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Housing Policy

January 2014

1. PREFACE

COPE's housing policy recognises that the outcomes which are planned for housing must be fully integrated with the social, economic and environmental goals of the nation. These should never be seen or pursued as being mutually independent. The focus should therefore be on the improvement of low-income urban settlement environment through community participation, public-private partnerships and the use of transferred knowledge and information. When people are equipped with expertise on environmental issues, technical housing matters, economic choices and the creation of viable communities, they become involved in solving a multiplicity of problems in a single unified approach. The importance of promoting gender equality and social inclusion cannot also be overstressed. Mono housing is an ineffective and unsustainable approach to housing. The CSIR's sustainability tool has to strictly apply to ensure that whatever developments take place, they are sustainable.

The provision of housing must also allow for a well designed mix of both government and market mechanisms in respect of every single development. The exclusionary approach, witnessed thus far in housing developments, leads to mono housing with no room for variety or future growth and development. This is the manifestation of a top down approach with contractor fraud being widespread. Policy should and



must freely allow for innovative approaches mixing the efforts of government, private individuals, the private sector, NGO's, co-operatives, entrepreneurs and of families as a group wanting to meet a collective need. A co-operative development will reflect that many forces were at play to achieve the desired housing, environmental, economic and social outcomes.

Cope also advances a multi-tenure approach. Every development should invite entrepreneurs to participate in the development of houses for rental, using strict guidelines, alongside houses being developed for ownership according to a variety of schemes. Diversity, flexibility and local innovation must inform every development so that local resources are used optimally and delivery takes place at an accelerated pace. The people of a given locality, where housing is in critical short supply, should be provided with useable information about access to land and finance, laying out of municipal infrastructure, use of co-operatives, ready availability of housing designs and costs, possibility of economic opportunities, the contribution of sweat equity and the availability to them of project management. While the urban poor are desperate for houses they are equally desperate for knowledge and know-how and facilitation. Cope will promote supporting communities by assigning to them a project leader to enable them to work co-operatively and efficiently with their respective local authorities to accelerate housing delivery by optimising the resources available in the area.

Problems such as alcohol, drug abuse, loitering and violence will never be solved without appropriate design and community structures. Access to information is very important in improving people's lives and in involving them in decision-making processes. The potential of an enabling approach

which encourages self-help through extensive facilitation by multi-level professional teams, based within a local authority, is enormous and must therefore be harnessed. It is much better for informal housing to arise where the planning has been finalised and certain minimum construction being completed as this will allow for formal structures to begin emerging within the time frame that is stipulated for the conversion. Right to access to land can begin with the construction of a fence and the laying down of a concrete floor according to the approved plan. All of the preparatory work should be undertaken by the local authority. Occupiers will be legally bound to follow the plan and the rules to achieve the conversion in the given time.

Local authorities will therefore be charged to assume responsibility for selection of land for housing and completing all of the planning and legal tasks and processes. Communities seeking accommodation can contribute sweat equity under proper supervision to ensure that services are laid out and that the minimum construction which is specified is completed. The right blending of factors will allow for great success in shelter provision to occur.

The right to decent housing is a fundamental right and government has to play its role in ensuring that people have access to sufficient, affordable, and qualitatively decent houses in the right places. Tenure issues, quality of product, race and ethnicity challenges and opportunities, community support needs, facilitation, neighbourhood sustainability and other similar issues will have to be considered with communities on an ongoing basis. COPE policies will be always accord people the right to govern and therefore the top down and control approaches will be replaced by a bottom up and facilitative approach.



The Mortgage Indemnity Fund will be harnessed with a view to supporting those with the capability of using loans and their own sweat equity to create an asset that will on completion substantially exceed the value of the loan. Prospective home owners must enjoy all the facilitation that they can obtain from the local authority in respect of planning and legal issues so that such individuals can organise their friends and their family members to come together to use their limited loans to create desirable homes. Greater mixed housing developments must be undertaken through bringing into play self-help, registering a bond with a financial institution and applying for a subsidy from an employer

Cope will also give free planning support to backyard landlords to build or upgrade backyard accommodation in line with required building standards. The upgrading and conversion of public sector hostels into family units or single units will be flexibly approached to achieve a rapid conversion that best serves everyone's interest within the constraints of the resources that are available. In a similar way high impact developments will receive support for infrastructure upgrade to improve the precinct as a whole. Land acquisition, building of houses, bulk infrastructure supply, roads, transport and local economic development will be driven on a co-operative and collaborative basis so that optimal synergy through optimal facilitation can obtain.

The formalisation and eradication of informal settlements will occur through intense facilitation by the local authority to meet all the necessary planning and legal requirements. Private sector, individual and community partnerships in respect of infrastructure development will have to be forged with vigour and enthusiasm. The rehabilitation of existing social,

governmental, recreational and economic infrastructure in townships will be fully supported through the development of flexible and innovative approaches. Encouraging economic growth opportunities in such areas will be enthusiastically facilitated.

The concept of cohousing will be popularised in South Africa and given all the support that it deserves.

2. MISSION

The mission of the Congress of the People is to ensure that the people of South Africa have access to well built, modular, decent, adequate, and affordable houses through a sustainable housing development programme. COPE is committed at the same to ensuring that basic social services and economic opportunities are increased with a view to propelling development of all communities in the country.

In undertaking housing developments it is our mission to ensure that the development, resettlement and other related activities will enhance the provision of housing to every South African. This we will do through fully harnessing and promoting extensive and flexible private participation in housing ventures in terms of sweat equity, capital expenditures, land, expertise, financing and other ways for the sustained growth of sustainable housing.

It is also our mission that the Department of Housing should serve as a catalyst for increasing access to affordable rental housing and training opportunities for everyone wanting to enter the housing industry.

COPE's mission is to support community development through community involvement so that housing for



people of all income levels in South Africa can be realised..

3. OBJECTIVES

The COPE housing policy will strive mightily to achieve the following:

Co-operative policy formulation with inputs and participation from all role players and interested parties;

Democratic, transparent, accountable and innovative management of the department;

The frequent and systematic benchmarking, development, implementation and evaluation of policies, programmes and projects through a wide ranging democratic, co-operative and collaborative process;

The development of flexible, innovative and cost-efficient policies, programmes and systems for housing development;

The implementation of quality assurance systems;

The development of regulatory frameworks that encompass democratic, transparent and accountable processes and procedures to achieve the aims and objectives of the Department of Housing;

The co-ordination and promotion of international co-operation in the sphere of housing and collaboration on technology and materials;

Developing support and advisory services on a collaborative and co-operative manner, using ICT, so that the wide pool of expertise within society is utilised for the benefit of the people of South Africa;

To develop systems that will allow for the greater direct involvement of communities in group housing projects on a district by district basis. To ensure the success of such efforts, swift and efficient facilitation by all relevant government structures and employees will need to occur.

To ensure that the housing programme meets the housing aspirations of people of all income levels.

4. INTRODUCTION

The COPE policy requires that the Public Finance Management Act be the departure point for the structuring of the Ministry, Department, Corporate Services and Property Management. Whatever structures, systems and processes are in place will have to fully accord with the PFMA in every respect in every place and at every time. To ensure that this requirement is fully complied with, the responsibility for its implementation will be placed squarely on the shoulder of every person within the administration even though the Director General will be the final accounting officer. Every official in the Department will be equally responsible for its full and proper implementation. This is to ensure that no person in authority may in any way attempt to subvert its provisions, or undermine it, or bypass its strict provisions by pulling rank or asserting authority. The COPE policy will provide support to all who stand up in defence of the PFMA against any of their colleagues who attempt to pay only lip service to it, or who will allow its strict provisions to be relaxed, ignored or circumvented. Collective responsibility will attach to all administrators to fully implement the PFMA.

The Minister must annually place in front of the relevant Portfolio Committee a report describing how



the provisions of the PFMA were implemented within the full sphere of its influence. An evaluation of how successful the endeavour was must also be placed before the Portfolio Committee. The Portfolio Committee will have to satisfy itself that the implementation of the PFMA was meeting its objectives fully and extensively within the administration. If corrupt practices had come to light or if futile and wasteful expenditure had occurred, the Portfolio Committee will have to ascertain who was culpable and how it was possible for such things to have occurred in spite of the rigorous implementation of the PFMA. COPE policy will require a scientific measuring of the extent to which PFMA succeeded in ensuring clean, efficient, and honest administration. For this purposes, a check list of PFMA provisions will be developed by the relevant Portfolio Committee to ensure that all the provisions of the ACT were fully met by the Administration.

COPE policy will be totally intolerant of Qualified Audit Reports. The administration must engender financial and legal compliance every moment of its functioning in order that ethical governance prevails. Where there is total compliance with the PFMA, by the management, there cannot arise situations where the Auditor General has to qualify his / her report. Qualified reports should lead to consequences for the guilty parties.

In line with what is happening in the private sector, the public sector should follow new management styles that are being advocated by researchers. Charles Handy, for example, advises that 'We used to think that we knew how to run organizations. Now we know better. More than ever they need to be global and local, small in some ways and big in others, to be centralized some of the time and decentralized most of it, workers to be autonomous and more of a team, and managers

delegating'. Henk Volberda, while he is clearly addressing the business sector is stating a point that is just as relevant for the public sector. He records that the 'Changing competitive environments are forcing companies in almost every sector to re-examine their organizational form. The new flexible firm facilitates creativity, innovation, and speed, while maintaining coordination, focus and control'.

The modern administrator should be knowledgeable and especially so in respect of Information Technology. Within the management there should be ample provision for each manager to be able to act autonomously provided that professional standards and norms and values are strictly adhered to without exception. The personal commitment from a manager to serve the cause of the people of South Africa, faithfully and honestly, should be the benchmark striven for.

COPE recognises that a lack of democracy, transparency and accountability are bedeviling the administration of departments with intimidatory tactics often being used to silence individuals and to achieve conformity through which corrupt practices can then take place. COPE would like to secure the autonomy of the manager and make sure that departments work in the way South Africans desire them to.

A COPE led administration will use the ICT forum that each Department will manage to encourage South Africans to expose corruption. Those who are found guilty will have their services terminated and no exception will be made. Best practices in fighting corruption will be adopted after Parliament annually reviews the question of corruption within the administration. On all such occasions, an MP who does not belong to the ruling party will chair such a



meeting and be responsible for finalising the report to Parliament. Parliament will have to act decisively on the report with all MPs being freed to act on their conscience and not according to party lines determined in a caucus.

5. ADMINISTRATION

A COPE led administration will require that proper verification procedures be put in place to ensure that qualifications of applicants are checked for accuracy and non falsification and that due diligence is exercised in respect of what is claimed on a CV. All managers, as part of continuous growth, will be required to participate in an ongoing skills training programme to be undertaken in conjunction with a university providing long distance education. The need to fully understand the PFMA cannot be overemphasised. The PFMA seeks to promote a sustainable financial management culture in the public sector and to ensure that an effective use of government resources occurs. The monitoring devices allow for the measurement of outputs and of value received. COPE recognises that if the PFMA is being fully implemented, greater delivery will occur and wasteful and futile expenditure will not occur. All managers will also need to be thoroughly familiar with the Promotion of Access to Information Act, the Prevention of Corrupt Practices Act, the Financial Intelligence Centre Act and the Protocol on Corporate Governance in the Public Sector.

COPE undertakes to integrate the provisions of all of the above in a handbook for administrators so that the challenges regarding corporate governance are eliminated and the best risk management practices are employed. All administrators, importantly, should only be able to continue in service on the basis of sound

ethical and democratic conduct and if these are compromised in any way whatsoever it will be untenable for the administrator to remain within the service. Any appointment to any post within the government administration, at every level, will require a thorough knowledge of all of the above Acts and the Protocol on Corporate Governance in the Public Sector.

In the COPE led administration democracy, innovativeness, flexibility, responsiveness, transparency, accountability, integration, and delivery will have to be demonstrated. A pen pushing and paper shuffling bureaucracy will have to yield to implementation.

Each year in January, the Minister must place in front of the relevant Portfolio Committee a report that must evaluate how successfully the provisions of the PFMA and other applicable legislation and protocols were implemented within the full sphere of its influence. If corrupt practices had come to light or if futile and wasteful expenditure had occurred, the Portfolio Committee will have to ascertain who was culpable and require such a person or persons to come before it and to answer questions.

COPE policy will be totally, totally intolerant of Qualified Audit Reports. The administration must engender financial and legal compliance every moment of its functioning in order that ethical and efficient governance prevails. Where there is total compliance with the PFMA and the other requirements, by the management, there cannot arise situations where the Auditor General has to issue a qualified report. Qualified reports should lead to consequences for senior administrators.



In line with what is happening in the private sector, the public sector should follow new management styles that are being advocated by researchers. Charles Handy, for example, advises that 'We used to think that we knew how to run organizations. Now we know better. More than ever they need to be global and local, small in some ways and big in others, to be centralized some of the time and decentralized most of it, workers to be autonomous and more of a team, and managers delegating'. Henk Volberda, while he is clearly addressing the business sector in his statement, is stating a point that is just as relevant for the public sector. He records that the 'Changing competitive environments are forcing companies in almost every sector to re-examine their organizational form. The new flexible firm facilitates creativity, innovation, and speed, while maintaining coordination, focus and control'. These ideas are even more relevant in state departments.

The modern administrator should be knowledgeable and especially so in respect of Information Technology. Within the management there should be ample provision for each manager to be able to act autonomously provided that professional standards and norms and values are strictly adhered to without exception. The personal commitment from a manager to serve the cause of the people of South Africa, faithfully and honestly, should be the benchmark striven for.

COPE recognises that a lack of democracy, transparency and accountability are bedevilling the administration of departments with intimidatory tactics often being used to silence individuals and to achieve conformity. In such a climate corrupt practices occur. COPE would like to secure the autonomy of the

manager and make sure that democracy, transparency and accountability prevail.

A COPE led administration will use the ICT forum that each Department will manage to encourage South Africans to expose corruption and inefficiencies. Those who are accused will be allowed due process and if found guilty, will have their services terminated and no exception will be made. Best practices in fighting corruption will be adopted after Parliament annually reviews the question of corruption within the administration. On all such occasions, an MP who does not belong to the ruling party will chair such a meeting and be responsible for finalising the report to Parliament. Parliament will have to act decisively on the report with all MPs being freed to act on their conscience and not according to party lines determined in a caucus.

Administration must allow for an optimal amount of decentralisation while ensuring that the unity of direction and purpose is always kept in clear focus. The implementation team must always work in close co-operation with the organisational team so that goals and targets are met according to prioritisation and time frames. The procedures for execution must be innovative, legal, transparent and synergistic. Quality control and financial management must be in place. The target for the service, if the target is identifiable, must evaluate the quality of the service as well as the value for money that was derived from it. This is very important.

COPE will require that administrators utilise staff potential in the fullest way possible so that morale, team spirit, initiative, synergy and drive are all boosted.



Effective integration is essential for effective government. Mutually reinforcing policies are essential to allow improved service delivery. An integration manager must regularly focus on inter-level and inter-departmental integration so that national, provincial and local government operate seamlessly and efficiently. The integration manager must also help to align the efforts of NGO's, the community and other stake holders so that optimal synergy will obtain. It is an absolute imperative that this happens and is seen to be happening.

COPE believes that all administrators should see their duties as exceeding those set out in the closed list deriving from the PFMA. The PFMA is there to ensure fiscal and ethical good behaviour which has become so much of a problem in the present time. Managers, who engender trust and set high standards of ethical, transparent and democratic behaviour for themselves, need not to be constrained by the requirements of the PFMA.

6. HOUSING POLICY RESEARCH AND PLANNING

The development and promotion of sustainable human settlements, measured according to the CSIR sustainability tool, is an area of high priority for COPE. The Department of Housing will be required to use local and international research as well as its own research to implement plans for the active and aggressive facilitation of housing programmes. The research must focus on the creation of synergy among all role players, the target for housing included, to allow for an optimal effort to arise in the land in respect of the housing endeavour. The provision of flexi plans off the shelf for communities to use to initiate their projects as well as integrated business information will allow for

self help to manifest itself in a substantial manner. There are many who may be hopelessly poor but they may certainly be very able to help themselves with the necessary acquisition of design, planning and legal support.

Where legislation is inadequate, amendments to existing legislation will be fast tracked to open the way for an accelerated self help programme. As with all Departments in a COPE administration, the establishment of an ICT forum where all role players can interact freely in real time will be prioritised and implemented. COPE recognises that much of the creative energy of the nation is never tapped because of government taking it upon itself to become exclusionary in managing the affairs of the nation instead of co-governing as the Freedom Charter had envisaged. An open ICT forum will mean that all ideas will be critiqued on a frequent basis. Data relating to housing planning, delivery, and self help attainment will have to be available on the system to ensure that the subsidy system can be transparently and accountably monitored and evaluated.

Information on the public and private housing sector will have to be published regularly so that all suppliers and role players can plan suitably and adequately.

The ICT forum will also interrogate the extent to which South Africa has been successfully contributing to the efforts of the Habitat Foundation to support the work of the United Nations Human Settlement Programme (UN Habitat).



7. HOUSING IMPLEMENTATION & DELIVERY SUPPORT

State departments must work to facilitate in every way possible the rapid and sustainable implementation and delivery of support to build capacity within communities and to utilise an ICT forum to liaise and communicate with stakeholders. The efficient and innovative management of intergovernmental and international relations in the area of housing and human settlement programmes will allow for better ideas to come to the fore. The rapid provision of development support to provinces and municipalities to decrease the turnaround time from project to units is very important to COPE.

The administration led by COPE will ensure that the social contract to improve collective capacities, create partnerships, and improve consumer education through the provision of meaningful sector support will occur through the establishment of an ICT forum that will allow for the two way flow of information. There should be no place for stifling bureaucracy, corruption and incompetence. The ICT forum will allow for issues to be transparently and robustly interrogated. Government will have to be seen as serving the people. The facilitation of social housing by providing support and taking initiatives in respect of affordable mixed housing will be necessary.

Programme 3: Housing Delivery Support

Provinces and municipalities will be supported to implement housing and human settlements projects and upgrade informal settlements on the basis of community inputs and through joint participation with individuals and groups to allow for developments to answer to different needs and cater for different needs.

Housing developments will have to eschew mono housing with rows and rows of similar houses as though one type could answer to all circumstances. Every development should proceed on the basis that affordable houses are modular in nature and that they can be expanded as and when opportunities and circumstances warrant. Every development must also allow for housing as well as for economic opportunities to be fully accommodated at the same time.

The liaison and collaboration with non-governmental sector stakeholders must be facilitated to such an extent that the motivation within this sector is fully stimulated and maintained. The availability of fully developed flexi plans for community housing development which allows for adjustments to be made to accommodate specific locations will allow communities to access these and with the appointment of a facilitator make such alterations as are needed. The use of model houses as in a board game, will allow for communities to make quick choices of style and size and to physically manipulate what should go where on the plans.

8. HOUSING DEVELOPMENT FINANCE

The provisions of the Home Loan and Mortgage Disclosure Act require that financial and grant management services be provided and that the performance of housing institutions be monitored to eradicate discrimination and unfair practices in granting or denying access to housing finance. COPE believes that focus should be on identifying and analysing finance investment opportunities in housing. A proactive approach is a more effective approach because institutions are not averse to lending. They are only averse to taking unwarranted risks.



In the past numerous housing developments showed that greed and corruption had allowed for the delivery of substandard houses. A COPE led government will evaluate whether regulatory controls in terms of the provisions of the Home Consumer Protection Measures Act (1998) as well as the National Home Builders Registration Council provided adequate scrutiny over the home building industry and suitable warranties to consumers who encountered any failure at the hands of builders. The evaluation will extend to scrutinising the level of ethical and technical standards prevailing within the industry and whether registration was occurring as intended. COPE's policy of co-operative governance will also require that support be given to the industry and opportunities must therefore exist for them to participate freely in the ICT forum that the department will have to establish and maintain.

The streamlining of the operations of subsidies to increase efficiency and improve turnaround times will be subject to regular scrutiny. The efficiency of provinces to expend their budgets on housing delivery will likewise be monitored more efficiently through ICT so that data in real time is available all the time.

The continued financial support for entities operating within the sphere of influence of the Minister of Housing will need to receive clear unqualified audit reports from the auditor-general in order for them to access further funding. Each entity will have to ensure that it is fully compliant with the PFMA requirements.

COPE will subject 'The Breaking New Ground' plan to intense scrutiny to ascertain whether the promise on paper had translated into meaningful reality on the ground. The phased, area based development of services and housing policy accords with COPE's policy except that the minimal direct participatory role

of affected communities and other role players will be considerably increased. Government department will have to pay more than lip service to the undertaking that the people shall govern. That the people shall govern, informs all of the policy formulations of COPE.

The new integrated residential development programme, aimed at promoting sustainable and integrated human settlement which was developed and incorporated into the new housing code will be amended to make the use of the CSIR sustainability tool mandatory. The promotion of the economic, social and spatial integration of communities and the improvement of urban efficiency will be interrogated against consideration of factors being influenced by climate change.

Legislation providing for Social Housing will be reviewed against the CSIR sustainability tool to ensure that the social housing environment does not spawn problems that could have been avoided through foresight. Active and direct facilitation from the department will have to occur to ensure that both the provincial and municipal capacities are built up to accelerate housing delivery. To the South African public all the government agencies beginning with the Department of Housing should be seen as operating seamlessly, transparently, accountably and efficiently. Any law impeding these objectives will need to be amended swiftly.

The Housing Development Agency which is being created to act as a facilitator and developer where provinces or municipalities do not have enough capacity to deliver houses will be subjected to an annual performance evaluation to determine its usefulness, value and efficacy. The continued existence of any agency should be on the basis of its



having thoroughly proved itself. Weak, corrupt, and inefficient agencies should be dispensed with in order to keep faith with the people and to live up to the dictum that the people shall govern.

The signing of a memorandum of understanding with the Federation of the Urban and Rural Poor and Slum Dwellers International to contribute to eradicating informal settlements through promoting community driven housing initiatives and interventions fully accords with the policy of COPE. The Department of Housing will need to serve as active facilitators to ensure that provincial co-operation as well technical, legal, planning and financial assistance are forthcoming. Translation from understanding to action in double quick time will have to follow. Far too often the undertakings and promises are grander than the delivery. In terms of the policies of COPE, delivery will be the criterion for evaluating departmental performance. Real value for money has to occur from the establishment of services from the public purse.

The modelling of the delivery value chain to achieve the best results for housing beneficiaries will be placed in the ICT forum for all interested parties to comment on. Whatever is intended as a service for the people must have inputs from the people and the ICT forum will henceforth guarantee that Departments do not internalise processes to themselves resulting in endless paper shuffling, meetings and workshops with nothing or very little to show for all the time spent and all the expenditure incurred.

It has been known for at least a decade that the system is dysfunctional and that capacities do not exist to achieve delivery. It is about time that all of the research and reflections are utilised to make the system function effectively and efficiently.

The community residential units (CRU) programme which aims to facilitate the provision of secure, stable rental tenure for lower income persons will be interrogated to determine the success of its implementation. While it is praiseworthy to have in place coherent framework for dealing with the many different forms of existing public sector residential accommodation, the more important question is on what was achieved as a result of its being adopted.

A COPE led administration will also investigate whether the policy of ensuring that subsidies can only be used for the construction of houses and not for municipal

infrastructure is being complied with and that it is bearing rich fruit. Side by side with such an investigation, COPE will want to know how many municipalities had applied for funding for municipal engineering services and had been granted such support. If the housing subsidy funding had not been fully utilised, the department will be asked to explain why the surplus funds were not allocated to municipalities for internal municipal engineering for greenfield developments.

COPE policy will shift the focus from the production of documents to the production of results.

While the new minimum standard for subsidy houses requires 40 square meters with two bedrooms, dining room, lounge, and bathroom with separate toilet and shower, COPE policy will see this as a starter house. The implementation of a modular design will allow householders to begin increasing their house sizes by adding modules as opportunities and circumstances permit. The CSIR will be engaged in supporting such an endeavour by providing technical reports. This will



ensure an improved standard of living for subsidy beneficiaries. The housing subsidy programme will be reviewed annually to adjust qualification criteria for subsidies by taking inflation into account.

COPE policy will continuously focus on inter and intra-governmental co-ordination and planning being in full alignment as this is critical to housing delivery. The fact that the function spans all three spheres of government should be no barrier for co-ordination and alignment. Legislation will need to be amended to ensure that co-ordination and integration obtains. If changes in the Constitution are necessary to strengthen the integration of the functions of government to better serve the people, such changes should be speedily effected. The system cannot hold delivery as hostage.

The success of the implementation of the Financial Services Charter will have to be evaluated. While there is no denying that government has a plethora of well intended instruments, there is no denying also that all of these are not working as they were intended to. COPE will therefore seek to halt the process of putting more and more structures into place at considerable cost to the nation with minimal gains. COPE will focus attention sharply on delivery and will effect alterations in the functioning of Parliament to ensure that all of the issues in its policy documents are thoroughly scrutinised by Parliament as the Grand Inquisition of the Nation. Accountability has to prevail.

9. SUSTAINABLE DEVELOPMENT & THE PROTECTION OF THE ENVIRONMENT

COPE is committed to ensuring that the increasing knowledge on sustainable housing techniques are carried over into planning, granting of permission for

building, and construction of all buildings. The Kyoto protocol targets should be seen only as limited steps taken by uncommitted governments in combating the consequences of the greenhouse effect. South Africa should work to exceed those requirements so that its infrastructure is fully sustainable. The use of the CSIR sustainability has to be made mandatory for all developments and construction. It's in everyone's interest to protect the environment and our own continued existence on it.

The Department of Housing under a COPE led administration will be required to actively and continuously facilitate the implementation of sustainable development and will use the ICT forum to help South Africa through discussion and debate to exceed the Kyoto protocol targets.

Provincial and municipal authorities will also be required to make considerable contribution to biodiversity preservation through zoning and planning procedures. Municipalities should also seek advice from ecologists to protect of green spots, however small and interspersed they may be, in their area of jurisdiction. A living environment promotes health, offers opportunities for recreation, and helps to deal with the carbon build up in the environment.

10. HOUSING LAND ACQUISITION

Focus will have to be concentrated on the Housing Development Agency to accelerate land acquisition. Once again, the issue of land acquisition will be subjected to a discussion on the ICT forum so that a distilling of the best suggestions can take place. The South African public must witness the progress in the accelerated acquisition of land. The drivers of the



programme must be subject to public scrutiny and answerable to Parliament.

11. MIXED HOUSING DEVELOPMENT

COPE is committed to expanding the capacity of local community-based organizations to revitalise their communities by expanding and improving housing opportunities in keeping with economic and demographic trends. Properly planned mixed-income developments, driven by the communities themselves, will help to reduce the incidence of social ills by providing an opportunity for low income households to gain access to better neighbourhoods and to network and to build relationships with higher-income families. The creation of a healthy, mixed-income community can help to break the cycle of poverty and achieve a healthy neighbourhood.

The involvement and participation of communities in revitalising their neighbourhoods will allow for many social and economic problems to be tackled in one go. For such a programme to work it will be essential for facilitators from state institutions to provide technical, legal, administrative, planning and financial support. The Department should have a standard straight forward procedure for communities to follow with all the paper work being undertaken by the department so that communities are free to shape intention into action without hassles, frustration or impediments. The state should sweep the path in front of communities so that they are intensely motivated to upgrade their neighbourhoods for people of mixed income to reside together. The lack of legislative provisions should not be an obstacle as a COPE led administration will act with alacrity to ensure that the making of legislation keeps pace with best practice and encourages the implementation of best practice.

12. URBAN RENEWAL

Urban renewal is essential in ensuring social cohesion. South Africa should, like all countries, face up to the challenges of the future. There exists a very strong link between development and social issues. The debate on sustainable development regarding urban environment must occur on the ICT forum. All public and private professionals in the field of urban planning and land development will need to participate in the open forum so that clarity obtains on how urban and social public policies should be implemented expeditiously. Time is of the essence. City management and the implementation of policies will have to receive focussed attention so that national priorities are achieved.

An urban masterplan will have to be speedily put in place to integrate the democratic concerns of all interested parties. That is why the establishment of an ICT forum to serve the Department will be seen as a red hot priority. Best practices from other major cities of the world should be collated and the key aspects of their policies should be made available to the South African public so that an informed debate can take place and a position for adoption can be formulated. The masterplan can evolve step by step with the involvement of South African citizens, professionals, researchers, academics and political representatives all participating in the forum. A panel of experts will have to be on standby to calculate costs and suggest technical solutions

Both professionals and citizens will be able to use the masterplan to design scenarios and to evaluate the effects of proposed changes. The use of advanced analytical tools will allow for designers and



stakeholders to arrive at decisions which will have been arrived at democratically and efficiently.

The Neighbourhood Development Partnership Grant which began 'with an initial three-year allocation of R2,5 billion will have to be reviewed after looking at the results of the thirty five qualifying projects have been completed. The present investments in the built environment in townships will be accelerated.

Although urban renewal poses significant challenges, it is possible by setting up an ICT forum to use the best minds of the country to achieve the best results for the people of the land.

13. NATIONAL HOUSING CODE

COPE policy requires that government should mobilise and harness the total resources, efforts and initiative of individuals, entrepreneurs, NGO's, donors, communities, the private sector, and the State by playing an intensively facilitative role to sweep all obstacles in the path of civil society and institutions. COPE's commitment to improving the quality of living of all South Africans is unequivocal. Cope aligns itself with present government policy to increase housing delivery on a sustainable basis to a peak level of 350 000 units per annum until the housing backlog is overcome. Implementation systems in all three spheres of government will have to be strengthened considerably. Any structural impediment will be addressed urgently and decisively. Blockages, obstacles and lack of total commitment will not be tolerated,

COPE recognises that in the tough economic times that the country finds itself in can be ameliorated through substantial housing investment which will

create new opportunities for earnings by all income groups. The Housing Code must allow for individuals to be able to create rental space in accordance with criteria and to use residential property for income generation through facilitated planning support. The role of local authorities will have to shift from controllers and authorisers to facilitators who allow for development to occur in a sustainable and attractive manner. It is when rules are complex and require resources that people take the law into their own hands and develop in a higgledy-piggledy manner. The state's resources should serve the interests of the citizens with those least able to afford such services obtaining optimal support.

Preparation of plans for extensions should be supported at the local authority level either for free or at a minimal charge.

The house, the environment and the neighbourhood should be seen as being part of a single objective to create suitable and sustainable habitation for human beings. Therefore in as much as communities may take a lead in revitalising their living environment, the full machinery of state should also create initiatives that brings plans, technology, support and knowledge to communities. COPE endorses the policy that requires the housing process to make a positive contribution to a non-racial, non-sexist, democratic and integrated society.

14. COHOUSING

COPE supports the concept of cohousing which requires that people first get together in terms of principles and democratic non-sexist and non-racial values to establish a community. Such a community will comprise people who will lend value and support



to one another and allow for a rich social exchange to take place within a vibrant community setting. In cohousing individuals own their own property by means of one of the legal measures. At the same time there will exist a common house and common facilities. Such communities are supportive of one another and are ecologically and environmentally sensitive. Recycling and the ecological principles used in building their houses enable them to live good and healthy lives at a fraction of the normal cost.

At a time when climate change is threatening both jobs and food security, the wide scale application of cohousing with the adoption of permaculture, will enable communities to better withstand the challenges of the future. Cohousing which has strong community dynamics will help to reduce the risk to lending institutions in a very significant way. For cohousing to be widely adopted it is vitally important for local government authorities to facilitate all the processes by allowing for templates to be used. The difficulty with cohousing lies in the fact that communities do not have the resources to engage planners, technicians, scientists and other professionals to undertake all of the studies to satisfy the planning authorities. COPE will require the local authority to provide all such services and then to arrange for payment by the cohousing community in monthly amounts over a fixed period. A reasonable deposit from the cohousing community should be all that the municipality must require to set the full process going.

Ecological principles should underpin the design. The fully developed plans should be available to other cohousing communities and where costs can be recovered over a broader spectrum, the cost to the initial group should be correspondingly decreased. Local

government and rural authorities should encourage the widescale adoption of cohousing.tyuj

15. COMMON INTEREST DEVELOPMENTS

COPE recognises that crime is rampant and that people are forced to move into enclosed neighbourhoods. Socially, it is highly problematic to create islands of safety and prosperity in a sea of danger and poverty. Research undertaken by CSIR has pointed out that CIDs will exacerbate not ameliorate the untenable situation in our land by creating CIDs. Casual workers and the hungry, for one, will not be able to knock at a door and be answered with what they were desperately seeking. The solution is to create a moral and equitable trade off. For every dwelling in an enclosed environment, one vulnerable household in an impoverished area in a township will need to be adopted. A complex of 100 houses will therefore adopt 100 houses with the greatest need in a particular segment of a township. The CID complex will in addition to its normal levy raise an additional Social Capital levy at the rate of .2 (point 2) cents in the rand of the current value of each house in the complex, adjusted annually for inflation, and utilise the money accruing each month for the benefit of the identified target on a mutually agreed basis. Donations of clothing, food, books and equipment can be made over and above the levy to ensure that optimal goodwill arises from those who are being assisted. The scheme must also look for opportunities within its complex for work creation, regular and casual, to accommodate the unemployed within the targeted group. This will facilitate transport arrangements. This policy is meant to encourage the spirit of Ubuntu and ought not to be seen as yet another imposition. Done correctly and for



the right reason, each person will be able to answer the tantalising question 'Am I not your brother or sister' with a resounding "Yes".

Suburbs wishing to control access in and out of an area will be subjected to the same provision.

16. TOWNSHIPS

The programme of the Gauteng provincial government that is set to revive the 20 oldest townships and informal settlements in the province has received a boost with the private sector pledging R1.7-million to the cause. Gauteng Housing MEC Nomvula Mokonyane had recently met with businesspeople to seek sponsorships, partnerships and investment for the programme.

The 20 Prioritised Township Programme is a R3-billion project that aims to upgrade the 20 oldest townships or informal settlements built before 1994. Mokonyane has told people that their participation and support for the programme would have a positive bearing on the rehabilitation and economic development of the townships.

The project aims to improve the lives of people in the identified townships by improving social and economic infrastructure, upgrading health facilities, and building service delivery capacity. The objective is to build sustainable communities that can contribute to the alleviation of poverty in the designated areas.

17. SOLAR ENERGY

COPE is committed to ensuring the immediate and increased use of solar energy through both the passive as well as active systems. The passive system will

allow for the direct heating of water or for the operation of solar dryers and heaters. For the active use of solar energy the technologies that support concentrated solar power and photovoltaics will be supported. The ideal approach for South African householders will be to create a community owned national solar power station at Upington in which each householder which wishes to buy shares will be able to do so via an approved loan account with a settlement period spread over sixty months. Each month, when the solar station is in operation, selling power to Escom, the power station will issue a credit statement based on its monthly profit and the proportion of the shareholder's equity. This credit statement will allow an individual to exchange the credit for Escom electricity units.

To ensure that solar systems operate for the full 24 hours, the technologies in use require that concentrated sunlight is directed onto a pipe to heat oil, salt or graphite. The heated material allows for the heat of the day to be stored for use after sunset to heat steam to drive a turbine. COPE will engage the CSIR to engineer a system that will allow for molten salt, heated by the use of concentrated solar energy, to serve as the heat-transfer fluid so that heat loss is reduced and the capital costs are decreased. A COPE led administration will facilitate discussions between the CSIR and the Andasol 1 solar thermal power plant in Andalusia, Spain, to create optimal synergy and technology transfer. A similar arrangement will be promoted with the Cloncurry plant, in north-west Queensland, Australia.

COPE will also require the CSIR to investigate the possibility of using deep mines, no longer in production, to store the heat produced during the day as compressed air. The pressurised air can then be released at night to turn turbines for the production of



electricity. Arrangements will be facilitated so that the CSIR could study the NDK plant in Huntorf, Germany; and the Alabama Electric Co-operative, Inc, plant in McIntosh, Alabama, USA.

COPE also expresses a keen interest in Nanosolar's technology of using printing machines to coat a metal foil with a special layer that efficiently converts sunlight to power. The sheets that are produced can be cut into any size.

COPE recognises that solar technology is here to stay and that it is vitally important for South Africa's economic growth and scientific standing to invest in the technology and to bring it into immediate wide scale application.

The use of solar refrigeration using glycol will be investigated intensely and extensively through public-private sector partnerships to make solar refrigeration a viable option for companies and institutions.

18. SERVCON HOUSING SOLUTIONS

While the establishment of Servcon Housing Solutions, a schedule 3A public entity, as a joint venture between the Department of Housing and the major banks of South Africa, represented by the Banking Association of South Africa was a necessary and desirable step, the time is ripe to evaluate whether the provision of the exclusive management services to normalise the lending process had succeeded in meeting its objectives. A final report from SERVCON ought to be forthcoming. COPE will study such a final report and determine whether there was any further use for SERVCON.

19. NATIONAL URBAN RECONSTRUCTION AND HOUSING AGENCY

COPE will thoroughly examine whether the National Urban Reconstruction and Housing Agency which was formed as a partnership between the South African government and the Open Society Institute to arrange finance that will contribute to the national effort to provide adequate housing for all South Africans, had lived up to its expectations of developing a niche market by packaging funding for emerging housing builders and developers, and managing risks beyond those that commercial financiers were prepared to take.

Contractors, both established and emerging, will be consulted regarding the functioning of NURCHA's subsidy programme.

20. NATIONAL HOUSING FINANCE CORPORATION

The objectives for the creation of the National Housing Finance Corporation (NHFC) accord with those of COPE. The active and extensive mobilising of finance for housing from sources other than the state and in co-operative partnership with a broad range of organisations, individuals and communities is a core COPE policy and as such will be driven with immense energy. The facilitation of commercial bank lending without exposing banks to the kind of risks that Congressional pressure subjected USA institutions to, has to be an ongoing issue on the ICT forum. Risk reductions mechanisms will need to be developed through thorough investigation and debate.



21. SOCIAL HOUSING FOUNDATION

COPE will investigate to what extent the foundation succeeded in helping with affordable housing.

22. NATIONAL HOME BUILDERS REGISTRATION COUNCIL

(INPUT still needed)

23. THUBELISHA HOMES

COPE policy will examine whether Thubelisha Homes as a lead developer on mega projects and on the upgrading of informal settlements was producing the kind of results that were envisaged. Cope will also examine whether Thubelisha Homes was indeed fast-track housing solutions for people living in areas of stress and whether emerging contractors were beginning to play a meaningful role in the efficient delivery of housing.

24. RURAL HOUSING LOAN FUND

COPE recognises the very important role that the Rural Housing Loan Fund (RHLF) can play in serving as a wholesale lender to retail intermediaries that provide finance to the low income rural market in order to create or improve housing opportunities. COPE will encourage the availability of such funds for the development of rural ecovillages in order that the housing, social, commercial, recreational and economic needs of rural communities can be met in an integrated manner. Rural ecovillages will be sustainable in terms of the CSIR sustainability tool and will also have tremendous tourism appeal.

COPE encourages the coming together of communities and all interested parties in developing for their mutual interest with government playing a hugely increased and pivotal facilitative role. The need for people with informal and lower incomes to improve their general living conditions depends on strategic partnering with government ensuring equity and fair play. The use of the RHLF in conjunction with all other funding must allow for a new vision in respect of rural housing development to come into existence..

25. PEOPLE'S HOUSING PARTNERSHIP TRUST

COPE is supportive of the Social Housing Foundation (SHF) in its role of supporting the delivery of housing to low income communities by providing alternative tenure for affordable housing. COPE will examine its success in marshalling all forms of funding and the cost to delivery ratio. In particular COPE will examine the extent to which an increase in the availability of social and public housing stock occurred as a result of the intervention of SHF. In this regard its role in providing emerging institutions with capacity building and technical support will be analysed to determine its future role.

COPE recognises that numerous agencies have common objectives of delivery support, sector communication and knowledge management and will need to understand to what extent the wheel is being reinvented again and again. It should be clear by now that COPE policy will require all of the agencies to be judged strictly against performance criteria. The endless proliferation of documents and structures will have to give way to visible and tangible delivery of quality products that are sustainable.



26. IMPLEMENTATION

While COPE wishes to have the best possible policies to serve South Africa, it is important for an implementation plan to be created and for management to buy into it. To begin with, implementing new policies will require that management gives consideration to processes, systems and integration. The biggest failure of government has been its inability to get departments to act in a co-operative and integrated manner to deliver lasting and sustainable solutions. This problem has to be addressed decisively once and for all.

COPE has been concerned to keep what has been developed and is working in place so that there is continuity and stability. At the same time it is equally concerned about real benefits from investment and government's ability to expand training and work opportunities for the people of South Africa. The lay out of its policies makes it a whole lot easier for a portfolio committee to carry out its oversight duties. It will test each structure against the target it sets, the resources it consumes, and the output and outcomes it achieves.

All policies, very importantly, have to be assessed for the impact that they have on people, processes and systems. COPE will require that its policies be subjected to intense scrutiny in order that efficiency is enhanced considerably and that the return on investment is clearly evident.

The management of the DTI as well as of each of the entities under its influence will need to develop and submit an implementation plan, a time frame and a list of the people who will be managing it. If relocation and redeployment is required, the plan will specify how this

will be done. The communication strategy will have to be fully developed, tested and explained.

The administration will indicate where the project office will be established to allow for optimal oversight to take place. Concentrated focus will be given to quality, budget issues, monitoring processes, verifying results and rectifying anything that was being incorrectly done. Project plans will need to be updated on a monthly basis and submitted for approval to the relevant role players.

Documents relating to the implementation process and changes to process and system workflows will be maintained to facilitate oversight.

27. THINK TANK

A think tank made up of government officials, academia, role players in society, investors and NGO's should use the ICT forum to hold an annual discussion and debate each January on issues of policy, integration, governance, management, strategy, economics, corruption, science, technology and any other issues of relevance. The Think Tank will function outside the immediate sphere of government and be headed on a rotational basis by anyone who is outside of government. The Department and the entities will use a democratic and transparent process to elect a Visionary Task Team to participate in the think tank.

Its findings will be submitted to all political parties to consider and take up.



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A New Agenda for Change and Hope for All