

Annual Performance Plan



2020-2021



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ABBREVIATIONS AND ACRONYMS

BEPP	Built Environment Performance
CFO	Chief Financial Officer
COJ	City of Johannesburg
CPP	Catalytic Projects Programme
CSIR	Council for Scientific and Industrial Research
DPAD	Development Planning and Area Design
DRDLR	Department of Rural Development and Land Reform
EE	Employment Equity
GIS	Geographic Information Systems
GRAP	Generally, Recognised Accounting Practice
HDA	Housing development Agency
HR	Human Resources
HSDG	Human Settlements Development Grant
HSF	Human Settlement Forum
HOD	Head of Department
HS	Human Settlements
IGR	Intergovernmental Relations
IGRFA	Intergovernmental Framework Act
IGR&SA	Intergovernmental Relations and Strategy Alignment
IP	Implementation Protocol
ISA	International Standard on Auditing
ISSAI	International Standards of Supreme Audit Institutions
ISU	Informal Settlement Upgrading
IT	Information Technology
JCC	Joint Cooperating Committee
JOSHCO	Johannesburg Social Housing Company
KZN	KwaZulu-Natal
LA	Local Authority
LAPGIS	Land and Property Spatial Information System
LHSS	Land Housing Support Services
LIR	Land Identification Register
LIS	Land Information Services
LM	Local Municipality
LPA	Land Planning and Assembly
M&E	Monitoring and Evaluation
MEC	Member of the Executive Council
MINMEC	Ministers and Member of Executive Council
MTEF	Medium-term Expenditure Framework
MTSF	Medium-term Strategic Framework
MTOP	Medium-term Operational Plan
NAHSLI	National Human Settlements Land Inventory
NDHS	National Department of Human Settlements
NDPW	National Department of Public Works
NHBRC	National Home Builder Registration Council
NLAS	National Land Assembly Programme
NUSP	National Support Programme
PAA	Productive Asset Allowance
PFMA	Public Finance Management Act
PHDA	Priority Housing Development Areas
PPT	Project Preparation Trust

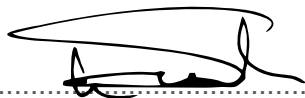
Executive Authority Statement

The National Development Plan's vision is that in 2030, human settlements in South Africa will be transformed into equitable and efficient spaces with citizens living in close proximity to work with access to social facilities and necessary infrastructure. The HDA, an entity of the Human Settlements Sector, is a key contributor towards the realisation of this vision.

As we begin the new Medium Term Strategic Framework 2020-2025, the focus of the HDA will be to ensure that the goal of achieving spatially and socio-economically integrated settlements, communities and neighbourhoods is realised. The HDA will drive this by focusing on its key mandate of identifying and acquiring land for sustainable Human Settlements. I have directed the HDA to acquire land in the Priority Human Settlements Housing Development Areas (PHSHDA's). A total of 94 PHSHDA have been identified, which include new neighbourhoods, inner-city and other precincts, informal settlements, distressed mining communities and peri-urban areas. The acquisition, zoning, including the rezoning of land in these areas is a critical catalyst towards the delivery of sustainable human settlements and liveable neighbourhoods.

I have instructed the HDA Board to ensure that the HDA focuses on key priorities such as facilitating Government Rapid Land Release Programme (focused on land owned by State-owned Entities, Government Departments, Provinces etc.), Greater Alexandra Development Project, Duncan Village Redevelopment Initiative (Eastern Cape), N2 Gateway (Western Cape).

I am confident that the interim Board that I appointed will direct the management and staff of the HDA to put all hands on deck to achieve the outcomes and performance targets developed.



Minister LN Sisulu MP

Minister for Human Settlements, Water and Sanitation

Board Chairperson Statement

As an entity of the National Department of Human Settlements, Water and Sanitation, the HDA is committed to providing access to adequate housing to all and through the implementation of programmes and projects that support the creation of adequate housing in quality living environments. Over the next Medium-Term Strategic Framework (MTSF) 2020-2025 and the 2020/2021 financial year, the HDA will focus on the implementation of a coherent program to transform human settlements and to ensure that the delivery of housing is used to restructure towns and cities, improve the livelihood prospects of households and overcome spatial apartheid patterns.

Priority Human Settlements Housing Development Areas (PHSHDA's) have been identified to drive the implementation of a coherent plan to transform Human Settlements and the delivery of sustainable Human Settlements. The HDA has been tasked to facilitate the declaration of 94 PHSHDA's. Furthermore, the HDA is expected to support local government and Provinces in the development of multi-year development plans for the 94 PHSHDA's. It is expected that such plans, should include the type of transactional support required to transform the local economy and build an inclusive residential market.

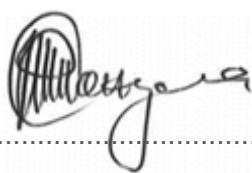
We will continue to identify, acquire and rezone 100% well-located land in PHSHDA's for purposes of creating sustainable human settlements. We've also directed management to commit all the required resources to ensure that the following priority projects are implemented, i.e. the Greater Alexandra Development (Gauteng), Duncan Village Redevelopment Initiative (Eastern Cape), N2 Gateway (Western Cape).

In addition, a total of 67 669 Housing Units and 51146 Serviced sites will be delivered through various interventions aimed at expediting housing delivery during the MTSF. The Informal Settlements Upgrading Programme, Revitalisation of Mining Towns and Catalytic Projects will continue to contribute significantly in redefining spatial patterns and improving the living conditions of communities.

As a Board, we are mindful that the task of transforming and creating an inclusive economy is one that requires the participation of all sectors of society. In the Human Settlement sector transformation is not confined to spatial transformation but includes economic transformation and empowerment of those who have been historically disadvantaged.

We present this Strategic Plan 2020-2024 and Annual Performance Plan 2020-21. We are confident that the HDA management and staff are capable and fully prepared to put all efforts and resources towards accelerating the delivery of sustainable human settlements to and improved quality of life for households.

Yours Sincerely



Adv Monnapula Motlogelwa
Acting Board Chairperson

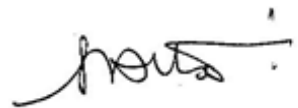
Official Sign-Off

It is hereby certified that this **Annual Performance Plan:**

- 1) Was developed by the management of the Housing Development Agency (HDA) under the guidance of the HDA Board.
- 2) Takes into account the relevant policies, legislations and other mandates for which the Housing Development Agency is responsible.
- 3) Accurately reflects performance information which the Housing Development Agency will endeavour to achieve over the period 2020/21.

Mr Sindisa Nxusana
Acting CFO

Signature:.....



Mr Mikki Xayiya
Acting CEO

Signature:.....



Approved by:
Adv. Monnapula Motlogelwa
Acting Board Chairperson

Signature:.....



Honourable Minister Lindiwe Sisulu MP
Minister for Human Settlements and
Water and Sanitation

Executive Authority

Signature:.....



The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) provides for the provincial and national functions with regard to Housing delivery (Schedules 4A and 5A of the Constitution in particular). The Department of Human Settlements has a constitutional mandate to give effect to the right of everyone to have access to adequate housing [Section 26(1)]. The Act, in section 26(2), goes further and provides that the state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right. In Schedule 4A the Act makes the Housing function a concurrent national and provincial legislative competence. It provides that where the function in Schedule 4A and 5A can best be administered locally, a provincial or national department could by agreement assign/delegate such function to a municipality provided that the municipality has capacity and resources to follow the function.

The HDA operation is established as a juristic person, operating as a national public entity with its executive authority vested in the Minister of Human Settlements, Water and Sanitation to facilitate the acquisition of land and landed property and provide housing development services for the purposes of creating sustainable Human Settlements. As an entity of the NDHS, the HDA gives impetus to the realisation of the constitutional mandate (of the NDHS) by acquiring land and providing housing development services for purposes of developing sustainable human settlements.

1.1 HDA Mandate

The intention of the HDA Act is clearly to create an agency to augment the performance of municipalities and provinces to meet their mandate for the delivery of sustainable human settlements. The establishment of the HDA is aimed to address market failure at two levels.

Firstly, the HDA is expected to augment the human settlements delivery role of municipalities and provinces to address failure in terms of delivery by using and leveraging the government-funded housing instruments to address the failure of the private housing market to cater for low- and middle-income earners, at the same time addressing the spatial dislocation of poorer people from access to amenities and creating more inclusive and liveable towns and cities.

Secondly, the HDA is mandated to support the activities of municipalities and provinces who are not able to meet the human settlement objectives and targets by complementing their delivery efforts through improved and fast-tracked spatial planning, land identification and acquisition, packaging and housing development.

A summary of the mandate, functions and roles of the HDA highlight the following:

- Land for housing development including planning, identification, acquisition, holding and packaging of land.
- Housing delivery in a broad range of roles including implementation agent, project manager, project developer and social facilitator.
- Release, both in terms of packaged land to developers as well as developed land to ultimate beneficiaries.

2.1 Housing Act, 1997 (Act No. 107 of 1997)

The Act provides for the facilitation of a sustainable housing development process. For this purpose, it lays down general principles applicable to housing development in all spheres of government. The Act defines the functions of national, provincial, and local government in respect of housing development. In terms of Section 3(4)(h) of the Housing Act (1997), the Minister may establish and finance national institutions for the purposes of housing development and supervise the execution of their mandate.

The Act outlines the responsibilities of the various spheres of government in relation to housing delivery. The Act further provides for municipalities to be developers in the housing development process. However, this provision neither precludes the Department from being a developer nor from engaging in public-private partnership ventures in housing development.

2.2 Housing Development Agency Act, 2008 (Act No. 23 of 2008)

The Housing Development Agency (HDA) was established in 2009 in terms of the Housing Development Agency Act No 23 of 2008 (the HDA Act). The HDA is a Schedule 3A national public entity of the National Department of Human Settlements (NDoHS).

The HDA was established in response to the following service delivery challenges in the housing sector:

- Delivery of housing to low-income earners was severely constrained due to delays in the identification, acquisition, assembly and release of land for human settlement development.
- The urgent need to address the increasing backlog in respect of housing delivery by fast-tracking the housing development process.
- The critical shortage of skills and capacity to provide housing in some provinces and municipalities.
- In order to contribute towards the resolution of the aforementioned challenges, the Act outlines the purpose or object of the HDA as being to:
- Identify, acquire, develop and release land (state, communal and privately owned) for residential and community purposes and for the creation of sustainable human settlements (clause 4(a)).
- Project manage housing development services for the purposes of the creation of sustainable human settlements (clause 4(b)).
- Ensure and monitor that there is centrally coordinated planning and budgeting of all infrastructure required for housing development (clause 4(c))
- Monitor the provision of all infrastructure required for housing development (clause 4(d))
- In terms of the Act, the role of HDA is as follows:
- The Agency must, in consultation with the relevant owner, identify, acquire, hold, develop and release state, privately and communal owned land for residential and community purposes for the creation of sustainable human settlements (clause 5(1)).
- The Agency must ensure that there is funding for the provision of all infrastructure that is required for housing development in which it is involved (clause 5(2)).
- The Agency may offer assistance to an organ of state in order to fulfil its objects. In addition, the Minister may, in consultation with the relevant MEC, where there is lack of capacity in any organ of state to identify, acquire, hold, develop and release land for residential and community purposes for the creation of sustainable human settlements advise the organ of state to conclude an agreement with the Agency to offer assistance in terms of the Agency's skill and expertise; or direct the Agency to engage with the organ of state with a view to concluding an agreement (clause 5(3)).

In Section 7(1) the Act identifies some 12 functions to be undertaken by the HDA as set out below.

- Develop a development plan to be approved by the Minister in consultation with the relevant authorities in the provinces and municipalities (7(1) (a)).
- Develop strategic plans with regard to the identification and acquisition of state, privately and communal owned land which is suitable for residential and community development (7(1) (b)).
- Prepare necessary documentation for consideration and approval by the relevant authorities as may be required in terms of any other applicable law (7(1) (c)).
- Monitor progress of the development of land and landed property acquired to create sustainable human settlements (7(1) (d)).
- Enhance the capacity of organs of state, including skills transfer to enable them to meet the demand for housing delivery (7(1) (e)).
- Ensure that there is collaboration and intergovernmental and integrated alignment for housing development services (7(1) (f)).
- Identify, acquire, hold, develop and release state, privately and communal owned land for residential and community development (7(1) (g)).
- Undertake such project management services as may be necessary, including assistance relating to approvals required for housing development (7(1) (h)).
- Contract with any organ of state for the purposes of acquiring land for residential housing and community development for the creation of sustainable human settlement (7(1) (i)).
- Assist organs of state in dealing with housing developments that have not been completed within the anticipated project period (7(1) (j)).
- Assist organs of state with the upgrading of informal settlements (7(1) (k)).
- Assist organs of state in respect of emergency housing solutions (7(1) (l)).
- The Act indicates that in performing its functions, the HDA must:
- Ensure that residential and community developments are sustainable, viable and appropriately located (7(2)(a)).
- Establish compliance and fraud prevention mechanisms to ensure the integrity of the Agency (7(2)(b)).
- Ensure that job creation is optimised in the process of residential and community development (7(2)(c)).
- Introduce and manage a land inventory and information system (7(2) (d)).
- Ensure that community participation takes place (7(2)(e)).

In terms of section 5 of the Act, the Minister may authorise the Agency to perform any additional function that is consistent with the Act. Furthermore, the Minister, in consultation with various MECs, may direct the Agency to conclude land assembly and/or project management agreements with organs of state that lack the capacity to do so.

2.3 Rental Housing Act, 1999 (Act No. 50 of 1999)

The Act defines the responsibility of government in respect of rental housing property to: Create mechanisms to promote the provision of rental housing property;

- Promote access to adequate housing through creating mechanisms to ensure the proper functioning of the rental housing market;
- Make provision for the establishment of Rental Housing Tribunals;
- Define the functions, powers and duties of such Tribunals;
- Lay down general principles governing conflict resolution in the rental housing sector;
- Provide for the facilitation of sound relations between tenants and landlords and for this purpose to lay down general requirements relating to leases; and
- It repeals the Rent Control Act, 1976. The Act establishes the Rental Tribunal to regulate and promote sound relations between landlords and tenants. More importantly, the Act seeks to define the government's responsibilities with regard to rental housing.

2.4 Social Housing Act, 2008 (Act No. 16 of 2008)

The purpose of the Act is to establish and promote a sustainable social housing environment and to define the functions of national, provincial and local governments in respect of social housing. It provides for the establishment of the Social Housing Regulatory Authority in order to regulate all social housing institutions obtaining or having obtained public funds; to allow for the undertaking of approved projects by other delivery agents with the benefit of public money; to give statutory recognition to social housing institutions, and to provide for matters connected therewith.

2.5 Community Schemes Ombudsman Services Act (Act No 9 of 2011)

The purpose of the act is to regulate the conduct of parties within Community Schemes.

2.6 National Building Regulations and Building Standards Act, 1977 (Act No. 103 of 1977)

The Act provides for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities, and for the prescribing of building standards.

2.7 Construction Industry Development Board Act, 2000 (Act No. 38 of 2000)

The Act provides for the establishment of the Construction Industry Development Board (CIDB) to implement an integrated strategy for the reconstruction, growth and development of the construction industry. The CIDB Act mandates the Board to establish and maintain a National Register of Contractors and a National Register of Projects. The SPV will be required to appoint CIDB Registered contractors on all its housing delivery projects, in addition to the mandatory registration with the NHBRC. All projects above a certain value (currently R200 000) will also have to be registered with the CIDB.

2.8 Property Practitioners Regulatory Act 22 of 2019

The Act provides for the regulation of property practitioners and the continuation of the Estate Agency Affairs Board as the Property Practitioners Regulatory Authority.

2.9 Legislation Directly Impacting on the Human Settlements Sector

2.9.1 Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013)

The Act provides a framework for spatial planning, and land use management in the Republic specifies the relationship between the spatial planning and the land use management system and other kinds of planning, and provides for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government. It also provides a framework for the monitoring, coordination and review of the spatial planning and land use management system, provides a framework for policies, principles, norms and standards for spatial development planning and land use management, addresses past spatial and regulatory imbalances, and promotes greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications. The Act further provides for the establishment, functions and operations of Municipal Planning Tribunals, and provides for the facilitation and enforcement of land use and development measures and matters connected therewith.

2.9.2 Communal Land Rights Act, 2004 (Act No. 11 of 2004)

The Act provides for legal security of tenure by transferring communal land, including various pieces of land previously owned by the former homelands, to communities, or by awarding comparable redress. The Act also provides for:

- The conduct of a land rights enquiry to determine the transition from old order rights to new order rights;
- The Democratic administration of communal land by communities;
- Land Rights Boards; and
- The co-operative performance of municipal functions on communal land.

2.9.3 Communal Property Associations Act, 1996 (Act No. 28 of 1996)

The Act enables communities to form juristic persons, to be known as Communal Property Associations in order to acquire, hold and manage property on a basis agreed to by members of a community in terms of a written constitution.

2.9.4 Deeds Registries Act, 1937 (Act No. 47 of 1937)

The Act consolidated and amended the laws in force in the Republic relating to the registration of title deeds.

2.9.5 Extension of Security of Tenure Act, 1997 (Act No. 62 of 1997)

The Act provides for measures with State assistance to facilitate long-term security of land tenure and to:

- Regulate the conditions of residence on certain land;
- Regulate the conditions on and circumstances under which the right of persons to reside on land may be terminated; and
- Regulate the conditions and circumstances under which persons, whose right of residence have been terminated, may be evicted from land.

2.9.6 Land Administration Act, 1995 (Act No. 2 of 1995)

The Act provides for the delegation of powers and the assignment of the administration of laws regarding land matters to the provinces. It also provides for the creation of uniform land legislation.

2.9.7 Expropriation Act, 1975 (Act No. 63 of 1975)

The purpose of the legislation is to provide for the expropriation of land and other properties for public and certain other purposes and for matters incidental thereto.

2.9.8 Public Finance Management Act (Act 1 of 1999 as amended)

The Act regulates financial management in the national government and provincial governments to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively. The Act also provides for the responsibilities of persons entrusted with financial management in those governments, and to provide for matters connected therewith.

2.9.9 Municipal Finance Management Act, 2003 (Act No. 56 of 2003 as amended)

The Act seeks to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government. The Act also establishes treasury norms and standards for the local sphere of government. The MFMA contains a procedure for the disposal of capital assets under section 14 of the Act.

2.9.10 Division of Revenue Act

The purpose of the Bill is to provide for the equitable division of revenue raised nationally among the national, provincial and local spheres of government. The determination of each province's equitable share and allocations to provinces, local government and municipalities from national government's equitable share and the responsibilities of all three spheres pursuant to such division and allocations; and to provide for matters connected therewith.

2.9.11 Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003)

The Act establishes a legislative framework for the promotion of black economic empowerment and to empower the Minister of Trade and Industry to issue codes of good practice and to publish transformation charters. The Act further provides for the establishment of the Black Economic Empowerment Advisory Council.

2.9.12 Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000)

The Act gives effect to Section 217(3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in Section 217(2) of the Constitution of the Republic of South Africa.

2.9.13 Human Settlement Sector Entities

This section provides an overview of the Human Settlements National entities and their mandates. Understanding the mandate of sister agencies to the HDA contributes to developing coherence in implementing Human Settlement Sector outcomes.

- **Home Builders Registration Council (NHBRC):** Provide housing consumers with warranty protection against defects in new homes, and to provide protection against any failure of builders to comply with their obligations in terms of the Housing Consumer Protection Measures Act, 1998 (Act 95 of 1998).
- **Estate Agency Affairs Board (EAAB):** Regulate, maintain and promote the standard of conduct of estate agents; issue fidelity fund certificates to qualifying applicants; prescribe the standard of education and training of estate agents; investigate complaints lodged against estate agents, manage the Estate Agents Fidelity Fund.
- **Social Housing Regulatory Authority (SHRA):** Regulate and support the social housing sector in order to accelerate the delivery of sustainable and financially viable social housing projects. It is responsible for the disbursement of institutional investment and capital grants to social housing institution.
- **Community Schemes Ombud Service (CSOS):** To provide a dispute resolution service for community schemes, monitor and control the quality of all sectional title schemes governance documentation and to take custody of, preserve and provide public access to scheme governance documentation.

2.10 Policy Mandate

2.10.1 National Development Plan 2030

Chapter 8 of the NDP deals with transforming human settlements and the national space economy. The key points include:

- Respond systematically to entrenched spatial patterns across all geographic scales that exacerbate social inequality and economic inefficiency;
- In addressing these patterns, we must take account of the unique needs and potentials of different rural and urban areas in the context of emerging development corridors in the southern African sub-region;
- The state will review its housing policies to realise constitutional housing rights better, ensure that the delivery of housing is to be used to restructure towns and cities and strengthen the livelihood prospects of households;
- Active citizenship in the field of spatial development will be supported and incentivised through a range of interventions including properly funded, citizen-led neighbourhood vision and planning processes and the introduction of social compacts from neighbourhood to city level;
- Planning in South Africa will be guided by a set of normative principles to create spaces that are liveable, equitable, sustainable, resilient and efficient, and support economic opportunities and social cohesion; South Africa will develop a national spatial framework and resolve the current deficiencies with the local system of integrated development planning and progressively develop the governance and administrative capability to undertake planning at all scales.

2.10.2 Breaking New ground

In September 2004 the National Department of Housing released its Comprehensive Plan for the Development of Sustainable Human Settlements, entitled Breaking New Ground (BNG). Whilst this plan notes the continued relevance of the state housing programme introduced in 1994, it flags the need to redirect and enhance the various aspects of policy and commits the Department of Housing to meet a range of specific objectives. Amongst others, these objectives include the following:

- Accelerating the delivery of housing as a key strategy for poverty alleviation;
- Utilizing the provision of housing as a major job creation strategy;
- Ensuring property can be accessed by all as an asset for wealth creation and empowerment;
- Leveraging growth in the economy;
- Promoting social cohesion and improving the quality of life for the poor;
- Support the functioning of the entire single residential property market to reduce duality within the sector by breaking the barriers between the first economy residential property boom and the second economy slump; and
- Utilizing housing as an instrument for the development of sustainable human settlements in supporting a spatial restructuring.

The Breaking New Ground Policy provides for a significant shift in emphasis from the provision of housing to the creation of sustainable human settlements in a manner that is responsive to the demands of particular segments of society and local situations. This includes the promotion of more efficient cities, towns and regions. In support of spatial restructuring, the plan highlights the need to integrate previously excluded groups into the city and the benefits it offers, thereby challenging the spatial nature of the “apartheid city model”. In accordance with the need to develop sustainable human settlements is the need to consider the identification and acquisition of land that is in close proximity to employment opportunities, thus challenging the spatial nature of the “apartheid city model”. The need to work with the various authorities (at national, provincial and local spheres) cannot be overemphasized. The need for an agency to coordinate the identification, acquisition, holding, management and disposal of well-located land throughout the country is long overdue. This involves the identification of audited land owned by the various spheres of government and the private sector, with a view to determining its suitability and appropriateness for mixed-use development in the provinces.

2.10.3 Declaration of Priority Housing Development Area

On 12 August 2014, the Minister made regulations in terms of GNR 610, as published in Government Gazette No. 37899. The regulations deal chiefly with the declaration and implementation of priority housing development areas. The following points must be noted:

- A municipality and the HDA must develop and finalise an implementation protocol that commits the parties to work together to develop a proposal for the preliminary declaration of a priority housing development area;
- The declaration of a priority housing development area initiates the process for the commencement of a housing development, which will be regarded as a national housing programme, as defined in terms of the Housing Act;
- The municipality, in cooperation with the HDA, may appoint an implementing agent, which may be the HDA or an external service provider appointed by the HDA with the approval of the municipality;³ and
- The HDA must monitor the implementation of the priority housing development area plan;
- The HDA must develop an implementation protocol, to be concluded by organs of state at national, provincial and local government levels, and other housing institutions, and where applicable enter into a separate agreement with the private sector, to provide mechanisms and procedures to facilitate, assist, support and fund the planning and implementation of the priority housing development area;
- The HDA may, in cooperation with the municipality, enter into a separate agreement with any person or entity to provide mechanisms and procedures to facilitate, assist, support and fund the planning and implementation of the priority housing development area plan;
- The HDA will at all times be entitled to rely on the full cooperation and support of other organs of state to achieve the planning, implementation and funding of the priority housing development area;
- The HDA may at any time request from a protocol subscriber and be entitled to receive from that subscriber an undertaking that reaffirms the subscriber's financial commitment, upon which document the HDA will be entitled to rely on purposes of planning and implementing the housing development. Accordingly, the HDA enjoys considerable powers in relation to the implementation of priority housing development areas. Regulatory duties are placed on organs of state to cooperate with the HDA.

2.10.4 National Housing Code

The National Housing Code, 2009, sets out the underlying policy principles, guidelines, and norms and standards which apply to Government's various housing assistance programmes introduced since 1994 and updated. It also explains the different programmes being implemented, who can apply for the programmes and contains guidelines on how to access the different programmes

2.10.5 Integrated Urban Development Framework

The IUDF is a policy framework focused on how the South African urban system can be reorganised so that cities and towns become more inclusive, resource-efficient and good places to live, work, shop and play in, as per the vision outlined in the National Development Plan. The IUDF builds on various chapters in the National Development Plan (NDP) and extends Chapter 8 'Transforming human settlements and the national space economy', and its vision for urban South Africa.

The Framework refers to targeted investments into integrated human settlements. This focuses on cities, and it intends to retrofit existing city footprints to produce compact, coordinated and connected cities, using transit-oriented and other urban planning strategies to yield desirable social, economic and environmental outcomes, as envisioned in the NDP. The IUDF proposes that this should be done in a way that strengthens rural-urban linkages and promotes urban resilience and urban safety. Sectors, spheres of government and civil society are called upon to use the IUDF as a guide to achieving a unified and innovative response to the building of inclusive, resilient, safe and liveable urban settlements.

3.1 Medium Term Strategic Framework

Based on the election manifesto of the ruling party coming into Government, as well as the National Development Plan, a high-level national strategic plan that spans the five-year administration period is developed to give effect to the NDP and the electoral mandate. This five-year plan is known as the Medium-Term Strategic Framework (MTSF). The MTSF is Government's strategic plan for a given electoral term. The MTSF sets out the actions Government will take and targets towards the realisation of the National Development Plan. It also provides a framework for the other plans of national, provincial and local government.

The MTSF is structured into priority outcomes which cover the focus areas identified in the NDP chapters. These outcomes represent the apex priorities and developmental impacts that the Government seeks to achieve over the five-year administration period.

3.2 Human Settlement Sector MTSF Priorities 2019-2024

The focus of the MTSF 2019-2024 for the Human Settlement Sector is to Implement a coherent programme to transform human settlements and to ensure that the delivery of housing is used to restructure towns and cities and strengthen the livelihood prospects of households and overcome spatial apartheid patterns.

3.2 Objectives of the HDA

The HDA is part of the total Human Settlements sector which is expected to address the entire scope of human settlement delivery including land, infrastructure including bulk services, social infrastructures such as roads, education, health and social services and housing units. The HDA Act, no 29 of 2008, outlines the following key objectives of the Agency:

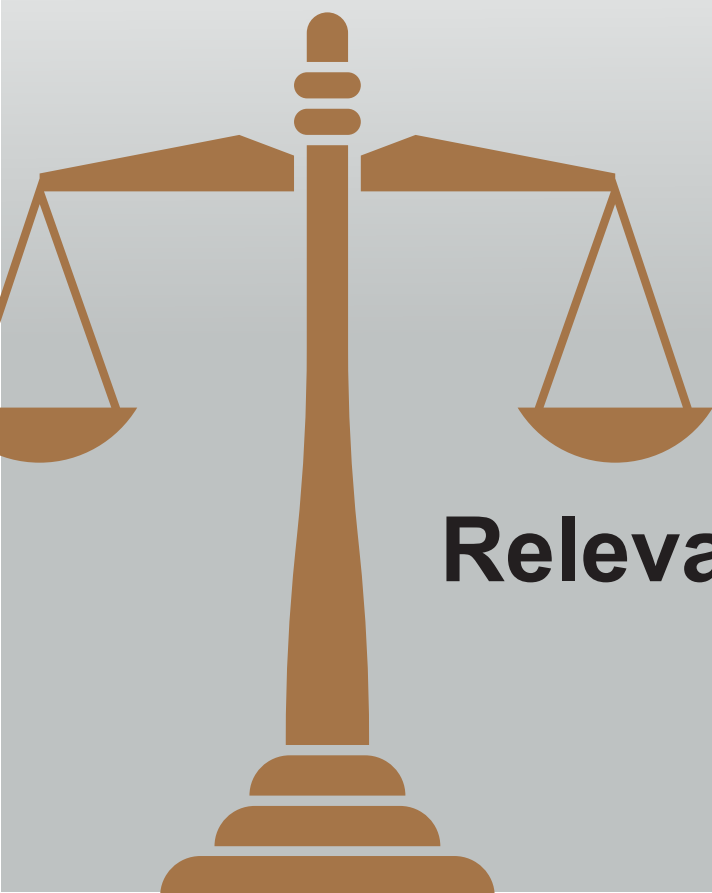
In order to deliver on this role, the HDA and the NDHS have developed roles and responsibilities matrices for each of the key programmes (refer to Annexure A).

The Medium-Term Strategic Framework is focused on the declaration of ninety-four (94) Priority Human Settlements Housing Development Areas (PHSHDAs), which is multi-programmed delivery integration and spatial transformation & consolidation. The PHDAs is a national spatial transformation policy intervention which aims to restructure and revitalise towns and cities, strengthen the livelihood prospects of households and overcome spatial apartheid patterns by fostering integrated urban forms. The identification of these areas has already been completed with the initial 58 already gazetted for consultation. In this regard, the role of the HDA includes the following:

- Provide support to the overall coordination – reports, submissions, presentations, content preparation.
- PHDA Identification - Mapping, Spatial Analysis, Data Verification, fact sheets, dashboard.
- Land assembly in PHDAs – assessments, verifications.
- Stakeholder Engagements/Responses - Hosting PHDA one drive and email for external stakeholders, prepare responses, incorporate inputs.
- Development profiles and development plans.
- Member of the core team and working streams of the National Spatial Planning Forum (PHDAs, GIS, Land, ISU, Mining Towns, M&E, IGR)
- Rezone 100% of acquired land within the priority development areas.
- 1 500 informal settlements upgraded/formalised to Phase 3 (in terms of the HS Code).
- 22 Mining towns provided with implementation support.
- 50 catalytic projects provided with implementation support in PHDA.

There are court rulings affecting the operations of the human settlements sector which affect delivery and the achievement of targets. These cases are but not limited to the following;

- Government of the Republic of South Africa v Irene Grootboom & Others: CCT 11/00. (Right of access to adequate housing).
- Thubelitsha Homes, Minister of Housing and Minister of Local Government & Housing, Western Cape v Various Occupants.
- HLA 8/3/2/109 - 2014 CASE NO. 2011/19 The EMM had brought a joinder application in the Constitutional Court seeking to join the Department in the proceedings instituted by Bapsfontein Community.
- The City of Cape Town and FirstRand Bank Limited: CCT 22/08 (eviction of 20, 000 residents of Joe Slovo informal settlement) Bio-watch Trust v registrar Genetic resources & others: CCT 80/08 (Promotion of access to information Act) Dingaan Hendrik Nyathi v MeC for the Department of Health, Gauteng, and Minister of Justice & Constitutional Development: CCT 19/07.
- Nthabiseng Pheko and Ekurhuleni Metropolitan Municipality: This case concerns a municipality's efforts to remove residents from land it had deemed to be a "local state of disaster" pursuant to the Disaster Management Act ("DMA"), which was intended to provide municipalities with flexibility in urgently responding to disaster-stricken areas when such action is necessary for the preservation of life.



Relevant Court Rulings

This section describes the vision, mission and values of the Agency

Vision



Integrated and sustainable human settlements.

Mission



Build a capable and developmental Agency geared to transform the sector and lead in the development of resilient, integrated and sustainable human settlements.

Values



The HDA has defined the following guiding values in its operations:
Performance-oriented, Excellence, Accountability, Teamwork, Integrity.



6.1 External Environment Analysis

“Human settlements are defined as the totality of human community - whether a city, town or a village - with all social, material, organisational, spiritual and cultural elements that sustain it.” (National Department of Human Settlements, Draft Housing White Paper 2015, p. 23).

The HDA is part of the total Human Settlements sector which is expected to address the entire scope of human settlement delivery including land, infrastructure including bulk services, social infrastructures such as roads, education, health and social services as well as top structure, being housing units and accommodation. This is integrated into commercial infrastructure and access to employment activity. The integrated nature of human settlements is one of the primary focal points of the National Development Plan (Chapter 8) where the objective of human settlements transformation to address the spatial dislocation of poorer people is a primary objective. The needs analysis and the challenges facing the sector include the entire scope of human settlements delivery.

6.1.1 High Need for Housing

According to the 2011 Census, 13% of South African households live in informal settlements or backyard rental. Furthermore, the Census indicated that more than 6 million households living in formal circumstances earned below R6 400 a month at the time, and the housing that they could afford would be far from adequate. There is, therefore, a desperate need for housing in the low-income sector (below R3 500 per month) and so-called “gap” housing (income between R3 500 and R15 000). An estimated 3.5 million people (according to the 2011 census data) fall into this category.

6.1.2 Insufficient Delivery by the Public Sector

Delivery by the public sector has been declining over several years due to a number of challenges and blockages in the system.

6.1.3 Declining Supply by the Private Sector

There has also been a corresponding decline in private sector supply since 2017. The decline is caused by both supply-side and demand-side constraints.

6.1.4 Poor Human Settlements Outcomes

The main issue identified in public sector housing delivery is the location of housing projects. Projects are still located on the periphery of cities and therefore marginalises the poor with respect to transportation, work opportunities and social services.

6.1.5 Fragmented funding framework

There is a range of funding sources and funding mechanisms which makes it difficult to structure and implement projects.

6.1.6 Market Failure

The failure to deliver integrated human settlements and transformation in the human settlements sector is multifaceted. The cause of market failure can be ascribed to multiple parties and reasons. As in all cases, there are also certain exceptions where this failure has been proactively addressed and to a large extent, overcome in certain cases.

6.2 HDA Response to Sector Constraints

Issues	HDA response
High Need for Housing	<ul style="list-style-type: none"> Improved national spatial planning More rapid urban/new settlement planning and development Better integrated and sustainable settlement
Insufficient Public Sector Delivery	<ul style="list-style-type: none"> Land acquisition Mobilisation of technical, programme and project management skills Improved financial packaging and fund mobilisation
Declining Private Sector Delivery	<ul style="list-style-type: none"> De-risking projects through unblocking and related interventions (e.g. expediting plans) Securing funding for critical infrastructure Ensuring funding (esp. subsidy) flows
Poor Human Settlement Outcomes	<ul style="list-style-type: none"> Improved spatial planning Better programme, project as well as contract management Building public-private partnerships
Fragmented Funding Framework	<ul style="list-style-type: none"> Improving IG coordination and funding packaging More effective fund management Mobilising other public and private resources (in addition to HSDG)
Untransformed Human Settlement Sector	<ul style="list-style-type: none"> Contribute to the creation of black industrialists with a specific focus on women, youth, persons with disability and communities Influence changes to materials supply chains Change mindsets

6.3 Land and Property Situational Analysis

Human settlements backlog currently stands at over 2,6 million units of which the lions share, namely 1,7 million (65%) is attributed to Gauteng, Kwazulu-Natal and the Western Cape Provinces. The required land to address the existing human settlements backlog is in excess of 100 000 hectares of land. This requires that aggressive measures are put in place to fast-track release of public-owned, including the prioritization of municipality-owned strategically located land parcels for integrated sustainable human settlements. Land Assembly function of the Agency deliberately and actively promote spatial transformation and spatial equity. Expropriation as a means to secure suitably located land will be actively pursued.

6.4 Internal Environment Analysis

The role of the HDA can be summarised into three (3) key functions, i.e. Identification, acquisition of land for human settlements development, facilitation of housing delivery and packaging and design of Human Settlements Development.

8.4.1 Identify, Hold, Acquire and Release Land

In relation to the key responsibility to Identify, hold, acquire and release land, the HDA performs the following:

- Land planning: which requires spatial planning and establishing and defining housing need.
- Identification: Land study to identify land for housing development;
- Feasibility assessment of land
- Acquisition
- Land holding

- Property management of acquired land whilst it is being packaged for development or in the case of land banking it will be held for future development when the planned investment has taken place.
- Land packaging: This includes, Bulk services provision; Town planning: township establishment, zoning, subdivision or consolidation, EIA etc.

8.4.2 Facilitation of Housing Delivery

In order to facilitate housing delivery, the HDA performs the three (3) core functions, i.e. Implementing Agent, Project Manager and Project Developer. Underpinning these functions are processes of social facilitation and Inter-Governmental Relations. The diagram below provides further details of the three (3) core functions of the HDA.

8.4.3 Housing delivery and packaging and design of Human Settlements Development.

This function is implemented by designing, packaging, implementing and project managing of Human Settlement Development aimed at fast-tracking delivery and achieving Human Settlement Sector Outcomes.

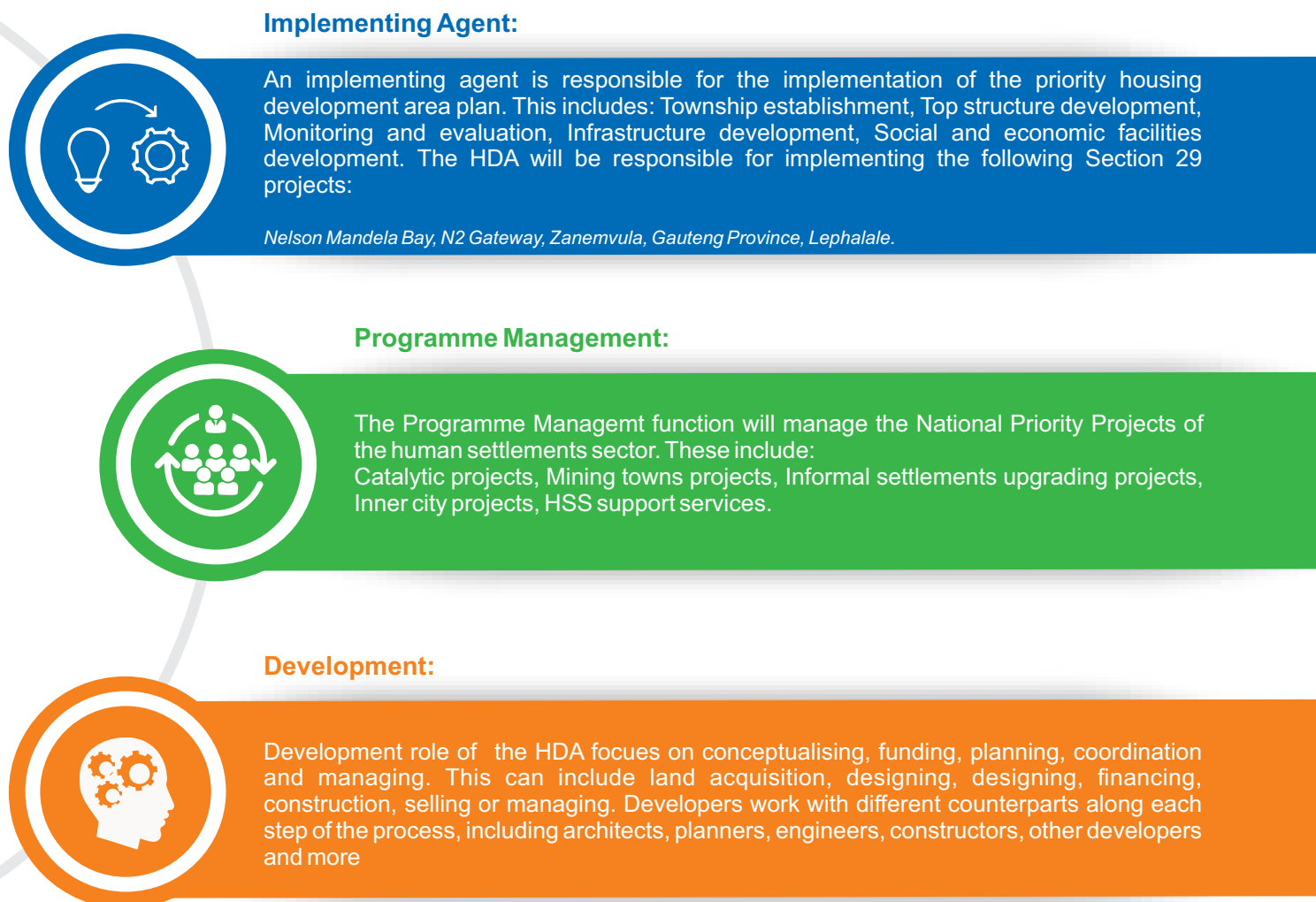


Figure 1 HDA core functions

6.5 Key HDA Stakeholders

The National Department of Human Settlements (NDoHS) provides expectations and strategy for the HDA and provides operational funding to enable the HDA to operate as a sustainable public entity.

Development Partners, consisting of Provinces, Municipalities and Metro's, district municipalities, state-owned companies, entities and Human Settlement entities.

Sector Partners are other National and Provincial Sector Departments, entities and state-owned companies that operate within the public housing space, and with whom the HDA will need to maintain appropriate relationships.

Delivery Partners/ Agents are predominantly private sector organisations that the HDA will tap into to deliver specialist services, contract resources, and contract turnkey project delivery, depending on the specific requirements.

National Treasury is a key partner, not only because they provide the bulk of the public funds, both to the HDA through the operational funds it receives from NDoHS, but also as the ultimate source of the provincial, municipal and national priority project funds.

6.6 HDA Operating Model

The Operating Model for the HDA is outlined below and aims to show that the HDA operates to deliver all aspects of the public housing value chain. The HDA's core business activities include Research, Plan, Acquire, Develop, and Release. In addition, the HDA's cross-cutting activities include Inter-Government Relations, Social Facilitation and Monitoring & Evaluation span across the value chain activities.

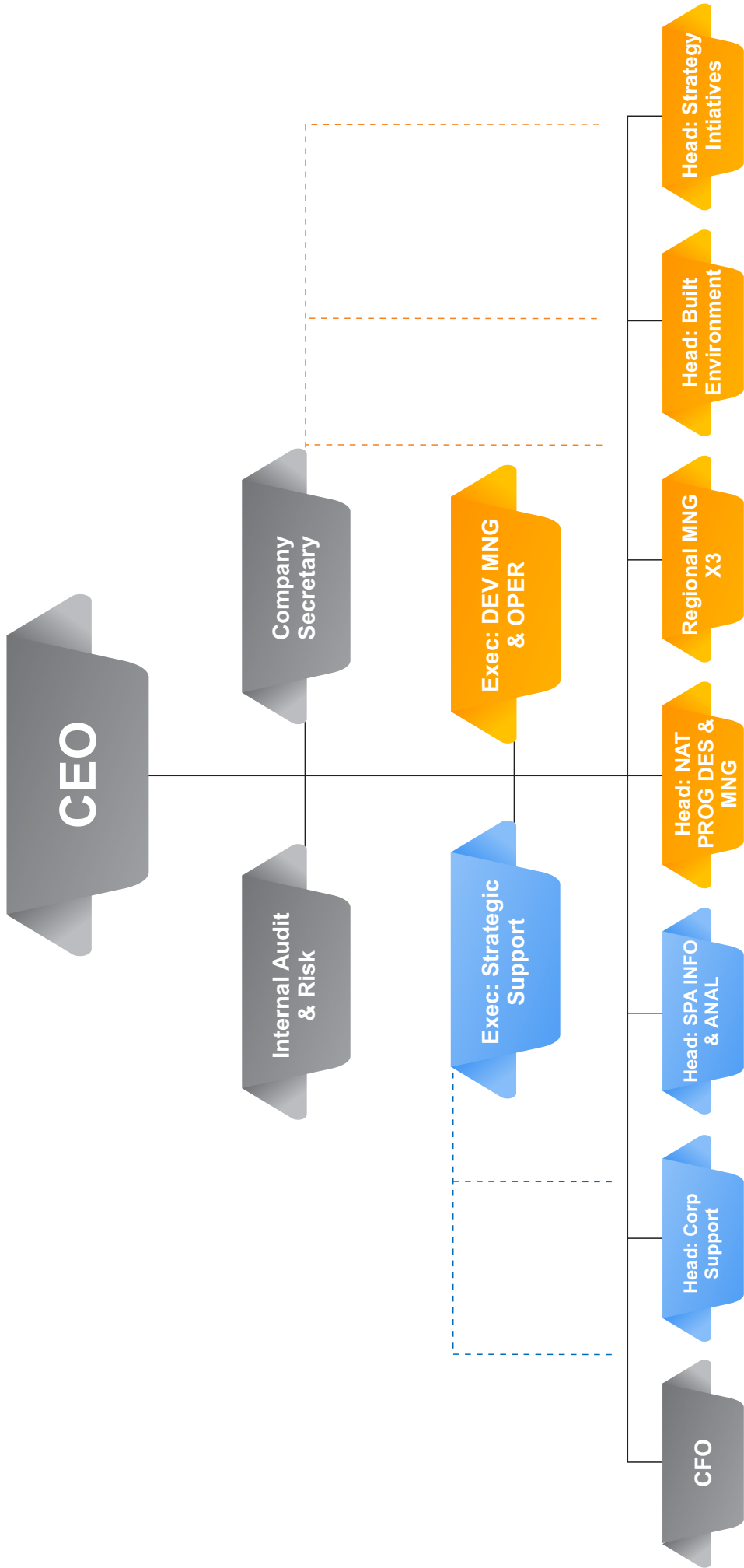


	Research	Plan	Acquire and hold	Develop	Release
Activities	<ul style="list-style-type: none"> ✓ Spatial research housing need ✓ Housing need research ✓ Opportunity identification 	<ul style="list-style-type: none"> ✓ Land identification ✓ Feasibility studies ✓ Land planning ✓ Development planning ✓ Programme design 	<ul style="list-style-type: none"> ✓ Negotiate land ✓ Acquire land ✓ Obtain development rights ✓ Obtain funding ✓ Package land 	<ul style="list-style-type: none"> ✓ Package development project ✓ Project manage ✓ Procurement and contract management Development funding Construction ✓ Social facilitation 	<ul style="list-style-type: none"> ✓ Conveyancing ✓ Deed transfer
Outputs	<ul style="list-style-type: none"> ✓ National spatial development framework ✓ Priority development areas ✓ Housing needs analysis 	<ul style="list-style-type: none"> ✓ Land plan 	<ul style="list-style-type: none"> ✓ Land ready for housing development 	<ul style="list-style-type: none"> ✓ Housing developments delivered 	<ul style="list-style-type: none"> ✓ Title deeds are given to beneficiaries or organs of state

6.7 HDA’s High-Level Organogram

Pursuant of the legislative mandate of the Agency, a high-level function structure as depicted in Figure 2 below has been developed.

High-Level Organisational Structure



6.8 HDA Staff complement and Capacity

Table 1 below provides details regarding the total staff complement of the HDA

HDA Staff Complement			
Regions	Head Office	Interns	Total
117	108	16	241

Table 1 HDA Staff complement

6.9 HDA Skills Set and Primary Focus

Figure 2 below details the skills set within the HDA, demonstrating the delivery capacity of the Agency.

Skills Sets	Primary Focus
Inspection	compliance inspections, quality assurance and enrollments
Town planning	land acquisition, packaging and rezoning as well as traffic impact assessment
Project management	construction and PMO project management
Engineering Geotech	pre-feasibility studies and geotech reports
Quantity surveyor	bills of quantities and invoicing as well as quality assurance and interpreting reports by consultants
legal-contracting	contracting within construction environment
Environmental	EIA's and traffic impact assessment
Development Finance	assess and analyze project funding at project inception
Social Facilitation	social facilitation
Financial Modelling	funding instruments, projects ,project viability and value of.....
Urban Design	packaging and designing

Figure 2 HDA Competencies and skills set

6.10 Transformation and Empowerment

In the area of transformation and empowerment, the Agency commits to achieve deliverables the below towards the of vulnerable and/or designated groups:

Designated Groups	Indicator	Target
1. BEEE Level 1 - 4	Percentage of HDA procurement spend on BEE 1-4	50% of the total procurement
2. Women	Percentage of HDA procurement spend from women-owned businesses	35% of the total procurement
3. Youth	Percentage of HDA procurement spend youth owned businesses.	15% of the total procurement
4. People Living with disabilities	Percentage of HDA procurement spend procurement from businesses owned by people living with disabilities.	5% of the total procurement
5. Military Veterans	Percentage of HDA procurement spend from businesses owned by military veterans.	5% of the total procurement



7.1 Programme 1: Administration

Sub Programme: Audit and Risk

The audit and risk unit is responsible for managing the provision of organisational risks and integrity management and anti-corruption services. The unit reports directly to the Chief Executive Officer.

The unit facilitates the development and implementation of an internal control system to improve governance and compliance with applicable regulations, internal policies, processes and procedures. It is also responsible for fraud prevention and loss management

Sub Programme: Corporate Support Services

Corporate Support Services sub-programme reports directly to the Chief Executive Officer and provides administrative support to the entire organisation. It consists of the following functions: Human Resource Management, Legal Services, Facilities Management, and Information Technology.

Human Resource Management

Provides the human resource administration, including labour relations and employee wellness services within the organisation.

Legal Services provides legal advice to the organisation, litigation support and ensures compliance with the national and international laws. It also assists the organisation with the drafting and monitoring of service level agreements between HDA and external parties.

Facilities Management is responsible for ensuring that both staff and other resources within the organisation are protected, well maintained, and that the work environment is conducive for productive performance.

Information Technology performs information communication technology and provides business enablement services.

Sub-programme: Finance

Finance manages and facilitates the provision of financial management services and reports to the Chief Executive Officer. It consists of the following functions: Financial Accounting and Administration, Budgeting and Management Accounting, Supply Chain, Project Finance Management.

Financial Accounting and Administration develop and oversee the implementation of financial administration and accounting policies, processes and systems. Its main aim is to ensure that the financial resources allocated to the agency are optimally utilised.

Budgeting and Management Accounting guides the preparation of budgets and monitors the expenditure trends on an ongoing basis.

Supply Chain facilitates the development and monitors the implementation of supply chain management policies, processes and systems. It also provides procurement management services within the organisation.

Project Finance Management: Manages and reports on funds received by the HDA from various provinces and/or municipalities to finance projects as per signed funding agreements.

Sub Programme: Strategy and Organisational Performance

Strategic Management, Monitoring and Reporting facilitates the formulation of the strategic plan and annual performance plan. It is also responsible for institutional performance assessment and reviews.

Sub Programme: Communication and Marketing

Communication and marketing are responsible for the provision of communication services within the organisation. It provides both internal and external communication services, media liaison support, public liaison, events management as well as developing and maintaining the organisational website.

Number	Outcome	Outputs	Output Indicators	Annual Targets							
				Audited / Actual Performance	Estimated Performance	MTEF Period					
						2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
1.1.1	Functional. Efficient and integrated Government	Unqualified audit opinion for the 2019/20 financial year	Unqualified audit opinion on the 2019/20 financial statements	Unqualified audit opinion	Qualified audit opinion financial statements	Unqualified audit opinion on the financial statements	Unqualified audit opinion on the financial statements	Unqualified audit opinion on the financial statements	Unqualified audit opinion on the financial statements	Unqualified audit opinion on the financial statements	Unqualified audit opinion on the financial statements
1.1.2	Functional. Efficient and integrated Government	Improvement of management practices by ensuring compliance with all government prescripts	Percentage compliance to submission dates of statutory reports and documents by 31 March 2021	No Baseline	No Baseline	100% compliance to submission dates of statutory reports and documents by 31 March 2021	100% compliance to submission dates of statutory reports and documents by 31 March 2022	100% compliance to submission dates of statutory reports and documents by 31 March 2023	100% compliance to submission dates of statutory reports and documents by 31 March 2024	100% compliance to submission dates of statutory reports and documents by 31 March 2025	
1.1.3	Functional. Efficient and integrated Government	Internal Audit plan implemented against the annual coverage plan	Percentage implementation of Annual internal audit plan against the annual coverage plan by 31 March 2021	No Baseline	No Baseline	100% implementation of Internal Audit plan against the annual coverage plan by 31 March 2021	100% implementation of Internal Audit plan against the annual coverage plan by 31 March 2022	100% implementation of Internal Audit plan against the annual coverage plan by 31 March 2023	100% implementation of Internal Audit plan against the annual coverage plan by 31 March 2024	100% implementation of Internal Audit plan against the annual coverage plan by 31 March 2025	

1.1.4	Functional. Efficient and integrated Government	Antifraud and Corruption Policy, Whistleblowing Policy	Percentage implementation of approved anti-fraud and corruption plan by 31 March 2021	No Baseline	No Baseline	100% implementation of approved anti-fraud and corruption plan by 31 March 2021	100% implementation of approved anti-fraud and corruption plan by 31 March 2022	100% implementation of approved anti-fraud and corruption plan by 31 March 2023	100% implementation of approved anti-fraud and corruption plan by 31 March 2024	100% implementation of approved anti-fraud and corruption plan by 31 March 2025
1.1.5	Functional. Efficient and integrated Government	Risk Implementation on plan approved and implemented	Percentage Implementation of the approved Risk Implementation on plan by 31 March 2021	No Baseline	No Baseline	100% Implementation of the approved Risk Implementation on plan by 21 March 2021	100 % Implementation of the approved Risk implementation plan by 31 March 2022	100 % Implementation of the approved Risk implementation plan by 31 March 2023	100 % Implementation of the approved Risk implementation plan by 31 March 2024	100 % Implementation of the approved Risk implementation plan by 31 March 2025

Indicators, Annual and Quarterly Targets

Number	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
1.1.1	Unqualified audit opinion on the 2019/20 financial statements	Unqualified audit opinion on the financial statements	Not due for reporting	Unqualified audit opinion on the financial statements	Not due for reporting	Not due for reporting
1.1.2	Percentage compliance to submission dates of statutory reports and documents	100% compliance to submission dates of statutory reports and documents by 31 March 2021	100% compliance to submission dates of statutory reports and documents	100% compliance to submission dates of statutory reports and documents	100% compliance to submission dates of statutory reports and documents	100% compliance to submission dates of statutory reports and documents by 31 March 2021
1.1.3	Annual implementation of internal audit plan against the annual coverage	Percentage of Implementation of Internal Audit plan against the annual coverage by 31 March 2021	100% implementation of Internal Audit plan against the annual coverage	100% implementation of Internal Audit plan against the annual coverage	100% implementation of Internal Audit plan against the annual coverage	100% implementation of Internal Audit plan against the annual coverage by 31 March 2021
1.1.4	Percentage implemented anti-fraud and corruption plan	100% implementation of approved anti-fraud and corruption plan by 31 March 2021	100% implementation of approved anti-fraud and corruption plan	100% implementation of approved anti-fraud and corruption plan	100% implementation of approved anti-fraud and corruption plan	100% implementation of approved anti-fraud and corruption plan by 31 March 2021
1.1.5	Percentage Implementation of the approved Risk Implementation plan	100 % Implementation of the approved Risk implementation plan	100 % Implementation of the approved Risk implementation plan	100 % Implementation of the approved Risk implementation plan	100 % Implementation of the approved Risk implementation plan	100 % Implementation of the approved Risk implementation plan by 31 March 2021

7.2 Programme 2: Land Management and Priority Human Settlements Housing Development Areas

Purpose: The purpose of the programme is to facilitate access to well-located land for human settlements development. The Programme will contribute to the MTSF by ensuring that land acquired and land rezoned are within PSHDA's. It has the following sub programmes: Land Management and Land Planning.

Land Management: The overall purpose of the sub programme is to identify, acquire, hold, develop and release state, privately and communal owned land for residential and community development. The sub programme will also focus on targeting and prioritising areas for integrated housing and human settlements development to ensure the delivery of housing in a broad range of housing typologies within an integrated mixed-use housing development.

Land Planning: The focus is the implementation of PSHDA programme is spatial targeting to achieve maximum spatial impact which includes integration of communities across class divides and racial lines and improve participation of the state housing beneficiaries in the residential property market. This will contribute to the MTSF by providing inclusive and sustainable human settlements.

Outcomes, Outputs, Performance Indicators and Targets

Number	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited / Actual Performance	Estimated Performance	MTEF Period				
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
2.1.1	Land acquired and rezoned for Human Settlements in PSHDA	Acquisition of land located in PSHDA	Number of hectares of land located within PSHDA acquired	No Baseline	No Baseline	1500 hectares of land located within PSHDA acquired	1300 hectares of land located within PSHDA acquired	1200 hectares of land located within PSHDA acquired	1000 hectares of land located within PSHDA acquired	1000 hectares of land located within PSHDA acquired
2.1.2	Land acquired and rezoned for Human Settlements in PSHDA	Acquired Land for Human Settlements	Number of hectares of Land acquired or released for Human Settlements	3000ha	3000ha	1500 hectares of Land acquired or released for Human Settlements	625 hectares of Land acquired or released for Human Settlements	625 hectares of Land acquired or released for Human Settlements	625 hectares of Land acquired or released for Human Settlements	625 hectares of Land acquired or released for Human Settlements
2.1.3	Land acquired and rezoned for Human Settlements in PSHDA	Extent of Land rezoned within PSHDA	% of acquired land during 2014-2019 rezoned falling within the PSHDAs	No Baseline	No Baseline	10% of acquired land during 2014-2019 rezoned falling within the PSHDAs	30% of acquired land during 2014-2019 rezoned falling within the PSHDAs	50% of acquired land during 2014-2019 rezoned falling within the PSHDAs	100% of acquired land during 2014-2019 rezoned falling within the PSHDAs	0
2.1.4	Land acquired and rezoned for Human Settlements in PSHDA	Extent of Land rezoned for Human Settlements development	Number of hectares of land rezoned for Human Settlements development	No Baseline	No Baseline	1000 hectares of land rezoned for Human Settlements development	700 hectares of land rezoned for Human Settlements development	700 hectares of land rezoned for Human Settlements development	700 hectares of land rezoned for Human Settlements development	900 hectares of land rezoned for Human Settlements development

2.1.5	Land acquired and rezoned for Human Settlements in PHSFDA	An integrated implementation programme for the PHSFDA		No Baseline	No Baseline	19	25	30	20	0
						Development plans for PHSFDA completed	Development Plans for PHSFDA completed	Development Plans for PHSFDA completed	Development Plans for PHSFDA completed	

Indicators, Annual and Quarterly Targets

Number	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
2.1.1	Number of hectares of land located within PSHDA acquired	1500 hectares of land located within PSHDAs acquired	0 hectares of land located within PSHDAs acquired	250 hectares of land located within PSHDAs acquired	250 hectares of land located within PSHDAs acquired	1000ha hectares of land located within PSHDAs acquired
2.1.2	Number of hectares of Land acquired for Human Settlements	1500 hectares of Land acquired for Human Settlements	0 hectares of Land acquired for Human Settlements	250 of hectares of Land acquired for Human Settlements	250 hectares of Land acquired for Human Settlements	1000 of hectares of Land acquired for Human Settlements
2.1.3	% of acquired land during 2014-2019 rezoned falling within the PSHDAs	10% of acquired land during 2014-2019 rezoned falling within the PSHDAs	0% of acquired land during 2014-2019 rezoned falling within the PSHDAs	2% of acquired land during 2014-2019 rezoned falling within the PSHDAs	5% of acquired land during 2014-2019 rezoned falling within the PSHDAs	10% of acquired land during 2014-2019 rezoned falling within the PSHDAs
2.1.4	Number of hectares of land rezoned for Human Settlements development	1000 hectares land rezoned for Human Settlements developments	0 hectares land rezoned for Human Settlements development	250 hectares land rezoned for Human Settlements development	250 hectares Land rezoned for Human Settlements development	500 hectares Land rezoned for Human Settlements development
2.1.5	Number of development plans for PSHDA completed	19 Development Plans for PSHDA completed	2 development plans for PSHDA completed	4 development plans for PSHDA completed	6 development plans for PSHDA completed	7 development plans for PSHDA completed

7.3 Programme 3: Programme Planning and Design, Regional Coordination and Human Settlements Implementation Support Services

Purpose: The purpose of the programme is to plan, design, manage and implement priority programmes and provide access to adequate housing through a range of programmes targeting household and provide different housing typologies. These activities will be undertaken to contribute achievement of integrated and coordinated spatial planning and inclusive sustainable human settlements It has the following sub programmes: Programme Planning and Design and Regional Coordination and Human Settlements Implementation Support Services.

Sub Programme: Programme Planning and Design:

The Sub-programme exists to provide programme planning and design for priority programmes such as Catalytic projects within PSHDA's, Informal Settlement Upgrading, Mining towns' revitalisation and Transformation and Empowerment. The programme also focuses on specific unblocking of projects. The sub-programme also facilitates the implementation of transformation and empowerment in all HDA programmes.

Sub Programme: Regional Coordination and Human Settlements Implementation Support Services:

The sub-programme focuses on enhancing capacity and render human settlements projects implementation services to provinces and municipalities. Through this programme, the HDA collaborates with the respective spheres of government to optimise service delivery and facilitate access to adequate housing.

Number	Outcome	Outputs	Output Indicators	Annual Targets							
				Audited / Actual Performance	Estimated Performance	MTEF Period					
						2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
3.1.1	Integrated and coordinated spatial planning and inclusive sustainable human settlements	Informal settlements provided with support to upgraded to Phase 3	Number of Informal settlements supported for upgrading to phase 3	New Baseline	369 Informal settlements assessed and categorised	375 informal settlements supported for upgrading to phase 3	375 informal settlements supported for upgrading to phase 3	375 informal settlements supported for upgrading to phase 3	375 informal settlements supported for upgrading to phase 3	375 informal settlements supported for upgrading to phase 3	0
3.1.2		Human Settlement catalytic projects identified, categorised, prioritised, planned, facilitated and/or implemented .	Number of national and/or provincial priority human settlements catalytic projects provided with implementation support	57	50	50 national and/or provincial priority human settlements catalytic projects provided with implementation on support	50 national and/or provincial priority human settlements catalytic projects provided with implementation on support	50 national and/or provincial priority human settlements catalytic projects provided with implementation on support	50 national and/or provincial priority human settlements catalytic projects provided with implementation on support	50 national and/or provincial priority human settlements catalytic projects provided with implementation on support	50 national and/or provincial priority human settlements catalytic projects provided with implementation on support

3.1.3	Integrated and coordinated spatial planning and inclusive sustainable human settlements	Municipalities provided with support for the development of diverse and mixed communities in mining areas.	Number of municipalities provided with technical implementation support for distressed mining communities	22 Mining towns provided with technical implementation support for mining towns	23 municipalities provided with technical and implementation support for distressed mining communities	23 municipalities provided with technical and implementation support for distressed mining communities	23 municipalities provided with technical and implementation support for distressed mining communities				
3.1.4		HDA procurement spend on BEE Level 1-4 companies	Percentage of HDA procurement spend on BEE Level 1-4 companies	New Baseline	61.7% of HDA procurement spend on BEE Level 1-4 companies	50 % of HDA procurement spend on BEE Level 1-4 companies	55 % of HDA procurement spend on BEE Level 1-4 companies	60 % of HDA procurement spend on BEE Level 1-4 companies	65 % of HDA procurement spend on BEE Level 1-4 companies	70% of HDA procurement spend on BEE Level 1-4 companies	

Indicators, Annual and Quarterly Targets

Number	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.1.1	Number of Informal settlements supported for upgrading to phase 3	375 informal settlements supported for upgrading to phase 3	75 informal settlements supported for upgrading to phase 3	90 informal settlements supported for upgrading to phase 3	100 informal settlements supported for upgrading to phase 3	110 informal settlements supported for upgrading to phase 3
3.1.2	Number of national and/or provincial priority human settlements catalytic projects provided with implementation support	50 national and/or provincial priority human settlements catalytic projects provided with implementation support	50 national and/or provincial priority human settlements catalytic	50 national and/or provincial priority human settlements catalytic	50 national and/or provincial priority human settlements catalytic	50 national and/or provincial priority human settlements catalytic
3.1.3	Number of municipalities provided with technical and implementation support for distressed mining communities	23 municipalities provided with technical and implementation support for distressed mining communities	23 municipalities provided with technical and implementation support for distressed mining communities	23 municipalities provided with technical and implementation support for distressed mining communities	23 municipalities provided with technical and implementation support for distressed mining communities	23 municipalities provided with technical and implementation support for distressed mining communities
3.1.4	Percentage of HDA procurement spend on BEE Level 1-4 companies	50 % of HDA procurement spend on BEE Level 1-4 companies	50 % of HDA procurement spend on Level 1-4 companies	50 % of HDA procurement spend on Level 1-4 companies	50 % of HDA procurement spend on Level 1-4 companies	50 % of HDA procurement spend on Level 1-4 companies

Sub Programme 3.2 Regional Coordination and Human Settlements Implementation Support Services Outcomes, Outputs, Performance Indicators and Targets

Number	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited / Actual Performance	Estimated Performance	MTEF Period				
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
3.2.1	Adequate housing for lower- and middle-income households provided in livable neighborhoods	Housing Units delivered	Number of housing units delivered.	7998 housing units delivered	7218 housing units delivered	11479 housing units delivered	13229 housing units delivered	13628 housing units delivered	14309 housing units delivered	15 024 housing units delivered
3.2.2		Serviced sites delivered	Number of serviced sites delivered	12403 serviced sites delivered	6468 serviced sites delivered	9256 serviced sites delivered	9719 serviced sites delivered	10205 serviced sites delivered	10715 serviced sites delivered	11251 serviced sites delivered
3.2.3		Title Deeds Registered	Number of Title Deeds Registered	0 Title Deeds Registered	2800 Title Deeds Registered	7058 Title Deeds Registered	7411 Title Deeds Registered	7782 Title Deeds Registered	8171 Title Deeds Registered	8580 Title Deeds Registered

Indicators, Annual and Quarterly Targets

Number	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.2.1	Number of housing units delivered.	11479 Housing Units delivered	2700 Housing Units delivered	2900 Housing Units delivered	2939 Housing Units delivered	2940 Housing Units delivered
3.2.2	Number of serviced sites delivered	9256 Serviced sited delivered	2000 serviced sited delivered	2300 serviced sited delivered	2400 serviced sited delivered	2556 Serviced sited delivered
3.2.3	Number of Title Deeds Registered	7058 Title Deeds Registered	1000 Title Deeds Registered	1500 Title Deeds Registered	2000 Title Deeds Registered	2558 Title Deeds Registered

7.4 Programme 4: Planning, Monitoring and Evaluation and IGR

Purpose: To Monitor and evaluate the development of spatially just, efficient, equitable, sustainable neighbourhoods that contributes to the transformation of human settlements. Furthermore, the programme focuses on ensuring sound intergovernmental and stakeholder relations between the HDA and all its stakeholders. The programme contributes towards Integrated and coordinated spatial planning and for the delivery of inclusive sustainable human settlements.

Sub Programme: Monitoring and Evaluation

The programme aims to monitor and evaluate the implementation of human settlements interventions that are spatially just, efficient, equitable leading to sustainable neighbourhoods and the transformation of human settlements.

Sub Programme: Spatial Information Management and Planning (Geographic Information Systems): The purpose of the sub programme is to develop spatial and business information systems, spatial and trends analysis and mapping and property profiling support services.

Sub Programme: Inter-Governmental Relations

The overall purpose of the IGR sub programme is to provide mechanisms, interventions, processes and procedures that should be implemented to ensure sound intergovernmental and stakeholder relations between the HDA and all its stakeholders.

Number	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited / Actual Performance	Estimated Performance	MTEF Period				
				2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
4.1.1	Integrated and coordinated spatial planning and inclusive sustainable human settlements	Tools to track development and measure spatial transformation on land and landed properties	Number of assessments of HDA land and landed properties	4 M&E Reports measuring spatial targeting and transformation on	20 projects assessed on -spatial transformation; 154 assessments of HDA land and landed properties facilitated between 2009-2019	112 assessments of HDA land and landed properties	112 assessments of HDA land and landed properties	112 assessments of HDA land and landed properties	112 assessments of HDA land and landed properties	112 assessments of HDA land and landed properties
4.1.2				96% systems uptime	96% systems uptime	96% availability of spatial information systems	96% availability of spatial information systems	96% availability of spatial information systems	96% availability of spatial information systems	96% availability of spatial information systems
4.1.3		Analysis reports on possible location of student housing for roll out	Number of analysis reports on student housing developed	New Indicator	New Indicator	4 analysis reports on student housing developed	5 analysis reports on student housing developed	6 analysis reports on student housing developed	7 analysis reports on student housing developed	8 analysis reports on student housing developed

4.1.4	Integrated and coordinated spatial planning and inclusive sustainable human settlements	Partnership Agreements established in PHSHDA's	Number of partnership agreements established for implementation on in PHSHDA's	No baseline	No baseline	19 partnership agreements established for implementation on in PHSHDAs.	44 partnership agreements established for implementation on in PHSHDAs.	74 partnership agreements established for implementation on in PHSHDAs.	94 partnership agreements established for implementation on in PHSHDAs	0
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Indicators, Annual and Quarterly Targets

Number	Output Indicator	Annual Target	Q1	Q2	Q3	Q4
4.1.1	Number of assessments of HDA land and landed properties	112 assessments of HDA land and landed properties	12 assessments of HDA land and landed properties	20 assessments of HDA land and landed properties	40 assessments of HDA land and landed properties	40 assessments of HDA land and landed properties
4.1.2	Percentage availability of spatial information system	96% availability of spatial information systems	96% availability of spatial information systems	96% availability of spatial information systems	96% availability of spatial information systems	96% availability of spatial information systems
4.1.3	Number of analysis reports on student housing developed	4 analysis reports on student housing developed	1 analysis reports on student housing developed	1 analysis reports on student housing developed	1 analysis reports on student housing developed	1 analysis reports on student housing developed
4.1.4	Number of partnership agreements established for implementation through PHSHDAs.	19 partnership agreements established for implementation in PHSHDA's	5 partnership agreements established for implementation in PHSHDAs	10 partnership agreements established for implementation in PHSHDAs	15 partnership agreements established for implementation in PHSHDAs	19 partnership agreements established for implementation in PHSHDAs

7.5 Programme Resource Considerations

The HDA has received the following allocation from the NDHS for the Medium Term Expenditure Framework period:

The consolidated budget is based on confirmed grant funding from the Department of Human Settlements and funds received from provinces for operational expenditure in the respective offices based on agreed Medium Term Operational Plans (MTOPs). Total projected consolidated budget for the financial year is R378m, a reduction compared to prior year budget of R475m. The reduced budget is driven by a reduction in MTOP funding from R211m to R107m based on signed funding agreements. The Agency, excluding regions, is budgeting a negative balance of R26m which is then covered by management revenue.

Statement of performance	Annual Budget	Q1	Q2	Q3	Q4
Revenue	(378 464 408)	(153 891 102)	(35 341 102)	(153 891 102)	(35 341 102)
Revenue from non-exchange transactions	(237 100 000)	(118 550 000)	-	(118 550 000)	-
Operational grant funding	(237 100 000)	(118 550 000)	-	(118 550 000)	-
Revenue from exchange transactions	(141 364 408)	(35 341 102)	(35 341 102)	(35 341 102)	(35 341 102)
Medium Term Operation Plans (MTOP)	(107 600 000)	(26 900 000)	(26 900 000)	(26 900 000)	(26 900 000)
Management revenue	(26 414 408)	(6 603 602)	(6 603 602)	(6 603 602)	(6 603 602)
Other income	(7 350 000)	(1 837 500)	(1 837 500)	(1 837 500)	(1 837 500)
Expenditure	378 464 408	94 616 102	94 616 102	94 616 102	94 616 102
Operational expenditure	153 971 238	38 492 810	38 492 810	38 492 810	38 492 810
Payroll costs	224 493 170	56 123 293	56 123 293	56 123 293	56 123 293
Budget	0	(59 275 000)	59 275 000	(59 275 000)	59 275 000
Total Expenditure	378 464 408	82 140 998	82 140 998	82 140 998	82 140 998
Budget per programmes(exclude payroll)	86 130 669	21 532 667	21 532 667	21 532 667	21 532 667
Administration - Programme 1					
CFO	16 172 345	4 043 086	4 043 086	4 043 086	4 043 086
CEO	2 009 262	502 316	502 316	502 316	502 316
Board	2 288 099	572 025	572 025	572 025	572 025
CS	24 601 000	6 150 250	6 150 250	6 150 250	6 150 250
Payroll	41 059 963	10 264 991	10 264 991	10 264 991	10 264 991

Strategic Support - Programme 2		49 900 415	9 579 968	9 579 968	9 579 968	4 789 984
Inter Governmental Relation Strategy and organisational performance Communications and Marketing Payroll Spatial Information Management Planning Monitoring and Evaluation		1 930 000	482 500	482 500	482 500	482 500
		2 428 000	607 000	607 000	607 000	607 000
		4 575 000	1 143 750	1 143 750	1 143 750	1 143 750
		25 922 415	2 231 734	2 231 734	2 231 734	2 231 734
		13 945 000	50 000	50 000	50 000	50 000
		1 100 000	275 000	275 000	275 000	275 000
Development Management Operations Programme 3		62 399 281	15 599 820	15 599 820	15 599 820	15 599 820
Project Management Office(PMO) Planning Programme Design(PPD) Payroll		5 416 104	1 354 026	1 354 026	1 354 026	1 354 026
		29 520 000	7 380 000	7 380 000	7 380 000	7 380 000
		27 463 177	6 865 794	6 865 794	6 865 794	6 865 794
Built Environment & Operations - Programme 4		180 034 043	45 008 511	45 008 511	45 008 511	45 008 511
Land Management Region A Region B Region C Limpopo Free State Kwa-Zulu Natal Northern Cape North West Western Cape Eastern Cape Gauteng Payroll Mpumalanga		7 020 000	1 755 000	1 755 000	1 755 000	1 755 000
		785 000	196 250	196 250	196 250	196 250
		234 000	58 500	58 500	58 500	58 500
		470 000	117 500	117 500	117 500	117 500
		14 300 000	3 575 000	3 575 000	3 575 000	3 575 000
		12 000 000	3 000 000	3 000 000	3 000 000	3 000 000
		16 500 000	4 125 000	4 125 000	4 125 000	4 125 000
		4 800 000	1 200 000	1 200 000	1 200 000	1 200 000
		30 000 000	7 500 000	7 500 000	7 500 000	7 500 000
		30 000 000	7 500 000	7 500 000	7 500 000	7 500 000
		6 139 588	1 534 897	1 534 897	1 534 897	1 534 897
		3 134 480	783 620	783 620	783 620	783 620
		50 409 015	12 602 254	12 602 254	12 602 254	12 602 254
		4 241 959	1 060 490	1 060 490	1 060 490	1 060 490

Statement of Financial Performance

	2016/17		2017/18		2018/19		2019/20		2020/21	2021/22	2022/23	2023/24
	Budget	Audited Outcome	Budget	Audited Outcome	Budget	Audited Outcome	Budget estimate	Approved budget	Budget estimate	Revised budget estimate	Planning Budget Estimate	Planning Budget Estimate
Rand thousand												
<u>Objective/Activity</u>												
Administration	54 824	54 824	74 344	70 129	78 582	97 685	82 982	79 876	86 130	90 437	94 958	99 706
Strategic Support	26 558	26 558	48 504	35 968	42 183	39 721	44 419	49 427	49 900	52 395	55 015	57 765
Development Management Operation	59 302	48 361	255 257	61 087	64 447	86 831	67 898	92 139	62 399	65 519	68 795	72 235
Built Environment & Operation	141 606	119 724	172 489	192 879	240 292	173 958	247 953	287 539	180 035	189 037	198 489	208 413
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
Total	282 290	249 467	550 594	360 063	425 504	398 195	443 252	508 981	378 464	397 387	417 257	438 119
<u>Economic classification</u>												
Current payments	282 290	249 467	550 594	360 063	425 504	398 197	443 252	508 981	378 464	397 203	417 257	438 119
Compensation of employees	150 690	150 690	199 416	199 416	204 982	193 745	214 270	221 139	224 493	235 718	247 504	259 879
Salaries and wages	131 100	131 100	184 059	168 915	172 803	164 533	180 350	194 617	188 723	198 159	208 067	218 470
Social contributions	19 590	19 590	15 357	30 501	32 179	29 212	33 920	26 522	35 770	37 559	39 436	41 408
Goods and services	129 781	96 958	349 534	157 858	218 786	200 209	227 148	285 294	151 118	158 674	166 941	175 293
Of which	-	-	-	-	-	-	-	-	-	-	-	-
Administrative fees	-	-	-	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	745	1 100	1 569	1 158	1 633	1 240	1 302	1 367	1 435
Agency and support/outsourced services	1 407	1 407	6 553	2 026	2 610	3 471	2 749	1 719	1 800	1 890	1 985	2 084
Assets less than R5 000	-	-	-	46	49	654	51	484	354	372	390	410

Audit costs	-	-	-	3 361	3 546	1 674	3 734	1 749	1 200	1 260	1 323	1 389
Bank charges	-	-	-	156	165	222	173	283	183	192	202	212
Board costs	-	-	-	-	-	-	-	-	500	525	551	579
Bursaries (employees)	-	-	-	-	-	684	-	719	1 000	1 050	1 103	1 158
Catering: internal activities	-	-	-	894	918	1 394	966	878	900	945	992	1 042
Communication	2 029	2 029	8 605	3 404	8 057	1 631	8 484	4 582	4 300	4 515	4 741	4 978
Computer services	5 285	5 285	5 018	3 668	4 634	3 225	4 880	2 598	3 000	3 150	3 308	3 473
Consultants	84 330	51 507	286 315	90 724	140 845	109 928	144 845	180 508	78 000	81 900	86 329	90 650
Contractors	2 491	2 491	5 159	6 627	8 205	7 666	8 640	11 012	8 500	8 925	9 371	9 840
Entertainment	-	-	-	-	-	-	-	-	-	-	-	-
Inventory	1 858	1 858	1 404	1 396	1 486	1 870	1 565	2 165	1 651	1 734	1 820	1 911
Lease Payments	11 831	11 831	15 003	11 908	17 005	16 759	17 906	18 975	14 000	14 700	15 435	16 207
Legal fees	-	-	-	3 971	380	6 833	400	6 565	2 000	2 100	2 205	2 315
Non life insurance	-	-	-	-	-	451	-	474	550	578	606	637
Printing and publication	-	-	-	-	-	-	-	200	350	368	386	405
Property payments	-	-	-	5 297	3 714	8 158	3 911	14 133	12 540	13 167	13 825	14 517
Repairs and maintenance	914	914	2 635	998	2 267	1 095	2 387	2 115	1 900	1 995	2 095	2 199
Research and development	2 418	2 418	2 100	708	1 691	-	1 781	355	550	578	606	637
Training and staff development	3 315	3 315	3 966	4 573	4 869	3 300	5 349	2 616	2 600	2 730	2 867	3 010
Travel and subsistence	12 084	12 084	9 782	14 233	13 591	13 129	14 311	17 469	13 000	13 650	14 333	15 049
Venues and facilities	-	-	-	165	122	693	129	977	1 000	1 050	1 103	1 158
Other unclassified expenditure	1 819	1 819	2 994	2 958	3 533	15 803	3 730	13 084	-	-	-	-
Please Specify	1 819	1 819	2 994	2 958	3 533	2 545	3 730	834	-	-	-	-
Please Specify	-	-	-	-	-	8 662	-	9 450	-	-	-	-
Please Specify	-	-	-	-	-	4 594	-	2 800	-	-	-	-
Please Specify	-	-	-	-	-	-	-	-	-	-	-	-
Please Specify	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	1 641	1 641	1 479	2 499	1 563	4 241	1 651	2 546	2 850	2 809	2 809	2 944
Losses from	106	106	113	214	119	-	126	-	-	-	-	-
Sale of fixed assets	106	106	113	214	119	-	126	-	-	-	-	-
Impairments and Adjustments to Fair Value	-	-	-	-	-	-	-	-	-	-	-	-

Outcome	Key Risk	Risk Mitigation
Functional, efficient & Integrated government	Inadequate Policy and procedures	Review Policy with all relevant legislative requirements Develop standard operating procedures
	Inadequate contract management and oversight	Report on contracts concluded at BAC Create a dashboard as a monitoring tool Automate the dashboard
	Fraud and Corruption	Cross-functional teams to declare interest and Confidentiality agreements to be signed Fraud/corruption allegations to be investigated and closed off
	Failure to discharge the HDA legislative mandate within the approved operational budget	Develop a documented process of ring-fencing of projects funds Implement adequate controls to ensure adherence to the approved operational budget
	Failure to meet HDA transformation and empowerment targets	Conduct roadshows to promote awareness and buy-in. Review and update existing role-specific and generic indicators to make transformation and targets more impactful Establish HDA's BBBEE level Set targets for the preferential procurement, enterprise and supplier developments pillars Develop an implementation plan
Land acquired and rezoned for Human Settlements in PSHDA	Lack of funding to acquire land for human settlement due to current fiscal arrangements.	Preparation of multiyear land acquisition pipeline
	Delays from state land custodians in the release of targeted state land required for human settlement	The inter-ministerial committee on land reform has been established to coordinate the expedited release of state land required for human settlement
	Potential land price collusion	Review of controls/processes on Land acquisition Land valuation processes conducted by independent valuers
	Delays in the acquisition of land through expropriation	Expedite the process through meaningfully engagements with the expropriation authorities (Minister, MECs, Local Authority, Courts)

Outcome	Key Risk	Risk Mitigation
Adequate housing for lower- and middle-income households provided in liveable neighbourhoods	Surrender of unspent projects funds to National treasury	Develop and implement of proper financial and cash flow management controls and processes
	Programs and projects not delivered on time within budget and according to scope	Participate in the business planning processes of the Provinces Implementation of proper project management processes Accept the funded mandates
	Misalignment between National Priority Programmes and the priorities of Provinces, Municipalities and Sector Departments	Review of Planning Regime Fiscal alignment and coordinated budgeting between Provinces/Municipality and HDA The signing of Implementation Protocols and MOAs
	Accepting unfunded mandates	Approval of additional functions mandated to the HDA by the Minister and Board. Funding agreements and terms and conditions relating to the functions must be concluded
	Lack of effective stakeholder relation management	SIR Strategy and Implementation Plan and inclusion of Indicators on SIR for all Managers interacting with Stakeholders.
	Inability to provide supporting and spatial information for decision making	Develop GIS Strategy for new MTSF period and communicate it to stakeholders to address time frames, resource limitations, data governance, data quality and security.
	The unwillingness of stakeholders (Project managers/development managers/municipalities and contractors) to provide land, project information, and source documents to measure spatial transformation.	-Development of Spatial Transformation Scoring Tool - Framework developed for M&E - Formulated appropriate M&E indicators in consultation with stakeholders - Secured baseline data

Annexure A: Amendments to the Strategic Plan

Annexure B: Conditional Grants

Annexure C: Consolidated Indicators

Annexure D: Significance and Materiality Framework

Section D: Technical Indicators Descriptions (TIDs)

Programme 1: Administration

Indicator title	1.1.1 Unqualified audit opinion on the financial statements
Definitions	<ul style="list-style-type: none"> Financial statements are fairly presented, in compliance with generally recognised accounting principles (GRAP). Policies, systems, controls and implementation thereof are in compliance with legislative requirements.
Source of data	<ul style="list-style-type: none"> External audit report, management
Method of calculation / Assessment	<ul style="list-style-type: none"> Simple Calculation
Means of verifications	<ul style="list-style-type: none"> 2020/21 external audit report outcomes, management report
Assumptions	<ul style="list-style-type: none"> Timeous reconciliations and regular financial reporting and monitoring Complete, accurate, financial information and co-operation from internal stakeholders
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> Not Applicable
Calculation Type	<ul style="list-style-type: none"> Qualitative
Reporting cycle	<ul style="list-style-type: none"> 01 April 2020 – 31 March 2021
Desired performance	<ul style="list-style-type: none"> An effective and compliant financial management
Indicator responsibility	<ul style="list-style-type: none"> Chief Financial Officer

Indicator title	1.1.2 Percentage compliance to submission dates of statutory reports and documents
Definitions	<ul style="list-style-type: none"> • The indicator measures the level of compliance by the Agency to key corporate governance requirements as outlined in legislation and other corporate governance guidelines/regulations (PFMA, Treasury Regulations and Guidelines). • Corporate Support Services with regards to all relevant policies, guidelines, legislation and regulations that ensure a habitable and conducive working environment. • Provide secretariat support to governance structures and coordinate the Department's appearance before Committees of Parliament (Number of meetings serviced, number of Parliamentary questions replied to and number submission processed) • The Agency is required to comply with submission dates for statutory documents and reports such as: • Annual Performance Plan – Draft 1 31st July, Draft 2- 31st October, Final Approved APP 31st January • Strategic Plan Draft 1 31st July, Draft 2- 31st October, Final Approved APP 31st January • Reports • Financial and Non-Financial Report (Quarterly) • Compliance Matrix (Quarterly) • Governance Report (Quarterly) • Annual Report
Source of data	<ul style="list-style-type: none"> • Resolutions from the appropriate structure as outlined in HDA delegations of authority/Previous annual reports / Organisation performance quarterly reports / MTSF
Method of calculation / Assessment	<ul style="list-style-type: none"> • The standard requirements for compliance requires the HDA to comply 100% with relevant compliance frameworks as reflected under the definition of this indicator
Means of verifications	<ul style="list-style-type: none"> • Approval by the appropriate structure as outlined in HDA delegations of authority and Proof of submission to National Department of Human Settlements (i.e. emails or hand delivery notes)
Assumptions	<ul style="list-style-type: none"> • Non-cancellation or postponement • Timeous receipt of draft replies and submissions • Submissions from Programme managers • On time submissions to meet reporting timelines • Annual Performance Plans and quarterly reports are submitted on time and the information contained therein is reliable
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> • Not Applicable
Calculation Type	<ul style="list-style-type: none"> • Simple calculation

Reporting cycle	<ul style="list-style-type: none"> Quarterly and Annually
Desired performance	<ul style="list-style-type: none"> 100% Compliance with relevant key governance prescripts and requirements and improved departmental overall performance including adherence to schedules of Board, Audit and Risk Committee, Human settlements review meetings
Indicator responsibility	<ul style="list-style-type: none"> Manager: Strategy & Organisational Performance

Indicator title	1.1.3 Percentage implementation of Annual internal audit plan against the annual coverage plan
Definitions	<ul style="list-style-type: none"> Implementation and completion of audits in line with the approved internal audit plan
Source of data	<ul style="list-style-type: none"> Approved Internal Audit plan, Information sourced from business units, external audits reports and
Method of calculation / Assessment	<ul style="list-style-type: none"> Simple counting of reports of activities undertaken, submitted and approved Number of audits completed as per internal audit plan
Means of verifications	<ul style="list-style-type: none"> Approval from all relevant structures, Internal audit quarterly reports, One-year operational audit plan Status/progress Report on the implementation Internal Audit Plan, Internal Audit Reports issued
Assumptions	<ul style="list-style-type: none"> Unrestricted Access to records, Availability of personnel, Cooperation and support from stakeholders e.g. business units, Quality of information and records
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> Not Applicable
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-to-date)
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 100% audit completed as per approved audit plan which will results in reasonable assurance to management on the adequacy and effectiveness of the system internal controls, risk management and governance processes
Indicator responsibility	<ul style="list-style-type: none"> Chief Financial Officer

Indicator title	1.1.4 Percentage implementation of approved anti-fraud and corruption plan
Definitions	<ul style="list-style-type: none"> • Execution of the approved anti-fraud and corruption implementation plan
Source of data	<ul style="list-style-type: none"> • Approved anti-fraud and corruption plan, Information sourced from business units, complainants
Method of calculation / Assessment	<ul style="list-style-type: none"> • Number of activities as per approved anti-fraud corruption implementation plan.
Means of verifications	<ul style="list-style-type: none"> • Approval from all relevant structures, Approved anti-fraud and corruption implementation plan , Status/progress report on the approved implementation of the anti-fraud and corruption plan activities, Investigation Reports
Assumptions	<ul style="list-style-type: none"> • Unrestricted Access to records • Availability of personnel • Cooperation and support from stakeholders (e.g. business units and provinces)
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> • Not Applicable
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year-to-date)
Reporting cycle	<ul style="list-style-type: none"> • Quarterly and Annually
Desired performance	<ul style="list-style-type: none"> • 100% execution of the approved anti-fraud and corruption implementation plan.
Indicator responsibility	<ul style="list-style-type: none"> • Chief Financial Officer

Indicator title	1.1.5 Percentage Implementation of the approved Risk implementation plan
Definitions	<ul style="list-style-type: none"> Risk management implementation plan is aligned to risk management strategy and unpacks specific risk management activities that will be implemented for the particular year including responsible persons, resources required and targets dates.
Source of data	<ul style="list-style-type: none"> HDA Annual Performance Plans will be used as a source to confirm outcomes in which strategic risks needs to be identified. Risk management methodology embedded in the risk identification template will be used as the source to facilitate completion of strategic risk register. Risk monitoring tool to be used for monitoring actions identified in the strategic risk register. Data will be collected from branches and updated in the risk register. The approved strategic risk register will be used to as a source to for the approved strategic risks including key risks.
Method of calculation / Assessment	<ul style="list-style-type: none"> Simple counting of reports of activities undertaken, submitted and approved
Means of verifications	<ul style="list-style-type: none"> Approval from all the relevant structures, risk management quarterly reports, Risk Monitoring tool, Strategic Risk Register, Status Report to Audit & Risk Committee
Assumptions	<ul style="list-style-type: none"> Complete, accurate, timeous risk information and co-operation from internal stakeholders (Risk Champions and Risk Owners)
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> Not Applicable
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year-to-date)
Reporting cycle	<ul style="list-style-type: none"> Quarterly and Annually
Desired performance	<ul style="list-style-type: none"> Risk management embedded into strategic day to day operations, performance measurement as well as during decision making processes.
Indicator responsibility	<ul style="list-style-type: none"> Chief Financial Officer

Indicator title	1.1.6 Percentage of the approved organogram actioned against activated vacant positions
Definitions	<ul style="list-style-type: none"> Implement the board approved structure for 2020/21 and appoint of skills/ capacity as per the approved vacancies in line with relevant prioritised recruitment request
Source of data	<ul style="list-style-type: none"> Resolutions from the appropriate structure as outlined in HDA delegations of authority
Method of calculation / Assessment	<ul style="list-style-type: none"> Approved organisation structure
Means of verifications	<ul style="list-style-type: none"> Recruitment report against the approved and prioritised requirement activations/ request
Assumptions	<ul style="list-style-type: none"> 100% of approved and activated vacant position filled (e.g. if 10 positions were activated aligned to approved organogram then 10 positions filled within the 2020/2021 financial year)
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> Not Applicable
Calculation Type	<ul style="list-style-type: none"> No of approved vacancies filled within the financial year against the approved organogram
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Signed and approved Org structure by Board
Indicator responsibility	<ul style="list-style-type: none"> Head: Corporate support

Indicator title	1.1.7 Unqualified audit opinion on financial statements
Definitions	<ul style="list-style-type: none"> Financial statements are fairly presented, in compliance with generally recognised accounting principles (GRAP). Policies, systems, controls and implementation thereof are in compliance with legislative requirements.
Source of data	<ul style="list-style-type: none"> External audit report, management
Method of calculation / Assessment	<ul style="list-style-type: none"> Simple Calculation
Means of verifications	<ul style="list-style-type: none"> 2020/21 external audit report outcomes, management report
Assumptions	<ul style="list-style-type: none"> Timeous reconciliations and regular financial reporting and monitoring
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> Not Applicable
Calculation Type	<ul style="list-style-type: none"> Qualitative
Reporting cycle	<ul style="list-style-type: none"> 01 April 2020 – 31 March 2021
Desired performance	<ul style="list-style-type: none"> An effective and compliant financial management
Indicator responsibility	<ul style="list-style-type: none"> Chief Financial Officer

Programme 2: Land Management and Priority Human Settlements Housing Development Areas

Indicator title	2.1.1 Number of hectares of land located within PSHDA acquired
Definitions	<ul style="list-style-type: none"> • Ensure that there are adequate land parcels for development to address human settlements challenges • Land purchased, donated or expropriated or leased from private or public sector for the development of Human Settlements • PSHDA's and PHDA's refer to the same thing, the terms are used interchangeably
Source of data	<ul style="list-style-type: none"> • Deeds Office, Conveyancers, Lapsis, Deeds office search
Method of calculation / Assessment	<ul style="list-style-type: none"> • Simple counting
Means of verifications	<p>Private Land</p> <ul style="list-style-type: none"> • Copy of Deed of sale or donation; or • Copy of Title Deed <p>Public or SOC land</p> <ul style="list-style-type: none"> • Copy of deed of donation; or • Copy of land availability agreement; or • Copy of Power of Attorney; or • Copy of Notice of expropriation; or • Copy of letter of land release; or • Copy of long-term lease; or • Copy of title deed.
Assumptions	<ul style="list-style-type: none"> • Availability of Land secured for human settlements development, cooperation from
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> • Undertake land assembly to ensure that actual delivery of human settlements is used to restructure towns/cities and to strengthen livelihood prospects of households.
Calculation Type	<ul style="list-style-type: none"> • Cumulative
Reporting cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • To Contribute to the Human Settlements MTSF development targets
Indicator responsibility	<ul style="list-style-type: none"> • Manager: Land Management

Indicator title	2.1.2 Number of hectares of Land acquired or released for human settlements
Definitions	<ul style="list-style-type: none"> • Ensure that there are adequate land parcels for development to address human settlements challenges • Land purchased, donated or expropriated or leased from private or public sector for the development of Human Settlements
Source of data	<ul style="list-style-type: none"> • Deeds Office, Conveyancers, Lapsis, Deeds office search, Windeed search, Municipality planning division
Method of calculation / Assessment	<ul style="list-style-type: none"> • Simple counting
Means of verifications	<p>Private Land</p> <ul style="list-style-type: none"> • Copy of Deed of sale or donation; or • Copy of Title Deed <p>Public or SOC land</p> <ul style="list-style-type: none"> • Copy of deed of donation; or • Copy of land availability agreement; or • Copy of Power of Attorney; or • Copy of Notice of expropriation; or • Copy of letter of land release; or • Copy of long-term lease; or • Copy of title deed.
Assumptions	<ul style="list-style-type: none"> • Availability of Land secured for human settlements development, cooperation from
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> • Undertake land assembly to ensure that actual delivery of human settlements is used to restructure towns/cities and to strengthen livelihood prospects of households.
Calculation Type	<ul style="list-style-type: none"> • Cumulative
Reporting cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • To Contribute to the Human Settlements MTSF development targets
Indicator responsibility	<ul style="list-style-type: none"> • Manager: Land Management

Indicator title	2.1.3 % of acquired land during 2014-2019 rezoned falling within the PSHDAs
Definitions	<ul style="list-style-type: none"> • The indicator measures land parcels within the PSHDA facilitated for rezoning • PSHDA's and PHDA's refer to the same thing, the terms are used interchangeably
Source of data	<ul style="list-style-type: none"> • Rezoning Certificates or letter of approval from the relevant municipality, General Plans
Method of calculation / Assessment	<ul style="list-style-type: none"> • Simple counting
Means of verifications	<ul style="list-style-type: none"> • Letter of approval from the relevant municipality
Assumptions	<ul style="list-style-type: none"> • Enhancement of secured land for development through development planning/Rezoning Certificates
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> • Undertake land assembly to ensure that actual delivery of human settlements is used to restructure towns/cities and to strengthen livelihood prospects of households.
Calculation Type	<ul style="list-style-type: none"> • Cumulative
Reporting cycle	<ul style="list-style-type: none"> • Quarterly
Indicator responsibility	<ul style="list-style-type: none"> • Manager: Land Management

Indicator title	2.1.4 Number of hectares of land rezoned for Human Settlements development
Definitions	<ul style="list-style-type: none"> The indicator measures land parcels (portion/s of land wherein a human settlement project is undertaken) facilitated (preparation, submission and approval) for rezoning
Source of data	<ul style="list-style-type: none"> Rezoning Certificates or letter of approval from the relevant municipality, General Plans
Method of calculation / Assessment	<ul style="list-style-type: none"> Simple counting
Means of verifications	<ul style="list-style-type: none"> Letter of approval from the relevant municipality
Assumptions	<ul style="list-style-type: none"> Enhancement of secured land for development through development planning/Rezoning Certificates
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> Undertake land assembly to ensure that actual delivery of human settlements is used to restructure towns/cities and to strengthen livelihood prospects of households.
Calculation Type	<ul style="list-style-type: none"> Cumulative
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> To Contribute to the Human Settlements MTSF development targets
Indicator responsibility	<ul style="list-style-type: none"> Manager: Land Management

Indicator title	2.1.5 Number of Priority Human Settlements and Housing (PHSHDAs) development plans completed
Definitions	<ul style="list-style-type: none"> Each PHSHDA will have a development plan that is context-specific prepared in terms of the NDHS approved development plan guidelines PHSHDA's and PHDA's refer to the same thing, the terms are used interchangeably
Source of data	<ul style="list-style-type: none"> Provincial, municipal and national sector plans and reports, research and analysis, information databases (e.g. STATSA, HDA), assessments and verifications etc
Method of calculation / Assessment	<ul style="list-style-type: none"> The performance will be assessed both quantitatively and qualitatively
Means of verifications	<ul style="list-style-type: none"> Development profiles, concepts and frameworks Final completed development plan
Assumptions	<ul style="list-style-type: none"> Cooperation and support from stakeholders
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> It is estimated that at least 1.3 million Households living in informal settlements will benefit
Spatial Transformation where applicable)	<ul style="list-style-type: none"> All metropolitan areas and secondary towns have PHSHDAs Major spatial restructuring impact to address the apartheid spatial legacy
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year End) Cumulative (Year-to-date)
Reporting cycle	<ul style="list-style-type: none"> Quarterly, Bi-Annual or Annual
Desired performance	<ul style="list-style-type: none"> All development plans for 94 PHSHDAs to be completed within the MTSF period
Indicator responsibility	<ul style="list-style-type: none"> Manager: PHSHDAs

Programme 3: Programme Planning and Design, Regional Coordination and Human Settlements Implementation Support Services

Sub Programme 3.1 Programme Planning and Design

Indicator title	3.1.1 Number of Informal settlements supported for upgrading to phase 3
Definitions	<ul style="list-style-type: none"> Implementation support of informal settlements upgraded to phase 3 of the UISP, as per the Housing Code 2009. <ul style="list-style-type: none"> Conclude Development Agreements with Provinces and Municipalities: <ul style="list-style-type: none"> Input into provincial and municipal business planning processes to ensure prioritisation of informal settlements for upgrading to phase 3 Where agreements are reached assume role of delivery agent Develop settlement interim business plans to secure and monitor funding for UISPG Project packaging for all informal settlements Develop / update settlement pipeline for implementation of existing informal settlements categorised with upgrading plans: <ul style="list-style-type: none"> Category A - Incremental in-situ upgrading Category B1 - Provision of Interim services / land acquisition / town planning Category B2 - Emergency Basic Services Category C - Land Acquisition and facilitation of relocation Due diligence reports on blocked ISU projects resolving blockages - (preparation of interim business plans to unlock capital upgrading) Facilitation of Relocation and Emergency interventions (housing)
Source of data	<ul style="list-style-type: none"> Project Managers, SIR and Regional Heads
Method of calculation / Assessment	<ul style="list-style-type: none"> Quantitative and Qualitative
Means of verifications	<ul style="list-style-type: none"> Development Agreements (where applicable) Interim Business Plans to unlock Capital funding for incremental upgrading Project pipelines for implementation Due diligence reports to resolve blockages for implementation
Assumptions	<ul style="list-style-type: none"> Achievement of the target will be based on support provided
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> Reflect on contribution of spatial transformation priorities Reflect on the spatial impact area
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year End)
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Identifies whether actual performance that is higher or lower than the targeted performance is desirable

Indicator title	3.1.2 Number of national and/or provincial priority human settlements catalytic projects provided with implementation support
Definitions	<ul style="list-style-type: none"> • Implementation support means • Programme planning, coordination and implementation support • Facilitate multi-year programme and projects planning • Hands-on technical delivery capacity support to catalytic projects • Mobilisation and harnessing of programme resources (financial and non-financial) • Provide legal and socio-economic due diligences to catalytic projects • Facilitate strategic partnerships and stakeholder mobilisation and participation • Programme institutional arrangements (signing of IPs) • Programme and project contracting (Project Delivery Agreements where HDA is the Implementing Agent) • Programme monitoring and development of impact assessments • Programme performance analysis and reporting
Source of data	<ul style="list-style-type: none"> • Monthly progress report / quarterly progress reports
Method of calculation / Assessment	<ul style="list-style-type: none"> • Approval of all planning processes i.e. Engineering master plans/ feasibility studies/ Design concepts/ Township establishment processes
Means of verifications	<ul style="list-style-type: none"> • Reports on the 50 projects
Assumptions	<ul style="list-style-type: none"> • Mixed-use and integrated communities
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> • Contribution to the development of integrated and sustainable human settlements • Mixed-use developments with social and economic amenities
Calculation Type	<ul style="list-style-type: none"> • Cumulative
Reporting cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • Projects absorbing more beneficiaries and reducing the backlog
Indicator responsibility	<ul style="list-style-type: none"> • Programme Manager: Catalytic Projects Programme

Indicator title	3.1.3 Number of municipalities provided with technical implementation support for distressed mining communities
Definitions	<ul style="list-style-type: none"> • Programme planning and project conceptualization <ul style="list-style-type: none"> – Profile, status quo and issues for a specific municipality – Interventions and development of credible plan and projects pipelines – Projects pipelines approval by respective councils – Alignment of projects and pipelines into the HSDG business plans • Programme and project feasibility • Development and Project Designs & Planning • Programme and projects implementation plans • Project institutional arrangements • Project Management and project execution • Contracting, risk management and mitigation • Project costing and tracking • Stakeholder mobilization and management
Source of data	<ul style="list-style-type: none"> • Project Managers and Regional Managers • Provincial Department of HS
Method of calculation / Assessment	<ul style="list-style-type: none"> • Number of municipalities provided with technical and implementation support for distressed mining communities How the performance is assessed (qualitative)
Means of verifications	<ul style="list-style-type: none"> • Spatial Transformation Plans for distressed mining communities • Programme plans • Projects pipeline developed • Technical support in mining towns (Geotech, Planning, etc) • Projects funding, implementation plans and technical implementation support for mining towns • Inclusion of diagnostic plans, pipelines and development projects into the Municipal Council IDPs, BEPPs and budgeting plans (SDBIPs) • Development agreements and development partnerships for projects implementation
Assumptions	<ul style="list-style-type: none"> • Factors of evidence required to verify the validity of data
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • The consulting procurement is targeting 51% owned black-owned businesses
Spatial Transformation where applicable)	<ul style="list-style-type: none"> • The distressed mining communities programme is focused on re-integrating mining communities with broader local communities through planning and intervention in infrastructure investment
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year End)
Reporting cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • Reporting against prescribed guidelines
Indicator responsibility	<ul style="list-style-type: none"> • Programme Manager Mining Towns

Indicator title	3.1.4 Percentage of HDA procurement spend on BEE Level 1-4 companies
Definitions	<ul style="list-style-type: none"> Procurement Spend means: The amount of money spend on goods and services procured by the HDA in the implementation of its mandate from companies that fall within the BBBEE levels 1-4, expressed in percentage form relative to its entire budget spent on procurement
Source of data	<ul style="list-style-type: none"> Financial Reports on the payment of service providers for goods and services
Method of calculation / Assessment	<ul style="list-style-type: none"> An assessment of the report generated from the system on procurement spend between the designated groups.
Means of verifications	<ul style="list-style-type: none"> General Ledger and Management Accounts presented to the Board
Assumptions	<ul style="list-style-type: none"> Board approval of reports
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> The target for Women: 35% The target for Youth: 15% The target for people with disabilities: 5% The target for Black-owned companies: 50 % Military Veterans: 5%
Spatial Transformation where applicable)	<ul style="list-style-type: none"> Transformation and empowerment of companies falling within the BBBEE levels 1-4
Calculation Type	<ul style="list-style-type: none"> Cumulative
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> More companies empowered and transformed
Indicator responsibility	<ul style="list-style-type: none"> Manager: Transformation and Empowerment

Sub Programme 3.2 Regional Coordination and Human Settlements Implementation Support Services

Indicator title	3.2.1 Number of housing units delivered.
Definitions	<ul style="list-style-type: none"> • The number of Human Settlements units delivered/supported • Counting the number of dwelling units delivered • Completion certificate issued by municipality confirming completion of a unit
Source of data	<ul style="list-style-type: none"> • A simple calculation of units completed (quantitative) • Practical Completion Certificate is issued when the work under the contract has reached the stage of completion described in the general conditions of the contract.
Method of calculation / Assessment	<ul style="list-style-type: none"> • Bi-annual HDA performance
Means of verifications	<ul style="list-style-type: none"> • Completion certificate issued by Contractors/Principal Agent/ Quality Assurance reports/ NHBRC Building control certificate/Happy Letters
Assumptions	<ul style="list-style-type: none"> • The completion certificate is valid and the municipality or NHBRC has the capacity to inspect the unit and issue a certificate.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> • Provision of sustainable and integrated human settlements. • Reverse apartheid spatial patterns advance the development of Priority Housing Development areas
Calculation Type	<ul style="list-style-type: none"> • Cumulative
Reporting cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • Provision of sustainable and integrated human settlements. • To deliver the targeted number of dwelling units for occupation by beneficiaries.
Indicator responsibility	<ul style="list-style-type: none"> • Project Managers / Provincial managers

Indicator title	3.2.2 Number of serviced sites delivered
Definitions	<ul style="list-style-type: none"> • The number of Human Settlements serviced sites delivered/supported • Sites that are connected to basic services i.e. roads, sanitation, water and electricity
Source of data	<ul style="list-style-type: none"> • Signed Engineering certificate and issued when the works under the contract have reached the stage of completion described in the general conditions of the contract.
Method of calculation / Assessment	<ul style="list-style-type: none"> • Simple counting of sites that are feasible and that have available services or infrastructure - quantitative
Means of verifications	<ul style="list-style-type: none"> • Engineering certificate signed by a registered consulting engineer.
Assumptions	<ul style="list-style-type: none"> • After assessment suitable sites will then be installed with services • There are financial resources to provide services to each site
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> • Provision of sustainable and integrated human settlements. • Reverse apartheid spatial patterns advance the development of Priority Housing Development area
Calculation Type	<ul style="list-style-type: none"> • Cumulative
Reporting cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • Provision of basic services in the form of sites serviced with basic water and sanitation.
Indicator responsibility	<ul style="list-style-type: none"> • Project Managers /Provincial Managers

Indicator title	3.2.3 Number of Title Deeds Registered
Definitions	<ul style="list-style-type: none"> • The indicator measures the support the HDA provides in the implementation of the title deeds restoration programme. The support provided includes: <ul style="list-style-type: none"> ✓ Resolution of key exemptions on the Title Deeds Restoration Programme includes but not limited to outstanding Land Legal issues, township registers opened, transfers on un-proclaimed townships etc. ✓ Resolution of the identified exceptions ✓ Provide dedicated resources to the Title Deeds Restoration Programme ✓ Capture all exceptions for submission to the department ✓ Verify the merits of all exceptions raised and propose remedial action and/or provide an action plan to resolve each exception ✓ Propose alternative forms of tenure in areas where townships cannot be proclaimed, that will provide households with land use rights ✓ To issue title deeds on housing projects that were completed between 1994 and 2014. ✓ To complete the transfer of all pre-1994 housing stock to beneficiaries through the EEDBS ✓ Registration of title deeds
Source of data	<ul style="list-style-type: none"> • Baseline information provided by Provincial Departments of Human Settlements. • Deeds information/conveyancing certificates/title deeds
Method of calculation / Assessment	<ul style="list-style-type: none"> • Quantitative: Number of townships registered; the number of title deeds facilitated for registration • Qualitative: Narrative report providing background, motivation and challenges, resolutions and recommendations
Means of verifications	<ul style="list-style-type: none"> • Registered Township. Title deeds registration. Dispute resolution report
Assumptions	<ul style="list-style-type: none"> • Registered Township. Title deeds registration. Dispute resolution report
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> • Most areas where the unlocking of title deeds have been earmarked are located within the national priority areas in terms of national programmes, NUSP, Catalytic Programmes Projects, SIPs, Rapidly Growing Towns all in an effort to promote impact on spatial transformation priorities
Calculation Type	<ul style="list-style-type: none"> • Cumulative ((2020/21) • Cumulative (2019-to-date)
Reporting cycle	<ul style="list-style-type: none"> • Quarterly and Annually
Desired performance	<ul style="list-style-type: none"> • Reduction of title deeds backlog and active registration of title deeds before occupancy
Indicator responsibility	<ul style="list-style-type: none"> • Project Managers /Provincial Managers

Programme 4: Planning, Monitoring, Evaluation and IGR

Indicator title	4.1.1 Number of assessments of HDA land and landed properties
Definitions	<ul style="list-style-type: none"> Implementation of the Land Monitoring APP, the Spatial Transformation Planning Tool and the Spatial Transformation Impact Mobile APP to track development on the land, measure spatial transformation in PHDAs and engage communities on the quality of place, life and growth respectively.
Source of data	<ul style="list-style-type: none"> Site visits, reports, stakeholder engagement and meetings, community engagement
Method of calculation / Assessment	<ul style="list-style-type: none"> Simple counting and cross-reference to the Red Book in terms of Spatial Transformation parameters
Means of verifications	<ul style="list-style-type: none"> Ground truth
Assumptions	<ul style="list-style-type: none"> Assumptions that the community is being honest
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> The Land Monitoring APP, the Spatial Transformation Planning Tool and the Spatial Transformation Impact Mobile APP all contribute to Spatial Transformation imperatives as per the NDP
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year End)
Reporting cycle	<ul style="list-style-type: none"> Monthly & Quarterly
Desired performance	<ul style="list-style-type: none"> At least 112 assessments broken down as 100 on HDA land; 10 in PHDAs; 2 in communities
Indicator responsibility	<ul style="list-style-type: none"> Manager: Monitoring & Evaluation

Indicator title	4.1.2 % availability of spatial information system
Definitions	<ul style="list-style-type: none"> • The availability of a spatial information system that is used to access spatial information • This is a measurement of the percentage systems uptime of the spatial information system based on time.
Source of data	<ul style="list-style-type: none"> • Service provider extracts this information from the systems report that is produced on a monthly basis
Method of calculation / Assessment	<ul style="list-style-type: none"> • Service uptime (time) • The amount of time (in hours) that the system is available against the total number of hours in the month
Means of verifications	<ul style="list-style-type: none"> • Monthly reports extracted from the Spatial Information system
Assumptions	<ul style="list-style-type: none"> • Factors of evidence required to verify the validity of data
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> • Reflect on the contribution of spatial transformation priorities • Reflect on the spatial impact area and MTSF 2019- 2024
Calculation Type	<ul style="list-style-type: none"> • Cumulative (Year End)
Reporting cycle	<ul style="list-style-type: none"> • Monthly
Desired performance	<ul style="list-style-type: none"> • 96%
Indicator responsibility	<ul style="list-style-type: none"> • Manager: GIS

Indicator title	4.1.3 Number of analysis reports on student housing developed
Definitions	<ul style="list-style-type: none"> Analysis reports on student housing using spatial analysis.
Source of data	<ul style="list-style-type: none"> Department of Higher Education and Training Private sector
Method of calculation / Assessment	<ul style="list-style-type: none"> Number of reports submitted Signed off by Head: BI
Means of verifications	<ul style="list-style-type: none"> Report
Assumptions	<ul style="list-style-type: none"> Information extracted from reliable sources
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> Analysis of student accommodation per Priority Human Settlements and Housing Development Areas
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year End)
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 1 report per quarter
Indicator responsibility	<ul style="list-style-type: none"> Head BI Manager: GIS

Indicator title	4.1.4 Number of partnership agreements established for implementation in PHSFDA's
Definitions	<ul style="list-style-type: none"> Number of effective partnership agreements established for implementation through concluding agreements, convening related cooperative platforms, generating associated Actions Lists or minutes, conveyed to stakeholders within 14 working days from the date of the platform sitting.
Source of data	<ul style="list-style-type: none"> Minutes and reports
Method of calculation / Assessment	<ul style="list-style-type: none"> Simple counting of agreements established for implementation
Means of verifications	<ul style="list-style-type: none"> Partnership agreements, Terms of Reference, Action Lists and related Performance Reports
Assumptions	<ul style="list-style-type: none"> There is provincial interest in pursuing IGR provisions of the partnership agreements. HDA leadership appreciates the significance of the IGR provisions of the agreements and the Steering Committee as called for by the related agreements.
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not Applicable
Spatial Transformation where applicable)	<ul style="list-style-type: none"> Not Applicable
Calculation Type	<ul style="list-style-type: none"> Cumulative
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> That all the agreements are established for implementation effectively through: Development of engagement plan and agenda on key issues to be addressed Drafting and submitting of cooperative agreements that specify the roles and responsibilities of each stakeholder to govern the relationship Drafting and ensure adoption of the ToR for the establishment of platform Administer and manage the IP Provision of secretariat services and oversight to the platform Resolution of the identified blockages as identified by the respective stakeholder platform and continuously appraise/report on the interventions undertaken



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