, murders per 100,000, April 2024 – March 2025

Johannesburg eThekweni Cape Town Other municipality



Source: SAPS crime statistics / Stats SA Census 2022, via Adrian Frith / The Common Sense

Tech support for Safety & Security: Philippi-East pilot project

Facilitator



Guy Lamb
Criminologist
Stellenbosch University;
Commissioner, National
Planning Commission



Major General Preston Voskuil
WC SAPS
Dep. Provincial Commissioner



Hubert Pause
CEO of ICS Foundations &
Chair of Chamber Safety
and Security Portfolio



Vice Phiri
CEO
Africa Drone Kings



Ansu Sooful
CEO
Aizatron Group

Online



Carmen van der Merwe
Head of Client Analytics and Insights
RMB



Edi Nel
Principal Business Development
Vodacom



Lance Greyling
Director: Enterprise and Investment
City of Cape Town



Bhekithemba Simelane
Director M&E, WC Dept. of Police
Oversight and Community Safety

PHILIPPI EAST — FROM LABORATORY TO REPLICABLE MODEL

Technology-Enabled Policing | Integrated Operations |
Community Partnership



Technology-Enabled Policing | Integrated Operations
Community Partnership

THE ARCHITECTURE WE BUILT

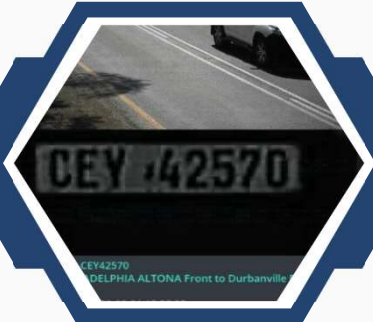
From Fragmented Capability to an Integrated Safety Architecture

- SAPS — policing, authority, response and investigation
- JOCC / Operational Command — coordination and situational awareness
- Private Security / E2 — additional eyes, ears and response capability
- Community & Business — local intelligence, participation and accountability
- Technology Partners — extending visibility, detection and intelligence
- ICS / Cape Chamber — integration, facilitation and programme coordination



THE TECHNOLOGY LAYER

Technology as the Force Multiplier



DETECT

- CCTV & smart poles
- LPR / ANPR
- Drones / aerial surveillance
- Facial recognition
- AI-enabled detection
- Human-behaviour analytics



VERIFY & ANALYSE

- AI analytics
- Multi-source intelligence
- Video and image analysis
- Incident verification
- Digital perimeter awareness



ACTIVATE

- Operational command team
- JOCC
- E2 / private security
- SAPS dispatch & response

THE OPERATIONAL ARCHITECTURE

**DETECT → VERIFY → ANALYSE → INTELLIGENCE → DISPATCH → RESPOND →
RECORD → OUTCOME**

At the centre:

JOCC + SAPS + E2 + Technology

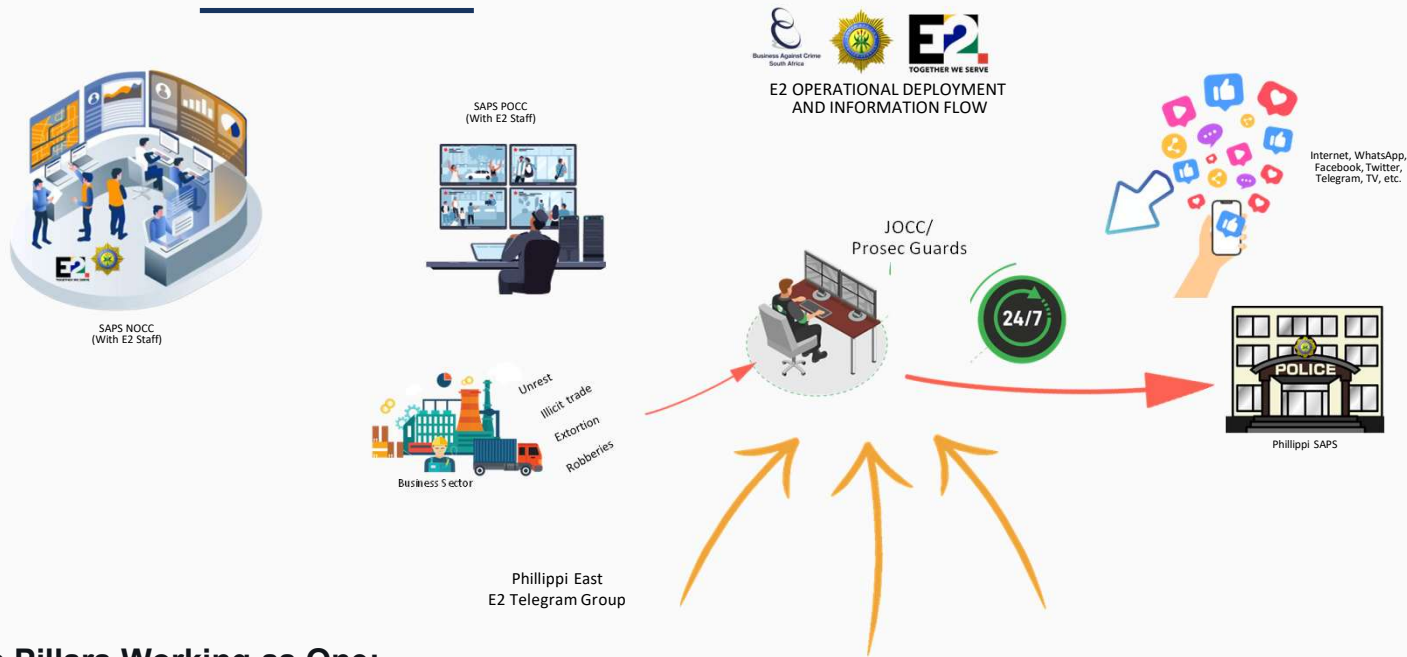
Supporting the architecture:

- Operational command capability
- E2 private security response
- LPR / ANPR network
- Drone capability
- Smart poles / Aizatron
- AI and facial recognition
- Community intelligence



PHILLIPPI JOINT OPERATIONAL COMMAND CENTRE

From Silos to Synchronised Action.



Three Pillars Working as One:

- ✓ Community
- ✓ Systems
- ✓ Technology



PROOF OF VALUE & THE NEXT STEP

From Pilot to Replicable Model

Philippi East has demonstrated the potential of an integrated, technology-enabled policing model in an identified crime hotspot.

The next question is not:

“Which technology worked?”

It is:

“How do we scale the architecture?”

Next phase:

- Strengthen operational capability
- Formalise partner roles and accountability
- Continue SAPS integration
- Expand technology coverage where justified
- Build sustainable funding mechanisms
- Measure outcomes consistently
- Replicate the model in other identified hotspots



THE INVESTMENT CASE

Invest in Capability. Build Safer Communities.
Scaling the model requires investment in:

Philippi East was the laboratory.
The opportunity was to build the model —
and replicate it.

Technology is the force multiplier.
Collaboration turns capability into impact.

Cape Chamber
OF COMMERCE AND INDUSTRY

PEOPLE

Training • Skills • Operational teams

TECHNOLOGY

Detection • Intelligence • Connectivity • Analytics

OPERATIONS

Command • Response • Maintenance • Coordination

PARTNERSHIP

SAPS • Business • Security • Community • Technology

FROM LABORATORY TO REPLICABLE MODEL

We have demonstrated that the model can work.

Now the question is:

What have we learned — and how do we turn that learning into a model that can be replicated elsewhere?

Philippi East was the laboratory.

The opportunity is to take the learning forward.



ON A JOURNEY TO A SAFER SOUTH AFRICA

PHILIPPI EAST DRONE PROJECT

Week :2026-08-31 to 2026-09-06

TABLE OF CONTENT

1. Background/ Partnership Minute
2. Purpose of the Project
3. Crime Overview: Philippi East (*Period – 13 July to 06 September 2026*)
4. Tactical Commander – Captain Mzayi
5. Matters to Consider



BACKGROUND

Philippi East is a densely populated, rapidly growing area dominated by informal settlements, where infrastructure and services have not kept pace, negatively impacting the following:

- ❑ **Economy:** Informal businesses dominate but face extortion, theft, vandalism, unreliable electricity and poor roads
 - ❑ **Transport and services:** Taxis and buses provide connectivity, while congestion, unsafe routes and overstretched schools and clinics limit access
 - ❑ **Policing:** Gang violence, robbery, drugs, gender-based violence and extortion are widespread. Narrow informal routes, limited surveillance and resources delay responses and encourage reactive policing
 - ❑ **Crime–economy cycle:** Crime discourages investment and employment, deepening poverty and further fuelling criminal activity
 - ❑ **Strategic need:** Technology-enabled policing is essential to improve visibility, response times, crime prevention and community safety
- 

BACKGROUND/ PARTNERSHIP MINUTE



POLICING PARTNERSHIP MINUTE

Entered into by and between

SOUTH AFRICAN POLICE SERVICE - THE WESTERN CAPE

(Herein represented by in his/her capacity as, duly authorised thereto)

(Hereinafter referred to as "the Department")

and

INTEGRATED COMMUNITY SOLUTIONS FOUNDATION NPC

(a non-profit company, having its main place of business at 24 Dauphine Street, Parow, Cape Town, 7500 and herein represented by Hubert Poulse in his capacity as the Chief Executive Officer, duly authorized thereto)

(Herein referred to as the "the ICS")

and

CAPE CHAMBER OF COMMERCE AND INDUSTRY

(a non-profit organization, established in terms of the Cape Town Chamber of Commerce Act 1891 (Act No. 21 of 1891), having its main place of business at 1 Canal Close, Century Falls Road, Century City, Cape Town, 7441, and herein represented by Lian du Plessis in his capacity as the Acting Chief Executive Officer, duly authorized thereto)

(Herein referred to as the "the Cape Chamber of Commerce and Industry")

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PURPOSE OF THE PROJECT

The purpose of the project is to:

- ☐ explore and assess the impact of integrating drone technology with data-driven crime information to enhance policing effectiveness
- ☐ determine how aerial surveillance, real-time situational awareness and crime intelligence can support visible policing, improve the deployment of resources, strengthen operational coordination and enable faster, intelligence-led responses to criminal activity
- ☐ Explore other artificial intelligence possibilities to enhance policing through facial recognition and license plate recognition capabilities
- ☐ It will further evaluate the potential of this integrated approach to improve crime prevention, increase police visibility in identified crime hotspots and contribute to safer communities



TACTICAL COMMANDER – CAPTAIN MZAYIYA

Captain Zamani Mzayiya dedicated 24 years of his life to the South African Police Service, serving with courage, commitment and distinction

Captain Zamani Mzayiya was appointed as the Operational Commander of the Project: Philippi East responsible for planning, executing and monitoring of operations

Captain Mzayiya made a notable impact during the said project as he led from the front with dedication and enthusiasm

On 26 August 2026, at the age of 50, Captain Mzayiya was tragically killed in the line of duty during an operation targeting illegal firearms in Knysna

His legacy remains one of courage, leadership and service

He died a hero – we all will die, but very few of us will have the distinct honour of sacrificing our lives in service of our country



There can be no greater honour

CRIME OVERVIEW: PHILIPPI EAST
PERIOD: 13 JULY TO 06 September 2026



CRIME OVERVIEW: PHILIPPI EAST

14 July to 07 September 2025 compared to 13 July to 06 September 2026

Offences / Focus Crimes	Philippi East						
						Time frame	
	14 July to 07 Sept 2025	13 July to 06 Sept 2026	Actual Diff	% Difference	Incidents within deployment times	06:00 to 09:00	15:00 to 21:00
Murder	38			-34%	8	1	7
Attempted murder	40			-83%	4	0	4
Carjacking	12			-8%	9	0	9
Robbery with firearm	57			-60%	11	2	9
Robbery with a weapon or instrument other than a firearm	14			-14%	6	0	6
Robbery (Smash and Grab)	6			50%	7	0	7
MItp (Stonethrowing)	13			-31%	4	1	3
MItp (Smash and Grab)	14			-43%	7	0	7
Grand Total	194			-46%	56	4	52

Crime	No	Explanations
Murder	8	2026-08-31 @ 19:42 - Ntambanani Street, Lower crossroads. This incident occurred within deployment times for drones and station members were deployed but focusing on other hotspot. 2026-08-20 @ 08: 50 - Acacia-Drone were deployed. Station members were on the ground 2026-08-16 @ 20: 38 - Drones were deployed until 18: 00 2026-08-14 @ 17: 15 - Mbongo Street - Better Life, @ 18: 35 – Never Never Marcus Garvey, @ 18: 30 – Phola Park @ 20: 47 - Road 5 Marcus Garvey Drone was deployed on the day. Members were in the process of arresting suspect for possession of firearm and ammunition. Philippi East CAS 148/8/2026 & saps 14-79/8/2026. During the first two murders station members were on the ground when the murders were committed that led to the arrest of possession of an unlicensed firearm with the assistance of the drone. During the occurrence of murder 3&4 station members were processing the arrest. 2026-08-01 @ 15: 45 - Murder occurred outside of hotspot area. Drone provided aerial support for the crime scene. Station members were deployed at voter registration

CRIME OVERVIEW: PHILIPPI EAST

13 July to 06 September 2026

Crime	No	Explanations
Attempted Murder	4	2026-09-04 @ 18:37 - Mwamedi Road, Betterlife. The incident occurred within the deployment time. 2026-08-16 @ 16: 00 – Drones were not deployed on the day, no station deployment under the project. 2026-08-15 @ 20: 30 - Drones were not deployed on the day, no station deployment under the project. 2026-07-22 @ 16: 23 - Drones were deployed on the day – area where incident occurred was outside of the hotspot area. Station members were deployed at identified hotspots.
Carjacking	9	2026-08-30 @ 18: 30 – Drones were deployed until 18: 00 2026-08-29 @ 15: 30 – Drone was deployed until 18:00 and covered all the regular hotspots – this incident was not picked up by the drone team during surveillance and it was likely focussed on another area at the time (B) 2026-08-28 @ 19: 00 – Drone was deployed until 21:00 and covered all the regular hotspots – this incident was not picked up by the drone team during surveillance and it was likely focussed on another area at the time (B) 2026-08-26 @ 19: 00 –Drone was deployed until 18:20 (A) 2026-08-18 @ 17: 45 - Drones were deployed. Station members were on the ground focusing hotspot at New Eisleben road 2026-08-16 @ 16: 00 – Drone was deployed and covered all regular hotspots 2026-08-13 @ 18: 00 – Drone and station members were deployed 2026-08-10 @ 19: 20 - Drones were deployed until 18: 00. 2026-08-08 @ 18: 00 - Instrument Meteorological Conditions (IMC) no flights conducted due to rain.
Robbery with firearm	11	2026-09-06 @ 16:30 - New Eisleben Road. The incident occurred within the deployment time. 2026-09-06 @ 09:00 - Stock Road. The incident occurred within the deployment time. 2026-08-30 @ 15: 50 –Drone operation cancelled due to gale force winds 2026-08-29 @ 17: 45 –Drone was deployed until 18:00 and covered all the regular hotspots – this incident was not picked up by the drone team during surveillance and it was likely focussed on another area at the time (B) 2026-08-27 @ 18: 00 – Drone was deployed until 18:00 and covered all the regular hotspots – this incident was not picked up by the drone team during surveillance and it was likely focussed on another area at the time (B) 2026-08-16 @ 20: 00 – Drones were deployed until 18: 00 2026-08-16 @ 16: 00 – Drone was deployed and covered all regular hotspots 2026-08-08 @ 06: 15 - Drone was deployed 2026-08-04 @ 15: 00 - Drone and station members were deployed 2026-07-31 @ 19: 10 - Drone and station members were deployed 2026-07-28 @ 06: 30 (2 x charges) - Drone was deployed at the time and case did occur within the hotspot - Drone was airborne at the time of the incident according to the flight logs, station members were deployed

CRIME OVERVIEW: PHILIPPI EAST

13 July to 06 September 2026

Crime	No	Explanations
Robbery with a weapon or instrument other than a firearm	6	2026-08-31 @ 18:00 – Stock Road. This incident occurred within deployment times for drones and station members were deployed but focusing on other hotspot 2026-08-31 @ 17:00 - Marikana. This incident occurred within deployment times for drones and station members were deployed but focusing on other hotspot. 2026-08-18 @ 16: 30 - Drive-Drone were deployed. Station members were on the ground focusing hotspot at New Eisleben road 2026-08-16 @ 18:30 – Drones were deployed until 18: 00 2026-07-26 @ 19: 30 - Drone were deployed. Station members were on the ground focusing hotspot at New Eisleben road 2026-07-14 @ 17: 45 (2 x charges) - Drones was deployed – grounded at the time of the incident according to the flight logs – Lower Crossroads out of reach from flight location, members were on the ground.
Robbery (Smash and Grab)	7	2026-09-06 @ 16:30 - The incident occurred within the deployment time. 2026-08-21 @ 17:10 – Drone were deployed. Suspect was arrested for possession of firearm and possession of stolen property. Firearm and cell phone recovered. 2026-08-17 @ 15:00 - Instrument Meteorological Conditions (IMC) no flights conducted 2026-08-09 @ 17:10 - Drone was deployed at the time and case did occur within the hotspot - Drone was airborne at the time of the incident according to the flight logs, station members were deployed. At the time of deployment it was very windy and drone had to be grounded due to safety reasons. 2026-07-30 @ 17:36 – The incident occurred within the deployment time. 2026-07-17 @ 20:45 - Drones were deployed until 18: 00. 2026-07-17 @ 17:15 - Drone was deployed and covered all regular hotspots
MItP (Stonethrowing)	4	2026-08-28 @ 17: 30 - Drone was deployed until 21:00 and covered all the regular hotspots – this incident was not picked up by the drone team during surveillance and it was likely focussed on another area at the time (B) 2026-08-05 @ 19: 27 - Drones were deployed until 18: 00 2026-07-25 @ 20: 30 - Drones were deployed until 18: 00 2026-07-23 @ 07: 00 - Instrument Meteorological Conditions (IMC) no flights conducted

CRIME OVERVIEW: PHILIPPI EAST

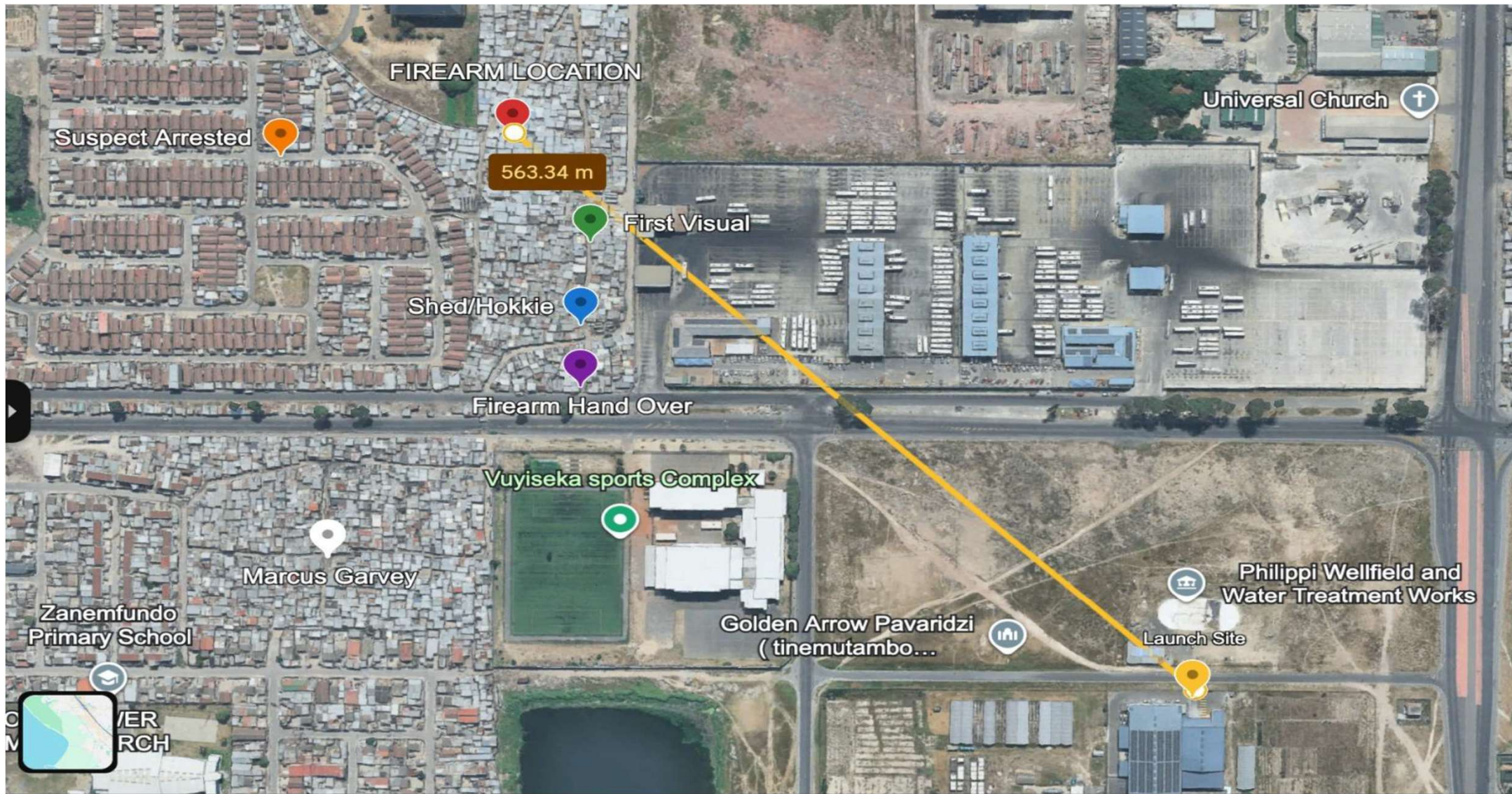
13 July to 06 September 2026

Crime	No	Explanations
MItP (Smash and Grab)	7	2026-08-31 @ 16:45 - This incident occurred within deployment times for drones and station members were deployed but focusing on other hotspot. 2026-08-26 @ 16: 00 –Drone was deployed until 18:20 – two individuals with firearms were noticed close to the meat market and ground forces were directed to the location – including members of Flying squad. Despite efforts to follow and apprehend the suspects the managed to evade the ground teams (A) 2026-08-24 @ 16: 35 – Athlone emergency deployment with AGU in afternoon for outbreak of Gang Violence (5 people shot) – no PEPX deployment – SIDA event took all other available resources and one section was in Knysna for political violence returned later the day (A) 2026-08-14 @ 18: 30 – Drones was deployed – grounded at the time of the incident according to the flight logs – Lower Crossroads out of reach from flight location, members were on the ground 2026-08-13 @ 17: 25 - Drones were deployed until 21:00 – New Eisleben is one of the focus areas and given the large area covered during operations and multiple hotspots, the drone was directed to a different section at the exact time of this incident. 2026-08-07 @ 15: 00 - Flight started at 15: 11, will ensure earlier deployment in the afternoon. 2026-08-02 @ 15: 00 - Drones were deployed.
Total	56	

A successful proof of concept



AERIAL PHOTOGRAPH



DRONE FOOTAGE



DRONE FOOTAGE



DRONE FOOTAGE



MATTERS TO CONSIDER

- ☐ Restricted airspace
- ☐ IMC conditions
- ☐ Sustainability
- ☐ Resources
- ☐ Roll-out of other technology to further compliment drone-aided policing
 - ANPR application
 - Biometric identification – ruggedised devices
 - Facial recognition application
- ☐ Secondary POC is under consideration

SAPS has appetite

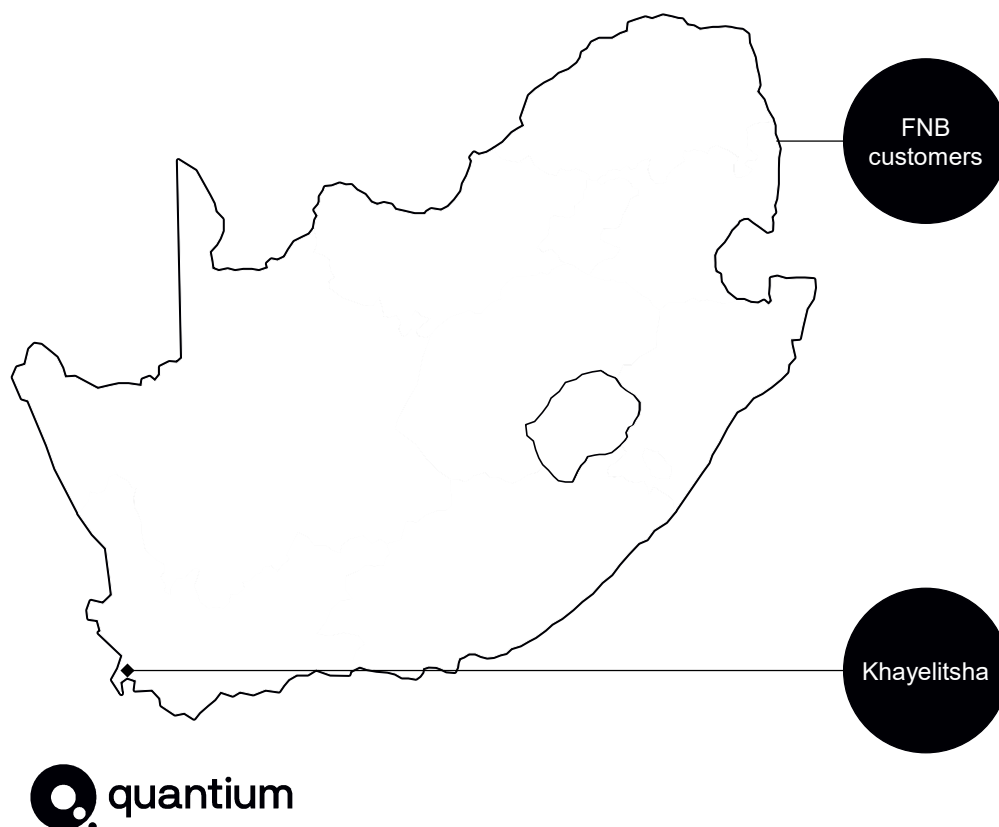


Khayelitsha: A Retail **Retention** Opportunity

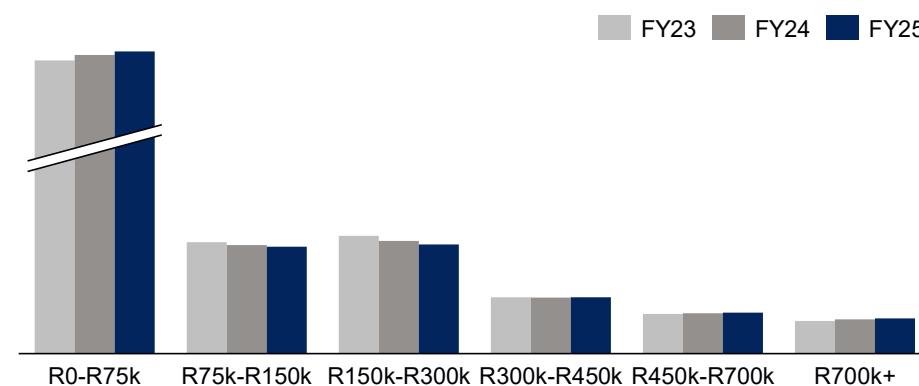
Understanding the consumer behaviours and spending patterns shaping local economic development.

A growing aspirational-income consumer segment is emerging in Khayelitsha

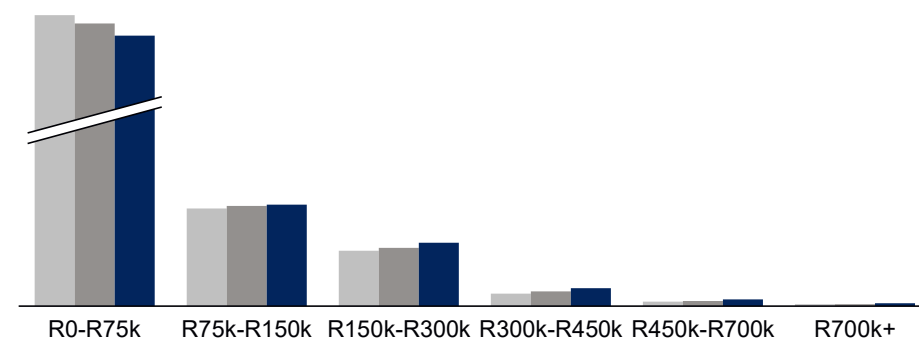
January 2023 – December 2025



Proportion of FNB customers per annual income bracket



Proportion of Khayelitsha residents per annual income bracket

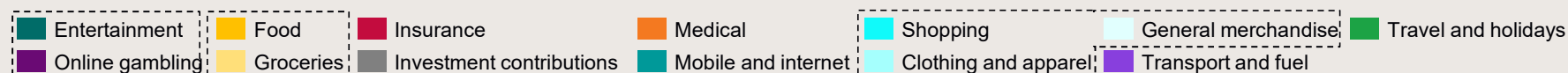


Notes:
Income is annualised and net tax

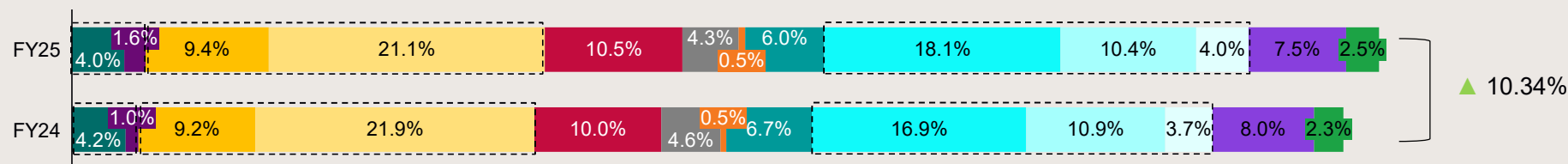
Consumer spending is being reallocated towards shopping, financial security and experiences



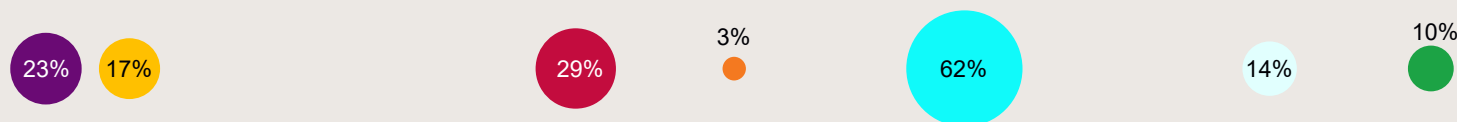
January 2025 – December 2025, with comparisons to the same period of the previous year



Share of wallet across Khayelitsha residents



Contribution to increase in Discretionary and retail spend year-on-year of Khayelitsha residents (R24.8m)



Three consumer behaviour drivers for spend growth:

1. Experience-led Spending

2. Financial Security

3. Convenience-led Spend

Over the last three years, at least 70% of spending by Khayelitsha residents was done outside of the town

January 2023 – December 2025

Share of spend by spend location

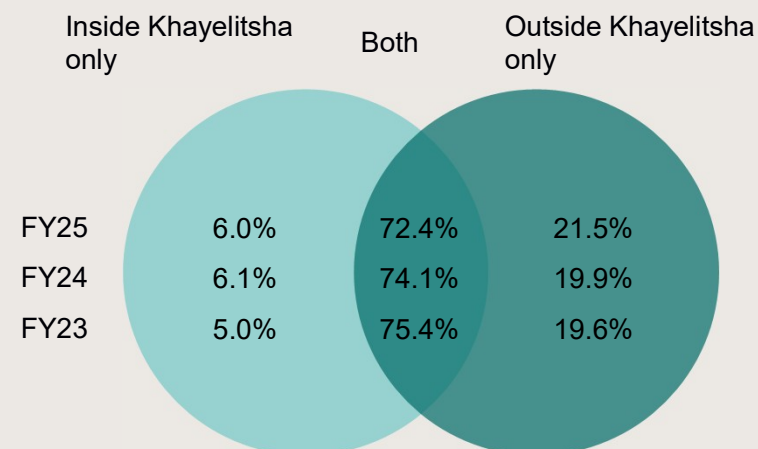
	Inside Khayelitsha		Outside Khayelitsha
	Spend		
FY25	27.5% ▼ 1.6 pp		72.5% ▲ 1.6pp
FY24	29.1% ▲ 1.1 pp		70.9% ▼ 1.1pp
FY23	28.0%		72.1%

Khayelitsha residents currently spend approximately

R37,500

per person, per year outside the township,

Share of customers by spend location

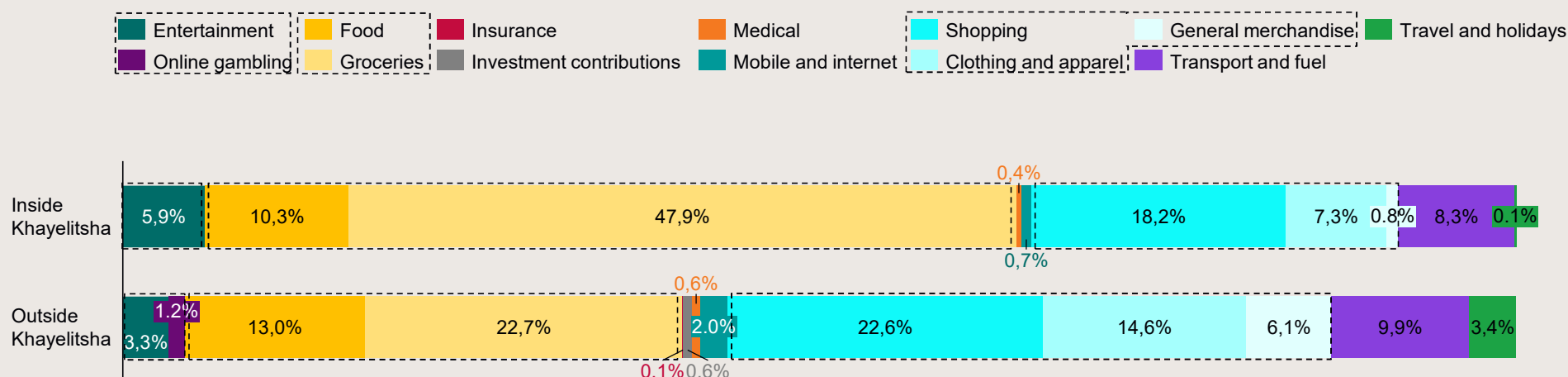


The share of customers shopping inside Khayelitsha only has increased over the last three years.

Cross-shopping has decreased by 3% while outside Khayelitsha only has increased by 1.9% since FY23.

Shopping represents the largest opportunity to retain spend locally

January 2025 – December 2025



Essential categories

Spending inside of Khayelitsha is dominated by essential spending categories, with Groceries and Clothing and apparel accounting for 66% of within Khayelitsha spend.

Entertainment (excluding online gambling)

Entertainment represents a notable opportunity for local retention, with residents allocating a larger share of their entertainment wallet to venues and experiences within Khayelitsha than outside the township.



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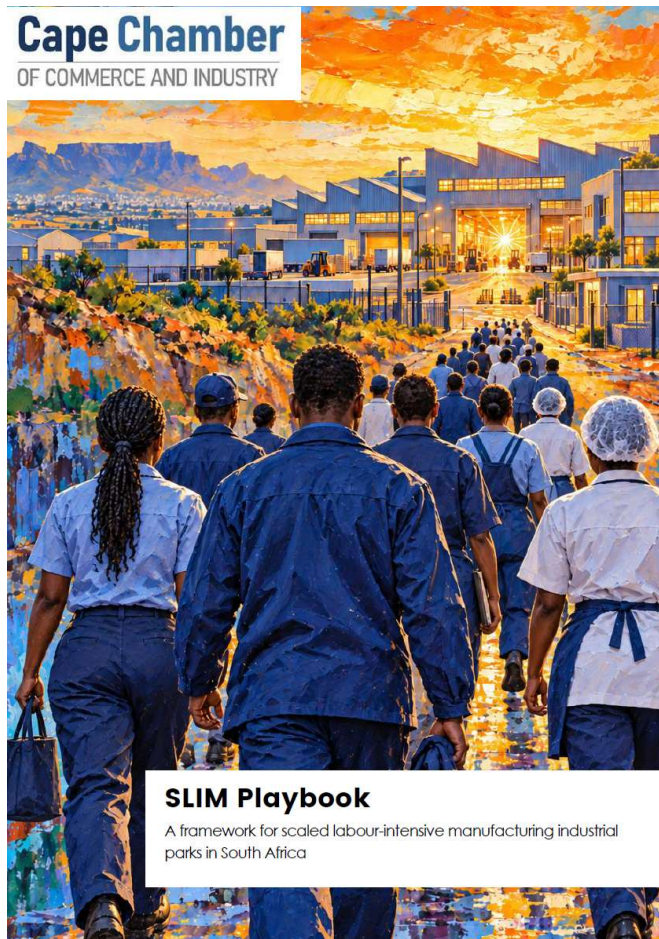
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17h20	Introduction of Topic 2 and panel facilitator	John Lawson	2 min
17h22	Topic 2: Manufacturing Competitiveness (& Confidence) SLIM Industrial Park study — results and implications	Courtney Grant	20 min presentation + 30 min panel + 20 min Q&A
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..... explore the best options to address **the most critical challenges**



Arresting the decline of manufacturing is the most effective structural mechanism to combat our severe unemployment crisis.

SA official 2026 2nd quarter stats:

- Unemployment rate: **33.6%** **8.5 million people**
- Expanded Unemployment Rate: **43.8%** (incl. discouraged work seekers)
- **Manufacturing GDP contribution:** From **25% high** to now only **11.5%**.
- Export-linked manufacturing supports roughly 490,000 jobs, now vulnerable.

Decline of manufacturing also has a catastrophic domino effect on other jobs.

- **Every 1 direct factory job** created or sustained, an additional **4 to 5 indirect jobs**. SA multiplier is roughly **1:4 to 1:5**.
 - Upstream Suppliers (Mining, Agriculture, Components)
 - Downstream Services (Logistics, Warehousing, Retail)
 - Induced Economy (Consumer Spending, Local Shops)

Forcing the economy to rely on financial or digital services **leaves millions of low- and semi-skilled citizens structurally excluded from the workforce.**

Can we find a way to make manufacturing more competitive?

- What needs to change in how we think and what we do?
- Will the key stakeholders agree to this? Can we succeed?

Manufacturing Competitiveness: SLIM Industrial Park

Facilitator



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Executive Director
National Clothing Retail Federation

SLIM PLAYBOOK

Scaled Labour Intensive Manufacturing

A proof of concept for scaled labour intensive manufacturing in South Africa

1 · WHAT IS SLIM

A repeatable industrial model, designed to ensure the competitiveness of labour intensive manufacturing

SLIM is a repeatable industrial model that actualises commercially viable, light manufacturing at scale, improving the economics of scale and productive asset utilisation to generate attractive returns on capital and make labour intensive manufacturing investable, without compromising working conditions or creating permanent dependence on subsidies.

SLIM's vision is to enable large-scale, manufacturing-led employment: tens of thousands of jobs across South Africa, transforming the livelihoods of generations excluded from the formal economy.

It is a national project: one model, replicable across regions and sectors, designed to bring industrial capital back into labour intensive manufacturing.



4+4 operating model

The factory runs 84 hours a week from the same productive capital: no second factory, no equivalent additional investment.



A secure industrial park

An integrated manufacturing platform that absorbs shared infrastructure and services more efficiently at scale.



Workforce formation at scale

Screening, induction and structured training that brings low-base-skill workers into decent, productive employment.



Market discipline, not subsidy

Catalytic support establishes the platform; the mature model competes on commercial terms.

2 · WHAT SLIM ADDRESSES

SLIM addresses the micro, meso and macro factors to render labour intensive manufacturing competitive

Poor performance, intense global competition and deteriorating operating conditions have rendered the sector uncompetitive. **SLIM is designed to address the micro and meso constraints that undermine competitiveness**, while securing the targeted macro conditions the operating model requires to function.



MICRO · FIRM LEVEL

Engineered by SLIM

- 4+4 operating model, working 84 hours per week
- Access to reliable green energy
- Access to a large labour pool with screening, induction and training for low-base-skill production
- Low cost factory rentals
- Basic service delivery



MESO · INDUSTRY AND PLACE

Engineered by SLIM

- Secure industrial park – shared security
- Labour proximity to plant – reliable, safe, cheap transport aligned to shifts
- Just-in-time material flow
- Shared infrastructure: training, security, transport, energy wheeling

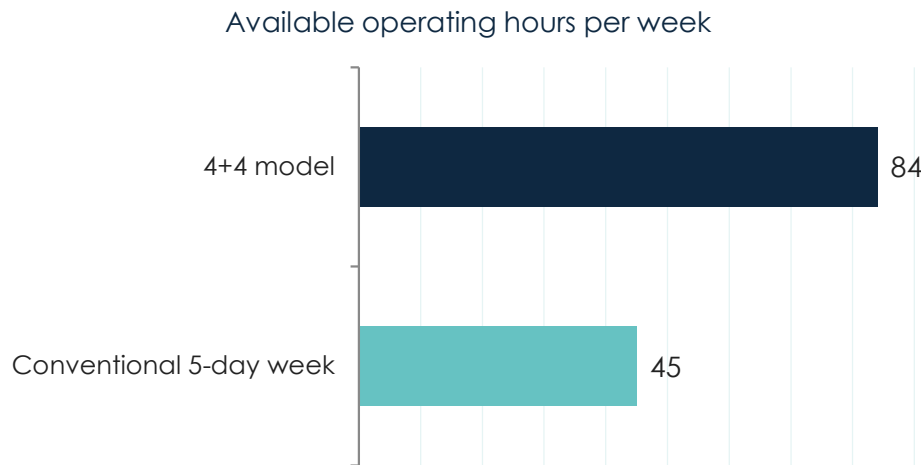


MACRO · ECONOMY LEVEL

Secured with institutional partners

- Labour market allowing weekend work at standard work hours
- Overtime premiums capped at 25%
- Transition period for new employees to reach established bargaining-council wage requirements
- Skills visas for technical and management staff

4+4 = more output and employment from the same capital

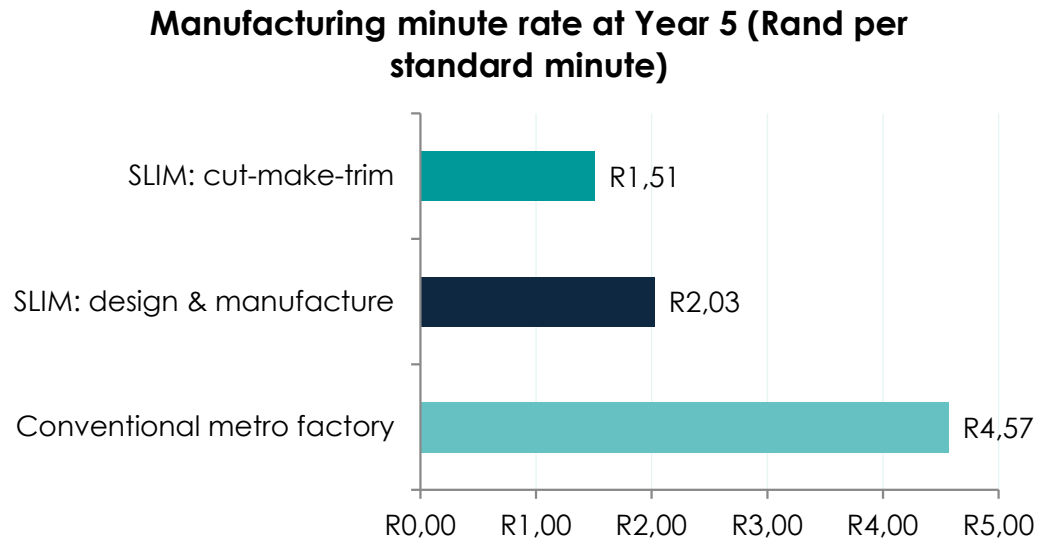


+87% more plant operating time:
extending the week from 45 to 84 hours scales
employment and output from the same productive
capital. No second factory or equivalent additional
capital investment.

How the shift system works

- 1 The factory operates 12 hours a day, 7 days a week, with two alternating shifts: Shift A works 4 days then rests 4; Shift B works the next 4 days with 4 days' rest thereafter.
- 2 Over an 8-week cycle, shifts maintain continuous production while each worker averages 42 hours per week, and no night shifts are required.
- 3 A worker under 4+4 earns no less than under a conventional shift system. The model does not extract its commercial returns from the wage line.
- 4 Workers work an average 3.5 days a week rather than 5, saving 1.5 round trips weekly, an estimated R600 a month for a worker reliant on public transport. More time for family care, study or leisure.

The minute rate for modelled garment orders falls by more than half metro comparator



The minute rate is the cost that must be recovered to operate the factory for one standard production minute: overheads plus labour cost, divided by total available production minutes at factory efficiency. It is the primary metric of value chain competitiveness.

–56%

D&M minute rate
vs metro comparator

–67%

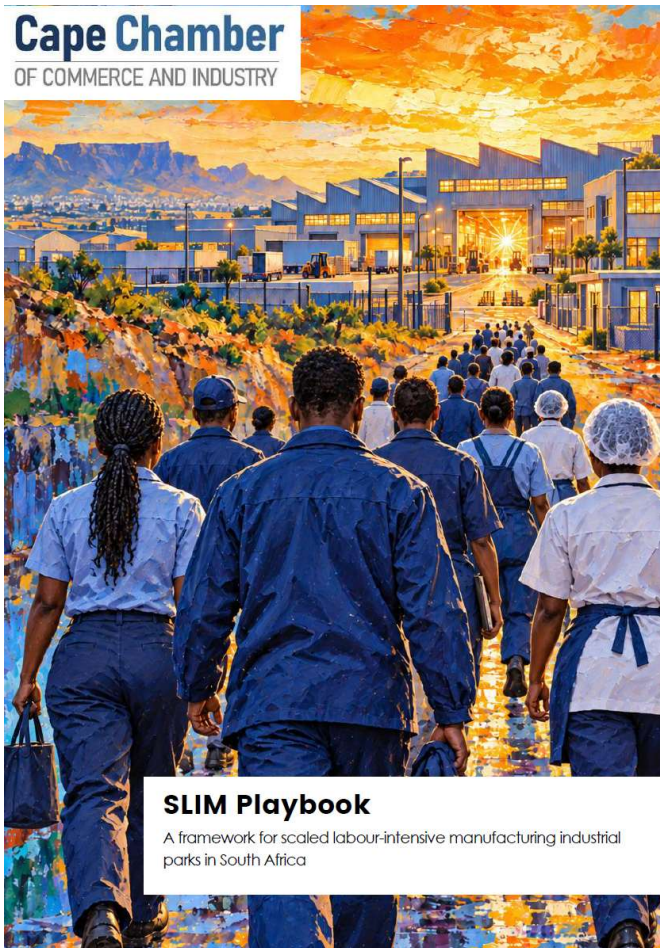
CMT minute rate,
falling to R1.51

Why it matters commercially. SLIM materially reduces the manufacturing cost base and creates the headroom required to compete for scaled orders.

Modelled returns at scale: five-year ROCE of 60.7% (CMT) and 57.1% (D&M) at 1,600 direct employees and ~17.9 million garments a year, anchored in the 81 million garments the LSF study mapped for onshoring.

SLIM Playbook

A framework for scaled labour-intensive manufacturing industrial parks in South Africa

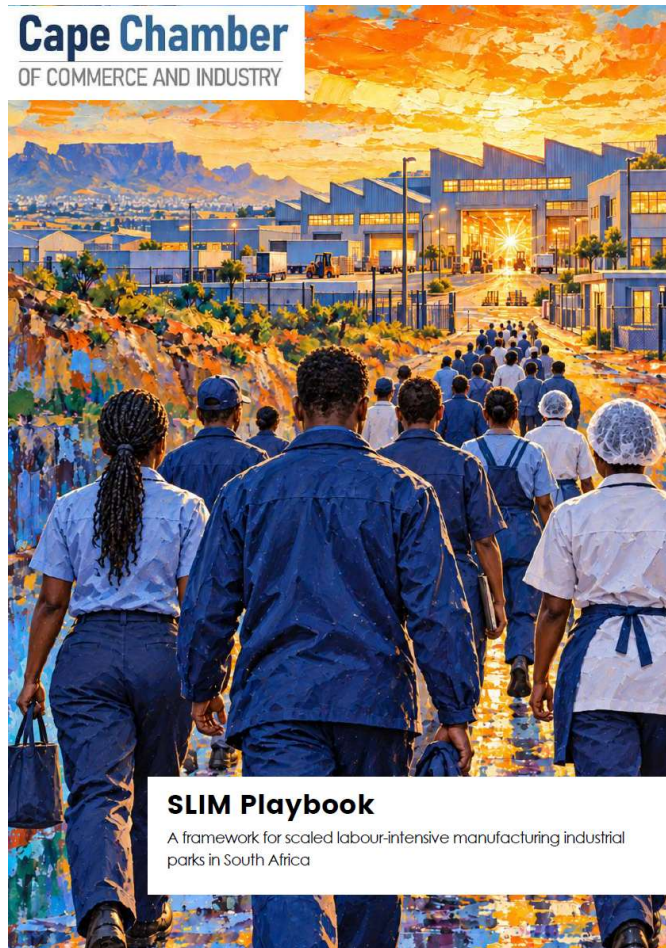


Simon Eppel
Director of Research
SACTWU



SLIM Playbook

A framework for scaled labour-intensive manufacturing industrial parks in South Africa



Agenda

Time	Session	Facilitator	Duration
16h00	Welcome	Christiaan Vorster	3 min
16h03	Welcome Venue Host	Stephan Claassen	2 min
16h05	Overview of the SDN process and progress	John Lawson	3 min
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Crime in South Africa costs the economy at least 10% of Gross Domestic Product (GDP) every year.

A major [World Bank](#) report titled *Safety First: The Economic Cost of Crime in South Africa* pegged this toll at roughly **R700 billion annually**.

The Breakdown of Costs

- **Protection Costs (4.2% of GDP, R294bn):** Spending money on private security, guards, alarms, and insurance policies.
- **Theft and Losses (2.6% of GDP):** Direct property loss from robberies, merchandise theft, and infrastructure theft.

Join us to take this great work further

... Government funds diverted toward projects, prevention and safety measures instead of developmental

Can we find ways to reduce crime dramatically?

- Can smart tech provide more cost-effective ways of doing this, sustainably?
- Can we demonstrate how reduced crime unlocks economic opportunities?

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