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S:\PPT CURRENT FILES\PROGRAMS\REPLICABLE MODELS\Informal Settlement Responses\PPT INFORMAL PACKS COPYRIGHT OF PPT\2. PPT Informal Settlement Knowledge Key Issues Document r6.doc

## Key Success Factors for Informal Settlement Responses

*(I.e. Which are: at Scale, Rapid, Appropriate & Participative)*

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### OVERALL KEY SUCCESS FACTORS

- **Responding at SCALE:** Historically, developmental responses have occurred at insufficient scale. They have often been premised on unrealistic expectations of which is achievable within available resource constraints. Great commitment and realism is required. This includes greater inter-department co-operation, greater co-operation with the NGO and private sector, and more flexible and responsive budgeting.
- **Changing the emphasis:** Less emphasis on housing, and greater emphasis on the following top priorities: a) basic / rudimentary services; b) primary health care; c) school education; c) local economic development (especially job creation, informal enterprise support and work-place skills development).
- **Recognising, understanding and working with (not against) informality:** Ongoing fear and denial of informality leading to persistently ineffective policies and strategies. Despite the best intentions, the State and the urban poor have often worked against each other instead of collaboratively.
- **Getting community participation right:** Including budget allocation and professionalisation of this work (can't be undertaken in-house by Municipalities via ward development committees and councilors without support) – refer to eThekweni intentions in this regard. Human resources and funding for this need to be made available.
- **Achieving a more integrated response:** I.e. focusing not only on housing and infrastructure but also on access to key social facilities such as education and health care, local economic development, enterprise development, livelihoods responses, special needs and HIV AIDS etc.
- **Precinct level master planning:** Informal settlements need to be considered within their local spatial context and integrated into the broader urban form. These master plans are especially important for ensuring that road and transport networks are integrated and that attention is given to key social facilities (e.g. education and health).
- **Mobilising private sector and NGO capacity:** Professional skills and capacity are critical to project success. Building this capacity is key. Work needs to be funded from subsidy programme and funding adequately (e.g. typically lack of preparation funding, insufficient engineering and other fees especially for complex projects, fee structures out of line with construction industry norms).
- **Moving away from rash political promises:** Reactive and rash electioneering promises based on political imperative rather than a proper understanding of what is actually achievable within budgetary, technical and socio-economic constraints is critical. Leaders at all levels persist in dangerous

and poorly informed messages to communities. Communities deserve to know the truth about can and will be done for them. They are no longer content with 'spin'.

## **KEY SUCCESS FACTORS FOR INFRASTRUCTURE AND HOUSING DELIVERY**

- **Acceptance of interim & emergency services as the mainstay for delivery at scale:** It is now accepted that conventional housing delivery cannot deliver fast enough and at sufficient scale and that interim services are now the priority (as per Outcome 8). Greater political buyin and more adequate budget allocation are however required for this new approach to succeed.
- **Tenure:** Functional, non-individualised and non-registered tenure via administrative recognition of settlements must be sufficient for interim and emergency basic services delivery
- **Land acquisition:** Land acquisition is inherently slow and costly and is often a project in its own right. Forward planning necessary as well as sufficient funding allocated not only for land costs but associated professional work (e.g. land legal, negotiations, valuations, expropriation, project management etc).
- **Getting the grants and funding right:** Including resolving the problems with the UISP so that ph1 has significantly more budget and land acquisition can be deferred to start of ph2; resolving funding for emergency basic services (e.g. utilizing USDG or EH funding)
- **More strategic utilization of costly housing delivery:** Costly investments in housing construction (including in site upgrading) need to be made more strategically to promote a more efficient and sustainable urban form (including better spatial and urban design considerations and utilization of denser housing typologies where land is scarce).
- **Low cost densification:** Where land is scarce utilize double storey, attached housing with pedestrianised layout – aim to get densities of at least 60-80 du per ha which create greater urban efficiency.
- **Creating greater urban efficiency:** South African cities are inefficient by international norms. In particular densities are too low and public transport is inadequate. Densities of between 60 and 80 dwelling units per hectare are necessary to enable sustainable public transport and more effective spatial and transport planning is required.
- **Rapid assessment and categorization:** There is typically a lack of sufficient information on informal settlements to enable decision making on appropriate responses. Rapid assessments are required in order to provide adequate profiles, including of technical constraints and developability potential so as to enable more rational and reliable decisions on infrastructure, tenure and housing responses.
- **Depth and breadth balance:** Conventional housing delivery is inherently slow and costly (conventional upgrading typically takes an average of nine years from commencement of feasibility to closeout of construction and costs more than R120,000 per delivered low cost unit including land, services, top-structures and professional / contracting fees). Delivery at scale ('breadth') can only be achieved by an incremental approach which emphasizes emergency or interim basic services as the first level of responses.
- **Getting the right budgetary balance between housing and interim services:** On the national and provincial housing budgets. Too much budgetary emphasis on conventional housing delivery.
- **Preparation funding:** The ongoing failure to adequately plan and prepare projects is recognized as a key reason for project failures, project delays and the absence of bankable project pipelines. Preparation needs to take place well in advance of detailed design and implementation.