



NOMINATION FOR THE 2010 UN HABITAT SCROLL OF HONOUR AWARD

5 August 2010

1. Background

The **Johannesburg Social Housing Company (JOSHCO)** was registered under the Companies Act in 2003, and mandated in March 2004 by the City of Johannesburg. JOSHCO's mandate from the City of Johannesburg is very specific, stating that JOSHCO was *"appointed as the preferred implementing agent for social and institutional housing developments in the City of Johannesburg and to:*

1. *Manage all Council owned rental stock*
2. *Manage and refurbish staff and public hostels*
3. *Develop new rental stock and to implement other mutually agreed housing developments*
4. *Provide housing management services and turnaround strategies where necessary".*

Mission

This mandate gave rise to **JOSHCO's Mission** which reads as follows:

"To provide quality, affordable and sustainable social housing products, JOSHCO will:

- *Manage existing rental housing stock*
- *Convert and manage hostels*
- *Refurbish and manage Inner City 'bad' buildings*
- *Develop and manage new social housing products.*

Delivery is facilitated by a skilled and motivated team to ensure best practice and customer satisfaction."

JOSHCO's Vision

"A world-class social housing provider of choice"

Size of the Organisation

JOSHCO is governed by a ten member board of directors including a non-executive chairperson, eight non-executive members, and one executive director.

JOSHCO has sixty (60) members of staff including a seven (7) member senior management team.

JOSHCO manages a portfolio of 8304 affordable rental housing accounts. JOSHCO provides the full array of property and tenant management services including repairs and maintenance services, cleaning and gardening, tenant management, and rental collections.

On the housing development side, JOSHCO has since 2005 completed 7309 units of various types (including the conversion of single sex male hostels into affordable family accommodation; the conversion of inner city commercial and industrial accommodation into affordable communal rental accommodation; the refurbishment of former municipal rental housing units into affordable social housing; and the construction of new affordable rental housing units for poorer families).

In the six years that JOSHCO has been active in developing new and improving existing affordable rental housing for the residents of Johannesburg, JOSHCO has invested almost R712 million into affordable rental housing development.

In order to achieve sustainability, JOSHCO has placed a strong emphasis on revenue collection turn around strategies. In the first full year of rental operations (2005/2006) revenue from rental income was R1,4 million. In 2008/2009 it was R31 million. In 2009/2010 it was R39,6 million. The growth in revenue from rental leases in these five years has been 2,700%. Rental default rates have declined from the initial outset of a very discouraging 82% to 15% at the end of June 2010. This is an improvement over the 5 years of 344%. JOSHCO aims to reduce the default rate to within 5%.

2. Description of the initiative or project

Johannesburg has almost 3.9 million inhabitants. Many of its inhabitants lack access to basic services, including housing. The housing backlog is accentuated by continued migration. The Johannesburg Social Housing Company (JOSHCO) received its mandate in March 2004 to help eradicate the housing backlog in the City of Johannesburg. JOSHCO's programmes and activities are informed by the City of Johannesburg's Growth and Development Strategy (GDS) and Integrated Development Plan (IDP) and its mission is to provide quality, affordable and sustainable social housing.

What is the business of JOSHCO?

JOSHCO's sole purpose is to provide affordable and quality rental housing to the people of Johannesburg funded through provincial subsidies, national and municipal grant funding as well as loan funding. JOSHCO caters predominantly for poorer families earning a household income between R1 500 – R7 500 per month.

Although JOSHCO has, since it commenced operations in 2004, developed numerous projects, and now manages an affordable housing portfolio of more than 8300 accounts, this nomination is not a project specific nomination, but rather the nomination of an organisation motivated by the impact it has had on the quality of the settlements it manages and the lives of the residents in those settlements. This impact is the result not only of the scale of the affordable rental housing programme initiative, but of the philosophy and approach on which the programme has been constructed. This approach boldly recognises that shelter provision must respect the whole individual and all of his or her needs. This recognition has taken JOSHCO beyond shelter provision into community development where the support offered to communities served by JOSHCO has focussed on other important areas such as violence against women and children; youth; the family; early childhood development; and measures to reduce crime within communities.

The following housing development programmes have been initiated by JOSHCO over the past six years:-

FROM HOSTELS TO HOMES

In an attempt to enhance living conditions of hostel residents, the government's Hostels Redevelopment Programme was transforming men's-only hostels into family housing developments. Hostels had become informal settlements in formal structures; a health hazard in dire need of renovation.

City Deep Village

Located in the City Deep Container Depot area south-east of Johannesburg, the project's all embracing facelift was kick started with a capital investment from the City of Johannesburg. The project also received a restructuring grant from the National Department of Housing. The renovation of the hostel to 373 family homes started in 2005 the conversion and included construction of roads, pedestrian walkways and gardens. Joshco's approach in property management provides its residents with peace of mind in matters of security and access control, cleaning and general property maintenance. This approach is facilitated by housing supervisors on site to provides tenants with fast friendly and efficient service delivery.

Antea Village

Joshco took over the management of the Antea hostel in May 2007 with occupancy of 521 tenants billed for beds. This would have an impact on the lives of 521 tenants residing in the hostel at the time. The conversion of the hostel to family units began in 2009 and construction completed in April 2010. In Block A 111 units have been completed consisting of 1 and 2 bedroom units. Currently JOSHCO together with the City's regional staff strive to provide effective management and maintenance of the Antea Hostel.

Orlando Hostel

Orlando eKhaya is the largest and most ambitious development ever to be undertaken in the history of Soweto. It will transform the area into a sought after destination for investment, business and tourism in a captivating mix of retail,

office, residential, entertainment and recreation spaces. The conversion of the Orlando Hostel started in 2008 and Phase 1 of the conversion has produced 102 1 and 2 bedroom self contained family apartments. The project will yield a total of 266 units when completed.

THE GREENFIELDS PROGRAMMES

Greenfield projects can be defined as new build projects where construction is not constrained by prior work. It is constructing on unused land where there is no need to remodel or demolish an existing structure.

ROODEPOORT INNER CITY

Roodepoort Inner City Project: Thedzani, is an excellent example of inclusionary housing. Located in Roodepoort's inner city business district, this self contained community has convenient access to schools, health care, transport and employment opportunities. To date, the project has a total of 414 family units which can be broken down into 82 units in Phase 1, (64) units in Phase 2, currently (160) completed units in Phase 3 and 108 units in Phase 4. The Thedzani community have the benefit of a secure fully gated estate with 24 hour security services that includes parking for residents and fully equipped play areas. The estate is managed by two live-in housing supervisors that provide holistic real estate management service.

KLIPTOWN

A CELEBRATION OF HISTORY

Kliptown is well known for its historical significance as the place where the Freedom Charter was adopted in 1955. It is regarded as one of the oldest multi-racial urban settlements in Johannesburg.

The recognition of Kliptown's historical significance, coupled with its status as a major focus for urban regeneration in Soweto, has generated the impetus for public investment in infrastructure and economic development initiatives in the area.

Kliptown Square Flats

It is here that JOSHCO manages and maintains a decent affordable living space for 478 families. Kliptown Square includes bachelor, two- and three-bedroom apartments and lofts. A unique feature of this estate is live-and-work units that allow residents to work from home or establish businesses that capitalise on passing trade. The estate is surrounded by shops, offices, a museum, community centre and taxi rank. Joshco took great care in providing for a functional and safe community by providing 24-hour access control and secure parking, children's play areas, a basketball court, and landscaping that incorporates indigenous trees and grasses. The estate is managed by 2 live in supervisors that ensure service delivery in all aspects of property management.

TRANSFORMATION OF COUNCIL ESTATES

Eldorado Park

Eldorado Park is located in the extreme southern boundary of greater Johannesburg. Prior to JOSHCO taking over the management of Extension 6, its condition had deteriorated immensely but after a few months there is significant and visible change. JOSHCO took over the management in February 2009 of Eldorado Park Extension 6, which consists of 198 units of 11 blocks. The company moved swiftly to affect a remarkable upgrade. Within months all exteriors of the blocks had been repainted, roofs had been replaced, wash-lines revamped, litter bins bought and secured, and electrical upgrades had been completed. Floodlights, corridor and staircase lights and palisade fencing created security and gave the community a sense of pride.

Bellavista Estate

In 2005 JOSHCO assumed responsibility of the badly neglected Bellavista, the largest council rental-housing estate, with 792 units. JOSHCO invested R12 million on refurbishing all the homes to an acceptable, habitable standard – replacing roofs and security gates, painting, installing a palisade boundary fence to improve security, adding lighting to hallways and balconies, and achieving full electrical compliance. The estate houses a mixed group of tenants: some receive social grants, others are pensioners, unemployed and salaried people. Some pay monthly rentals, others are owners responsible for levies. Bellavista is now a thriving and healthy community.

In April 2009 JOSHCO started building 36 additional units. Each is approximately 48 m² and consists of two bedrooms in a three-storey, walk-up design spread over three blocks.

The Revived and Renewed Citrine Court, Bellavista

In the centre of Bellavista Estate stood Citrine Court – a dilapidated 15-storey building in shocking disrepair. JOSHCO began the renovation of the building in May 2009. Today Citrine Court – renovated at a cost of R21,3 million – is the landmark it was meant to be. Citrine court will become home to 79 families that will benefit from 24 hour security , access control, secure parking and fully equipped play areas. This building once called hell hole is now a haven to so many.

Claremont

Like Bellavista Estate, Claremont was also developed initially for poor people, including vulnerable single mothers. Similarly its 752 units which consist of 39 row houses and 713 flats and duplexes have suffered severely from a lack of maintenance.

Now, with the extension of JOSHCO's services to this area, Claremont residents are benefiting from much-improved housing management, including significant renovations and refurbishment. JOSHCO's approach to this re-development was three-pronged: fix up the structure; reform management of the buildings and collect rentals regularly.

JOSHCO was introduced to the Claremont community through a range of consultations which included the local leadership, stakeholders and the entire Claremont Estate. Further, to achieve an accurate understanding of the wishes and needs of local residents, the company carried out a door-to-door social survey. This was welcomed by most residents, many of whom came forward to make enquiries about their contracts, maintenance and billing.

An immediate benefit to the community was the creation of jobs for unemployed residents to fulfil services on the project. As Claremont is in a particularly poor area, there are numerous social problems associated with poverty: Joshco considers it part of its mandate to assist the community through various community development programmes.

BOTLHABELA – ALEXANDRA FAR EAST BANK

Creating Eco-Friendly Homes In 'Alex'

Alexandra's Far East Bank "Botlhabela" project is situated on the corners of Lenin Drive and Thoko Mngoma Street, surrounded by council flats and RDP houses. JOSHCO took over the management of the project upon completion in July 2008.

The project has 520 communal rental rooms and a crèche. The crèche consist of three classrooms, administration office, kitchen, bathroom facilities for adults and children, entertainment and playground areas. Each room measures 14 m² and shares a communal bathroom, scullery and wash-up area.

Security is evident: windows are burglar-barred, each 10-room unit can be securely gated off, and in addition to electric fencing around the complex there are security guards to assist with access control.

An initial R350 or R600 per month rental is charged. However, the intention is to stagger it upwards as residents get used to the practice of paying for their accommodation and service consumption.

Joshco also has two housing supervisors on site to manage and ensure the day-to-day management of the property, e.g. security, cleaning, gardening and logging maintenance, handling general complaints and assisting with rent collection.

Botlhabela is an eco-friendly project with solar water geysers installed on top of each block, providing hot water to the communal bathrooms. Water catchment tanks have been installed at each of the clusters to collect rain water from the roofs. This is used to irrigate the community vegetable and indigenous gardens.

Mixed Housing Development

Pennyville

Pennyville, a mixed housing development close to the New Canada train station, now stands where there was once barren and rocky land. The project is a joint initiative between the City of Johannesburg's Department of Housing and a private company called the Pennyville Zamimpilo Relocation Pty Ltd. It resulted from a land exchange agreement between the two parties.

Situated opposite the New Canada station and adjacent to New Canada Road, the project has easy access to Johannesburg's city centre.

Having been earmarked for the relocation of an estimated 1 600 families from the Zamimpilo informal settlement, the plan is to develop 2 800 stands. Pennyville, which is being built in four phases, offers different housing options for beneficiaries: 1 600 fully-subsidised RDP houses, 600 JOSHCO affordable- rental units, 200 JOSHCO communal units and 800 middle- and high-income rental units offered by investors and banks.

Restoration of human dignity

Sol Plaatje

Not long ago Sol Plaatje, now a formalised township, was an informal housing settlements within squalid living conditions, no legal power supply, proper sanitation, rubbish removal service and far from amenities.

The conversion of former mining hostels and formalising the informal settlement began in January 2006 when JOSHCO was tasked by the City of Johannesburg to meet the complex and pressing challenge of upgrading and improving living conditions of the Sol Plaatje residents.

This was achieved by providing services, the conversion of mining hostels to RDP family homes and building RDP houses. Sol Plaatje is the only JOSHCO project developed for individual ownership. JOSHCO has built 2 558 units that will give home ownership to all qualifying beneficiaries.

INNER CITY PROJECTS

Meeting different needs

Because of rapid urbanisation in the late 1990s, the inner city went into rapid decline, prompting swift action by the government and property owners alike. The result was the Inner City Regeneration Charter which, since its inception, has contributed to the complete about-turn of decaying “bad” buildings. This was achieved through the Better Buildings Programme (BBP) that is an important part of Joburg’s Inner City Urban Regeneration.

JOSHCO identified 3 buildings for redevelopment through its Better Buildings Programme.

La Rosabel

La Rosabel once a derelict, overcrowded building in a deplorable state which was invaded by illegal squatters and used for criminal activity has been restored and rejuvenated into 50 family homes. Located in an environment alive, diverse, buzzing La Rosabel consists of communal rooms delicately woven together to create a wonderful and stylish building with shared ablutions, kitchens, laundry and common rooms.

Rashers Building

Once a business landmark, the eight-storey Raschers Building at 70 Loveday Street in the heart of Johannesburg’s central business district has been converted into a communal rental housing project. Communal Housing is a form of accommodation where the costs of development are minimised, not by reducing the quality of the building upgrade, but by providing rental rooms with shared bathrooms, laundries and kitchens. Raschers consist of 87 of communal rooms and will provide much-needed, affordable accommodation right in the heart of the city.

BG Alexander

A JOSHCO Inner City rejuvenation project, BG Alexander is in the heart of Hillbrow. Formerly a nurses’ home and training facility, the building had become derelict and attracted the homeless, in spite of broken water pipes and a collapsed sewerage system. Illegal occupants were relocated and the building was revamped in a three-phase plan, part of the building was converted into much-sought-after single-room accommodation – like an old residential hotel.

Phase one created 228 communal housing units. The single rooms share ablutions, kitchens, laundry and common rooms and meet the needs of people earning less than R3 500 a month. Phase two includes the construction of 6 bachelor, 15 one-bedroom and 12 two-bedroom rental apartments.

The final phase covered rejuvenating and building six training centres, a community kitchen, four recreation halls, sports area, a crèche accommodating 160 children, an auditorium and offices to provide community and social services. The project consists of 490 units.

Casamia

Casa Mia was originally a hotel built in the 1940s. It was purchased by the City in 1984 with the intention of providing accommodation for senior citizens who are able to care for themselves. The refurbishment of the existing 11 storey building by the City of Johannesburg's Housing department began in September 2008 and will yield a total of 179 units ranging from rooms with shared facilities, bachelor units and a few 1 and 2 bedroom units. The ground floor will likely provide space for communal uses which are still to be determined. Currently, a crèche and an IT Centre are being planned for a portion of the ground floor. This project will provide long-term housing for higher income households. Rentals in this project range from R960 to R2700 per month.

Chelsea

This project was developed by the Johannesburg Property Company (JPC). It was handed over to JOSHCO in September 2008. It has 80 communal rooms and shared facilities, and is currently being used to relocate tenants from other properties which are being refurbished such as La Rosabel. Rentals range from R605 to 880 per month.

3. Main partners

Several partners have been key to supporting JOSHCO in its efforts to improve the quantity and quality of affordable rental housing in Johannesburg. Amongst the most important have been:

The City of Johannesburg which, as JOSHCO's sole shareholder, has provided the strategic and policy framework within which JOSHCO has worked, as well as the political leadership within a context of enormous public pressure for improved urban services and housing, as well as substantial financial resources in the form of grants and operating loans.

The National Department of Human Settlements and its agency the **Social Housing Foundation (SHF)** which, through the introduction of the National Social Housing Programme, the National Social Housing Policy, and the National Social Housing Restructuring Grant, has provided JOSHCO with grant funding for two of JOSHCO's largest affordable rental housing projects – the City Deep conversion from single sex hostel accommodation to affordable family accommodation, and the Roodepoort Inner City affordable rental housing project.

The **Gauteng Department of Local Government and Housing** which, through its Institutional Housing Subsidy programme, has pledged provincial government housing capital grant toward the construction of five projects (Orlando Hostel Conversion; City Deep Hostel Conversion; Pennyville mixed housing development; Roodepoort Inner City; and Pennyville formalisation of Informal Settlement).

The **Gauteng Partnership Fund** which, through its social housing loan fund has not only pledged project loan funding for four of JOSHCO's projects, but has also signed a facility agreement for affordable or soft loan financing over the medium term.

The **Development Bank of Southern Africa** which has entered into two project loan contracts with JOSHCO at very attractive rates of interest. These loans have been drawn down by JOSHCO for both the City Deep and the Roodepoort projects.

Rooftops Canada, an international Canadian based NGO which has been very active in Africa for many years, and which has partnered with JOSHCO since 2006 by agreeing to place a technical resource at JOSHCO for three years (ended March 2010), and by facilitating JOSHCO's technical exchange programme with a like minded community based social housing organisation in Toronto Canada, the Toronto Community Housing Company (TCHC).

The **Toronto Community Housing Company (TCHC)**, a large social housing organisation established by the City of Toronto and which manages an affordable rental housing portfolio of 56,000 units. JOSHCO has partnered with the TCHC especially in the areas of "Public Housing Stock Transfer" from municipal government to a housing association, and in decentralised community based housing management models, which JOSHCO too has implemented in Johannesburg, and which has contributed strongly towards the impact that JOSHCO has made in the community that it serves.

The **Technical Assistance Unit** of the **Department of National Treasury**, tasked by National Government to provide technical assistance to all spheres of government, but with a focus on Local Government, and which has provided the funding for the placement of the Rooftops Canada technical resource at JOSHCO.

4. Impact

Between 25000 and 28000 people benefit directly by being accommodated in housing developed and managed by JOSHCO. These families almost all fall within the low income range between R1500 per month and up to R7500 per month. Although there are families residing within JOSHCO's projects that are on higher incomes, the greater majority of JOSHCO's tenants are at lower incomes. Recent initiatives such as the Citrine Court project, the Bellavista New project and the Casa Mia project have been designed to create a greater level of economic integration so that overall programme sustainability can better be achieved.

A review of the supporting material attached as annexes to this nomination should provide a flavour of the philosophy that underpins JOSHCO's approach to development. This philosophy has an impact beyond shelter or housing at a whole range of social, employment, crime reduction, health, and economic levels. Some examples of initiatives that JOSHCO has implemented, and which have sought to impact positively on the quality of life of community members include the following:-

Recreation Spaces

In recognition of children's right to learn, play and benefit from leisure experiences and given that it is through play that children grow and develop individually, with others, and as part of a larger community, JOSHCO supports child friendly communities and will ensure that every child in its estates has access to recreational facilities and space. In this quarter the following estates benefited from this programme;

- Bellavista had a Recreation Street developed and delivered in partnership with the City's Community Development Department. The facility has a Basketball and Volleyball court, park benches, children swings and other accessories.
- Kliptown had two full park Jungle Jims and other individual pieces spread in between the blocks for close supervision should the need present.
- City Deep received one Full Park Jungle Jim, additional equipment will be procured upon the completion of the conversion project.
- Roodepoort also received one Full Park Jungle Jim. Phase two equipment will be procured upon development project completion.

Community Development

- **"Clean-Up Campaigns"** in Eldorado Park and Claremont and Alex Far East Bank as part of an initiative to get the community involved in keeping their environment clean. These were very successful campaigns as members of the community got to interact with JOSHCO staff. JOSHCO also used the opportunity to register unemployed tenants.
- **Bellavista – Sports against Crime a healthy alternative "Anti Crime Campaign"**
- **Youth Day Event was held on the 16th June in Claremont**, the event was planned and organized by members of the Claremont Community and JOSHCO. The community supported the programme and participated in some of the events arranged. Local business and companies contracted to JOSHCO showed their support by choosing the Claremont Community Project and its Community based programmes as part of their social and corporate investment. The event highlighted facilities and programmes available to the Youth at the Danie Van Zyl recreation centre. The tenants are now gearing towards building a better community as support from JOSHCO and local business has proven beneficial.
- **JOSHCO Mini World Cup" 2010 Held at Antea Hostel with the participation of various Estates. The aim of the 'JOSHCO Mini World Cup' was to bring communities together with the intention of promoting healthy lifestyle choices, using this event as part of the delivery mechanism. This event had everyone experience the culture and vibrancy of the beautiful game. Tenant soccer teams from the following projects: Roodepoort (Tshedzani), Pennyville, Claremont, Alexander Far East Bank Antea Hostel, and a JOSHCO team participated in the tournament which was won by Antea Hostel.**
- As part of the festivities a variety of market stalls were set up by tenants, for the sale of food, soft drinks, sweets etc. as an income generation initiative.
- The event was sponsored by various companies. The day turned out to be a huge success, with tenants looking forward to the tournament becoming an annual event.
- **Eldorado Park extension 6, JOSHCO Kids Fun day.**
- Kids from the Kliptown Golf Course, Kliptown Square and Eldorado Park Ext 6 participated in a Fun Day. The purpose of the event was to bring kids together from various projects and get them involved in healthy living activities in the newly developed recreational space.

Employment

As a result of the registration of unemployed tenants in Eldorado Park Ext 6, Bellavista and Claremont, a total of 109 tenants were employed. The following table gives a breakdown of the number of tenants employed in each project.

Crime reduction

As crime is a area of concern to all communities, Joshco and all stakeholders in Alexander Far East Bank are introducing Community Police Forums. It is proven that partnerships between police and the communities they serve have transformed the fight against crime across South Africa. In Johannesburg, every police station works with a community police forum.

Some of the communities that JOSHCO serves have been plagued by high levels of crime for many years. Through JOSHCO's Community Development programme, JOSHCO has succeeded to organise some of its resident communities around crime reduction campaigns. Examples of this have included the establishment of "Sports Against Crime" campaigns and "Campaigns Against Women and Child Abuse". Some additional information on this is contained in the supporting material attached as annexes to this nomination.

Youth Focus

JOSHCO identified early on in its work that a youth focus was very important in achieving long term sustainability of positive change in the communities that it served. To this end, various initiatives have been embarked on focussing on support for the youth. Examples of this include the Youth Day held in the Claremont project, a 753 unit rental housing development in the west of Johannesburg where high incidents of negative anti-social behaviour was evident. In Eldorado Park in the South of Johannesburg, the similar events such as the Kids Fun Day have been organised, and in Roodepoort in the West of Johannesburg a focus on building families through the Roodepoort Family Day was held.

5. Sustainability

In March 2004, this was the JOSHCO reality:-

JOSHCO was in start-up stage with very few staff, and inadequate operational and financial management capacity. In June 2005, Joshco had seven (7) staff. Five (5) years later in June 2010, JOSHCO has sixty (60) staff (1 staff member for every 135 accounts managed). The Board, initially an "interim Board", is now a well functioning governance and oversight structure.

The 2005/2006 JOSHCO's capital budget was a mere R10 million. Last year it was R329 million and in the year ending 30 June 2010 it was R175 million. Almost R712 million has been ploughed into development in the past 5 years since July 2005. This equates to an average of just more than R97,000 per unit constructed, converted, or renovated.

In the first full year of rental operations (2005/2006) revenue from rental income was R1,4 million. In 2008/2009 it was R31 million. In the year ended 30 June 2010, it was R39,6 million. The growth in revenue from rental leases in these five years has been 2,700%.

Rental default rates have declined from the initial outset of a very discouraging 82% to 15% at the end of June 2010. This is an improvement over the 5 years of 344%. JOSHCO aims to reduce the default rate to within 5%.

In 2005/2006, 601 units were completed. By June 2010, 7309 are complete. Over the past five years, JOSHCO's completion of units has averaged at the rate of more than 1,460 per year, 122 completion certificates per month.

In June 2005, JOSHCO managed no rental accounts. Today, 8304 accounts are managed. In the five full years (60 months) that JOSHCO has managed housing, the portfolio managed has grown by an average of about 1,650 accounts per year, 138 accounts per month.

The above six core areas provide indicators of a strong institutional framework and systems supported through greatly enhanced and permanent capacity within a reliable and tested governance framework. While sustainability of this initiative was not assured when it was initiated in 2004, it is now strongly established and synchronised within the

overall patterns of how Johannesburg is growing and is managed as a city. It is therefore now possible to plan more confidently for the future, and to establish medium and even long term urban development goals for a *Better City* and a *Better Life* for all those who live in it. Borrowing from the words of the Freedom Charter, signed in 1955 in the very place where JOSHCO's 478 unit Kliptown Freedom Square now stands, the slogan of the governing party within the City Government administering Johannesburg is – “*A Better Life for All*”.

The above notwithstanding, the true sustainability of JOSHCO's initiatives comes from the philosophy and approach used by JOSHCO in the roll out of its services to the people of Johannesburg. It is the community based approach to development and housing management, and the focus on community interests beyond shelter that will ensure long term resident participation and empowerment, the engine of real sustainability wherein the energies of the community itself will sustain healthy communities and neighbourhoods.

6. Transferability and upscaling

When the JOSHCO initiative was initiated in 2003 and 2004, it had many detractors. This pessimism about its prospects of success was chiefly informed by pessimism about local government's ability to really manage rental housing in a financially viable way. Commentators on the initiative pointed out that the state of Municipal Rental Housing was so poor, and the patterns of non payment were so entrenched that JOSHCO would be programmed to fail from the start because costs would outstrip revenues by too great a margin.

Over the past two to three years, and supported by the empirical data used to measure the impact, there has been much interest shown in the Johannesburg model by, amongst others, the Mangaung Local Municipality in the Free State Province; the Tshwane Metropolitan Municipality in the Gauteng Province; the Ekurhuleni Metropolitan Municipality in the Gauteng Province; the Nelson Mandela Bay Metropolitan Municipality in the Eastern Cape Province; and the Polokwane Local Municipality in the Limpopo Province. Some information on some of these Local Municipalities has been included in the supporting material attached as annexes.

Of greatest significance is the capacity building value of the JOSHCO initiative that has been recognised by the Department of National Treasury in South Africa. Following the success of the Public Stock Transfer Programme based on its decentralised community based approach, the Technical Assistance Unit of the Department of National Treasury has decided to use the JOSHCO initiative as a capacity building platform for other Local Municipalities in South Africa. (Included in the supporting material attached as annexes is a brief training video entitled “*Johannesburg Social Housing Project – Strategic Management Support*”. This video is a reference point for transferability and upscaling.)

7. Innovation

Some of the innovations that have resulted from the JOSHCO initiative include the following:-

- Economic and social integration. Due to the history of inter-racial conflict in South Africa, many of the housing projects were characterised by low levels of racial and economic integration. With the philosophy of the JOSHCO approach, this has begun to change.
- The embedding of community development and social objectives into the decentralised community based housing management model. This community development approach has included a range of important focus areas including children and youth; crime prevention; education (including early childhood development); organising against woman and child abuse; health, HIV and Aids; employment generation; and the enhancement of rental units to include persons with disabilities.
- Many of JOSHCO's projects have resulted in the construction of new energy, sanitation and water infrastructure, or in the upgrade and rehabilitation of existing infrastructure. In the case of the Sol Plaatje development, a development comprised of 2558 units, residents now have security of tenure and services where none previously existed.
- Technical co-operation between the Toronto Community Housing Corporation (TCHC); Rooftops Canada; the Technical Assistance Unit of National Treasury; and JOSHCO on the design and introduction of a decentralised community based housing management model has resulted in a successful and replicable model for other local municipalities in South Africa.
- In many of JOSHCO's projects, environmental technology has been introduced to achieve energy and water conservation through the use of rainwater harvesting, solar heating, natural light ducts, and green flush mechanisms for the toilets inside JOSHCO's new units.
- Heritage sites have been preserved through projects such as the Kliptown Freedom Square development, constructed on the Walter Sisulu Square of Dedication in Kliptown Soweto; as well as through the

restoration, rehabilitation and conversion of the BG Alexander nurses college into communal rental accommodation for poor people in Hillbrow, Johannesburg.

Although the above list of innovations is relevant, the most relevant innovation is that JOSHCO is today the first successful municipal owned rental housing agency that has effectively managed to turn around the unviable drain on municipal resources by municipal rental housing while simultaneously adding to the volume of affordable rental housing stock in the City. JOSHCO has grown to manage over 8300 affordable rental accounts in five short years, and community support for JOSHCO has grown each year, as shown through the results of the annual customer satisfaction surveys conducted.

8. Recognition of the initiative

Numerous articles, publications, videos, media reports, and other documents have been provided as supporting material and attached as annexes. They have been indexed in accordance with the numbering of each chapter in the covering nomination.

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