

Housing Policy and Practice

An exploration of the possible urban development of a selected node in Mamelodi township, South Africa.

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Introduction

“Guided by the Reconstruction and Development Programme (RDP), our vision is to build a society that is truly united, non racial, non-sexist and democratic. Central to this is a single and integrated economy that benefits all.” 2004 Manifesto, ANC.

Before getting into the real introduction of this paper, I would like to emphasize the goal and context of this study. As an international exchange student, it was my aim to research a developing context such as a township. The issue of housing plays an important role in development as such. But for my current master degree in The Netherlands, I need to formulate this development project into a policy framework. For that reason, this paper will go in to post apartheid housing policies, and evaluate them as far as possible. From that stage, the formulations of current and hypothetical developments come into the picture. As an example, I had like to use the issue of an urban node within a township to illustrate the concept of development policy. Part of the research has been taken out in real time visits of several townships and some interviews of the people living there, or who work in the context of township (planners, social workers, guides). This approach has allowed me to acquire some in-depth understanding of the concept of townships, and the challenge faced by post-apartheid housing policies. The report attempts to be as comprehensive as possible but has been limited in time and scope.

The concept of housing is inherently related to concepts like development and growth. Post-apartheid governments have used housing as an instrument for building up a united and non-racial society to overcome poverty and social exclusion¹. Development is one of the most intriguing and most difficult concepts to define. People’s perception of development and growth are determined by their politics and ideology, and according to that regarding growth of the economy, environment, human rights or welfare. Often development is defined by interspersing words like integration, sustainability, community participation, democracy and empowerment (Hamdi, 2004).

Similar to the term development, housing is also not easily defined and is related to the issue of development in terms of concepts. Housing touches upon people’s shelter (or perceptions thereof), people’s livelihood, the built environment, local economic opportunities, movement of people and the technicalities of building construction and delivery methodology. As mentioned by Habraken, housing is about skills, codes and funding. “A technical system if socially rooted thus cannot be changed easily” (Habraken, 1998).

According to Hamdi development does start off with the *emergence* of a systematic body. Instead of being an individual, one should think in terms of an organic system, like a community, family or other social group. As Hamdi puts it in words; “...organic systems, in nature and in society, exhibit patterns (recognized in the informal cities in everywhere) where problems are solved by drawing on a variety of information

¹ See quote of 2004 Manifesto, ANC, at the top of this page right.

from the multitude of small, relatively simple and local elements, rather than from some power elite or single brain”(Hamdi, 2004).

One of the main points that came forward during a Conference of the AMCHUD is that global *urbanisation* does influence the structure of big cities, especially in developing countries². This group of experts is mainly concerned about the high rate of urbanization. As the African population is expected to double within the next 30 years, this would mean a massive impact on the cities of today and tomorrow. As already a big amount of people are living under hard conditions and stringent poverty in the urban areas, growth of the population could have a huge effect on the provision and availability of services and amenities.

“Notwithstanding the above, urbanisation can be a positive development process if well managed and controlled with equitable access to land, adequate shelter as well as the provision of basic services. Political will, decentralisation, good governance and the empowerment of national and local authorities as well as the adoption of inclusive processes of mobilising local resources and judicious resource allocation and decision making are fundamental to addressing the urbanisation challenge in Africa.” (AMCHUD, 2005)

Current handling of urbanisation by developing countries is not benefiting the poor at all. Dewar states that current practice and policies are resulting in environments that are sterile, monotonous, inconvenient, expensive and frequently hostile. He identifies its primary cause to be the neglect of design understanding in the making of urban environment (Dewar, 2000).

In this portrayal of a possible growth and development scenario of a case study area within the current policy context of SA, it is my impression that the built environment (intended or after intervention) should facilitate economic growth (local), social inclusion of people from different origin and income levels and should emphasize on poverty alleviation of the poorest.

² First African Ministerial Conference of Housing and Urban Development with the theme “Urbanisation, Shelter and Development: Towards an Enhanced Framework for Sustainable Cities and Towns in Africa”, AMCHUD.

Evaluation of past and present housing policies

After the abolition of apartheid, the new democratic government gave itself the job, to eradicate the apartheid inheriting of social inequality, racism, gap of opportunities and income. Part of this job should be carried out by the provision of houses for the poor and a new housing policy for resource allocation and delivery. The first housing programme in action was the Reconstruction and Development Programme which was a direct answer to apartheid in terms of providing an instrument for land allocation.

RDP (Reconstruction and Development Program)

The November 1994 White Paper, A New Housing Policy and Strategy for South Africa commits government to *'the establishment of viable, socially and economically integrated communities situated in areas allowing convenient access to economic opportunities as well as health, educational and social amenities'*. All South Africa's people *'will have access to a permanent residential structure with secure tenure, ensuring privacy and providing adequate protection against the elements; potable water; and sanitary facilities including waste disposal, and domestic electricity supply'* (Housing White Paper, 1994).

Although it sounds very promising, the main RDP strategy was based on providing as many houses in a short time as possible. This had its reflection on the way people perceive the current RDP residential areas. It is quite nicely formulated in the next quote: "during Apartheid they planned townships, after apartheid they are actually building them"³. A question one could ask is if these RDP houses are the solution, people are calling for. The answer is yes, in terms of providing people a shelter, but no in terms of delivering an environment full of opportunities to create a way out of poverty and social exclusion. One could better work towards the demolition of the monotonous functioning culture these RDP areas become (and planned). Regarding someone I spoke to at the Council of Tswane (Housing Department), a simple explanation for the current mono culture is that national government only provides subsidies for the actual houses, and don't support (financially speaking) any commercial or industrial utilities within these areas.

In regard to the current situation of many townships in South Africa, the relocation of people from slums to RDP houses would not be a solution. Relocation is often used to get more space for new development projects, with the intention of moving people back afterwards, which can sometimes take more than four years. The same topic was touched upon by the international housing research seminar in July 2005, where was stated that relocation only should be carried out where upgrading is not possible (Chapter 13 of the Housing Code).

The first step in thinking about revamping and developing areas and environments should be an intent focus on local intervention possibilities in order to create the necessary space to meet the requirements for growth and development. By providing an incentive for other functions to enter the residential area one could create for instance other incentives, job opportunities, spatial enrichment, diversity and a

³ Referred to by M.C. Erasmus, during an interview at the city council, Pretoria.

dynamic environment. By the provision of a strategic grid of structure (infrastructure, amenities, vision and zoning), one would be able to leave the filling in of the build environment by the participants themselves, like a broad interpretation of the concept Open Building (Osman, 2005).

By incorporating industrial and commercial functions into the spatial and zoning vision of a whole area, the door is open for more vibrant and dynamic developments. Areas that generate their own dynamics, their own growth, and add to an environment people have opportunities and chances to grow out of poverty and social exclusion. The goal should be to create more complexity in the environment, which will bring diversity and opportunities for further development. An area should create its own identity. A one by one copy of a successful formula could not work for that reason; as each landscape and environment has its own characteristics and demands adjustment to suit unique requirements.

According to Sarah Charlton the relation between housing programmes and income generating is (survival strategies) under emphasized. People living in an area will be stimulated by their direct environment. If this environment is rich and complex in functions and amenities, people will be inspired to open an own shop, start up a car wash or barber shop. But in an area like a common RDP neighbourhood, the people are not in during the day; they are working, doing business or shop outside the area. For the people living in such an environment, there is no incentive for starting up a business (by the lack of market demand).

ASGISA (Accelerated and Shared Growth Initiative for South Africa)

ASGISA works as a catalyst for associated and shared growth in South Africa. Within the planned objectives, the focus is to half poverty and unemployment until 2014 (10 year time span). National government believes ASGISA should be considered to be a national shared growth initiative, instead of a regular 'governments programme'.

In order to meet the standards mentioned above, the nation should work on a considerable growth of the economy (on average 5% per annum in ten years). Besides that, the nation will have to ensure that the environment and opportunities for more labour-absorbing economic activities is considerably improved. In this regard we could suggest government to invest more on infrastructural and built construction projects. These projects have most often a long time span and are built for future developments and expansion. Another big impediment is the lack of skills and educated people within the society. Under these professional skills we share engineers, scientists, managers and technical experts such as artisans and IT technicians⁴.

One of the major challenges according to this ASGISA program is to eradicate the second economy (informal economy). According to their way of thinking, this second economy prevents the society (both economically and socially) to get over the historical inequality that targets the marginalized poor (see footnote).

On the contrary, in many countries, economic growth is determined not only by the formal economy (the economic sectors that are legally registered and pay taxes) but

⁴ Media Briefing by Deputy President Phumzile Mlambo-Ngcuka, 6 February 2006

also by the informal economy (those activities that are not legally registered). In some cases the size of the informal economy is greater than the formal economy, and it interacts with the formal economy by supplying certain goods and services. The linkages between the formal and informal sectors of the economy need to be understood and considered in the devising of a local economic development strategy (Swinburn, 2004).

A question one should consider is where the incentive has to come from to “upgrade” an informal economic activity to a formal one? Consider for instance the business of parking guides; they probably earn twice as much as someone working in the garden or surveillance. For them there is probably no space or opportunity to get formalized. As long as people can make easy money, or are dedicated to the informal sector because they don’t speak English for instance, one can not insist on eradicating this whole sector, or try to formalize it. A better formulated challenge would be to see corporation and coexistence between both sectors of the economy. Already we can identify some interesting linkages between formal industries (waste materials like timber and crates) which serves the informal industry (for instance shack panel construction – represented by a large and flourishing zozo industry in townships).

BNG (Breaking New Ground)

GEAR and Breaking New Ground do form the second generation of housing policies in South Africa. The Comprehensive plan for the sustainable development of human settlements includes informal settlement upgrading (instead of relocation). The three key objectives the Breaking New Ground Policy was established upon are: eradicating poverty, reducing vulnerability and the promotion of inclusion (social and physical).

The Breaking New Ground policy is focused on linking housing demand and supply, by placing an increased emphasize on the role of government (local government) in determining the location and nature of housing. Governments’ role is extended beyond public housing to cover as well regulations of rental houses and section title ownership; in order to enable them to manage over the whole line from CBD (City Business District) to Informal Settlements.

A comprehensive plan for the development of sustainable human settlements is believed to be the answer. In 2004 cabinet approved in principle on the new approach to housing that was called Breaking New Ground. The aim of the new housing strategy was to accelerate the delivery of housing; as a key strategy for social, spatial and economic development as well as alleviation of poverty, enhanced social cohesion, development of sustainable human settlements, spatial restructuring, security of tenure, job creating strategy and leveraging growth in the economy⁵.

BNG was also put in place for changing the face of the stereotyped subsidized “RDP house” in urban areas, and more relevant to the needs of rural communities living in traditional houses. But during the execution of the BNG policy, the governments encountered some unintended challenges:

- peripheral development,

⁵ Class notes by Jacus Pienaar, Department of the Built Environment, University of Pretoria, course BHU 740.

- poor quality products and settlements
- lack of adequate participation by community,
- limited secondary low income housing market,
- slowdown in housing delivery,
- limited and decreasing private sector participation,
- increasing backlog owing to more new households and urbanisation pressures,
- further growth of informal settlements (CSIR, 2005).

In their objective to build more demand driven houses, the governments renewed emphasis on partnerships with communities and private stakeholders. By addressing building needs through coordinated area based approaches, one ensures conformity to the requirements of particular groups of inhabitants and a response to the actual housing demand. This concept allowed for a phased development approach, for instance in-situ informal settlement upgrading (in stead of relocating). As good as the objectives sound, reality and theory do not necessarily coincide if we consider the slow down of housing delivery and the increasing backlog of houses (CSIR, 2005).

Possible Future Development

In the second part of this paper, the development of actual residential areas is considered in depth. As we elaborated earlier on about strategies for slum upgrading and building sustainable built environment, the most intriguing part of housing needs to be investigated in the current Townships. For those not familiar (including the author of this paper on previously) with the concept of townships, the first section will define the project area, what is the historical context of township as well as a township's main characteristics. The sections that follow will identify a particular project area and define the condition for a hypothetical process of development in that area. After setting the stage, the line will continue by thinking about the role of housing in this development. There it touches upon the link with the housing policy and sketching an ideal of policy environment for better adjusted and responsive development.

The project area defined

In order to give strength to the elaboration of the housing policies earlier on, in this part of the paper we will go into the actual townships to see how development could take place. If one speaks about a township or squatter camp, most people in developing countries do have an understanding of the term, although the majority never visited one in their lives. In the Western (developed) World, people often can imagine how a township would look like, though pictures most of the times more looks like refugee camps than permanent residential areas for large parts of the population of developing countries.

General characteristics of townships in South Africa show critical figures of car ownership (less than 20%), unemployment (close to 60%), and a substantial percentage of residents living under the poverty line. Townships do have additional bad connotations because of the repression during the apartheid. People of all kinds of origin and tribes were subdivided into groups noted as blacks or coloured, and were put together in townships outside the cities, suburbs and close to industrial areas (see Figure 1). Currently close to 40% of the total housing stock of South Africa is situated in Townships. A large variation in residential structures like the old four room apartheid structures, RDP houses, shacks and bond houses do give shelter to an even wider variety of people. Generally, townships are considered to be monotonous areas in terms of functions (amenities), opportunities and social characteristics (Dewar, 2000; Charlton, 2004).

Figure 1: The South African scenario (Amira Osman)

The scope of this study is limited to the township of Mamelodi as a representative township area. Several visits in the area helped me to gain a good understanding of the area as place for living, working, socializing and travelling. As Mamelodi is established upon the former farm land Vlaktefontein, this was the name of the residential area around the Eerste Fabriek as well. The name changed into

Mamelodi, which means place of joy in Tswana as was the nickname of Paul Kruger, in 1962. Mamelodi is a typical black township with many people from different origins (Pedi, Sotho, Tswana and Zulu's). Currently the township stretches out over more than 35 square kilometre, and gives home to more than 1.6 million people. The residential area is shaped in a way that is determined by the North and East border of the Magaliesberg, South bordered by the railway (Pretoria – Witbank). Mamelodi is further divided into an Eastern and a Western part, by the Pienaars River that runs through the area (north–south). Because of the freeze on building houses in Mamelodi ('80s), people erected several squatter camps in the area, like the Mandela Squatter, Stanza Bopape and most current one besides the Hans Strijdom Drive (Walker, 1991).

The urban node

As the description of the above township should represent to a large extent the townships in developing countries, the next description of an urban node should be representative for many of them within townships. In this section, the development of an urban node in a township is considered to be a catalyst for generating more economic activities and a break with current mono functionality.

As a starting point in investigating potential urban nodes, we tour an informal squatter camp. In this squatter camp there are several existing nodes, established by the fact there are intersections of roads or tracks. These small nodes become more in use when a bus stop is situated near it, or a telephone booth (see Picture 1). Most of these small nodes of intersections are characterised by bad roads (gravel) and many people travelling by foot. Other examples of potential nodes in process of developing are mostly situated on a main route towards a train station, taxi rank/ stop or school. A node gets more tension when small interventions are implemented like a communal water tap, bus stop, telephone service or a park for relaxation.

More formal urban nodes are identified by the existence of a planned train station, a big taxi rank, shopping mall or a gas station. Even in townships it is possible to find many of these formal nodes, which are more the result of a planning process. The more activities are bundled together, the better for the development potential of that particular node. For example the node Eerste Fabrieke is already characterised by the presence of a train station, informal trade and taxi movement at rush hours. But except for these functions, the whole area (large parts are still vacant) breaths an uncomfortable atmosphere and quietness that does not fit a node like this. This disadvantage is mainly because of the lack of residents, and amenities that may give life to the node outside rush hours, thus enhancing 24 hour activity that achieves more passive surveillance and a sense of security by the mere continued presence of people at the node. By increasing the amount of hours that the node is in use, and creating a dynamic and denser built environment, this will change the current negative perception of the node.

Picture 1: Bus stop in Township

A hypothetical process of development

In order to get a node to develop, for purposes of generating growth of local economy, break through the monotonous culture and increase the social character; this section will go into the possible development chain of a node as described above. As we identified an informal node by the bad road conditions, many people by foot, intersection of routes and opportunities like a bus stop or water tap.

Up from the point we left the informal node as it was identified earlier on, we will go into a more speculative path in predicting the future development around this same node. Where the informal node as intersection mainly supplies people a place to play a ball, meet or just say good by. The second phase is the acknowledgement of the potential by development workers or informal entrepreneurs. At the moment a communal water tap get installed, a street vendor opens a shop or public phone booth, the informal node gets more attention by the increased amount of functions. People not only meet any more at the intersection, but collect their water or fruits over there as well. The example of a bus stop used by Hamdi, according to whom this intervention (small change) led to the emergence of several informal shops and merchants. That on their turn attracted more formal forms of commercial activities, until the node became a vibrant place of trade, transport and socializing (Hamdi, 2004).

The last step, phase three, could be identified when even the formal businesses are attracted to the node. Attracted by the amount of people hanging around the intersection, doing small purchases, getting water and waiting for the bus or a taxi; small super markets open their doors or the informal tuck shop is sufficient sure of the future she formalizes the shop. This eventually will end up being a vibrant and dynamic urban node with all kinds of different functions and amenities; a pleasant mix of informal and formal activities. Up from the beginning the intersection or node serves the direct environment (residents) with first a place to hang around, secondly to get water, get on the bus and eventually do groceries or a hair cut. As the node is expanding, the area of influence gets bigger and bigger. The land value probably will rise with it, the quality and amount of job opportunities and services would increase and the relative connection lines with the other parts of town would become smaller.

As the former description seems like a linear and non-reversible development process, it should not be forgotten that not all nodes will reach the third stage, or this means that the informal economic activities should die out. Optimal would be a hybrid construction where informal and formal components do coexist. This would demand for a more complex way of managing the development of this area. Not all components are able to be planned in advance; neither is an un-designed and uncontrolled approach recommended. On the one hand, a basic framework of infrastructure and zoning should direct and control the future developments; on the other, there should be enough space for new emergence and reactions. Like Dewar puts it, there needs to be a space and guidance for a negotiated reaction on developments that occur in the area. For instance the informal trade that is attracted by the installation of the water tap in our node; that is called negotiated reaction. The actions that emerge after an intervention are a reaction to it, and should be anticipating on the existing structures and activities.

The aim of this process is not to eradicate informality, but presenting an indication of stages an informal intersection possibly pass. It would be interesting to find out what

different activities would be attracted by different interventions like a water tap, a bus stop, a taxi drop off or an public phone booth. These results could be used to act as an incentive to attract particular functions or shops to an area. One can imagine for instance that a water tap should attract car washers, and paper and cigarette merchandise would do better at a bus stop.

<i>Phase:</i>	<i>Characteristics:</i>	<i>Development and action:</i>
Phase One	Informal Intersection	Identify potential along route, or intersection for small intervention (picture 2)
Phase Two	Node in Development	Informal traders and merchants attracted by small intervention (picture 3)
Phase Three	Mature Urban Node	Formal shops and increasing density of population and hours node is in use (picture 4)

Table 1: Identified phases of a node in development

Picture 2: Communal water tap in informal settlement

Picture 3: Informal shop and trading opposite water tap

Picture 4: Formalized shops and stores

Role of Housing Policy

Considering the development of the urban nodes as elaborated earlier on, the role of housing and residential areas is left out of the picture. How could we make housing policies to assist and provide for the development of these nodes? First we will look at the benefits for the people living close to the node, and afterwards suggest how a policy instrument can facilitate these developments.

It is probably not necessary to elaborate too much on the benefits for the residents, because these should be pretty clear. By the emerging multi dynamic environment and multi functionality of the node, people living close to the node have primary benefits by the fact they don't have to walk far for their products or transport. As some of the people have to walk substantial distances to transport, schools and stores (up to 30 min.), the people close to a node don't have that inconvenience, and enjoy the presence of (in-)formal trade, transport and social life. The attraction of commercial activities, amenities and social life is an indirect incentive for people to live close to that same node. Shop owners, car washers and the hair cutter want to live close, to be able to keep an eye on their place. For that simple reason, the density of population and buildings will inevitably rise. The attractiveness of the place will have their influence on land value and need for security of tenure (in places of informal settlements).

From here I would like to make the link with the role of housing policies in facilitating these developments. When we look at our previous example, the start of an informal settlement and intersection should be identified. Maybe not already on the drawing board, but at least several years after the erection of the settlement, members of local municipalities should analyse the area, and try to identify potentials in the routes people use to go to work, school or shops. As mentioned earlier on, after the identification of these nodes, a selected and small intervention could do miracles for an area (see example earlier on). In planning the small intervention (water tap, bus stop, taxi drop off, phone booth etc), one should take into account the destination of the surrounding land. By allowing the density of houses to increase, and have shops and stalls close to the road or intersection, growth of the node is facilitated. The role of the housing policy is mainly to respond on developments that occur over time, and facilitate the growth there where it is needed the most.

According to Habraken, we live in an environment which is determined to a large extent by means of a strong control hierarchy. His example reaches from a large investment company that might own an office block and make the major decisions about its layout and position, but a smaller firm rents one of the floors. The boss of that floor decides on the layout of that floor, and the employees eventually do decide on their own territories through the furnishing of their workspaces. Each level of ownership does reflect an extent of control and influence on the environment. Sometimes these levels and expressions do conflict each other. So organization and appearance of the built environment become a battleground of styles which reflect underlying politics (Habraken, 1998).

But this would imply, that the people in informal settlements never would be able to come closer to control of their area than their backyard or interior. By attempting to break through the circle of hierarchy and putting people in position to decide along on future developments and final filling in, one will create much more support by the

community itself. By means of improved public participation of the community, it would be possible to enable the community to have more influence on decisions that have to be taken (Davids, 2005).

In an ideal situation, the housing policy should enable residents to have more influence on the developments of their close area. Facilitate them in terms of increasing opportunities for jobs, education, relaxation, commercial expansion, transport and social diversity. An informal settlement with potential nodes should be placed into position for growth and development. In terms of instruments, subsidies could enable the small intervention, depending on the need of a community for a communal water tap, a small park, phone booth or taxi rank. By the incorporation of the community into the decision making process (community participation), one allows the community to help create a diverse and functioning potential node.

The importance of houses in an urban development seems to be neglected in the elaboration above. By the given restrictions of existing townships, we had to work on the other functions primarily, but this part will emphasize the housing of people as a necessity. Interviews with commuters at the Eerste Fabrieke station made us aware of the lack of houses in front of the station. People perceived the environment as uncomfortable and unsafe, because the vacant land and few industrial functions on it don't facilitate the control and closeness one experiences in a residential area. Commuters and stall owners complained about the crime that is present during the late hours. Also here we identify not only a lack of houses, but acknowledge the problems of a mono functional environment. Shop and stall owners told us, that the only busy periods for them were in the early morning (between 4 and 7 am.) and in the late afternoon (4 till 6), where in between (during the day) there are almost no activities, and most shop owners leave their stalls empty. Increasing the amount of functions and amenities in the close area, and facilitating housing for a broad sample of people (temporary, social and rental housing), this node in specific will live up, double at least the hours the node is in use and create more opportunities for further growth into an important urban node.

Conclusion

Considering the development of housing policies after the eradication of apartheid, we clearly identify a shift from a supply driven towards a more demand driven housing delivery approach. Besides the attempt to create more sustainable human settlements, national government emphasized the strength of in situ informal settlement upgrading, as an alternative for previous relocation of residents. The line of action is indicating the realization of government they are working with people in an existing situation and determined environment. Important is to know how to influence this environment in order to promote and stimulate growth and development. In this paper we have elaborated upon the existing housing policies and their shortcomings. Further on, we emphasized the importance of small interventions within the existing environment as incentive for future development.

The generation of growth and development should be carried out reflecting and in consideration of the existing structure of houses, amenities, transport and local demand. Within the current housing policies, it would be hard to find the space for this approach, also because the system of subsidizing should be reconsidered in terms of financing a more diverse range of activities (besides houses also commercial and industrial activities). In my effort to come up with a vision to generate growth and development within the existing township environments, the next recommendations are suggested for future policy directions. First of all, should future housing policies facilitate the small interventions and growth of the urban environment in townships by allowing for informal economic activities, as these are the catalyst to development of townships like Mamelodi. In order to break down the monotonous atmosphere in existing townships, the focus on housing policies should be to create more complex and diverse built environment. This implies more functions and amenities within the area, and a combination of housing solutions for people from different origin or with various levels of income. Houses within the social, transitional and rental (former bond) sector could be located besides each other, if well designed.

In my prediction of the future development of urban nodes in townships, I expect an interesting interaction between planned elements (bus stop), informal activities (hair cutter and shops) and formal activities (small grocery), enhancing an economically vibrant node that would also allow for social interaction thus becoming an important generator of income (poverty alleviation), social cohesion and sustainable development of human settlements. Beyond the basic functional of housing as shelter, we signify a way to create a rich environment for opportunities, which react responsively to existing energies and unique opportunities, and for these reasons achieves social, economic and environmental sustainable.

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