

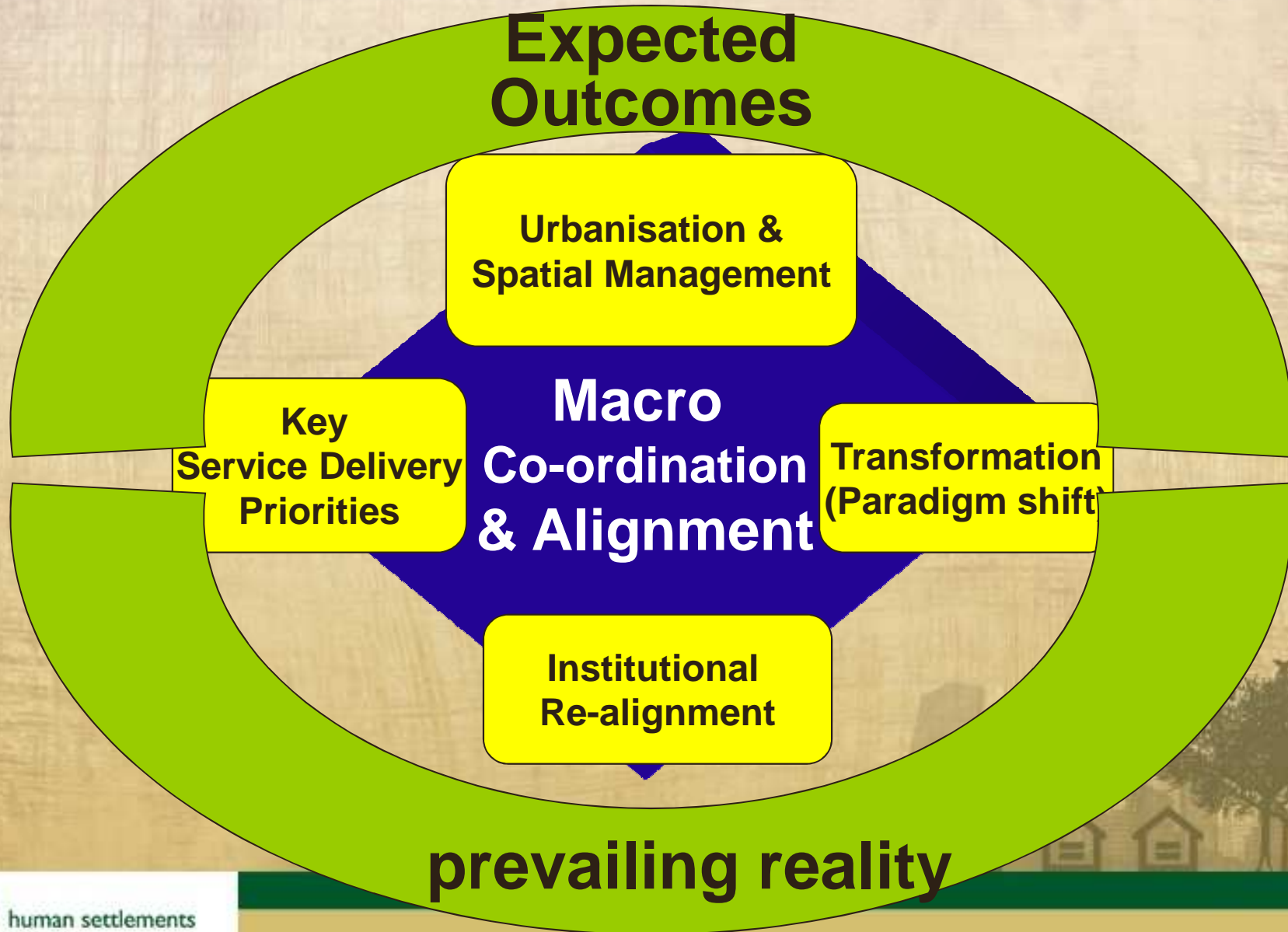
Department of Human Settlements

Sector Strategy: 2009-2014

An overview of the Human Settlements Strategy “Pillars”

Portfolio Committee on Human Settlements
02 December 2009

Key Elements (Pillars) of our Strategy



Pillars/ elements of the Human Settlements Development Strategy

Element 1: Statement of Outcomes (expectations)

- » Prevailing reality
- » Mandate (manifesto/ SoNA/ Budget Speech)
- » Sustainability considerations (today's choices for a better future)

Element 2: Macro Co-ordination & Alignment

Element 3: Urbanization & Spatial Management

Element 4: Key priorities

- » Residential Property development Governance (2009/10)
- » Shelter development: (2009 – 2014) – “Core mandate period”
- » Long term (2009 – 2025)

Element 5: Transformation: Paradigm shift

Element 6: Institutional Re-alignment for Implementation

STRATEGY PILLAR 1: Expected Outcomes

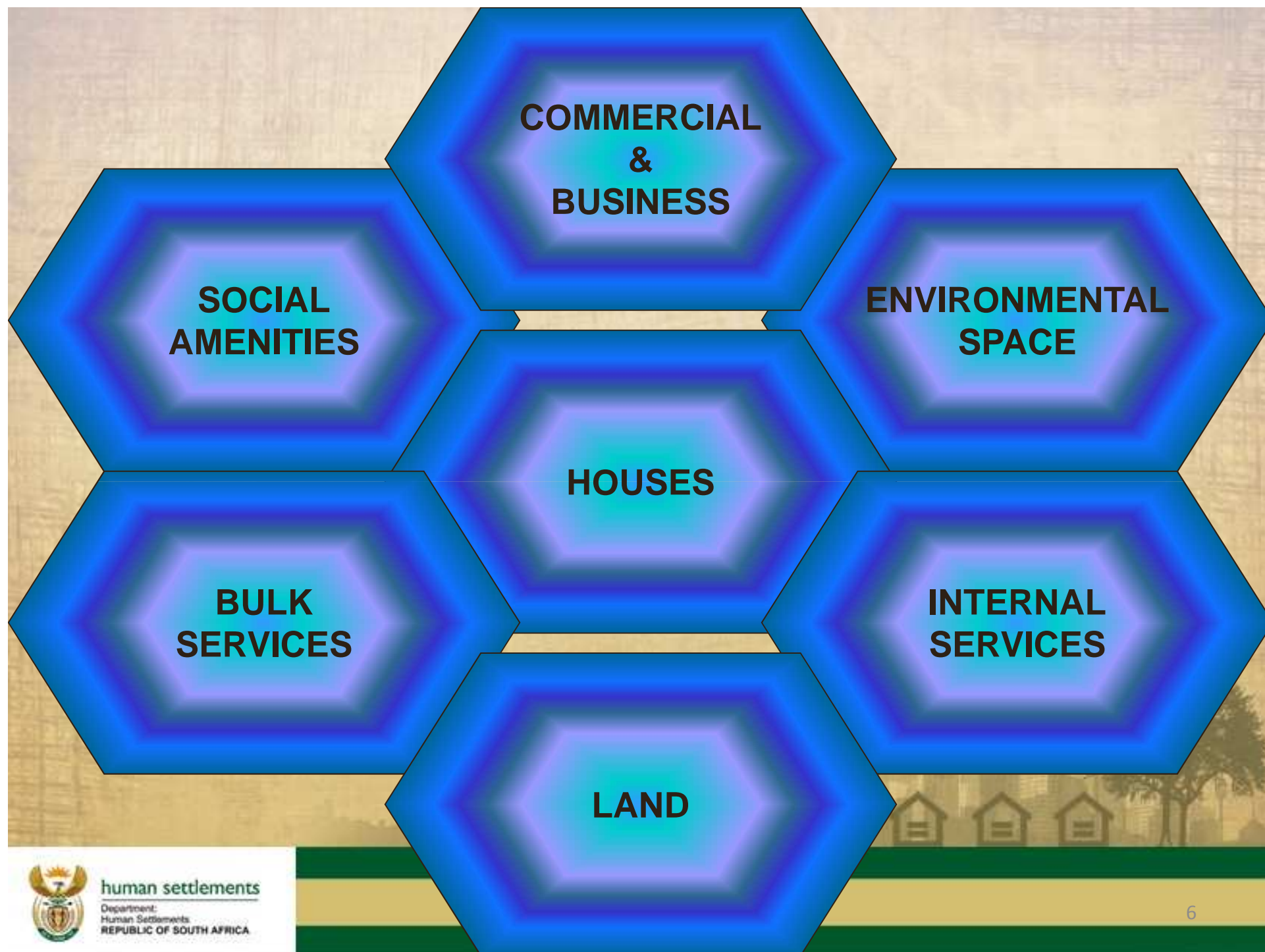
NOTE: Stubborn apartheid 'legacy' and consequences of urbanization & migration (also unintended consequences)

- Functional and empowering settlements
- Livelihood and life enhancing habitation
- President Zuma: Human Settlements *“is more than just building houses...”*
- Minister Sexwale: *...places where people can play, stay and pray. They should be green, landscaped communities -- pleasant places, where people live, learn and have leisure.*
- Freedom Charter: *Houses, security and comfort*
- Sustainable development principles & choices today...!

STRATEGY PILLAR 2:

Macro Coordination & Alignment

- Defining the product – Planning
- Funding alignment – Funding Assembly
- Delivery – Getting the job done



Public sector - Policy and Funding

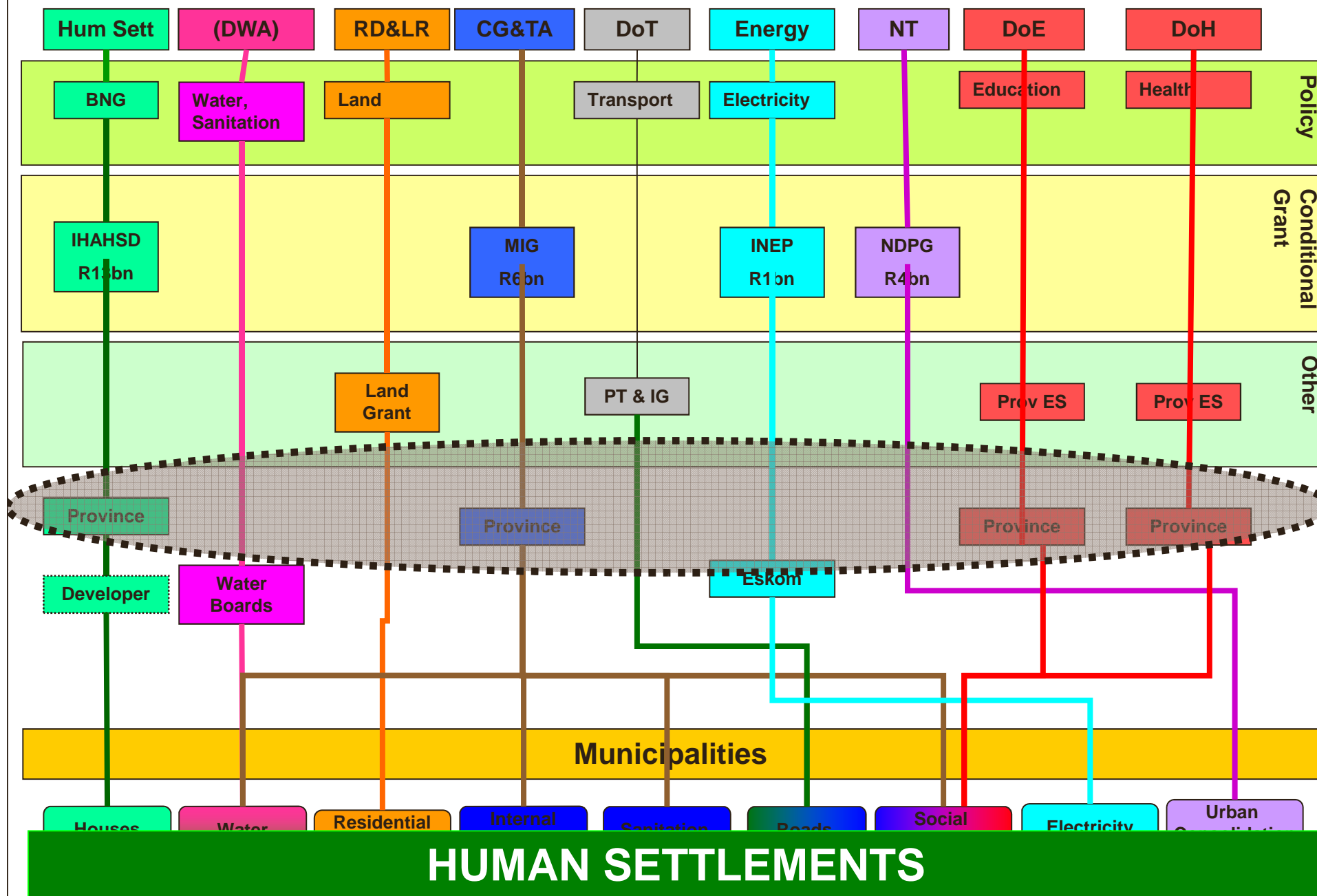




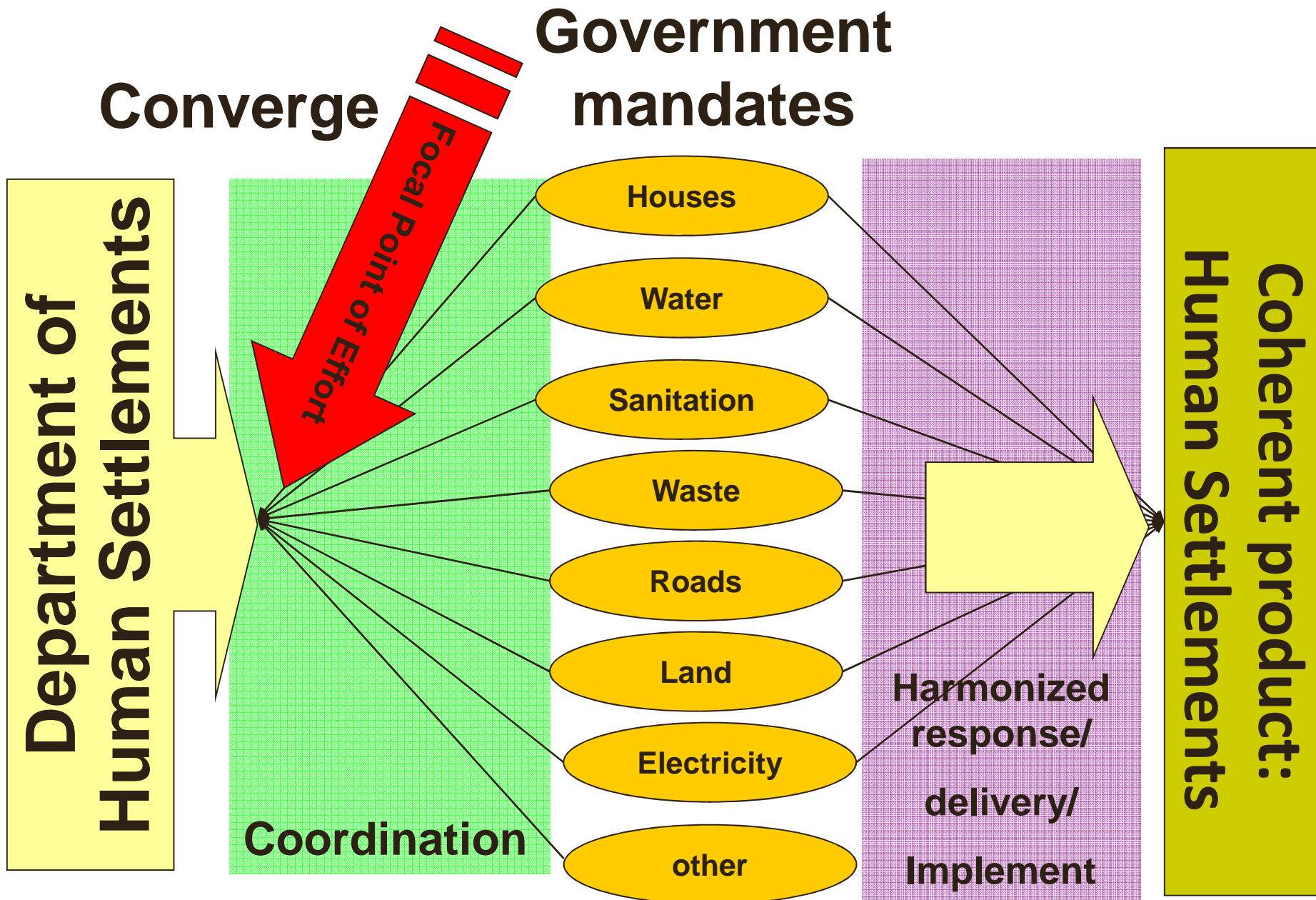
Image © 2009 DigitalGlobe

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Imagery Date: Jun 7, 2007

25°43'51.65" S 28°23'14.29" E elev 4349 ft

Eye alt 14288 ft



Planning

**Presidency
(NPC)**

**National Developmental Plan
(Human Settlements| Economic Dev.| Human Development|...)**

National

National Human Settlements Plan

Housing (Shelter)

**Community level infra.
Amenities**

Land/spatial planning

**Planning
Settlement Patterns**

Provincial

**Provincial Growth and Development Strategies
(including a “Human Settlements development plan”)**

Local

Integrated Development Plans (including a series of settlement level plans)

Community Based Plans (neighborhood/ precinct development plans)

Macro Coordination & Alignment for Human Settlements

1. Compile a National (Provincial) Development Plan for Human Settlements, produce settlement level plans and promote innovative project development.
2. Align funding streams and existing built environment related grants/ resources and
3. At an implementation level - ensure effective project management and capacity assembly

**Facilitation & Leadership
(Focal Point)**

Monitoring

**Mandate
accountability**



Sustainable Human Settlements (Key actions to achieve alignment)

Priority 1: Define and Plan the HS Product

(a) National/ Provincial HS F/work

(b) Settlement level planning

(c) Project Development

Priority 2: Fund the HS product

**(d) Flexibility and Innovation in
Conditional Grant Usage**

(e) Disbursement & flow of funding

Priority 3: Implement/ deliver the HS product

**(f) Project Management and Capacity
Assembly**

STRATEGY PILLAR 3:

Urbanisation & Spatial Management

- The key is a National Human Settlements Plan
 - Policy and investment choices that are “spatially sensitive and responsive”
 - Support to cities in managing urban areas
 - Prioritization of settlement patterns/location
- Focal point: public policy on urban development
- Spatial planning
- Sustainable urbanization & urban development

STRATEGY PILLAR 4: SERVICE DELIVERY PRIORITIES

(a) Shelter Development

1. Development of Affordable Rental Stock

- Inner City (Restructuring Zones – Social Housing Act & Rental Housing Act)
- Hostels redevelopment

2. Informal Settlements Upgrading: formalisation and basic services

3. Rural Settlements (Shelter needs & basic services)

4. Peoples' Housing process (Self initiative)

**Land
(title)
Assembly**

**Funding
assembly**

**Capacity
assembly**

**Programme
Leadership**



PILLAR 4: SERVICE DELIVERY PRIORITIES

(b) Shelter Development Governance

- i. Applying subsidy policy to deliver houses through credible settlement plans – set the “*non-negotiables*”
- ii. Adherence to minimum norms and standards/ guides
- iii. Customer care:
 - Targeting of “qualifiers” and choice of support for others
- iv. Quality (Asset creation and transfer)
- v. Balance of typology, tenure variety (rent/ own) & density
- vi. Proper packaging & procurement: value-for-money!!!
- vii. Residential Market transformation & consolidation

STRATEGY PILLAR 4: KEY PRIORITIES

(c) Settlements Development (long term)

- 1. Framework legislation consolidation**
- 2. Financing Policy reform**
 - i. Subsidy (sustainability) Review**
 - ii. Development Finance Institution Reform**
 - iii. Private Sector**
 - Financial Service Charter (FSC beyond 2009 & economic downturn)
 - Finance Linked Subsidy Programme (FLISP)
- 3. Township transformation and integration**
- 4. Sustainable settlements**

STRATEGY PILLAR 5: Transformation – Shifting the paradigm and Practice

5.1 Community Outreach

- Liaison & participation facilitation
- Customer Care (place beneficiary first - @ the centre)
- Community empowerment (for self initiative)

5.2 Practitioners Re-orientation/ affirmation

- Practice consolidation & dissemination
- Development and support

5.3 Institutional Support in practice application

5.4 Sustainable development: informed choices

STRATEGY PILLAR 6:

Institutional Re-alignment

6.1 Macro Re-organisation of the State

(a) Role of Cities (Metropolitan Municipalities)

Accreditation a process towards Assignment: avoid ambivalence - decisive policy needed...!

Note: *i. Government policy on “Decentralization”
ii. SALGA view: “Accreditation is a matter of governance” – so clarity is very key*

(b) Built environment management (roles)

(c) Resolve difficulties of “Powers and Functions”

STRATEGY PILLAR 6:

Institutional Re-alignment

6.2 Departmental Organisational Re-alignment

- a. Positioning for optimal implementation support
 - Programme & Project Level Implementation Support – appropriate modeling essential
 - Hands-on Support/ service delivery facilitation
 - Planning (settlement level) | Funding Assembly | implementation
- b. Integration and re-assembly of “new” Functions
- c. Re-alignment of Programmes (Branches)
- d. Change management

6.3 “Tighter” mandating of public entities including those not in the Department

(Proposed) Programme Structure

1. Administration and Corporate Services
2. Sector Policy, Research & Management Info
3. Settlement Planning & Urban Management
4. Organisational & Development Finance
5. Strategy, Sector Relations and Governance
6. Implementation Support & Community Outreach

ELEMENT 6:

Institutional Re-alignment

6.4 Human Settlements Sector and Mandate Consolidation

- a. Transfer and Re-assembly of key “National” functions
 - i. *Water Services (Sanitation and Water services)*
 - ii. *Urban Management (as focal point)*
 - iii. *Land Use Management*
 - iv. *Settlement Infrastructure (Basic services infrastructure)*
- b. Repositioning Provincial Departments
- c. Repositioning Municipalities

Outcomes (Known Expectations/ Mandate)

Key
Priorities

Priorities (2009/14):
Shelter Development

Priorities (2009/ 10)
Governance

Priorities (2009/25):
Choices for a better
future

Priority:
Non-negotiables

4 Strategic
Foundational
Concerns

1. Macro Co-ordination & Alignment for HS
2. Manage Urbanisation & Spatial patterns
3. Transformation: Shift paradigm & practice
4. Institutional Re-alignment