

INTEGRATED HUMAN SETTLEMENTS FIVE-YEAR PLAN

JULY 2012 – JUNE 2017 2016/17 Review



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Making progress possible. Together.

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Vision & Mission

OF THE CITY OF CAPE TOWN

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.

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 cornerstones of a successful and thriving city and which form the foundation of its five-year Integrated Development Plan. These are as follows:

In striving to achieve this vision, the City's mission is to:

- contribute actively to the development of its environmental, human and social capital;
- offer high-quality services to all who live in, do business in or visit Cape Town as tourists; and
- be known for its efficient, effective and caring government.

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 the Integrated Human Settlements Five-Year Plan is to offer the reader an understanding of the challenges and opportunities facing the City of Cape Town in terms of providing for the housing needs of its steadily growing and increasingly urbanised population, as well as the vision and strategies of the City's Human Settlements Directorate.

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

This 2016/17 review is the last in the series of reviews for the five-year period July 2012 to June 2017.

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. In this way, it forms but one component of a suite of plans, publications and reports that the City produces annually. These include the following:

-  **The five-year Integrated Development Plan (2016/17 review)**
-  **The integrated annual report 2015/16**
-  **The 2015/16 - 2017/18 budget**

Each of these publications offers its readers or other City stakeholders comprehensive information and data on the components of the City's five strategic pillars that may be relevant to them.

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

Vision & Mission

OF THE HUMAN SETTLEMENTS DIRECTORATE

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.

DEFINING THE VISION

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:

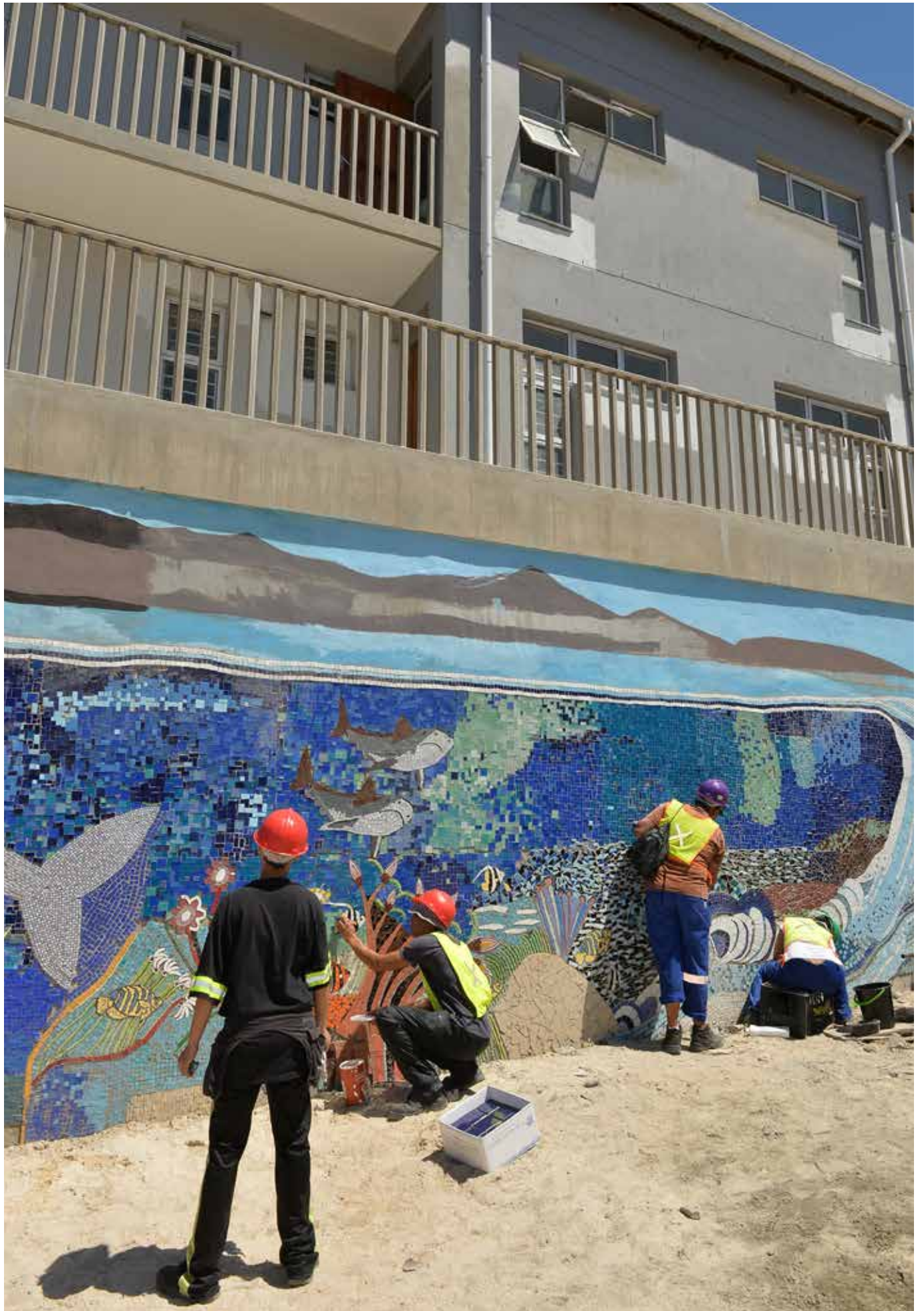
The strategic focus is the improvement of both the living and built environment to achieve National Human Settlements Outcome 8 and related objectives, as required by both the Human Settlements Development Grant and the Urban Settlements Development Grant.

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.

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.





Message from

THE MAYORAL COMMITTEE MEMBER FOR HUMAN SETTLEMENTS

The provision of integrated and sustainable housing opportunities is acknowledged as the vital foundation on which all citizens of Cape Town can build the lives and futures they deserve.

The high numbers of people who continue to settle in Cape Town every year in search of a better life for themselves and their families makes the delivery of housing opportunities for all an ongoing challenge. However, this administration has always embraced this challenge and remains absolutely committed to delivering suitable housing for all in Cape Town.

Over the past five years, such housing delivery has emerged as one of the key measures of the City's effectiveness in realising its stated strategic objectives of making Cape Town a caring, opportunity, safe, inclusive and well-run city. So, while every aspect of the City's Integrated Development Plan is considered a priority, the provision of integrated and sustainable housing opportunities is acknowledged as the vital foundation on which all citizens of Cape Town can, and will, be able to build the lives and futures they deserve.

Given this prioritisation of housing delivery for all Capetonians, the City has deliberately evolved its approach to housing in recent years, from one that focuses purely on building houses, to one that serves to fundamentally improve the living circumstances and environments of the people of Cape Town. To achieve that, and deliver the estimated 652 000 additional housing opportunities that will be required by 2031, the City's Human Settlements Directorate recognised that a more sustainable and highly

integrated approach would be required. In response, it developed its Integrated Human Settlements Framework, which has been designed and implemented to underpin an innovative, long-term integrated human settlements plan for Cape Town and ensure the City provides holistic, accessible and working solutions to its many housing challenges, most notably rapid urbanisation.

Importantly, this integrated human settlements framework is underpinned by a transversal management approach that has been enabled by the comprehensive restructuring of the Human Settlements Directorate and a commitment to partnering with all other areas and directorates of the City to deliver holistic housing, transport, and services that work together to drive the creation of real opportunities for all.

This transversally managed, highly integrated human settlements framework, and its associated plans, is already delivering significant results for the City and for the people of Cape Town, as evidenced by the numerous industry awards and accolades garnered by the City and the Human Settlements Directorate since its implementation in late 2013. These have included numerous Provincial and National Govan Mbeki Awards, in both 2014 and 2015, for many of the City's housing projects as well as recognition by such esteemed associations as the South African Institute of Civil Engineering and The South African Housing Foundation.

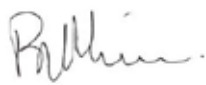
While the City of Cape Town has never approached any of its commitments with the primary purpose of garnering recognition, these independent awards certainly serve to validate the effectiveness of our integrated framework approach to human settlements and bolster already high levels of confidence we have in its ability to deliver continued success in the coming years.

This final review of the five-year plan represents both the culmination of this evolution from housing to integrated human settlements, as well as the beginning of an exciting new chapter in the history of Cape Town. One of the key outcomes of the Human Settlements Directorate's comprehensive review and restructuring of its operations over the past two years was the identification of a number of key programmes that must be prioritised if the City is to deliver on its commitment to create sustainable human settlement opportunities for all its people. These programmes are outlined in more detail in this review document, but they focus primarily on continued upgrading of existing informal settlements, supporting and enabling backyard dwellings to meet growing housing demand, promoting household and

area densification, unlocking new areas for housing development, and ensuring that low income households have more opportunities to participate in the housing market.

The groundwork for the sustainable delivery of these programme outcomes has been laid and this administration is determined to deliver steady progress in transforming the spatial form of our city from one divided and segregated as a result of the legacy of apartheid to one unified and integrated through appropriate, opportunity-oriented development.

Over the past five years, the City of Cape Town Human Settlements Directorate has shown that, together, we really can make progress happen for the benefit of all Capetonians. And with the support and partnership of the people of Cape Town, we are determined to continue to do so in the years to come.



COUNCILLOR BENEDICTA VAN MINNEN

Mayoral Committee Member for Human Settlements



Message from

THE EXECUTIVE DIRECTOR OF HUMAN SETTLEMENTS

Previously our five-year strategic plans were informed by a need to deliver housing opportunities for residents of Cape Town without much emphasis on the integration aspect.

As we enter the last phase of our current five-year plan, our focus is even more concentrated on the implementation of the Integrated Human Settlements Framework (IHSF), as outlined in our previous five-year plan review. This implementation process has largely been marked by the current restructuring of the Directorate into four strategic business units (SBUs), i.e.

- Shared Services, Monitoring and Support;
- New Market Development;
- Informal Markets; and
- Property and Rental Transfers.

Underpinning this restructuring is a move towards a transversal style of management that will enable the increased delivery of integrated human settlements, as informed by our mandate.

Previously our five-year strategic plans were informed by a need to deliver housing

opportunities for residents of Cape Town without much emphasis on the integration aspect.

As the City of Cape Town we take a leaf from UN Habitat, who defines human settlements as;

'The totality of human community... with all social, material, organisational, spiritual and cultural elements that sustains it'

This means our integrated human settlements must be well managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity. As outlined in the IHSF, the City needs to shift its delivery emphasis away from providing formal give-away houses to providing access to well-located land,

good quality municipal services, improving the public environment and supporting households to build their own houses.

The key strategic shifts in this IHSF are motivated by four themes, namely:

- helping to address poverty;
- innovation and sustainability;
- partnerships; and
- transforming the Directorate's turnaround strategy into a new approach to housing needs.

This shift in strategy, however, does not mean our commitment to previously planned projects has waned. We will continue our commitment to other strategic initiatives that

we have implemented in the early years of our five-year plan, including the delivery of basic services to backyarders and informal settlements, the People's Housing process and re-blocking, among others.

While we anticipate challenges of varying nature in this strategic shift, we believe with buy-in from the community and our staff, progress will be possible.



DR IVAN BROMFIELD

Executive Director: Human Settlements



Setting the scene

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Housing provision is essential for the success of the City's efforts to address poverty, create employment, improve socio-economic conditions and create sustainable futures.

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'), specifically its diverse housing challenges.

Housing provision is essential for the success of the City's efforts to address poverty, create employment, improve socio-economic conditions and create sustainable futures. In this way, the plan also outlines the intentions of the Human Settlements Directorate ('the Directorate') to go beyond merely building houses and take a more holistic approach to improving existing living environments and creating new ones for the people of Cape Town.

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

- 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 existing plans of the City and National Government. Sources consulted include, but are not limited to, the National Development Plan (NDP), the City of Cape Town IDP, the 2010 State of Cape Town report, the Cape Town Spatial Development Framework and the Integrated Human Settlements Framework.

The 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 affect its delivery. This 2016/17 review marks the end of the five-year horizon of the current plan.

Achieving success through an integrated human settlements approach

While the City has made great strides in housing provision, it needs a new approach that will be sustainable well into the future and that will maximise the delivery of housing opportunities amidst constrained resources and high demand. In addition, the City's delivery of human settlements must include measures to transform the current spatial form

of Cape Town, which still forms part of the legacy of apartheid planning, into a densified city that maximises the efficiencies of transit-oriented development.

The Human Settlements Directorate invested significant time and intellectual capital in rethinking and restructuring its delivery methodology and strategic plan. The result has been a fundamental shift from the historic approach of targeting individual areas of housing need to one in which full and meaningful integration is central. This paradigm shift began in 2013, when the City and the Western Cape provincial government ('Province') embarked on a joint human settlements coordination project. A number of working groups were formed and mandated to explore various aspects of the current housing delivery model in Cape Town. Following extensive research, scenario modelling of costs, projections of funding mechanisms and the experience of both the City and its housing beneficiaries, this collaborative effort resulted in the Integrated Human Settlements Framework (IHSF), which Council adopted in February 2014. The IHSF now informs a new and innovative longer-term strategy to guide the City's transversal management of integrated human settlements planning and delivery.

Apart from having shifted the City and Directorate's focus from mere housing provision to comprehensive human settlements development and management, this integrated approach has also resulted in the following key strategic developments:

- **Regularisation and the progressive upgrade of all informal settlements** - The aim is to move from a pipeline of comprehensive upgrade projects to broad-based and ongoing improvement of services, public space as well as tenure to all settlements while households formalise their top structures.
- **Increased supply of new housing opportunities through rental units and subdivisions** - The objective 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 to upgrade and formalise existing backyard dwellings.
- **Opening up new areas for housing development within and adjacent to existing developed areas of Cape Town** - 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 transport corridors and priority nodes** - This encourages both public and private development in the vicinity of key transport corridors and nodes by means of investment incentives, planning and building plan approvals, and special concessions in respect of development contributions.
- **Social Development and Growth Economic Strategies** - This plan supports the building of safe households and communities, the most vulnerable through access to services and infrastructure, promotes and fosters social inclusion as well as providing for social and economic opportunities.
- **Undertaking a focused programme to improve homeownership-related creditworthiness levels among Capetonians**
- **Focused communication to adjust and manage of stakeholders' expectations**

This integrated framework and strategy not only aims to create a more holistic approach within the Human Settlements Directorate itself, but also to integrate the Directorate's efforts with those of other City areas. For example, given the focus on human settlements development surrounding key transport nodes, the IHSF is closely aligned with the City's transit-oriented development (TOD) strategy. Therefore, the IHSF proposes that future developments be concentrated around the City's transit network in order to maximise access to transport, which should enable easier access to employment opportunities.



Poverty is a root cause of migration to urban areas such as Cape Town, where households flock to in the hope of meeting their economic and social needs.

The IHSF will be realised through the operationalising of a detailed implementation plan driven by the IHSF Steering Committee. This committee is chaired by the City Manager and includes the executive leadership of directorates involved in the delivery of integrated human settlements.

Key themes for an integrated plan

This 2016/17 review of the IHS Five-Year Plan continues the four key themes adopted in the Directorate's previous plan reviews. Key stakeholders have jointly identified these themes 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 briefly outlined below, but will be evident throughout this document.

Theme 1: Helping to address poverty

Poverty is a root cause of migration to urban areas such as Cape Town, where households flock to in the hope of meeting 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 everyone's livelihood and quality-of-life needs instead of merely supplying houses.

Closely linked to this is individuals' need 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), which employs local labour for human settlements projects. The People's Housing Process (PHP), in turn, encourages communities to build or organise the building of their own homes with help from the City or Province's Department of Human Settlements.

Informal living environments are a reality that has to be considered when developing and rolling out improvement plans and initiatives aimed at enhancing the lives of the city's inhabitants. This includes having regard for the large number of Capetonians who lives in the backyards of public rental housing and also requires and deserves basic services provision. The IHSF seeks to address these challenges by supporting the acceptance of informality as a means of meeting the City's human settlements needs.

Theme 2: Innovation and sustainability

The Directorate developed the IHSF in the latter half of 2013 to guide the future transversal management and development of sustainable integrated human settlements. Therefore, the IHSF aims to enable the delivery of significantly more housing opportunities than at present, with the ultimate goal of settling 652 000 more households by 2031.

The IHSF proposals inform a new, innovative, long-term integrated human settlements plan with 2032 as its planning horizon. This plan is



Informal living environments are a reality that has to be considered when developing and rolling out improvement plans and initiatives aimed at enhancing the lives of the city's inhabitants.



Investing in green technologies when developing housing projects include the installation of solar water heaters.

based on the City's broader human settlements delivery mandate in order to provide holistic solutions to the key challenges associated with rapid urbanisation. The plan will also be influenced by – and will in turn influence – the City's growth management process, including its Built Environment Performance Plan (BEPP).

Below are some examples of the Directorate's innovative and sustainable thinking:

- 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 temporary top structures in emergencies or for preventative actions. The first such structures were erected in 2015/16.
- The re-blocking of informal settlements to create more living space and enable 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 multi-storey, which utilises less land and maximises the utilisation of available services and infrastructure.

- Mixed-used developments such as Scottsdene, Pelican Park, Happy Valley and Fisantekraal, which offer various categories of housing opportunities. This enables people from different income categories to be accommodated in the same project, which in turn results in truly integrated communities.
- Investing in green technologies when developing housing projects, including the installation of solar water heaters and the design and orientation of top structures so as to maximise energy efficiency.
- The establishment of a Human Settlements call centre as part of a more customer-centred approach.
- The acquisition of a satellite-based electronic device from Trimble that utilises the global positioning system to measure the position (areas and erven) of all structures and record the details of all the occupants of each structure. This information is loaded onto the geographic information system, which enables access to real-time information and contributes to the move towards a paperless environment.

Theme 3: Partnerships

Recognising that it cannot achieve its vision on its own, 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-term to long-term goals.



Khayelitsha Smart Park, one of three smart parks aiming to provide for inclusivity, social interaction and the integration of communities.

This suggests that the Directorate must form partnerships with existing households as well as the private sector to deliver a significant portion of the 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 the National Planning Commission in order to better address informal settlements' needs by providing both soft and hard services. Soft services revolve around people and entail engaging with residents to understand their needs and produce a community action plan based on themes such as gender equity and early childhood development. Hard services relate to infrastructure upgrades, including serviced sites (owned by beneficiaries) and the appropriate social development facilities. Therefore, the Directorate creates an enabling environment for other line departments to render their social services.

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 governments 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 continuously being formed and nurtured, and are particularly important in the establishment of the envisaged multi-storey rental units. The community-based committees that emerge from these partnerships help the City manage local living environments and ensure that all tenants meet lease conditions. These are called community residential unit (CRU) committees, which are established and run in accordance with a newly approved, specially developed policy. A number of CRU committees have already been established in various areas and opportunities to establish more in other areas are being pursued.

The Directorate will continue to pursue partnerships with social housing institutions to help manage the City's rental housing stock.

Theme 4: Transforming the Directorate's turnaround strategy into a new approach to housing needs

To successfully move from mere housing delivery to creating integrated, sustainable human settlements, a comprehensive turnaround strategy was implemented in 2013. This strategy has now been revisited and has culminated in the IHSF. This, together with anticipated level-3 accreditation, will enable the City to accelerate the provision of housing opportunities to meet the growing and diverse needs of the City's poorest communities. Following 18 months of in-depth research and stakeholder engagement, a comprehensive implementation roadmap has been finalised.

Also as part of the turnaround strategy, the Directorate has identified three Catalytic Projects as part of a National Department of Human Settlements initiative to transform pre-1994 spatial planning areas across the country.

These projects are:

- The Southern Corridor Sustainable Neighbourhoods
- The North Eastern Corridor Public Private Partnership
- The Voortrekker Integration Zone Social Housing

The catalytic Projects will be implemented through the transversal approach specified in the IHSF Implementation Plan

Various funding instruments are being applied in order to ensure that the turnaround strategy is executed. These include the full range of existing national housing programmes, along 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 roll-out of the project portfolio management (PPM) system will support transversal planning of the project pipeline and enhance project management and monitoring systems.





Understanding the current reality

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If properly managed, urbanisation can offer opportunities for growth, social inclusion and the building of sustainable communities and human settlements.

The NDP recognises that despite South Africa's 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.

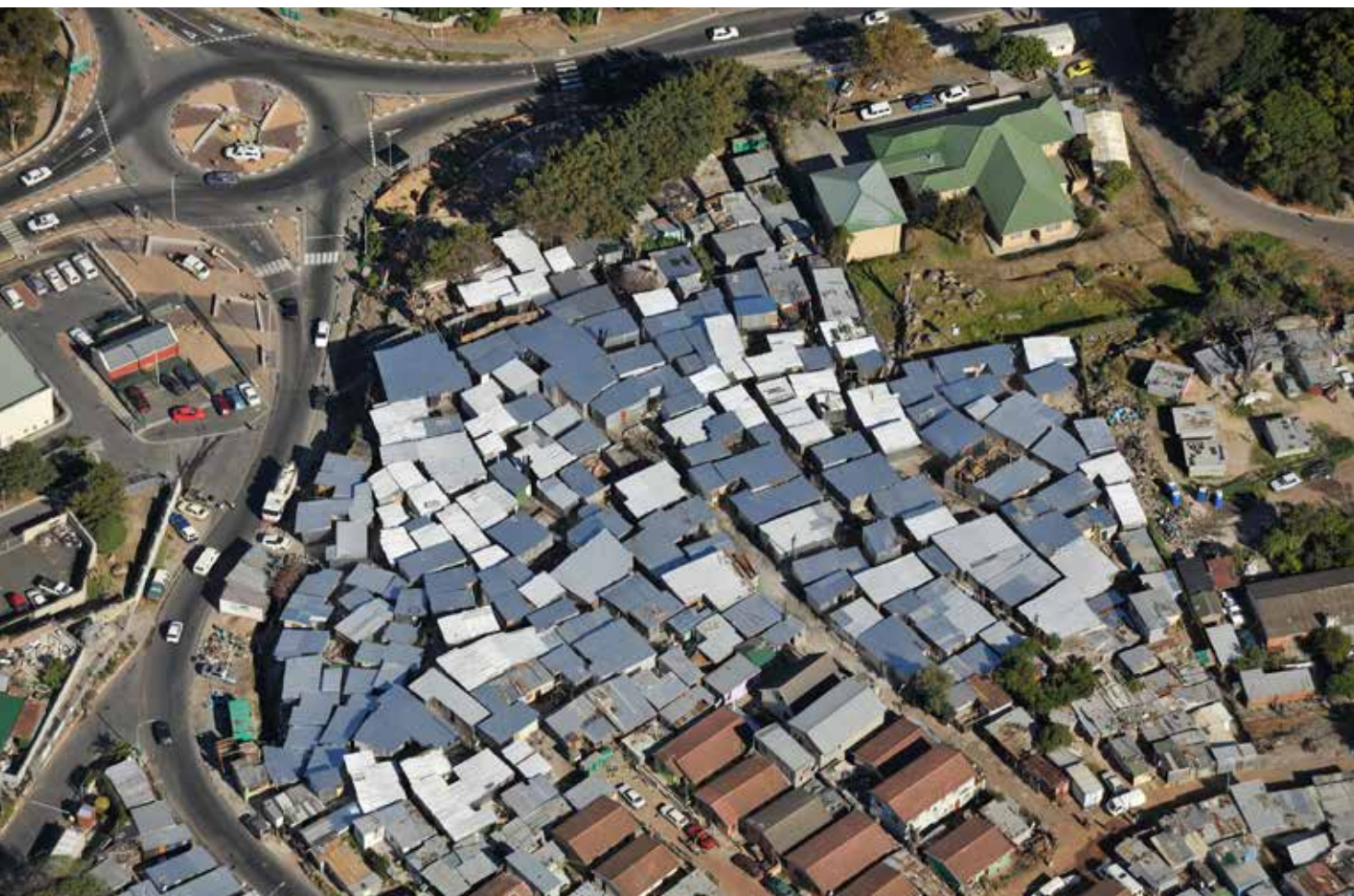
With 85% of South Africa's economic activity generated in urban areas, the majority of South Africa's population reside in towns and cities. This means that the emphasis must be on location-specific approaches, as each area presents distinct challenges and opportunities, rendering a one-size-fits-all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

Although South Africa has a slower urbanisation rate than the rest of Africa, the country is expected to have an additional 7,8 million city dwellers by 2030, and another six 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 to manage a growing Cape Town

Urbanisation continues unabated across most regions in Africa, South America and Asia, posing numerous challenges to the cities in which it occurs. Cape Town is not only the largest city in the Western Cape, but also the second fastest-growing city in South Africa. This growth has a massive impact on the current infrastructure as well as the socio-economic, cultural and environmental structures of the city and region, and will continue to shape the future sustainability of the province and city well into the future.

As urbanisation is inevitable, it requires a proactive and sustainable response, along with the 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. One of these innovations is the improved re-blocking model for informal settlements, which includes flooding mitigation platforms and applying fire-retardant paint to structures.



Cape Town is the second fastest-growing city in South Africa and urbanisation is inevitable.



The City has to be creative and innovative in addressing the challenges residents in informal settlements face. Painting structures with fire-retardant paint slows down the spread of fire and will give residents more time to escape harm.

Experience has shown that engineering solutions alone do not effectively address urbanisation. Instead, there is an urgent need to approach urban planning and development differently in order to deliver sustainable human settlements that include access to essential services, healthcare, education, recreation and employment. With this in mind, the City has prepared new directives for human settlements design and is contributing to the review of national guidelines and standards. Such an integrated approach will also attract local and foreign investment, creating a virtuous cycle of development and investment that will sustain efforts to afford all Capetonians the opportunity to live the lives they desire.

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 strong collaboration among local, provincial and national government departments as well as between the public and private sector.

In its quest to provide sustainable integrated 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 achievable 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. 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 redistribute its finances in order to provide universal access to essential services, even to its poorest citizens who do not have a regular income. This will facilitate access to other opportunities as well, such as well-located serviced land, amenities and jobs.

The challenge of providing services to a growing population

Determining accurate population statistics and predicting the future growth trajectories of Cape Town's population remain a challenge.

As table 1.1 shows, Cape Town's population grew from 2,6 million in 1996 to approximately 3,7 million in 2011.

Table 1.1: Census 1996 – 2011

Year	Population of Cape Town	Number of households
1996	2 563 000	653 000
2001	2 893 000	777 393
2011	3 740 000	1 069 000

Source: Stats SA Census data

Note: Numbers rounded off to the nearest 1 000.

At present, the population projection conducted in 2014 provides the best estimate of Cape Town's population growth up to 2040. This indicates that in the 25 years from 2015 to 2040, Cape Town's population will grow from 3,9 million to 4,6 million.



Table 1.2: Future Cape Town population growth as projected in 2014

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

Source: 2014 population projections by Province and the City

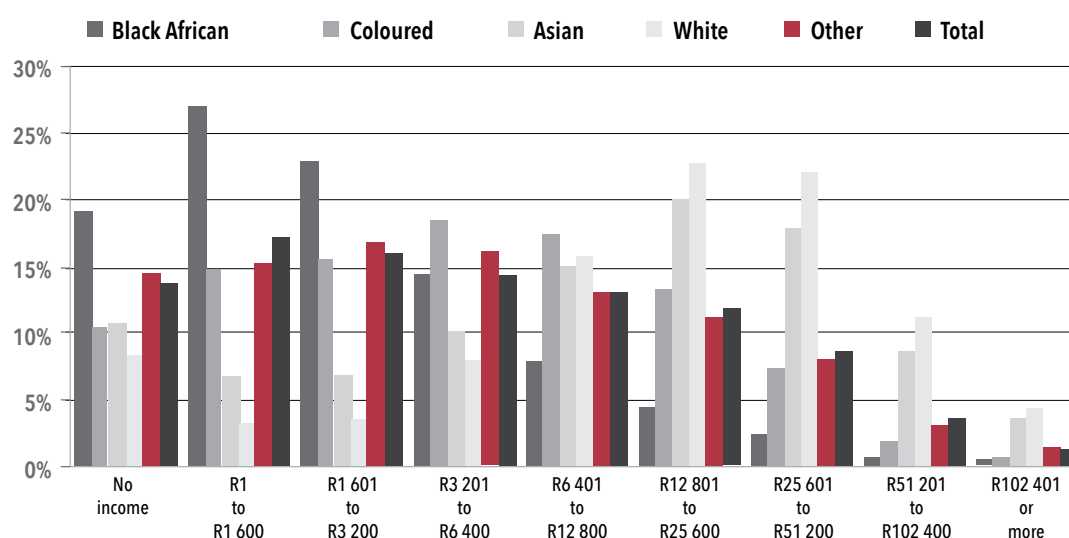
As on 22 December 2015, there were a total of 303 953 housing applications registered on the City's housing database. However, statistics from Census 2011 indicate that the housing

backlog is around 345 000 households, of whom 143 823 are in informal settlements, 74 957 in backyard shacks, and 44 581 in overcrowded formal housing. While it is vital to verify and reconcile this discrepancy, it is important to recognise that part of it can be ascribed to different methodologies used. 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 datasets is exacerbated by poor understanding of the nature of demographic growth and change in Cape Town and in 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 the new households formed as a result of both natural growth and in-migration will be across a broad spectrum of socio-economic groups. According to Census data, 94,5% of the population are below 65 years of age, 69,7% are between 15 and 64, and 5,5% are older than 64. To add to the challenges associated with continued population growth, some 24,9% of the City's working-age population are unemployed, while 74,5% of households have a monthly income of less than R12 800. Moreover, only 46% of Cape Town residents aged 20 years and older hold Grade 12 or a higher qualification.

From 2001 to 2011, Cape Town's population increased by 29%. The composition of the population also changed: The black African population increased by 58%, the coloured population grew by 14%, the Asian population expanded by 25% (from a low base) and the white population group increased by 8%.

Table 1.3: Cape Town monthly household income in 2011



Source: Stats SA-Census 2011

Table 1.4: Breakdown of household income in Cape Town in 2011

Cape Town annual household income	Cape Town monthly household income	Black African	Coloured	Asian	White	Other	Total
No income	No income	85 427	37 399	1 542	19 522	2 627	146 517
R1 – R4 800	R1 – R400	23 039	5 051	91	877	315	29 373
R4 801 – R9 600	R401 – R800	30 652	9 643	161	1 267	695	42 418
R9 601 – R19 200	R801 – R1 600	67 109	38 410	713	5 301	1 744	113 277
R19 201 – R38 400	R1 601 – R3 200	102 325	55 849	966	8 633	3 051	170 824
R38 401 – R76 800	R3 201 – R6 400	64 708	66 488	1 459	18 853	2 919	154 427
R76 801 – R153 600	R6 401 – R12 800	35 420	62 286	2 149	37 117	2 376	139 348
R153 601 – R307 200	R12 801 – R25 600	20 520	47 952	2 852	53 255	2 046	126 625
R307 201 – R614 400	R25 601 – R51 200	10 835	26 390	2 564	51 619	1 452	92 860
R614 401 – R1 228 800	R51 201 – R102 400	3 122	6 889	1 240	26 190	577	38 018
R1 228 801 – R2 457 600	R102 401 – R204 800	970	1 425	336	6 851	166	9 748
R2 457 601 or more	R204 801 or more	645	832	187	3 300	102	5 066
Unspecified	Unspecified	9	15	6	41	2	73
Total	Total	444 781	358 629	14 266	232 826	18 072	1 068 574

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

Cape Town population group	2001		2011		2001 – 2011 (10 years % change)
	Number	%	Number	%	
Black African	916 584	31,7	1 444 939	38,6	57,6
Coloured	1 392 594	48,1	1 585 286	42,4	13,8
Asian	41 516	1,4	51 786	1,4	24,7
White	542 555	18,8	585 831	15,7	8
Other	0	0	72 184	1,9	
Total	2 893 249	100	3 740 026	100	29,3

Mitigating delivery challenges

The future growth of the Cape Town population 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, of which 7% live in informal backyard structures and 13,5% in informal settlements. Worryingly, some 8,4% of households lack access to adequate sanitation. The Census results show 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.

Other surveys undertaken by the City of Cape Town have revealed that the growing population also requires the municipality to give priority attention to how it deals with crime, poverty and joblessness – all of which demands a highly integrated approach. The provision of services to all Capetonians is a top

priority for the Human Settlements Directorate in partnership with other City directorates and business units. Some of the service delivery challenges and attempts to address them are outlined below:

Informal settlements

Some 20,5% of Cape Town's population currently live 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 one tap per 25 families within 200 m, a minimum of one toilet per five families, and weekly refuse removal. Where possible, the City also exceeds these national levels. In addition, the City ensures effective greywater disposal and stormwater runoff as part of raising informal settlement communities' standards of living. Where the City cannot achieve the minimum service levels due to encumbrances beyond its control (such as waterlogged or privately owned land, or settlements that are too densely populated to allow service access), the informal settlements must be reconfigured through re-blocking or other de-densification initiatives.



To achieve the service delivery objectives above, each informal settlement needs to be allocated an underlying upgrade layout as part of the Upgrading of Informal Settlements Programme (UISP), 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 delivery and would require 1 828 ha of land as well as bulk and internal services. This cost excludes structures, amenities and operating costs.

Backyarders

Cape Town citizens residing in informal structures on City rental properties must receive access to the same services as those afforded to residents of informal settlements. The City is also looking at measures to extend the same services to backyarders in private residences.

New housing opportunities

'Site and service' (UISP) or Integrated Residential Development Programme (IRDP) opportunities must be made available and accessible so that those citizens who have the necessary means can construct their own informal, modular or brick-and-mortar structures.

The Financed Linked Individual Subsidy Programme (FLISP), which is administered by Province's 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 serviced site or bonded house.

Densification

Any brick-and-mortar structures that the City provides must be at least double-storey or semi-detached constructions for maximum densification. Vacant land inside the urban edge also needs to be utilised more efficiently through infill initiatives, the release of unused land owned by other state departments, and mixed-use retail and residential development along key development nodes and transport corridors. Where such urban-edge development is not immediately possible, the land needs to be banked for future use.

These densification initiatives will play an increasingly vital role in realising the City's human settlements objective, but will require partnerships. Therefore, private investment

and development must be encouraged through ready access to information on City growth paths, zoning and infrastructure upgrades or developments.

Greening

All new construction undertakings, upgrades or redevelopments must take place within an overarching environmental sustainability framework. The framework is designed to preserve fauna and flora, protect waterways, save energy and water, and promote air quality.

Retrofitting

Prior to 2005, houses built under the Reconstruction and Development Programme (RDP) were not fitted with ceilings, as there was no legal requirement to do so. However, a house without an insulated ceiling is not fully protected from harsh weather. In an attempt to raise indoor temperature, many of these households turn to unsafe heating methods – either involving fossil fuels (wood, paraffin) or electricity – which often result in fire accidents and respiratory infections.

For this reason, the government-funded housing subsidy was increased in 2005 to allow for the installation of ceilings and related weather-proofing technologies. This not only applied to future housing projects, but could also be used retrospectively to retrofit the pre-2005 RDP houses with ceilings. The insulated ceilings gave occupants cooler homes in summer and warmer homes in the cold and wet Cape Town winter, which increased their quality of life, improved indoor air quality and energy efficiency, lowered energy costs, and provided skills development and local employment opportunities to boot.

An estimated 40 000 Cape Town RDP homes that predate 2005 still lack ceilings. In 2015, the City managed to secure funding and appoint a service provider for the retrofitting of 8 000 of these.

Rental housing

As a primary provider of rental housing for the people of Cape Town, the City's social housing function faces additional challenges specific to this role, including:

- a shortage of trained and skilled staff;
- limited budget to recruit rental unit maintenance staff;
- insufficient budget to carry out required repairs and maintenance;
- unlawful occupation of rental units;
- subletting by tenants, often accompanied by exorbitant rentals;
- overcrowding;



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

- a significant increase in backyard structures, the occupants 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 faces numerous other challenges, some of which can be addressed in the short term. However, many require a longer-term approach, including:

- 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 Human Settlements Five-Year Plan takes account of these challenges, along with the continued shortage of trained and skilled staff, to realistically inform the Directorate's efforts to enhance existing living environments, explore new housing possibilities and effectively address the challenges of urbanisation – all in pursuit of sustainable housing opportunities for every resident of Cape Town.



Catalytic projects

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A targeted and sustainable approach to optimising settlement patterns

In 2014, the national Minister of Human Settlements announced government's aim to implement 50 so-called megaprojects/catalytic projects across the country from 2014/15 to 2018/19. The main objective of these projects is to deliberately restructure and optimise human settlement patterns in the country, while having a positive effect on the environment.

The City supports this initiative and therefore considered the following key criteria as set out by the National Department of Human Settlements and the Housing Development Agency to identify four megaprojects/catalytic projects that are best suited to achieve national government's objective, namely to:

- prioritise, target and focus resources (financial and other) in the human settlements sector towards scale delivery;
- mobilise intergovernmental support, coordination and alignment;
- affect and integrate the spatial environment as envisaged by the City of Cape Town 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.

The following megaproject/catalytic project profiles, together with a supporting letter from Province's Department of Human Settlements, were subsequently submitted to the National Department of Human Settlements, and the City is still awaiting the outcome of their assessment.



Catalytic project 1: Southern corridor sustainable neighbourhoods

This project focuses on upgrading the living conditions in 27 informal settlements located close to the N2. Every one of these informal settlements currently has access to basic services within the constraints it presents (including densities and land ownership). The City has prepared a development matrix that considers all informal settlements for either in-situ or greenfield development (or a combination of the two) based on the various risks of the individual settlements.

The project, with its three sub-programmes of N2 Gateway, in-situ upgrades and mixed-use greenfield developments, primarily aims 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;
- enhance households' participation in the economy through improved health and access to infrastructure and services; and
- reduce the negative environmental impacts associated with informal settlements.

Together, the following projects will contribute about 51 400 housing opportunities and also create more than 17 100 jobs:

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

Catalytic project 2: North-eastern corridor public-private partnership

This is a large-scale project including mixed income groups and mixed land uses in the north-eastern growth corridor, as defined in the Cape Town Spatial Development Framework. Most of the housing opportunities are delivered through a pioneering public-private partnership, and innovative technology is used to build the housing units. There are three sub-projects, namely Greenville, Darwin Road and Maroela, and implementation has already begun in Greenville.

The three sub-projects will be constructed across 12 greenfield land parcels within a 5-km catchment area from each other and are located close to the N1 and the Fisantekraal and Kraaifontein railway stations. They also offer easy access to employment opportunities.

The project will accommodate some 19 987 households by means of a mix of housing programmes/typologies (including site-and-service, Breaking New Ground, gap and open-market).



Catalytic project 3: Voortrekker Road corridor integration zone

The total number of social housing sites identified extend beyond just the Voortrekker Road corridor integration zone (VRCIZ). Two of the sites, Pine Road and Dillon Lane, are located in Woodstock, which is in the metro south-east corridor integration zone (MSEIZ) within 3 km of central Cape Town. The sites in the VRCIZ itself are Salt River Market to the east and Belhar, Glenhaven, to the west. This area also falls within the City's social housing restructuring zones.

These social housing projects offer an affordable type of rental that serves specific income groups, which will help improve Cape Town's residential stock and create viable communities.

The VRCIZ has been identified as a regeneration corridor that directly links the Bellville and Cape Town central business districts. Key spatial elements of the VRCIZ include an efficient, multi-modal public transport network (including road, rail, taxi, bus, etc.), the highest number of tertiary institutions in relation to the rest of the city, abundant social facilities, and opportunities for taking up latent land use rights, which will in many instances reduce the turnaround times for development proposals. In addition, a significant portion of the City's urban development zone falls within the VRCIZ.

The initiative aims to redirect investment back to the corridor in order to address market failures, urban management issues and ineffective land use management strategies. These factors have contributed to the flight and migration of corporate industries to the northern parts of the city, including Tygervalley and Century City.

The VRCIZ hosts a diverse range of land uses: Residential, commercial and social amenities (including a tertiary educational precinct) are all present. It provides significant potential and opportunity to explore renewal and rebuilding initiatives that can transform Cape Town's spatial form and function. The aim is to utilise existing infrastructure networks and to leverage both existing and planned public transport networks to achieve transit-oriented development and integrated settlements, putting communities in close proximity to public transport, employment and social amenities. A key part of this regeneration drive is social housing where rental accommodation is managed in perpetuity for lower-income households.





Improving existing living environments

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Residents of Cape Town are housed either formally or informally, and either rent or own property. Some are completely self-dependent, while others receive various forms of state assistance. 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 in City rental units.

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. Families and individuals residing in these dwellings receive City housing services through 38 decentralised housing estate offices, five sales offices and 13 maintenance depots.

In recent years, tenant management has been very challenging due to factors such as policy changes, legislation, loss of skilled personnel and increased gang violence and unrest in communities, making many housing estates unsafe for staff to conduct business on-site.

In addition, much of the rental stock is old and requires upgrades or extensive repairs and ongoing maintenance to prevent further deterioration. Therefore, the City undertook a comprehensive review of its rental stock and initiated a major community residential unit (CRU) refurbishment programme in 11 of its rental housing estates. Refurbishment of these 11 estates was completed by December 2015. The Human Settlements Directorate, together with the Utilities Directorate, will endeavour to undertake major services upgrades in many of these estates.

Apart from the CRU refurbishment programme, the City also has a housing repair and maintenance service that is committed to deliver 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 in order to effectively manage and maintain public housing stock. To achieve this vision, the Directorate has implemented a modernisation project aimed at:

- improving service delivery;
- staff rotation;
- streamlining business processes;

- assessing and recommending improvements to current information systems and technology capabilities; and
- upgrading housing estate offices and depots.

The past seven years have seen significant developments and achievements in terms of improving service delivery to the City's tenants. Thanks to realignment and streamlining of service offices, staffing has been increased and service levels improved.

As an effective way of helping the City deliver on its commitment to address poverty levels in Cape Town, all tenants of City 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 and must be reviewed annually.

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-centred. The redesigned offices will have clear signage, friendly staff and robust, up-to-date systems, including profiles of all tenants, to ensure a good customer experience.

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. The relevant staff members of the Directorate also undergo refresher training to ensure that they keep abreast of changes in legislation and policies, and understand the importance of customer service excellence.

In addition, the Customer Services Division undertakes regular housing consumer education drives, also involving other stakeholders such as the Utility Services, Disaster Risk Management, and Social and Early Childhood Development directorates, in an attempt to educate beneficiaries on the importance of being a responsible homeowner. The City and Province's Department of Human Settlements also collaborate closely in this regard.



The Sea Views CRU development in Hangberg consist of 71 rental units. In line with the City's approach to prioritise transit-orientated development, this complex is situated in close proximity to employment, key transport routes, social amenities and schools.

Committed to effective maintenance

The City undertakes routine maintenance of rental units, primarily in response to requests from tenants. Despite the implementation of the CRU refurbishment programme, maintenance of the City's ageing rental stock remains a challenge due to budget and human resource constraints. As an initial response to this, the Directorate developed a CRU maintenance guideline, which sets out a uniform approach for the prioritisation of operational maintenance. As the available budget to deal with these requests is limited, health and safety repairs are prioritised.

The City intends developing an asset management improvement programme, which will enable it to better manage and maintain its assets.

Major upgrades of existing rental stock

The City's ageing rental stock has undergone major interior and exterior upgrades as part of the CRU refurbishment programme. At the same time, the City is developing additional rental units to meet growing demand. An example of this is the newly completed CRU development in Hangberg, which provides 71 housing opportunities as part of phase 1.

In line with the Directorate's commitment to provide integrated settlements, this refurbishment 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, tree planting and the installation of play equipment and benches.

The refurbishment 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 named community development project of the year at the South African Housing Foundation conference. At the 2015 Western Cape Govan Mbeki awards ceremony, the City's CRU programme was awarded second runner-up, first runner-up and first prize for the best CRU project in the province.

Looking ahead, the focus will be on specific repair and upgrade needs, such as roof and stair replacements, painting and the installation of geysers, as requested by tenants.

Hostels transformation and management

Hostels were initially built as temporary housing for male migrant workers. Over time, the families of these migrant workers moved in with them, which has led to 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 up to three

or four families can often 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 also urgently need maintenance and repair.

The conversion of these units into two-bedroom apartments for each of the original bed card-holders and their families is long overdue. However, due to the sheer scale of the programme and limited funding, the transformation of all hostels in Nyanga, Gugulethu and Langa is estimated to continue for the next 15 years and will require significant land located outside the hostel areas to accommodate the larger building footprint. These difficulties are clearly illustrated by the Langa CRU hostel upgrade. A new CRU was built, which accommodates persons from three different hostel areas within Langa. Phase 1 of the project has been completed and provides 463 two-bedroom units, which were built as a high-density development on the open land commonly known as the depot site along Bhunga Avenue in Langa. Once completed, the project will deliver about 1 320 units.



Phase 1 of the high-density CRU project along Bhunga Avenue in Langa has delivered 463 two-bedroom rental units.



Services to backyarders include the provision and maintenance of water, sanitation and electricity.

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 backyarders 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 eligible 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 pay their 'landlords' for the space and are often subjected to unfair rental practices and exploitation.

Desktop research by the City revealed that approximately 41 500 backyard structures are currently attached to City rental stock, and 34 000 to privately owned houses. Those 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 between the backyarders and their landlords. In most instances, 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. Backyarders' refuse is disposed of in 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 greywater disposal, or into stormwater drains, or is 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 backyarders.

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 under way in three of the identified areas, namely Bonteheuwel, Parkwood and Eastridge.

The National Department of Human Settlements along with the South African Local Government Association has drafted a national backyarder strategy, which is based on the City's backyarder programme.

Furthermore, the City has put in place an authorisation procedure for the erection of backyard structures on its rental properties. This will provide 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.

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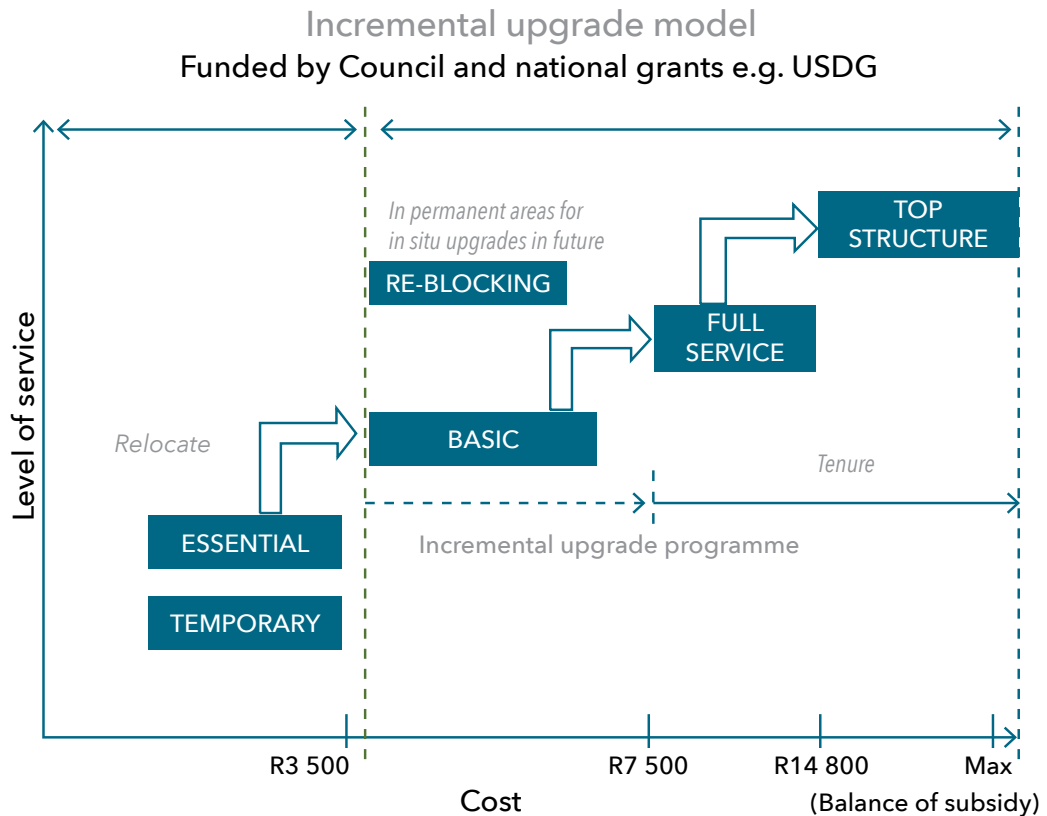


Figure 1: Incremental upgrade model

Servicing and upgrading informal settlements

Informal settlements may be defined as either:

- areas where a group of housing units have been constructed on land to which the occupants have no legal claim or that they occupy illegally, or
- unplanned settlements and areas where housing is not compliant with current planning and building regulations (i.e. unauthorised housing).

These settlements vary significantly in size and topographical condition and are located 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 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, which listed the (then) 223 informal settlements in the city and recorded the levels of service provided to each. The aim 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 Settlements Upgrading Master Plan, which Council adopted in May 2007, was replaced with the Informal Settlements Development Matrix, which outlines how the City is working to service, integrate and incrementally upgrade its informal settlements. The matrix focuses on, and is built around, the following:

- People's constitutional rights
- The provision of essential services to settlements not receiving the minimum basic level of service
- Incremental upgrades (in the short, medium and long term)
- Upgrades to informal settlements within a coordinated and multi-sector institutional environment
- The management of informal settlements
- The prevention of unlawful land invasions
- The implementation of relevant communication programmes
- The provision of capital and operating funding for all of the above.



The incremental development area in Sir Lowry's Pass Village, where families living in flood-prone areas were temporarily relocated.

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 in 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, which is why innovative and alternative options such as re-blocking must be considered.

Incremental upgrade of informal settlements

The latest version of the informal settlements database indicates that Cape Town has 204 informal settlement areas. Most of these have now been surveyed and numbered to prioritise service delivery and upgrade initiatives.

As part of its Vision 2040, the City continues to map all informal settlements within a clearly defined matrix, linking each of them to available land parcels that might be used in order to incrementally upgrade and de-densify settlements and enhance service delivery. The achievement of Vision 2040 will in effect mainstream informal settlement households and transform them into economically and socially active citizens of Cape Town 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 stakeholders to participate in their own future development.

Specific programmes that will be used to pursue this vision include:

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

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.

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, particularly children, can be enhanced; and
 - UISP actions can be implemented.

Temporary relocation and incremental development areas

Temporary relocation areas (TRAs), which are also known as incremental development areas (IDAs), are parcels of land that have been developed for families in need of emergency housing. Together, urbanisation, population growth and climate change have caused an increase in demand for this type of accommodation. Consequently, the City has embarked on various initiatives to establish more of these temporary housing opportunities.

The following are some examples of recent IDA initiatives:

- Masonwabe flats, Gugulethu - Families living 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

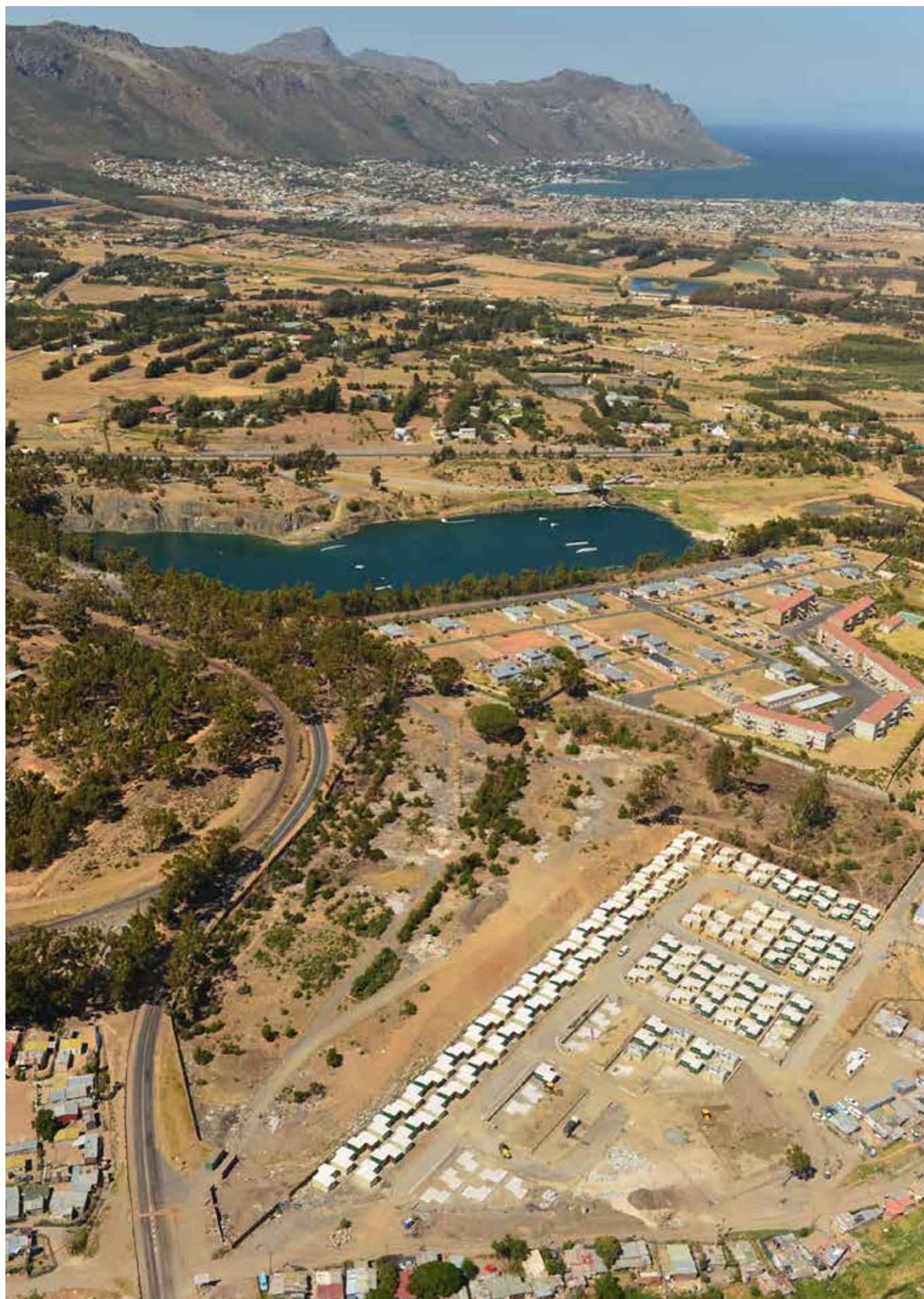
The City provides an emergency housing kit to households that have been left entirely homeless as a result of a major fire or flooding, and who do not have the means to rebuild their homes immediately.

The initial kit that was provided was inadequate for various reasons, particularly as it provided very little protection from both the weather and criminal activities. In March 2013, Council approved an enhanced emergency housing kit. Informed by past experience and discussions with local community leaders, the enhanced kit creates a more dignified shelter that is also more secure against the elements and intrusion. The materials used are sufficient to build a basic dwelling of at least 3 x 3 m in size. Although small, this offers 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 approximately 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 Province's requirements, 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), this initiative will affect the delivery of top structures (such as PHP projects) that are currently included in the draft budget. In the 2013/14 financial year, 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.



Aerial view of Sir Lowry's Pass temporary relocation area.



Creating new living environments

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In addition to adapting Cape Town as it currently exists, the City must constantly be thinking of new ways 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, the state-driven housing projects in Cape Town are already among the densest in the city. In terms of Breaking New Ground (BNG) mixed-typology housing projects, densities are already at 84 dwellings per hectare in greenfield projects and 96 dwellings per hectare in infill projects. Social housing developments are as dense as 126 dwellings per hectare.

Land planning and acquisition for human settlements

Land planning

Uninterrupted capital spending on housing delivery over the coming years depends on obtaining suitable land well in advance of projects. Therefore, the Directorate takes a long-term view of how and where future projects should be located. The taking of immediate measures to secure identified land is the function

of the Land and Forward Planning Branch, whose acquisition programme is derived from, and informed by, long-range planning.

a. Corporate processes: Built Environment Performance Plan

In 2014, the National Ministry of Human Settlements issued a circular requesting all metros to identify a megaproject 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 Environment Performance Plan (BEPP) advisory circular of 2014. Typically, catalytic projects spatially concentrate and coordinate spending from all intergovernmental grants for maximum impact. The City of Cape Town has merged the two requirements in its BEPP. Council will adopt the BEPP in due course, with the human settlements megaproject being the Southern Corridor Sustainable Neighbourhoods project.

The corridor project is very well located, and the 27 informal areas in its ambit will be upgraded as a matter of priority. Therefore, land is urgently needed for families from the most densely populated settlements.

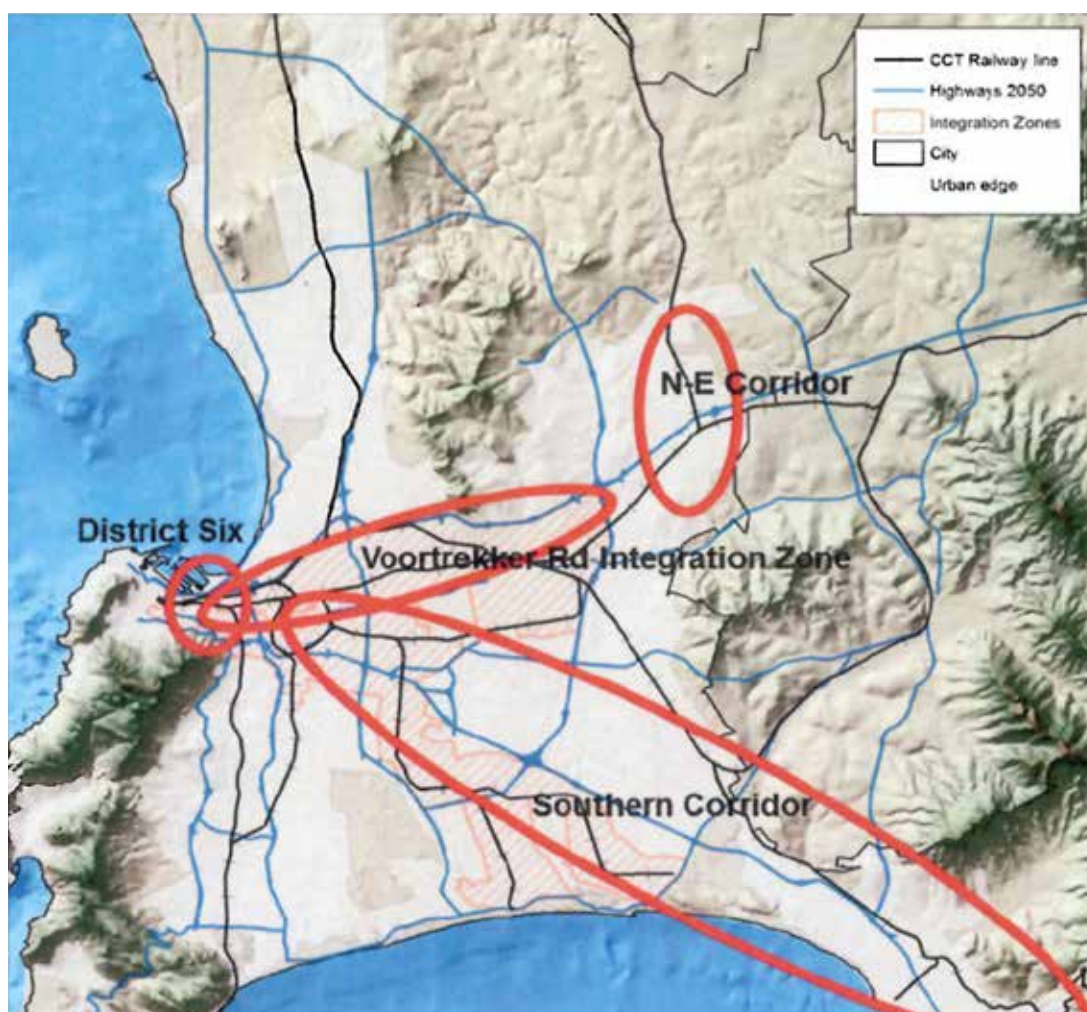


Figure 2: Proposed catalytic human settlements programme for 2015/16



The City's Land and Forward Planning Branch is responsible for obtaining suitable land for housing development well in advance of projects.

b. Human settlement strategy planning

During the second half of 2013, the City and Province undertook a joint process to coordinate housing delivery. This resulted in the following recommendations on how to significantly redirect the human settlements strategy:

From	To
... depth of delivery (providing a completed product to a few)	... width of delivery (providing an incremental product to many)
... a completed private dwelling	... an incremental dwelling supported by full public facilities and opportunities
... promoting entitlement	... promoting self-reliance
... supply-led delivery	... demand-led delivery (focused on greatest need and diversity)
... one-off delivery to beneficiaries	... ongoing development support to beneficiaries based on an incremental model
... reactive servicing or support for private rentals	... proactive servicing or support for private rentals
... a project-based approach	... a programme-based approach in terms of budgeting
... contestation between infill and urban expansion	... complementary infill and urban expansion
... limited practical support for urban integration	... proactive support for urban integration in designated places and integration zones (e.g. through the conversion of brown-buildings)
... housing as a limited responsibility (allocated to specific silos or directorates and the state)	... housing as a common, shared responsibility (within the municipality and between government and the private sector)
... many communication points	... one communication point and one message

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, which 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.

A strategy was subsequently identified that would have the greatest positive impact on shelter, while still being practical. This strategy, which is contained in the document *Testing and refinement of the draft Integrated Human Settlements Framework for the City of Cape Town* dated 1 August 2014, is to be implemented through eight distinct programmes over the next 20 years, reaching some 650 000 households in

need of support. The estimated cost is R99 billion over the 20-year period, or R5 billion per annum. Of this amount, R44 billion (or R2,2 billion per annum) will be directly funded by the City, R45 billion (or R2,25 billion per annum) will be contributed by households themselves, and R10 billion (or R500 million per annum) will be provided by the private sector. Therefore, the City's contribution falls within the R50 to R60 billion that is estimated to be available for this purpose.

The proposed strategy requires 3 576 hectares (ha) of land. It would take up 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 residents' resistance to low-income development in their area or community is successfully allayed.



c. Project planning and land

Council's corporate SAP enterprise resource planning software was significantly enhanced in 2014/15 to allow for higher-precision project planning or project forethought. In 2015/16, this will be further extended by relating all housing projects to geographic locations. The major advantage of the new project portfolio management (PPM) system is that it allows reporting with real-time financial data and known locations. Therefore, all land that is available for future projects, with or without funding, will be pipelined, which will enable much longer-range planning than what 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 opportunities associated with any project will also be reported and recorded through PPM. The following screenshot provides a glimpse of the depth of information recorded through the PPM system.

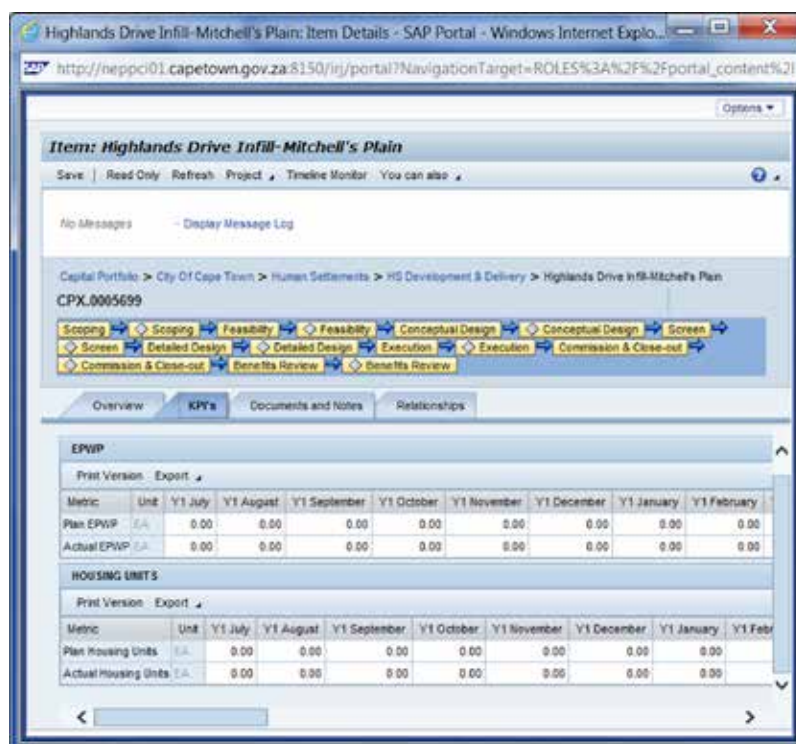


Figure 3: The Project Portfolio Management (PPM) system

The PPM process:

- ensures that capital projects are screened and determines implementation readiness;
- identifies and manages the risk of underspend of capital projects and identifies corrective actions where required;
- determines and tracks the active status of capital projects;
- ensures the early screening of capital projects for the FY 2016/17 budget; and
- where necessary reduces the capital budget to ensure optimal performance of the portfolio of projects.

Land acquisition

Without adequate and suitable parcels of land, no new housing project can be established. Initially, the community or local town planners identify vacant sites that have the potential for development. Closer inspection then takes place to reveal whether the acquisition should occur through purchase, a transfer (including devolvement) or 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 suitable 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 Province's 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 need such as Elsies River, Belhar and Khayelitsha. Further transfers in Athlone and in Strand are pending for 2016/17.

b. Devolutions

Land registered in the name of former housing boards must in terms of legislation be devolved to the relevant municipality and used for human settlement purposes. Although having applied for quite some time already, this process has gathered momentum over the last two years. Most of the land is devolved from Province, 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 and some 13 000 properties have been itemised for devolution. Many have no potential as housing projects, but the ownership reregistration will significantly clean up historical records. The former tricameral (or three-chamber) parliamentary system left a legacy of irregular land registrations. For instance, 'homeownership' stock that was 'sold' by Council still appears in Province's name, which means that title cannot be registered in the buyer's name. Several devolutions have been processed in the last three years, with the most significant being Blueberry Hill in Eerste River. Council took an important decision in June 2014 to accept devolutions.

About 6 400 of the 13 000 itemised properties are residential erven in various states (registered or unregistered, occupied or vacant). Another

1 000 properties are obvious municipal-function assets, such as roads, community 1 and 2 zonings, public places or public open spaces, which should automatically be transferred. Some 50 properties are zoned for business, and another 1 000 are so-called 'Act 75 cases' (falling under the Abolition of Development Bodies Act 75 of 1986, as amended by Act 47 of 1988). At this stage, it appears that Province wishes to devolve 2 700 to 3 000 discrete parcels.

c. Purchases

In the past five years, the City has bought approximately 300 ha of land with an annual budget of approximately R35 million per year. Most of this land is intended for long-term 'banking' in order to meet future generations' housing needs. 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 ha.

The Directorate bought a large piece of land in Strand, which will in due course be developed into integrated human settlements, with an emphasis on low-income housing and employment.

All of the above measures constitute planned or proactive acquisitions. However, each year, one or more unforeseen land purchases are also made. This tends to occur in response to a crisis, such as the recent situation in Strandfontein or Sir Lowry's Pass, where service installation is urgently required.

d. Reservations

Land owned by Council (but not by the Directorate) is reserved so as not to be inadvertently sold. Several reservations have been made in the past years, such as Kensington, Table View, Atlantis and Durbanville. Some proposed disposals by the Finance Directorate's Property Management Department have been referred back by Council to be considered as sites for low-income housing. The function of land acquisition was moved to the Property Management Department in 2015/16.

Land information management

a. Geographic information system mapping

All projects funded by national grants (USDG and HSDG) have been mapped over the past two years, which data are now being kept up to date (see figure 4). In addition, National Treasury published the Standard Chart of Accounts (SCOA)

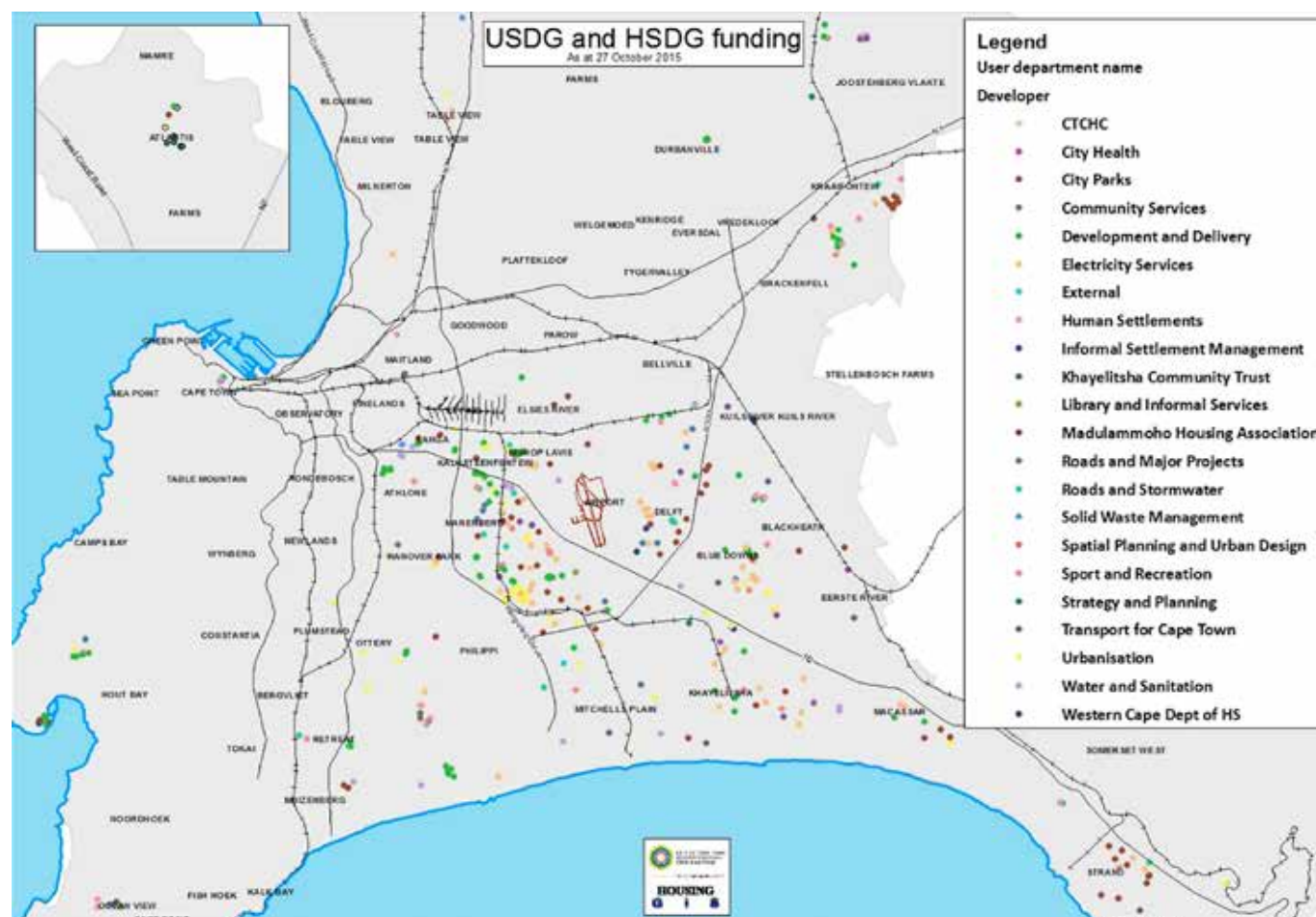


Figure 4: Geographic information system mapping of USDG and HSDG-funded projects

According to the latest analysis of land availability in Cape Town in 2015/16, the municipal area contains a current total of 10 387 ha of vacant land that is also appropriate for human settlement purposes.

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 2016. This includes USDG expenditure by all line functions.

The Directorate has also upgraded its land database, which reflects all operational transactions pertaining to land, including acquisitions, disposals and reservations. It also serves as a record of housing projects, both as legacy data and currently open projects. The information is available to essential staff through the corporate CityMap™ viewer. This information is supplemented by corporate data, such as municipal valuations, zoning rights, ownership information, etc.

b. Land available in Cape Town

According to the latest analysis of land availability in Cape Town in 2015/16, the municipal area contains a current total of 10 387 ha of vacant land that is also appropriate for human settlement purposes. Of that, 2 154 ha (21%) is in public ownership, while 8 233 ha (79%) is privately owned.

A further classification reveals that, of the available land:

- 1 153 ha (11%) is occupied by informal settlements, of which 519 ha is public land and 634 ha is private;
- 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 sites of less than 5 ha in extent within the built-up areas of the city (i.e. the urban footprint);
- 8 798 ha (85%) is 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:
 - a. urban extensions, i.e. falling outside the built-up area, but inside the urban edge, and either adjoining or adjacent to existing development; and
 - b. leapfrog locations, i.e. falling either outside or inside 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, some 350 000 opportunities for lower-income housing may potentially be created through densification of existing residential areas. This involves land use intensification in existing residential suburbs

by adding formal 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, sustainable 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 who 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 provide 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 company with the requirement to provide social housing, as well as in partnership with non-governmental organisations to assist with consolidation and PHP roll-out.

The dedicated team within the New Markets 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 sustainable, integrated human settlements, the City ensures a complementary and balanced approach that is best able to provide for Cape Town communities' long-term needs, particularly in respect of municipal services delivery and the provision of community facilities. The Pelican Park mixed-use housing project is one example of this, and the South African Housing Foundation presented a special merit award to the City of Cape Town and Power Construction in recognition of their work to forge successful partnerships with all stakeholders for the benefit of the community. The Pelican Park project encompassed all housing categories, namely Breaking New Ground (BNG), Finance-Linked Individual Subsidy Programme (FLISP) and the affordable housing market. The project was also named best implementer of FLISP at the 2015 Western Cape Govan Mbeki awards. The Fisantekraal development in Durbanville is another example of a mixed-use housing project that will make available a similar range of housing categories. This multi-year project intends to produce approximately 14 000 housing opportunities, starting off with 868 BNG opportunities in phase 1 of the project, which is currently under way.



The scarcity and high cost of suitable land, as well as the inefficiencies of existing spatial patterns, have necessitated densification.

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

Balancing quality with high density

Identifying infill sites for new development in 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 development 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 vital.

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.

The City aims to deliver housing opportunities over the full range of housing types supported by the National Department of Human Settlements' funding programmes.



Funding for a full range of housing opportunities

The development of sustainable, integrated human settlements is funded from a variety of national housing programmes, each of which provides 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 sites already serviced
- IRDP, which makes it possible for the City to install services in developments that include subsidised housing, privately owned, bonded housing, commercial or retail developments as well as community amenities and institutions

- PHP, which supports groups of beneficiaries who already hold title to land, to construct top structures
- CRU programme, facilitating the funding of high-density rental accommodation on well-located land as well as the transformation of the City's hostel stock, which originally accommodated 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-site or off-site housing for farmworkers
- A national housing programme for proven military veterans with a maximum monthly household income of R10 416,66, including 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.

Affordable housing in the gap market

As is now well understood, families earning between R3 501 and R15 000 per month constitute a gap in the housing market that is not served by either the private market or the state. Against the backdrop of the substantial structural changes in 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 loan-funded 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 at a discounted rate to people wanting to build their own home at their own pace. This solution is specifically targeted at those who do not necessarily qualify for a home loan, but who may have other forms of credit, assistance from their employer or their own building skills. 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 scaled up in the years to come.

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. For example, a house valued at R200 000 would be built through a R110 947 government subsidy and a R89 052 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. 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 phases 1 and 3 (respectively 330 and 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 housing subsidy by actively contributing to 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 of 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. The Belhar social housing project is currently under construction and should be completed by December 2016.

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 Directorate's Land Restitution Unit 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 came from Richmond Park, District Six, Claremont, Welcome Estate, Crawford, Protea Village, Tramway Park, Dido Valley, Constantia, Macassar and Emavundleni. The next step in the restitution process is to develop these restored land parcels. However, this can be a challenging and lengthy process, given stakeholders' varying requirements and desires. The City is therefore working closely with the Land Claims Commission in this regard. Good progress is nevertheless being made 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' time.

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 these factors are now properly taken into account in future human settlements planning, many existing structures and communities are still under threat. Informal settlements located below river flood lines 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 in future. 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, poverty and inadequate maintenance due to neglect and affordability issues. The effects of climate change will exacerbate these stressors, and the housing sector will become even more vulnerable. 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 as well as 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 effects of climate change on physical housing structures have been identified as:

- increased energy consumption (and costs);
- increased carbon emissions;
- human health effects of rising temperatures and windblown particles;



The Belhar social housing project is currently under construction and should be completed by December 2016.

- 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 risk due to extended dry spells and higher temperatures.

The City is well aware of these risks and impacts, and undertakes all human settlements actions with due consideration of their environmental and social sustainability implications, as this plan also indicates. The Directorate is also committed to aligning its activities with the City's Climate Change Adaptation Plan of Action, in response to which a number of initiatives have already been instituted. Most of these 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 so as to maximise the number of houses with north-facing aspects, thereby ensuring maximum sun in winter and natural cross-ventilation by the prevailing southeaster 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, as purchasing and implementation costs are often high.



Partnering for improvement

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Developing and maintaining good working relations among its tenants, community leaders, politicians and staff is a priority for the City.

The increasing housing challenges of a rapidly growing city such as Cape Town cannot be met by an administration that operates in isolation. The City and the Directorate recognise the importance of close collaboration and partnerships with various 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 relations 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 in City-owned rental housing estates. These are intended to encourage a sense of ownership in tenants and empower them to take greater responsibility for addressing issues that affect their living environments and maintenance of their properties.

By engaging ward councillors and other politicians, the City also managed to establish 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 in establishing a dedicated 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, 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. Through a partnership agreement with selected social housing institutions, the City

provides them with support and assistance – specifically with regard to access to institutional housing subsidies and suitable land – to facilitate specific social housing developments.

In 2014, the Social Housing Regulatory Authority (SHRA) named the City of Cape Town's social housing steering committee and programme the best in the country. In addition, the Steenberg social housing project won its category at the 2015 Western Cape Govan Mbeki awards.

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

Table 1.6: Social housing projects

Project	Number of units	Social housing partner
Steenberg social housing project in Military Road, Steenberg	700 units	Sohco Property Investments
Drommedaris social housing projects in Brooklyn	219 units	Communicare
Bothasig social housing project in Bothasig	120 units	Communicare
Scottsdene social housing project in Scottsdene	500 units (currently under construction)	Madulammoho Housing Association
Belhar social housing project in Belhar	629 units (to be completed by December 2016)	Madulammoho Housing Association
The Block, Glenhaven (Bellville)	416 units (construction to start before June 2016)	Urban Status

In addition, more than 5 000 City social housing units are in the planning stage.

Informal settlements partnerships

The City has signed a memorandum of agreement with the Informal Settlements Network (ISN) and the Community Organisations Resource Centre (CORC) that specifically assists with community interaction and mobilisation to enable the enumeration and mapping of structures, the profiling of the community and the design of re-blocking and UISP projects.

This partnership, in addition to partnerships with the Violence Prevention through Urban Upgrading (VPUU) programme, the National Planning Commission (NPC), the Development Action Group (DAG), the Isandla Institute and Ikhayalami, endeavours to improve the circumstances of those living in informal settlements and backyards.

Partnerships with the private sector

Although the Directorate has fostered some good relationships with the private sector, there remains much room for improvement. The Integrated Human Settlements Framework (IHSF) represents a step toward fostering stronger ties with the private sector, leveraging these relationships to achieve the Directorate's goals.

A good example of a public-private partnership is the Garden Cities housing development in Fisantekraal, Durbanville, which is governed by a tri-party agreement between the City, Province's Department of Human Settlements and the non-profit company Garden Cities, with each party having a distinct role to play to ensure the project's success. The City acts as funding source, Province deals with the beneficiary

subsidy approvals, while Garden Cities serves as the developer. The housing project will result in a mixed-use development with various housing typologies, ranging from BNG housing, FLISP housing and affordable bonded houses. It will be implemented over the next eight to ten years. Construction of phase 1 (868 housing opportunities) is currently under way, and 24 houses have been completed thus far.

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



The Scottsdene social housing project in Scottsdene offers affordable rental housing for a targeted income group earning between R1 500 and R7 500 per month.



Additional strategic initiatives

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The housing database is mainly used to ensure the fair and transparent allocation of vacant rental housing units managed by the City and of housing in terms of the state's BNG programme.

Ensuring title

Creating property owners through title transfers

An initiative to sell City rental stock to tenants is currently under way that primarily focuses on approximately 12 377 rental units 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, transfer cost, rental and services arrears. The City will settle the balance of the transfer cost up to a maximum of R500, as well as any outstanding rental or service arrears, for those qualifying tenants with a maximum joint income of R7 000 per month. The reviewed Allocation Policy now also allows for the rightsizing 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. 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 with the transfer of title deeds to the original beneficiaries or the persons in occupation of 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 in terms

of which the existing deeds of sale applicable to beneficiaries who no longer occupy the site-and-service properties may be cancelled, and the current occupants can be screened for possible transfer. A number of sites in Nyanga are still registered to Province, and negotiations to transfer them are under way.

Title to land

South Africa's National Housing Policy is based on freehold tenure. This means that beneficiaries of state support receive 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. As a result, many beneficiaries still have not received title to their land. A three-pronged process is now under way to remedy the situation in Cape Town: Firstly, historical housing projects that have been completed in terms of construction, but were not properly registered at the deeds office, are being finalised retrospectively. Secondly, the registration process for current housing projects is being streamlined to ensure that title is issued as part of the project roll-out. In the third instance, the City's Property and Rental Transfers Department is driving a separate process in respect of Council stock that is being transferred to homebuyers.

An investigation into the legacy projects revealed the following major reasons for the historic failure to issue title deeds:

- Township establishment applications have not been concluded yet.
- The general plan remains unapproved.
- Township registers remain unopened.
- Sale agreements remain unsigned by beneficiaries.



The City has transferred more than 14 500 title deeds in a span of approximately three years.

- Beneficiaries have not been traceable.
- Beneficiaries have not repaid their loans.
- Land zoning issues (especially in Khayelitsha, which remains subject to the Black Communities Development Act 4 of 1984)

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. Solving this is complex, as it involves the City, the relevant attorneys, the former developers, the state attorney as well as Province. 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 had been transferred to previously disadvantaged beneficiaries since 2012. This has been the result of a massive effort by the Directorate to clear backlogs pertaining to historic title deeds, some dating back as far as 30 years.

Table 1.7: Title Deeds Historical Project Progress Summary until end of December 2015

Item	Total number
Original outstanding transfers identified	25 202
Total transfers corrected to date	14 592
Total transfers outstanding	9 723

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 beneficiaries' 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 the training material are being developed, including a number of environmental sustainability topics, such as waste disposal, recycling, energy saving, water and climate change, practical water-saving tips 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 and represents an amalgamation of approximately 15 housing waiting lists from the former municipalities that now all form part of the metropolitan area. This integrated housing database system is housed on a central server, which means that authorised officials can access it from any of the City's housing offices via the intranet.

The database has recently undergone a major upgrade to align it with recommendations from various audits as well as with the requirements of the revised allocations policy. The purpose of the housing database is to provide an accessible account of all beneficiaries of the City's various housing programmes through a single, centrally managed list. The housing database is mainly used to ensure the fair and transparent allocation of vacant rental housing units managed by the City and of housing in terms of the state's BNG programme. Province's Department of Human Settlements has also used the database to source a portion of its beneficiaries for the N2 Gateway housing project as well as for the allocation of their rental units to beneficiaries in the city.



The City's integrated housing database system is housed on a central server, which means that authorised officials can access it from any of the City's housing offices via the intranet.





As at 22 December 2015, a total of 303 953 applicants had registered their need for housing and were still awaiting housing opportunities. The City conducts ongoing awareness campaigns to encourage applicants to update their information on the database. These campaigns 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 2015. 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. This has also seen a monthly growth in the number of registrations.

Housing debt management initiatives

Acknowledging the dire socio-economic conditions in which certain groups of society find themselves, and as a means of providing a short-term financial intervention, the City offers an indigent grant for tenants of 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 firmly and fairly in respect of those debtors who are indeed able yet unwilling to pay their rent.

The indigent grant is valid for 12 months, and tenants with a monthly household income of less than R3 200 may apply. Indigent rental is calculated as follows:

Table 1.8: Calculation of indigent rental

Monthly income	Percentage of income payable	Additional amount as per arrears arrangement
R0 – R1 500	5% with a minimum of R10 per month	R10
R1 501 – R2 800	8%	R15
R2 801 – R3 200	10%	R25

As part of its debt collection initiative, the City also operates the following incentives to encourage payment.

Table 1.9: Additional incentives to encourage payment by housing beneficiaries

Incentive	Description
Reasonable and affordable rents	Average of R450 per month
Grants to assist the vulnerable	All debt relating to the property will be written back, including rates, services and sundry debt, though excluding capital debt of homeownership, up to the date on which indigent status is granted. This 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 on the housing rental and loan arrears balance as at 30 June 2013. Debtors must visit their local housing office and make arrangements to pay arrears in monthly instalments. 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, and to both selling and rental debtors.
Debt rescheduling arrangements	These are available to those who cannot settle their debt in full. A debt rescheduling arrangement requires the payment of the current monthly charges, plus a mutually agreed amount towards the arrears each month.
Door-to-door collections	Available across Cape Town for all City rental and selling-scheme properties
Housing incentive scheme	A monthly draw open to tenants who pay their monthly charges for three consecutive months, as well as those with indigent grants and other valid arrangements. The idea 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. Six R1 000 Shoprite vouchers (four for rental and two for selling-scheme customers) can be won each month.

Accreditation and national housing programmes

The National Housing Programmes and Accreditation Management Branch was originally

established to ensure that the City delivers on its accreditation mandate. Subsequently, the City also became a recipient of the USDG, which is received directly from the National Department



The City offers an indigent grant for tenants of its public rental units as part of its comprehensive debt management policy package.

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 as well as the HSDG, which relates to the City’s accreditation mandate – the administration of the USDG (project registration and approval) 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 Province’s Department of Human Settlements have signed an implementation protocol and finalised the deed of delegations that formally transferred the authority for project approval under the HSDG to the City. The aforementioned protocol was reviewed during the past year, and a new agreement was concluded in September 2015. 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 USDG project assessment and approval as well as the related delegations to the Executive Director: Human Settlements, and subsequently also approved the inclusion of HSDG projects in this process and delegations.

This process was enhanced during 2014 with the establishment of the Grants Project Review Committee, which reviewed projects with the aim of ensuring alignment with the

City’s priorities and strategies. During 2015, an interim process was devised to provide for the prioritisation of projects to be allocated funding. This process is managed by the Capital Project Monitoring Support Unit and feeds into a budget steering committee, which ultimately prioritises projects for budget allocation.

Recommended projects are considered by the internal Administrative Review Committee: Projects and are 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 that are not directly linked to the above deliverables are still considered and measured against the USDG policy and the 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 contained in the National Housing Code.

Apart from the administration of USDG and HSDG projects, the National Housing Programmes and Accreditation Management Branch focuses on ensuring compliance with all conditions of level-1 and level-2 accreditation, as well as with those responsibilities devolved through assignment. It was decided at a national level to follow the route of executive assignment instead of level-3 accreditation

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



The mosaic mural at the Sea Views CRU development in Hangberg was created by local labour as part of the City's job creation initiative through the Expanded Public Works Programme.

through the Housing Act. The approach to assignment was revised nationally in the 2014/15 financial year, with a new focus on the implementation of megaprojects and catalytic projects. An enhanced assessment tool has also been devised to test municipalities' readiness 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 above, the City has also gained access to the housing subsidy system (HSS) and has started to fulfil 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 the National Housing Programmes and Accreditation Management Branch largely relies on strong partnerships with internal line departments as well as with Province 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.

Linked 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 their new mandate relating to the functions delegated to them.

Although accreditation and assignment does not mean more funding for human settlements delivery – and therefore, will not result in more houses being built within any given fiscal year – it does afford the City full control over the budget allocated to it, as well as over the administration of projects. The result is more effective prioritisation, greater efficiencies in the administration and more streamlined project and subsidy approvals.

Job creation through the Expanded Public Works Programme (EPWP)

The Directorate helps the City 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, the economic empowerment of beneficiary communities can be strongly supported by introducing contractor development programmes for large, multi-year projects and programmes, and facilitating access

to project-specific incidental opportunities. As a result, the Directorate endeavours to create job opportunities by, for example, giving bush-clearing contracts to local contractors and community members in specific areas.

The Directorate has also formed partnerships with various training colleges to provide skills improvement and training to staff, particularly in scarce-skills areas, 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 that targets are achieved, 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, guidelines and standard operating procedures are developed as needed. The Directorate has reviewed its Allocation Policy: Housing Opportunities and developed a new policy on the establishment of CRU committees. Council approved both on 25 March 2015, for immediate implementation.

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.

Quarterly reports on performance against predetermined targets are also submitted. Systems are in place to verify this information 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 increasingly complex and interdependent environment 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 has turned to project portfolio management (PPM) to improve the

effective and efficient delivery of capital project portfolios.

The implementation of PPM is an innovative first in local government in South Africa. PPM is a holistic, multi-disciplinary 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, which makes it possible to effectively allocate resources to projects, thereby improving delivery. It provides management with reliable information to support decision-making and ensure operational transparency. 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 and Technology as well as other departments, and included a high-level analysis of current processes and the development of conceptual models. Based on this, 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 with strategy and objectives.

How PPM will benefit the City

The vision is to successfully implement standard PPM practices, processes and supporting technology in 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;
- a shift in focus from budgeting to planning capital projects over a longer term;
- support for the alignment of projects with strategy and objectives;
- an improvement in the successful delivery and tracking of capital projects; and
- enhanced availability of project information and standardised reporting.

The Directorate has been chosen to pilot this initiative.



Directorate structure and functions

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Council approved the Integrated Human Settlements Framework in 2014, which then became the new strategy for the City. In order to realise the intentions of this strategy, there was a need to restructure the Directorate to ensure that it is aligned with the City's strategic framework. The new strategy and structure being phased in will encourage the transversal management of integrated human settlements in the City. A brief summary of each of the departments, branches and business units in the new directorate structure is provided below.

Shared Services, Monitoring and Support Department

a) Land Forward Planning and Coordination Branch

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
- the identification and acquisition of brown-buildings (old buildings, or buildings previously used for other purposes) to be redeveloped for mixed use.

b) Policy, Research, Integration and Compliance Branch

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.

c) National Housing Programmes and Accreditation Management Branch

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.

d) Human Settlements Communication and Customer Services Branch

This branch is responsible for:

- managing the administration and implementation of specific existing settlements 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 tenant committees and customer relations improvement education campaigns.

e) Strategic Support Services and Administration Branch

This branch is responsible for:

- overseeing the management of all logistics and asset administration functions;
- overseeing the management of an effective general administrative function;
- overseeing the management of a professional human resource management function;
- overseeing the management of an inter-service liaison function to and from the executive director's office;
- overseeing the management of risk management initiatives of the Directorate;
- coordinating the provision of a secretarial support services across the entire Directorate; and
- coordinating internal, forensic and general audit processes within the Directorate.

New Market Development Department

New Market Development Programmes and Projects Branch

This branch is responsible for:

- managing the identification and planning (design) of projects and community facilities/amenities for integrated human settlements;
- managing the facilitation, coordination, implementation and monitoring of, and the reporting on, projects and community facilities/amenities for integrated human settlements;

- managing the development of new CRUs and hostels (including conversions);
- managing the development, maintenance (forging) and facilitation of partnerships with private-sector developers for integrated housing delivery; and
- managing the development of PHP projects.

Technical Services, Rental Housing and Land Reform Programmes Branch

This branch is responsible for:

- managing and controlling the provision of a professional and specialist architectural service in the Directorate and the rest of the City for integrated human settlements, the capital building-work programme and projects;
- managing and controlling the provision of a professional and specialist quantity surveying service in the Directorate and the rest of the City for integrated human settlements, the capital building-work programme and projects;
- managing major upgrades to existing/new CRUs/rental units/hostels;
- managing the development and implementation of long-term asset management plan(s) for CRUs/rental units;
- coordinating the implementation of the BEPP in line with national guidelines and the Integrated Human Settlements (Five-Year) Plan;
- monitoring the implementation of the USDG/HSDG projects across the city;
- human settlements infrastructure coordination;

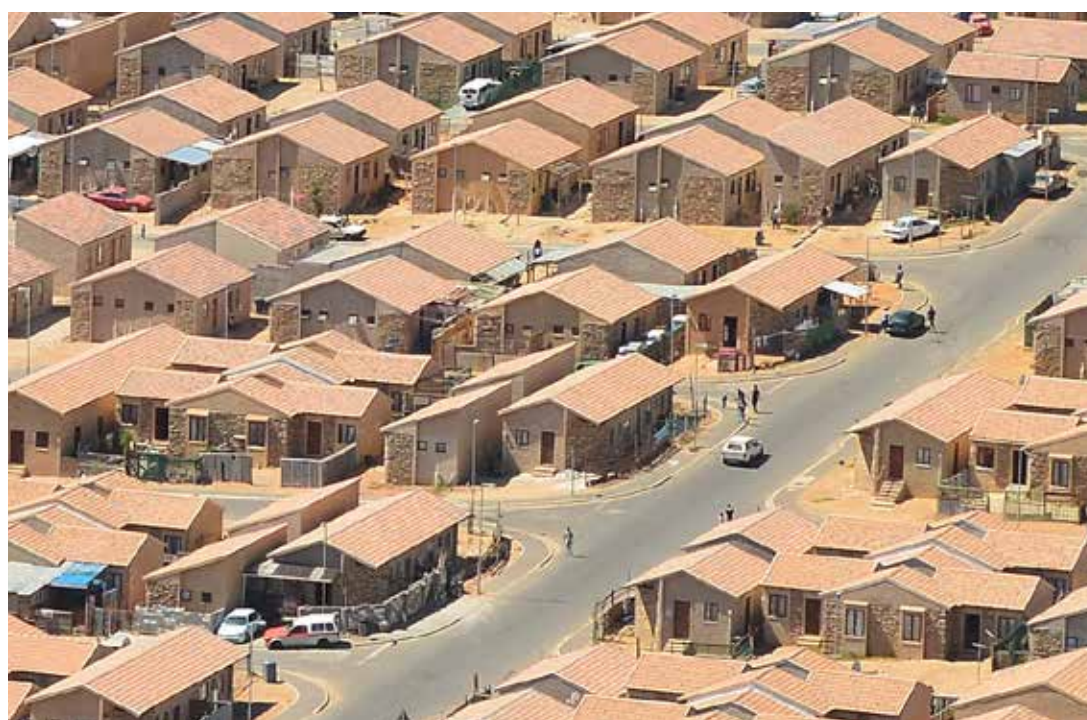
- managing and coordinating implementation and upgrades of bulk services to ensure that housing projects are not impeded;
- managing and coordinating the implementation of the City's land restitution and reform programme and related business processes;
- managing the facilitation and implementation of social and gap housing programmes/projects/opportunities;
- developing the City's gap and social housing strategies;
- managing and monitoring partnership agreements with social housing and gap housing partners;
- coordinating and managing the hostels transformation programme (CRUs); and
- coordinating and managing housing cooperatives.

Informal Markets Department

Service Delivery Implementation, Coordination and Compliance Branch (Informal Settlements and Backyarders)

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;



The Ocean View housing project was selected as a World Design Capital 2014 project. Table Mountain sandstone excavated from the site was used to build affordable, resource-efficient and comfortable homes for qualifying beneficiaries.



- 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 the 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 Branch

In 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;
- improving the Directorate's project management maturity by supporting the training and development of project implementation resources within the Directorate in line with corporate initiatives, and ensuring compliance with legislative and policy requirements, including:
 - project management governance and compliance;
 - training and development of project managers; and
 - 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 Branch

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 decrease abnormal spatial densities;
- managing and coordinating informal settlements or backyarder demographic profiling;
- the strategic planning and management of disaster relief and management initiatives;
- managing 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.

Property and Rental Transfers Department

Tenancy and Homeownership Management Branch

This branch is responsible for:

- managing and administering rental units and coordinating homeownership units and special operations or programmes;
- managing reactive maintenance of existing rental units and hostels; and
- managing current special leases and properties until handover to relevant City directorates.

Housing Finance and Leases Department

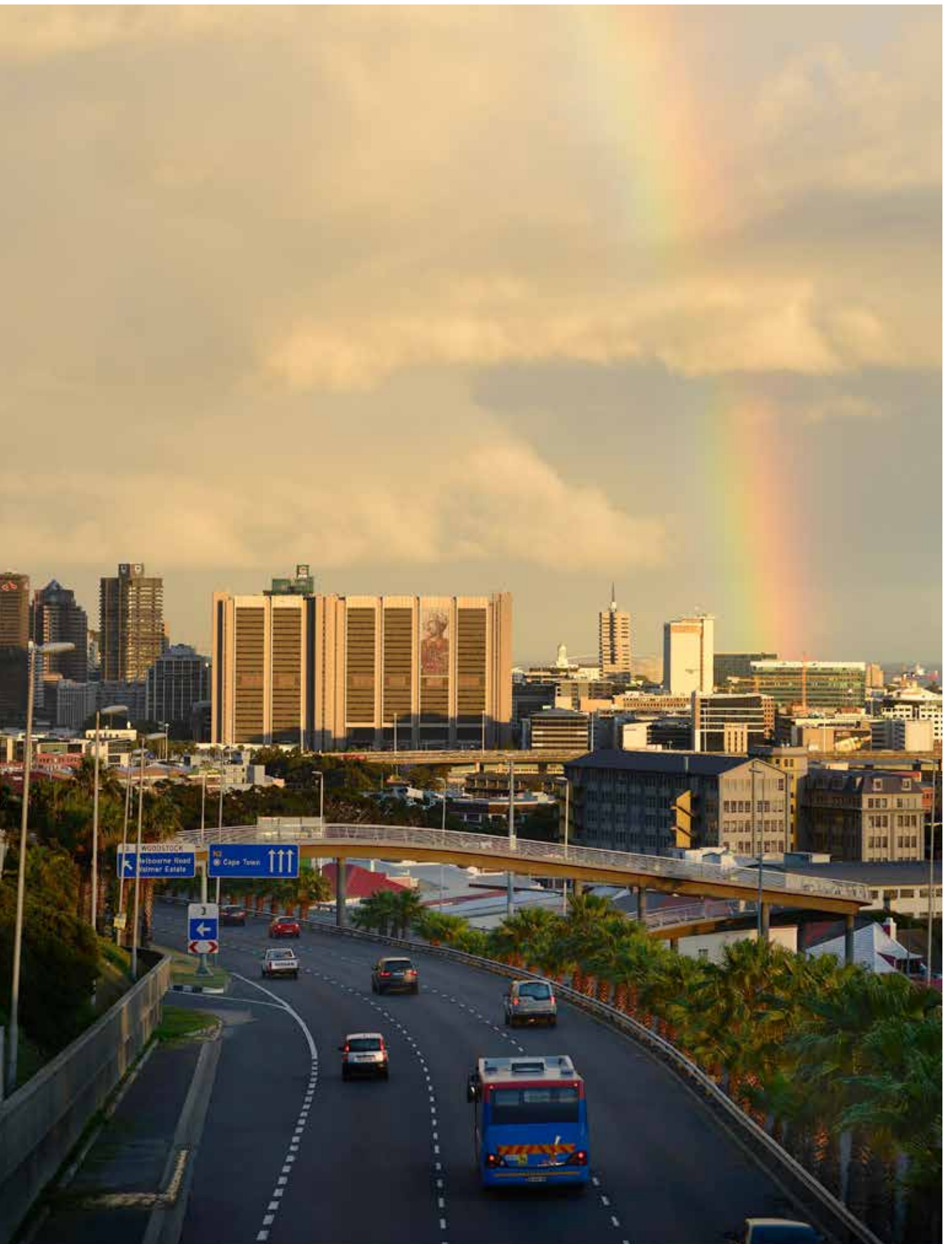
This department now reports to the corporate Finance Directorate, but continues to play an integral role in providing finance and budget support to the Human Settlements Directorate.





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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 Constitution of the Republic of South Africa, 1996

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 to be:

- 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; and
- 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
- The National Environmental Management Amendment Act, 62 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 are in line 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 National 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 Province's 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 is in line with other aspects of the overall provincial housing plans through:

- scaling up the provision and implementation of a serviced-site/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 Directorate, potentially partnering with private-sector or social housing institutions.

As this provincial objective is being reviewed, 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 inform a new, innovative, long-term integrated human settlements plan for the City.

The Directorate's strategic focus is encapsulated in the Integrated Human Settlements Framework (IHSF) - a collaborative initiative between the City and the Western Cape Government - adopted by Council on 26 February 2014. The IHSF introduces key shifts required for the City to meet its human settlements challenges, including a delivery emphasis away from providing formal give-away houses to providing access to well-located land; good quality municipal services; improving the public environment; supporting households to build their own houses; the recognition, full incorporation, and progressive upgrading of informal settlements; recognising the significant opportunity that household densification offers; and embracing an integrated transversal approach to service delivery. Critical is an understanding that human settlement provision and enablement

should be a concern of all City services and that non-municipal delivery capacity need to be mobilised actively.

Eight programmes form the core of the IHSF:

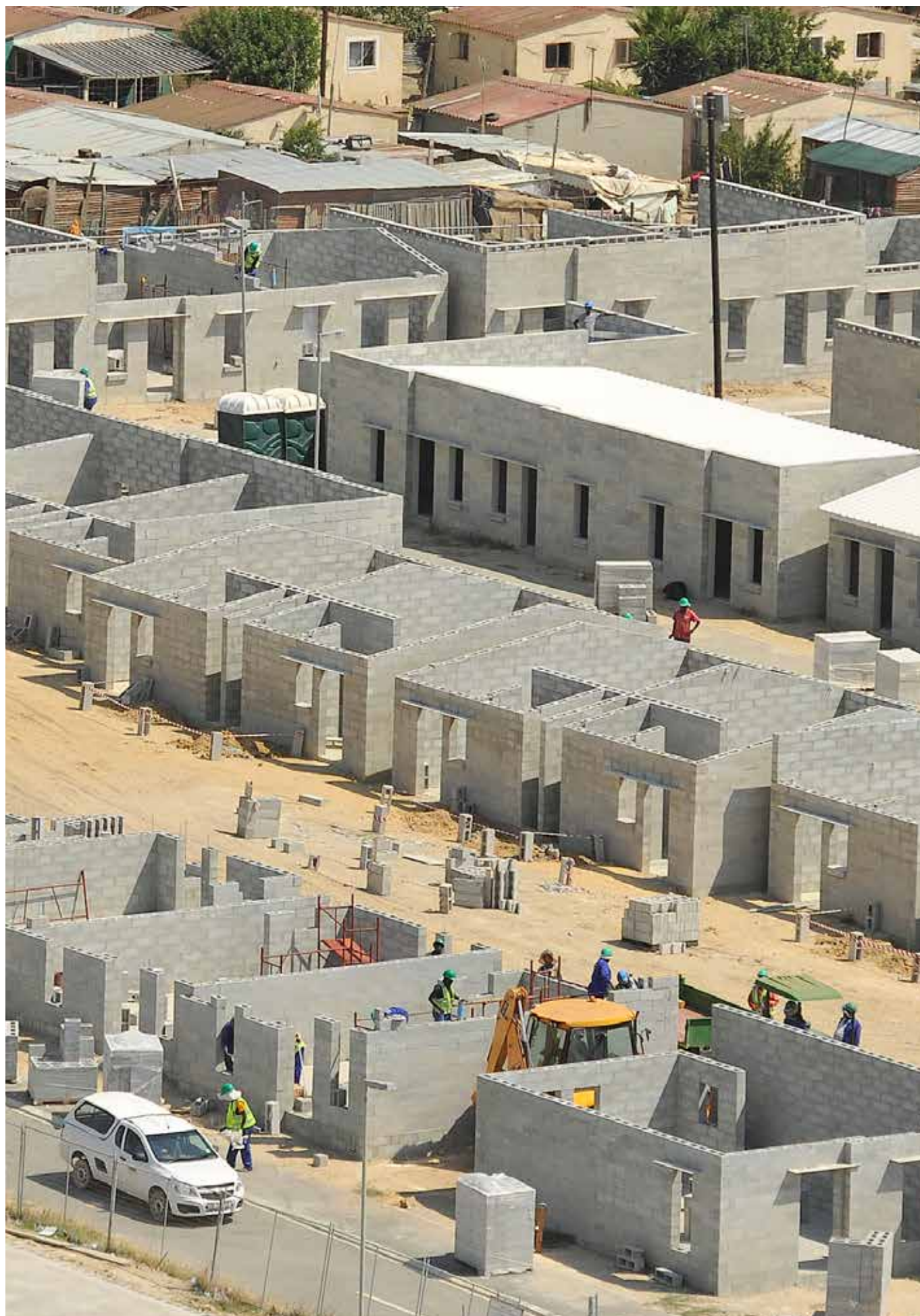
1. Upgrading of informal settlements
2. Encouraging and supporting backyard dwellings
3. Encouraging and supporting household densification
4. New areas for housing development
5. Supporting higher density development in transport corridors and priority nodes
6. Enabling low income households to participate more effectively in the housing market
7. Broad communication focused on promoting the new strategic approach and adjusting the expectations of stakeholders
8. A longer-term, focused approach to reducing City ownership of CRUs

The implementation plan breaks down each of the eight programmes into discrete projects

- Projects/programmes which fall clearly into the functional responsibility of a directorate are led by the relevant directorate
- Projects that do not fall clearly into the functional responsibility of a single directorate, and which require intensive cross-directorate work, are coordinated by the Sustainable Communities Work Stream
- Directorate are responsible for developing the content, planning, timeframes, required resources and detailed implementation of each project for which they are responsible
- The Steering Committee, with the support of the SPU and CPMS, assist with maintaining focus on required outcomes of the implementation plan
- IHSF implementation plan is a live document, undergoing changes and adjustments where necessary to achieve the ultimate objectives

The Steering Committee is:

- responsible for overarching coordination;
- chaired by City Manager;
- comprised of the EDs of relevant directorates, including Human Settlements, EESP, CorC, Utility Services, TCT, Finance;
- supported by the Strategic Policy Unit and Capital Programme Management Support; and
- meets frequently in and provides strategic guidance and updates on work stream implementation.



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Urban Settlements Development Grant (USDG)

As part of its efforts to ensure an appropriate delivery pipeline and flexible funding regimes, the National Department of Human Settlements 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 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 settlements upgrades, and reticulation services for integrated housing developments as well as project packaging.

Housing project services are assessed based on the 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 the table below, which reflects the diversity of infrastructure development projects that have harnessed the available funding through this vital grant. The task of managing the USDG is performed by the City's National Housing Programmes and Accreditation Management Branch and the Grants Project Review Committee, 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 1.10 Projects funded, or to be funded through the USDG

USDG Funding Plan 2015/16 to 2018/19						
Directorate	Department	Projects type	2015/2016 National USDG	2016/2017 National USDG	2017/2018 National USDG	2018/2019 National USDG
Utility Services	Cape Town Electricity	Capital	113 047 795	120 000 000	120 000 000	120 000 000
Utility Services	Water and Sanitation	Capital	408 288 680	395 963 312	549 038 000	655 710 000
City Manager	Trade and Investment	Capital	14 000 000	3 145 312	–	–
Community Services	City Parks	Capital	48 417 380	56 104 213	38 800 000	–
Community Services	Sport, Recreation and Amenities	Capital	21 932 361	9 198 415	20 039 588	–
Community Services	Library and Information Services	Capital	8 950 000	–	–	–
Transport for Cape Town	Asset Management and Maintenance	Capital	339 940 583	214 537 107	190 100 000	299 000 000
City Health	City Health	Capital	4 550 230	13 900 000	29 100 000	30 400 000
Social Development and Early Childhood Development	Service Delivery	Capital	153 000	–	–	–
Human Settlements	New Markets	Capital	93 957 945	218 427 130	176 927 823	133 234 121
Human Settlements	Shared Services, Monitoring and Support	Capital	12 350 000	500 000	500 000	21 000 879
Human Settlements	Property and Rental Transfers	Capital	29 034 505	12 823 170	26 098 388	26 098 388
Human Settlements	Informal Markets	Capital	78 312 778	134 060 012	99 347 236	120 000 000
Safety and Security	Fire and Rescue Services	Capital	2 400 000	12 000 000	11 000 000	–
Safety and Security	Disaster Risk Management	Capital	4 924 395	–	–	–
Safety and Security	Law Enforcement and Security Services	Capital	1 005 493	6 000 000	–	–
Safety and Security	Traffic Services	Capital	3 000 000	–	–	–
Energy, Environmental and Spatial Planning	Spatial Planning and Urban Design	Capital	7 022 000	–	–	–
	CAPITAL		1 191 287 145	1 193 513 359	1 293 813 035	1 362 150 388
Utility Services	Cape Town Electricity (Operating)	Operating	4 000 000	1 000 000	1 000 000	1 000 000
City Manager	Trade and Investment	Operating	–	–	–	–
Human Settlements	Human Settlements (Operating)	Operating	23 374 403	47 936 503	43 347 055	2 316 612
Human Settlements	Human Settlement Prog Support	Operating	5 000 000	6 608 000	–	–
Human Settlements	Province	Operating	148 129 704	59 678 973	25 086 880	–
Energy, Environmental and Spatial Planning	Spatial Planning and Urban Design (Operating)	Operating	8 933 351	4 218 274	2 220 030	–
Human Settlements	Title deeds	Operating	1 000 000	500 000	–	–
Finance (PM)	Contract Management (Land Acquisitions)	Operating	250 000	1 000 000	1 000 000	1 000 000
	VAT Circ 58		173 000 000	109 048 891	173 000 000	173 000 000
	OPERATING		364 187 458	229 990 641	245 653 965	177 316 612
GRAND TOTAL			1 555 474 603	1 423 504 000	1 506 605 000	1 582 760 000

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ANNEXURE 1 – HUMAN SETTLEMENTS PROJECT SCHEDULE

(2016/17 Review)

Human Settlements – possible/future projects

Location	Project	Period	Planned typology	Gross size (ha)	Department
Belhar	Belhar school sites	Next 1–5 years	GAP	18,48	New Markets
Blue Downs	Blueberry Hill, erf 1901	Next 1–5 years	tbd	70	New Markets
Brackenfell	Everite hostels	Next 1–5 years	BNG	16,5	Private Sector
Brackenfell	Scottsville, erf 8287	Next 1–5 years	Social housing	1,7	New Markets
Brooklyn	Brooklyn regeneration	Next 1–5 years	Social housing	1	New Markets
Delft	Symphony Way/ACSA	Next 1–5 years	UISP	Not yet applicable	New Markets
Grassy Park	Grassy Park (buffer strip)	Next 1–5 years	tbd	11,5	New Markets
Gugulethu	Gugulethu hostels	Next 1–5 years*	CRU	na	New Markets
Hanover Park	Hanover Park (infill)	Next 1–5 years	BNG	2,7	New Markets
Kensington	Kensington (infill)	Next 1–5 years	tbd	1,8	New Markets
Khayelitsha	Driftsands	Next 1–5 years*	BNG	24,5	New Markets
Khayelitsha	Harare (infill)	Next 1–5 years	BNG	13,1	New Markets
Khayelitsha	Ilitha Park (infill)	Next 1–5 years	tbc	4,8	New Markets
Khayelitsha	Khayelitsha, erf 28019 and 29155	Next 1–5 years	tbd	4,1	Informal Markets
Khayelitsha	Khayelitsha, erf 28804	Next 1–5 years	tbd	1,6	Informal Markets
Khayelitsha	Mahama (infill) – Khayelitsha	Next 1–5 years*	BNG	22,6	New Markets
Klipheuwel	Cape Farm CA55	Next 1–5 years*	UISP	14	Informal Markets
Kuils River	Nooiensfontein land	Next 1–5 years	Mixed	152	Informal Markets
Langa	Langa TRA	Next 1–5 years	Emergency units	40	Informal Markets
Lwandle	Lwandle hostels	Next 1–5 years*	CRU	na	New Markets
Macassar	Erf 794 and others	Next 1–5 years	mixed	600	New Markets
Milnerton	Potsdam Outspan, CA235–0	Next 1–5 years	tbd	20	Informal Markets
Mitchells Plain	Highlands Drive (infill)	Next 1–5 years*	BNG	14,8	New Markets
Nyanga	Nyanga hostels	Next 1–5 years*	CRU	na	New Markets
Ocean View	Solole, CA951–39	Next 1–5 years	Social housing	5,4	New Markets
Ottery	44 ha site, Ottery	Next 1–5 years	tbd	44	New Markets
Pelican Park	Pelican Park Phase 2	Next 1–5 years	tbd	81	New Markets
Philippi	Philippi Wedge smallholdings	Next 1–5 years*	UISP	9	Informal Markets
Salt River	Salt River market	Next 1–5 years	Social housing	1,4	New Markets
Scottsdene	Brackenfell site	Next 1–5 years	tbd	3,3	New Markets
Somerset West	Vlakteplaas (incl erf 5540)	Next 1–5 years	mixed	145,5	New Markets
Strandfontein	Strandfontein erf 11268, etc	Next 1–5 years	tbc	28,6	New Markets
Strandfontein	Strandfontein erf 21199, etc	Next 1–5 years	tbd	70	New Markets
Strandfontein	Strandfontein Garden Close	Next 1–5 years	tbc	2	New Markets
West Coast	Wolwerivier (160 ha)	Next 1–5 years*	tbd	160	New Markets

Human Settlements – projects in planning stage (professional team has been appointed)

Location	Project	Estimated units	Ward	Subcouncil	Department
Atlantis	Atlantis Kanonkop Phase 2 and 3	1 500	29	1	New Markets
Bonteheuwel	Bonteheuwel infill	407	50, 31	5	New Markets
Delft	Delft Eindhoven (houses)	211	13	5	New Markets
Delft	Delft The Hague Phase 2 (houses)	896	13	5	New Markets
Durbanville	Morningstar depot	160	103	7	New Markets
Elsies River	Elsies River housing development	1 200	25, 26, 28	4, 5	New Markets
Hout Bay	Hangberg CRU Phase 2	71	74	16	New Markets
Hout Bay	Imizamo Yethu Phase 3	696	74	16	New Markets
Khayelitsha	Green Point Phase 3	361	93	10	New Markets
Kommetjie	Masiphumelele – Phase 4	327	69	19	New Markets
Kraaifontein	Darwin Road	4 000	105	7	New Markets
Kraaifontein	Maroela and surrounding properties	2 000	101	7	New Markets
Macassar	Macassar erf 3968	2 469	109	22	New Markets
Maitland	Maitland social housing	306	56	15	New Markets
Mitchells Plain	Beacon Valley infill	1 673	99	10	New Markets
Ocean View	Ocean View infill	397	61	19	New Markets
Ottery	Edward Street: Ottery sustainable development	104	66	18	New Markets
Scottsdene	Scottsdene BNG (Pocket 2)	86	6, 7	2	New Markets
Simon's Town	Dido Valley	600	61	19	New Markets
Sir Lowry's Pass	Sir Lowry's Pass East	367	100	8	New Markets
Somerset West	Somerset West 10 ha	151	15	22	New Markets
Woodstock	Pine Road social housing	180	57	15	New Markets

Human Settlements – projects under construction (contractor has been appointed)

Area	Project	Units	Ward	Subcouncil	Department
Athlone	Hazendal infill (Bokmakierie)	153	49	11	New Markets
Atlantis	Atlantis Kanonkop (Ext. 12) Phase 1	455	29	1	New Markets
Belhar	Belhar Pentech infill	340	12	6	New Markets
Belhar	Belhar social housing	629	12	6	New Markets
Delft	Delft Roosendaal	288	13	5	New Markets
Delft	Delft The Hague Phase 1	1 012	13	5	New Markets
Durbanville	Garden Cities housing project	4 320	105	7	New Markets
Gugulethu/Nyanga	Gugulethu infill (erf 8448/MauMau)	1 071	37, 38	14	New Markets
Heideveld	Heideveld Duinefontein Road	738	44	11	New Markets
Hout Bay	Hangberg CRU Phase 1	71	74	16	New Markets
Khayelitsha	Khayelitsha CBD	358	93	10	New Markets
Kleinvlei	Kleinvlei erf 901	65	17	21	New Markets
Langa	Langa CRU (hostel redevelopment)	463	51, 52, 53	15	New Markets
Manenberg	Manenberg infill: The Downs	587	42, 46	11, 17	New Markets
Mfuleni	Bardale Phase 5 A	741	108	21	New Markets
Nyanga	Nyanga upgrading	2 070	36, 37, 39	14	New Markets
Pelican Park	Pelican Park Phase 1 (BNG)	2 024	67	19	New Markets
Pelican Park	Pelican Park Phase 1 (GAP)	761	67	19	New Markets
Pelican Park	Pelican Park Phase 1 (Open Market)	359	67	19	New Markets
Rusthof, Strand	Morkel's Cottage	562	86	8	New Markets
Scottsdene	Scottsdene CRU Phase 2	196	6, 7	2	New Markets
Scottsdene	Scottsdene social housing Phase 1	500	6 and 7	2	New Markets
Steenberg	Steenberg station Phase 3	100	68	18	New Markets
Valhalla Park	Valhalla Park infill (civils)	777	30	4	New Markets
Various	PHP, citywide	2 369	Various	Various	New Markets

ANNEXURE 1 – HUMAN SETTLEMENTS PROJECT SCHEDULE (CONTINUED)

Human Settlements – projects in planning stage (professional team has been appointed)

Location	Project	Estimated units	Ward	Subcouncil	Department
Athlone	Vygieskraal	250	48	17	Informal Markets
Blue Downs	Aloeridge	Not applicable			Informal Markets
Du Noon	Doornbach	1 780	104	1	Informal Markets
Gugulethu	Phola Park	640	37	14	Informal Markets
Hout Bay	Hangberg	302	74	16	Informal Markets
Khayelitsha	Backstage, erf 36638	Not applicable			Informal Markets
Khayelitsha	Barney Molokwana section (BM)	4 233	91	9	Informal Markets
Khayelitsha	Enkanini	3 389	95	24	Informal Markets
Khayelitsha	False Bay IDA (Greenfields)	250	99	10	Informal Markets
Khayelitsha	Monwabisi Park	6 662	99	10	Informal Markets
Kuils River	Kalkfontein	948	19	21	Informal Markets
Macassar	Deep Freeze, erf 5315	100	109	22	Informal Markets
Mfuleni	Betterlife (Mfuleni Ext 1)	540	16	22	Informal Markets
Milnerton	Freedom Way – Joe Slovo	Not applicable			Informal Markets
Nyanga	Lotus Park	1 631	42	11	Informal Markets
Philippi	BRT Relocation	75	34	18	Informal Markets
Philippi	Monwood	2 700	80	18	Informal Markets
Philippi	Prasa Relocations x6	1 370	Various	Various	Informal Markets
Philippi	Sheffield Road – Braaf	150	35	13	Informal Markets
Philippi	Sweethome (IDA)	261	80	18	Informal Markets
Seawinds	The Heights	2 855	67	19	Informal Markets
Valhalla Park	8ste Laan (upgrading)	540	25	4	Informal Markets
Wallacedene	Wallacedene TRA	1 087	101	7	Informal Markets

Human Settlements – projects under construction (contractor has been appointed)

Area	Project	Units	Ward	Subcouncil	Department
Atlantis	Area work	Backyarder upgrade	Various	Various	Informal Markets
Blaauwberg	Wolwerivier IDA	500	104	1	Informal Markets
Bonteheuwel	Area work	Backyarder upgrade	Various	Various	Informal Markets
Gordon's Bay	Sir Lowry's Pass IDA	177	100	8	Informal Markets
Grassy Park	Area work	Backyarder upgrade	Various	Various	Informal Markets
Gugulethu	Area work	Backyarder upgrade	Various	Various	Informal Markets
Hanover Park	Area work	Backyarder upgrade	Various	Various	Informal Markets
Heideveld	Area work	Backyarder upgrade	Various	Various	Informal Markets
Lavenderhill	Area work	Backyarder upgrade	Various	Various	Informal Markets
Lotus River	Area work	Backyarder upgrade	Various	Various	Informal Markets
Manenberg	Area work	Backyarder upgrade	Various	Various	Informal Markets
Mfuleni	Busasa Extension	1 006	16	22	Informal Markets
Mitchells Plain	Area work	Backyarder upgrade	Various	Various	Informal Markets
Nyanga	Thambo Square	180	41	14	Informal Markets
Ocean View	Area work	Backyarder upgrade	Various	Various	Informal Markets
Parkwood	Area work	Backyarder upgrade	Various	Various	Informal Markets
Philippi	Sweethome (earthworks)	Earthworks	80	18	Informal Markets
Philippi	Sweethomes IDA	20	80	18	Informal Markets
Philippi	Thabo Mbeki (earthworks)	Flood mitigation	35	13	Informal Markets
Ravensmead	Sweet Lips	38	28	4	Informal Markets
Ravensmead	Sweet Lips (earthworks)	Earthworks	28	4	Informal Markets
Scottsdene	Area work	Backyarder upgrade	Various	Various	Informal Markets
Uitsig	Area work	Backyarder upgrade	Various	Various	Informal Markets
Valhalla Park	8ste Laan (earthworks)	Earthworks	25	4	Informal Markets
Valhalla Park	Area work	Backyarder upgrade	Various	Various	Informal Markets

Human Settlements – provincial projects

Area	Project	Units	Ward	Subcouncil	Western Cape Government
Bluedowns	Forest Village (5268)	5 268	17	21	Provincial Government
Bluedowns	Blue Downs Veterans	200	14	21	Provincial Government
Delft	Delft 7 (518)	518	13	5	Provincial Government
Delft	Delft Symphony 3 and 5 A	1 426	13	5	Provincial Government
Delft	Delft Symphony 3 and 5 B	485	13	5	Provincial Government
Delft	Delft infill	389	13	5	Provincial Government
Eerste River	Our Pride CTCHC sites	41	16	22	Provincial Government
Eerste River	Nuwe Begin Fountainhead FLISP	250	16	22	Provincial Government
Kuils River	Penhill	Not applicable	14	21	Provincial Government
Langa	Joe Slovo (2886)	2 886	52	15	Provincial Government
Philippi	Boy's Town (1367)	1 367	80	18	Provincial Government
Philippi	Sheffield Road Philippi (500)	500	35	13	Provincial Government

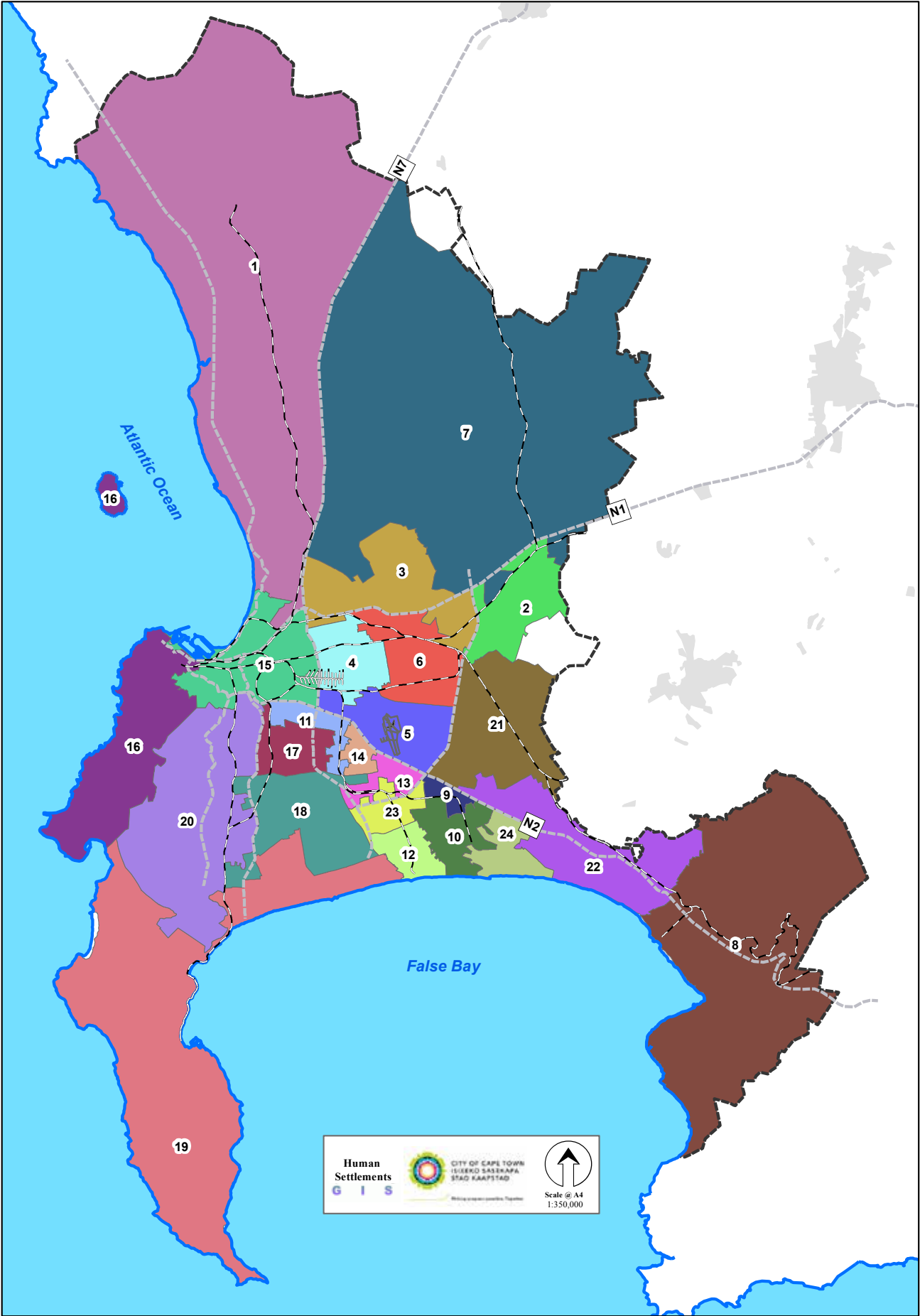
Human Settlements – projects in planning stage (professional team has been appointed)

Location	Project	Estimated units	Ward	Subcouncil	Private Sector Development
Glenhaven	Glenhaven social housing	416	9	6	Private Sector
Salt River	Foundary Road, Salt River SH	200	57	15	Private Sector
Weltevreden Valley	Ruo Emoh	Next 1–5 years*	BNG	2	Private Sector

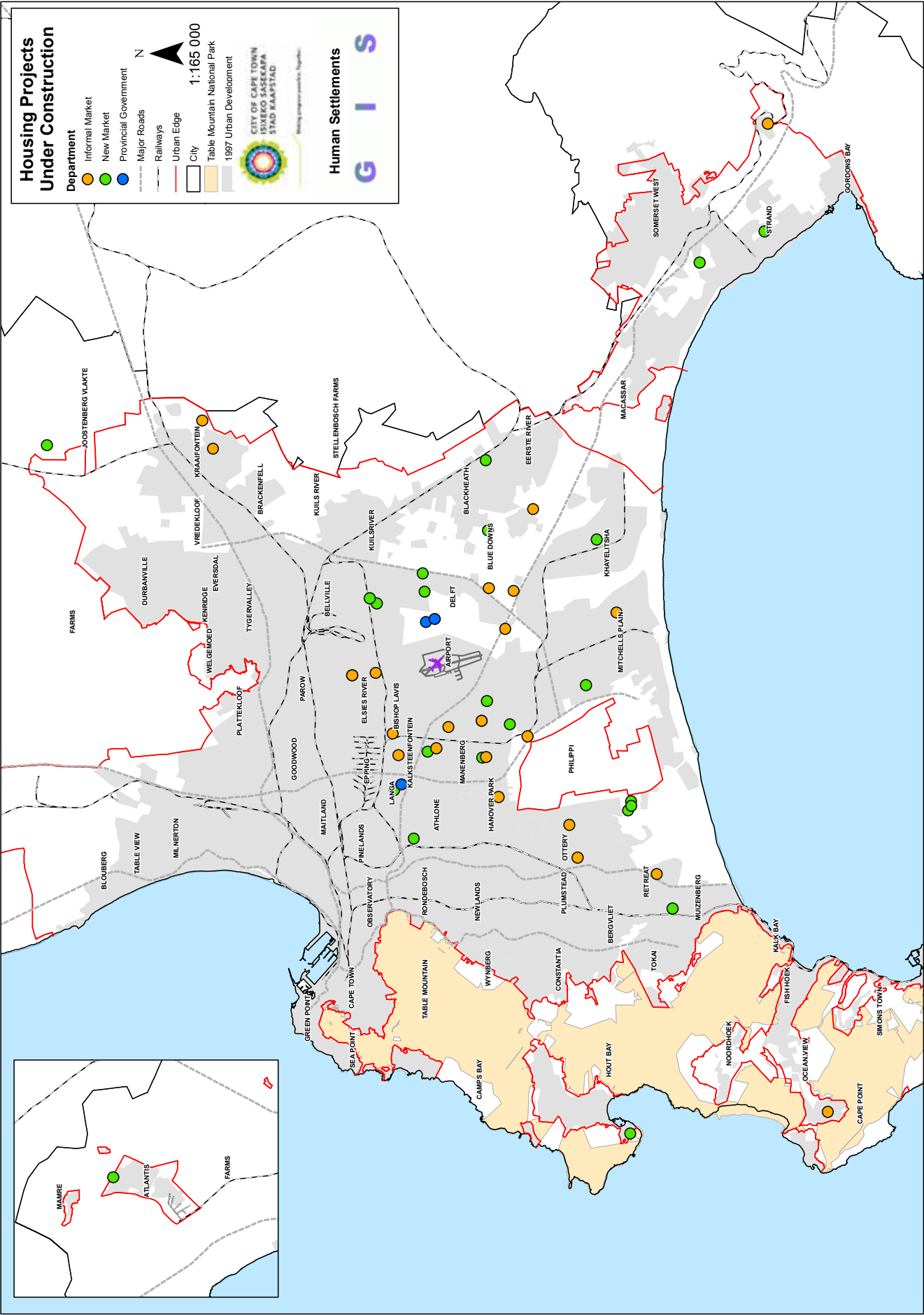
Human Settlements – projects in planning stage (professional team has been appointed)

Location	Project	Estimated units	Ward	Subcouncil	Department
Athlone	Kewtown	tbd	49	11	Spatial Planning
Atlantis	Atlantis infill sites	tbd	29, 32	1	Spatial Planning
Mitchells Plain	Kapteinsklip	tbd	81	12	Spatial Planning
Ottery	Enslin Road Ottery	tbd	63	18	Spatial Planning

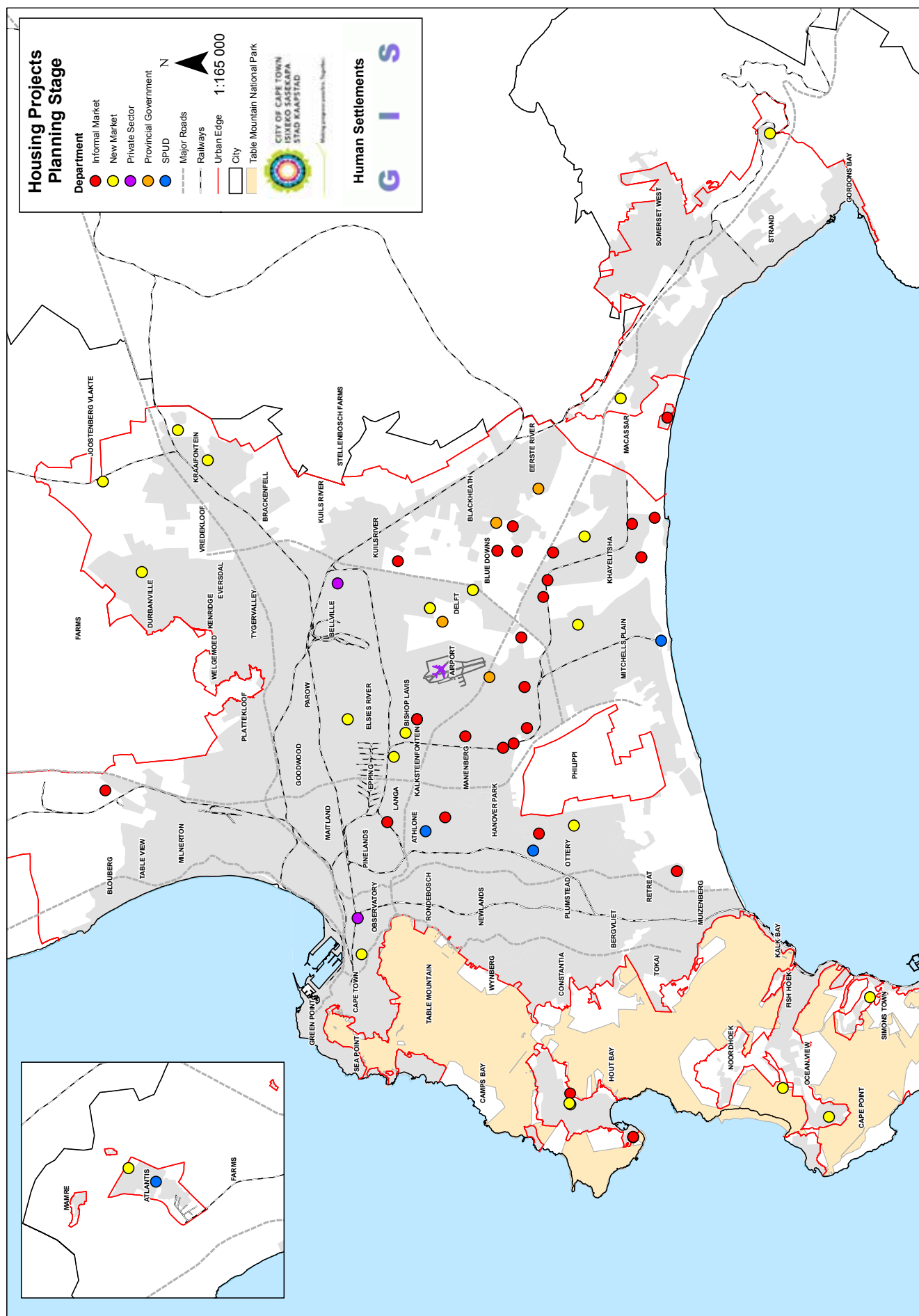
ANNEXURE 2: MAP OF SUBCOUNCIL BOUNDARIES



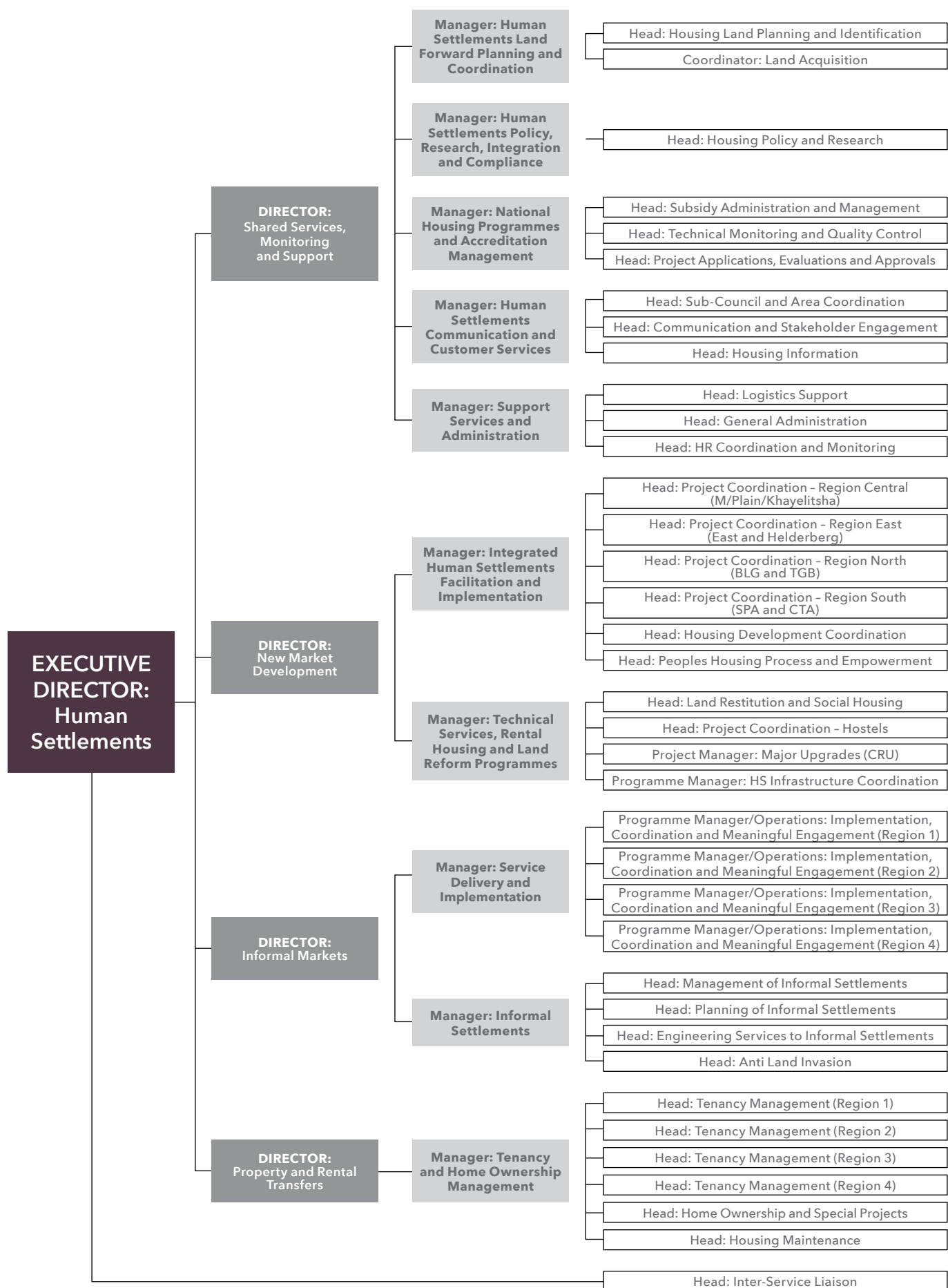
ANNEXURE 3: MAP OF HOUSING PROJECTS UNDER CONSTRUCTION



ANNEXURE 4: MAP OF HOUSING PROJECTS IN PLANNING STAGE



ANNEXURE 5: MANAGERIAL STRUCTURE FOR THE HUMAN SETTLEMENTS DIRECTORATE



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ANNEXURE 6: INTERVENTION CATEGORIES, DEFINITIONS AND NATIONAL HOUSING SUBSIDY INSTRUMENTS

Intervention category	Definition	National housing subsidy (available for Cape Town residents)
1. Financial	Programmes that facilitate immediate access to housing goods (top structures, rental stock) and services, thereby creating enabling environments and providing implementation support.	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).
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

Programme	Description	Additional comments
Subsidy BNG 40 m ² house	Provides a minimum of a 40 m ² 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.	Beneficiaries must be on the City's database and meet the requirements as prescribed in the National Housing Code.
Consolidation housing programme	Facilitates improvements to a unit where people already own a serviced stand.	Access to a subsidy for top structure only, currently R55 706.
PHP	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).	Beneficiaries must comply with prescribed policy criteria.
Emergency housing programme	Temporary assistance to victims of housing-related disasters (such as fire and flood damage), including the provision of TRAs.	Provides funding for minimum services and shelter.
UISP	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).	Participants less restricted than beneficiaries who qualify for individual subsidy. Aimed at permanent areas for upgrades.

Programme	Description	Additional comments
Social housing programme	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.	City has an agreement with various partners.
Institutional housing subsidy programme	This mechanism targets housing institutions that provide tenure alternatives to immediate ownership.	Rent, with option to purchase after a certain period.
CRUs	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.)	
Enhanced extended discount benefit scheme (EEDBS)	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.	
Gap (affordable) housing	This caters for families earning between R3 500 and R15 000 per month.	Implemented by private developers and bought by homeowners.
Financed-linked individual subsidy programme (FLISP)	Beneficiaries earning from R3 501 to R7 000 per month qualify for a subsidy determined by an incremental band.	
Phasing-out programme	This involves phasing-out of housing subsidies, and normalising the housing environment in respect of the housing stock created under the previous housing dispensation.	Existing tenants in rental stock qualify for this programme.

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	Corporate Services and Compliance
CORC	Community Organisation Resource Centre
CPMS	Capital Programme Monitoring Support
CRU	community residential unit
CTCHC	Cape Town Community Housing Company
DORA	Division of Revenue Act
EEDBS	enhanced extended discount benefit scheme
EESP	Energy, Environmental and Spatial Planning
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
NHBRC	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
SPU	Strategic Policy Unit
Stats SA	Statistics South Africa
TCT	Transport for Cape Town
TRA	temporary relocation area
UISP	Upgrading of Informal Settlements Programme
USDG	Urban Settlements Development Grant

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