## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABOUT THIS PLAN</td>
<td>10</td>
</tr>
<tr>
<td>SETTING THE SCENE</td>
<td>18</td>
</tr>
<tr>
<td>UNDERSTANDING THE CURRENT REALITY</td>
<td>26</td>
</tr>
<tr>
<td>IMPROVING EXISTING LIVING ENVIRONMENTS</td>
<td>30</td>
</tr>
<tr>
<td>MEGA OR CATALYTIC PROJECTS</td>
<td>40</td>
</tr>
<tr>
<td>CREATING NEW LIVING ENVIRONMENTS</td>
<td>50</td>
</tr>
<tr>
<td>PARTNERING FOR IMPROVEMENT</td>
<td>62</td>
</tr>
<tr>
<td>ADDITIONAL STRATEGIC INITIATIVES</td>
<td>54</td>
</tr>
<tr>
<td>DIRECTORATE STRUCTURE AND FUNCTIONS</td>
<td>68</td>
</tr>
<tr>
<td>LEGISLATION AND PLAN INTEGRATION</td>
<td>72</td>
</tr>
<tr>
<td>FUNDING</td>
<td>76</td>
</tr>
<tr>
<td>ANNEXURES</td>
<td></td>
</tr>
</tbody>
</table>

Denotes:  
- NDP National Development Plan  
- Objectives delivered  
- More online
The vision of the City of Cape Town is threefold:
• To be an opportunity city that creates an enabling environment for economic growth and job creation, and to provide help to those who need it most
• To deliver quality services to all residents
• To serve the citizens of Cape Town as a well-governed and corruption-free administration

In pursuit of this vision, the City’s mission is as follows:
• To contribute actively to the development of its environmental, human and social capital
• To offer high-quality services to all who live in, do business in or visit Cape Town as tourists
• To be known for its efficient, effective and caring government

Spearheading this resolve is a focus on infrastructure investment and maintenance to provide a sustainable drive for economic growth and development, greater economic freedom, and increased opportunities for investment and job creation.

To achieve its vision, the City of Cape Town is building on the strategic focus areas it has identified as the pillars of a successful and thriving city. These focus areas form the foundation of the City’s five-year Integrated Development Plan and are as follows:

**THE OPPORTUNITY CITY**
Pillar 1: Ensure that Cape Town continues to grow as an opportunity city.

**THE SAFE CITY**
Pillar 2: Make Cape Town an increasingly safe city.

**THE CARING CITY**
Pillar 3: Make Cape Town even more of a caring city.

**THE INCLUSIVE CITY**
Pillar 4: Ensure that Cape Town is an inclusive city.

**THE WELL-RUN CITY**
Pillar 5: Make sure Cape Town continues to be a well-run city.

These five focus areas inform all the City of Cape Town’s plans and policies.
ABOUT THIS PLAN

The aim of this review of the Integrated Human Settlements Five-Year Plan is to offer the reader a clear view of the challenges and opportunities facing the City of Cape Town in terms of providing for the housing needs of Cape Town’s steadily growing and increasingly urbanised population.

This plan is aligned with, and contributes to, the City of Cape Town’s overarching five-year Integrated Development Plan, and has been developed with a view to enabling the realisation of the City’s five key strategic pillars or focus areas.

Just as the Human Settlements Directorate does not operate in isolation from the rest of the City of Cape Town, this plan should be read in the context of the greater vision and objectives of the current administration. As such, it forms one component of a suite of plans, publications and reports produced annually by the City. These include the following:

- The five-year Integrated Development Plan (2015/16 review)
- The integrated annual report 2014/15
- The 2015/16 - 2017/18 budget

Each of these publications offers comprehensive information and data covering the components of the City’s five strategic pillars that are relevant to its readers or to the stakeholders of the directorate that produced it.

While this means that each publication can be read independently of the others, to gain a comprehensive understanding of the City’s planning, performance and budgeting structures, the suite of books should preferably be considered in its entirety.
DEFINING THE VISION

The vision of the Human Settlements Directorate is to contribute to and lead the City of Cape Town’s development of sustainable integrated human settlements by improving the overall living and built environment of communities in Cape Town, balancing quantity and quality housing opportunities, and placing a specific focus on improving the livelihood of the poor.

The mission of the human settlements directorate is:

- To facilitate and develop sustainable integrated human settlements.
- To integrate the delivery of housing opportunities with the objectives and deliverables of the rest of the City, thereby ensuring that these contribute to the creation of a compact city and optimal use of facilities.
- To improve informal settlements and backyard precincts incrementally and create a better-quality living environment, rather than merely providing shelter.
- To manage and maintain the City’s rental assets strategically.
- To lead in the social and economic development of disadvantaged areas to ensure that quality of life and the environment are improved.
- To promote and ensure meaningful partnerships with business and community-based stakeholders.

CONTRIBUTE:
The responsibility to achieve integrated sustainable human settlements rests with the entire City, and not just with a single directorate.

LEAD:
The Human Settlements Directorate is the institutional entry point for co-ordinating integrated human settlements.

LIVING AND BUILT ENVIRONMENT:
The strategic focus is the improvement of both the living and built environment to achieve National Human Settlements Outcome 8 and related objectives, as required by both the Human Settlements Development Grant and the Urban Settlements Development Grant.

BALANCING QUANTITY AND QUALITY:
While the drive to accelerate the delivery of more housing opportunities (quantity) will continue, there is an equally important drive to pursue quality-of-life objectives relating to improved human settlements. These include reducing travelling time and costs from residential areas to places of economic and recreational amenities; providing community facilities in new and existing settlements; the in situ upgrade and improvement of informal settlements at scale, and ensuring and promoting medium-density housing in well-located and appropriate areas within the urban core, along transport corridors and in economic nodes.

IMPROVING THE LIVELIHOOD OF THE POOR:
This requires a people-centred, partnership-based service delivery process that addresses the essential issues of safety and security, tenure restoration and protection, meaningful stakeholder relations, and the effective provision and maintenance of basic services.
While the function of any local administration involves a multitude of deliverables and responsibilities, the provision of suitable housing opportunities for all citizens is a key measure of a municipality’s effectiveness.

At the City of Cape Town, we take this responsibility very seriously, and recognise the power inherent in an effective human settlements strategy to transform the city, ensure the dignity and security of its people, improve living conditions and enable the population to create the future it deserves. So, while the work of the Human Settlements Directorate is aligned with the strategic focus areas of the City, and the objectives and programmes of the five-year Integrated Development Plan, the heart of human settlements is people – and delivering solutions and opportunities that empower and uplift them.

This commitment was at the root of the City of Cape Town’s decision to evolve its housing approach into one of integrated human settlements. The development and implementation of this integrated approach represents the City’s innovative and committed response to the many challenges it faces in terms of addressing and redressing past injustices, catching up years of historic housing delivery backlogs and meeting the future needs of a fast-growing, increasingly diverse population.

The recent introduction by national government of so-called catalytic projects is a key step towards delivering on the integrated housing needs of people across the country. These projects are aimed at fully restructuring and optimising human settlement patterns to maximise the potential for successful delivery while impacting positively on the environment. Given that the objectives of these catalytic projects align exactly with the City’s new integrated approach to human settlements, we welcome and fully support this initiative by national government. The four catalytic projects identified by the City of Cape Town have the highest potential to deliver on the government’s objectives but, more importantly, have the ability to literally change the lives of thousands of Capetonians over the next five years.

Of course, the achievement of the objectives of these catalytic projects and, indeed, the entire Integrated Human Settlements Framework (IHSF) of the City requires a team effort. It requires close working partnerships among local, provincial and national government officials as well as the continued financial support of international housing funders and the private sector. Only by harnessing the full power of partnerships will the City be in a position to deliver the type and level of human settlements that have the ability to address poverty, create futures, and deliver real opportunities for all Capetonians.
As such, it is my belief that, in many ways, the IHSF is the future of housing – not just for Cape Town, but for the rest of South Africa as well. This dynamic, needs-based approach to human settlements delivery offers a comprehensive way for cities to go beyond attempting to merely find ways of housing their populations, instead presenting viable, workable and affordable settlement solutions built on the cornerstones of equality, dignity, inclusion and opportunity. It’s a strategy that recognises the importance of the ‘opportunity’ part of a ‘housing opportunity’. It is not enough to simply put a roof over somebody’s head. You also need to ensure that they receive the basic services they deserve as a citizen, and that their housing solution affords them access to other opportunities they require to uplift themselves and become active participants in, and contributors to, the city and its economy.

This, in a nutshell, is the human settlements vision of the City of Cape Town. It is underpinned by a commitment to deliver on the municipality’s strategic objectives to be a caring, inclusive and opportunity city, trusted by those it serves to meet their essential needs and to enable them to achieve the outcomes they want for themselves and their families.

COUNCILLOR BENEDICTA VAN MINNEN
Mayoral Committee Member for Human Settlements
With Cape Town’s nomination as World Design Capital 2014 came an intensive focus on design-driven thinking that could, and would, sustainably change the lives of the city’s people and communities. While the excitement of the World Design Capital designation may be over, the momentum achieved through this design-driven focus continues – particularly within the area of Human Settlements.

The City has long recognised the responsibility it has to apply innovative thinking to ensure consistent delivery of housing solutions for all its people. They are the bedrock on which the transformation and evolution of Cape Town must be built if the municipality is to deliver on its vision to be an opportunity city, a safe city, a caring city, an inclusive city and a well-run city.

To deliver this strong foundation, the vision and approach of the City’s Human Settlements Directorate has been transformed in recent years. Gone are the strategies that were once aimed at merely building houses for Cape Town’s people or addressing delivery backlogs. In their place is an Integrated Human Settlements Framework (IHSF) that has been specifically designed to deliver quality, affordable and secure housing opportunities, supported by a comprehensive range of City services and located to maximise the opportunities for people to access income opportunities and raise their living standards.

As the content of this 2015/16 Integrated Human Settlements Five-Year Plan review illustrates, the approach, while still in the relatively early stages of implementation, is already delivering significant benefits for all the city’s human settlements stakeholders – most notably Cape Town residents in need of suitable housing opportunities.

The finalisation of our IHSF is a key building block in this forward-focused process. The result of an intensive rethinking and restructuring process, the IHSF represents a ‘new way of thinking and working’ for the City in terms of its delivery of human settlements. Already, we are applying this transformative framework to inform our approach and strategy. The result, we believe, will be long-term sustainable improvements in housing and services delivery and a human settlements approach that will be instrumental in transforming the lives of many Capetonians by giving them stable, secure homes from which they can empower themselves and enable their futures.

Of course, the IHSF is not a ‘silver-bullet’ fix for the City’s numerous housing challenges. We acknowledge that there are many such
challenges that will take a great amount of time and resources to overcome. But we are absolutely committed to doing whatever is required to do exactly that, and achieve the objectives and vision we have set for ourselves as the Human Settlements Directorate.

Of course, we are also acutely aware that we will never be able to achieve this vision alone. So, at the heart of our integrated approach, lies a commitment to effective, synergistic partnerships - with other City directorates, provincial and national government, funding organisations and, most importantly, with the people of Cape Town themselves.

We believe wholeheartedly in the power of collaboration and, consequently, in the promise the City has made to all the people of Cape Town to make progress possible, together.

DR IVAN BROMFIELD
Acting Executive Director: Human Settlements
Setting the scene

Achieving success through an integrated human settlements approach 13

Key themes for an integrated plan

Theme 1: Helping to address poverty 14
Theme 2: Innovation and sustainability 15
Theme 3: Partnerships 16
Theme 4: Progressing the Directorate’s turnaround strategy 17
The review of the Integrated Human Settlements (IHS) Five-Year Plan aims to evaluate current urbanisation realities facing the City of Cape Town ('the City') with specific reference to the diverse housing challenges it faces.

Housing provision has a key role to play in the success of the City’s efforts to address poverty, create employment, improve socio-economic conditions and create sustainable futures. As such, this plan also outlines the intentions of the Human Settlements Directorate ('the Directorate') in terms of going beyond merely building houses, and taking a more holistic approach to improving existing living environments and creating new ones for the people of Cape Town.

This integrated approach to human settlement development and improvement contributes towards the City’s overarching five-year Integrated Development Plan (IDP), and is aligned with its five core strategic focus areas of:

- an opportunity city;
- a safe city;
- a caring city;
- an inclusive city; and
- a well-run city.

In developing this plan, the Directorate ensured alignment with many of the other plans currently implemented by the City and the national government. The sources consulted include, but are not limited to, the National Development Plan (NDP), the City of Cape Town Integrated Development Plan, the State of Cape Town Report 2010, the Spatial Development Framework, and the Integrated Human Settlements Framework.

This five-year plan is reviewed annually to ensure that it considers and responds to any significant changes in the micro and macro environments that may impact on its delivery.
Achieving success through an integrated human settlements approach

Based on current resources (land, funding and people) available to the City, and using a traditional housing provision approach, it will take more than 70 years to eradicate Cape Town’s housing backlog.

This is clearly an unacceptable scenario, which is why the Human Settlements Directorate has invested significant time and intellectual capital into rethinking and restructuring its human settlements delivery methodology and strategic plan.

The result has been a fundamental shift from the historic approach of targeting individual areas of housing needs as these amount to one in which full and meaningful integration is a central tenet.

This paradigm shift began in 2013 when the City and Province embarked on a Human Settlements Coordination Project (HSCP). A number of working groups were formed and were mandated to interrogate various aspects of the current system and procedures in the housing delivery model in Cape Town.

The result of this concerted, collaborative effort was a draft Integrated Human Settlement Framework (IHSF), which is now being used to inform the finalisation of a new and innovative longer-term strategy to direct the transversal management of integrated human settlements planning and delivery for the City.

In addition to shifting the mindset of the City and Directorate from housing provision to comprehensive human settlement development and management, this integrated approach is delivering the following key strategic shifts:

- Regularisation and progressive upgrading of all informal settlements – The aim is to shift from a pipeline of comprehensive upgrade projects to broad-based (all settlements) ongoing improvement of services, public space and tenure provided while households formalise their top structures.

- Increased supply of new housing opportunities by households of rental units and subdivisions – The aim is to encourage and support the development of second dwellings by regularising existing backyard dwellings and making new, designated areas available for formal backyard rental units. An additional focus is on upgrading and formalising existing backyard dwellings.

- Opening of new areas for housing development within, and adjacent to, existing developed areas of the city – The emphasis here is on high densities and starter units that support incremental completion over an indefinite period. The City will prioritise the development of ‘super blocks’ for third-party development or ‘site and service’ offerings for household occupation while owners build their houses themselves.

- Support of higher-density affordable apartment unit investment around the transport corridors and priority nodes – This encourages development (public and private) by means of investment incentives, planning and building plan approvals and special concessions around development contributions.

- Undertaking a focused programme to improve home-ownership-related creditworthiness levels among Capetonians.

- Focused communications to adjust and manage the expectations of stakeholders.

This integrated framework and strategy is not only aimed at creating a more holistic approach within the Human Settlements Directorate, but also at integrating the efforts of the Directorate with those of other areas of the City.
For example, given the focus on human settlement development in proximity to key transport nodes, the IHSF is closely aligned to the City’s Transit-oriented Development strategy (TOD) and proposes that future developments be oriented towards the City’s transit network in order to maximise access to transport and thereby enable easier access to employment opportunities.

The IHSF will be realised through a detailed implementation plan, which is currently under development.

**Key themes for an integrated plan**

This review of the 2015/16 IHS Plan continues the four key themes adopted in the Directorate’s previous plan reviews. These themes have been identified, and agreed by key stakeholders, as essential to addressing the challenges facing the Directorate, the City and, according to the NDP, the country as a whole.

These themes, which are cornerstones of the City’s integrated approach to human settlements, are outlined briefly below, but will also be evident throughout the content of this document.

**Theme 1: Helping to address poverty**

Poverty is a root cause of migration to urban areas such as Cape Town, where households seek to meet their economic and social needs. This influx of people, on top of natural population growth, fuels the City’s urbanisation challenge. Against this backdrop, poverty has to be addressed from a holistic perspective in terms of providing for the livelihood needs and quality of life of all people rather than merely providing houses.

Linked closely to this is the need of individuals to be able to provide for themselves. In this regard, the Directorate is involved in job creation and skills development initiatives such as the Expanded Public Works Programme (EPWP), where local labour is employed for human settlements projects. The People’s Housing Process (PHP) encourages communities to build or organise the building of their own homes with help from the City or Provincial Department of Human Settlements.

Informal living environments are a reality that has to be taken into consideration when developing and rolling out improvement plans and initiatives aimed at enhancing the lives of the City’s inhabitants. This includes due consideration for the large numbers of Capetonians living in the backyards of public rental housing who require, and deserve, the provision of basic services. The IHSF seeks to address these challenges by advocating for...
acceptance of the notion of informality in terms of meeting the City’s human settlement needs.

**Theme 2: Innovation and sustainability**

The IHSF was developed by the Directorate during the latter half of 2013 to guide the future transversal management and development of sustainable integrated human settlements. The IHSF therefore aims to enable the delivery of significantly more housing opportunities than is currently being achieved, with the ultimate goal of 652 000 more households by 2031.

The IHSF proposals inform a new, innovative long-term Integrated Human Settlements Plan (2031). This will be based on the City’s broader human settlement delivery mandate, in order to holistically address the key challenges brought about by rapid urbanisation. This long-term plan will also be influenced by – and, in turn, influence – the City’s growth management process, including its Built Environment Performance Plan.

Examples of innovative and sustainable thinking by the Directorate include:

- Investigating modular housing using steel containers as an alternative solution. The City has previously used containers as temporary housing for tenants whose rental units were being upgraded. Applying this solution for permanent housing offers enhanced cost and density benefits.

- A tender for innovative design for the emergency housing programme, which includes the use of alternative material and construction methods for the construction of the temporary top structure in cases of emergency or preventative actions. It is anticipated that the first such structures will be erected in 2015/2016.

- The re-blocking of informal settlements to create more living space and enables the City to provide better basic services, recognise tenure, guard against the spread of fires, and provide access for emergency vehicles.

- The planned construction of additional community residential units (CRUs) that offer accommodation for more residents in support of the City’s densification initiatives. These rental units are multistorey, and therefore utilise less land while maximising utilisation of available services and infrastructure.

- Mixed-used developments like Scottsden, Pelican Park and Happy Valley, which offer various categories of housing opportunities. This enables people in different income categories to be accommodated in the same project, which in turn leads to the development of truly integrated communities.

- Investing in green technologies in the development of housing projects is another innovative initiative, which includes the installation of solar water heaters and the design and orientation of the top structures to maximise energy efficiency.
The Human Settlements Directorate works closely with various partners to better address the needs of communities for services such as early childhood development centres.

- The strategic management of assets, in particular the maintenance of public rental stock, to ensure this serves the needs of residents into the future. As part of this process, the Directorate continues to conduct major upgrades to rental units. In addition, we have embarked on the modernisation of certain housing offices and will continue to improve the way in which we manage our public housing.
- The establishment of a Human Settlements call centre as part of a more customer-centric approach.
- The purchase of a Global Positioning System (GPS), a satellite-based electronic device (Trimble) that measures the position (areas and erven) of all structures and the details of all the occupants within each structure. This information is uploaded onto the geographic information systems (GIS), enabling access to real-time information and contributing to the eventual adoption of a paperless environment.
- The planned purchase of a drone for the purpose of aerial photography and for use in responding to emergencies, especially within informal areas that are not easily accessible.

**Theme 3: Partnerships**

Recognising that it cannot achieve its vision alone, the Directorate has established several social and gap housing partnerships and continues to seek opportunities to foster additional relationships and collaborations to enhance and improve its services to the community.

Fostering partnerships is also one of the key requirements for the IHSF to achieve the Directorate’s medium- to long-term goals. This suggests the Directorate must mobilise partnerships with existing households and the private sector to deliver a significant portion of the required housing needed.

In addition, the Directorate works closely with the Informal Settlements Network (ISN) and the Community Organisation Resource Centre (CORC). These organisations provide expertise and assistance in funding or sponsoring the re-blocking of informal settlements.

Partnerships have also been formed with the Violence Prevention through Urban Upgrading (VPUU) programme and National Planning Commission (NPC) in order to better address the needs of informal settlements by providing
both soft and hard services. Soft services revolve around people and understanding their needs through engagement in order to produce a community action plan based on themes such as gender equity, as well as early childhood development centres. Hard services relate to infrastructure upgrades, including serviced sites (owned by beneficiaries) and the appropriate social development facilities.

Intergovernmental relations are vital, as the various spheres of government are required to work together to realise the vision of a Cape Town in which all are cared for and able to prosper. Although relationships have been fostered with various spheres of government and government departments, there is room for improvement.

Internal relationships are equally important, and the Directorate relies on the City’s various service departments to contribute both directly and indirectly to the success of its endeavours.

Moreover, community-based partnerships are constantly being formed and nurtured, and are particularly important in the establishment of the envisaged multistorey rental units. The community-based committees that emerge from these partnerships assist the City in managing local living environments and ensuring that all tenants meet lease conditions. These are called community residential unit (CRU) committees and a policy was developed to assist in their establishment and functioning.

The Directorate will further pursue partnering with the social housing institutions to support the management of the City’s rental housing stock.

**Theme 4: Progressing the Directorate’s turnaround strategy**

To successfully transform the vision of the City from housing delivery to creating integrated sustainable human settlements, a comprehensive turnaround strategy was required for the Directorate. This strategy, which was first implemented in 2013, is progressing well, and the City’s anticipated Level 3 accreditation will enhance the realisation of its vision of becoming a fully-fledged facilitator and implementer of human settlements. The Integrated Human Settlements Framework, discussed earlier on page 13 of this review, is integral to this turnaround strategy, as is the development of an informal settlement development matrix that lists all the informal settlements in the city to aid in identifying settlements in need of alternate land, either for de-densification or relocation (if the current site is not suitable for the settlement). Once this matrix has been finalised, appropriate alternate land will be listed against the identified land needs of informal settlements, making the matrix an invaluable planning tool, particularly when used in conjunction with live corporate GIS data sets.

Also as part of the turnaround strategy, the Directorate intends participating in developments along the City’s long-term growth corridors such as the West Coast and the Darwin Road corridors respectively. It also recognises Voortrekker Road as an urban renewal corridor. In so doing, we will be able to enhance and capitalise on existing infrastructure.

Various funding instruments are being applied in order to ensure delivery on the turnaround strategy. These include the full range of existing national housing programmes, together with national grant funding such as the Urban Settlements Development Grant (USDG), Human Settlements Development Grant (HSDG) and the City’s own funds.

In addition, the Directorate is the first in the City to be targeted for the roll-out of the Project Portfolio Management system. This tool will assist with transversal planning of the project pipeline and enhance project management and monitoring systems.

The Human Settlements Directorate intends participating in developments along the City’s long-term growth corridors such as Atlantis on the West Coast.
Urbanisation and the need for managing a growing Cape Town
The challenge of providing services to a growing population
Mitigating delivery challenges
The National Development Plan (NDP) recognises that despite South Africa having a reasonably balanced spatial structure, it has dysfunctional and inequitable settlement patterns. High fragmentation of towns and cities increases costs to both households and the economy.

With 85% of South Africa’s economic activity generated in urban areas, the majority of South Africa’s population resides in towns and cities. This means that the emphasis must be on location-specific approaches, as each area presents distinct challenges and opportunities, rendering a one-size-fits-all approach inappropriate. Many of the challenges are not a result of a lack in policy, but are rather due to a shortage of institutional capacity and strong mechanisms for implementation.

Although South Africa has a slower urbanisation rate than the rest of Africa, it is predicted that the country will have an additional 7.8 million city dwellers by 2030, and a further 6 million by 2050. This will place significant added strain on municipal service delivery, and will likely be exacerbated by the fact that the majority of these new urban residents will be poor.

Urbanisation and the need for managing a growing Cape Town

Urbanisation continues unabated across most regions in Africa, South America and Asia, bringing with it numerous challenges for the cities in which it occurs. As the largest city in the Western Cape, Cape Town is also the second fastest growing city in South Africa. This growth has a massive impact on the socio-economic, cultural and environmental structures of the city and region, and will continue to shape the future sustainability of both well into the future.

Given that urbanisation is inevitable, a proactive and sustainable response is required, along with the development of capacity and capability to address the challenges and opportunities that urbanisation presents. Creative and innovative ways of addressing challenges need to be explored, which will include learning through doing.

Historically, the approaches taken to try and meet these challenges have proved that engineering solutions alone cannot effectively address urbanisation. Rather, there is an urgent need for a proactive and sustainable response.

<table>
<thead>
<tr>
<th>NATIONAL GOVERNMENT PLANS TO RESHAPE HUMAN SETTLEMENTS BY 2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>TO DO SO, HOWEVER, THE FOLLOWING WILL BE REQUIRED:</td>
</tr>
<tr>
<td>• Effective ways of addressing inequities in the land market</td>
</tr>
<tr>
<td>that make it difficult for the poor to access the benefits</td>
</tr>
<tr>
<td>of town and city life</td>
</tr>
<tr>
<td>• Stronger measures to reconfigure towns and cities towards</td>
</tr>
<tr>
<td>more efficient and equitable urban forms</td>
</tr>
<tr>
<td>• Housing and land policies that accommodate diverse house-</td>
</tr>
<tr>
<td>hold types and circumstances</td>
</tr>
<tr>
<td>• Municipalities that put economic development and jobs at</td>
</tr>
<tr>
<td>the heart of what they do and how they function</td>
</tr>
</tbody>
</table>

Although South Africa has a slower urbanisation rate than the rest of Africa, it is predicted that the country will have an additional 7.8 million city dwellers by 2030.
need to approach urban planning and development differently from the way we have done traditionally, in order to deliver sustainable human settlements that incorporate access to essential services, health care, education, recreation and employment.

In turn, such an integrated approach will serve to attract local and foreign investment, creating a virtuous circle of development and investment that will sustain and underpin the realisation of a vision in which all Capetonians are afforded the opportunity to live the lives to which they aspire.

All spheres of government also need to recognise from the outset that this is not a challenge that can be addressed by an individual department or directorate. What is needed is a strong collaborative approach, among local, provincial and national government departments and between the public and private sector.

In its quest to provide sustainable human settlements, the City must first have a clear view of the current state of affairs, particularly the current population growth rate. Then, it must have the will and means to attract investment, grow entrepreneurs, and respond to the challenges of a growing citizenry through practical and actionable models for city regeneration, development and sustainability.

If properly managed, urbanisation can offer opportunities for growth, social inclusion and the building of sustainable communities and human settlements. Therefore, the City needs to comprehensively and cooperatively plan for the impact of urbanisation and this planning must take place at a city and regional level, as well as in other spheres of government, business and communities.

To meet the challenges of urbanisation, the City will need to provide universal access to essential services, even to the poorest citizens who do not have a regular income, through the redistribution of finances. Apart from universal access to services, this will also facilitate access to other opportunities, such as well-located serviced land, amenities and jobs.

The challenge of providing services to a growing population

Determining accurate population statistics and predicting future Cape Town population growth trajectories remain a challenge.

As per Table 1.1 Stats SA data indicate Cape Town’s population has grown from 2.6 million to approximately 3.7 million between 1996 and 2011.

<table>
<thead>
<tr>
<th>Year</th>
<th>Population of Cape Town</th>
<th>Number of households</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>2,563,000</td>
<td>653,000</td>
</tr>
<tr>
<td>2001</td>
<td>2,893,000</td>
<td>777,393</td>
</tr>
<tr>
<td>2011</td>
<td>3,740,000</td>
<td>1,069,000</td>
</tr>
</tbody>
</table>

Note: Numbers rounded off to the nearest 1,000.

Based on currently available information, the population projection conducted in 2014 provides the best estimate of Cape Town’s population growth up to 2040. This indicates that over the 25-year period from 2015 to 2040 the Cape Town population will grow from 3.9 million to 4.6 million.
Table 1.2: Cape Town Projected Population (2014)

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>3,928,148</td>
</tr>
<tr>
<td>2016</td>
<td>3,972,237</td>
</tr>
<tr>
<td>2017</td>
<td>4,014,765</td>
</tr>
<tr>
<td>2018</td>
<td>4,055,579</td>
</tr>
<tr>
<td>2019</td>
<td>4,094,583</td>
</tr>
<tr>
<td>2020</td>
<td>4,131,720</td>
</tr>
<tr>
<td>2021</td>
<td>4,166,999</td>
</tr>
<tr>
<td>2022</td>
<td>4,200,486</td>
</tr>
<tr>
<td>2023</td>
<td>4,232,273</td>
</tr>
<tr>
<td>2024</td>
<td>4,262,491</td>
</tr>
<tr>
<td>2025</td>
<td>4,291,308</td>
</tr>
<tr>
<td>2026</td>
<td>4,318,900</td>
</tr>
<tr>
<td>2027</td>
<td>4,345,432</td>
</tr>
<tr>
<td>2028</td>
<td>4,371,061</td>
</tr>
<tr>
<td>2029</td>
<td>4,395,927</td>
</tr>
<tr>
<td>2030</td>
<td>4,420,145</td>
</tr>
<tr>
<td>2031</td>
<td>4,443,806</td>
</tr>
<tr>
<td>2032</td>
<td>4,466,974</td>
</tr>
<tr>
<td>2033</td>
<td>4,489,685</td>
</tr>
<tr>
<td>2034</td>
<td>4,511,947</td>
</tr>
<tr>
<td>2035</td>
<td>4,533,752</td>
</tr>
<tr>
<td>2036</td>
<td>4,555,074</td>
</tr>
<tr>
<td>2037</td>
<td>4,575,854</td>
</tr>
<tr>
<td>2038</td>
<td>4,596,023</td>
</tr>
<tr>
<td>2039</td>
<td>4,615,503</td>
</tr>
<tr>
<td>2040</td>
<td>4,634,202</td>
</tr>
</tbody>
</table>

Source: Western Cape Government and CCT 2014 population projections

The total number of housing applications registered on the City’s housing database is 290,975 (April 2015). However, statistics from Census 2011 indicate that the housing backlog is around 345,000 households, 143,823 of which are in informal settlements, 74,957 in backyard shacks, 114,384 in overcrowded formal housing and 12,297 in hostels.

While it is vital to verify and reconcile this discrepancy, it is important to recognise that part of it can be ascribed to differing methodologies. For example, in 2007, the Community Survey estimated that 84,000 households lived in informal settlements in Cape Town, whereas a physical counting of shacks in informal settlements from aerial photographs put this number at 109,000.

Considering that existing backlogs and dysfunctions have not yet been adequately resolved, and that future projections are based on estimated population growth trajectories, it is difficult to make informed decisions regarding urbanisation management. The challenge of divergent data sets is made worse by poor understanding of the nature of demographic growth and change in Cape Town and the surrounding municipal areas. In short, the socio-economic profile of the future Cape Town population is unknown, as is the impact of future demographic growth.

What is certain, however, is that new household formation from natural growth and in-migration will occur across a broad spectrum of socio-economic groups. According to Census data, 94.5% of the population is under the age of 65 years, 69.7% is between 15 and 64 years, and 5.5% is older than 64 years. Exacerbating the challenges that the continued growth in population will present is the fact that some 24% of the City’s working-age population is unemployed, while 60.8% of households have an income of less than R12,800. In addition, only 46% of Cape Town residents aged 20 years and older have completed Grade 12 or higher.
Table 1.4: Breakdown of average household income in Cape Town in 2011

<table>
<thead>
<tr>
<th>Cape Town annual household income</th>
<th>Cape Town monthly household income</th>
<th>Black African</th>
<th>Coloured</th>
<th>Asian</th>
<th>White</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>No income</td>
<td>No income</td>
<td>85 427</td>
<td>37 399</td>
<td>1 542</td>
<td>19 522</td>
<td>2 627</td>
<td>146 517</td>
</tr>
<tr>
<td>R1 - R4 800</td>
<td>R1 - R400</td>
<td>23 039</td>
<td>5 051</td>
<td>91</td>
<td>877</td>
<td>315</td>
<td>29 373</td>
</tr>
<tr>
<td>R4 801 - R9 600</td>
<td>R401 - R800</td>
<td>30 652</td>
<td>9 643</td>
<td>161</td>
<td>1 267</td>
<td>695</td>
<td>42 418</td>
</tr>
<tr>
<td>R9 601 - R19 200</td>
<td>R801 - R1 600</td>
<td>67 109</td>
<td>38 410</td>
<td>713</td>
<td>5 301</td>
<td>1 744</td>
<td>113 277</td>
</tr>
<tr>
<td>R19 201 - R38 400</td>
<td>R1 601 - R3 200</td>
<td>102 325</td>
<td>55 849</td>
<td>966</td>
<td>8 633</td>
<td>3 051</td>
<td>170 824</td>
</tr>
<tr>
<td>R38 401 - R76 800</td>
<td>R3 201 - R6 400</td>
<td>64 708</td>
<td>66 488</td>
<td>1 459</td>
<td>18 853</td>
<td>2 919</td>
<td>154 427</td>
</tr>
<tr>
<td>R76 801 - R153 600</td>
<td>R6 401 - R1 200</td>
<td>35 420</td>
<td>62 286</td>
<td>2 149</td>
<td>37 117</td>
<td>2 376</td>
<td>139 348</td>
</tr>
<tr>
<td>R153 601 - R307 200</td>
<td>R12 801 - R25 600</td>
<td>20 520</td>
<td>47 952</td>
<td>2 852</td>
<td>53 255</td>
<td>2 046</td>
<td>126 625</td>
</tr>
<tr>
<td>R307 201 - R614 400</td>
<td>R25 601 - R51 200</td>
<td>10 835</td>
<td>26 390</td>
<td>2 564</td>
<td>51 619</td>
<td>1 452</td>
<td>92 860</td>
</tr>
<tr>
<td>R614 401 - R1 228 800</td>
<td>R51 201 - R102 400</td>
<td>3 122</td>
<td>6 889</td>
<td>1 240</td>
<td>26 190</td>
<td>577</td>
<td>38 018</td>
</tr>
<tr>
<td>R1 228 801 - R2 457 600</td>
<td>R102 401 - R204 800</td>
<td>970</td>
<td>1 425</td>
<td>336</td>
<td>6 851</td>
<td>166</td>
<td>7 948</td>
</tr>
<tr>
<td>R2 457 601 or more</td>
<td>R204 801 or more</td>
<td>645</td>
<td>832</td>
<td>187</td>
<td>3 300</td>
<td>102</td>
<td>5 066</td>
</tr>
<tr>
<td>Unspecified</td>
<td>Unspecified</td>
<td>9</td>
<td>15</td>
<td>6</td>
<td>41</td>
<td>2</td>
<td>73</td>
</tr>
<tr>
<td>Total</td>
<td>Total</td>
<td>444 781</td>
<td>358 629</td>
<td>14 266</td>
<td>232 826</td>
<td>18 072</td>
<td>1 068 574</td>
</tr>
</tbody>
</table>

Table 1.5: Growth in population and households based on population group

<table>
<thead>
<tr>
<th>Population growth</th>
<th>Household growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>2001</td>
</tr>
<tr>
<td>Asian</td>
<td>41 516</td>
</tr>
<tr>
<td>Number</td>
<td>1,4</td>
</tr>
<tr>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Black</td>
<td>916 584</td>
</tr>
<tr>
<td>Number</td>
<td>31,7</td>
</tr>
<tr>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Coloured</td>
<td>1 392 594</td>
</tr>
<tr>
<td>Number</td>
<td>48,1</td>
</tr>
<tr>
<td>%</td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>542 555</td>
</tr>
<tr>
<td>Number</td>
<td>18,8</td>
</tr>
<tr>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
</tr>
<tr>
<td>Number</td>
<td>0</td>
</tr>
<tr>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2 893 249</td>
</tr>
<tr>
<td>Number</td>
<td>100</td>
</tr>
<tr>
<td>%</td>
<td></td>
</tr>
</tbody>
</table>

Mitigating delivery challenges

This future Cape Town population growth will place continued and increasing strain on City resources and infrastructure and needs to be understood in the context of existing urban conditions. Based on Census 2011, an estimated 20,5% of households live in informal dwellings - with 7% in informal backyard structures, and 13,5% in informal settlements. Worryingly, some 8,4% of households lack access to adequate sanitation. The Census results showed that 87% of Cape Town households have access to piped water, either inside their dwelling or in their yard, while 88% of households have access to a flush toilet connected to the public sewer system. A total of 94% of the city’s households use electricity for their lighting needs, and 94% of households have their refuse removed at least once a week.

According to other surveys undertaken by the City of Cape Town, the growing population requires the municipality to give priority attention to how it deals with crime, addresses poverty and creates employment for its people – all of which demands a highly integrated approach. The provision of services to all Capetonians is a top priority for the City and the Human Settlements Directorate, in partnership with other City directorates and business units. Some of the specific challenges of delivering these services are outlined below:

Informal settlements

Some 20,5% of Cape Town’s population currently lives in informal housing. The City is committed to providing and maintaining services to informal settlement areas in line with the national guideline levels, which include water provision via one tap per 25 families within a distance of 200 m, sanitation services...
comprising a minimum of one toilet per five families and weekly refuse removal. In addition, the City has recognised the importance of effective grey water disposal and storm water runoffs as part of raising informal settlement communities’ standards of living.

Where these minimum service levels cannot be achieved due to encumbrances that are beyond the City’s control (such as waterlogged or privately owned land, or settlements that are too densely populated to allow service access), these informal settlements must be reconfigured through re-blocking or other de-densification initiatives.

To achieve these objectives, it is imperative that each informal settlement is allocated an underlying Upgrading of Informal Settlements Programme (UISP) upgrade layout, which will inform and ultimately drive tenure and sustainable formal development, while ensuring access to education, health, business development, sport and recreation, and policing.

An internal costing study revealed that the upgrade of all existing informal settlements, which comprise 191,590 households, would cost R19 billion - based on 1:1 service requiring a total of 1,828 ha of land as well as bulk and internal services, and excludes structures, amenities and operating costs.

Backyarders
Cape Town citizens residing in informal structures on City rental properties must be provided with access to the same services as those afforded to residents of informal settlements.

New housing opportunities
‘Site and service’ (UISP) or Integrated Residential Development Programme (IRDP) opportunities must be made available and accessible, to enable those citizens who have the means to construct their own informal, modular or brick-and-mortar structures.

The financed-linked individual subsidy programme (FLISP), which is administered by the Provincial Department of Human Settlements, must also be promoted and made available to households earning between R3,501 and R15,000 per month in order to purchase a services site or bonded house.

Densification
Any brick-and-mortar structures provided by the City must be of a densified nature, with at least a double-storey construction. Greater efficiencies also need to be achieved in dealing with vacant land inside the urban edge. This must be used to its maximum potential through infill initiatives, the release of unused land belonging to other state departments, and mixed-use retail and residential development along key development nodes and transport corridors. Where such urban edge development cannot immediately be undertaken, the land needs to be banked for future use.

These will play an increasingly vital role in the realisation of the City’s human settlements objective. Private investment and development must be encouraged through ready access to information of City growth paths, zoning and infrastructure upgrades or developments.

Greening
All new construction undertakings and upgrades or redevelopments must take place within an overarching environmental sustainability framework. This is designed to provide, as far as possible, for the preservation of fauna and flora, the protection of waterways, effective energy and water savings, and the promotion of air quality.

Rental housing
As a primary provider of rental housing for the people of Cape Town, the Public Housing administration faces additional challenges specific to this role, including:

• a shortage of trained and skilled staff;
• limited budget for the recruitment of rental unit maintenance staff;
• insufficient budget for required repairs and maintenance;
• unlawful occupation of rental units;
• subletting by tenants, often accompanied by exorbitant rentals;
• overcrowded conditions;
• a significant increase in backyard structures, the residents of which require essential basic municipal services;
• unacceptably high levels of payment default by tenants of City-owned properties; and
• high levels of antisocial behaviour, gangsterism and abuse of facilities.

Other challenges
The human settlements environment is faced with numerous other challenges, some of which can be met in the short term, but many of which require a longer-term approach. These include, but are not limited to:

• the availability of, and access to, suitable and well-located land for integrated human settlements;
• hostile and volatile environments that pose a risk to development implementation and staff safety;
• insufficient human and financial resources;
• a shortage of professional skills; and
• collaborative planning to align housing provision with city growth options, bulk services and transport.

This Integrated Housing Plan takes these challenges into account, along with the continued shortage of trained and skilled staff, in order to realistically inform the Directorate’s actions in creating sustainable housing opportunities for all citizens of Cape Town. Importantly, the delivery of this approach is built on enhancing existing living environments, establishing new housing opportunities, and effectively addressing the challenges of urbanisation.

All new housing construction undertakings upgrades or redevelopments the City is involved in, take place within an overarching environmental sustainability framework.
### Mega or catalytic projects

- A targeted and sustainable approach to optimising settlement patterns
- Mega or catalytic project 1: Southern corridor sustainable neighbourhoods project
- Mega or catalytic project 2: North-eastern corridor public-private partnership project
- Mega or catalytic project 3: Voortrekker Road integration zone
- Mega or catalytic project 4: District 6 land reform project
INTEGRATED HUMAN SETTLEMENT FIVE-YEAR PLAN
2015/16 REVIEW

ANNEXURES FUNDING LEGISLATION AND PLAN INTEGRATION
DIRECTORATE STRUCTURE AND FUNCTIONS
ADDITIONAL STRATEGIC INITIATIVES
PARTNERING FOR IMPROVEMENT
CREATING NEW LIVING ENVIRONMENTS
IMPROVING EXISTING LIVING ENVIRONMENTS
MEGA OR CATALYTIC PROJECTS
UNDERSTANDING THE CURRENT REALITY
SETTING THE SCENE

A targeted and sustainable approach to optimising settlement patterns

In 2014 the National Minister of Human Settlements announced the government’s aim to implement 50 so-called mega or catalytic projects across the country over the five-year period between 2014/15 and 2018/19.

The main objective of these mega or catalytic projects is to deliberately restructure and optimise human settlement patterns in the country, while impacting positively on the environment.

The City of Cape Town supports this initiative and has identified four main mega or catalytic projects that have the highest potential to deliver on national government’s objective. The identification of these Cape Town mega or catalytic projects was guided by the following key criteria set out by the National Department of Human Settlements and the Housing Development Agency (HDA), which specified that the projects should:

- Prioritise, target and focus resources (financial and other) in the human settlement sector towards scale delivery;
- Mobilise intergovernmental support, coordination and alignment;
- Impact and integrate the spatial environment as envisaged by the municipal spatial plan;
- Support and encourage government and private sector collaboration and integration; and
- Promote job creation especially among the youth located in the project areas.

In addition, it was a stipulation of the National Human Settlements Department that the selected projects must deliver a significant proportion of their targeted housing opportunities within the five-year period (2014/15 to 2018/19) if the necessary budget is made available, support the implementation of the Cape Town Spatial Development Framework, and help redress the spatial inequities and inefficiencies of the past.

Based on these criteria the following mega or catalytic projects have been identified for Cape Town:

**Mega or catalytic project 1: Southern corridor sustainable neighbourhoods project**

This project focuses on upgrading living conditions in 27 informal settlements located in close proximity to the N2. All the informal settlements currently have access to basic services within the constraints each presents (densities, ownership of land, etc.). The City has prepared a development matrix that considers all informal settlements for development, either in situ or greenfield (or a combination), based on the various risks of the individual settlements.

The primary aims of the project are to:

- build inclusive, vibrant neighbourhoods, where residents have a strong sense of belonging and community and enjoy good access to the city’s resources;
- create healthy, safe living environments;
- reduce the negative environmental impacts associated with informal settlements.

The informal settlements that will benefit from the project are as follows:

| 7de Laan, Valhalla Park | France | Monwood |
| 8ste Laan, Valhalla Park | Greenfields | Phola Park, Gugulethu |
| Lotus Park | Green Point | Polie Park |
| Lusaka | Gxagxa | Solly’s Town |
| Barcelona | Joe Slovo | Sweet Home Farm |
| BM Section | Kat se Kamp | Vukuzenzela |
| Boy’s Town | Kosovo | Wag ‘n Bietjie |
| Chris Hani Park (Mac) | Kanana | |
| Europe | Macassar Village | |

It is estimated that more than 17,100 employment opportunities will be created by the project.
Mega or catalytic project 2:
North-eastern corridor public-private partnership project
This project is an initiative by the Mayor to partner with the private sector to develop a mixed-income housing project. The City has partnered with Garden Cities on this project.

Mega or catalytic project 3:
Voortrekker Road integration zone
The emphasis of this project will be on the development of social housing. The Human Settlements Directorate will therefore work closely with our social housing partners for the successful completion of this project.

Mega or catalytic project 4:
District Six land reform project
This is a land reform initiative lead by the Regional Land Claims Commission and currently under construction.
Improving existing living environments

Managing the City’s public housing 32
Improving customer service 32
Providing basic services to backyard dwellers 35
Servicing and upgrading informal settlements 36
Basic services to informal settlement dwellers 37
Temporary relocation and incremental development areas 38
Enhanced emergency housing kit 38
Residents of Cape Town are housed either formally or informally. They either rent or own property. Some are completely self-dependent, while others are assisted by the state in various ways. The City either provides housing units for rent, or delivers incremental services to informally housed residents living in informal settlements, in the backyards of City rental units (backyarders) or in overcrowded conditions within the City rental unit.

Managing the City’s public housing
The City owns approximately 45,000 rental units, 21,000 homeownership dwellings, 11,000 hostel beds and 11 old-age complexes. It provides services to families and individuals residing in these dwellings through 38 decentralised housing estate offices, five sales offices and 13 maintenance depots.

In recent years, the management of tenants has been very challenging due to factors such as policy changes, legislation, loss of skilled personnel, and the fact that many housing estates have become too dangerous for staff to conduct business on-site due to gang violence and unrest within the communities.

In addition, much of the rental stock is old and requires upgrading or extensive repairs and ongoing maintenance to prevent further deterioration. The CRU programme was implemented to allow the City to undertake a comprehensive review of its rental stock and initiate a major upgrade programme, the first phase of which is scheduled to be completed by the end of June 2015. Furthermore, the Human Settlements Directorate, together with the Utilities Directorate, will endeavour to undertake major services upgrades in many of these estates.

Besides the CRU programme, the City also has a housing repair and maintenance service committed to good quality and timeous repair services, according to clearly agreed standards and costs, to ensure that City housing assets are protected.

In terms of its rental stock, the City is committed to achieving a sustainable balance between its own obligations and those of its clients to effectively manage and maintain public housing stock. To realise this vision, the Directorate has embarked on a modernisation project aimed at:

- improving service delivery;
- rotation of staff;
- streamlining business processes;
- assessing and recommending improvements to current information systems and technology capabilities; and
- upgrading housing estate offices and depots.

As an effective way of helping the City with its commitment to addressing poverty levels in Cape Town, all tenants living in the City’s public housing who have a combined monthly household income of R3,200 or less may qualify for an indigent grant. Relief and assistance is provided through a reduction of rental instalments and a possible write-off of arrears. This respite is given for a period of 12 months, reviewed annually.

The past six years have seen significant developments and achievements in terms of improving service delivery to rental housing tenants in the city. The realignment and streamlining of service offices allowed for increased staffing and improved service levels. A rental audit was completed early in 2013 to determine the occupancy status of rental units. The survey data is currently used to assist Public Housing to ensure that:

- each of its rental units has a legal tenant with a signed lease agreement;
- transfer of tenancies be effected where applicable;
- unlawful occupancy is addressed; and
- basic services are provided to backyarder residents as part of the next phase of the backyarder programme.

Improving customer service
The City manages its obligations to its tenants through a number of housing estate offices and depots. As part of its commitment to enhanced service, the City is redesigning these offices, both functionally and physically, to become more customer-centric. To this end, the offices will have clear signage, friendly staff, and robust, up-to-date systems that include profiles of all tenants to ensure a good standard of customer experiences.

As part of this vision, information pamphlets are distributed to educate tenants on the conditions of their lease agreements, City rental housing policies and procedures, general tenancy matters, reporting of maintenance problems and consumer education. Relevant Directorate staff members also undergo refresher training to ensure that they keep abreast of changes in legislation and policies, and understand the importance of customer service excellence.
The Customer Services Division also undertakes regular housing consumer education roll-outs where they also involve other role players such as the Utility Services, Disaster Risk Management and Social Development and Early Childhood Development Directorates.

Committed to effective maintenance

A major challenge for the City remains the need for extensive upgrade and maintenance of its ageing rental stock. In response to this the Directorate drafted a community residential unit maintenance policy, which sets out a uniform approach for the prioritisation of operational maintenance and setting timeframes for the completion of tasks. The City is also investigating sourcing grant funding to undertake urgent upgrading and maintenance of some of its rental stock.

The City undertakes routine maintenance of rental units, primarily in response to requests received from tenants. As the available budget to deal with these requests is limited, health and safety repairs are prioritised.

A maintenance plan is in place to identify the extent of the additional funding required to address the maintenance need, while estate plans are being drawn up to identify the integrated need (utilities and public housing) to ensure service standards are addressed holistically.

Major upgrades of existing rental stock

The City’s ageing rental stock has undergone - and continues to undergo - major interior and exterior refurbishment as part of the CRU programme. At the same time the City is in the process of developing additional rental units to meet growing demand.
A desktop research exercise by the City revealed that approximately 41 500 backyard structures are currently attached to City rental stock.

In line with the Directorate’s commitment to provide integrated settlements, this programme is not only aimed at improving the rental units themselves, but also at enhancing the living environments of tenants through landscaping initiatives, including hard surfacing, treeplanting and the installation of play equipment and benches.

The programme won the Institute of Municipal Engineering of Southern Africa (IMESA)/Consulting Engineers South Africa (CESA) excellence awards in the community upliftment category in 2012. In 2014 it was awarded the Community Development Project of the Year at the South African Housing Foundation Conference 2014 and at the 2015 Provincial Govan Mbeki Awards the City’s CRU programme was awarded second runner-up, first runner-up and first prize for the best community residential unit projects within the Province.

Going forward the focus will be on specific repair and upgrade needs such as roof and stair replacements, painting, and installation of geyser as requested by tenants.

Transformation and management of hostels

Hostels were initially built to serve as temporary housing for male migrant workers. Over time, the families of these migrant workers have joined them in this accommodation, which has led to many living in underserviced environments, characterised by overcrowding, in and around the hostel buildings.

The management and maintenance of the City’s hostels remain a huge challenge. Overcrowding is one of the biggest problems as, often, up to three or four families can be found living in one room. This places enormous pressure on ablution facilities, which are in a constant state of disrepair. Occupants have also spilled over into masses of informal shelters surrounding the original hostel buildings. As a result, many of these buildings are also in urgent need of maintenance and repair.

The conversion of these units into two-bedroomed apartments for each of the original bed cardholders and their families is long overdue. However, due to the sheer scale of the programme and limited funding, it is estimated that the transformation of all hostels in Nyanga, Gugulethu and Langa will continue for the next 15 years, and will require significant land located outside the hostel areas to accommodate the larger building footprint that is required. The Langa CRU hostel upgrade is one example of this difficult situation. A new CRU is being built, which will accommodate persons from three different hostel areas within Langa. Phase 1 of the project is underway and involves the provision of 463 two-bedroom units that are being built as a high-density development in the open land that is commonly known as the Depot Site along Bhunga Avenue in Langa. This is the first phase of a total of about 1 320 units that includes phase 2. The construction site was handed over to the contractor on 13 January 2014 and approximately 12 blocks are currently under construction.
Providing basic services to backyard dwellers

Backyard dwellers are often relatives of the tenant or owner of the main property who, as a result of overcrowding in the main housing unit, have set up home in the ‘unused’ communal spaces, yards or forecourts of the property.

Many backyards are employed and earn between R3 500 and R15 000 per month. This means that, while they do not qualify for state assistance, they are also typically not in a position to apply for a formal bond from private financial institutions.

Backyard structures range from unsound wood-and-iron constructions to vibracrete and brick-and-mortar structures. The inhabitants of these structures pay their ‘landlords’ for the space, and are often subjected to unfair rental practices and exploitation.

A desktop research exercise by the City revealed that approximately 41 500 backyard structures are currently attached to City rental stock, and 34 000 to privately owned houses.

The people residing in these backyard structures have access to varying levels of service, ranging from none at all to full service access. Often, the level of service access depends on the relationship that the backyard tenants have with their landlords. Most of the time, electricity is accessed via an illegal cable from the main house, while water is normally sourced from outside taps, or conveyed and stored in buckets or other containers. Refuse disposal is achieved via plastic shopping bags that are added to the refuse bin of the main house.

Sanitation typically comprises a bucket system, and night soil is flushed down the toilet in the main building or directly into midblock sewer manholes. Sometimes, this human waste is discarded directly into gullies that are ordinarily used for grey water disposal, into storm water drains, or even bagged and discarded in refuse bins. This is extremely unhygienic and highlights the urgent need for the provision of appropriate sanitation and other services to backyards.

In February 2012, a service provider was appointed to manage the installation and provision of basic services intended for households living in the backyards of City-owned rental stock. Services include the provision and maintenance of water, sanitation and electricity. These facilities were provided in the form of a precast structure containing a flush toilet, a tap with a washing trough attached to it, electricity connections for up to three structures, as well as a 240-litre refuse bin per backyard.

The project was piloted and successfully implemented in Factreton and Hanover Park. A further 14 areas have been identified for the roll-out of the project, which will benefit approximately 7 375 households. The project is currently in progress in three of the identified areas, namely Bonteheuwel, Parkwood and Eastridge.

During the pilot projects, the lessons learned were documented and analysed, and these have been applied in the further roll-outs. They have also been shared with the National Department of Human Settlements and, together with the South African Local Government Association (SALGA), a national backyarder strategy will be developed based on the City’s backyarder programme.

In order to prevent the same challenges from arising in the future, the City has put in place an authorisation procedure for the erection of backyard structures in Cape Town. This will allow a measure of control in order to manage density and prevent the placement of structures on servitudes and areas of high flood risk. It will also be controlled by means of building plan standards to ensure that the structures comply with health and safety regulations.
**Servicing and upgrading informal settlements**

Informal settlements can be defined in two possible ways:

1. areas where a group of housing units has been constructed on land to which the occupants have no legal claim or which they occupy illegally, or

2. unplanned settlements and areas where housing is not compliant with current planning and building regulations (unauthorised housing).

These settlements vary significantly in size and topographical condition, and many are on private or state-owned property. Generally, informal settlements develop into a haphazard arrangement of dwellings and informal structures of varying construction types and materials – some less sound than others.

In recent years, the City has committed itself to an equitable approach in terms of providing essential services of the highest possible standard to residents of all informal settlements in Cape Town. To this end, a consolidated database was established in 2006 that listed the (then) 223 informal settlements in Cape Town, and recorded the levels of service provided to each. The aim of this database was to prioritise service delivery to informal settlements. Between 2006 and 2011, this prioritisation of services saw the City provide infrastructure and services in line with, and often in excess of, national service provision guidelines.

The Informal Settlement Upgrading Master Plan, which was adopted by Council in May 2007, was replaced with the Informal Settlements Development Matrix. This matrix outlines the process by which the City is working to service, integrate and incrementally upgrade its informal settlements. The matrix focuses on, and is built around, the following:

- the constitutional rights of people;
- the provision of essential services to settlements not receiving the minimum basic level of service;
- incremental upgrades (short, medium and long term);
- the upgrading of informal settlements within a coordinated and multi-sector institutional environment;
- the management of informal settlements;
- the prevention of unlawful land invasion;
- the implementation of relevant communication programmes; and
- the provision of capital and operating funding for all of the above.
Basic services to informal settlement dwellers

In delivering essential services to Cape Town’s informal settlements, the City faces a number of challenges, including theft of infrastructure, vandalism, intimidation of City employees, and illegal connections. Service provision is also impeded by a lack of human and financial resources, and the requirement to spend large amounts of available budget on repairs and maintenance of infrastructure, thereby limiting investment in new service provision.

Despite these challenges, the City is committed to continuing the roll-out of services within informal settlements as conditions and budgets permit, with councillors and community leaders encouraged to identify opportunities for the enhancement and extension of existing services. Such cooperation between local communities and officials is vital for the success of the City’s plan to deliver equitable services to all informal settlement inhabitants.

Conditions in certain informal settlements, such as Kanana, Barcelona and Europe, dictate that services cannot be conventionally installed, and therefore innovative and alternative long-term development options also need to be explored.

Incremental upgrade of informal settlements

The latest version of the informal settlements database indicates that there are 204 informal settlements areas in Cape Town. Most of these have now been surveyed and numbered for the purpose of prioritising service delivery and upgrade initiatives.

As part of its Vision 2040, the City plans to map all informal settlements within a clearly defined matrix, linking each of them to available land parcels that might be used for the purpose of upgrading and de-densifying settlements and enhancing service delivery.

The achievement of Vision 2040 will effectively mainstream informal settlement households and transform them into economically and socially active citizens of Cape Town. It will do this by affording them the lifestyle security that comes with tenure, and the option and ability to create their own opportunities to improve their living conditions. The success of this endeavour will depend on effective partnerships, the creation of human capital within settlements, and the empowerment of all affected stakeholders to participate in their own future development.

The specific programmes that will be used to deliver this vision include, but are not limited to the following:

- the Upgrading of Informal Settlements Programme (UISP);
- the emergency housing programme (temporary relocation and incremental development areas as products);
- re-blocking;
- the basic services programme (in collaboration with the City Utility Services Directorate); and
- the electrification programme (in collaboration with the City Utility Services Directorate).

Despite challenges, the City is committed to continue the roll-out of services in informal settlements as conditions and budgets permit.
More details of these programmes can be found throughout this five-year plan.

This incremental informal settlements upgrade plan includes the following key steps:

- Providing solutions that prevent the establishment of new informal settlements, and the further densification of existing ones
- Providing recently established informal settlements with all necessary services
- Re-blocking informal settlements where appropriate and feasible, so that:
  - space can be created to improve service levels;
  - access ways can be developed to allow ease of entry by service and emergency vehicles;
  - sufficient distance is provided between structures to prevent quick spreading of fires;
  - the safety and security of residents, and particularly of children, can be enhanced; and
  - the actions of the UISP can be implemented.

**Temporary relocation and incremental development areas**

Temporary relocation areas (TRAs) are parcels of land that have been developed for families in need of emergency housing. A combination of urbanisation, population growth and climate change impacts has meant that demand for this type of accommodation is increasing. Consequently, the City has embarked on various initiatives to establish more of these temporary housing opportunities.

The following are some examples of recent Incremental Development Area (IDA) initiatives:

- Masonwabe flats, Gugulethu - families in dilapidated buildings that had to be demolished were moved to serviced sites with emergency housing structures.
- Sir Lowry’s Pass Village - families living in flood-prone areas were relocated to appropriate land in the same area where one-on-one services could be provided.
- Skandaalkamp and Rooidakkies on the Vissershok landfill site - approximately 500 families were relocated to Wolwerivier as there is not yet any infrastructure in the area. Alternative solutions for sanitation need to be explored.

Further IDAs are listed in annexure 1.

**Enhanced emergency housing kit**

The City provides an emergency housing kit to households that have been left entirely homeless as a result of a major fire or flooding, and who do not have the means to rebuild their homes immediately.

The current kit was found to be inadequate for various reasons, particularly the fact that it provided very little protection from either the weather or criminal activities. In March 2013, Council approved an enhanced emergency housing kit.

Informed by past experience and discussions with local community leaders, this enhanced kit will create a shelter that is more dignified and secure against the elements and intrusion. The materials used for the provision of the enhanced shelter will be sufficient to build a basic dwelling of at least 3 m x 3 m in size. Although small, this will offer protection against inclement weather and criminal elements, and could form the base of a larger future structure. In addition, to retard the spread of fires, all wooden materials (poles, door and window) and corrugated sheets will be painted with an approved fire-retardant paint prior to delivery.

The cost of an enhanced kit is estimated at R3 670 (excluding VAT), compared to the cost of approximately R972 (excluding VAT) for the previous kit. The new tender for the supply of the emergency kits makes provision for kits to be delivered at the site of the emergency, and only a predetermined amount of kits will be stored at City premises, for use when supplies are not available.

In terms of the National Housing Code, and in agreement with the Western Cape Government requirements, the funding for the enhanced emergency housing kit will be sourced from the City’s Human Settlements Development Grant (HSDG). As the additional kits will be funded from the currently fully committed Medium-Term Revenue and Expenditure Framework (MTREF), it must be noted that this initiative will affect the delivery of top structures (such as PHP projects) currently on the draft budgets. In the financial year 2013/14 10 200 flood kits were issued as well as 2 635 relocation kits, 2 274 enhanced kits and 400 units.

The Human Settlements Directorate developed a framework for the provision of the enhanced emergency housing kit, which will guide provision of the kit in cases of fires and floods. Council approved this framework on 29 May 2014.
INTEGRATED HUMAN SETTLEMENT FIVE-YEAR PLAN
2015/16 REVIEW

ANNEXURES FUNDING LEGISLATION AND PLAN INTEGRATION

DIRECTORATE STRUCTURE AND FUNCTIONS

ADDITIONAL STRATEGIC INITIATIVES

PARTNERING FOR IMPROVEMENT

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

ENDNOTES
Creating new living environments

Land planning and acquisition for human settlements 42
Land information management 44
New and mixed-use developments 45
Balancing quality with high density 46
Funding for a full range of housing opportunities 46
Affordable housing in the gap market 47
Institutional housing 47
People’s Housing Process (PHP) 48
New rental housing 48
Social (rental) housing 48
Restitution of land rights 48
Adapting human settlements to the natural environment 48
INTEGRATED HUMAN SETTLEMENT FIVE-YEAR PLAN
2015/16 REVIEW

ANNEXURES
FUNDING
LEGISLATION
AND
PLAN
INTEGRATION

DIRECTORATE
STRUCTURE
AND
FUNCTIONS

ADDITIONAL
STRATEGIC
INITIATIVES

PARTNERING
FOR
IMPROVEMENT

CREATING NEW
LIVING ENVIRONMENTS

IMPROVING EXISTING
LIVING ENVIRONMENTS

MEGA OR CATALYTIC
PROJECTS

UNDERSTANDING
THE CURRENT REALITY

SETTING THE
SCENE

UNDERSTANDING THE CURRENT REALITY

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE
In addition to adapting Cape Town, as it currently exists, the City must constantly be thinking of new ways in which to improve connectivity, access to resources, amenities and places of work for all its communities.

While the City is firmly committed to a more compact infrastructure that supports its integrated public transport network plan, it must be noted the state-driven housing projects in Cape Town are already among the most dense in the city.

Some examples of these challenging net densities include:
- Breaking New Ground (BNG) mixed typology housing project
  - Greenfield project: 84 dwellings per hectare
  - Infill project: 96 dwellings per hectare
- Social housing units: 126 dwellings per hectare

Land planning and acquisition for human settlements

1. Land planning
   Uninterrupted capital spending on housing delivery over the coming years depends crucially on obtaining suitable land. Such land, as may be required, must be secured well in advance of projects. The Directorate therefore takes a long-term view of how and where future projects should be located. These are described in section b below. Taking immediate measures to secure the identified land is the function of the Land & Forward Planning branch. Its acquisition programme is derived from, and informed by, the aforesaid long-range planning. Details of progress with land acquisitions are given in section 2 on page 44.

a. Corporate processes: Built Environment Performance Plan
   In 2014 the National Ministry: Human Settlements issued a circular requesting all metros to identify a mega project in their area of jurisdiction. Feedback from the metros would be assembled in a national Human Settlements master plan. In addition, National Treasury required all metros to identify catalytic projects in its Built Environments Performance Plan (BEPP) advisory circular of 2014. Such a project is premised on spatially concentrating and coordinating spending from all intergovernmental grants, for maximum impact. The City of Cape Town has merged

Figure 2: Proposed catalytic human settlements programme for 2015/16
Both Province and Council have since adopted these principles at the highest level. A second round of work followed in the first half of 2014 and correlated the principles with:

- anticipated housing needs up to 2032;
- funding likely to be available up to 2032;
- land still available in Cape Town; and
- human resource capacity for implementation.

The process identified a strategy with the greatest positive impact on shelter while still being practical. It is to be implemented through seven distinct programmes over the next 20 years, reaching some 650,000 households that need support. The estimated cost is R101 billion over the 20-year period (R5 billion per annum). Of this amount, R44 billion (or R2.2 billion per annum) will be directly funded by the municipality, R45 billion will be contributed by households themselves and R10 billion will be provided by the private sector. The City’s contribution falls within the R50 billion to R60 billion that it is estimated will be available for this purpose.

The proposed strategy requires 3,576 hectares of land. It would use all of the public land that the City currently owns and will require additional land to be obtained. This is achievable given the extent of land available and assuming that the challenge of resistance from residents to low-income development in their area or community is successfully addressed.

c. Project planning and land

Council’s corporate SAP software Enterprise Resource Planning (ERP) was significantly enhanced in 2014/15 to allow for higher-precision project planning, or project forethought. In 2015/16, relating all housing projects to

---

**Figure 3: Project Portfolio Management System**

---

1. ‘Testing and refinement of the draft Integrated Human Settlements Framework for the City of Cape Town’: CCT: 1 August 2014
geographic location will extend this further. The major advantage of the new Project Portfolio Management (PPM) system is that reporting will be done with real-time financial data and known locations. All land that is thus available for future projects, with or without funding, will be pipelined, thereby allowing for much longer-range planning than the MTREF requires. It will also ensure that proper scoping and feasibility enquiries are done before launching a project. Non-financials such as output targets and EPWP associated with any project will also be reported and recorded through PPM.

2. Land acquisition
Without adequate and suitable parcels of land, no new housing projects can come on stream. Initially, vacant sites are identified by the community or by local town planners as having the potential for development. Closer inspection then takes place to reveal whether the acquisition should occur through purchase, a transfer (including devolvement) or the reservation of the site.

a. Transfers
Land owned by another sphere of government or by a state enterprise, and that is surplus to the needs of that government sphere or enterprise (i.e. not core to its mandate), is often suited for development. In such cases, the owner is approached with the aim of securing a transfer between the relevant organs of state. At times, this involves some compensation, but typically (as in the case of a piece of Transnet land in Sir Lowry’s Pass Village acquired by the City last year), the asset transfer is viewed as a gift. Currently, several transfers are being pursued, specifically from the Western Cape Departments of Education and Public Works. As many as nine such sites have already been released in the last three years, primarily in areas with pressing housing problems such as Elsies River, Belhar and Khayelitsha.

b. Devolutions
Land registered in the name of erstwhile housing boards must, in terms of legislation, be devolved to the relevant municipality and used for human settlement purposes. This process has been at play for some years now, but gathered momentum over the last two years. Most of the land is devolved from the Western Cape Government, with a memorandum of understanding to facilitate the process and smooth the coordination.

A schedule of properties to be devolved to Council has been drawn up. Some 13 000 properties have been itemised for devolvement. Many have no potential as a housing project, but the ownership reregistration will significantly clean up historical records. The former tricameral system has left a legacy of irregular land registrations. For instance, ‘homeownership’ stock that was ‘sold’ by Council still appears in the name of the Western Cape Government, which means that title cannot be registered in the buyer’s name. Several devolvements have been processed in the last three years with the most significant being Blueberry Hill in Eersteriver. Council took an important decision in June 2014 to accept devolvements.

About 6 400 of the 13 000 are residential erven in various states (registered or unregistered, occupied or vacant, etc.). A further 1 000 are quite obviously a municipal-function asset, i.e. roads, community 1 & 2 zoning, public places or public open spaces. They should automatically be transferred. About 50 properties are zoned for business, and another 1 000 are Act 75 cases (Abolition of Development Bodies Act, Act 75 of 1986, and amended by Act 47 of 1988). At this stage it appears Province wishes to devolve approximately 2 700 to 3 000 discrete parcels.

c. Purchases
In the past five years, the City has bought approximately 300 hectares of land, with an annual budget of approximately R35 million per year. Most of this is for the purpose of long-term ‘banking’, in order to meet the housing needs of future generations. In many cases, however, the purchases have also been for immediate project roll-out, such as in Aloe Ridge, Blue Downs, where housing demand is high and vacant space is in short supply. Depending on price and location of available land, this typically secures about 50 hectares.

All of these measures constitute planned or proactive acquisitions. Each year, one or more unforeseen land purchases are also made. The need for this tends to arise as a result of a crisis, such as the recent situations in Strandfontein or Sir Lowry’s Pass, where service installation is urgently required.

d. Reservations
Land owned by council (but not by the Human Settlements Directorate) gets reserved so as not to be sold inadvertently. Several reservations have been made in the past years such as Kensington, Table View, Atlantis and Durbanville. Some proposed disposals by the Property Management Department have been referred back by Council to consider as sites for low-income housing.

Land information management
a. GIS mapping
All national-grant funded projects (USDG and HSDG) have been mapped over the past two years and this data is now being kept up to date.
(see figure 4 below). In addition, National Treasury published the Standard Chart of Accounts (SCOA) for municipalities on 22 April 2014, in terms of which all municipal financial transactions are to be spatially referenced with a due date of 1 July 2017. As a temporary solution, the Directorate has introduced a real-time map representation of its capital budget as of this year. It includes USDG expenditure by all line functions.

436 ha (4%) can be regarded as infill development, of which 166 ha is public land and 270 ha is private. Infill areas are defined as being sites of less than 5 ha that occur within the built-up areas of the City (i.e. the urban footprint).

8 798 ha (85%) are in greenfield locations, of which 1 469 ha is public and 7 329 ha is privately owned. These are sites larger than 5 ha that are either:
- urban extensions, being areas outside the built-up area, but inside the urban edge, and are either adjoining or adjacent to existing development; and
- leapfrog locations, being areas either outside or within the urban edge, but not adjacent to the existing urban footprint.

The purpose of such a classification is not only to obtain a sense of quantum, but also to determine whether the land parcels are likely to be of high, low or medium cost.

In addition to the above, there is the potential for some 350 000 additional opportunities for lower-income housing through densification of existing residential areas. This involves land-use intensification in existing residential suburbs through formal additional rental units and subdivisions on residential properties in existing lower-income areas.

**New and mixed-use developments**

The City is responsible for the development of new integrated human settlements that are aligned with the national housing programmes as stipulated by the National Housing Code, and are also informed by the City’s IDP and Spatial Development Framework. Such human settlements developments are aimed at providing new housing opportunities for households that depend on the state for their housing needs.

The alignment of all formal housing delivery mechanisms is important to ensure a range of housing typologies that provides various location and ownership options to housing beneficiaries. These are not only provided directly by the City as a developer, but also in partnership with the private sector through Section 21 compliance with the requirement to provide social housing, and in partnership with non-governmental organisations to assist with consolidation and PHP roll-out.

The dedicated Technical Services Department assists with the planning and delivery of community facilities and social amenities to give effect to the Directorate’s vision of integrated opportunity-driven human settlements.

By providing such integrated human settlements, the City ensures a complementary...
Community involvement in decisions with regard to the planning and design of new housing projects is a priority.

and balanced approach that has the best potential to provide for the long-term needs of Cape Town’s communities, particularly in respect of the provision of municipal services and community facilities. The Pelican Park mixed-used housing project is one example of this and the City of Cape Town and Power Construction were awarded a Special Merit Award by the South African Housing Foundation in recognition of the developer working in successful partnerships with all stakeholders for the benefit of the community. The project encompassed all housing categories, namely Breaking New Ground, financed-linked individual subsidy programme (FLISP), and the affordable housing market. Furthermore, the Pelican Park integrated housing project was awarded the best project in implementing FLISP at the 2015 Provincial Govan Mbeki Awards.

While the delivery of subsidised housing is a core function of the Directorate, this deliverable is premised on the availability of land and budget. The focus is however shifting towards addressing settlement inefficiencies through the development of integrated human settlements that contribute to a more compact settlement form. This is achieved by providing a range of inclusionary housing opportunities, combined with community and socio-economic opportunities for the occupants concerned.

Balancing quality with high density

Identifying infill sites for new developments within the existing communities is a priority. The scarcity and high cost of suitable land as well as the inefficiencies of existing spatial patterns have necessitated densification. The design guidelines for infill developments require smaller erven, with a focus on well-designed open and street spaces.

Building to higher densities results in significant savings on the unit cost of land and infrastructure, which can in turn be utilised to fund the enhancement of public and street spaces for the benefit of the community. New settlement layouts are predominantly north facing, allowing effective passive solar design of buildings, an increase in comfort levels, and a reduction in energy needs. Community involvement in decisions with regard to the planning and design of new housing projects is a priority.

The budget available for each housing opportunity is fixed and made known to tenderers. Enhancement schedules are also provided as part of the tender documents. This is to encourage bidders to add value by providing more than the standard 40 m² units prescribed by the National Housing Policy. These enhancements, which often include boundary walls, solar water heaters, etc. have the potential to add real value to the ultimate beneficiaries of the housing opportunities, and form a key component of the City’s transition from mere housing provision to integrated human settlements.

Funding for a full range of housing opportunities

Grant Funding Allocations and Reserves

The funding of the development of integrated human settlements takes place via a variety of national housing programmes, each of which provide programme-specific funding and delivery regimes.

The City’s integrated human settlements developments are aligned with the national housing programmes stipulated in the National Housing Code, and are also informed by the City’s own spatial development planning frameworks. As such, the City aims to deliver housing opportunities over the full range of housing types supported by the National Department of Human Settlements’ funding programmes. These include the following:

- UISP phases 1 to 3, yielding fully serviced sites
- UISP phase 4, delivering top structures on already serviced sites
- IRDP, which makes it possible for the City to install services in developments that include subsidised housing, privately owned, bonded housing and commercial or retail developments as well as community amenities and institutions
- PHP, which supports groups of beneficiaries who already hold title to land in constructing top structures
- CRU programme, facilitating the funding of high-density rental accommodation on well-located land, and the transformation of the City’s stock of hostels, which originally provided accommodation for between 15 000 and 20 000 contracted migrant labourers
- Social housing, which is a rental option for households within the higher income bracket of R1 500 to R7 500 per month
- A national housing programme for farm residents, including the facilitation of on- or off-site housing for farm workers
- A national housing programme for proven military veterans with a monthly household income of not more than R10 416.66. This includes an additional grant funded by the National Department of Military Veterans for the development of a 50 m² house with additional finishes.
Apart from the PHP, all of the above initiatives depend on the identification of appropriate land and its release for development. In the case of farmworker housing, discussions were held with farmers from the Durbanville area in early 2012, and the housing needs of farmworkers will be considered in the future.

**Affordable housing in the gap market**

As is now well understood, families earning between R3 500 and R15 000 per month constitute a gap in the housing market that remains unserviced by both the private market and the state. Against the backdrop of the substantial structural changes being felt by Cape Town’s economy, and accompanied by a severe decline in blue-collar jobs and a general slowdown in employment, this gap is becoming increasingly glaring and potentially devastating for those who fall within this income range.

The City has therefore implemented a strategy to deal with this problem through a combination of loan-funded gap housing and a consumer self-help programme.

**Loan-funded houses**

The City facilitates this kind of housing by releasing land and/or providing institutional housing subsidies. In return, the developer is required to deliver solutions that fit into the gap price and qualification brackets. The buyer is required to contribute loan finance. Various ways of delivering these solutions have been piloted in Cape Town, with varying success. It is hoped that in the next five years the City will continue to deliver such gap solutions.

**Plot and self-help programme**

In this programme, a fully serviced site is sold to people wanting to build their own home at their own pace. This solution is specifically targeted at those who cannot rely on qualifying for a home loan, but who may have other forms of credit, assistance from their employer, or their own building skills. The land is discounted, in return for which no speculation is allowed. Since the R3 500 qualifying threshold for state subsidies has not been adjusted for a number of years, the number of families seeking this kind of support has grown immensely in recent times. Therefore, the City recognises it as a programme that should be upscaled in the years to come, and it is hoped that approximately 200 to 250 plots can be sold per year on this basis.

**Institutional housing**

The institutional housing programme aims to develop affordable ownership houses for households with a maximum monthly income of R3 500. The programme utilises government’s institutional subsidy and a top-up loan.

Currently, the Cape Town Community Housing Company (CTCHC) is the only institution in the city that is able to provide houses within this programme. The CTCHC provides the beneficiaries with the top-up loan through a purchase agreement between them and the beneficiary. The loan period is 25 years, and the instalment is approximately R1 000 per month. Examples of houses that have been built through this programme can be found in Morgan’s Village Phase 1 (330 homes), Morgan’s Village Phase 3 (2 341 homes), and the 800 homes currently being built in Harmony Village.
People’s Housing Process (PHP)
This category of housing opportunity refers to beneficiaries who maximise their housing subsidy by building, or organising the building of their own homes through a process that includes the establishment of a community support organisation.

The National Housing Code defines the PHP as a government housing support programme that assists households who wish to enhance their houses by actively contributing towards the building of their own homes. The process allows beneficiaries to establish a housing support organisation that will provide them with organisational, technical and administrative assistance. Training and guidance on how to build houses are also supplied. Participation in the process is regarded as a contribution towards the achievement of their housing opportunities.

One of the most important elements for a PHP consolidation project is that the beneficiary must be the property owner (title deed holder) or must be in possession of a signed deed of sale from the City. The City monitors a considerable number of PHP projects, and is the leading metropole in this regard.

New rental housing
The City provides either direct or indirect new rental housing opportunities. This means that it offers either new CRUs under City management, or social rental housing under the management of social housing partners with whom the City has agreements.

Social (rental) housing
The City’s social housing programme aims to develop affordable rental accommodation for households with a maximum monthly income of R7 500. The programme utilises institutional and capital subsidies available in terms of the national housing programmes. Delivery occurs through the social housing institutions that have entered into partnership agreements with the City to build and manage the housing developments on the City’s behalf.

To date, the City has completed social housing projects in Steenberg, Brooklyn, Bothasig and Scottsdene.

Restitution of land rights
The land restitution programme is a constitutional imperative (see Section 25(7) of the Bill of Rights), which aims to restore the land rights of, or provide just and equitable redress to, persons or communities who were dispossessed of land after 19 June 1913 due to past discriminatory laws and practices.

The Land Restitution Unit within the Human Settlements Directorate is responsible for negotiating and tracking progress in respect of those restitution cases that involve City-owned land.

The specific function of the unit is to manage the return of Council-owned land on which there is a restitution claim. In cases where this is not possible because the land has been fully developed, alternative land, owned by Council in the vicinity of the claim, is identified and made available. The City has thus far approved the return (restoration) of 11 parcels of land to 11 groups of claimants. These restitution group claims include Richmond Park, District Six, Claremont, Welcome Estate, Crawford, Protea Village, Tramway Park, Dido Valley, Constantia, Macassar and Emauvundleni.

The next step in the restitution process is to develop these restored land parcels. However, this can be a challenging and lengthy process given the varying requirements and desires of stakeholders. The City is therefore working closely with the Land Claims Commission in developing these land parcels.

Good progress is being made in this regard on the Richmond Park and District Six land claims, with development plans for the areas having been submitted for approval. It is hoped that most of these restitution land parcels will have been developed in five years.

Adapting human settlements to the natural environment
Cape Town’s residential areas are particularly vulnerable to the effects of climate change, especially the concomitant increase in the incidence of natural risks such as flooding, gale-force winds, torrential rain and extreme temperatures.

Residential developments built on flood and coastal plains are particularly at risk of flood damage due to heavy rainfalls or coastal storm surges. While due cognisance is now taken of these factors in future human settlements planning, many existing structures and communities are still under threat.

Informal settlements located below the flood-lines of rivers are especially susceptible to flooding. Poorly constructed subsidised housing and informal settlements are vulnerable to heavy storm conditions, which are likely to increase in both frequency and intensity in future. The financial losses resulting from these are a further burden to the poor and, in some cases, affect their very livelihoods.

Against this backdrop, it is critical for the City to consider how climate change will affect houses, settlements, communities and individuals going forward.
The resilience of houses depends on design, maintenance and a multitude of external and internal stressors. The impact of climate change on settlements as well as individual houses (both private and City stock) is expected to be significant. Many of Cape Town’s houses and settlements are already under pressure as a result of population growth, high levels of poverty, and inadequate maintenance due to neglect and affordability issues. The effects of climate change will exacerbate these stressors, and the vulnerability of the housing sector will escalate. For occupants and owners of homes and other property, this may manifest in unsafe living environments, risks to health and general well-being, increased maintenance and insurance costs, future insecurity and, in the worst-case scenario, structural damage and loss as well as risks or dangers to human life.

The increased stress on existing houses built to standards that pre-date current and projected climate conditions may result in the need for renewal, replacement and, in some cases, relocation. All future developments should therefore be designed to withstand the anticipated effect of climate change and indeed, to limit any negative contribution to climate change that may result from their construction and maintenance.

The main impacts on physical housing structures have been identified as follows:

- increased energy consumption (and costs);
- increased carbon emissions;
- human health effects of rising temperatures and windblown particulates;
- increased risk of damage due to more frequent and intense extreme events (such as high winds, storms and flooding);
- increased damage from flooding and erosion, and
- increased fire risks due to extended dry spells and higher temperatures.

The City is aware of these risks and impacts and, as this plan indicates, undertakes all human settlements actions with due awareness and consideration of their environmental and social sustainability implications. The Directorate is also committed to aligning its activities with the City’s Climate Change Adaptation Plan of Action, and has instituted a number of initiatives in response to this plan.

Most of these initiatives relate to harnessing the power and cost-efficiencies of renewable energy through the use of solar devices to heat water and warm houses. Natural shading is also maximised to assist with the cooling of living environments in summer. As far as reasonably possible, the street plans for new developments are laid out in such a way as to maximise the number of houses with north-facing aspects to ensure maximum sun in winter and facilitate natural cross-ventilation by the prevailing southeast winds during the hot summer months. Windows on the north-facing facades are shaded against the summer sun, but are typically larger than standard to maximise winter sunshine.

Although not required by current national standards, City contractors are encouraged to include solar water heating systems in their tender offers. The Directorate also welcomes innovative suggestions regarding green technologies, but while many such green innovations and devices are presented annually, few can be acquired due to purchasing and implementation costs that are often high.

As far as possible, street plans for new developments are laid out in such a way that most houses are north-facing to ensure maximum sun in winter.
Partnering for improvement

<table>
<thead>
<tr>
<th>Type</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental housing partnerships</td>
<td>52</td>
</tr>
<tr>
<td>Social housing partnerships</td>
<td>52</td>
</tr>
<tr>
<td>Informal settlements partnerships</td>
<td>52</td>
</tr>
<tr>
<td>Private sector partnerships</td>
<td>53</td>
</tr>
</tbody>
</table>
Meeting the increasing housing challenges of a rapidly growing city like Cape Town cannot be achieved by an administration operating in isolation. As such, the City and the Human Settlements Directorate recognises the importance of close collaboration and partnerships with all stakeholders, including:

- other City directorates and departments,
- regional, provincial and national government bodies,
- the broader public sector,
- the private business sector, and
- the communities and citizens of Cape Town themselves.

A few of these partnerships are briefly outlined below:

**Rental housing partnerships**

Developing and maintaining good working relationships among its tenants, community leaders, politicians and staff is a priority for the City. This not only ensures that the City is kept abreast of issues requiring urgent attention, but also enables a shared sense of ownership and responsibility among all stakeholders.

A policy has been developed to enable the establishment of CRU committees within City-owned rental housing estates. The intention is to encourage a sense of ownership in tenants, and empower them to take greater responsibility for addressing issues affecting their living environments and maintenance of their properties.

Engaging ward councillors and other politicians has established a better connection with communities, through which the dual responsibility for rental housing maintenance and management has been highlighted.

The Safety and Security Directorate partnered with Human Settlements by establishing a dedicated team called the Housing Safety Unit to play a law enforcement role when the maintenance team is required to perform work in a hostile environment. They also assist housing inspectors and provide support in cleaning up CRU areas where antisocial behaviour is prevalent.

**Social housing partnerships**

In terms of the Social Housing Act, Act 16 of 2008, independent social housing institutions receive grant and subsidy funding to build and manage affordable rental housing for a targeted income group earning between R1 500 and R7 500 per month. The City has a partnership agreement with selected social housing institutions through which support and assistance is provided to the social housing partners to facilitate specific social housing developments. The support and assistance provided by the City is specifically with regards to access to institutional housing subsidies and suitable land.

In 2014, the Social Housing Regulatory Authority (SHRA) awarded the City of Cape Town as the Best Performing Social Housing Steering Committee and Programme Nationally. In addition, the Steenberg social housing project was awarded the best in its category at the 2015 Provincial Govan Mbeki Awards.

To date the City has developed the following social housing projects:

**Table 1.6: Social Housing Projects**

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>NO. OF UNITS</th>
<th>SOCIAL HOUSING PARTNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steenberg social housing project in Military Road, Steenberg</td>
<td>700 units</td>
<td>Soho Property Investments</td>
</tr>
<tr>
<td>Drommedaris social housing projects in Brooklyn</td>
<td>219 units</td>
<td>Communicare</td>
</tr>
<tr>
<td>Bothasig social housing project in Bothasig</td>
<td>120 units</td>
<td>Communicare</td>
</tr>
<tr>
<td>Scottsdene social housing project in Scottsdene</td>
<td>500 units</td>
<td>Madulammoho Housing Association (currently under construction)</td>
</tr>
</tbody>
</table>

The City also has more than 5 000 social housing units in the planning stage.

**Informal settlements partnerships**

The City has signed a Memorandum of Agreement (MoA) with the Informal Settlements Network (ISN) and Community Organisations Resource Centre (CORC) that specifically assists with community interaction, recognises issues affecting the community, mobilises them to inspire, (resulting in enumeration and mapping of structures), profiling the community, and designing re-blocking and UISP projects.
This partnership, in addition to partnerships with Violence Prevention through Urban Upgrading (VPUU), National Planning Commission (NPC), Development Action Group (DAG), Isandla and Ikhayalami, endeavour to improve the circumstances of residents of informal settlements and backyard precincts.

**Private sector partnerships**

Although the Directorate has fostered relationships with the private sector, there remains much room for improvement. To date, the Directorate has not fully leveraged these relationships and the Integrated Human Settlements Framework (IHSF) is a step toward fostering a better relationship with the private sector in order to achieve its goals.

The private sector does not merely imply private businesses, but existing private residential households. The intention would therefore be for this sector to deliver a significant portion of the required housing by providing rental housing opportunities either through new housing developments where zoning permits, or by developing a second formal structure on existing private property.

The Steenberg social housing project in Steenberg was awarded the best in its category at the 2015 Provincial Govan Mbeki Awards.
Additional strategic initiatives

Ensuring title 56
Housing consumer education 57
Housing database 57
Housing debt management initiatives 58
Accreditation and national housing programmes 59
Job creation through the Expanded Public Works Programme (EPWP) 60
Policies 61
Reporting, monitoring and evaluation 61
Portfolio project management 61
How PPM will benefit the City 61
Ensuring title
Creating property owners through title transfers
An initiative to sell City rental stock to tenants is currently underway. The primary focus of the campaign falls on approximately 12 377 rental units that are still regarded as saleable. Qualifying tenants with a joint income of less than R3 500 per month are eligible for a state discount of up to the value of the individual subsidy in respect of the purchase price, rental and services arrears. The City will also contribute 50% of the total transfer costs up to a maximum of R500 per transfer for those qualifying tenants with a joint income of between R0 and R7 000 per month. The reviewed Allocation Policy now also allows for right-sizing of saleable units to willing buyers where present tenants do not want to take transfer of the unit they are occupying.

Delayed sales
Previously, the City sold a number of dwellings on a delayed transfer basis, with loan repayments over 20 or 30 years. These dwellings comprised built-for-sale units, components of City self-help schemes, as well as saleable rental stock, of which approximately 20 000 units still need to be transferred. The properties are only transferred once the purchase price is paid in full and any arrears on the housing loan account have been settled. Purchasers also receive a subsidy towards the transfer cost based on their income.

Site-and-service transfers
Progress has been made regarding transfers of title deed to the original beneficiaries or the persons in occupation of the sites in Nyanga (751) and Brown’s Farm (1 397). Since many of the original beneficiaries no longer occupy these sites, the City has approved a policy that provides for a process of cancelling the existing deeds of sale applicable to beneficiaries who are no longer in occupation of the site-and-service properties as well as screening the current occupants for possible transfer. A number of sites in Nyanga are still registered to the Western Cape Government, and negotiations are in progress to transfer them.

Title to land
South Africa’s National Housing Policy is premised on freehold tenure. This means that beneficiaries of state support get access not only to a house, but also to the piece of land on which the house stands, which should be registered in their name at the Registrar of Deeds. In the past, output figures and rapid delivery received top priority, while the less visible paperwork was neglected. This resulted in many beneficiaries still not having received title to their land. A process is now in place to remedy the situation in Cape Town. There are three legs to this remedy:

- Historical housing projects that have been completed in terms of construction, but were not properly registered at the deeds office, are being finalised retrospectively.
- The registration process on current housing projects is being streamlined to ensure that title is issued as part of the project roll-out.
- The Department of Existing Settlements is driving a separate process in respect of Council stock that is being transferred to home buyers.

An enquiry was conducted into the legacy projects to determine the position with each. The major reasons for the historic failure to issue title deeds were found to be as follows:

- Township establishment applications are not yet concluded.
- The general plan remains unapproved.
- Township registers remained unopened.
- Sale agreements remain unsigned by beneficiaries.
- Beneficiaries have not been traceable.
- Beneficiaries have not repaid their loans.
- Land zoning issues (especially in Khayelitsha, which remains subject to the Black Community Development Act).

Most often, these processes have been left incomplete because conveyance appointments expired, conveyance funds for the housing subsidy ran out, and/or clarity could not be obtained about original land ownership.

Remediation is complex, as it involves the City, the relevant attorneys, the former developers, the state attorney, and the Western Cape Government. It also presupposes that the entitled beneficiary can be located. Despite these challenges, a measure of success has already been achieved. As at the end of January 2015, more than 13 700 historic title deeds have been transferred to previously disadvantaged beneficiaries since 2012. This has been the result of a massive effort by the City’s Human Settlements Directorate to clear backlogs pertaining to historic title deeds, some stretching as far back as 30 years.
Table 1.7: Title Deeds Historical Project Progress Summary until end of March 2015

<table>
<thead>
<tr>
<th>ITEM</th>
<th>TOTAL NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original outstanding transfers identified</td>
<td>25 202</td>
</tr>
<tr>
<td>Transfers corrected during March 2015</td>
<td>57</td>
</tr>
<tr>
<td>Total transfers corrected to date</td>
<td>13 771</td>
</tr>
<tr>
<td>Total transfers outstanding</td>
<td>11 021</td>
</tr>
</tbody>
</table>

**Housing consumer education**

The fundamental objective of the housing consumer education programme is to educate and empower housing consumers or beneficiaries on their options, rights and responsibilities, and to raise awareness and promote behavioural change through communication and education.

The topics discussed during the training sessions cover a range of issues pertaining to the beneficiary’s needs, including:

- tenure options;
- affordability and savings;
- government housing subsidies and other housing assistance;
- sustainability topics;
- contracts, and the consequences of breach of contract; and
- responsible use of services.

Enhancements to this training material are being developed, and will include a number of environmental sustainability topics such as waste disposal, recycling, energy saving, water and climate change, practical steps to save water, and food gardening. This collaborative arrangement is in line with the City’s Energy and Climate Change Action Plan objectives.

Since the programme’s inception in 2006, beneficiaries of all new subsidy housing projects receive housing consumer education before the actual handover of their house.

**Housing database**

The City’s housing database system was implemented in June 2006. It comprised approximately 15 housing waiting lists from the former municipalities, which now all form the metropolitan area. This integrated housing database system is housed on a central server, and is accessible from all the City’s housing offices via the City intranet by officials authorised to do so.

The database has recently undergone a major upgrade to bring it in line with recommendations that resulted from various audits, and also to align it more closely with the requirements of the revised allocations policy.

The purpose of the housing database is to provide an accessible resource of all beneficiaries of the City’s various housing programmes through a single, centrally managed list. The housing database is principally used for the allocation of vacant rental housing units managed by the City, and the allocation of housing in terms of the state’s Breaking New Ground (BNG) housing programme. The Western Cape Department of Human Settlements has used it to source a portion of its beneficiaries for the N2 Gateway housing project as well as for the allocation of beneficiaries into their rental units within the City.

As at 2 April 2015, the number of applicants who had registered their need for housing and were still awaiting housing opportunities was 290 975.

The City conducts ongoing awareness campaigns to encourage applicants to update the information on the database. These take the form of advertisements in community newspapers and various open days in specific areas. As a result, approximately 30 000 applicants updated their information between June and December 2014.

A web registration facility has also been available since December 2014, which allows applicants to register on the City’s housing database via the internet. Due to this initiative the number of registrations is growing on a monthly basis.

Despite many challenges, the City has successfully transferred more than 13 700 historic title deeds to previously disadvantage beneficiaries since 2012.
Housing debt management initiatives

Acknowledging the socio-economic conditions in which certain groups of our society find themselves, and as a means of providing a short-term financial intervention, the City offers an Indigent Policy for tenants in its public rental units as part of its comprehensive debt management policy package. Through this intervention, genuinely needy families who are unable (but not unwilling) to pay, are given short-term relief. This allows the City to implement its debt management policy on a firm and fair principle for those debtors who are able but unwilling to pay their rental charges.

The Indigent Grant is valid for 12 months and tenants with a monthly household income of less than R3 200 may apply for such relief. The indigent rental is calculated according to the following table:

<table>
<thead>
<tr>
<th>MONTHLY INCOME</th>
<th>PERCENTAGE OF INCOME PAYABLE</th>
<th>ADDITIONAL ARREAR ARRANGEMENT AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>R0 – R1 500</td>
<td>5% with a minimum of R10 per month</td>
<td>R10</td>
</tr>
<tr>
<td>R1 501 – R2 800</td>
<td>8%</td>
<td>R15</td>
</tr>
<tr>
<td>R2 801 – R3 200</td>
<td>10%</td>
<td>R25</td>
</tr>
</tbody>
</table>

Also, as part of its debt collection initiative, the City operates the following incentive scheme programmes to encourage payment.

- **Reasonable and affordable rents** - average R450 per month.
- **Grants to assist the vulnerable** - All debt related to the property for the debtor, including rates, services and sundry debt but excluding capital debt of home ownership, up to the date of granting of indigent status will be written back. (Such write-back will occur only once.)
- **Multiple payment platforms** - shops, door collections, any local offices, post office, etc.
- **Co-payment incentive (Payment Plus)**
  - The City allows for a 50% discount of the housing rental and loan arrear balance as at 30 June 2013.
  - The debtor is required to visit the local Housing Office and make arrangements to pay arrears in monthly installments.
  - For every payment made on arrears, the City will write off an equal amount.
  - This option applies to tenants in saleable and non-saleable units.
  - For selling and rental debtors.
- **Debt rescheduling arrangements** - These are available for those who cannot settle their debt in full. This requires the payment of the current monthly charges plus a mutually agreed amount towards the arrears each month.

As at 2 April 2015, the number of applicants who had registered their need for housing and were still awaiting housing opportunities was 290 975.
• Door-to-door collections - This operates across the City for all City rental and selling scheme properties.

• Housing Incentive Scheme - This is a monthly competition in which tenants who pay their monthly charge for three months in a row can participate. Those with indigent grants and other valid arrangements can also participate. The idea behind rewarding consistent payers is to encourage ongoing payment and entice defaulting debtors - over and above the existing debt management processes - to pay their debts in order to qualify for the draw. The prizes include the following:
  - Rental: four Shoprite vouchers per month of R1 000 each.
  - Selling schemes: two Shoprite vouchers per month of R1 000 each.

Accreditation and national housing programmes

The National Housing Programmes and Accreditation Management Branch was originally established to ensure the City delivers on its accreditation mandate. Subsequent to the creation of the department, the City also became a recipient of the USDG, which is received directly from the National Department of Human Settlements. This grant has various applications, but is predominantly aimed at supporting the City to deliver on the targets encompassed in National Outcome 8 and the National Medium-Term Strategic Framework (MTSF).

To facilitate the application of both nationally allocated grants (the USDG and the HSDG, which relates to the City’s accreditation mandate), the administration of the USDG (registration and approval of projects) was also included in the mandate of the City’s National Housing Programmes and Accreditation Management Branch. Council approved the departmental structure on 1 September 2011.

The City and the Western Cape Department of Human Settlements have signed an implementation protocol and finalised the deed of delegations that formally transferred the authority for approval of projects under the HSDG to the City. The USDG is paid directly to the City, and therefore all processes and delegations pertaining to this grant had to be approved by Council. Council approved the process for the assessment and approval of USDG projects as well as the related delegations to the Executive Director: Human Settlements, and subsequently approved the inclusion of HSDG projects in this process and the delegations.

This process was enhanced during 2014 with the establishment of the Grants Project Review Committee (GPRC). The GPRC considers the application of all grants received by the City (including the USDG and HSDG relevant to the Directorate) and ensures alignment among grants as well as alignment with the City’s priorities and strategic directives. This committee then recommends the list of projects relevant to a specific grant with the related amounts allocated to each to the Executive Mayor for endorsement and subsequent approval by Council.

Recommended projects are considered by an internal Administrative Review Committee: Projects, and measured against the key deliverables of National Outcome 8, which are as follows:

- Accelerated delivery of housing opportunities
- Access to basic services
- Efficient utilisation of land for human settlements development
- Improved property market.

Projects without a direct link to the above deliverables are still considered, and are measured against the USDG policy and Division of Revenue Act (DORA) framework, for example, the rehabilitation of existing infrastructure. In terms of the HSDG, projects are also measured against the policy guidelines as contained in the National Housing Code.

Apart from the administration of USDG and HSDG projects, the National Housing Programmes and Accreditation Management Branch’s main focus is to ensure compliance with all conditions of level 1 and 2 accreditation as well as with those responsibilities devolved through assignment. It was decided at national level to follow the route of executive assignment rather than level 3 accreditation through the Housing Act. The approach towards assignment was revised at national level during the 2014/15 financial year with a new focus on the implementation of mega and catalytic projects. An enhanced assessment tool has also been devised to test the readiness of municipalities for accreditation or assignment. The approval of the new approach and enhanced assessment tool will provide the guideline for the City to move towards assignment.

To ensure full functionality in terms of the aforementioned, the City has also gained access to the Housing Subsidy System (HSS) and has commenced fulfilling the subsidy administration role. The link to the HSS is established through the provincial database.
As the HSS is managed at a national level, this presents a strong partnership arrangement between the three spheres of government.

The effective functioning of this branch largely relies on strong partnerships with internal line departments, as well as the Western Cape and National Government. Links with social housing institutions, the Social Housing Regulatory Authority (SHRA) and the National Home Builders Registration Council (NHBRC) have also become more critical as the City has taken over the administration relevant to these entities.

Related to accreditation, the City has also submitted a business plan to access the Municipal Human Settlements Capacitation Grant (MHSCG). This grant is aimed at assisting accredited municipalities to build capacity to deliver on its new mandate related to the functions delegated to it.

Although accreditation and assignment do not equate to more funding being available for human settlements delivery - and therefore will not result in more houses being built within any given fiscal year - their achievement affords the City full control over the budget allocated to it as well as over the administration of projects. The result is more effective prioritisation and efficiencies in the administration, and more streamlined approvals of projects and subsidies.

The Human Settlements Directorate endeavours to create temporary job opportunities as part of the Expanded Public Works Programme.

The Directorate formed partnerships with various training colleges to upskill and train staff in scarce skills, and provided an in-service training venue for students from the various tertiary institutions.

The Human Settlements Directorate helps the City to address unemployment through the creation of temporary jobs as part of the EPWP when executing its projects and programmes. Through an integrated human settlements strategy, economic empowerment of beneficiary communities can be strongly supported by the introduction of contractor development programmes for large, multi-year projects and programmes, and the facilitation of access to project-specific incidental opportunities. As a result, the Directorate endeavours to create job opportunities, for example by giving bush clearing contracts to local contractors and community members in specific areas.

The Directorate also formed partnerships with various training colleges to upskill and train staff in scarce skills, and provided an in-service training venue for students from the various tertiary institutions.

Job creation through the Expanded Public Works Programme (EPWP)

The Human Settlements Directorate helps the City to address unemployment through the creation of temporary jobs as part of the EPWP when executing its projects and programmes. Through an integrated human settlements strategy, economic empowerment of beneficiary communities can be strongly supported by the introduction of contractor development programmes for large, multi-year projects and programmes, and the facilitation of access to project-specific incidental opportunities. As a result, the Directorate endeavours to create job opportunities, for example by giving bush clearing contracts to local contractors and community members in specific areas.

The Directorate also formed partnerships with various training colleges to upskill and train staff in scarce skills, and provided an in-service training venue for students from the various tertiary institutions.

The Directorate provides job creation opportunities in line with the City’s corporate initiatives. To ensure the achievement of targets, implementation is monitored on a monthly basis. This also includes the necessary quality review and evidence base to supplement all statistics submitted for reporting purposes.
Policies
Existing policies are periodically reviewed and new policies developed as needed. The Human Settlements Directorate has reviewed its Allocation Policy: Housing Opportunities, and developed a new policy on the establishment of CRU committees. Council approved both these policies on 25 March 2015, which can be implemented immediately. Furthermore the Directorate has drafted a guideline focusing on the levels of prioritisation regarding maintenance of the City’s CRUs.

Reporting, monitoring and evaluation
Politically, the Directorate reports to the Human Settlements Portfolio Committee, which is responsible for the monitoring of policy implementation. Monthly portfolio committee meetings are held, where reports on various items relating to the functional area are presented. These detailed reports can be found at www.capetown.gov.za/en/CouncilOnline.

On a quarterly basis, reports on performance against predetermined targets are also submitted. Systems are in place to verify this data and the associated evidence used to validate outputs. In addition, the City is subjected to both internal and external audits in line with good governance principles. These audits verify that the existing checks and balances can sufficiently verify deliverables. All systems are regularly reviewed and updated.

Portfolio project management
The City is faced with an environment that is becoming more complex and interdependent due to an increase in projects that need to be executed.

With the rising scarcity of capital and technical skills, and the mounting pressure to continually improve delivery, the City of Cape Town has turned to project portfolio management (PPM) to improve the effective and efficient delivery of capital project portfolios.

This implementation of PPM is an innovative first in local government in South Africa. PPM is a holistic multidisciplinary approach to the design, implementation and support of capital projects from a people, process and technology perspective. It enables the alignment of projects with organisational strategy, thus enabling the effective allocation of resources to projects, thereby improving delivery. It provides management with reliable information to support decision-making processes and to enable operational transparency of projects. PPM also assists with the planning, selection and execution of capital projects.

In late 2012 a specific discovery phase was initiated to explore and understand how PPM could help the City achieve its objectives. This entailed a number of interactions with key stakeholders including the Mayoral Committee, the Executive Management Team, management and staff from Finance, Human Resources, Information Systems & Technology and other departments, and included a high-level analysis of current processes and the development of conceptual models.

Based on this discovery phase, a business project to implement PPM was initiated which includes:

- the creation of an organisation-wide PPM framework, processes and supporting systems for the application of consistent standards in the planning and execution of projects;
- an integrated system to enable longer-term multi-year planning (5+ years) of capital projects; and
- an organisation-wide view of capital projects aligned to strategy and objectives.

How PPM will benefit the City
The vision is to successfully implement standard PPM practices, processes and supporting technology within the City in order to achieve:

- better upfront planning and screening of capital projects to ensure that the most feasible and implementable projects are submitted for funding;
- shifting the focus from budgeting to planning capital projects over a longer term;
- supporting the alignment of projects with strategy and objectives;
- improving the successful delivery and tracking of capital projects; and
- enhanced availability of project information and standardised reporting.

The Human Settlements Directorate has been chosen to pilot this initiative.
Directorate structure and functions

<table>
<thead>
<tr>
<th>Directorate Structure</th>
<th>64</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Settlements Planning and National Housing Programmes Implementation Department</td>
<td>64</td>
</tr>
<tr>
<td>Human Settlements Development and Delivery Department</td>
<td>64</td>
</tr>
<tr>
<td>Human Settlements Urbanisation Department</td>
<td>65</td>
</tr>
<tr>
<td>Public Housing and Customer Services Department</td>
<td>66</td>
</tr>
<tr>
<td>Strategic Support Services and Administration Department</td>
<td>66</td>
</tr>
<tr>
<td>Housing Finance and Leases Department</td>
<td>66</td>
</tr>
</tbody>
</table>
INTEGRATED HUMAN SETTLEMENT FIVE-YEAR PLAN
2015/16 REVIEW

ANNEXURES FUNDING LEGISLATION AND PLAN INTEGRATION

DIRECTORATE STRUCTURE AND FUNCTIONS

ADDITIONAL STRATEGIC INITIATIVES

SETTING THE SCENE

UNDERSTANDING THE CURRENT REALITY

PREPARING FOR IMPROVEMENT

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENT
Directorate Structure
- Human Settlements Planning and National Housing Programmes Implementation Department
- Human Settlements Development and Delivery Department
- Human Settlements Urbanisation Department
- Public Housing and Customer Services Department
- Strategic Support Services and Administration Department

The need for the Human Settlements Directorate structure to be more aligned with its strategy functions led to a new structure being approved by Council in February 2013. This new structure, which is being phased in, will enhance working relations within the Directorate, and is based on aligning functions more closely with the Integrated Human Settlements strategy. A brief summary of each of the departments and business units within the new Directorate structure is provided below.

Human Settlements Planning and National Housing Programmes Implementation Department

Land Forward Planning and Coordination
This branch is responsible for:
- land planning and acquisition programmes for short-, medium- and long-term human settlements projects;
- environmental impact assessment and rezoning;
- managing and controlling the land information or data management system;
- managing and facilitating the conclusion of title deeds and transfers;
- the conversion of leasehold titles to title deeds as well as legacy cases, which include serviced sites that need to be transferred; and
- identification and acquisition of brown buildings (old or other use) to be redeveloped for mixed use.

Policy, Research, Integration and Compliance
This branch is responsible for:
- managing and coordinating the development and review of human settlements policies and strategies, including the Integrated Human Settlements Five-Year Plan, IDP and annual report inputs as well as the Built Environment Performance Plan (BEPP); and
- ensuring the alignment of the City’s human settlements policies with provincial and national directives and guidelines as well as compliance with relevant legislation.

National Housing Programmes and Accreditation Management
This branch is responsible for:
- managing the planning, identification, packaging and budgeting of programmes and projects;
- managing, coordinating and administering housing programmes and projects; and
- technical monitoring and quality assurance, by assessing all housing projects to ensure compliance with accreditation and assessment criteria.

Human Settlements Development and Delivery Department

Facilitation and Implementation
This branch is responsible for:
- managing the identification and planning (designing), facilitation, coordination and implementation of projects and community facilities or amenities for the Directorate, and for monitoring and reporting on these;
- overseeing the development of new CRUs and hostels (including conversions); and
- managing the development of PHP projects.

Land Reform, Social and Gap Housing
This branch is responsible for:
- managing and coordinating the implementation of the City’s land restitution and reform programme;
- the facilitation and implementation of social and gap housing programmes and strategies;
- monitoring partnership agreements with social and gap housing partners; and
- coordinating and managing the hostels transformation programme (CRU) and housing cooperatives.

Technical Services
This branch is responsible for:
- managing and controlling the provision of a professional and specialist architectural and quantity surveying service within the Directorate as well as citywide;
- managing major upgrades to CRUs and hostels, including the development and implementation of long-term asset management plans;
- managing and coordinating the implementation of the BEPP and USDG/HSDG projects across the City; and
- upgrades of bulk services in defined areas, land parcels and proposed housing projects.
Human Settlements Urbanisation Department

Service Delivery Implementation, Coordination and Compliance (Informal Settlements and Backyards)

This branch is responsible for:

- managing the development of business processes that enable accelerated results and sustainable outcomes in relation to the upgrade, management and improvement of informal settlements and backyarders;
- managing and implementing all urbanisation planning and operational processes across the City to achieve sustainable, integrated and inclusive urbanisation implementation;
- managing service delivery implementation and coordination of improvements, developments and servicing of informal settlements and backyarders across City directorates;
- coordinating and implementing 12 corporate urbanisation chapters or outcomes across City directorates;
- monitoring and evaluating compliance with municipal service levels and standards;
- managing the development of a multi-year and integrated service delivery plan in relation to informal settlements and backyarders; and
- aligning, integrating and coordinating provision of essential services to informal settlements and backyarders with various government departments as well as other City directorates.

Provision of basic services to backyard dwellers in City-owned rental stock

During 2011, the City embarked on a project to provide basic services to backyard dwellers, and will continue to do so. The strategy is to provide basic services to all residents living in the backyards of City-owned non-saleable rental stock. This includes:

- supporting the capacity development of PHP contractors and suppliers;
- identifying additional EPWP opportunities within human settlements projects and programmes and supporting the implementation thereof;
- driving the improvement of the Human Settlements Directorate project management maturity by supporting the training and development of project implementation resources within the Directorate, aligned with corporate initiatives, and ensuring compliance with legislative and policy requirements, including:
  - project management governance and compliance;
  - training and development of project managers; and

Directorate Human Settlements Management Team 2015


Back (standing) from left to right: Trevor Mitchell: Acting Director: Human Settlements Planning and National Housing Programmes Implementation, Wayne Muller: Director: Housing, Finance and Leases, Dr Ivan Bromfield: Acting Executive Director: Human Settlements.
- supporting the standardisation of project and contract management by, for example, driving the professional registration of all Human Settlements project managers;

• facilitating the Directorate’s integrated fixed-asset management programme by ensuring compliance with legislative and policy requirements, including:
  - aligning existing programmes with corporate initiatives; and
  - ensuring compliance with asset management governance by, for example, converting the current CRU maintenance programme into a corporately aligned asset management programme.

**Informal Settlements Management**

This branch is responsible for:

• managing strategic and functional support pertaining to the upgrade and development of new and existing informal settlements or backyarder projects;

• managing the facilitation and development of community and partnership relations with all relevant stakeholders regarding future and existing integrated human settlements or community projects and initiatives in respect of informal settlements and backyarders;

• managing and coordinating a people-centred and sustainable citywide relocation to improve service delivery and to decrease abnormal spatial densities;

• managing and coordinating informal settlements or backyarder demographic profiling;

• strategic planning and management of disaster relief and management initiatives;

• managing of area-based resources planning;

• managing and coordinating the implementation of the informal settlements winter or upgrade plans;

• managing land invasions on all City, provincial and state land;

• managing engineering services for all informal settlements or backyarders; and

• managing all planning activities relating to informal settlements or backyarders, including alignment with the Directorate’s strategic plans or objectives.

**Public Housing and Customer Services Department**

**Tenancy and Homeownership Management**

This branch is responsible for:

• managing and administering rental units, and coordinating homeownership units and special operations or programmes;

• managing reactive maintenance to existing rental units and hostels; and

• managing current special leases and properties until handover to relevant City directorates.

**Communication and Customer Services**

This branch is responsible for:

• managing the administration and implementation of specific existing settlement information or reporting requirements to and from subcouncils;

• managing the development, coordination and implementation of effective communication mechanisms with all stakeholders (internal and external);

• managing and controlling the development, administration and maintenance of the housing needs database;

• developing and managing business improvement modernisation processes to render a customer-focused service at housing estate offices;

• transforming housing estate offices into one-stop information centres; and

• developing and implementing tenants’ committees and customer relations improvement education campaigns.

**Strategic Support Services and Administration Department**

This branch is responsible for:

• overseeing asset management and logistic support;

• general administration, human resource management and secretarial support;

• coordinating the audit processes; and

• overseeing the Directorate’s risk management, performance management and inter-service liaison in the Executive Director’s office.

**Housing Finance and Leases Department**

The Housing Finance and Leases Department now reports to the Corporate Finance Directorate but continues to play an integral role in providing finance and budget support to the Human Settlements Directorate.
INTEGRATED HUMAN SETTLEMENT FIVE-YEAR PLAN 2015/16 REVIEW

ANNEXURES  FUNDING  LEGISLATION AND PLAN INTEGRATION

DIRECTORATE STRUCTURE AND FUNCTIONS

ADDITIONAL STRATEGIC INITIATIVES

PARTNERING FOR IMPROVEMENT

CREATING NEW LIVING ENVIRONMENTS

IMPROVING EXISTING LIVING ENVIRONMENTS

MEGA OR CATALYTIC PROJECTS

UNDERSTANDING THE CURRENT REALITY

SETTING THE SCENE
### Legislation and plan integration

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legislation</td>
<td>70</td>
</tr>
<tr>
<td>Plan alignment and integration</td>
<td>70</td>
</tr>
</tbody>
</table>
The City has to abide by, and align with, various laws and directives. The following sections summarise the main provisions relating to the delivery of integrated human settlements.

**Legislation**

The City has a constitutional mandate, together with Province and National Government, to ensure that the right of access to adequate housing for all its citizens is realised. The Constitution further describes the objectives of local government as follows:

- the sustainable provision of services
- the promotion of social and economic development
- the promotion of an environment that is safe and healthy
- prioritising the basic needs of communities
- encouraging community involvement.

The Housing Act 107 of 1997
The Housing Act supports the aims and goals of the Constitution, setting out the general principles of housing development that government must adhere to, encourage and promote. It gives the City the responsibility for primary development (major housing development), sets out pro-poor policies, and advises on how to achieve sustainability, integration, consultation, good governance, empowerment, equity and the optimal use of resources. Section 9(1)(f) of the Act requires the City, ‘as part of the municipality’s process of integrated development planning, [to] take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to initiate, plan, coordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction’.

The National Housing Code
The policy framework contained in the National Housing Code guides the City’s housing strategies. The code sets out National Government’s overall vision for housing in South Africa and provides guidelines on how to achieve it. As such, it is a living document, enhanced as and when policy changes and evolves.

Other legislation
Other enactments that influence housing development and administration include the following:

- The Division of Revenue Act
- The Municipal Finance Management Act, 56 of 2003

- The Rental Housing Act, 50 of 1999
- The Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 19 of 1998
- The Consumer Protection Act, 68 of 2008
- The Social Housing Act, 16 of 2008
- The Housing Development Agency Act, 23 of 2008

**Plan alignment and integration**

The City’s Integrated Development Plan (IDP)
This review of the Integrated Human Settlements Five-Year Plan informs and is an integral part of the strategic focus area of human settlements and services in the City’s IDP.

The IDP is the City’s key tool for dealing with the real issues of households and communities in a strategic, developmental and delivery-oriented way.

In addition, short-term plans with annual targets are also compiled for the Directorate and each of its departments. These are contained in the Service Delivery and Budget Implementation Plans. Details can be obtained at www.capetown.gov.za/IDP.

**National Development Plan**
This Integrated Human Settlements Five-Year Plan will contribute to the City’s achievement of some of the goals set in the National Development Plan, by transforming previous spatial inequalities in the location and design of major future housing developments as well as providing communities with a greater choice in housing solutions.

**National Outcome 8**
The City’s current, diversified suite of alternative development and delivery strategies, methodologies and products supports the National Outcome 8 imperative. Therefore, the plans contained in this five-year plan align with the strategic objectives of Outcome 8, and have been developed in the knowledge that:

- improving access to basic services is essential to human dignity;
- developments must be suitably located, affordable and decent;
- developments must facilitate the spatial transformation of the city’s suburbs, i.e. moving towards efficiency, inclusion and sustainability;
- the building of cohesive and caring communities, with improved access to economic and social opportunities, is imperative; and
• developments must be financially sustainable to the City in the long term.

Therefore, the City, through a diverse range of development options, aims to meet the strategic outputs of Outcome 8 by:

• improving the living environments of households in informal settlements through incremental access to basic services as well as structured in-situ upgrades;

• addressing the supportive infrastructure;

• facilitating opportunities in the gap market for households earning from R3 501 to R15 000 per month;

• creating other forms of tenure through social housing and the building of new CRUs, while also upgrading existing units;

• ensuring that the backyarders form part of the development planning solution; and

• pursuing all available options for the release of suitable, well-located state-owned land.

Provincial Strategic Objective 6

Strategic Objective 6 of the Western Cape Department of Human Settlements forms part of Province’s vision of ‘an opportunity society for all’. This objective focuses, among others, on accelerating housing delivery through prioritising in situ upgrades of informal settlements, and providing an increased number of people with a decreased level of assistance.

It also incorporates the notion that those beneficiaries who have the means to contribute to their own housing needs must be provided with the opportunity to do so, while those unable to do so will be assisted, albeit at a slower pace. Therefore, this City plan in itself supports the aforementioned provincial objective. The City’s housing development strategy aligns with other aspects of the overall provincial housing plans through:

• upscaling the provision and implementation of a serviced sites/informal settlements improvement strategy by means of incremental upgrades;

• addressing the cost of bulk infrastructure as a constraint to human settlements development by applying additional available funding through the USDG;

• applying the City’s approved Housing Allocation Policy in order to ensure fairness in the allocation of housing opportunities;

• introducing a coordinated approach for human settlements development by means of effective integrated development/human settlements planning;

• educating beneficiaries in respect of their rights and responsibilities as homeowners and tenants, by expanding and supporting the City’s housing consumer education programme;

• promoting security of tenure by facilitating transfer of title deeds to beneficiaries;

• optimal and sustainable use of land through densification along transport corridors and in economic nodes;

• creating an enabling environment in terms of land use rights, strategic disposal of land and development costs, to close the gap in the property market by way of strategic partnerships and private-sector investment;

• enhancing the supply of new and informal rental housing opportunities;

• developing and implementing a backyarder intervention strategy to improve living conditions; and

• encouraging improved property management of rental stock through the intended modernisation of the existing Human Settlements Directorate, potentially partnering with private-sector or social housing institutions.

This objective is being reviewed, and the City will provide input from this five-year plan while ensuring alignment with National Outcome 8.

Integrated Human Settlements Framework (IHSF)

The IHSF was developed to guide the future transversal management and development of sustainable integrated human settlements and furthermore to inform a new, innovative long-term Integrated Human Settlements Plan.
Funding

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban Settlements Development Grant (USDG)</td>
<td>74</td>
</tr>
<tr>
<td>Human Settlements Development Grant (HSDG)</td>
<td>74</td>
</tr>
</tbody>
</table>
SETTING THE SCENE
UNDERSTANDING THE CURRENT REALITY
IMPROVING EXISTING LIVING ENVIRONMENTS
PARTNERING FOR IMPROVEMENT
CREATING NEW LIVING ENVIRONMENTS
MEGA OR CATALYTIC PROJECTS
UNDERSTANDING THE CURRENT REALITY
SETTING THE SCENE
INTEGRATED HUMAN SETTLEMENT FIVE-YEAR PLAN
2015/16 REVIEW
ANNEXURES
FUNDING
LEGISLATION AND PLAN INTEGRATION
DIRECTORATE STRUCTURE AND FUNCTIONS
ADDITIONAL STRATEGIC INITIATIVES
Urban Settlements Development Grant (USDG)

As part of its efforts to ensure an appropriate delivery pipeline and flexed funding regimes, the National Department of Human Settlements recently added to its various housing funding programmes by launching the USDG, which is a new metropolitan funding framework developed in partnership with National Treasury.

The USDG comprises the old infrastructure component of the existing housing subsidy, plus the former Municipal Infrastructure Grant (MIG) to the City, as well as an additional national fund allocation. It represents a fundamental shift in the total integrated housing funding instrument package, and may be utilised, inter alia, for land acquisition, bulk infrastructure provision, informal settlement upgrades, reticulation services for integrated housing developments, and project packaging.

Housing project services are assessed on the basis of key national housing programmes (such as the IRDP and UISP), and top structures are funded by the HSDG. Application of this grant ensures improved human settlements development planning and coordination across the City, because the USDG serves to:

- firmly establish the City’s key roles and responsibilities;
- provide revised bulk infrastructure funding programmes and mechanisms;
- provide flexible infrastructure funding, comprising all infrastructure needs; and
- provide project funding based on project cost and not a fixed quantum.

The potential offered by the USDG in enabling the City to deliver integrated human settlements in a way that adds value to communities and addresses poverty is demonstrated by Table 1.8 below, which reflects the diversity of infrastructure development projects that have harnessed the funding available through this vital grant. The role of managing the USDG is performed by the City’s National Housing Programmes Department and the PRC, with authority to approve project funding applications and ensure integrated development in line with grant conditions.

Human Settlements Development Grant (HSDG)

The HSDG represents the residual allocation from the appropriation in terms of the Division of Revenue Act (Dora). It funds the construction of top structures in the City’s various housing developments.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>City Health</td>
<td>City Health</td>
<td>Capital</td>
<td>R1 243 266,00</td>
<td>R3 000 000,00</td>
<td>R19 000 000,00</td>
</tr>
<tr>
<td>Community Services</td>
<td>City Parks</td>
<td>Capital</td>
<td>R42 924 392,00</td>
<td>R56 104 213,00</td>
<td>R38 800 000,00</td>
</tr>
<tr>
<td>Community Services</td>
<td>Sport and Recreation</td>
<td>Capital</td>
<td>R9 758 617,00</td>
<td>R9 198 415,00</td>
<td>R14 840 000,00</td>
</tr>
<tr>
<td>Community Services</td>
<td>Library and Information Services</td>
<td>Capital</td>
<td>R8 950 000,00</td>
<td>R0,00</td>
<td>R0,00</td>
</tr>
<tr>
<td>Utility Services</td>
<td>Water and Sanitation</td>
<td>Capital</td>
<td>R389 760 060,00</td>
<td>R499 650 000,00</td>
<td>R635 900 000,00</td>
</tr>
<tr>
<td>Utility Services</td>
<td>Cape Town Electricity</td>
<td>Capital</td>
<td>R111 334 265,00</td>
<td>R225 000 000,00</td>
<td>R235 000 000,00</td>
</tr>
<tr>
<td>Energy, Environmental and Spatial Planning</td>
<td>Spatial Planning and Urban Design (SPUD)</td>
<td>Capital</td>
<td>R7 022 000,00</td>
<td>R10 000 000,00</td>
<td>R0,00</td>
</tr>
<tr>
<td>Transport for Cape Town</td>
<td>Asset Management and Maintenance</td>
<td>Capital</td>
<td>R263 297 436,00</td>
<td>R303 780 000,00</td>
<td>R291 000 000,00</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>Disaster Risk Management</td>
<td>Capital</td>
<td>R8 329 888,00</td>
<td>R17 000 000,00</td>
<td>R12 000 000,00</td>
</tr>
<tr>
<td>Human Settlements</td>
<td>Human Settlements Housing Development and Delivery</td>
<td>Capital</td>
<td>R235 697 480,00</td>
<td>R180 651 137,00</td>
<td>R190 862 698,00</td>
</tr>
<tr>
<td>Human Settlements</td>
<td>Human Settlements Urbanisation</td>
<td>Capital</td>
<td>R79 595 126,00</td>
<td>R5 517 333,00</td>
<td>R0,00</td>
</tr>
<tr>
<td>Grants Project Review Committee</td>
<td>To be presented for allocation May 2015</td>
<td></td>
<td>R149 999 999,97</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants Project Review Committee</td>
<td>Projects in pipeline pending tender readiness</td>
<td></td>
<td>R68 123 699,58</td>
<td>R82 203 711,13</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL CAPITAL</strong></td>
<td></td>
<td></td>
<td>R1 307 912 529,97</td>
<td>R1 396 033 797,58</td>
<td>R1 519 606 409,13</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>----------------------------------------------------</td>
<td>---------------</td>
<td>--------------------------</td>
<td>--------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Energy, Environmental and Spatial Planning</td>
<td>Spatial Planning and Urban Design (Integrated Human Settlements)</td>
<td>Operating</td>
<td>R13 278 231,00</td>
<td>R5 030 000,00</td>
<td>R3 440 000,00</td>
</tr>
<tr>
<td>Utility Services</td>
<td>Cape Town Electricity</td>
<td>Operating</td>
<td>R14 355 710,00</td>
<td>R0,00</td>
<td>R0,00</td>
</tr>
<tr>
<td>Human Settlements</td>
<td>Human Settlements Housing Development and Delivery</td>
<td>Operating</td>
<td>R23 749 959,73</td>
<td>R11 169 293,27</td>
<td>R0,00</td>
</tr>
<tr>
<td>Human Settlements</td>
<td>Human Settlements Planning and National Programme Implementation</td>
<td>Operating</td>
<td>R1 000 000,00</td>
<td>R500 000,00</td>
<td>R0,00</td>
</tr>
<tr>
<td>Provincial Government Western Cape</td>
<td>Provincial Government Western Cape</td>
<td>Operating</td>
<td>R13 059 275,30</td>
<td>R28 215 000,00</td>
<td>R0,00</td>
</tr>
<tr>
<td>Contract/Project Management</td>
<td>Various departments</td>
<td>Operating</td>
<td>R14 104 294,00</td>
<td>R15 387 909,15</td>
<td>R16 420 590,87</td>
</tr>
<tr>
<td>TOTAL OPERATING</td>
<td></td>
<td></td>
<td>R79 847 470,03</td>
<td>R60 302 202,42</td>
<td>R19 860 590,87</td>
</tr>
<tr>
<td>DORA (2015) ALLOCATION</td>
<td></td>
<td></td>
<td>R1 387 760 000,00</td>
<td>R1 456 336 000,00</td>
<td>R1 539 467 000,00</td>
</tr>
</tbody>
</table>
Annexures

ANNEXURE 1: Human Settlements project schedule 78
ANNEXURE 2: Map of subcouncil boundaries 82
ANNEXURE 3: Map of Housing projects under construction 83
ANNEXURE 4: Map of Housing projects in planning stage 84
ANNEXURE 5: Manergerial structure for the Human Settlements Directorate 85
ANNEXURE 6: Intervention categories, definitions and national housing subsidy instruments 86
List of abbreviations and acronyms used 88
List of tables 88
List of figures 88
## ANNEXURE 1 – HUMAN SETTLEMENTS PROJECT SCHEDULE

(As approved by Council as part of the Built Environment Performance Plan 2015/16)

### Human Settlements Potential and/or future Projects (Pipeline)

<table>
<thead>
<tr>
<th>Location</th>
<th>Project</th>
<th>Period</th>
<th>Planned typology</th>
<th>Gross size (ha)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belhar</td>
<td>Belhar school sites</td>
<td>Next 1-5 years</td>
<td>Gap</td>
<td>18,48 ha</td>
</tr>
<tr>
<td>Blue Downs</td>
<td>Aloeridge</td>
<td>Next 1-5 years*</td>
<td>UISP</td>
<td>20 ha</td>
</tr>
<tr>
<td>Blue Downs</td>
<td>Blueberry Hill, erf 1901</td>
<td>Next 1-5 years</td>
<td>tbd</td>
<td>70 ha</td>
</tr>
<tr>
<td>Brackenfell</td>
<td>Eventide hostels</td>
<td>Next 1-5 years</td>
<td>BNG</td>
<td>16,5 ha</td>
</tr>
<tr>
<td>Brackenfell</td>
<td>Scottville, erf 8287</td>
<td>Next 1-5 years</td>
<td>Social housing</td>
<td>1,7 ha</td>
</tr>
<tr>
<td>Brooklyn</td>
<td>Brooklyn regeneration</td>
<td>Next 1-5 years</td>
<td>Social housing</td>
<td>1 ha</td>
</tr>
<tr>
<td>Driftsands</td>
<td>Los Angeles and Green Park</td>
<td>Next 1-5 years*</td>
<td>BNG</td>
<td>24,5 ha</td>
</tr>
<tr>
<td>Grassy Park</td>
<td>Grassy Park (buffer strip)</td>
<td>Next 1-5 years</td>
<td>tbd</td>
<td>11,5 ha</td>
</tr>
<tr>
<td>Gugulethu</td>
<td>Gugulethu hostels</td>
<td>Next 1-5 years*</td>
<td>CRU</td>
<td>N/A</td>
</tr>
<tr>
<td>Hanover Park</td>
<td>Hanover Park infill</td>
<td>Next 1-5 years</td>
<td>BNG</td>
<td>2,7 ha</td>
</tr>
<tr>
<td>Kensington</td>
<td>Kensington infill</td>
<td>Next 1-5 years</td>
<td>tbd</td>
<td>1,8 ha</td>
</tr>
<tr>
<td>Khayelitsha</td>
<td>Backstage, erf 36638</td>
<td>Next 1-5 years</td>
<td>UISP</td>
<td>2,5 ha</td>
</tr>
<tr>
<td>Khayelitsha</td>
<td>Harare infill</td>
<td>Next 1-5 years</td>
<td>BNG</td>
<td>13,1 ha</td>
</tr>
<tr>
<td>Khayelitsha</td>
<td>Ilitha Park infill</td>
<td>Next 1-5 years</td>
<td>tbd</td>
<td>13,1 ha</td>
</tr>
<tr>
<td>Khayelitsha</td>
<td>Khayelitsha, erf 28019 and 29155</td>
<td>Next 1-5 years</td>
<td>tbd</td>
<td>4,1 ha</td>
</tr>
<tr>
<td>Khayelitsha</td>
<td>Khayelitsha, erf 28804</td>
<td>Next 1-5 years</td>
<td>tbd</td>
<td>1,6 ha</td>
</tr>
<tr>
<td>Khayelitsha</td>
<td>Khayelitsha, Mahama infill</td>
<td>Next 1-5 years*</td>
<td>BNG</td>
<td>22,6 ha</td>
</tr>
<tr>
<td>Kuils River</td>
<td>Nooiensfontein land</td>
<td>Next 1-5 years</td>
<td>Mixed</td>
<td>152 ha</td>
</tr>
<tr>
<td>Lwandile</td>
<td>Lwandile hostels</td>
<td>Next 1-5 years*</td>
<td>CRU</td>
<td>N/A</td>
</tr>
<tr>
<td>Macassar</td>
<td>Erf 794 and others</td>
<td>Next 1-5 years</td>
<td>Mixed</td>
<td>600 ha</td>
</tr>
<tr>
<td>Mfuleni</td>
<td>Mfuleni hostels</td>
<td>Next 1-5 years*</td>
<td>CRU</td>
<td>N/A</td>
</tr>
<tr>
<td>Milnerton</td>
<td>Freedom Way, Joe Slovo</td>
<td>Next 1-5 years*</td>
<td>UISP</td>
<td>0,5 ha</td>
</tr>
<tr>
<td>Milnerton</td>
<td>Potsdam Outspan, CA235-0</td>
<td>Next 1-5 years</td>
<td>tbd</td>
<td>20 ha</td>
</tr>
<tr>
<td>Mitchells Plain</td>
<td>Highlands Drive infill</td>
<td>Next 1-5 years*</td>
<td>BNG</td>
<td>14,8 ha</td>
</tr>
<tr>
<td>Nyanga</td>
<td>Nyanga hostels</td>
<td>Next 1-5 years*</td>
<td>CRU</td>
<td>N/A</td>
</tr>
<tr>
<td>Ocean View</td>
<td>Solole, CA 951-39</td>
<td>Next 1-5 years</td>
<td>Social housing</td>
<td>5,4 ha</td>
</tr>
<tr>
<td>Ottery</td>
<td>Ottery</td>
<td>Next 1-5 years</td>
<td>tbd</td>
<td>44 ha</td>
</tr>
<tr>
<td>Pelican Park</td>
<td>Pelikan Park Phase 2</td>
<td>Next 1-5 years</td>
<td>tbd</td>
<td>81 ha</td>
</tr>
<tr>
<td>Philippi</td>
<td>Philippi wedge smallholdings</td>
<td>Next 1-5 years*</td>
<td>UISP</td>
<td>9 ha</td>
</tr>
<tr>
<td>Salt River</td>
<td>Salt River market</td>
<td>Next 1-5 years</td>
<td>Social housing</td>
<td>1,4 ha</td>
</tr>
<tr>
<td>Scottsdene</td>
<td>Brackenfell site</td>
<td>Next 1-5 years</td>
<td>tbd</td>
<td>3,3 ha</td>
</tr>
<tr>
<td>Somerset West</td>
<td>Vlakteplaas (incl erf 5540)</td>
<td>Next 1-5 years</td>
<td>Mixed</td>
<td>145,5 ha</td>
</tr>
<tr>
<td>Strandfontein</td>
<td>Strandfontein, erf 11268, etc.</td>
<td>Next 1-5 years</td>
<td>tbd</td>
<td>28,6 ha</td>
</tr>
<tr>
<td>Strandfontein</td>
<td>Strandfontein, erf 21199, etc.</td>
<td>Next 1-5 years</td>
<td>tbd</td>
<td>4 ha</td>
</tr>
<tr>
<td>Strandfontein</td>
<td>Strandfontein Garden Close</td>
<td>Next 1-5 years</td>
<td>tbd</td>
<td>2 ha</td>
</tr>
<tr>
<td>West Coast</td>
<td>Wolwerivier (160 ha)</td>
<td>Next 1-5 years*</td>
<td>tbd</td>
<td>155 ha</td>
</tr>
</tbody>
</table>

*On budget for 2015/16*
### Human Settlements Projects in planning stage

<table>
<thead>
<tr>
<th>Location</th>
<th>Project</th>
<th>Estimated units</th>
<th>Ward</th>
<th>Lead organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athlone</td>
<td>Kewtown</td>
<td>tbd</td>
<td>49</td>
<td>Spatial Planning Department</td>
</tr>
<tr>
<td>Athlone</td>
<td>Vygieskaal</td>
<td>250</td>
<td>48</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Atlantis</td>
<td>Atlantis infill sites</td>
<td>tbd</td>
<td>29-32</td>
<td>Spatial Planning Department</td>
</tr>
<tr>
<td>Atlantis</td>
<td>Kanonkop Phase 2 and 3</td>
<td>1500</td>
<td>29</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Bonteheuwel</td>
<td>Bonteheuwel infill</td>
<td>407</td>
<td>30,31</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Dunoon</td>
<td>Doornbach</td>
<td>1780</td>
<td>104</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Durbanville</td>
<td>Morningstar depot</td>
<td>160</td>
<td>48</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Elsies River</td>
<td>Elsies River housing development</td>
<td>1200</td>
<td>50,26,28</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Glenhaven</td>
<td>Glenhaven social housing</td>
<td>416</td>
<td>9</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Gugulethu</td>
<td>Phola Park</td>
<td>640</td>
<td>37</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Hout Bay</td>
<td>Hangberg</td>
<td>302</td>
<td>74</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Hout Bay</td>
<td>Hangberg CRU Phase 2</td>
<td>71</td>
<td>74</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Khayelitsha</td>
<td>Barney Molokwana section (BM)</td>
<td>4233</td>
<td>91</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Khayelitsha</td>
<td>Enkanini</td>
<td>3389</td>
<td>95</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Khayelitsha</td>
<td>False Bay IDA (Greenfields)</td>
<td>250</td>
<td>99</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Khayelitsha</td>
<td>Green Point Phase 3</td>
<td>361</td>
<td>93</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Khayelitsha</td>
<td>Monwabisi Park</td>
<td>6662</td>
<td>99</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Kommetjie</td>
<td>Masiphumelele Phase 4</td>
<td>327</td>
<td>69</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Kraaifontein</td>
<td>Darwin Road</td>
<td>4000</td>
<td>105</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Kraaifontein</td>
<td>Mareola and surrounding properties</td>
<td>2000</td>
<td>101</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Kuils River</td>
<td>Kalkfontein</td>
<td>948</td>
<td>19</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Macassar</td>
<td>Deep Freeze erf 5315</td>
<td>100</td>
<td>109</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Macassar</td>
<td>Macassar erf 3968</td>
<td>2469</td>
<td>109</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Maitland</td>
<td>Maitland social housing</td>
<td>306</td>
<td>56</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Mfuleni</td>
<td>Mfuleni Ext. 1</td>
<td>500</td>
<td>16</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Mitchell's Plain</td>
<td>Beacon Valley infill</td>
<td>1673</td>
<td>99</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Mitchell's Plain</td>
<td>Kaptiensklip</td>
<td>1631</td>
<td>91</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Nyanga</td>
<td>Lotus Park</td>
<td>1631</td>
<td>42</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Ocean View</td>
<td>Ocean View infill</td>
<td>397</td>
<td>61</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Ottery</td>
<td>Edward Street: Ottery sustainable development</td>
<td>104</td>
<td>66</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Ottery</td>
<td>Enslin Road</td>
<td>tbd</td>
<td>63</td>
<td>Spatial Planning Department</td>
</tr>
<tr>
<td>Philips</td>
<td>Braaf/Sheffield</td>
<td>150</td>
<td>35</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Philips</td>
<td>BRT relocation</td>
<td>75</td>
<td>34</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Philips</td>
<td>Monwood</td>
<td>2700</td>
<td>80</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Philips</td>
<td>Prasa relocations X6</td>
<td>1370</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Philips</td>
<td>Sweethome</td>
<td>3745</td>
<td>80</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Rusthof, Strand</td>
<td>Morkel’s Cottage</td>
<td>562</td>
<td>86</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Salt River</td>
<td>Salt River Foundry Road</td>
<td>200</td>
<td>57</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Scottsdene</td>
<td>Scottsdene BNG (Pocket 2)</td>
<td>86</td>
<td>6,7</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Seawinds</td>
<td>The Heights</td>
<td>2855</td>
<td>67</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Simon's Town</td>
<td>Dido Valley</td>
<td>600</td>
<td>57</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Sir Lowry’s Pass</td>
<td>Sir Lowry’s Pass East</td>
<td>367</td>
<td>100</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Somerset West</td>
<td>Somerset West (10 ha)</td>
<td>151</td>
<td>15</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Valhalla Park</td>
<td>Valhalla Park infill</td>
<td>777</td>
<td>30</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Wallacedene</td>
<td>Wallacedene TRA</td>
<td>1087</td>
<td>101</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Woodstock</td>
<td>Pine Road social housing</td>
<td>180</td>
<td>57</td>
<td>Development and Delivery</td>
</tr>
</tbody>
</table>
ANNEXURE 1 – HUMAN SETTLEMENTS PROJECT SCHEDULE (CONTINUED)

Human Settlements Projects Under construction

<table>
<thead>
<tr>
<th>Area</th>
<th>Project</th>
<th>Units</th>
<th>Ward</th>
<th>Lead organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athlone</td>
<td>Hazendal infill (Bokmakierie)</td>
<td>153</td>
<td>49</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Atlantis</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Atlantis</td>
<td>Kanonkop (Ext. 12) Phase 1</td>
<td>455</td>
<td>29</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Belhar</td>
<td>Belhar Pentech infill</td>
<td>340</td>
<td>12</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Belhar</td>
<td>Belhar social housing</td>
<td>629</td>
<td>12</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Bloubberg</td>
<td>Wolwevieren IDA</td>
<td>500</td>
<td>104</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Bonteheuwel</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Delft</td>
<td>Eindhoven</td>
<td>211</td>
<td>13</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Delft</td>
<td>Roosendaal</td>
<td>288</td>
<td>13</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Delft</td>
<td>The Hague Phase 1</td>
<td>1 012</td>
<td>13</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Delft</td>
<td>The Hague Phase 2</td>
<td>896</td>
<td>13</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Driftsands</td>
<td>Green Park</td>
<td>Flood mitigation</td>
<td>19</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Driftsands</td>
<td>Los Angeles</td>
<td>Flood mitigation</td>
<td>19</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Durbanville</td>
<td>Garden Cities housing project</td>
<td>4 320</td>
<td>105</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Gordon’s Bay</td>
<td>Sir Lowry’s Pass IDA</td>
<td>177</td>
<td>100</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Grassy Park</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Gugulethu</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Gugulethu/Nyanga</td>
<td>Gugulethu infill (Erf 8448, Mau Mau)</td>
<td>1 071</td>
<td>37, 38</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Hanover Park</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Heideveld</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Heideveld</td>
<td>Heideveld, Duinefontein Road</td>
<td>738</td>
<td>44</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Hout Bay</td>
<td>Hangberg CRU Phase 1</td>
<td>71</td>
<td>74</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Khayelitsha</td>
<td>Khayelitsha CBD</td>
<td>358</td>
<td>93</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Kleinvlei</td>
<td>Kleinvlei Erf 901</td>
<td>65</td>
<td>17</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Langa</td>
<td>Langa CRU (hostel redevelopment)</td>
<td>463</td>
<td>51, 52, 53</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Lavenderhill</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Lotus River</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Manenberg</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Manenberg</td>
<td>Mannenberg infill: The Downs</td>
<td>587</td>
<td>42, 46</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Mfuleni</td>
<td>Bardale Phase 5A</td>
<td>741</td>
<td>108</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Mfuleni</td>
<td>Busasa Ext.</td>
<td>1 006</td>
<td>16</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Mitchells Plain</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Nyanga</td>
<td>Nyanga upgrading</td>
<td>2 070</td>
<td>36, 37, 39</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Nyanga</td>
<td>Thambo Square</td>
<td>180</td>
<td>41</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Ocean View</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Ottery</td>
<td>Freedom Park</td>
<td>250</td>
<td>63</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Parkwood</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Pelican Park</td>
<td>Pelican Park Phase 1 (BNG)</td>
<td>2 024</td>
<td>67</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Pelican Park</td>
<td>Pelican Park Phase 1 (gap)</td>
<td>761</td>
<td>67</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Pelican Park</td>
<td>Pelican Park Phase 1 (open market)</td>
<td>359</td>
<td>67</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Philippi</td>
<td>Hazeldene services</td>
<td>Services installation</td>
<td>80</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Philippi</td>
<td>Sweetthomes IDA</td>
<td>20</td>
<td>80</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Philippi</td>
<td>Thabo Mbeki</td>
<td>Flood mitigation</td>
<td>35</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Ravensmead</td>
<td>Sweet Lips</td>
<td>38</td>
<td>28</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Scottsdene</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Scottsdene</td>
<td>Scottsdene CRU Phase 2</td>
<td>196</td>
<td>6,7</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Scottsdene</td>
<td>Scottsdene social housing Phase 1</td>
<td>500</td>
<td>6,7</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Steenberg</td>
<td>Steenberg Station Phase 3</td>
<td>100</td>
<td>68</td>
<td>Development and Delivery</td>
</tr>
<tr>
<td>Uitsig</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Valhalla Park</td>
<td>Bste Laan</td>
<td>540</td>
<td>25</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Valhalla Park</td>
<td>Area work</td>
<td>Backyarder upgrade</td>
<td>Various</td>
<td>Urbanisation</td>
</tr>
<tr>
<td>Various</td>
<td>PHP, citywide</td>
<td>2 369</td>
<td>Various</td>
<td>Development and Delivery</td>
</tr>
</tbody>
</table>
Human Settlements Provincial Projects

<table>
<thead>
<tr>
<th>Area</th>
<th>Project</th>
<th>Units</th>
<th>Ward</th>
<th>Lead organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Downs</td>
<td>Blue Downs Veterans</td>
<td>200</td>
<td>14</td>
<td>Province</td>
</tr>
<tr>
<td>Blue Downs</td>
<td>Forest Village (5 268)</td>
<td>5 268</td>
<td>17</td>
<td>Province</td>
</tr>
<tr>
<td>Delft</td>
<td>Delft 7 (518)</td>
<td>518</td>
<td>13</td>
<td>Province</td>
</tr>
<tr>
<td>Delft</td>
<td>Delft infill</td>
<td>389</td>
<td>13</td>
<td>Province</td>
</tr>
<tr>
<td>Delft</td>
<td>Symphony 3 and 5 A</td>
<td>1 426</td>
<td>13</td>
<td>Province</td>
</tr>
<tr>
<td>Delft</td>
<td>Symphony 3 and 5 B</td>
<td>485</td>
<td>13</td>
<td>Province</td>
</tr>
<tr>
<td>Eerste River</td>
<td>Nuwe Begin Fountainhead FLISP</td>
<td>250</td>
<td>16</td>
<td>Province</td>
</tr>
<tr>
<td>Eerste River</td>
<td>Our Pride CTCHC sites</td>
<td>41</td>
<td>16</td>
<td>Province</td>
</tr>
<tr>
<td>Kuils River</td>
<td>Penhill</td>
<td>N/A</td>
<td>14</td>
<td>Province</td>
</tr>
<tr>
<td>Langa</td>
<td>Joe Slovo</td>
<td>2 886</td>
<td>52</td>
<td>Province</td>
</tr>
<tr>
<td>Philippi</td>
<td>Boy’s Town</td>
<td>1 367</td>
<td>80</td>
<td>Province</td>
</tr>
<tr>
<td>Philippi</td>
<td>Sheffield Road</td>
<td>500</td>
<td>35</td>
<td>Province</td>
</tr>
</tbody>
</table>
ANNEXURE 2: MAP OF SUBCOUNCIL BOUNDARIES
ANNEXURE 3: MAP OF HOUSING PROJECTS UNDER CONSTRUCTION
### Intervention Categories, Definitions and National Housing Subsidy Instruments

<table>
<thead>
<tr>
<th>Intervention category</th>
<th>Definition</th>
<th>National housing subsidy (available for Cape Town residents)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Financial</td>
<td>Programmes that facilitate immediate access to housing goods (top structures, rental stock) and services, thereby creating enabling environments and providing implementation support.</td>
<td>Individual housing subsidies: credit and non-credit linked R0 – R3 500. Enhanced extended discount benefit scheme (EEDBS), which helps tenants to buy their saleable rental units and helps existing sales debtors settle the balance on properties they have acquired (pre-1994).</td>
</tr>
</tbody>
</table>
| 2. Incremental housing| Programmes that facilitate access to housing opportunities (rental units/ownership of a serviced site/subsidised house) through a phased process. | 2.1 IRDP  
2.2 Enhanced PHP  
2.3 UISP  
2.4 Consolidation subsidies  
2.5 Emergency housing programme |
| 3. Social and rental housing | Programmes that facilitate access to rental housing opportunities to support urban restructuring and integration. | 3.1 Social housing  
3.2 CRUs |

<table>
<thead>
<tr>
<th>Programme</th>
<th>Description</th>
<th>Additional comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsidy BNG 40 m² house</td>
<td>Provides a minimum of a 40 m² RDP house (subsidised house built between 1994 and pre-September 2004) or a BNG house (house built according to the BNG policy, post-September 2004) to families on the City’s database earning a combined income of between R0 and R3 500 per month, with the subsidy amount provided by the National Human Settlements Department.</td>
<td>Beneficiaries must be on the City’s database and meet the requirements as prescribed in the National Housing Code.</td>
</tr>
<tr>
<td>Consolidation housing programme</td>
<td>Facilitates improvements to a unit where people already own a serviced stand.</td>
<td>Access to a subsidy for top structure only, currently R55 706.</td>
</tr>
<tr>
<td>PHP</td>
<td>For households who wish to maximise their housing subsidy by building, or organising the building of, their homes themselves. Beneficiaries can apply for subsidies through the project-linked instrument (the subsidy granted to qualifying beneficiaries to enable them to acquire a house as part of an approved project), the consolidation instrument (the subsidy granted to owners of a serviced site for the construction of a house) or the institutional subsidy (the subsidy that is available to institutions to enable them to create affordable housing stock on a deed of sale, rental or rent-to-buy option).</td>
<td>Beneficiaries must comply with prescribed policy criteria.</td>
</tr>
<tr>
<td>Emergency housing programme</td>
<td>Temporary assistance to victims of housing-related disasters (such as fire and flood damage), including the provision of TRAs.</td>
<td>Provides funding for minimum services and shelter.</td>
</tr>
<tr>
<td>UISP</td>
<td>Provides (i) basic services (water, standpipes and toilet facilities), (ii) permanent services, and (iii) houses to existing informal settlement areas, wherever possible (including in-situ upgrades).</td>
<td>Participants less restricted than beneficiaries who qualify for individual subsidy. Aimed at permanent areas for upgrades.</td>
</tr>
<tr>
<td>Programme</td>
<td>Description</td>
<td>Additional comments</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Social housing programme</td>
<td>This is higher-density, subsidised housing that is implemented, managed and owned by independent, accredited social housing institutions in designated restructuring zones (for rental purposes). Households earning less than R7 500 per month qualify.</td>
<td>City has an agreement with various partners.</td>
</tr>
<tr>
<td>Institutional housing subsidy programme</td>
<td>This mechanism targets housing institutions that provide tenure alternatives to immediate ownership.</td>
<td>Rent, with option to purchase after a certain period.</td>
</tr>
<tr>
<td>CRUs</td>
<td>This is a programme for the building of new rental stock (including hostels) and the upgrade of existing higher-density stock, and caters for families who prefer rental housing and earn less than R3 500 per month. The City remains the owner of the rental units. (The programme includes the former hostels redevelopment programme.)</td>
<td></td>
</tr>
<tr>
<td>Enhanced extended discount benefit scheme (EEDBS)</td>
<td>This programme allows for the discounting of an amount up to the prevailing housing subsidy on the loan, purchase price or purchase balance for the purchase of state-financed properties occupied before 1 July 1993, and stands contracted by 30 June 1993 and allocated to individuals by 15 March 1994.</td>
<td></td>
</tr>
<tr>
<td>Gap (affordable) housing</td>
<td>This caters for families earning between R3 500 and R15 000 per month.</td>
<td>Implemented by private developers and bought by homeowners.</td>
</tr>
<tr>
<td>Financed-linked individual subsidy programme (FLISP)</td>
<td>Beneficiaries earning from R3 501 to R7 000 per month qualify for a subsidy determined by an incremental band.</td>
<td></td>
</tr>
<tr>
<td>Phasing-out programme</td>
<td>This involves phasing-out of housing subsidies, and normalising the housing environment in respect of the housing stock created under the previous housing dispensation.</td>
<td>Existing tenants in rental stock qualify for this programme.</td>
</tr>
</tbody>
</table>
LIST OF ABBREVIATIONS AND ACRONYMS USED

BEPP  Built Environment Performance Plan
BNG  Breaking New Ground
CBD  central business district
CESA Consulting Engineers South Africa
CORC Community Organisation Resource Centre
CRU community residential unit
CTCHC Cape Town Community Housing Company
DORA Division of Revenue Act
EEDBS enhanced extended discount benefit scheme
EPWP Expanded Public Works Programme
ERP Enterprise Resource Planning
FLISP financed-linked individual subsidy programme
GIS geographic information system
GPRC Grants Project Review Committee
HDA Housing Development Agency
HSDG Human Settlements Development Grant
HSS housing subsidy system
IDA incremental development area
IDP Integrated Development Plan
IHSF Integrated Human Settlements Framework
IMESA Institute of Municipal Engineering of Southern Africa
IRDP Integrated Residential Development Programme
ISN Informal Settlements Network
MHSCG Municipal Human Settlements Capacity Grant
MIG Municipal Infrastructure Grant
MTREF Medium-Term Revenue and Expenditure Framework
MTSF Medium-Term Strategic Framework
NDP National Development Plan
NHBCG National Home Builders Registration Council
PHP People’s Housing Process
PPM Project Portfolio Management
PRC Project Review Committee
RDP Reconstruction and Development Programme
SALGA South African Local Government Association
SCOA Standard Chart of Accounts
SHRA Social Housing Regulatory Authority
Stats SA Statistics South Africa
TRA temporary relocation area
UISP Upgrading of Informal Settlements Programme
USDG Urban Settlements Development Grant

LIST OF TABLES

Table 1.1 Census 1996 - 2011
Table 1.2 Cape Town Projected Population (2014)
Table 1.3 Cape Town household income 2011
Table 1.4 Breakdown of average household income in Cape Town 2011
Table 1.5 Growth in population and households based on population group
Table 1.6 Social Housing Projects
Table 1.7 Title Deeds Historical Project Progress Summary until end of March 2015
Table 1.8 Projects funded, or to be funded through the USDG

LIST OF FIGURES

Figure 1 Incremental upgrade model
Figure 2 Proposed catalytic human settlements programme for 2015/16
Figure 3 Project Portfolio Management System
Figure 4 USDG/HSDG funded projects