

## **LESSONS LEARNT FROM PREVIOUS MECHANISMS OF HOUSING DELIVERY**

### **Rationale and criteria for project selection**

The following section of the document includes a summary assessment and analysis of 29 local and international housing case studies. The detail of these Case Studies is included in **Annexure C**. In order to draw on the lessons learnt and success factors from these case studies and how these success factors can be replicated during future housing developments, the principles of sustainability achieved by each case study were assessed and analysed.

The case studies were chosen through the understanding of what elements a Sustainable Human Settlement consists of as discussed in Section 2.1 of this document and illustrated in Figure 2 and examples of the key principles that underpin those facets.

The study hopes to result in a summary of innovation and principles drawn out of the lessons learnt from the case studies. This will then feed into the development principles and scenarios of the plan, proposed in the following chapters.

### **Selected Case Study Projects**

The following completed housing developments were then chosen as case studies. They are categorized in the following table in terms of density and affordability. A case study from each market segment was covered with a variety of densities.

**Table 19: Case Study Projects Selected**

<b>Density Types</b>	<b>High Income</b>	<b>Middle Income</b>	<b>Gap Income</b>	<b>Low Income</b>	<b>Mixed Income</b>
<b>Low</b> (0 - 40 du/ha)					<ul style="list-style-type: none"> <li>• Cosmo City, Joburg</li> </ul>
<b>Medium</b> (41- 100du/ha)	<ul style="list-style-type: none"> <li>• Midrand walk-ups, Joburg</li> </ul>	Midrand walk-ups, Joburg	<ul style="list-style-type: none"> <li>• Carr Gardens, Joburg CBD</li> <li>• Elangeni , Joburg CBD</li> <li>• Tau Village, Pretoria CBD</li> <li>• Potters' House, Pretoria CBD</li> </ul>	<ul style="list-style-type: none"> <li>• Missionvale, PE</li> <li>• Sakhasonke, PE</li> <li>• Moshoeshoe Eco Village, Kimberley</li> <li>• 10x10 design Indaba Innovations, Cape Town</li> </ul>	<ul style="list-style-type: none"> <li>• Lufhereng, Joburg</li> <li>• Ethekwini Typologies</li> <li>• Thorntree View, Soshanguve</li> <li>• Pelican Park, Cape Town</li> <li>• Garden Cities, Cape Town</li> <li>• Scottsdene, Cape Town</li> </ul>
<b>High</b> (101 - 180 du/ha)	<ul style="list-style-type: none"> <li>• Melrose Arch Mixed Use, Joburg</li> </ul>	<ul style="list-style-type: none"> <li>• Monterrey, Mexico</li> </ul>	<ul style="list-style-type: none"> <li>• Courbevoie, France</li> <li>• N2 Gateway, Cape Town</li> <li>• Tyre, Lebanon</li> </ul>	<ul style="list-style-type: none"> <li>• K206, Alex</li> <li>• Chitingwiza, Zimbabwe</li> <li>• River Park, Alex</li> <li>• Bothlabela, Alex</li> <li>• Pelip, PE</li> </ul>	<ul style="list-style-type: none"> <li>• Brickfields, Joburg</li> <li>• Springfield Terrace, Cape Town</li> </ul>

				<ul style="list-style-type: none"> <li>• Samora Machel, Cape Town</li> <li>• Motherwell, Cape Town</li> </ul>	
<b>Very High</b> (181 + du/ha)			<ul style="list-style-type: none"> <li>• Urban Village, Joburg CBD</li> <li>• Izola Public Housing, Slovenia</li> </ul>	<ul style="list-style-type: none"> <li>• BG Alexander, Joburg</li> <li>• Quinta Monroy, Iquique, Chile</li> <li>• Aranya, India</li> <li>• Pune, India</li> </ul>	<ul style="list-style-type: none"> <li>• Hope City, Middelburg</li> </ul>

## **Sustainability Themes for Analysis**

The lessons learnt from previous housing developments are categorized into the following **themes of analysis** explained by the relevant sub-themes and summarized into the following table (**Table 20**). These lessons and themes are also categorized according to scale; **city wide, settlement wide and unit scale**. This approach recognizes that sustainability is realized at a number of geographic scales (Smit, 2010). City practitioners must recognize the interconnectedness of their local settlements, the impact that these have on the City as a whole and vice versa.

- Institutional
  - Governance
  - Policy
  - Levers
  - Barriers
- Spatial / Physical
  - Typology (Architectural Design and Density)
  - Urban Design
  - Integration: mix of uses and integration to surrounding environment
  - Managing growth / expansion
- Environmental
  - Alternative energy utilization
  - Environmental considerations
- Economic
  - Tenure
  - Income generation
- Social
  - Mixed income
  - Improved quality of life

## Summary of Key Issues and Lessons Learnt in Past and Current Housing Developments

Table 20: Summary of Lessons Learnt

SHS THEME	GAP / ISSUES	POSSIBLE RESPONSES / LESSONS LEARNT	SOURCE / CASE STUDY (refer to annexure)
<b>CITY WIDE SCALE</b>			
INSTITUTIONAL	<b>Information / data:</b> Lack of accessible central data source	Dedicated and centralised team to report/track/store data on urban and settlement demographics at the council	Tanya Zack and Sarah Charlton
	<b>Housing code</b> does not incorporate SHS effectively. Inappropriate norms and standards. For e.g. it does not encourage high density living nor does it speak to temporary accommodation.	The need for one overarching piece of policy / legislation that promotes and guides SHS in the city	Tanya Zack and Sarah Charlton
	Private developers – ‘ <b>city is the last choice as a transactional partner</b> (not seen as deal makers – seen as high risk)’	Provision of appropriate incentives & clear definition of available incentives and the application of these procedures for accessing incentives	Bigen Africa and GMS findings
	<b>Land release</b> – the selling of well located state land to the private sector	Selling land with pre-conditions. Such as development needs to be 10% low income and socially inclusive	Petal thring and Bigen Africa
	<b>Lack of momentum / innovation</b>	Well defined roles and responsibilities with dedicated officials with a common vision	General
SPATIAL/ PHYSICAL	Location, quality and capacity of <b>Bulk infrastructure</b> - bulk capacity has not been created for the past 30 years.	<ul style="list-style-type: none"> <li>• Bulk infra as a control or incentive mechanism. City can use it to decide what type of development is to be built and where (pre-conditions set with state owned land).</li> <li>• Critical to fully understand the true life-cycle cost of infrastructure.</li> </ul>	Bigen Africa
	Private <b>developers taking free reign resulting in urban sprawl</b> of middle to upper class developments	Permanent platform / forum for consultation with property owners, developers, major businesses and the City	GMS trends report
	Disintegration of housing developments / large low income greenfields developments located on the periphery of the city isolated from social facilities, economic opportunities and public transportation.	Housing developments should be situated on well-located land and integrated into the broader systems and opportunities of the city	Tau village (Engela White), Hope City, Springfield Terrace (Kathleen Evans), Sakhasonke (Lance del Monte)
	Inefficient <b>low-density urban sprawl</b> across the city resulting in: <ul style="list-style-type: none"> <li>• A high cost implication for the state in providing public infrastructure due to the growing <b>capacity constraints</b>.</li> <li>• The unsustainable and inefficient utilisation of valuable land</li> <li>• <b>Car oriented design</b> – not pedestrian friendly and the urban form is not conducive / complimentary for efficient public transport system.</li> </ul>	<ul style="list-style-type: none"> <li>• Higher densities and a variety of densities / optimal utilisation of land</li> <li>• Compact, walkable and integrated city</li> <li>• Transit orientated design: urban form densified and uses intensified along strategic routes.</li> </ul>	Dr Amira Osman (CSIR), Lufhereng (Thorsten Deckler), Sakhasonke Village (Lance del Monte), Samora Machel Housing, Botlhabela Village (Colin Savage), Springfield Terrace (Kathleen Evans), Quinta Monroy, Courbevoie, Monterrey (HOLCIM FORUM Conference), Pelip Housing (Heinrich Wolff)

ECONOMIC	<ul style="list-style-type: none"> <li>• <b>Rate base:</b> city becoming an expensive place to live. i.e. rates increase by 5% and the payment of rates decreases by 30% - huge imbalance</li> <li>• Lack of mixed use zoning</li> </ul>	<ul style="list-style-type: none"> <li>• Redefining the role of the rates base</li> <li>• Encourage mixed uses towards economic opportunities and resultant activity spines central to developments</li> <li>• It should be noted that, as learnt from eg Cosmo City and Lufhereng, and several studies on Inclusionary Housing, that a combination of income groups should happen at scale and</li> <li>• Preferably not vertically within the same building</li> <li>• Preferably not within the same urban block, but should allow on precinct scale for example, for the poor to be located centrally as far as possible (pedestrian centre), with higher income groups staged upon the periphery of development when possible.</li> <li>• The effectiveness of getting the mix right of subsidized to non-subsidized bonded housing units should be at a ratio of 40-60% (subsidy to bonded) for the total settlement up to a certain point.</li> </ul>	Bigen Africa Thorntree View, Soshanguve (Gary White)
SOCIAL	<b>The mentality/culture of entitlement</b> – people without a house expect / demand houses. Rental VS political statement “people must be given houses”	Affordable tenure options, awareness programmes and the encouragement by government for people to move up the housing ladder from a shack or informal backyard room to affordable rental units	Yasmeen Coovadia and K206 Case study
ENVIRONMENTAL	<ul style="list-style-type: none"> <li>• <b>Holistic view</b> towards environmental approach</li> <li>• <b>Lack of sustainable bulk infrastructure</b></li> </ul>	<ul style="list-style-type: none"> <li>• Taking open space framework into consideration through promotion of green and blue linkages</li> <li>• Sustainable Urban drainage systems (SUDS)</li> <li>• Sustainable Waste management systems</li> <li>• City wide alternative energy sources and farms</li> </ul>	Thorntree View, Soshanguve (Gary White)

SHS THEME	GAP / ISSUES	POSSIBLE RESPONSES / LESSONS LEARNT	SOURCE / CASE STUDY (refer to annexure)
<b>SETTLEMENT / PRECINCT SCALE</b>			
INSTITUTIONAL	<b>Public procurement processes</b> – laborious with often delays	Streamlined, efficient public systems	General
SPATIAL/ PHYSICAL	<b>Crude Spatial Design</b> – mixing income groups and races on an isolated piece of land and calling it an integrated project	Deeper understanding of what integration means spatially; integration into the activities, systems and opportunities of the city	Rory Gallagher - JOSCHO
	<b>Rapid growth / increasing backlog</b> / informal settlements taking on a life of their own	<ul style="list-style-type: none"> <li>• Design with a degree of flexibility for growth. For example: design infrastructure reticulation (water and sanitation) to be able to cope with second dwellings.</li> <li>• Pre-empt second dwellings through simple design strategies</li> </ul>	Lufhereng (Thorsten Deckler) , Chitingwiza (Thorsten Deckler), alternative precinct options (Lone Poulsen and Melinda Silverman)
	Planning by a <b>project by project basis</b> – not holistic approach	Plan for areas or precincts with a range of different contextual responses and strategies	Yasmeen Coovadia
	Within new and old developments: Monotonous building mass, <b>lack of effective public open spaces</b> for children, teenagers and the elderly, a disintegrated sense of place.	<ul style="list-style-type: none"> <li>• Placemaking – public spaces that achieve a sense of place that is safe / defensible and allows for community interaction and well-being.</li> <li>• Utilising streets as social spaces.</li> <li>• Spaces with natural surveillance</li> </ul>	K206 (Anca Scalavitz), Samora Machel, Carr Gardens (Michael Hart), Joe Slovo N2 Gateway (Jac Snyman), Hope City. Lufhereng, Pelip, Elangeni,

			BG Alexander, Sakhasonke Village
ECONOMIC	<b>Financial feasibility of the project</b> – conventional RDP (one unit/stand) high cost of unit and sprawled infrastructure construction	<ul style="list-style-type: none"> <li>• Cost sharing to reduce construction costs – single trench for all services, shared walls, shared sewerage services, etc.</li> <li>• Mixed incomes – allow for cross subsidization of RDP units through bonded houses</li> </ul>	Missionvale, Sakhasonke, Samora, K206, Cosmo city, Lufhereng, Aranya, Hope City
SOCIAL	<b>Isolated, mono-functional developments</b>	Integrated community facilities – communal drying / washing areas, libraries, play spaces, and so on	Elangeni, K206, BG Alexander and many others
	<b>Racial segregation</b>	Non-racial communities through developments	Springfield Terrace, Hope City
	<b>One size fits all approach</b>	Socially and culturally responsive	
ENVIRONMENTAL	<b>Lack of sustainable systems and environmental concerns</b>	<ul style="list-style-type: none"> <li>• Sustainable livelihoods – Food gardens</li> <li>• Environmental sustainability and energy efficiency - rainwater harvesting, orientation, geyser blankets, retention of trees, green areas</li> </ul>	<ul style="list-style-type: none"> <li>• Sakhasonke</li> <li>• Bothlabela Village, Carr gardens</li> <li>• Moshoeshoe Eco Village</li> </ul>
	<b>Waste management</b>	Integrated, sustainable waste management system – involves the community, decreases unnecessary waste, initiates effective recycling system and creation of fertilizer/compost for food gardens	Bothlabela Village (Colin savage), Moshoeshoe Eco Village

SHS THEME	GAP / ISSUES	POSSIBLE RESPONSES / LESSONS LEARNT	SOURCE / CASE STUDY (refer to annexure)
<b>UNIT SCALE</b>			
INSTITUTIONAL			
SPATIAL/ PHYSICAL	<b>Conventional RDP unit</b> (unflexible) (Typology as a result of the unflexible subsidy scheme)  RDP units are exempt from compliance with the South African National standards for construction	<ul style="list-style-type: none"> <li>• Size of unit should be increased with the same subsidy budget</li> <li>• Design and layout should allow for easy incremental expansion (for secondary unit to be built and rented out). Eg: K206 allows for vertical expansion after five years</li> <li>• Design of unit should respond to identified user group</li> </ul>	<ul style="list-style-type: none"> <li>• Monterrey, Samora Machel, Quinta Monroy, Aranya</li> <li>• K206</li> <li>• Alternative unit options (Lone Poulsen and Melinda Silverman)</li> </ul>
	<b>Lack of private – public thresholds</b> within unit design / layout	Creating different thresholds of private and public space. For example thresholds including semi-private and semi-public space such as: <ul style="list-style-type: none"> <li>○ Porches / stoeps (interaction with the street within semi-private space)</li> <li>○ Courtyards (community interaction and communal uses)</li> </ul>	Lufhereng (T. Deckler), Langa, Guguletu Hostel Upgrades
	<b>Monotonous, repetitive unit</b> design and layout of units – aesthetically unpleasant and inefficient use of space	Variety and choice of size and design	Thorntree View, Soshanguve (Gary White)
ECONOMIC	Providing <b>unemployed</b> beneficiaries with houses continuing the <b>cycle of poverty</b>	<ul style="list-style-type: none"> <li>• Live – work units, housing asset as an income generator</li> <li>• Income through sub-letting</li> <li>• Commercial units</li> </ul>	<ul style="list-style-type: none"> <li>• Elangeni, Lufhereng, Pelip</li> <li>• Pelip, K206</li> <li>• Tau Village</li> </ul>

SOCIAL	<b>Safety and security</b>	<ul style="list-style-type: none"> <li>• Improved outdoor lighting and enclosed/surveyed communal spaces</li> <li>• Design for “eyes on the street”, passive surveillance</li> <li>• A maintained public environment: establish a system to communicate and intervene to mitigate or react to decaying areas (CoJ’s Urban Decay Framework)</li> </ul>	Elangeni Housing Project , Lufhereng (Thorsten Deckler), Sakhasonke Village (Lance del Monte)
	<b>Lack of public participation and involvement in design and construction process</b>	Self build and expansion opportunities (People’s Housing Process)	Monterrey, Pune, Quinta Monroy, Aranya)
ENVIRONMENTAL	<b>Lack of sustainable systems and environmental concerns</b>	<ul style="list-style-type: none"> <li>• Sustainable livelihoods – Food gardens</li> <li>• Environmental sustainability and energy efficiency - rainwater harvesting, orientation, geyser blankets, retention of trees, green areas</li> <li>• Innovative materials – use of recyclable, reusable environmentally friendly materials subject to statutory compliance</li> <li>• Renewable energy through solar water heaters and photovoltaics, innovative urine-diversion toilet system addressing both water conservation and efficiency</li> <li>• Alternative and appropriate construction methods, approved by national bodies and certified</li> </ul>	<ul style="list-style-type: none"> <li>• Bothlabela village</li> <li>• 10x10 design indaba (Sushma Patel)</li> <li>• Moshoeshoe Eco Village</li> </ul>

## **Summary of principles / best practice**

These principles feed into the following chapters of the SHSUP in terms of the proposed development scenarios and principles and can be aligned with the City-wide model for Sustainable Human Settlements as they guide development at a project level. It should be noted that the SHSUP seeks to develop a comprehensive approach to typologies, and therefore integrate the lessons learnt from the case studies investigated into the typologies proposed as part of the plan.

## **KEY FINDINGS, CHALLENGES AND CONCLUSIVE SUMMARY**

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The section that follows summarises the key findings and issues resulting from the Situational Analysis into the GDS drivers alluded to in Section 2.3. These issues begin to inform the Development Principles and selection of Strategic Areas as conceptualised in the next section of the SHSUP.

### **Key Issues/Features**

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#### **a) Human and social development issues facing the City**

The majority of large-scale subsidised housing delivery initiatives have remained spatially peripheral to the urban mainstream forming a pattern of potential further marginalisation. The current distorted urban structure of the City limits the access to urban opportunities in the form of places to work, live, and play very for many poor communities.

High levels of unemployment and the informal development of backyard shacks as an income generator could well be owed to the impact of the continuous spatial separateness of “RDP type housing” from job opportunities and social services.

The provision of social facilities and infrastructure within new residential townships (e.g. schools, clinics, sportsfields, libraries, community halls etc.) often lag far behind the construction of houses, which result in communities having to commute to access such facilities, and the overcrowding of such facilities in surrounding areas.

A diverse range of lifestyles as a result of accommodation needs exist. This means that a range of diverse accommodation typologies are needed to meet these needs.

The City is characterised by periodic migration patterns. The spatial and social needs of the target market need to be assessed and understood to be able to make appropriate decisions relating to affordability of housing products, financial instruments and others.

## **SHSUP Human and Social Development Response Requirements**

The facilitation of public investment in bulk and social infrastructure and amenities needs to be aligned with new housing settlements and those existing areas currently in need of re-investment. This will assist to achieve an integrated environment improving the overall quality of life for the City's residents.

Acknowledge the informal sector and the importance of the green economy in terms of job creation, waste management systems, local economic development and urban regeneration.

A need exists for consumer education on matters such as water, sanitation and electricity consumption, rates and taxes, title deeds, beneficiary administration etc. This could have significant financial, social and administrative benefits.

### **b) Economic growth issues facing the City**

High unemployment is a current reality and present rates are likely to prevail. The impact of this scenario on the City's efforts to address the facets of Sustainable Human Settlement and urbanisation pressures will require creativity and dedication of resources. An associated challenge relating to jobs and job creation is the drive to take people "closer to jobs". Within the City's context this would suggest a higher reliance on the economic nodes. Whilst this objective may satisfy a "better spatial location" relative to others in the City, it will not address the issues of job availability and job creation per-se. This will require an upturn in economic activity matching skills levels available with the opportunities created.

It is acknowledged that presently current housing funding mechanism has limited the development of higher-density subsidised residential developments. Notwithstanding amendments to the social housing policy and the introduction of Restructuring Zones this is a challenge that must be addressed if the higher-densities and alternative typologies located in infill locations are to become a norm and not the exception to the norm.

Self-built housing and improvement to land and housing assets have a major role to play in delivering housing in South Africa. Currently these receive little formal support – administratively or financially. Housing "delivery" is facilitated not only by the construction of **new** units, but also through home improvements, incremental extensions and subdivisions.

Establishing an institutional environment that allows the resale market to work at the lower-end of the housing ladder will assist in the "churn" and flow congruent with the middle and higher end of the market. This will assist in filling the gaps in the housing ladder and empower low income households to begin to meet their own housing needs.



Development costs render high-density mixed developments / redevelopments extremely challenging from a financial perspective. Developments of this nature transfer these costs onto the end user. Consequently, product prices (rentals and house prices) are far above the market norm and only a very small segment of the consumer market can actually afford to stay in or close to these developments.

Higher-density, mixed use products are likely to require extended pay-back periods (30 to 40 years). This time period is significantly greater than the 10 to 20 year pay-back periods more commonly associated with market driven development. State intervention to address these timeframes and fulfil the underlying need for this market segment will be required.

Few residents (estimates of 20% to 30%) have recognised the potential value of the house / home as a capital asset. The net result is that 70% to 80% of residents fail to leverage the full financial benefits associated with capital growth in house prices – and the associated downstream rateability benefits for the municipality.

### **SHSUP Economic Growth Response Requirements**

The SHSUP will need to respond to the complex interplay between land markets and financial systems as well as lifestyles and life-stage attributes of the consumer market.

In order to achieve Sustainable Human Settlements, future residential growth needs to be more stringently aligned with economic growth strategies. Furthermore densification initiatives will be located on strategic locations in close proximity to economic development and opportunities, most particularly the emerging public transportation network.

The SHSUP advocates a conceptual shift towards supporting and facilitating backyard rental stock. It is acknowledged that the informal rental market is a major contributor to housing delivery and generates an income to many informal landlords. The conditions of this support and facilitation in terms of basic health and safety provisions need to be considered carefully.

Existing housing programmes (IRDP, UISP, CRU, Social Housing Programme) and their associated funding mechanisms (USDG, FLISP, Consolidated and Individual National Subsidies) remain the key financial drivers of the SHSUP. However, financing arrangements that do not depend solely on the existence of a national housing subsidy programme will be key in shifting the focus and qualitative aspects of a SHSUP. These should include the exploration of micro financing and the role of the private sector. Micro financing and loans also allows for the resale market to improve thus providing increased adequate housing on the housing ladder.

The potential role and contribution of the Green Economy needs to be introduced and supported in the informal sector in terms of job creation and economic development. This may include aspects such as; recycling, managing waste and other aspects associated with housing that could stimulate economic growth.

### **c) Environment and service issues facing the City**

Low Cost Housing is exempted from compliance with South African National Standards (SANS). Since November 2011, the SANS have been updated to addresses environmental sustainability. 64% of housing (RDP type) currently delivered in Johannesburg therefore does not comply with either national standards or with the minimum requirements for being environmentally sustainable.

Historically, decisions relating to policy, strategy and delivery of housing have been mainly around the cost and capital spend of the top structure and infrastructure. Decisions should not be based solely on the initial capital cost. Costs should be understood, defined and measured in terms of qualitative aspects relating to SHS in a broader sense.

The typology considered will also influence whether private sector funding can be attracted to the sector. High density mixed use mixed income on well-located land would attract investment interest from financial institutions.

Middle to higher income, low density, gated-communities on well-located pieces of land have historically resulted in rapid urban sprawl, creating increased costs and pressure on the State and the existing infrastructure. These developments must be regulated to ensure that a respectable level of sustainability is achieved;

One of the major constraints to increased density and infill development is the limited capacity of bulk engineering services – even within current priority areas earmarked for densification.

### **SHSUP Environment and Service Response Requirements**

SHSUP will need to demonstrate alignment with and enhancement of the existing spatial plans and strategies such as the City Land Strategy – including the Urban Land Restructuring Programme and the Joint land Strategy Committee, the Spatial Development Framework (SDF) and the Growth Management Strategy (GMS).

Transportation corridors have a critical role to play in connecting different regions of the City and linking the housing, economic and social components of the SHSUP. Therefore locations along and in close proximity to the BRT and Gautrain routes should be considered priority.

The effective management of public open spaces aligned to the provision of accommodation. Thought should be given to areas adjacent to facilities and open spaces which are often embedded at the core of extensive districts, again notably in established suburbia, where well established schools, bus routes and parks provide clear rationale for quite extensive re-modelling of the housing and density profile.

The SHSUP seeks to be in line and further promote and support the vision of an environmentally healthy and sustainable city involving a minimal ecological footprint and sustainable production and consumption through the appropriate use of environmentally sound technologies and effective demand management.

Accommodation will comply with national standards towards environmental sustainability through the adoption of quality management policy that incorporates all stakeholders, including quality management in strategic plans. Incentives towards being environmentally sustainable should be explored and partnerships with e.g. the Green Building Council SA could be considered to channel such programmes.

The SHSUP should emphasise the need to develop a well-researched process of land banking in response to the Strategic Areas identified.

The SHS Development Indices should be used as a tool in the implementation process of the SHSUP as an enforcement, monitoring and design mechanism. The sustainability of all proposed development projects should be assessed in order for them to achieve sustainability at a settlement level.

The maintenance, upgrading, and expansion of bulk infrastructure must be more closely synchronised with the Growth Management Strategy of the City and ultimately the SHSUP in order to ensure that developments can be accommodated/approved in priority areas. Similarly, a coordinated programme should be initiated to collectively deal with each of the priority engineering service hotspot areas. Development/upgrading of bulk infrastructure can also be used as a control measure to determine where development occurs within the City.

#### **d) Governance issues facing the City**

It is extremely difficult to frame an accommodation plan that fits all. A house that is appropriate for one family is inappropriate for another. The challenge lies in framing a policy that meets these different needs.

Currently there is no accessible, central housing data source at a local government level that includes housing supply and demand, housing projections and existing housing policy / strategies / frameworks.

The delay to transfer title deeds to many subsidised housing beneficiaries prevents these residents from trading their homes which, in turn, limits choice, mobility and the development of a secondary market in low-cost houses. This prevents residents from moving up the housing ladder as part of a normal life cycle.

The complete housing delivery chain is very time consuming and escalates costs for delivery. Public procurement processes are also laborious with several delays.

### **SHSUP Governance Response Requirements**

The SHSUP needs to find a foothold within the Sustainable Services Cluster; this cluster should form an oversight mechanism and framework for the SHSUP aligned with the GDS outcomes. The City's Department of Human Settlements must continue the process to obtain housing accreditation level 3 in order to receive direct funding for the delivery of SHS.

The establishment of well-defined roles and responsibilities and accountability in the delivery of SHS. Multi sectoral integration across the entities and agencies responsible for the **policy and planning** of sustainable human settlements (SHSUP to be aligned with all relevant and existing policy).

Sectoral integration across the entities and agencies responsible for the implementation and development of Sustainable Human Settlements (SHSUP to be aligned with all relevant and on-going and proposed developments).

The SHSUP will need to take cognisance of institutional capacities required for delivery at scale involving: A supportive management environment incorporating planning control, building control, land use management and legal administration.

The Transfer of title deeds to beneficiaries should be a priority in order for residents to reap the asset value of their property and to move up the housing ladder.

